

PRADHI SEN, CHA

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GENERAL MANAGER

GLOBAL LUXURY HOTELS

Executive **HOTEL GENERAL MANAGER** strategizes for profitability in every aspect of luxury hotel operations. Revamps branding and reputation, skyrocketing revenue from inventory, food and beverage, and event catering sales. Powers culture shifts that enhance customer experiences while consistently growing room occupancy rates. Directs all aspects of sales development, building rapport with new markets, including corporate and leisure travelers as well as SMERF markets. Skillfully unifies large hotel teams and operations with integrity and fairness based on position of personal experience as highly educated food and beverage expert. Swiss citizen with valid United States Green Card.

Executive Leadership of Luxury Hotels across the World: United States • Southeast Asia • Europe • Caribbean

EXECUTIVE EXPERTISE

- Certified Hotel Administrator
- Luxury Hotel General Management
- Strategic Planning
- Turnaround Strategy
- Policy Development
- Revenue Growth
- International / Multilingual Client Needs Assessment
- Pipeline Generation
- Hotel Inventory Management
- Food and Beverage Innovation
- Event Management/Catering and Conventions
- Large Team Leadership
- Succession Planning
- Coaching and Mentoring
- Product and Concept Development
- Cultural Diversity

CAREER TRAJECTORY

GENERAL MANAGER • 2008–2013

Waterfall Resorts Group, Kota Kinabalu, Malaysia

“He is a strong asset to any organization”

“He always looked for win-win situations and found innovative ways to increase bottom line with minimal pressure on expense. Pradhi has made a significant contribution to not only Waterfall Resorts but also to the country; he was awarded ‘The Prominent Business Personality of the Year’ by Cultural Communications Malaysia, for the year 2010. I am confident in recommending Pradhi, as he is a strong asset to any organization.”

— Alok Kapur, Chairman, Waterfall Resorts Group, Feb. 2, 2013.

Executive leader structured operational changes as part of powerful culture shift focused on creating revenue and customer retention. Prioritized short- and long-term goals for team and properties. Re-envisioned hotel as destination for globally sourced entertainment, tantalizing food from world-class chefs, superior accommodations, and unparalleled customer service. With imaginative, unique, and successful approach to revenue growth plus compassion for company's loyal team of 800, created inimitable venue sought by leisure travelers and corporate executives alike. Directed all operations for comprehensive luxury properties, including two hotels located outside of Kota Kinabalu, Malaysia; luxury resort in Luyang; Waterfall Conference Center, Kota Kinabalu, Malaysia's premier event location; and Waterfall School of Hotel Leadership (80 students per semester).

- **Revitalized hotel in global marketplace for 343% revenue growth and record gross operating profit (96%).**
 - Created ethos of luxury destination with unrivaled cultural and culinary events that reflected elevated branding and marketing.
 - Converted hotel sales operations software to Fidelio Opera in secure IT milieu, promoting future focus on revenue planning.
 - Instituted revenue management department, which standardized rate quotation and rate system structure.
 - Captured business catering and conventions market, providing gala dinners and events in largest conference center.
- **Achieved property planning goals that elevated brand while guiding financial strategy.**
 - Proactively set and exceeded financial and cash flow goals.
 - Renovated kitchen to support complex special events.
 - Improved standards for room appointments and service.

Influenced Revenue Growth with Luxury Hotel Brand Revival

+343%, Profit across Enterprise (PBIT)
+139%, Room Inventory
+132%, RevPar
+126%, Room Rate
+100%, Innovative Solutions
+85%, Room Division
+68%, Catering & Convention
+65%, Hotel Revenue
+48%, Food & Beverage

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- **Successfully refocused company sales strategy on market expansion and elite clientele.**
 - Catered dozens of events for Malaysian prime minister and dignitary guests plus for 5000 for Independence Day event.
 - Developed hotel catering program to build revenue stream from local weddings and other celebrations.
 - Invited influential members of corporate community to be guests at important hotel events.
 - Personally attended high-profile events at embassies and prominent corporations as public face of company.
 - Instituted quota system with powerful rewards for success.
- **Re-envisioned revenue management and inventory control.**
 - As part of web site redesign, which won Malaysia Best Corporate Web Site and Best Tourism Web Site (2010), instituted company's first online reservation system; generated \$1.5M in first year.
 - Captivated Facebook audience with regular updates and marketing to online audience.
- **Refreshed food and beverage strategy, captivating attention of global travelers.**
 - Hosted executive chefs from around the world, including Walter Scheib, White House Executive Chef, plus regional experts from Jamaica, France, Germany, Holland, and more.
 - Provided world-class entertainment each week, such as French jazz bands, Italy's Teatro alla Scala, and others.
 - Treated guests to innovative food concepts and festivals: Slow Food/Organic Farm-to-Table, wine dinners, fish markets, International Street Food, and An Affair with Chocolate.
 - Modernized menu and food and beverage service to superior standard of excellence.
 - Coached team members to brand ambassadorship.
- **Established culture of unparalleled customer service.**
 - Exceeded all levels of customer expectations, both personally and as executive leader of 800 staff.
 - Structured employee payroll to invigorate corporate brand promise.
 - Modeled specific and brand-enhancing behaviors: Spoke to each dinner guest individually; lived onsite and regularly interacted with guests and visitors throughout day.
- **Developed environmental and sustainability policy for company.**
 - Formed hotel Environmental Committee in 2009.
 - Achieved Silver status from Land and Sea (New Zealand, 2010, 2011, 2012) and Gold Award from Move About (England, 2010).
 - Developed several community-based environmental programs.
- **Recruited and retained top talent with highest degree of ethics and long-term interest in employee success.**
 - Maintained low turnover; honored top employee longevity while sourcing essential managers to join company and influencing longstanding team to embrace positive change.
 - Stewarded team with accessible, open communication policy and Q&A in regular "town hall" approach.
 - Built comfortable and cohesive culture on diverse worker population.
 - Respected individual employee needs, supporting them in moments of crises.
 - Rallied team to new corporate vision of unity and customer service excellence.
- **Created first mission statement for property.**
 - Connected manager leadership with corporate goals, prevailing on them to develop achievable mission and vision.
 - Resulted in enhanced management team loyalty, which presented in renewed team spirit at all levels of organization.

Expanded Margin with Budget Efficiencies

-16%, Food and Beverage Inventory Costs
 -12%, Linen Expenses
 -8%, Detergent Consumption Costs

Cut Energy and Fuel Consumption

-23%, Energy and Fuel
 -5%, Electricity
 -4.2% KG LP, Gas
 -2.5%, Water

"One of the Best General Managers"

"I have worked on over 40 hotel website projects across 3 countries, and Pradhi is easily one of the best General Managers among all of them. If you are a hotel and you are looking at more than doubling your revenue...Pradhi Sen would be the man to hire." — Jagan Malik, CEO, WebStar, Web Consultant to Waterfall Hotel Group.

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EXECUTIVE ASSISTANT MANAGER • 2006–2008*Whitehaven Resort & Convention Center, Whitehaven Enterprises and Resorts, Whitehaven, NY*

Recruited specifically to elevate every aspect of hotel management and revenue strategy, driving \$55M revenue from all hotel and hospitality operations. Elevated brand in union environment with renewed approach to food and beverage, catering for 4000, strategy and pricing for 655 rooms, and 107K sf conference center space.

- **Positioned hotel and conference center as best in marketplace.**
 - Awarded for Best Table Setup for Banquet Operations North America and Caribbean, *Food, Equipment, & Services Magazine*, 2008.
 - Revamped menu offerings to appeal to upscale clientele.
- **Designed, opened, and directed onsite, free-standing coffee house.**
 - Drove superior customer service standards.
 - Provided enhanced revenue stream.
- **Consulted with company to expand market strategies.**
 - Required best-in-class customer care, hospitality, and food and beverage services.
 - Initiated environmental best practices, spearheading formation of Green Committee.

**Proved Best Historical
Revenue Growth**

+14% (\$2.1M), Greatest Food and Beverage
Growth in 40-year History
+1.2%, Food and Beverage Cash Flow
+1.4% (\$1.13), Average Checks

DIRECTOR OF FOOD AND BEVERAGE • 2004–2006*Seabend Hotel & Casino, St. Thomas, U.S. Virgin Island, United States*

Chosen by Vice President of Operations to lead food and beverage services for five-star property with 576 waterfront rooms, 48K sf meeting and convention facilities, 6 food outlets, 4 bars, and 24 x 7 casino in union environment. Slashed costs, streamlined processes, created lean management strategies, and improved overall standard of practice for division. Revamped staff and powered their success with motivation and goal orientation.

- **Developed and enacted turnaround strategy.**
 - Reorganized and upgraded café operations.
 - Instituted upgrade to point-of-sale system.
 - Focused on success during transition of ownership to Seabend, Inc.
- **Launched first mission and vision for department.**
 - Introduced detailed operations planning and policies.
 - Unified staff beliefs about capabilities and successes.
 - Proved with positive outcomes the strengths of team's contributions.

Grew Margins

-42%, Operational Costs
-18%, Payroll Expenses
+2%, YOY Revenue Growth on \$14M

P R I O R H O S P I T A L I T Y L E A D E R S H I P

- **Director of Operations**, Aspen Resort (San Souci, Trinidad and Tobago, West Indies): Improved customer satisfaction rating to #1 from last by speaking to every customer to identify and resolve issues quickly.
- **Director of Food and Beverage Operations**, Global Hotel Brand, Conference Centre (San Souci, Trinidad and Tobago, West Indies): Turned facility around to first profitability subsequent to four years of losses.
- **Director of Food and Beverage**, Kingston Flower Resort & Spa (Kingston, Jamaica): Achieved #1 for customer service in first year of operations; guided opening of four-diamond property.
- **Additional experience**: Princeton Hotel and Spa (Bermuda); Hotel Rey de España (Spain); Bansk Hotel (Denmark); Resort Sweden (Stockholm, Sweden); Royal Mountain Hotel (Australia); Strata Hotel Group (Australia); Windward Hotels (Sweden); Green Room French Restaurant (Paris, France), Skybound Hotel Group (Sweden); Alta Hotel and Spa (United Arab Emirates).

E X E C U T I V E D E V E L O P M E N T

Certified Hotel Administrator, Educational Institute of American Hotel & Lodging Association.

Bachelor of Arts, International Hotel & Tourism Management, University of London, London, England, United Kingdom, Awarded First Class Honors: Best Research and Dissertation Project.

Higher Diploma in International Hotel & Catering Management, Global Business Programme, Paris, France.

Food and Beverage / Room Management Certification, Cornell University, Hotel Leadership Development Program, Ithaca, NY.

A F F I L I A T I O N S

- Maître Hotelier of International Gastronomic Society.
- Member of Global Culinary Competition Committee.

I had the privilege of creating a career portfolio for Pradhi Sen, an executive hotelier with global general management expertise spanning decades. Pradhi called me at the height of his frustration; despite the fact that he had submitted the multipage résumé he created for himself to dozens of positions over several months, he was getting absolutely no traction in the United States or abroad. In speaking to him initially, it was eminently clear that he had not conveyed his expertise succinctly or effectively. I promised him we would change his trajectory.

Strategic Choices

- **Content focused on quantitative outcomes:** As a hotel turnaround expert, he demonstrated the value of the changes he instituted with specific metrics.
- **Branding of an expert:** The reader can skim the main bullets and understand the value he delivered throughout his career. In fact, these main bullets became the foundation for a one-page networking resume.
- **Color selection:** Pradhi repeatedly commented that in many of his leadership roles, he instituted green strategies to maintain the resorts' pristine and exotic locations; the color choice reflects that commitment in a crisp presentation.
- **Simplicity of design:** Calling out the metrics demonstrating Pradhi's success generates a deeper read of the supporting bullets, the first levels of which satisfy a rough skim of the document, and the secondary levels of which validate his accomplishments with reports of specific strategies and tactics he implemented.

Proven Success in Fewer than 24 Hours

Pradhi was nervous about the executive career portfolio development process, given his recent lack of success with the résumé he prepared on his own. He graciously requested that I put a rush on the project, so he could apply for a choice role immediately. I gladly did so, having learned of the level of his experience and the many stories he related about the tangible turnaround strategies he devised and implemented in major hotel brands across the globe. I delivered his portfolio to him on a Saturday in late May and didn't expect to hear from him on his progress for a few weeks.

As events unfolded, I heard from him within days, not weeks. This is the timeline of calls I received from him reporting on his progress with several global hotel brands:

1. Three days later, on Tuesday morning, he called to tell me that his resume generated a phone interview with a Human Resources Director and the Vice President sponsoring the position within 24 hours of his having submitted it to the organization.
2. About two weeks later, he received a plane ticket to a major resort area in Southeast Asia with the expectation that he would travel in a few days to *sign a contract*, based on his reputation and his résumé alone, for the general manager position; he declined this compelling offer.
3. Several days after that, he Skype interviewed with the CEO of a major international resort chain for a general manager role in Southeast Asia; additional interviews are currently scheduled.

The outcomes of these are still all pending, as this brings our timeline to June 2013. I am confident that his career transition will proceed quickly and positively.