

Summary of key personnel interviews

Hotel	Job Title	Staff Name	Video link	Video highlights
Intercontinental Hotel	General Manager	Mr Paul Walters	https://www.youtube.com/watch?v=ffg19FTnwZA	The General Manager's main role is about adding value to all key stakeholders by maximising shareholders' asset value and reputation of the brand through day-to-day operations, maximising the guest experience by exceeding the expectations for the services provided, and at the same time maximising the opportunities for colleagues to grow and develop, and expand their experience. The GM emphasises how the core elements in this industry are hospitality and success, and these come from continuous communication, making informed decisions, paying attention to details, and not to compromising on quality.
	Assistant Human Resources Manager	Ms Georgia Compton	https://www.youtube.com/watch?v=CHAg-bG5L-8	The Human Resources Assistant Manager speaks briefly about the recruitment process that takes place at the hotel and highlights how a great attitude will help the staff in advancing in the hospitality industry. She also mentions how the hotel staff evaluates the HR function aiming to improve HR services.
	Purchasing Manager	Mr Ryan MacMahon	https://www.youtube.com/watch?v=ptlQJCAFwKU	The Purchasing Manager highlights the purchasing strategy practiced at the hotel of buying the right product, at the right price, from the right supplier, in addition to ensuring timely receipt of purchases to avoid understock or overstock, while monitoring the expiry dates of different stocks using an efficient inventory system. He then goes on to explain the different daily reports that help monitor and therefore control the costs of different operations. He emphasises the keeping of records of high risk food as part of the quality control process.
	Executive Chef	Mr Julien Pouteau	https://www.youtube.com/watch?v=gA76nlmYAxY	The Executive Chef speaks briefly about the main pre-opening activities that take place at the kitchen level by the executive chef and the kitchen team, and other considerations for example pricing, variations, and competition. The Executive Chef mentions how quality is achieved through consistency in what is produced in the kitchen and delivered to guests, and he highlights some of daily tasks for reviewing the costing and pricing that affect the profit margin and revenue.
Kempinski Hotel	General Manager	Mr Brice Pean	https://www.youtube.com/watch?v=4z0QVWT-qMA	The General Manager describes his personal career progression starting from reception moving up until he took the position of a General Manager. He also shares his experience in pre-opening, from reviewing the plans and ensuring a compatible design that reflected the hotel operations and processes. He discusses developing the standard operating procedures (SOPs), equipment purchase, finalising the themes of the restaurants, menus and pricing, local licensing, Initiating the recruitment process, and staff training in accordance to the project timeline.

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	Executive Assistant Manager	Mr Sebastian Thomas	https://www.youtube.com/watch?v=1hd5KJFNiYs	The Food and Beverage (F&B) Manager discusses sourcing the best product in the best time to guarantee quality, emphasising that maintaining quality comes from consistency, continuous training, and staff awareness. He also mentions the major contributors to F&B costs are the suppliers and payroll, and outlines a strategy of lowering the costs of certain seasonal items by changing some menu dishes that are out of season and replacing them with fresh season produce.
	Head Chef	Mr Bruce Xie	https://www.youtube.com/watch?v=tKmnSLqH2V/k	The Chef explains the process of creating the menu dishes, from the moment of agreeing on the restaurant theme, moving to creating test recipes, and evaluation by a tasting panel, then dish design, and finalising the menu. Following this is the start of training of kitchen chefs on how to prepare each dish recipe on the menu, and having the staff taste the dishes to have knowledge on taste and ingredients. Front of house staff are also trained on dish delivery, preparation time, how to present the dish to guests, and what silverware to use.
Marriott Hotel	General Manager	Mr Neeraj Chadha	https://www.youtube.com/watch?v=p98bQexes-g	The General Manager briefly explains that the most important tasks of the GM at the hotel fall into managing time performance, setting objectives, and watching for any deviation, managing the different key staff relations, planning and ensuring the set targets are met, meeting guests, and paying attention to other matters that arise. He also mentions the core strengths of a successful GM are understanding the capabilities of your team, driving their abilities, developing a top quality team, and strong communication.
	Executive Chef	Mr Andrew Fraser	https://www.youtube.com/watch?v=b4NII-amW5k	The Executive Chef explains how he is responsible for designing the menu, calculating the cost, and setting the selling price of the dish, then controlling the food cost through purchase and stock management to maximize the profit margin. He also explains how health risks are managed through critical control points for hazard analysis and critical control points (HACCP), applied by the kitchen internal daily processes and documentation.
	Director Food & Beverage	Mr Darren Yeap	https://www.youtube.com/watch?v=vA2L6poYPrs	The Food and Beverage (F&B) Manager briefly describes the organisational structure of the F&B department, highlighting the department operation and how this is managed through KPI's, with labour cost and food cost being the most important costs to manage. He also refers to the importance of getting feedback directly from guests through guest comment cards, and rating the various aspects of the F&B operations through a Guest Service Satisfaction (GSS) survey done by the Marriott.
Sofitel Hotel	Executive Assistant Manager	Ms Amery Burleigh	https://www.youtube.com/watch?v=byM-504enQE	The Executive Assistant Manager explains how being the second in charge after the hotel General Manager entails roles and responsibilities which are more focused on the different departments' daily operations requiring her to work closely with each department head and meet regularly with all department heads, as a team, to discuss in brief different incidents, and reports of the business outcomes.

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	Food & Beverage Outlets Manager	Mr Jeroume Le Gall	https://www.youtube.com/watch?v=ihxJEEaCjMU	The Food and Beverage Outlets Manager explains how the front of the house of the restaurant works, from taking reservations through the reservations system, to greeting and serving the restaurant guest. He also discusses how the staff undergo continuous training to achieve consistency in the service and improve different skills. He stresses how guest feedback is always mentioned in the daily meetings with the Chef.
	Executive Chef	Mr Patrice Falantin	https://www.youtube.com/watch?v=qp6nRvUkstA	The Executive Chef briefly explains his role in managing the kitchen, with a focus on three main areas: managing people, managing quality in food production, and managing revenue and controlling costs.
W Hotel	Director of Food & Beverage	Mr Bastien Giannetti	https://www.youtube.com/watch?v=ugHaD3s_V88	The Food and Beverage Director manages the department in several ways. One of these management techniques is comparing the daily business performance reports with the forecasted reports from the finance department, in order to make sure business is going as planned, and taking corrective action if necessary. Certain guest loyalty programs are implemented to retain more guests.
	Restaurant Captain	Mr Deepak Rana	https://www.youtube.com/watch?v=DzKEKbqI3IA	The Restaurant Captain shares his passion and interest in the hospitality industry, food and beverage in particular, which is driven by his positive attitude towards guest service and how that played a part in progressing his career. He also mentions how the hotel has internal development systems that have helped him to learn and develop in the business.
ZhouZheng Hotel	General Manager	Mrs Hongfand (Cindy)	https://www.youtube.com/watch?v=Oc3yEUNrmYQ	The General Manager speaks briefly about the some of the tasks that the hotel GM does on a regular basis as part of their daily duties, and refers to particular Chinese management concepts and practices that are being practiced throughout the hotel, in both back of house and front of house operations.
	F&B Manager	Mr Bin Han	https://www.youtube.com/watch?v=wEpY8FD0-3o	The Food and Beverage manager mentions how to increase banqueting sales and focuses on how the hotel is trying to build customised service to its guests to influence their patronage decisions. He also mentions the importance of training in developing and shaping the staff, and highlights how the training makes use of previous real incidents that have happened at the Hotel to develop strategies on how to prevent similar incidents in the future, to learn from these, and deliver better service and an enhanced guest experience.
	Lobby Assistant Manager	Mr Hao Zhang	https://www.youtube.com/watch?v=rvBDLfvFNk4	The Lobby Assistant Manager speaks about how experience plays a pivotal role in tackling day-to-day challenges as assistant manager at the hotel, and how to use internships or entry level jobs to learn and gain experience to later boost your career development in the hospitality industry.

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	Executive Chef	Mr Weimin Wang	https://www.youtube.com/watch?v=hY8z1dsGfHY	The Executive Chef speaks about focusing on traditional northern Chinese cuisine and dishes prepared in the restaurant, and to reflect traditional local flavour using local produce to make local traditional dishes. The Chef also highlights how the kitchen team designs the wedding menu for different guests to include common set dishes, and how this is designed to be served in a short time with the aim of satisfy guests.
Cordis Hotel	General Manager	Mr Shane Patenan	https://www.youtube.com/watch?time_continue=175&v=h4kTJVZHwJA	The General Manager speaks about his personal career progression from being a student up until he became a General Manager, and how he decided to move internationally for more challenging leading positions.
	Executive Assistant Manager- Food & Beverage	Ms Elaine Joe	https://www.youtube.com/watch?v=ZGJnuWJBvY	Ms Elaine Joe speaks about how she started her career, and the choices she made in order to develop her academic knowledge and professional skills. She discusses the process of developing one of the Food and Beverage outlets at the hotel; from concept development, planning, and execution, and then managing the daily operations to make sure it's performing as intended. She also mentions the different channels through which the hotel gathers guests' feedback.
	Executive Chef	Mr Paul McLoughlin	https://youtu.be/OgWpz0ZetXc?t=2	The Executive Chef speaks about the organisational structure of the main kitchen, and how the different functions at the kitchen are managed. The Chef emphasises that maintaining high quality is a function of recruiting the right people, having the right standard operating procedures (SOPs) in place, and conducting the right training, as well as, closely monitoring the different products acquired and making sure these are within standards: never to compromising on quality. He goes on to discuss another of his main responsibilities, managing costs and selling prices.
	Deputy General Manager	Mr Botho Stein	https://youtu.be/qIBs7Tk_u8aQ?t=18	Mr Botho Stein outlines his career development and his pre-opening experience. He discusses the difficulty in achieving successful marketing to achieve good occupancy. Mr Stein also addresses how the hotel seeks sustainability through innovation. He then offers advice to newcomers to the hospitality industry on opportunities and how to pace your career development and learn through experience in all facets of hotel operations.

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Mayfair Hotel	Area Manager Food & Beverage	Mr Manav Joshi	https://youtu.be/QpUZhFyCuKc?t=1	Mr Manav Joshi as the Area Manager Food and Beverage and outlines his background and experience as a trainee and the value of this experience. He identifies the positions within the hospitality industry he has held and the responsibilities that enabled him to progress his career. Manav talks of his operational role and management meeting responsibilities. He addresses the steps the hotel takes to achieve sustainability. Finally Manav mentions the skills required to be successful in a career in hospitality.
	Service Excellence Director	Mr Amir Jati	https://youtu.be/GP6mCedB2wM	Mr Amir Jati tells of his career path and hospitality experience that helps him to fulfil his bar service role. He outlines the initiatives he has implemented at the Mayfair hotel to raise the service level for guests. Further, he talks of a service excellence construct which helps implement his vision of hospitality throughout food and beverage offerings. Amir tells how he engages with menu creation and training of staff leading to development of new concepts.
Jumeriah Beach Hotel	General Manager	Mr Sven Wiedenhaupt	https://youtu.be/yeiOfdVskZw	Sven discusses his passion for the hospitality industry, working with various hotel chains around the world. He stresses the importance of maintaining a balance between different stakeholders and focusing on strategic tasks. He relies on keeping open dialogue with colleagues and followers, touches on cultural diversity and believes service quality excellence is fundamental to success in the industry. Sven's advice to graduates entering the hospitality industry is to have a genuine passion to grow in within the industry, be willing to invest long hours on the job, be prepared to learn from mistakes and adopt new processes in performing the job.
	Hotel Operations Manager	Ms Marianne Fitzgerald	https://youtu.be/-tMooifZJxl	Marianne was influenced to follow the family hotel business. At JB hotel she manages operational functions and special projects (such as supporting the delivery of quality service), and liaises with external stakeholders. Marianne is committed to sustainability and discusses environmentally friendly technologies for hotels (e.g., use of solar power and recycling, use of biodegradable products and engaging in turtle rehabilitation program).
	F&B Manager	Mr James Thompson	https://youtu.be/h35rS8kEjZ4	James describes his interest in the hotel industry. He discusses his role in terms of strategic aspects (e.g., setting targets and monitoring KPIs), managing people, acting on quality service and financial reports. James believes in keeping a unique balance of satisfying stakeholders and delivering quality service to maintain guest satisfaction (through guest feedback and online reviews). Moreover, he relies on providing on-going staff training and considers making mistakes as part of learning process and encouraging innovation in the service delivery.

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	Executive Sous-Chef	Mr Ian Rudge	https://youtu.be/_5U9S0-aziM	Ian describes his career across hospitality businesses in different countries. He explains the organisational structure of the kitchen in the JB hotel, the menu development using 'Menu Engineering' and a panel tasting of new dishes before finalising. Ian discusses sustainability by focusing on waste management, serving responsible portions, and using local and seasonal produce. He also emphasises the regular need for reviewing the food cost and sales performance of dishes, and using the information for decision making.
	Associate Director L&D	Mr Dinesh Chaudhari	https://youtu.be/uj2Wf2dT DnA	Dinesh describes his personal career background in hotels. He discusses in-house programs for driving quality and achieving customer satisfaction through service recovery and staff incentive. Dinesh emphasises the importance of learning culture and cross departmental training, and offers a personal advice to graduates that to succeed in the hotel industry one needs to have the right attitude with lots of passion.
	F&B Training Executive	Ms Hanisha Patel	https://youtu.be/4XEw1kjV498	Hanisha describes her passion for the hospitality industry and education. Her key role in staff training and development is to deliver hands-on training combining fundamentals of job related activities, and use of videos and role plays. Hanisha relates to the importance of passion, ability to work long hours and practical know-how in succeeding in the hospitality industry.
	F&B Outlets Events Manager	Mr Sunil Kouri	https://youtu.be/Z-45lkaoYTw	Sunil was inspired by his family to start his career in the hospitality industry. He explains the importance of planning and communication with internal and external stakeholders in managing and delivering successful events.