



Ho Kye is a trained operational process expert with over 25 years of experience. Her extensive background includes hospitality based service level consulting and project management for large scale multinational companies and international real estate developments.

Ho started her career at Walt Disney Parks and Resorts, where she held management positions and was a key team member of the opening of two theme parks (Disney's California Adventure and Hong Kong Disneyland). Disney has been at the forefront of "big data" as it applies to hospitality settings and she worked in the operational in-house data science epicenter – the industrial engineering division. Here is where she learned how to identify what drives the business, quantify all aspects of an operation (via systems outputs and time and motion studies), identify and fix bottlenecks, and help senior management frame up the service level impacts of varying investment levels both in people and capital to provide the best service possible based on available resources.

She continued her capacity and flow analysis work as a consultant for Las Vegas Sands in Macau and Singapore.

Ho has also consulted with 2 integrated resorts overseas (OCT Harbour in Shenzhen, China and The Galaxy Resort in Macau, China) to help senior management align their service culture, determine appropriate metrics, and identify reward and recognition programs.

Ho has worked as an Operational Design Consultant on a theme park development for the CJ Group outside of Seoul, South Korea. Her work was to devise a comprehensive pre-opening operational strategy of the theme park including Attractions, Food and Beverage, Merchandise, and Admissions.

She has developed models for a variety of theme park clients around the world – validating their attractions and facility capacity and service levels at the master planning stage.

Ho also has extensive project management experience, working as a Construction Project Manager for Las Vegas Sands for 4 years. She was the sole female construction project manager opening Venetian Macau in 2007. At Venetian Macau and Marina Bay Sands in Singapore she managed the production of bespoke furniture, lighting, and signage elements.

Ho co-owned and set up the operations of her own ice cream and coffee shop called Cold Front located in St. Paul, MN. Cold Front was featured in Bon Appetit magazine and maintained excellent guest service ratings based on processes she established during her ownership period.

Ho runs her own consulting company (The Close East Consultancy Limited) and is looking for additional project work to complement her existing repertoire of domestic and international leisure design and analytic work.

Ho can be reached at ho.kye@thecloseeast.com.

RELEVANT EXPERIENCE

KNOTT'S BERRY FARM -

INDUSTRIAL ENGINEERING CONSULTANT
(CALIFORNIA, USA): 2022 (CURRENT)

WATER TECHNOLOGY INCORPORATED -

PROJECT DIRECTOR [CONSULTANT] (US BASED FOR
INTERNATIONAL WATER ATTRACTION PROJECTS): 2022
(CURRENT)

THE ROYAL COMMISSION FOR RIYADH CITY -

DATA ANALYSIS ADVISOR (SAUDI ARABIA): 2021-22

GREAT WOLF LODGE -

INDUSTRIAL ENGINEERING CONSULTANT (USA): 2018

CJ GROUP -

THEME PARK OPERATIONAL DESIGN CONSULTANT
(KOREA): 2017-18

SERVICE LEVEL CONSULTANT:

- **OCT HARBOUR (CHINA):** 2016
- **GALAXY ENTERTAINMENT GROUP (MACAU):** 2016

DECORA - WARNER BROTHERS FAMILY ENTERTAINMENT CENTER SENIOR PROJECT MANAGER (MACAU): 2015

LAS VEGAS SANDS (MACAU & SINGAPORE) -

- INDUSTRIAL ENGINEERING CONSULTANT: 2013-14
- CONSTRUCTION PROJECT MANAGER: 2006-10

DISNEY PARKS AND RESORTS (WALT DISNEY WORLD, DISNEYLAND, & HONG KONG DISNEYLAND) -
MANAGEMENT POSITIONS IN INDUSTRIAL ENGINEERING AND PROJECT MANAGEMENT: 1995-2006

COLD FRONT COFFEE/ ICE CREAM/ SODA SHOP CO-OWNER (ST. PAUL, MN): 2015-17

EDUCATION

GEORGIA INSTITUTE OF TECHNOLOGY

BACHELOR OF INDUSTRIAL ENGINEERING
HIGH HONOR DISTINCTION

October 2022

To whom it may concern

Personal letter of reference for Ho Kye

As Senior Project Manager, at Venetian Macau Limited, I was responsible for client project management of the podium at the Las Vegas Sands' Integrated Resort (IR) in Macau. The podium is a vast area on multiple floors filled with gaming, retail, hotel lobby and heart of house areas. Ho was PM on the podium team reporting directly to me and responsible for delivery of several packages of work. During the four-year project Ho gained considerable experience of the property development process as well as project management of the on-site delivery, including management of contractors and vendors.

In particular, Ho successfully managed the property signage package, involving destination signage and way finding signage. She was able to liaise with all concerned parties to consolidate all signage requirements ahead of production and obtain the many stakeholder approvals through on-site mock-ups.

As Director of Construction, at Marina Bay Sands Limited, I was responsible for development of Marina Bay Sands in Singapore. The IR has an expansive podium with gaming, retail, theatres, heart of house and car parking. Ho was a project manager reporting directly to me and responsible for the delivery of signage, lighting and furniture packages. With experience gained on her previous project Ho was able to take the lead on the delivery of the assigned work packages, showing her strength as a highly motivated self-starter with the ability to project manage complex work packages. I was confident assigning work packages to Ho that involved obtaining input and approval from multiple stakeholders on the client side as well as needing careful management of the off-site production and on-site installation.

As Vice President, Construction, at Melco Resorts and Entertainment I was responsible for development of Studio City in Macau from 2011 to 2015. The cinematic themed property had many attractions and Ho was a senior manager of one of the specialist theming and fitting out contractors responsible for delivering elements of the Warner Bros FEC and the Cosmos food court. Of all these attractions I think Ho excelled on her delivery of the themed elements within the FEC. This was an extremely complicated venue with multiple stakeholders from IP holder, property owner, property operator, venue PM and client PM team. Ho was able to successfully deliver the themed elements despite many technical and logistical challenges. During this time Ho managed both off-site production in the PRC and on-site installation.

Whilst working with Ho I found her to be an intelligent and extremely organised person with strong analytical skills and an eye for detail. She communicated well with all levels of the site hierarchy and was well liked and respected by the whole project team.

I have no hesitation in recommending Ho for a client project management role.

Yours sincerely,



William Cornish
Formerly Vice President, Construction
Melco Resorts and Entertainment

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