MICHAEL AVERILL BARNES

SENIOR HOSPITALITY & CRUISE OPERATIONS EXECUTIVE

Fleet Operations • Guest Experience • Customer Journey • Onboard Revenue

Montego Bay, Jamaica | Jamaica & South Africa | michael@mabarnes.co.za | +1 876 564 7171

30+ Years	$450M+	20 Resorts	11-Ship
Leadership	Revenue Managed	Oversight	Fleet

SUMMARY

Senior Luxury Hospitality Executive with more than 30 years of international leadership experience across luxury cruise, and resort operations. Proven track record leading fleetwide hotel operations, guest experience and onboard revenue functions across globally recognized hospitality brands.

Currently serving as Corporate Director – On Property Revenue for Sandals Resorts International, providing strategic leadership and operational oversight across 20 luxury resorts in seven Caribbean destinations. Responsible for optimizing guest-facing revenue streams including Spa, Retail, Watersports, Golf, Weddings, Events, Marina Operations, and ancillary services while supporting operational excellence and brand consistency.

Previously held senior leadership positions with Celebrity Cruises, including Director – Fleet Revenue and Hotel Director, overseeing hotel operations and commercial performance across an 11-ship luxury fleet generating more than $450 million in annual onboard revenue.

Recognized for successfully bridging operational excellence with commercial performance, driving guest satisfaction, revenue growth, organizational effectiveness and service consistency across multicultural teams and international markets.

A strategic leader with extensive experience partnering with executive stakeholders to implement operational standards, technology initiatives, guest experience enhancements, talent development programs, and continuous improvement strategies.

TECHNICAL SKILLS

Fleetwide Hotel Operations Leadership

Rooms Division Management

Guest Experience Strategy & Execution

Spa & Wellness Operations

Onboard Revenue Optimization

Retail & Ancillary Revenue Management

Multi-Property & Multi-Vessel Leadership

Budgeting, Forecasting & Financial Planning

Commercial Strategy & Revenue Growth

Operational Excellence & Brand Standards

Guest Satisfaction & Service Delivery

KPI Analysis & Performance Management

Cross-Functional Leadership

Technology Systems & POS Implementation

SOP Development & Operational Governance

Quality Assurance & Audit Programs

Continuous Improvement Initiatives

Talent Development & Succession Planning

Executive Stakeholder Management

Multicultural Team Leadership

KEY ACHIEVEMENTS

- Delivered **12–18% revenue uplift** across multi-property resort portfolio through strategic repositioning and commercial optimization
- Managed and optimized **$450M+ annual revenue portfolio** across 11-ship global cruise fleet
- Increased **guest spend by 10–15%** through pricing, product strategy and experience enhancement
- Led **post-COVID recovery strategies**, achieving +**20% revenue rebound growth** across operations
- Developed new revenue streams contributing **$20M+ incremental annual revenue**
- Directed refurbishment and development initiatives improving **asset value and guest experience positioning**

EXPERIENCE

CORPORATE DIRECTOR – ON PROPERTY REVENUE **March 2022 – Present**
Sandals Resorts International ***Caribbean***

- Provide strategic leadership and operational oversight across 20 luxury resorts spanning seven Caribbean destinations
- Partner with resort leadership teams to ensure consistent delivery of luxury guest experiences and operational excellence
- Oversee performance of Spa, Retail, Golf, Watersports, Marina, Weddings, Events, Excursions, and ancillary revenue operations
- Analyze guest feedback, operational metrics, and financial performance to identify opportunities for service enhancement and revenue growth
- Lead budgeting, forecasting, and commercial planning initiatives across multiple business units
- Support implementation of new concepts, products, systems, and guest experience initiatives across the portfolio
- Collaborate with executive leadership on operational readiness, service standards, and organizational performance
- Drive continuous improvement initiatives focused on operational efficiency, guest satisfaction, and profitability
- Lead development of operational frameworks, performance standards, and best practices across multiple resorts
- Support leadership development, succession planning, and capability building within resort operations teams
- Provide strategic input into refurbishment projects, capital investments, technology enhancements, and guest experience improvements

DIRECTOR – FLEET REVENUE **January 2016 – February 2022**
Celebrity Cruises ***Global Fleet***

- Directed revenue strategy and operational performance across an 11-ship luxury cruise fleet generating more than $450 million annually
- Oversaw Spa, Retail, Shore Excursions, Casino, Art Auctions, Internet, and Food & Beverage revenue operations fleetwide
- Managed and mentored 18 Revenue & Marketing Directors and their onboard leadership teams
- Developed and implemented fleetwide operational standards and commercial frameworks to drive consistency across all vessels
- Partnered with shipboard Hotel Directors and corporate leadership teams to improve guest satisfaction and operational performance
- Analyzed guest feedback, KPI performance, and revenue trends to identify opportunities for service enhancements and operational improvements
- Led implementation of new onboard concepts, guest experience initiatives, systems, and revenue programs
- Managed strategic partnerships with key concessionaires, vendors, and operational partners
- Delivered sustained growth through commercial optimization, team development, and performance management

HOTEL DIRECTOR **January 2014 – January 2016**

Celebrity Cruises

- Held full responsibility for all hotel operations onboard luxury cruise vessels
- Directed Rooms Division, Housekeeping, Guest Relations, Revenue Operations, Financial Administration, and Food & Beverage functions
- Led senior shipboard leadership teams to deliver exceptional guest satisfaction and operational performance
- Ensured compliance with brand standards, operational KPIs, and service excellence expectations
- Managed departmental budgets, workforce planning, staffing, and resource allocation
- Collaborated with marine and shoreside leadership to ensure seamless guest experiences and operational effectiveness
- Served as a member of the Executive Committee alongside the Captain and senior officers
- Delivered continuous improvement initiatives focused on service quality, guest engagement, and financial performance

REVENUE & MARKETING DIRECTOR **January 2009 – December 2013**

Celebrity Cruises

- Led onboard revenue operations and managed teams of more than 90 multicultural crew members
- Executed revenue strategies, marketing campaigns, and guest engagement initiatives across multiple onboard departments
- Delivered consistent commercial growth through structured sales training, coaching, and performance management
- Supported operational excellence initiatives designed to enhance guest satisfaction and onboard spending

DIRECTOR OF SALES & MARKETING **April 2005 – December 2008**

The Diplomat Radisson SAS Hotel, Residence & Spa – Bahrain

- Directed commercial strategy, sales, marketing, and revenue generation across regional and international markets
- Partnered closely with hotel operations teams to maximize guest satisfaction and profitability
- Member of the executive leadership team responsible for overall hotel performance

DIRECTOR OF SALES & MARKETING **April 2002 – March 2005**

Mövenpick Royal Palm Hotel – Tanzania

- Led commercial operations across international markets and multiple guest segments
- Frequently acted as General Manager and supported day-to-day hotel operations
- Delivered revenue growth while maintaining high guest satisfaction and service standards

EARLIER CAREER EXPERIENCE

Sales Director – Carnival Cruise Lines Regional Sales Leadership Roles – Bali, Australia, Portugal & Spain

Progressive leadership positions across global hospitality, tourism, and cruise operations

EDUCATION

Damelin College, Cape Town
Diploma in Sports Marketing & Management

Oaklands High School, Cape Town
Matric (Grade 12)

ADDITIONAL INFORMATION

- **Nationality:** South African
- **Languages:** English, Afrikaans
- **Systems:** Oracle, Fidelio, LS Retail, Microsoft Office
- **Visas:** US C1/D, B1/B2 | Jamaican Work Permit
- **Driving License:** Yes

EXECUTIVE VALUE PROPOSITION

• 30+ Years of Global Hospitality Leadership • Extensive Luxury Cruise & Resort Operations Experience • Fleetwide Hotel Operations & Guest Experience Expertise • Strong Spa, Wellness, Retail & Ancillary Revenue Leadership • Proven Multi-Property & Multi-Vessel Management Experience • Exceptional Financial, Commercial & Operational Acumen • Experienced Leading Large Multicultural Teams Worldwide • International Experience Across the Caribbean, Americas, Europe, Middle East, Africa & Asia • Proven Ability to Drive Operational Excellence While Maximizing Revenue Performance

SPECIALTY AREAS

Fleet Operations | Guest Experience | Customer Journey | Onboard Revenue | Luxury Hospitality