



## Carlos Moreno

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**International Hotelier | Hospitality, Retail & Leisure | Team Builder | Hotel Director**  
**Bilingual Spanish – English | F&B Corporate Background**

*“Creating Bottom Line Impact through Targeted Customer Services Initiatives Aligned with Emergent Business Strategies”*

25 years of experience in Hotels & Resorts Management, F&B and MICE segment, City Business Hotels and All Inclusive Holiday Resorts, Boutique Hotels and Corporate Management.

I am an analytical leader and team builder who motivates teams to improve performance, accomplish defined goals, and achieve beyond expectations; mentor and motivator who works side-by-side with teams. I am proficient in the areas of process improvements, program and system development and management and corporate compliance. I possess outstanding communication, leadership, problem solving and decision-making skills; firm and fair management style.

- Team Leadership
- Operations Management
- Strategic Planning/Analysis
- Continous Process Improvement
- Inventory Management
- Training & Development
- Food & Beverages Services
- Business Development
- Cost Reduction
- Staff Management
- Research & Development
- Client Relationship Management

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## PROFESSIONAL EXPERIENCE

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### CURRENT

#### LA HABANA, CUBA

MELIA HOTELS INTERNATIONAL, La Habana, Cuba

#### HOTEL MELIA HABANA

*Deputy General Manager*

- 400 rooms, 7 restaurants, 3 bars and a large MICE activity with 7 main function rooms for meetings, events, weddings and etc.
- 434 headcount staff from which 182 belong to the F&B Division

### MAIN RESPONSIBILITIES

- Achievement of budgeted food sales, beverage sales, labour costs and profitability.
- Completion of Customer Follow-up calls on a timely basis.
- Timely analysis of Food & Beverage Prices in relation to competition.
- Participation and input towards F&B Marketing activities.
- Entertainment of potential and existing customers.
- Preparation of Sales Promotions & Mailings.
- Telemarketing to previous clients to inquire about possible future bookings.

- Development and maintenance of all department control procedures.
- Handle all Food & Beverage inquiries and ensure timely follow up on the same business day.
- To co-ordinate with all large group meeting/banquet planners their specific group requirements with the services & facilities offered. This includes proposals, contracts, estimated and actual function statements. With banquet or conferences, the Chef is to be included in food related discussions.
- To confirm all details relative to group functions with meeting/banquet planners.
- Supervision of daily paper flow including Proposals, and Function Contracts.
- Directly responsible for large function billings and overseeing medium/small function billings with particular regard to accuracy and timeliness (48 hours)
- Gather for large events, oversee for medium/small events, guaranteed attendance numbers.
- Completion of monthly forecast.
- Attendance and participation at weekly F & B meeting and Department Head meeting.
- To assist in menu planning and pricing.
- Development and maintenance of department manual.
- Be available to Hotel Staff at all times in case of emergency.
- All other duties as directed by the General Manager or Assistant General Manager.
- Assure bar inventory for functions, including opening and closing inventories, accurate bar summaries and cash deposits are prepared.
- Assure the maintenance of bar control policies.
- Assure completion of requisitions where deemed necessary.
- Completion of monthly inventory.
- Assure the ordering and purchasing of beer, wine, liquor, premix canisters and canned soft for Food& Beverage and vending.
- Purchasing of purchase requirements of small wares, linens requirements etc.
- Directly responsible for larger group and overseeing medium and smaller groups:
- Consistent check of Banquet Food and Beverage quality, Banquet services and pallet presentation.
- Ensuring that services meet customer specifications.
- Quality of meeting room set-up.
- Liaise on an on-going basis with the Sales Department to ensure all client needs and requirements will be met.
- Work with the Chef, Assistant Director of Food & Beverage and Food & Beverage Supervisor to ensure all arrangements and details are dealt with.
- Establish a rapport with groups to ensure guest satisfaction and repeat business.
- Minimize number of customer complaints.
- Ensure a professional attitude and proper business attire when on property, ready to meet or service a client at any time.
- Staff professional attitude and proper meeting Company appearance and uniform standards.
- Teamwork-Relations with co-workers and management.
- Meeting with convenors and confirming proper set-up of Function Room at time of Function while on duty.
- Responsible for staff training and development.
- Ensure all staff have 'Smart Serve' certification.
- Personnel selection.
- Proper hiring procedures followed. For management positions, either the HR Manager or the Asst. General Manager must join the Director of Food & Beverage for all interviews. For line personnel, the Assistant to the Director of Food & Beverage must be present with the Food & Beverage Supervisor.
- Department meeting being held monthly. General Manager, Assistant General Manager and Human Resources Manager to be notified of meetings in a timely fashion.
- Personal development and growth.
- Discipline of personnel when required.
- Responsible for overseeing all scheduling within the department.
- Participation towards overall Hotel Maintenance and cleanliness.
- Achieving service that exceeds expectations.
- Overall maintenance of the operation at a level in keeping with the standards prescribed.
- Minimize the number of Workmen's Compensation claims.
- Report any deficiencies in equipment and facilities.

**2017-2018**

**GRAN CANARIA, SPAIN**  
**TUI FAMILY LIFE BAHÍA FELIZ**  
***Bahía Feliz Resort: Hotel Orquídea, Las Pitás, Tres Vidas.***  
***Deputy General Manager***

- 424 rooms in a large Resort Complex divided into a 255 room Hotel and 2 separate apartment resorts of 64 and 105 units respectively.
- All-inclusive facilities consisting of: a large 600 cover buffet restaurant, 800 cover snack restaurant, 130 cover theme restaurant and an exclusive 80 cover a la carte restaurant, as well as several pool and lounge bars across the Resort.
- Entertainment team with TUI Family Life concept, as well as all the facilities, including shared access to the next door Hotel Playa Feliz, which also belongs to TUI Group and Nordotel SAU.
- 230+ staff headcount.

**MAIN RESPONSIBILITIES**

- In charge of the overall running of the Resort.
- Responsible and accountable for all divisions and operational aspects, with special focus on F&B due to the relevance of the financial and quality aspects of the all-inclusive aspect, as well as the peculiarities of the concept: TUI Family Life.
- Assigning duties to HOD's and observers performance to ensure adherence to hotel policies and established operating procedures.
- Providing training to staff and HOD's.
- Monitoring the Guest feedback on Trip advisor, OTA's etc. and hotels GSTS and RSTS surveys.
- Receiving and resolving guest complaints and service recovery process.
- Selecting or assisting in the selection of hotel staff and completing all new hire paper works.
- Reviewing employee performance and conducting personnel actions such as disciplinary actions and terminations.
- Maintaining accurate records.
- Leading morning HOD meetings.
- Adhering to all franchise and company procedures and regulations as well as standard operating procedures.
- Ensuring full compliance to Hotel operating controls, SOP's, policies, procedures and service standards.
- Ensuring the objectives and goals of TUI Group and property Management work together to achieve brand positioning and success.
- Building owner loyalty through proactive communication, setting and managing expectations and delivering solid business results.
- Resolving key property issues including capital projects, customer service and refurbishment.
- Conducting in wage scale surveys and ensuring employee wages are followed by the company and industry salary guidelines.
- Performing daily, weekly and monthly property inspections.
- Ensuring property, grounds, physical plant and work areas maintained to standard.
- Building strong working relationships and communications with hotel staff, HOD's and other departments to ensure maximum operating effectiveness and fulfilment of special event need.
- Monitoring maintenance progress and Furniture, Furnishings, and Equipment conditions and provide status report to property owners.
- Auditing on par stock on all areas to make sure that all required hotel supplies are ordered and stocked in advance of need.
- Performing sudden audits on rooms and other operating areas.
- Providing effective leadership to hotel team members.
- Leading all aspects of business planning.
- Available 24/7 in case to respond to any guest or employee emergencies.
- Responding to audits to ensure continual improvement is achieved.

**2001-2015**

**MÁLAGA, SPAIN**  
**CLC WORLD RESORTS & HOTELS**  
**Group Director of F&B, Resorts Management**

CLC World Resorts & Hotels is one of the largest holiday ownership developers and resort managers in Europe, owning 21 resorts outright in Spain, UK, Turkey, Austria and USA.

- Facilitated a new management structure, enabling the Area Managers to liaise with Central Office in Málaga.
- Responsible for all facets of a multi-outlet function in all CLC World resorts, directing area managers, department heads and supervisors, with a total headcount of 250+ staff in five European regions.
- Full P&L responsibilities for the F&B, Retail & Excursions, Animation teams and entertainment programmes with a combined turnover in excess of €12M, ensuring the highest levels of quality performance, focusing on exceeding the clients' expectations.
- Improved the employee productivity and staff efficiencies; increased the product range; made a better facility utilisation and implemented broader range of services.
- Achievements were made through key management appointments, staff re-structuring, team building and cost control, as well as the implementation of the right product and service, through marketing analysis.
- Successfully dealt with workers unions in Málaga and Tenerife, personally involved in all negotiations with the workers committees in order to establish a balanced relationship.
- Project management of new points of sale.
- Entire planning, concept and construction of the first themed restaurant of the Company (*Safari Restaurant*), with a budget of €1,5m.
- Planning and construction of a €300K central kitchen for central supplies to Málaga points of sale.
- Instrumental in the achievement of the ISO-9001 Quality Certification for all bars, restaurants and shops in Costa del Sol performing under the highest European levels of Quality and Health & Hygiene control.
- Delivered substantial savings in the retail outlets through improved inventory management and ensured more accurate and timely stock re-ordering procedures, thus also impacting positively on cash flow.
- Increased the revenue of the retail outlets by developing and implementing a systematic store re-fit to give the outlets a common identity, enabling more effective product display and a wider range of products.
- Support for new openings in Tenerife, Austria, UK, Turkey and Orlando Resorts. Ensured standards and initial teams in place.
- Proposal and justification of the divisional budgets, for the approval of the Managing Director / Financial Director
- Headed a team of area managers, department heads and supervisors, efficiently oversaw F&B, retail and excursions, animation teams and entertainment programmes of over €12M turnover, and assured highest levels of quality performance, focusing on exceeding the clients' expectations.
- Implemented right product and service, through marketing analysis, as well as enhanced productivity of employee and staff, raised product range, and made a better facility utilisation. Administered entire planning, concept and construction of the first themed restaurant of the Company with a budget of €1,5m.
- Performed all functions, in accordance to Quality and Health & Hygiene control measures and achieved ISO-9001 quality certification for all bars, restaurants and shops. Delivered substantial savings in retail outlets by improving inventory management system and guaranteed accurate and timely stock re-ordering procedures.
- Justified divisional budgets, for approval of the Managing Director or Financial Director; planned and formulated a €300K central kitchen for central supplies to Málaga points of sale. Established and executed a systematic store re-fit to enable effective product display and a wider range of products, and increase revenue of the retail outlets.

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## PRIOR EXPERIENCE

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**1998-2001**

**JERSEY, CHANNEL ISLANDS, UNITED KINGDOM**  
**HOTEL L'HORIZON, *Food and Beverage Manager***

This is a 4 star deluxe property with 107 bedrooms 4 restaurants 2 bars 24 hour Room Service C&B up to 250 pax in Gala Dinner.

- Expertly examined and measured beverage stocks to attain security stock rotation and profit targets; encouraged the communication amongst all Food and Beverage personnel through regular meetings.
- Established regular training sessions with Managers and staff, and communicated with the Head Chef on a daily basis to improve food quality and presentations, as well as organise stock and new menu costing.
- Cooperated with the Restaurant Managers on a daily basis to run F&B outlets properly, achieve high standards of service within the F&B operation and promote the up-selling factor in conference and banqueting events.
- Supervised the Hotel Restaurants, Bars & Conference and Banqueting operation, and formulated strategies in order to meet budget margins, maintain standards, and maximise revenue by food and beverage promotions and events.

**JERSEY, CHANNEL ISLANDS, UNITED KINGDOM**  
**THE POMME D'OR HOTEL, *Assistant F&B Manager***

This is a luxurious property with 145 bedrooms 3 restaurants 4 bars 7 conference and banqueting rooms.

- Delivered excellent support to the F&B Director and GM in the operation of a profitable F&B department; generated and analysed monthly stock result on both food and liquor.
- Created all restaurant and bar menus, monitored costing of all new menus and SOP revisions, as well as identified and delivered training to all managers and staff, in order to increase operational efficiency.

**1997-1998**

**DUBAI, UNITED ARAB EMIRATES**

**IHG, THE CROWNE PLAZA DUBAI, *Restaurant Manager***

This is a super-deluxe 5 star property in the United Arab Emirates, with 485 bedrooms, 9 F&B outlets, 8 conference and banqueting rooms (up to 1000 pax in Gala Dinner).

- Responsible for the Harvesters Pub, 100 seats, Avg. covers: 150 / day, Avg. revenue: Food: \$3200 / day, Bev: \$1800 / day.
- Led a team of 17 people including 1 Assistant 2 Floor Captains 1 Head barman 4 Barmen and 9 waiters helping them to achieve and maintain the Company Standards of performance.
- Carried out weekly and monthly food and beverage promotions in order to maintain our high level of customer loyalty in the difficult and competitive market of Dubai.
- Carried out regular training sessions to all my staff especially on new promotions, up selling techniques, customer care and Company Standards of service.

**1994-1997**

**BARCELONA, SPAIN**

***Hotel Arts Barcelona, The Ritz-Carlton Hotel Company, Spain***

A 5 star (SL) Hotel, 455 bedrooms 6 F&B outlets 12 conference and banqueting rooms

- Bar Marina Restaurant '95 – '96 summer seasons.
- Banqueting Feb '95 – Aug '96.
- Newport Room Restaurant Sep '95 – Feb '96.
- Room Service Jan'94 – Feb '95.
- Terrace Bar. Sep '96 - Jun '97

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## EDUCATION & CREDENTIALS

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**Master Certificate in Hospitality Management**, Cornell University, 2015

**Degree of Tourism**, Santa María Tourism School Barcelona, 1993

### **Trainings & Certifications**

Development of Directive Skills, CAU, Málaga, 2006

First Aid Certificate, 1999

Wine Tasting Diploma, Crowne Plaza Dubai, 1998

Malt Whisky Tasting, Hotel Arts Barcelona, 1997

Quality Engineer, Hotel Arts Barcelona, 1994

### **Courses**

Recruitment and Selection, Effective Training Delivery Course

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## AWARD

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NVQ Assessor Award (D-32 D-33), Highland College St. Helier Jersey, 1999

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## LANGUAGES

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Spanish~ Catalan ~ English