

ALEK JOHANSEN

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Senior Executive — Food & Beverage Operations

Cultivating best-in-class teams that exceed the expectations of guests and shareholders alike

General Management • Profitable, Award-Winning Operations • Customer Service Excellence

18 Years of Experience • P&L: \$52M • Large-Volume, Multi-Unit Operations • From 5-Star Luxury to Quick-Service Restaurants Lived and worked across EMEA, APAC, and LATAM • Fluent in English, Italian, and Spanish • BA, Hospitality Management

Hospitality operations leader and determined growth strategist with a unique ability to break down the customer journey and deliver exceptional value at every stage. Known for driving multimillion-dollar growth while enhancing guest experience, improving team morale, and standardizing excellence across all operational processes, procedures, and policies.

LEADERSHIP QUALIFICATIONS

F&B Operations • Revenue & Profit Growth • Performance Turnaround • New-Unit Launch • Team Building & Training
Guest Satisfaction • Customer Service • Strategic Planning • Standard Operating Procedures • Health & Safety
Sales & Marketing • Business Development • Quality Control • Menu Engineering • Supplier Negotiation • Cost Cutting

PROFESSIONAL EXPERIENCE

GENERAL MANAGER—F&B OPERATIONS, CHANGI AIRPORT • ABC TRAVEL RETAIL • Singapore • 2018–Present

World leader in travel retail with 2K points of sale and 700+ food outlets • \$52M in annual revenue

Scope of Role: 5-unit operation • \$16M CAPEX for launch • Full P&L responsibility: \$52M in revenue expected in 2019 • Extract maximum potential from 4 direct and 92 indirect reports.

SHATTERED TARGETS:

- ✓ Strategized and launched **5 new profitable QSR units** of excellence from scratch.
- ✓ **Doubled revenue** for company's Singapore airport division.
- ✓ Unlocked the gateway to a new **lucrative market**.
- ✓ Delivered on a **top corporate objective**.

**100% increase
in revenue**

- **Operational Launch, Team Building & Staff Training:** Delivered 5 fully operational restaurants run by an expertly trained, high-caliber team of nearly 100 employees on time and within budget. Units are poised to deliver an exceptional ROI for investors.
- **Policy Development:** Overhauled all SOP and SOM manuals, adapting procedures to unique challenges of airport setting.
- **Complex Problem Solving & Stakeholder Management:** Expedited project completion by effectively navigating the complex bureaucracy of the Changi Airport in order to adhere to all security regulations. Obtained all permits and clearances necessary for opening, ensuring all compliance requirements were met in a timely manner.
- **Relationship Building & Strategic Partnership:** Solidified the image of the company with the Changi Airport management, maximizing the potential for consideration for future value-generating units.

DIRECTOR OF OPERATIONS • XYZ CORPORATION LLC • Singapore • 2016–2018

12-unit restaurant management company • 320 staff

Scope of Role: P&L responsibility: \$44.2M annual revenue • Inspired team of 6 direct and 300+ indirect reports.

DELIVERED STAGGERING BUSINESS GAINS:

- ✓ Transformed a financially sluggish multi-unit operation struggling to pay salaries into a **well-oiled profit engine** without sacrificing quality.
- ✓ **Launched 5 new restaurant units.**



**Earned coveted
restaurant awards
while reducing
OPEX 24%**

- **Total Performance Turnaround:** Increased average check 5.88% (from \$119 to \$126) while controlling expenditure along entire value chain. Slashed costs by insourcing maintenance (25% savings), negotiating price reductions with suppliers (15% savings), renegotiating rents (16% savings), reengineering menus for greater profitability, adjusting salaries to fair market wages (17% savings) and merging responsibilities where appropriate.
- **Award-Winning Quality & Service:** Led the organization to win several Singapore dining accolades, including Singapore's Top Restaurants in various categories, Singapore Now Dining Award, and Spectator Magazine's Best Award of Excellence.
- **New Unit Launches:** Opened 5 new units, building the entire profit-focused operational infrastructure from scratch, including construction, fit-out and project management. Protected revenue during economic downturn while competitors struggled.

F&B MANAGER • LUX MALDIVES *** • Vihamanaafushi, Maldives • 2014–2016**

Luxury beachfront resort with F&B operations including lavish buffet, specialty restaurant, and 5 bars • 220+ staff

Scope of Role: Managed high-end F&B operations and functioned in capacity of Deputy GM when needed • Steered 7 direct and 92 indirect reports to top performance.

RAISED THE BAR:

- ✓ From #9 on TripAdvisor to #5 in just a few months with **zero cost impact**.

★★★★★
Skyrocketed ranking
at online review sites

- **Guest Satisfaction Maximization:** Expanded à la carte restaurant offering during breakfast and lunch and redesigned buffet, resulting in greater variety. Introduced novel destination dining and specialty evening events to delight guests and bump up revenue. Raised the standards of hygiene and cleanliness to impeccable levels.
- **Staff Training & Team Development:** Launched the Lux Training Academy—to fill a critical training void—which enhanced guest experience and improved team morale.

1st MAITRE D'HOTEL • ROYALTY CRUISES • Marbella, Spain • 2012–2014

International cruise ship serving nearly 2K passengers with 18 outlets on board • 670 staff

Scope of Role: Directed team of 108 to provide service excellence in 2 à la carte, 1 buffet, 2 snack, and 3 staff restaurants.

BROKE PERFORMANCE RECORDS:

- ✓ Earned highest guest satisfaction scorecard fleet-wide in the history of the company for the Restaurant Department.



Delivered peak
guest satisfaction
scores

- **Customer Service Turnaround:** Charged with bringing discipline and control to an underperforming and unmotivated staff, which was resulting in low guest satisfaction scores. Filled a critical accountability void to rank staff based on an individual scorecard system filled in by guests, resulting in a dramatic improvement in customer service levels. Overcame severe resistance to policy change to drive necessary transformation.

F&B MANAGER • KIUNGA FLOATING HOTEL ** (ABC MARITIME LIMITED) • Kiunga, Kenya • 2010–2012**

Luxury floating hotel docked at an industrial port near Kiunga for stationed O&G industry professionals.

Scope of Role: Drove a culture of excellence among team of 3 direct and 48 indirect reports.

PROFESSIONALIZED PROCESSES & NAVIGATED EXTREME CHALLENGES:

- ✓ Launched a new fine-dining F&B operation with established standard operating procedures.
- ✓ Grappled with the complexity of supply, logistics, and alcohol permitting in a remote industrial port in Kenya.

EARLY CAREER EXPERIENCE

123 INTERNATIONAL, SPECIALTY RESTAURANT MANAGER (Cancun, Mexico), 2008–2010 • HOTEL BELLEVUE SYRENE*****, F&B MANAGER (Sorrento, Italy), 2006–2008 • HOTEL ARTEMIDE ****, F&B MANAGER (Rome, Italy), 2005–2006 • MARINA GRANDE RESTAURANT, RESTAURANT MANAGER (Amalfi, Italy), 2003–2005.

GAINED VALUABLE “IN-THE-TRENCHES” PERSPECTIVE:

- ✓ Held a series of customer-facing capacities in luxury hospitality operations in Mexico and across Italy.

EDUCATION

BACHELOR OF ARTS, HOSPITALITY MANAGEMENT • FLORIDA STATE UNIVERSITY (Tallahassee, FL) • Graduated with honors.

CERTIFICATIONS

Certified 4 Disciplines of Execution Coach • Person-In-Charge (PIC Level 3) Food Safety Certification • Health & Safety Training Certificate • HACCP Certificate (Hazard Analysis and Critical Control Point) • Security Training Level 1 & 2 • Yield & Revenue Management Course

RESUME STRATEGY

Alek Johansen—an accomplished F&B operations and general management executive based in Singapore—had an original resume that contained what I see in a lot of “before” resumes. It contained excessive detail on the everyday responsibilities but was lacking in stories of transformation. In reality, what Alek had done for his previous employers was anything but ordinary and was the definition of transformational. Therefore one of my primary goals was to place heavy visual emphasis on the story of change leadership in his new resume. For each job description, a call-out box is used to emphasize impressive before-and-after stories, whereas only a small 1-2 lines are dedicated to his responsibilities.

Another serious shortcoming of his original resume was that it did not position him for the higher-level operations-leadership roles and caused the reader to believe that Alek could be a restaurant manager when in fact he had quite a large P&L over high-volume, multi-unit operations. Thus, in the call-out box in the profile section, I list qualifications such as the level of P&L responsibility he has held and his large-volume, multi-unit operations profile.

As to Alek's uniqueness, it is not every F&B operations executive who can garner coveted awards while improving profitability. This was a trend throughout his career, and one that I emphasized in the tagline, subheading line, and in the visual highlights in the content.

Alek Johansen had quite a uniquely international profile. Since he lived and worked as an expat in Singapore and was hoping to secure work there, it was important to include a photo and communicate nationality and residence (both indicated at the top near his contact information) and create the document on A4 paper size. With Singapore being such a global hub, it was also important to emphasize his international background and language skills (indicated in the qualifications profile toward the top).