



Mission:

To go beyond traditional hospitality within a global brand, by providing leadership which actively explores concepts, markets and ideas.

About Me:

Luxury Operator

35 years of hospitality experience across four continents, representing premier international luxury brands (Mandarin Oriental, One & Only, MGM, Fairmont Raffles Hotels, Two Roads Hospitality, Virgin Hotels, Discovery & AMAN).

Charismatic Leader / Peak Performer

Unusually high levels of general cognitive ability, people skills and capacity for execution:

- + Entrepreneurial & Dutiful
- + Intuitive & Analytical/Financial Drive
- + Autonomous & Collaborative
- + Team Leader & Developer
- + Strong Owner Relations

My leading strength lies with the way I evaluate each situation through an even balance of sequential and logical thinking, as well as intuition and charisma. This allows me to successfully lead in the development and implementation of advanced concepts.

I have been responsible for multiple hotel openings from ultra-luxury resorts (One & Only Le Saint Géran) to the largest privately funded project in US history (CityCenters) and generating revenues ranging from US\$40M to US\$ 550M.

Global Citizen / Global Leader

My international expertise has been acquired from a unique combination of traditional European hospitality, American processes & efficiencies, and Asia's extremely high service standards. This experience has allowed me to thrive in complex multi-cultural environments.

My exceptional technology & presentation skills have enabled me to conduct winning strategies for owners & management companies.

Experience

- 2021 – 2025 **Playa Grande Golf & Ocean Club**
Discovery Land Corporation / AMAN
President
Rio San Juan, Dominican Republic
 - 2018 – 2020 **Virgin Hotels**
Senior Vice President of Operations
Miami, FL
 - 2015 – 2017 **Carmel Valley Ranch / Ventana Alila**
Area Managing Director
Carmel / Big Sur, CA
 - 2011 – 2015 **Fairmont Raffles Hotels International**
Managing Director
Fairmont Acapulco Princess & Pierre Marques, Mexico
 - 2006 – 2011 **MGM Resorts / Light Group**
Aria Resort and Casino - Vice President of Operations
The Harmon Hotel, General Manager
Las Vegas, NV
 - 2001 – 2006 **Fairmont Raffles Hotels International**
General Manager
The Fairmont Sonoma Mission Inn, Spa & Sonoma Golf Club
 - 1997 – 2000 **One & Only Resorts**
Resort Manager / Special Projects Manager
One & Only Le Saint Geran, Mauritius (Indian Ocean)
 - 1987 – 1996 **Mandarin Oriental Hotel Group**
Food & Beverage Manager – The Excelsior, Hong Kong
Executive Assistant, Mandarin Oriental Hotel Group, Hong Kong
Management Trainee F&B and Rooms, San Francisco
Management Trainee F&B and Rooms, Singapore
- ## Community Involvement:
- 2017-18 Chair-Elect Monterey County Convention Visitor Bureau
 - 2016-17 Treasurer Monterey County Convention Visitor Bureau
 - 2011-15 Vice Chair of Acapulco Tourism Organization
 - 2006 Spirit of Sonoma County Award – California State Assembly
 - 2006 “Thomas Becker Day” - City of Sonoma Proclamation
 - 2005 Sonoma County Tourism Council Resolution
 - 2003-06 Chairman of the Board, County of Sonoma Tourism Council
 - 2001-06 Board Member of various non-profit local organizations

President – Playa Grande Golf & Ocean Club, DR

Jan 21 – Jan 25

As the President of Playa Grande I was recruited by the board to be responsible for all aspects of the investment inclusive of operations (Private Golf & Ocean Club / Amanera) & Development (Construction / Real Estate Sales)

- Frequently produced and presented financial and strategic updates to the board & the investors group
- Significantly improved the financial performance of both the private club and Amanera Hotel & Resort
- Developed a revised master plan (~US\$1B in future Real Estate Sales) for the entirety of the 2200 acres development
- Design and constructed 34 additional homes and various amenities to continue to enhance the overall experience and setting a new benchmark for Real Estate prices in the Caribbean
- Golfweek/USA Today recognition as top Golf Course in Mexico, Caribbean, Atlantic Islands and Central America, a region filled with so many spectacular properties
- Developed & designed a new project that will drastically improve the accessibility of the development
- Curated a local leadership team to lead the financial, legal and operational performance of the project creating a legacy that surpasses the delivery of service standards to enhance owner & guest experience

Senior Vice President of Operations - Virgin Hotels

Jun 18 - Mar 20

As the SVP Operations of Virgin Hotels, I was responsible for the operating performance of the portfolio and delivering optimal results — growth, operations, and financial performance — as well as managing ongoing productive relationships with key stakeholders, the broader Virgin organization and key external relationships in the hospitality industry.

- Transitioned Virgin Hotels from a single hotel operation to a multi property hotel company growing revenue from US\$20M to US\$375M (stabilized)
- Successfully opened VH San Francisco & VH Dallas, took operational control of Hard Rock Las Vegas and developed all preopening plans for the next four VH hotels
- Established all proformas for upcoming projects domestically and internationally for the development team
- Curated relationship with the various ownership groups for current and future projects
- Significantly improved financial performance of VH Chicago
- Continuously facilitated Richard Branson's vision to be innovative through initiatives like developing Virgin Hotels Lucy 2.0 App & IRD + UberEat to drive profitability and enhanced guest experience

Area Managing Director, Carmel Valley Ranch

Sep 15 – Jan 18

Following the acquisition of Ventana by an investment group led by John Pritzker in Summer 2015, I was recruited to lead Carmel Valley Ranch & Ventana Big Sur to aggressive growth goals. Even though the region has experienced some unusual challenges, the Soberanes Fire in 2016 the most expensive wildfire in US history and the subsequent Big Sur closure of Hwy traffic for nine months, the team overall has achieved exceptional results.

- #1 Resort in Northern California - 2016 Condé Nast Traveler Readers' Choice Awards & Best of Best awards @ the 2016 Virtuoso Travel Week for Exceptional Guest Experiences
- Highest Operational Profitability per occupied room (\$563) within Two Roads Hospitality (TRH) mainly driven by the best in class Rooms POR (\$324) and Spa profit (38%)
- Achieved overall resort record revenue growth two years in a row through highest F&B POR (\$347) and overall incremental spend
- Developed a five-year strategic plan to support aggressive growth
- Redefined the concept of the "Art of Play" to a whole new game through enhanced programming
- Transitioned towards "Employer of Choice" in Monterey County
- Community involvement: 2017/18 elected Chair Elect for the Monterey County Convention Visitor Bureau
- Developed new guest interactive technology i.e. in-suite entertainment in conjunction with Apple

Managing Director, Fairmont Acapulco

May 11 – Sep 15

As the Managing Director, I represented the interests of ownership and Fairmont Raffles Hotels International within Mexico. This 450 acres master plan development "Princess Diamante", included two hotels (1240 rooms and suites), 2 championship golf courses, an ATP World Tour tennis facility, 11 restaurants, 45k sqm of meeting space, a lifestyle membership program (Turtle Dunes Country Club), 3 residential communities and Fairmont Heritage Place, 34 a high-end Villas.

- Repositioned the resorts to focus primarily on the domestic market, both hotels significantly outperformed the competition domestically reaching top sales ranking in 2013 (first and third) within Fairmont Raffles Hotels International global sales network.
- Increased visibility domestically and internationally through hosting world class events in partnership with Grupo Pegaso (MexTenis, Gymnastics & Tropico)
- Took Fairmont's operations in Acapulco from a five year decline CARG (2006–11) vs. CARG (2011–14) TRevPAR -7.9% to +8.1%, GOP -21.8% to +13.4%, EBITDA -36.8% to +34.9% and avg. EFTE moved from 1,173 to 984
- Promoted the brand aggressively via social media (becoming #1 position within Facebook both for FHRI & Mexico with over 250K likes)
- Voted #1 employer of choice within Mexico (Súper Empresas 2015 awards)

VP Operations & General Manager, CityCenter, LV

Oct 06 – Apr 11

CityCenter is the largest privately funded project in US History (9 billion), jointly developed by MGM Resorts International and Dubai World. The 19.5m sqft multi-purpose cityscape consists of ARIA (4,004 room casino hotel), Mandarin Oriental (400 room boutique hotel), The Shops at Crystals (425k sq ft retail district), Vdara (1,495-room luxury condominium-hotel) Veer Towers (895 residential units). CityCenter is the world's largest green facility as certified by LEED

Vice President of Operations – ARIA Resort & Casino – MGM Resorts

- “Redefining Luxury in Las Vegas” - Conceptualized and launched ARIA Sky Suites as the high-end premier hotel within the hotel, providing the most luxurious experience for the transient guest
- Managed the daily operations of this five star ultra-luxury product representing 10% of the guest, 20% of the revenue and over 30% of the total profits
- Established and maintained the one-on-one relationships with high-end casino and transient guests and created a personalized 24/7 butler service catering to the high-end villa guests
- Developed “A Plus” a unique concept for an all-encompassing training & quality management
- Oversaw the Food & Beverage Division, featuring 18 restaurants, 9 bars & lounges, 300K sq ft of convention space, a state of the art 26K sq ft night club with an overall turnover of \$250M & 4.8M covers
- Oversaw the operations of the 42K sq ft retail shops, 11 key locations generating \$25M in annual revenue
- Conceptualized, developed & successfully executed the mass on-boarding and training plan for 8K+ employees during the final three weeks of opening
- Initiated & orchestrated “Playdays” providing an all-system check, control test and trial runs for all venues and overnight accommodations

General Manager – The Harmon, Las Vegas – A LIGHT Hotel

Created the DNA and essence of A LIGHT Hotel – A collection of ultra-chic, luxury boutique hotels with an uncompromising commitment to excellence for an all-inclusive, all exclusive stay. Guests are immersed into a private world of irresistible comfort, meticulous attention to detail, incomparable highly personalized service, and exquisite amenities catering to every need – while always keeping the environment in mind.. The ability to build everything from the ground up providing very unique experiences and a whole new service culture.

- Conceptualized & designed all areas in the hotel working with some of the world's most talented designers including Foster + Partners, munge/leung, Richardson Sadeki and the Rockwell Group resulting in the creation of Las Vegas' first-ever eco-chic boutique hotel, committed to the core values of green design, responsible living, and pursuing the highest levels of LEED Certification by the U.S. Green Building Council
- Established The Harmon brand as a luxury leader within the market through strategic alliances with The Leading Hotels of the World, Virtuoso, American Express FHR, Bonotel, Signature & Travel & Elite Meetings in addition to creating partnerships with renowned hairstylist Frederic Fekkai & restaurateur Michael Chow.

General Manager – Sonoma Mission Inn & Spa

Feb 01 – Oct 06

Executed on behalf of Crescent Real Estate, a five-year strategic plan resulting in the transfer of management from Sonoma Spa Resorts to FRHI, a further capital investment of over \$15 million ultimately resulting in a dramatic improvement in NOI performance and the sale to Morgan Stanley.

- Elevated the profile of the Inn as the "Authentic Wine Country Spa Resorts" with various lifestyle brand alliances i.e. Aspen Jazz, Porsche, Senior PGA, Pixar and leading local wineries
- Achieved superior RevPAR penetration (120%) by strengthening the market leader position and moving the Inn from #3 in the Index to #1, outperforming Ritz-Carlton Half Moon Bay and Four Seasons Aviara in growth
- Spearheaded leadership in the community through core programs, such as "Faces of Change", "Adopt a Shelter", "Make a Wish Foundation" and "Sonoma Valley Wine Auction" which resulted in the significant improvement of public perception through active involvement in various community and industry organizations
- Re-established the Inn as the quintessential spa resort resulting in the nomination of 5th best overall spa in the world by the readers of Condé Nast Travel and one of the highest utilized spa in the industry
- Re-imagined Sonoma Country Club as an active life style golf membership community which hosted the Charles Schwab Cup Finals
- Conceptualized and launched the Sonoma County Tourism Bureau, a county wide cooperation between the county and the private sector, resulting in a four million dollar annual marketing fund to promote the awareness of the destination and overnight stays
- Attained top quartile employee satisfaction score from 77 % to 85% , 4% higher than the company average and amongst the highest in the company while reducing critical staff turnover from over 50% in 2002/3 to below 20% in 2005
- Increased Meeting Planner Satisfaction from JD Power Score 4.46 to 4.87 the second highest in the company
- Achieved three years continues EBITDA increase of over 160%
- Improved overall resort productivity by 20% from 2.81 to 2.27 over three years
- Spearheaded & completed a \$15 million renovation project on time and within budget
- Doubled outside catering business to provide memorable experiences for groups and gain larger share of the local social business

Resort Manager / Special Project Manager One & Only Le Saint G eran

Jan 97 – Jul 00

- Fully responsible for all aspects of the day-to-day operation of a 181 room deluxe resort resulting in a record year in operational profitability
- Enhanced guest experiences by focusing on the No. 1 core value "Blow away the customer", and continuously striving for perfection through reinforced training programs, exceptional guest recognition and enhanced products and services which resulted in winning the second-best hotel in the world by the readers of Cond  Nast Travel
- Operational Project Management of a US\$50 million redevelopment of the flagship property One & Only - Le Saint G eran:
- Introduced and negotiated contracts for professional sports services in the two top resorts, with the David Leadbetter Golf Academy and Peter Burwash International Tennis
- Initiated Balanced Scorecard on corporate and resorts level as a strategic management system
- Developed and initiated an e@commerce strategy for Sun International - Indian Ocean
- Developed new Food & Beverage concept creating a total new approach for each restaurant & bar and the creation of Alain Ducasse's first restaurant outside of France, Spoon des Iles

Mandarin Oriental Hotel Group

Jan 87 – Dec 96

- Food & Beverage Manager - The Excelsior Hotel, HKG
- Executive Assistant, Mandarin Oriental Hotel Group, Hong Kong
- Management Trainee - F&B and Rooms - Mandarin Oriental, San Francisco
- Management Trainee - F&B and Rooms - Mandarin Oriental, Singapore

Permanent Citizen / Resident in Germany, USA, Hong Kong & Mexico / Temporary Resident in Dominican Republic

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