

AYUB KATO

HOSPITALITY, TOURISM & HOTEL OPERATIONS EXECUTIVE

Managing Partner & Lead Consultant

Smiling Faces International (SFI)

Kampala, Uganda • Mukono District, Mukono Municipality • Working across Africa and international markets



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OFFICE Kampala, Uganda • Mukono District, Mukono Municipality

EXECUTIVE SUMMARY

Ayub Kato is a hospitality, tourism and hotel-operations executive with more than 20 years of leadership experience across Uganda, Africa and the United States. His career began as a Security Guard at Sheraton Kampala Hotel and progressed through front office, housekeeping, rooms division, guest experience and hotel leadership to General Manager-level responsibility, including management experience with Marriott, Hilton and InterContinental properties in the United States.

Hospitality and tourism are the foundation of his career and professional practice. Customer experience and service excellence are specialist products built from that operational base - strengthened by hotel management, quality assurance, training, curriculum development, technology-enabled service delivery, workforce development and multi-country project leadership.

20+

Years of leadership experience

25+

Major service, transition & programme projects

15+

African nations with project exposure

1,000+

Staff & consultants managed

HOSPITALITY & TOURISM LEADERSHIP - CORE EXPERTISE

Hospitality & Tourism Operations

Advises on hotel and hospitality operations, front office, housekeeping, food and beverage, property performance, hotel openings, renovations, service standards and commercial improvement.

Guest Experience & Service Excellence

Designs and leads customer-service, guest-experience and service-recovery programmes that translate hospitality standards into consistent frontline behaviour and stronger customer journeys.

Training, Standards & Quality Assurance

Develops practical curricula and capability-building programmes, supported by mystery shopping, call shopping, operational audits, SOP reviews and the Zero-Defect Room Inspection approach.

Technology, Workforce & Project Leadership

Extends hospitality leadership into contact centres, CRM/ service workflows, managed support services, recruitment, workforce capacity and multi-country project delivery.

HOSPITALITY, TOURISM, HOTEL OPERATIONS & SERVICE EXCELLENCE

Managing Partner & Lead Consultant

SMILING FACES INTERNATIONAL (SFI) • 2012–PRESENT

- **Hospitality & Tourism Advisory:** Leads hotel and hospitality consulting covering operations, front office, housekeeping, food and beverage, hotel openings, renovations, sales and marketing, yield/revenue thinking and property-performance improvement.
- **Guest Experience & Service Excellence:** Designs and delivers customer-service, guest-relations, service-culture, service-recovery and frontline-performance programmes for hospitality and other service organisations.
- **Training, Curriculum & Workforce Development:** Builds practical short courses, curricula and capacity-development interventions for frontline teams, supervisors, managers and institutions.
- **Quality Assurance & Business Improvement:** Uses mystery shopping, call shopping, SOP reviews, service audits and operating analysis to strengthen standards, guest satisfaction and commercial performance.

Hospitality & Guest Experience Leadership — United States

SELECTED CAREER MILESTONES

- **General Manager • 2010:** Comfort Inn / Holiday Inn Express (Baywood Hotels) — accountable for guest experience, service standards, yield management, sales, e-commerce, HR, budgeting, compliance and property performance.
- **Assistant GM / Regional Service Coach • 2007–2010:** Hampton Inn BWI — guest recovery, service-performance coaching, team training, operations, recruitment and P&L oversight across multiple hotels.
- **Rooms & Housekeeping Leadership • 2004–2007:** Residence Inn by Marriott and Hampton Inn BWI — front office, guest service, housekeeping, QA inspections, service consistency and team development.
- **Career Foundation:** Began in hospitality at Sheraton Kampala Hotel and completed management training at Kenya Utalii College.

Adjacent Capability - Technology, Workforce & International Project Leadership

COMPUTER FRONTIERS & INTERNATIONAL ASSIGNMENTS

- **John Hopkins University / Computer Frontiers:** Project Lead for IT managed support services across Africa.
- **Google Fiber:** Project leadership in Uganda and Ghana spanning HR, administration, budgeting, training and market expansion.
- **Kingdom of Lesotho:** Led the team that developed and deployed the national e-Visa service and its contact-centre operations, linking technology delivery with citizen/customer support.
- **Fleet Management System (FMS):** Project management, HR capacity building, headhunting and recruitment across Uganda, Rwanda, Tanzania, Zambia and Nigeria.
- **Strategic Accounts:** Account-management and operations exposure on assignments involving the U.S. Department of State, Shell Oil / HP Technical Outsourcing, Jhpiego and the United Nations.

CORE & COMPLEMENTARY EXPERTISE

Hospitality & Tourism Consulting

Hotel operations, tourism/hospitality advisory, guest experience and property performance

Hotel Operations & Commercial Performance

Front office, housekeeping, F&B, sales, yield/revenue and operating discipline

Customer Experience & Service Excellence

Customer journeys, service culture, frontline standards and service recovery

Training & Capability Building

Curriculum development, facilitation, coaching and workforce development

Quality Assurance & Standards

Mystery shopping, call shopping, audits, SOPs and room/service inspections

Technology & Service Operations

CRM workflows, contact centres, managed support services and project delivery

SIGNATURE FRAMEWORKS

- **S.T.A.R.S** Leadership Framework
- **Zero-Defect** Room Inspection
- **Customer touchpoint, service-recovery** & guest-relations tools

SYSTEMS & OPERATIONS

- Marriott MARSHA / FOSSE
- Hilton OnQ
- Fidelio property systems
- CRM & service workflows
- Contact-centre operations

SELECTED HOSPITALITY, TRAINING & PROJECT PORTFOLIO

ARSO / Afreximbank • 2026

Service Excellence Standard Training: Tanzania and Zimbabwe delivered; Ghana scheduled.

Victoria University

Curriculum development and lead facilitation for short courses in Front Office, Housekeeping and Customer Service.

CBI / Netherlands Trust Fund / Open Works

Digital Marketing Curriculum & Training Expert; contributor to Ukaram Academy.

UNDP • South Sudan

Lead facilitator for sustainable livelihood skills development covering bakery, tailoring, poultry/chicken rearing and mixology/barista skills.

NATIONAL IMPACT - HOSPITALITY, TOURISM & SERVICE DEVELOPMENT IN UGANDA

Mr. Kato's Uganda portfolio begins with hotel, hospitality and tourism leadership, then extends that operating experience into guest service, housekeeping, customer service, service standards, workforce capability and institutional training across banking, utilities, health, public institutions and security.

Bank of Uganda

Customer Service Excellence training.

National Water & Sewerage Corporation

Customer Excellence training and service-improvement support.

Uganda Private Security Association (TUPSA)

Lead Facilitator for hospitality and customer-service symposium engagements.

UGAFODE

Customer Service training.

AAR Health

Customer Service training.

Finance Trust Bank

Customer Service and call-centre operations training.

State House

Lead Facilitator for Housekeeping training.

Proheli International

Hospitality training and practical guest-service capability development.

AFRICAN & CROSS-SECTOR EXTENSIONS

DIGITAL MARKETING & CURRICULUM

CBI / Netherlands Trust Fund / Open Works

Digital Marketing Curriculum & Training Expert; contributor to Ukarim Academy.

HIGHER EDUCATION & SHORT COURSES

Victoria University

Customer Service, Front Office and Housekeeping curriculum development and lead facilitation for short courses.

HUMAN CAPITAL & MULTI-COUNTRY DELIVERY

Fleet Management System (FMS)

HR capacity building, headhunting, recruitment and project management across Uganda, Rwanda, Tanzania, Zambia and Nigeria.

SUSTAINABLE LIVELIHOODS

UNDP • South Sudan

Lead facilitator for Sustainable Livelihood Skills Development / SLST, including bakery, tailoring, poultry/chicken rearing and mixology/ barista skills.

SECTOR BREADTH

Hospitality

Banking

Utilities

Health

Public Sector

Security

Technology

Workforce Development

AFRICAN & INTERNATIONAL REACH, EDUCATION & PROFESSIONAL LEADERSHIP

GLOBAL FOOTPRINT

Hospitality, tourism, hotel operations, service excellence and project leadership across Uganda, a broad African footprint, the United States and other international environments.

- United States
- Uganda
- Tanzania
- Nigeria
- Côte d'Ivoire
- Sierra Leone
- South Sudan
- Malawi
- South Africa
- Togo
- China
- Ghana
- Zimbabwe
- Senegal
- DR Congo
- Kenya
- The Gambia
- Lesotho
- Rwanda
- Zambia

EDUCATION & PROFESSIONAL DEVELOPMENT

Makerere University

Bachelor of Arts in Catering & Hotel Management • 2003

Kenya Utalii College

Management Trainee • 2002

American Hospitality Academy, USA

Culture & Hospitality Ambassador • 2003

LEADERSHIP ROLES & AFFILIATIONS

- **Mukono Tourism and Hospitality Forum** — Chairperson
- **Hotel General Managers Association (HOGMAU)** — Executive Member
- American Chamber of Commerce (AmCham)
- Association of Technology and Information Services (ATIS)
- Corporate Council on Africa (CCA)
- Africa Travel Association (ATA)
- Public Relations Association of Uganda (PRAU)
- Uganda Marketers Society (UMS)
- Uganda Business Process Outsourcing Association (UBPOA)

SELECTED ORGANISATIONS & RECENT ENGAGEMENTS



African Organisation for
Standardisation (ARSO)



Afreximbank



Enabel

PROFESSIONAL NETWORKS & AFFILIATIONS



ADDITIONAL ORGANISATIONS ASSOCIATED WITH HOSPITALITY, TECHNOLOGY AND PROJECT EXPERIENCE

U.S. Department of State • Shell Oil / HP Technical Outsourcing • Jhpiego • United Nations • Computer Frontiers • Marriott • Hilton • InterContinental

HOSPITALITY. TOURISM. SERVICE EXCELLENCE. OPERATIONAL IMPACT.

Available for hospitality and tourism consulting, hotel operations and development, guest-experience and customer-service training, service-quality audits, revenue and performance improvement, contact-centre/service operations, executive coaching and institutional programmes.

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VISIT SFI