

## **Salim Touma**

### **Hospitality General Manager/ Pre-opening and Revenue Management Expert**

Based in Europe | +40 731 793 191 | +48 500048814 | [sall.touma@gmail.com](mailto:sall.touma@gmail.com) | [www.salimtouma.com](http://www.salimtouma.com) | [www.tophospitalityservices.com](http://www.tophospitalityservices.com) | I am prepared to consider international relocation and welcome the opportunity to explore potential options.

#### **Career summary**

A results-oriented General Manager with over 25 years of experience in luxury hospitality, I specialize in driving revenue growth, repositioning hotels, and optimizing operational performance across Europe and international markets. With a strong background in pre-opening, rebranding, and complex business turnarounds, I have successfully transformed underperforming properties into market leaders by implementing data-driven revenue strategies, cost-saving initiatives, and guest experience enhancements.

My leadership at Grand Hotel Bucharest, Marriott International, and top-tier European hospitality brands showcases my expertise in hotel repositioning, financial restructuring, and digital transformation. I have spearheaded comprehensive rebranding projects, leading to significant increases in profitability, efficiency, and guest satisfaction scores. Through strategic contract negotiations and innovative sales initiatives, I have secured multi-million-euro revenue streams and established high-yield commercial partnerships.

A specialist in operational excellence and asset management, I have led phased refurbishment projects that modernize luxury properties while maintaining business continuity. My ability to integrate cutting-edge hospitality technology, from advanced PMS and CRM systems to dynamic pricing tools, has maximized revenue performance and streamlined guest service delivery.

Fluent in the European hospitality landscape, I understand the intricacies of high-net-worth clientele, evolving market trends, and the competitive dynamics of luxury city hotels, resorts, and boutique properties. My track record includes reducing operational costs by up to 28%, increasing direct online revenue by 300%, and achieving record-breaking RevPAR growth in competitive urban markets.

A decisive and people-focused leader, I build and mentor high-performing teams, ensuring exceptional guest experiences and long-term brand loyalty. With a strong financial acumen, commercial expertise, and a passion for luxury hospitality, I am committed to elevating hotel performance and positioning premium properties at the forefront of the European market.

#### **Experience**

##### **Hotel General Manager,**

**Grand Hotel Bucharest, Bucharest, Romania** | August 2022 – Present

- Spearheaded a complete hotel rebranding, resulting in a 32% reduction in the cost ratio (2023 vs. 2019) and a significant decrease in employee turnover by 40%
- Oversaw a phased soft refurbishment project, upgrading rooms, conference halls, and ballrooms, introducing two new food and beverage outlets, and increasing overall guest satisfaction.

- Implemented a new Hotel Management Information System (PMS, POS, and ERP), enhancing efficiency and data-driven decision-making. This resulted in a 90% score on Revinate for operational efficiency.
- Launched a highly successful social event management section, generating over Euro 1 Million in sales turnover.
- Established a comprehensive e-commerce strategy, integrating the PMS seamlessly with major GDS, IDS, and OTAs, boosting online bookings by 128%. This significantly improved the hotel's GSS score, rising from 3.5 (2021) to 4.6 (2024).

### **Director of Operations,**

**Pre-Opening Hospitality Division, Al Emadi Enterprises, Doha, Qatar** January – August 2022

- Successfully established all operational standards, services, and workflows for Al Emadi Enterprises' hospitality projects, ensuring a smooth and efficient launch.
- Secured all subcontracted services (laundry, catering, cleaning) through strategic negotiation, achieving cost savings of 34% compared to initial estimates. This minimized operational costs during a period of extremely high service demand.
- Developed and implemented a sustainable employment strategy, incorporating part-time employees, full-time employees, and interns, resulting in a 42% reduction in overhead costs.

### **Pre-Opening General Manager,**

**Marriott International, Accra, Ghana** | March 2020 – January 2022

- Developed and executed the critical path plan for a new hotel opening, ensuring the project stayed on schedule and within budget.
- Conceptualized and implemented all hotel operations, meticulously preparing all SOE and FF&E lists and procuring all necessary items on time and within budget.
- Successfully established the hotel's operational infrastructure, IT, and MIS systems, implementing robust control measures.
- Developed and implemented the pre-opening budget, staffing guide, and commercial action plan, ensuring financial stability from the outset.

### **Cluster General Manager**

**RDK Group of Companies, Dubai, UAE** | Feb 2018 – Feb 2020

- Secured a lucrative tour series contract, generating an additional \$5 million in revenue across three properties.
- Implemented cost-cutting and productivity improvement initiatives, reducing group expenses by 48%.
- Restructured the hotel organization chart, streamlining operations and reducing overhead by 35%.
- Established a centralized purchasing department, renegotiating supplier contracts and achieving a 28% reduction in overall operational costs. Achieved breakeven GOP in six months and 58% GOP in the first quarter of 2019.

### **General Manager**

**Donatello Hotel, Dubai, UAE** | December 2013 – January 2018

- Successfully transformed a 78-unit stagnant hotel apartment into a licensed four-star hotel with 132 rooms, while maintaining continuous operation.

- Increased business revenue by 40% through strategic restructuring of room sizes and the addition of rentable spaces and food and beverage outlets.
- Implemented cost-cutting measures, reducing company expenses by 28% through restructuring employee positions and introducing job combination strategies.
- Secured a long-term advance purchase contract with an international tour operator, generating over AED 2 million annually in guaranteed revenue.

### **General Manager**

**Coral Boutique Hotel Apartment | Dubai, UAE | January 2011 – January 2012**

- Successfully refurbished the property in a record six months, resulting in a 100% increase in annual revenue, reaching AED 1.5 million. This included launching two new food and beverage outlets.
- Increased online revenue contribution to 35% of total business through strategic digital marketing initiatives.
- Achieved the highest Average Daily Rate (ADR) of AED 580 among competitors, securing a #2 ranking in the Revenue Generation Index (RGI).
- Secured a lucrative contract with Dubai Racing for two consecutive years through the introduction of an outside catering service, significantly boosting revenue and yield.

### **VP Sales and Revenue Management**

**Hospitality Management Holdings | Dubai, UAE | January 2009 – January 2011**

- Increased corporate sales business by 60%, generating \$2 million in annual revenue.
- Successfully launched the company's first 360-degree e-commerce department, generating \$1.2 million in online business within the first year.
- Effectively managed the revenue and sales departments of over 40 hotels, optimizing performance across a diverse portfolio.

### **Director of Revenue Management**

**Dusit Thani | Dubai, UAE | January 2007 – January 2009**

- Exceeded annual revenue targets by 15%, resulting in a 10% increase in overall hotel profitability.
- Increased Average Daily Rate (ADR) by 8% and occupancy rate by 5% through the implementation of a dynamic pricing strategy compared to 2005
- Successfully implemented a yield management system, resulting in a 12% increase in revenue and a 7% improvement in TREVPAR. Across o
- Developed and implemented a new sales strategy focusing on group bookings, increasing group bookings by 20% and corporate sales by 15%, generating an additional \$500,000 in revenue.
- Led and mentored a team of 8 revenue management professionals, exceeding performance goals consistently while maintaining high employee morale and low turnover.

### **Cluster Revenue Manager**

**Intercontinental Hotels Group | Muscat & Salalah, Oman | January 2005 – January 2007**

- Successfully managed the revenue and sales departments for multiple properties in Muscat and Salalah, optimizing revenue streams across the portfolio.
- Increased overall cluster revenue by 12% through implementing a standardized revenue management system.

- Improved RevPAR by an average of 4% across the cluster by optimizing pricing and maximizing occupancy.
- Implemented a new sales strategy and implemented a new group booking prices and lead management resulting in a 20% increase in group revenue within one year.
- Increased occupancy rates by 25% through optimizing online distribution channels and strategic partnerships.
- Developed and implemented a customized training program for the revenue management team, leading to improved performance and higher employee retention.

## **Revenue Manager**

**Crowne Plaza | Beirut, Lebanon** | January 2002 – January 2005

- Managed the revenue and sales department of a 200-room, 5-star hotel, consistently exceeding revenue targets.

## **Education**

- Master of Business Administration (MBA), Wrexham University, North Wales Business School, UK – April 2026
- MBA, Business Administration, University of Liverpool, Liverpool, UK – June 2019
- Diploma, Ecole Hotelier DeWine, Beirut, Lebanon

## **Skills**

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| • Revenue Management                     | • Problem Resolution & Conflict Management |
| • E-commerce & CRM                       | • Project Management                       |
| • Financial Management                   | • Coaching & Mentoring                     |
| • Operational Management & Restructuring | • Cash Flow Optimization                   |
| • Pre-opening & Re-opening Expertise     | • Business Profitability Growth            |
| • Crisis Management                      | • Hospitality Asset Management             |
| • Contract Negotiation                   | • Budgeting & Forecasting                  |
| • Staff Development & Training           | • Sales & Marketing                        |
| • Data Analysis                          | • Digital Marketing                        |

## **References**

Available upon request.