

SALIM TOUMA

BOARD MEMBER • NON-EXECUTIVE DIRECTOR • ADVISORY BOARD

Hospitality & Real-Asset Governance | Europe, Middle East & Africa |

BOARD PROFILE

Hospitality and real-asset executive with over 25 years of international leadership across Europe, the Middle East and Africa. Board-facing throughout: the primary counterpart to owners, investors, asset managers and brand partners, translating investment objectives into governed operating strategy and reporting back with the transparency directors require.

Experienced across the full asset lifecycle — acquisition and conversion, pre-opening, repositioning, stabilisation and turnaround — in branded and independent hotels, multi-property clusters and large-scale event infrastructure. Practised in the space between ownership and management, where mandates, incentives and standards must be actively aligned rather than assumed.

Contributes an oversight mindset built on capital governance, risk and life-safety compliance, management agreement performance and executive succession, with the operating credibility to test management assumptions and the discipline to hold the non-executive line.

GOVERNANCE CONTRIBUTION

- **Strategy and oversight:** setting and constructively challenging multi-year commercial and asset strategy; converting board intent into accountable management plans and reviewing delivery against them.
- **Capital and investment governance:** investment cases with defined returns and payback, capex prioritisation, milestone tracking and post-investment review; phased refurbishment delivered without interrupting trading.
- **Risk, safety and compliance:** life-safety, food safety, data privacy and brand quality assurance embedded through audit, drill and training cadence; licensing and regulatory oversight across multiple jurisdictions.
- **Owner, investor and partner relations:** board-level counterpart to owners and asset managers; management and franchise agreement performance, incentive alignment and covenant health.
- **Reporting integrity:** board packs and dashboards structured so directors see decisions, risks and returns clearly, with no-surprises escalation and rolling forecast discipline.
- **People and succession:** executive appointment, development and coaching; organisational design, spans of control and leadership continuity through ownership and brand transitions.
- **Transformation and crisis leadership:** rebrands, conversions, pre-openings and compressed-timeline mega-event delivery, executed without erosion of service standards or brand equity.

COMMITTEE FIT

Audit and Risk • Investment and Capital Projects • Remuneration, Nomination and People • Health, Safety and Sustainability

BOARD AND LEADERSHIP EXPERIENCE

Board Member / Administrator2023 – Present

Grand Hotel Bucharest — landmark independent hotel Bucharest, Romania

- Statutory director with fiduciary responsibility for the company: approve strategy, annual budgets and capital allocation, and hold management to account for delivery and asset value.
- Oversaw a full rebrand and repositioning of the asset from board mandate through to delivery, protecting brand equity and long-term value.
- Approved and monitored phased refurbishment of rooms, ballroom and meeting space while the hotel continued trading, reviewing investment cases, milestones and post-project outcomes.
- Instituted owner-grade governance and board reporting linking commercial performance to cash generation, shortening decision cycles and strengthening ownership trust.
- Oversee modernisation of the commercial, distribution and technology architecture, with property, point-of-sale and ERP systems brought under a single control framework.
- Monitor guest satisfaction, leadership succession, and risk and compliance standards through a structured reporting and audit cadence.

Director of Operations — FIFA World Cup Fan Villages2022

Al Emadi EnterprisesDoha, Qatar

- Accountable for end-to-end delivery of an 8,000-unit World Cup village under compressed timelines and intense public, regulatory and reputational scrutiny.
- Governed compliance alongside specialist consultants and national authorities, aligning service design with regulation and cultural requirements across every guest touchpoint.

- Instituted control-tower reporting, risk playbooks, crowd and mobility plans and rehearsed escalation paths, delivering incident-free operations at scale.

Pre-opening General Manager2020 – 2022

Marriott InternationalAccra, Ghana

- Owned pre-opening strategy and delivery, opening on time and within budget through a period of severe global disruption.
- Acted as the bridge between ownership and the management company, translating brand requirements into clear investment cases and accelerating approvals.
- Governed SOP design, regulatory compliance, vendor and cash control, technology readiness and audit certification for opening.

Cluster General Manager2018 – 2020

RDK Group of Companies — multi-property portfolioDubai, UAE

- Accountable for strategy and performance across a multi-property cluster; centralised finance, procurement, HR, revenue and engineering into shared services.
- Introduced consolidated owner reporting with a single performance and cash view, KPI dashboards and capex governance, shortening decision cycles.
- Restructured the organisation with clearer spans of control and cross-property taskforces, strengthening internal control and removing duplication.

Hotel General Manager — asset conversion mandate2013 – 2018

Donatello Hotel DubaiDubai, UAE

- Led the conversion of a residence into a licensed four-star, 132-key hotel: investment case, capex plan, permitting, licensing and full compliance to certification.
- Established brand-agnostic operating standards and health, safety and fire-life-safety frameworks to certification.
- Instituted owner-grade governance with rolling forecasts, cash management rhythms and an audit, drill and training cadence that reduced operational and regulatory exposure.

Hotel General Manager2011 – 2012

Coral Boutique Hotel ApartmentsDubai, UAE

- Delivered a six-month live-trading refurbishment with phased works, full health, safety and fire-life-safety compliance and brand quality assurance readiness.
- Secured strategic catering and Dubai Racing partnerships to underpin base demand, and embedded SOPs, audits and training that tightened compliance.

Vice President, Sales & Revenue Management2009 – 2011

Hospitality Management Holding — multi-brand portfolioDubai, UAE

- Set group commercial strategy across a portfolio of more than forty hotels, with clear property-level accountability and governance.
- Negotiated enterprise distribution and wholesaler agreements with parity, leakage and contract-hygiene controls; led rate audit and credit governance.
- Introduced consolidated owner reporting so management actions, investment cases and brand standards were tied to asset value.

EARLIER CAREER

Regional Director of Revenue Management, Dusit International, Dubai (2006 – 2008) • Revenue Manager, InterContinental Hotels Group, Beirut and Oman (2001 – 2006)

EDUCATION

- MBA, Wrexham University, North Wales Business School — expected 2026
- MBA, University of Liverpool — 2019
- Diploma, École Hôtelière Dekwani, Beirut

MARKETS

GCC and wider Middle East • Europe • Africa. Based in Europe and available for international board and advisory mandates. References available on request.