

## Scott T. Shoenberger

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A Strategic, proactive and resourceful senior executive with a proven track record of delivering outstanding results, exceeding financial expectations and key operational measurements. Highly effective communicator building solid relationships throughout the organization, with third party owners and operating partners. Known for clear thinking, problem solving, passionate leadership and broad competencies facilitating high performance and exceptional returns. Develops comprehensive strategic plans to maximize financial performance by developing high-performing teams in complex operating environments.

### Professional Experience

#### **The Al J. Schneider Company – Louisville, KY: March 2014 – Present**

##### **President & Chief Executive Officer, June 2016 – Present**

Responsible for strategic positioning and company realignment managing all hands-on operational aspects for a diversified portfolio of hotels, commercial real estate and joint venture partnerships. Company asset valuation exceeds \$400 million generating approximately \$150 million in annual revenues.

- Develop and implement a five year strategic plan to maximize existing asset performance due to the organization transitioning from a beneficiary trust to active shareholders.
- Currently “professionalizing” the company by implementing strategic planning, best practices, industry metrics, performance management and organizational realignment.
- Currently developing a culture of service, revenue, talent development and operational efficiency in a legacy company with the existing leadership team whose average tenure exceeds 15 years. The objective is to elevate the leadership’s hospitality IQ closer to current industry standards.
- Complete oversight and development of a comprehensive \$100 million renovation of the Galt House Hotel involving over 1.5 million square feet including all guestrooms (1,239), Food & Beverage Outlets and 128,000 square feet of meeting space.

##### **Chief Operating Officer, March 2014 – June 2016**

- Primary objective is to “professionalize the organization” that was held in an estate trust for the beneficiaries to improve operating performance and optimize enterprise value. The trust expired in May 2016.
- Redeveloped an \$85 million adaptive reuse project of the Hilliard Lions Building into a 304 room Four Diamond Embassy Suites including 50,000 square feet of commercial office space, three retail lease pads and parking. The project includes Historic and New Market Tax credit facilities.

#### **Marcus Hotels & Resorts – Milwaukee, WI: November 2005 – February 2014**

##### **Senior Vice President – Operations & Acquisitions, April 2013 – March 2014**

Company owned and managed 20 hotels generating in excess of \$400 million in annual revenues within the U.S. encompassing all major brands, independent hotels, destination resorts, condominium hotels and timeshare assets.

- Develop strategic positioning and initiatives for the portfolio including day to day oversight for high profile and complex assets owned and managed by the company.
- Responsible for all underwriting, due diligence and development functions for new acquisitions, sliver investments and third party management contracts.
- Negotiation of all purchase and sale agreements, management contracts, joint venture agreements, technical service agreements and contribution agreements.

- Coordinate all acquisition functions including strategic property repositioning, asset and capital allocation, property transition functions and initial year operating plans.
- Develop and maintain relationships with key partners to facilitate long lasting relationships based on exceeding operating objectives and delivering on the “promise.”

### **Vice President of Operations – November 2005 – April 2013**

Responsible for the operational performance and strategic planning of nine branded and independent hotels generating revenues in excess of \$200 million.

- Developed repositioning strategies converting the Wyndham Milwaukee into the InterContinental Milwaukee, The Pfister Hotel, Milwaukee, Grand Geneva Resort, converting the Beverly Garland Holiday Inn to an independent and other assets requiring repositioning. Capital reinvestment exceeded \$150 million.
- Oversaw ground up development of 255 unit condominium hotel, the Platinum Hotel, located in Las Vegas, NV. Total development cost of \$112.0 million.
- Oversaw the redevelopment of the Skirvin Hilton in OKC. A historic project located in downtown OKC that had been shuttered for 17 years. A public/private funded project utilizing historic tax credits, TIF and other public funding mechanisms. Development cost of \$56.0 million.
- Coordinated and managed property acquisition and transition process for eleven assets acquired since 2006.

### **The Irvine Company – Four Seasons Hotel, Newport Beach, CA**

#### **Operational Consultant, August 2005 – November 2005**

A 295-room Five Diamond hotel featuring two restaurants, 31,000 square feet of meeting space and signature spa. Responsibilities focused on transitioning the hotel from a Four Seasons operated property to an owner managed environment while maintaining Five Diamond standards.

### **Noble House Hotels & Resorts: February 2002 – August 2005**

#### **LaPlaya Beach & Golf Resort, Naples, FL – Managing Director, Sept. 2002 – Aug. 2005**

A 189-room luxury Four Star/Four Diamond destination resort located in one of the most exclusive markets in the United States. The resort is multi-functional including all destination resort amenities and a Beach and Golf Club comprised of 650 memberships.

- Increased combined revenue by 83% (\$29.2 million for 2005), average rate by \$75.15 (40.4%) and occupancy by 9 percentage points (14.2%) over a three-year period. REVPAR increased from \$116.25 in 2002 to \$187.50 forecasted for year-end 2005.
- Food & Beverage revenues increased from \$6.1 million to \$11.7 million (91.8%) during same three year period. Department profit improved from 19.5% to 37.1%.
- Increased G.O.P. by \$9.52 million reflecting a positive flow through of 72.3% on increased revenues over the three year period. 2005 forecasted G.O.P. expected to exceed 39%.
- Club membership increased from 210 to 650 memberships resulting in a partnership distribution of \$24.3 million.
- Property received Conde Nast Reader’s choice award for Top 500 Hotels & Resorts in 2003 and 2004, Conde Nast Gold List for Top 500 Hotels & Resorts in 2004 and 2005. Property was rated 36<sup>th</sup> best resort in the United States for 2005 and Conde Nast Top 100 Best Golf Resorts in the United States 2005. Property recognized in Travel & Leisure’s “World’s Best” Top 400 for 2005.
- Responsibilities also included oversight for Little Palm Island, Grove Isle Resort, Ocean Key Resort and the Hilton Daytona Beach.

### **Loretto Inn & Spa, Santa Fe, NM - General Manager, February 2002 – September 2002**

- Primary focus was to stabilize and reposition the hotel due to post 9/11 economic conditions to allow for long-term revenue and NOI growth.
- Increased total revenues by \$2.3 million (24.0%) over prior year and \$1.2 million over 2000 revenues through increases in REVPAR of \$23.73 (20.9%) and food & beverage exceeding prior year by \$500,000.

- Developed a Noble House signature spa, SpaTerre, in existing guestroom space. Project was completed on schedule and below budget. Responsible for construction, pre-opening, staffing, advertising and promotion.
- Increased G.O.P by \$1.5 million (52.4%) over 2001 and \$523,000 (13.3%) over 2000.

### **Olympus Hospitality Group - RockResorts/Unique Hotels - Scottsdale, AZ**

#### **Vice President of Operations, January 2000 - February 2002**

Responsible for the strategic planning and developing the operational objectives for ten hotels located in six states and the Caribbean comprising 1,334 rooms generating \$200 million in annual revenues. Position was also responsible for ownership relations, F&B concept development, brand standard development and property transition execution.

- Directly involved in the development of a dynamic new project, Hotel ZAZA located in Dallas, TX.
- Handled the purchase and transition of the Equinox Resort located in Manchester Village Vermont and responsible for guestroom renovation, addition of a new spa and additional meeting space and repositioning the resort to compete with the national market.
- Responsible for all aspects of opening the Hotel Kura Hulanda in Otrobanda, Curacao.
- Total capital cost for new projects that were under development exceeded \$187 million with an additional \$22 million in property renovation outlays over a two year period.
- Created the Avanyu Spa concept including physical and interior design, retail and product selections, collateral and signage standards. Developed three new spa facilities and repositioned two existing spas.
- RockResorts sold to Vail Resorts in November 2001. Primary responsibility after the sale was to negotiate termination agreements on all third party management contracts to minimize liability and transition the company for closure.

#### **Hastings Conference Center, CT - General Manager, November 1998 - January 2000**

- Primary responsibility was to stabilize the property after a \$6.5 million renovation and transition the asset from one third party management company, International Conference Resorts, to a new management company, Dolce.
- Improved NOI by \$2.5 million over prior year due to realignment of staffing, decreasing employee turnover, implementing consistent expense controls and renegotiating property taxes saving \$600,000 annually.
- Increased negotiated volume accounts from 2,000 room nights in 1999 to 25,000 room nights for 2000. CMP backlog increased 100% year to year.
- Promoted to Vice President of Operations for Olympus Hospitality Group in January 2000.

### **Dusit Hotels & Resorts - The Melrose Hotel - Dallas, TX**

#### **Hotel Manager, November 1992 - November 1998**

- Improved position in competitive set from ninth in occupancy and tenth in rate to first in occupancy and third in rate by year four resulting in a REVPAR penetration of 116% during last year of operations.
- Restructured organization, implemented expense and inventory control systems and developed yield management strategies resulting in a \$1.1 million NOI improvement in first year. NOI exceeded \$3.4 million in 1998.
- Developed a signature restaurant concept, The Landmark Restaurant, featuring "World Cuisine" focusing on food styles and ingredients from around the world.
- Worked in a completely autonomous environment. The property was owned and operated by Dusit Hotels & Resorts, Bangkok, Thailand, which required that all aspects of operations, sales, promotion, capital project administration and renovations be handled at the property level.

### **Other Employment**

Wyndham Paradise Valley Resort, Scottsdale, Arizona - Food & Beverage Director

Wyndham Milwaukee Center, Milwaukee, Wisconsin - Food & Beverage Director

The Omni Melrose Hotel, Dallas, Texas - Food & Beverage Director

## **Education**

Bachelor of Science, Business Administration

Major in Hotel & Restaurant Management

Dual Minor in Finance and History

University of Denver

## **Community Service**

- Al J. Schneider Company Board of Directors
- Americana Community Center Board of Directors
- Greater Louisville Inc. (GLI) Board of Directors
- American Heart Association, Louisville, KY Board of Directors
- University of Kentucky School of Hospitality Advisory Board
- Louisville Police Foundation Board of Directors
- Starwood Owner's Advisory Council - Select Service Hotels
- Trustee - Economic Development Council of Collier County
- Board of Directors, FGCU School of Hospitality & Resort Management
- Board of Directors, Naples Visitor Bureau
- Board of Directors, Downtown Development Partnership, Louisville, KY
- Sullivan University, Louisville, KY Hospitality Advisory Board