

Salt & Pepper

August 2018 Year 3

FOOD & WINE FESTIVAL

AMR MEXICO CARIBE ZONE

MOBILE BUFFET

SECRETS MAROMA BEACH

CHUCK ROLL

DREAMS PUERTO AVENTURAS

SAVING PRACTICES

DREAMS LOS CABOS

CUSTOMIZED ROMANTIC DINNERS

DREAMS DELIGHT PLAYA BONITA PANAMA

SATISFIED EMPLOYEES

SECRETS THE VINE





WELCOME TO
SALT & PEPPER

This issue marks the eighth of our magazine, which was born as the result of the inspiration and dreams of the professionals who make up our company and who are passionate about the fun and valuable Food and Beverage department. During the past months of operations, all hotels have lived important changes, mostly due to sargassum season which has been stronger than in the past few years, forcing us to do things differently and show what we are made of to protect this paradise we sell to our guests.

Additionally, we have successfully repeated our classic Rib and Taco festivals with excellent comments. We should also mention that we will have one of the most interesting challenges in September: Heart of Mexico, the First AMR Gastronomic Festival for all the Mexican Caribbean hotels. Starting on Wednesday September 26th up to Saturday 29th, we will have the opportunity of combining this event with different activities where all the AMR regions participate:

- The third edition of our great I AM Chef International Competition where all the regions of the group will have a proud competitive representative at the Grand Final that will be held in Cancun on September 26th. Once again, it will be an edition full of surprises, knowledge and lot of integration for the participants.

- Great Theme Night Events. Every night in many of our most representative hotels of the region (*Breathless Riviera Cancún, Secrets Maroma Beach, Secrets Akumal and Secrets The Vine*). Each event will be attended by the best Chefs of the national landscape giving it more gloss and contributing to the knowledge of our excellent and committed kitchen teams.

- The grand presentation (at the Closing Dinner in SEVCU) of the first vintage of our “*Emociones*” (*Feelings*) wine. It will be the first AMR-exclusive premium wine which we intend to turn into another ambassador for our company based on an excellent quality Mexican product with a great personality which will move everyone.

- Several events related to the festival in all the Mexican Caribbean: Tequila and wine tastings, Pastry Competition and Exhibit, exclusive lunches, Theme nights, etc.

- A custom-made menu will be available in these four days in all the hotels representing the essence of the First Gastronomy Festival through haute-cuisine dishes which will be available for all the guests of our hotels.

Undoubtedly, it is a challenge only for high performance and quality teams. It is with great hope that we expect that the “*Heart of Mexico*” Food & Wine Festival will become a great success. We want to increase its level year by year turning it into an asset for our company which will help us generate both an attraction for our customers who value good gastronomy and new experiences and more night rooms of customers who are looking for to have fun and a gastronomic experience.

As always, we hope that you enjoy this magazine and that you can make the most of its content to improve on your hotels.

“We are still Cooking”
F&B Committee



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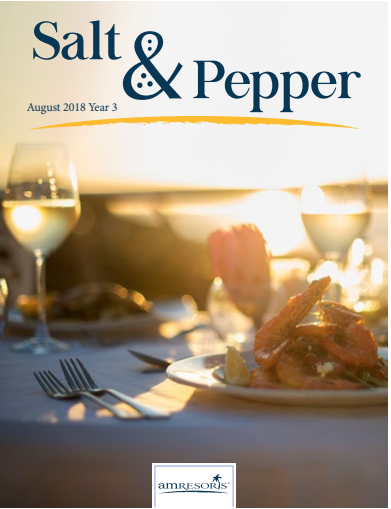
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AUGUST FRONT COVER





TEND CARDS

At a brainstorming meeting, we decided to give a twist to the tend cards presentation in the buffet. We kept in mind that they have to be easy to handle, practical and versatile as well as appealing to the patron. The valuable contribution of our carpenter and the delicate touch of the hostess resulted in small fun vintage-style framed boards that were added to the rest of the decoration of the place to improve the presentation of our dishes. There is now enough room to name each of one of the dishes while rendering a beautiful image to our customers.

Our guests see a special place during a buffet service.



WELCOME AMENITY

It is important to stress to our guests who are really active on social media that we are expecting them beforehand. To do so, we place a little welcome detail in their room upon their arrival acknowledging their popularity. To be able to complete our mission, our Pastry Chef makes some doughnuts since they are widely liked while we make our distinctive hallmarks stand out in social media as a way of celebrating the presence of our visitors there.

The idea of creating a special amenity was born in the Social Media department who shared with us the importance that social media currently have and what a visit from someone who uses them can imply since there is a good chance that our hotels will be positively mentioned in one of these media. Actually, the doughnuts have already had comments written about them in the cyberspace world; thus, we want to thank Julio, our Carpenter, and Gonzalo, our Pastry Chef who have had a direct contribution on this spot-on implementation.

TEND CARDS AND COURTESY AMENITY

Looking to contribute with new ideas that benefit the experience of our customers and improve our service quality, two small articles were implemented in the F&B department operation that have a direct impact on the perception of the customer. One of them is in a service area and the other one is to customize a special attention to those visitors we know are active on social media. We will now explain these small but significant contributions to continuous improvement.



SHOPPING TIPS

THAT WILL HELP YOU SAVE MONEY IN COOKING

We all know that the cost of food and beverages is among the most important items of the cost per person of the operation of a hotel, in many cases it goes from 20% to 30% of the total cost depending on the property.

In our case, Sunscape Bávaro and Dominican Beach Punta Cana Hotels, we have the challenge of constantly looking for alternatives at a lower cost, and having the fruits and vegetables section a 15% of the total cost of food per person per day, we face the challenge of reinvent each day our operation and simply reuse everything we

have at hand and transform it into a delicious dish or drink that is of total delight to the consumer.

The specific case that we will analyze will be the consumption of vegetables, this is where we give ourselves to the task of touring markets, talking with suppliers and verifying day by day the freshest and best quality products at a lower cost. The key is to buy good and cheap -which, although it sounds impossible is perfectly compatible-, to plan well in the kitchen and not to throw away anything.



Here nothing is thrown, in general you never have to do it, and more if the idea is to save. Fruits and vegetables that are a little wilted can have a second life in the form of creams, soups and smoothies. An ugly banana? To the blender with a yogurt and we have a delicious smoothie.



It is still something unusual, but if in our greengrocers and supermarket they sell “ugly” vegetables at a better price, we should not hesitate for a minute.

Always seasonal products, common sense is basic when making the purchase and thinking about the menu. Do you want mango in January? Well, be ready for the bill, because the whim will cost you dearly. If we are in the market it will be easy to know what is in season because - surprise - it will be the cheapest. From there, you just have to think about what to cook with what we bought at a good price. This is just an example of how we put into practice some of the principles of AMResorts & Spas, personally taking care of all resources.

MOBILE BUFFET

By: JORGE ZENÓN,
FOOD AND BEVERAGE MANAGER

At Secrets Maroma Riviera Cancún, we are committed to look after our planet and are aware that we must leave a better world to others. So, we have adopted this philosophy in the innovation of our banquet equipment which is being renovated. For instance, our homebuilt buffet tables allow us to save money by reducing the purchase of solid alcohols and reduce contamination levels of highly polluting toxic residues found in the latter. Thus, complying with our Rainforest Alliance Certification.



Our homebuilt buffet tables are made with induction plates which assist us on economic and ecological aspects; furthermore, they allow us maintain the ideal temperature of the food meeting the quality and hygiene standards set out by Cristal International Standard.

Using that same creativity, we have recycled materials to use in different set-ups which generate great savings in the operations equipment and joy and freshness. For groups and weddings,

it provides us with versatility with different set-up options giving of varied images while generating home equipment rentals and contributing to Non-Package revenue.



SET-UP WITH SMALL BUDGETS AND INTERNAL RESOURCES

The work of the F&B team is totally reflected on the set-ups we do by using local raw materials helping local entrepreneurs. It is important to point out that all the items used in our activities are made by local craftsmen with wood that could have a power-generating final use. However, we make the most of it to create that distinctive and WOW effect on our customers. In this article, we will share some of the set-ups we have made to give you an idea of what can be achieved with a small budget and few internal resources.

At Zoetry Paraíso De La Bonita, we are constantly looking to innovate, create but most of all, reuse most of our natural resources without affecting our surroundings. By doing so, we also create

new experiences for our guests, exceed their most demanding expectations since creating WOW moments and an excellent service are the main purpose of the whole F&B team.



That is very clear for us and we are always focused to achieve it.

It is very important to stress that in Zoetry Paraíso De La Bonita, we characterize ourselves for looking after the environment. Our Rainforest recertification is proof of this; it is another company achievement that benefits us all. By looking for new visual attractions and our initiative of changing furniture and operations equipment, we are contributing to cost reduction on equipment purchase since it is one of the most important points in looking after economic and environmental resources, which is the responsibility of everyone.

As part of the commitment of creating new experiences and WOW moments for our guests, we



set out to maximize our creativity by using available resources such as wood, trunks, plywood, rocks, marble, regional plants and so forth to be able to make our own creations for a variety of styles and concepts for the set-ups and different events we offer at our property: Coffee Breaks, Romantic and/or Special Dinners.

We should also point out that we are committed with Puerto Morelos to look after and protect our natural surroundings as Individuals, as a Group and as an Organization. We must also comply with our duties as a sustainable company.

We ponder, guide, value and deal with the consequences of our actions in a proactive and comprehensive way, leaving a satisfied spirit in our guests, colleagues and bosses.

Together We Can!

Zoetry Paraiso de la Bonita F&B Team.



REUSE OF PALLETS FOR SET-UPS

The importance of the pallet being the main means used in the logistics sector to transport the majority of merchandise in all commercial sectors, which translates into the daily use of millions of pallet units in the world.

The material mainly used for the manufacture of the pallet is wood, due to its excellent resistant properties, reduced weight, economy and ease to repair, reuse and recycle, make the wooden pallet in a transport tool highly respectful with the environment, non-polluting and that encourages and facilitates sustainable development.

Those units that are set aside daily at any point of use, are collected and reintroduced to the productive cycle through the essential and



strategic daily work of companies with sustainability culture, that is why Dreams Dominicus La Romana with its commitment to guarantee tourism sustainable has chosen to extend the life cycle of pallets in a state of confiscation, which have been repaired, polished and painted with this transformation have become an important element in our assemblies.

With this reuse we have developed a bar that has become a modern and attractive support counter to give the welcome cocktails in our theme restaurants.

Our goal is to ensure that the recycling of pallets remains a dedication in the reconstruction and development of new resources in our operation of F&B, optimizing the use and reuse of this natural resource as beautiful as it is the wood which can be made endless projects that provide better presentation in our assemblies adding quality and innovation in each implemented idea following our main focus which is the preservation of the environment.



ORGANIC AGRICULTURE

In the 70s the Green Revolution arose where the use of new agricultural methods that promised to fight hunger in the world began. However, no one thought about the collateral damage that these systems were about to cause in our health and the environment. In response to these activities, organic agriculture spread throughout Europe in the 1980s. A return to the agricultural systems of our ancestors, where the land gives us healthy foods of higher nutritional quality without the use of chemicals that can harm our health.



Dreams Punta Cana, is a hotel committed to sustainability and environmental protection.

Once we joined the Rainforest program, the idea of creating an organic garden where we could produce healthy aromatic plants and vegetables arose. Like any project, the beginnings are not always easy. Finally, after several failures and the invaluable help of those peasants who love, care for and work the land; we have achieved our first productions.



With this first production we have harvested 200 pounds of tomato, 70 pounds of radish, 120 pounds of red pepper, 50 pounds of basil, 20 pounds of mint, 500 pounds of green plantain and 20 pounds of parsley. During those days, we prepare special menus in our Wine Cellar for our guests. They were able to taste Capresse salads, pesto pasta, meat and fish flavored with the fine herbs of our crops. The biggest surprise was the comments received, most of the diners remarked the texture and intensity of the flavors of each dish. Not only



our guests have enjoyed these products, for a few days we have prepared our delicious Mangu at the Rincon Criollo restaurant with our green plantains. In our next phase, we want to expand our production areas and seedbeds to obtain a greater variety of aromatic plants, edible flowers, corn and pumpkin.

We will continue innovating and letting ourselves be guided by the good advice of the wise people of the countryside to continue harvesting the fruits of the land that allow us to offer memorable experiences to our guests and companions.



SAVING PRACTICES!

At Dreams Los Cabos, we are committed to a constant search of general improvements and finding the best options at low prices has been a good practice. So, we are on the hunt for all the market opportunities that can generate savings. At times, it has to do with looking at seasonal products, sometimes it has to do with other options available in the market and it also has to do with using our imagination to stay alert on how to save. So, here are some examples that have resulted in good saving practices.

We used to buy a ready-to-use packaged Rib Eye but, we started using the option of a high-quality basic piece of meat. Furthermore, at the butchering area, we make sure to obtain the cut we want with



the right level of fat we want and use the leftovers for marinating. We use the surplus fat with meat for a dish called Chicharrón de Rib Eye (*Rib Eye Rinds*) that works as an appetizer at the Sea Side that has been very well received. We profit from the surplus fat with meat by seasoning them, then deep frying them until they are crunchy and serve them with onion, cilantro, sauce and tortillas. It has become one of the favorite appetizers of the restaurant. Making a balance with the packaged pieces we used to purchase, now we have enough raw materials to marinate other dishes and we cover the Rib Eye rinds demand, turning it into a savings trigger which has increased our customer satisfaction.

Another simple example that we want to share is our search for formulas to serve more natural drinks and change the bar trends of using fruit concentrates in excess. In this mixology line, we have integrated our bars into using more natural



fruits. That is the case of strawberries, blue berries and black berries which are very popular and it is very expensive to buy them fresh. However, we have found the frozen product option which is much cheaper and has resulted to be a good option to bring costs down.

We continue buying fresh produce but more decoration-oriented rather than for beverage production. Another factor is that sometimes fresh produce is scarce during some seasons making it difficult to find. With this new method of buying frozen fruits, we have not had shortage problems since the product is always available with the same flavor and consistency of the fresh one but at a much lower price.



OPERATIONS EQUIPMENT INVENTORY CONTROL

At Dreams Huatulco Resort & Spa, we know about the importance of controlling and taking care of the equipment we have since it is our work tool that allows us to give a quality service to our customers. Bearing this in mind, we have implemented an inventory system to have a better control and records of the operation equipment, specifically the Dishware, Metalware and Crystalware both in service and at the warehouse. We have succeeded in having a better planned equipment purchase since we know exactly what we have got and what is required to be purchased i.e. avoiding unnecessary purchases and taking care of the budget. Additionally, it is easier to detect bad practices and reckless handling of the operations equipment which leads to a responsible use by our employees and more effective monitoring by our supervisors.

We log the inputs and outputs of the warehouse and of the stock of each one of our food consumption centers. A monthly count is carried out to compare the stocks and to assess equipment breaks and then purchase orders are done based on the former. Since the implementation of this program, a better use of the equipment purchase budget has been recorded and we have avoided unnecessary expenses.

1

CODE	DESCRIPTION	PICTURE
60014	17 3/4 OZ COGNAC GLASS	
60020	FLUTE GLASS 6 OZ PARTY	
60097	10 3/4 OZ OLD FASHION GLASS	
60006	11 1/2 OZ MARGARITA GLASS	
60017	15 OZ HURRICANE GLASS	

2

BARS			
RENDEVOUS			
PREF STOCK	ASSORTED C	NOV STOCK	STOCK DIFF PREF /ACTUAL STOCK
20		17	-3
100		70	-30
40		35	-5
25		20	-5
25		20	-5

3

SERVICE COUNT		
TOTAL OCT SERVICE INV	TOTAL NOV SERVICE INV	DIFFER
166	147	-19
621	498	-123
143	143	0
221	126	-95
279	240	-39

1. Assigning their picture to their codes for doing faster inventories.
2. Creation of preferred stocks and monthly difference for their optimum replacement in food consumption centers.
3. Monthly count difference for breakages in service index assessment.

4

WAREHOUSE COUNT				
TOTAL OCT WAREHOUSE INV	TOTAL SUPPLIED REQ	TOTAL OCT(*) WAREHOUSE INV SUPPLIED REQ	TOTAL NOV WAREHOUSE INV	DIFFER
219	0	219	220	1
346	110	236	236	0
88	50	38	38	0
120	75	45	45	0
948	0	948	948	0

5

SERVICES / WAREHOUSE TOTALS		
OCT FINAL TOTAL	NOV FINAL TOTAL	DIFFERENCE
385	367	-18
857	734	-123
181	181	0
266	171	-95
1227	1188	-39

6

(ADDITION) IDEAL STOCK	(ADDITION) BANQUET	30% BREAKAGE REPLACEMENT	TOTAL	ALM CURRENT STOCK	PURCHASE NEEDS FOR PREFERRED STOCK
240	117	72	429	220	209
635	375	190	1200	236	964
275	122	82	479	38	441
220	112	66	398	45	353

4. Total analysis of the previous warehouse stock, minus requirements supplied throughout the month to see the difference between the previous month and the current one. [(previous stock - requirements = actual stock) (actual stock – warehouse stock = Difference)]
5. Difference between [service crystalware stock + (previous month) warehouse - service crystalware stock + (current month) warehouse = Monthly breakages total
(Ideal Stock + Banquet Stock + 30% Ideal Stock = general ideal stock total)
(General ideal stock total - current warehouse stock = Purchase need)
6. Sumas de stocks ideales para una diferenciación con el stock de almacén y posterior compra de las necesidades.

Objective: Gauge purchase orders more precisely according to hotel needs to avoid having EXCESS of unnecessary operations equipment.

CHUCK ROLL

By: MIGUEL ÁNGEL ROMERO,
FOOD AND BEVERAGE MANAGER



Nowadays due to competition, guests have become more demanding. This has pushed us to be at the forefront of new cooking trends since this noble career is a never-ending book where you learn something new every day. So, this good quality and price cut has benefited us in terms of variety and cost savings since it can be reused in other products.

“Saving is not only about not spending money, it is also about knowing how to spend it”.

PRODUCT	COST	PRODUCT	COST	SAVING
Chuck Roll	\$ 147.00	Filet Mignon	\$ 227.00	\$ 80.00
Chuck Roll	\$ 147.00	Beef loin	\$ 227.00	\$ 80.00
Chuck Roll	\$ 147.00	Rib eye	\$ 254.00	\$ 107.00
Totals	\$ 441.00	Total	\$ 708.00	\$ 267.00 per Kg



At Dreams Puerto Aventuras, we are always looking to be at the culinary forefront by harnessing every resource. By minimizing costs and using our creativity, we obtain variety and quality in our products such as Chuck Roll. It is a secondary beef cut which is also known as “7-bone steak” since the shape

of the cross cut of this bone (*the shoulder blade*) resembles number 7. We obtain three excellent-quality cuts from it: the rib eye, carpaccio and meat dice for skewers and fajitas.

Likewise, the final piece is used as the special roast for cuts to order.





REFRESHMENT STATIONS

There is currently a concern about food contamination and foodborne illnesses. This has led many tourists to be very cautious about their water intake in their travels, so it is very normal that tourists increasingly demand bottles of water for consumption, no matter how little the latter is.

In our operations we have purified water in individual presentations which are placed in mini bars, bars and areas where guests walk and take them. This might seem cheap cost-wise within the inputs we handle; however, in terms of volume, they can represent up to a 25% or 30% of the daily bar cost (depending on how well they are cared for). So, optimizing, looking after and preventing waste of both this vital input as well as the volume of trash they generate have become a real challenge.

In terms of creating awareness and reducing bottled water, we have dispensers of water with essence in strategic places that have high guest traffic. These dispensers have a 6-litre capacity and are refilled in average 5 times a day, which represents around 120 liters of water consumed per day. These numbers would account for approximately 200 bottles of water of 600ml per day, 73,000 units annually.



The approximate saving in terms of money, taking into account that every bottle costs \$0.19USD would be of \$13,870USD.

Financial savings aside, the positive impact of waste generation reduction is also a great incentive to continue with this practice because we are also looking after the planet and adding another effort to create awareness for environmental preservation.

“...the positive impact of waste generation reduction is also a great incentive to continue with this practice...”



Since there is an ever-increasing level of exigency and our guests are always expecting new and innovative things, we set out to look for excellent quality and performance alternative cuts.

It was important to review each and every one of the dishes we offer and depending on their percentage be sure that their performance went accordingly to their price and quality. Sometimes we think that the cheaper the product, the bigger the saving for our department but if we buy a low-quality product, we will have more waste and customer satisfaction can be at risk.

To date, beef filet costs \$277MXN (\$13.85USD approx.) and our average consumption was of 30 kilos (66 pounds) daily. We looked for an alternative cut that provided quality, variety and the needed saving in order to have a good cost control. The top Angus Sirloin piece purchase was increased at a

\$164.50MXN (\$8.22USD) per kilo from which the following cuts can be obtained:

- Beef filet
- Medallions
- Dice for skewers
- Ground meat
- Fajitas

PRODUCT	PRICE	WEEKLY CONSUMPTION	MONTHLY	TOTAL INVESTMENT
BEEF FILET	\$277.00	210	840	\$232,680.00
TOP SIRLOIN	\$164.50	375	1400	\$230,300.00

As it can be seen in the table, the monthly cost per 840 KG of a single cut (filet) is the same one of the Top Sirloin which not only gives us 560 additional kilograms, it also allows us to offer four different cuts to our guests and at least 4 additional uses in the kitchen. With this exercise we were able to determine that the expense factor is not directly linked to actual savings since the price difference is invested in alternative cuts that guests will have in the different food consumption centers.

Ultimately, we have a product with better quality, performance, price, variety and satisfaction for our guests.

Nowadays, we hear everyone talk in meetings, the news, social media and in our jobs about a very relevant topic that is sometimes overlooked: sustainability.



ALTERNATIVE CUTS

MORE QUALITY AND VARIETY
AT THE SAME COST

BY: RAFAEL CORDOVA,
GENERAL MANAGER

Beef is a must in any kitchen since it is a highly demanded product by our customers with a high impact on their satisfaction.





Nowadays, we hear everyone talk in meetings, the news, social media and in our jobs about a very relevant topic that is sometimes overlooked: sustainability.

HOWEVER... WHAT IS SUSTAINABILITY?

It could be defined as a “process” whose main objective is to find a balance between the environment and the appropriate use of resources. Although it is a relatively “new” concept – coined in 1987 – it is extremely important currently that we participate actively. Taking past Rainforest Alliance

audits in SECPM and DREPM as reference, we have adopted a sustainability culture while fostering this “process” as a means to reduce significant costs in our supply expenses with a simple formula:

LESS supply consumption + BIGGER sustainability culture = SAVING

When we translate this formula into numbers, we can see the following projections simply by taking two products within our guest supply catalogue as an example:

8 OZ CUP + LID DREPM

ARTICLE	WEEKLY CONSUMPTION PROJECTION	ANNUAL CONSUMPTION PROJECTION	BOX COST	ANNUAL COST	PIECES PER BOX	ANNUAL PIECE CONSUMPTION
CUP	4	208	\$ 640.97	\$ 133,321.76	1000	208,000.00
LID	1.5	78	\$ 407.92	\$ 31,817.76	1000	78,000.00

8 OZ CUP + LID SECMP

ARTICLE	WEEKLY CONSUMPTION PROJECTION	ANNUAL CONSUMPTION PROJECTION	BOX COST	ANNUAL COST	PIECES PER BOX	ANNUAL PIECE CONSUMPTION
CUP	2.5	130	\$ 640.97	\$ 83,326.10	1000	130,000.00
LID	0.9	47	\$ 407.92	\$ 19,090.66	1000	46,800.00

It is important to mention that since the implementation of the operation equipment such as the dishware (coffee cup) in our food consumption centers: Dolce & Coco Café, the supply consumption index has decreased potentially as can be seen in the following annual projection according to the latest consumptions:

8 OZ CUP + LID DREPM

ARTICLE	WEEKLY CONSUMPTION PROJECTION	ANNUAL CONSUMPTION PROJECTION	BOX COST	ANNUAL COST	PIECES PER BOX	ANNUAL PIECE CONSUMPTION
CUP	2	104	\$ 640.97	\$ 66,660.88	1000	104,000.00
LID	0.7	36	\$ 407.92	\$ 14,848.29	1000	36,400.00

8 OZ CUP + LID SECMP

ARTICLE	WEEKLY CONSUMPTION PROJECTION	ANNUAL CONSUMPTION PROJECTION	BOX COST	ANNUAL COST	PIECES PER BOX	ANNUAL PIECE CONSUMPTION
CUP	1	52	\$ 640.97	\$ 33,330.44	1000	52,000.00
LID	0.4	21	\$ 407.92	\$ 8,484.74	1000	20,800.00

Knowing these numbers, the savings generated in the consumption of these supplies are over 50% accounting for a number close to 20K monthly... 249K annually. While having the Rainforest Alliance Certification in our properties allows us to contribute actively in biodiversity preservation, supporting local communities and reaffirm our commitment as a Socially Responsible Company, it

is also a reality that it allows to generate great savings in our disposable supplies consumption. If we bear all these factors in mind, the only thing we can do is to continue generating awareness for saving and preserve our environment at the same time.

Together We Can!

SAVING TIME FOR A HEALTHY HOTEL OPERATION

The healthy Hotel concept is mainly based in three tangible indicators:

1. Guest Satisfaction
2. Owner Satisfaction
3. Staff Satisfaction

All of them are important but let us be succinct, a hotel is a Business i.e. it is designed to make money. So, any area that can benefit profitability is key to operate a successful Hotel. Some key controls can reduce operations hard costs:

- 1) Vendor choice and price bargaining.
- 2) Food and beverage offer
- 3) Basic cost control and inventories
- 4) Sustainability
- 5) Staff numbers depending on occupation

There is now another key element that might seem intangible but it is just as important for a wider picture of a healthy and profitable hotel operation: SAVING TIME. There are many ways of saving time, be it in processes, hiring, complaint resolution and even non-textbook daily operations.



and 20% if adequately maintained without having additional expenses and time loss.

BUREAUCRACY AND INTERNAL COMMUNICATION

Bad communication and obsolete procedures can generate mistrust and inconveniences both for employees and guests alike. Checking internal procedures as often as possible to assess other ways of reducing time and resources will have a positive impact on final profitability.

STAFF LIST AND STAFF SCHEDULING

Fixed scheduled for employees who work per hour. Quite often, a hotel will have excess staff when it uses a fixed schedule which results in profit loss. Therefore, flexibility is key and productivity is reflected in time saving.

CROSSED TRAINING

Providing skills and tools to the staff to do tasks that are not part of their daily ones. They can also help out other departments during their downtime.

POWER EXPENSES

It is critical to keep an eye on them since they entail a lot of expenses: LED lights use, power-saving equipment, training staff to supervise electricity/AC waste. All of these show time waste can be reduced.

PREVENTIVE MAINTENANCE

It can be costly on the long-term. We have to make sure that the engineering department is up to date with the scheduled maintenance activities. HVAC efficiency and life-cycle can increase between 15



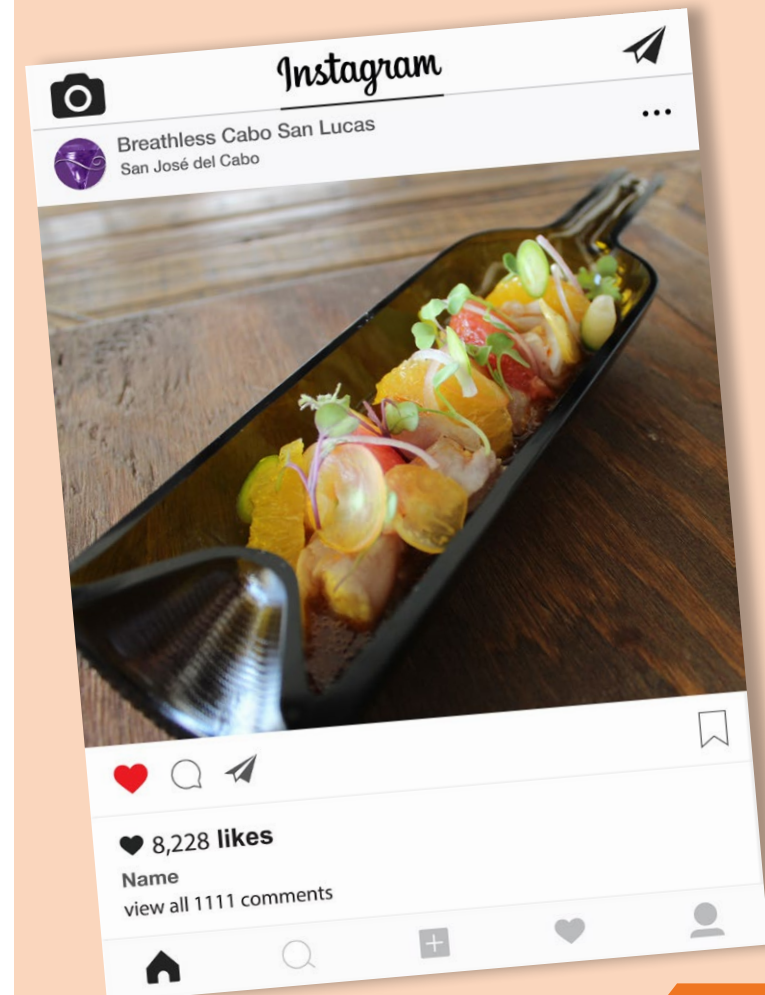
PLATING

A UNIQUE PRESENTATION,
OCOTE RESTAURANT

Ocote Moderno Mexicano is our new restaurant in Breathless CSL which is an NPI generator food consumption center since it is open to both the local public and to tourists who are staying at other hotels in the destination.

To have a differentiator, unique set-ups were created to present dishes from our menu for instance, a mini pastor (pork steaks marinated with spices, orange juice and pineapple) kebab-style skewer, a mini corn cart that is set in the middle of the table and even ceviche plated in a wine bottle cut down the middle.

They are very Instagramable ideas that help promoting us with the visitors of this place on their own and give them an excuse to come and enjoy experiences on the table.



BBQS

In our search to have items that make our food selection pleasant for our guests, we have created the Argentinian BBQ set-up i.e. pieces of meat hanging over embers with chains. This has generated very good comments about the appeal of the set-up, here we share some of the pictures of these set-ups.



It has a red brick foundation with a container for the embers on top of it. This presentation is very appealing to our patrons resulting in a Wooow effect.

Cuts preparation is handled directly by our chef and depending on how done the guests want the meat, it is finished in the grill.

DECAYED NATURE

IN COFFEE BREAK SET-UPS

When hosting an event, it is very important to enhance its spaces as this is the first impression the attendees will have. The decoration must always be in accordance to the type of celebration. At Dreams La Romana, we emphasize our coffee breaks looking for new ways to set up different themes to stand out of the ordinary, different to what the client normally expects: planks, tablecloths, table skirting ... these outdated set-ups are left in the past!



Whenever someone enters a meeting, the classic set-up is already in their mind, if the mold is broken, and they find a totally different ambiance, wow effects emerge by eliminating the table linens we contribute to the environment by avoiding using detergent, polluting and misusing water, one of the most important natural resources. Consequently, raising people's awareness on care, observation, understanding and management of natural resources.

Also, using technology to make our lives easier in a world of hospitality that is growing by leaps and bounds, helps us to always have innovative options to preserve our environment. The decorative elements that conform the ambiance in a set space, that is

what creates the atmosphere. So when it comes time to decide what type of decoration will be used, apart from being impressive we also consider the use elements found in the hotel at a low cost.

At Dreams La Romana, we dare to give a twist to traditionalism, using the decayed nature that we have in our surroundings such as logs, corals, conch shells, etc., creating an elegant setup, this reflects our personality and innovation as a company.

MOBILE BAR AND BLACKBOARDS IN CREATIVE SET-UPS

"Creativity is intelligence having fun"

—ALBERT EINSTEIN

In a world of endless and fierce competition and change, in order to keep ahead of the game, we must be dynamic and innovative, especially within the gastronomical world. At our hotel Dreams Palm Beach Punta Cana one of the strong sources of income is weddings and groups. In our high season we can have up to six events per day plus meetings and executive groups. Being one of the first AM RESORTS hotels in the area we are often the hosts for corporate trainings and important meetings, therefore our set ups are extremely important for our daily operation.

FamTrips represent great sale opportunities, hence we work as a team to put forward our most creative ideas and improve our presentation and settings every time. In this pre-wedding season, we crafted a movable bar made of repurposed wood with a tin ceiling that we adorned with palm leaves. It simulates a typical Dominican fruit stand found in local villages.



We use it as a dynamic bar to serve mojitos or flavored caipirinhas and add an extra gastronomical activity for our groups, additionally it portrays an authentic and modern image to our events.

We are very proud of the Island's cultural identity and we know that for our guests to explore and enjoy this tropical and Caribbean essence is a beautiful experience that fulfills their expectations.



To round up our vintage-modern style we bought blackboards in different presentations from tiny as tent cards to large as a bar. We use them in different set ups with handwritten text as needed. This ensures a personalized and creative sense to our events. The fact that we can erase them and use them as many times as needed allows us to draw Company Logos, Bride & Groom's Names and special dishes or buffet sections. They reduce our consumption of paper and disposable tent cards which reduces our cost and our environmental footprint at the same time! We highly recommend using rewritable materials and keep our intelligence free to go and play.



TABLES WITH FOLDING SUPPORTS

By: DAVID LÓPEZ RICÁRDEZ, RESIDENT MANAGER



Looking for alternatives to always give a different aspect to all event set-ups in the different points of the hotel, we created tables with folding supports which give them a fresher and more dynamic look to Groups Check-in, weddings and any other kind of welcome. We have changed the traditional set-ups with folding plastic tables which use linens or lycra which at the end of the day require more cleaning and maintenance efforts and processes.



DRAWERS FOR OPERATIONS EQUIPMENT IN EVENTS

The need to have more refrigeration and preservation equipment for events has arisen over time with new demand for innovative set-ups while protecting the health and hygiene of our Guests and our own when preserving cold or hot food. Transportation became an opportunity area which required more hands. So, we set out to create tailor-made drawers or bases for the different equipment that is used in events. Transportation, organization and protection had to be easily-accessed by everyone. This has helped with a better event implementation since now all our products are at an ideal temperature, less ice is used and the presentation is more pleasant and hygienic to the eyes of the guest; thus, assisting in a better quality for the product and a bigger production.

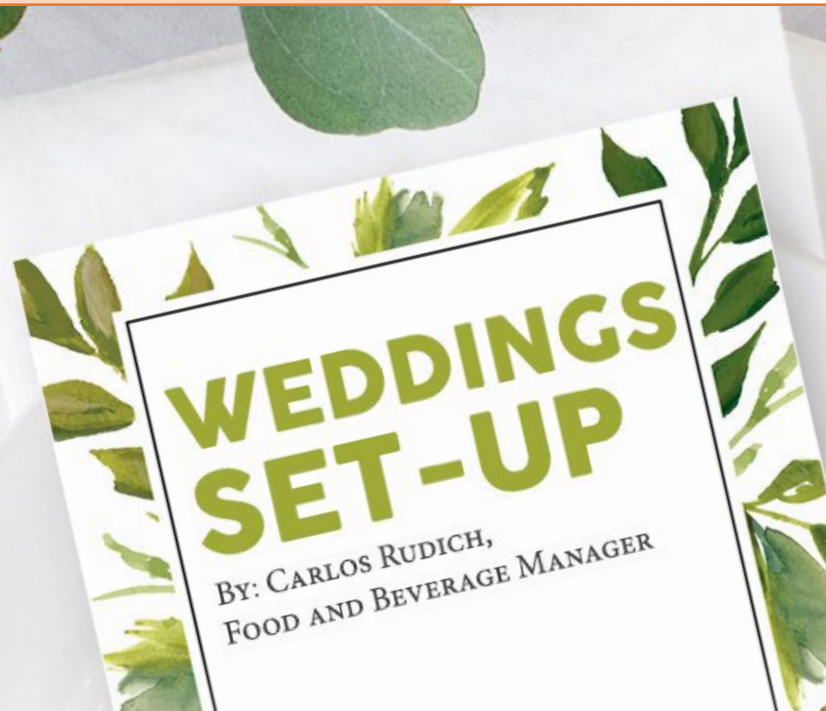


MULTIPLE PVC LEVELS

After having construction in a hotel, there is an infinite amount of materials left in the warehouses left unused for years, often ending up in the trash or in storage for years until someone decides to do something with them. In our never-ending search



for innovating and making the most of the materials that surround us while saving money on purchasing materials for our ideas, we are now using PVC pipes that were left from the construction as multiple level stands that are used in all kind of events. This is how we complement previously implemented ideas that we believe improve image since they are clean materials which the only maintenance they need is to be cleaned and softly polished



Bearing in mind that every wedding is different with customized requirements, in Secrets Capri Riviera Cancún we have opened up our array of options always looking to create new unforgettable experiences for our guests. The Weddings team together with the Maintenance, Entertainment, Rooms Division and Food & Beverage departments have created the perfect dynamic to be offered to our soon-to-marry guests.

Additional set-up options are offered or they can build their wedding according to the ideas they have in mind to have the event of their dreams.

Once the Weddings team talk with the happy couple about their ideas, the relevant departments have a meeting to coordinate and to make the environments or details that have an important meaning for each of the celebrations.



We always try to pay special attention to details which mark an obvious difference when they are noticed by the couple and their guests and also favor positive comments of the event. Such details surprise, charm, impact and make every wedding Unforgettable and an experience worth remembering.

Throughout this long time of doing weddings from a more dynamic stand point, we have created both elegant and classic events with chandeliers, pergolas with warm lights, etc. and minimalist modern events with rustic wooden tables and table runners. We use and make the most of all the hotel areas, beach, garden, ball room, pool and terrace so that the happy couple and their guests feel totally comfortable, satisfied and happy.

Creativity and constant change of set-ups enrich our work teams preventing us from falling into dullness, motivating us to work as a team and help us develop the passion for which we live for in Secrets Capri. We are still cooking.

THE MAGIC OF FRUITS, FLOWERS AND RUSTIC FURNITURE TOGETHER.

CREATIVE SET-UPS IDEAS

Quite often, new equipment arrives in our hotels packed in wooden crates and other materials. If they are properly used, they can become nice low-cost furniture that become wonderful when we combine them with other elements. This time around we present to you some of the ideas we have in the house.

We cannot always explore and do presentations with fruits, tropical fruits and rustic furniture. With a little patience comes the opportunity for an outdoor dinner set-up with bbqs and sangrias or typical regional menus placed in a pool or garden corner together with color lights and flower arrangements.

They are an excellent opportunity to paint a spot of magic and colors giving life to it and creating an abundance feeling. It is when we can place fruits, flowers, linens and furniture everywhere without any restriction or censorship. It is a great opportunity for the frustrated professional decorator that lives inside all of us.

Plenty fruits can be carefully placed on the table as decorative elements providing that delicious abundance sensation. The decoration is complemented by tropical leaves and flowers such as orchids and heliconias, some of them come from our own gardens.



On the other hand, we have rustic furniture as a base. With a little imagination, we can make rustic furniture with a high decorative value at a very low cost. We use the wooden crates used for packaging the equipment sent to the hotel to make furniture pieces such as tables, bar counters, seats and so forth. We paint them with base and neutral colors with a thick brush and look marvelous. Color cushions and cloths placed with a faked carelessness also work very well. Once the function has started, we continue putting stuff out moved by the exhilaration caused by these mundane items whose importance is overlooked sometimes.

Bon Appetit and have a nice evening.



PLATING IN **BROKEN WINE GLASSES**

Not only is Chef Denis Radoux always looking to offer the best dish selection to our guests by continuously innovating our menus which get excellent comments in webpages such as TripAdvisor, our Chef is also a subscriber of actions that exploit the creativity and increase the professionalism of his employees. He is also for protecting, caring for and maintaining his operations equipment in good condition. Additionally, the Chef has a special interest in optimizing equipment use even if it seems that they are no longer of use. Once you see them in his creations, they no longer seem to be discarded equipment but a great opportunity for a creative use, case in point, wine glasses.



It has always been a challenge to maintain this kind of equipment in optimum conditions due to its fragility despite the staff being careful with it. Due to operative conditions and constant rush moments, many of the wine glasses break on the structure side i.e. the thinnest end. Thus, our Chef Denis and his team collect all the wine glasses which are only damaged at the base and do not pose a risk for our patrons. With the support of his staff and sometimes the Maintenance one, he makes sure that the glass is completely safe for patrons and sends them to be used in plating. Be it an Appetizer, a salad or a dessert can be plated in wine glasses which could have been sent off as discarded equipment without imagining how valuable they might still be.

“Showing that with creativity, operations equipment use can be optimized”

UPGRADE AT COCKTAIL HOUR

In Breathless Riviera Cancun, we have created the most eye-catching set-ups different to the classic bar set-up. As a new option for à la carte groups, we have designed an upgrade during cocktail hour which includes:



- 1 Mixologist in the main bar.
- 1 Waiter.
- 1 Cart with a designer cocktail or one from our drinks list
- Premium mixology accessories at the bar.



The purpose is not only to motivate the customer to do an upgrade at cocktail hour, but to take it to a more personalized level. There is a lot of interaction between the guest/customer and the mixologist. The latter can make a live presentation from the service cart or we can do an opening at the bar with the mixologist team.

It should be mentioned that there is a bigger array of customized options, not only with color options, the staff in charge should also prepare drinks in front of the guest at the service cart or share a message from the event sponsor or host when making the drinks.



TRADITIONAL SOUVENIRS FROM THE REGION

At Secrets Huatulco Hotel, we offer a package of souvenirs for all our weddings and groups which has customized hand-painted alebrije-shaped Mezcal bottles of 1.6 oz. The name of the newlyweds, the host company or the promoted product can be added to them. Similarly, we offer a Mezcal Kit for special guests which has: a 12 oz bottle, two 1.6 oz mini bottles hand painted by craftsmen from San Pedro Taviche Ocotlán, Oaxaca and a mole, rosemary, porcini mushroom



and hibiscus Sea Salt which is produced in Huatulco, Oaxaca. We also throw in a calabash jícara (*a drinking bowl*) hand-painted by craftsmen; it comes from a tree sacred to the Mayans which gives us calabash with a soft, smooth and resistant rind which has medicinal properties, gives energy and is also used as a musical instrument and as a handcraft.

So, it is the perfect detail to be given as a recognition or souvenir.

By doing this, we increase our non-package income and we give an added value to mezcal, Oaxaca's traditional drink.

By decorating the bottle with Oaxacan art, we also promote the beauty of our state.

It is a token of our culture and tradition at an affordable price of \$2,300.00MXN (\$115USD approx.) which benefits craftsmen families from our state and help them continue with this beautiful artform.





CHIAVARI CHAIRS

Through the Groups and Conventions Department we have worked together to carry out a better sales strategy and have the chance to rent our own equipment.

We have been able to rent each CHIAVARI chair at \$8 and \$10USD in groups of between 100 a 450 pax each one, generating revenue for the Sales and Food and Beverage Departments. This is how we have created a new non-package sale for the hotel, generated new income for the company as such and created a new idea for non-package revenue, making us more competitive with the rest of the hotels.



As a sibling hotel of three in the Los Cabos zone, we have event equipment solvency to rent and provide an excellent service to our groups.

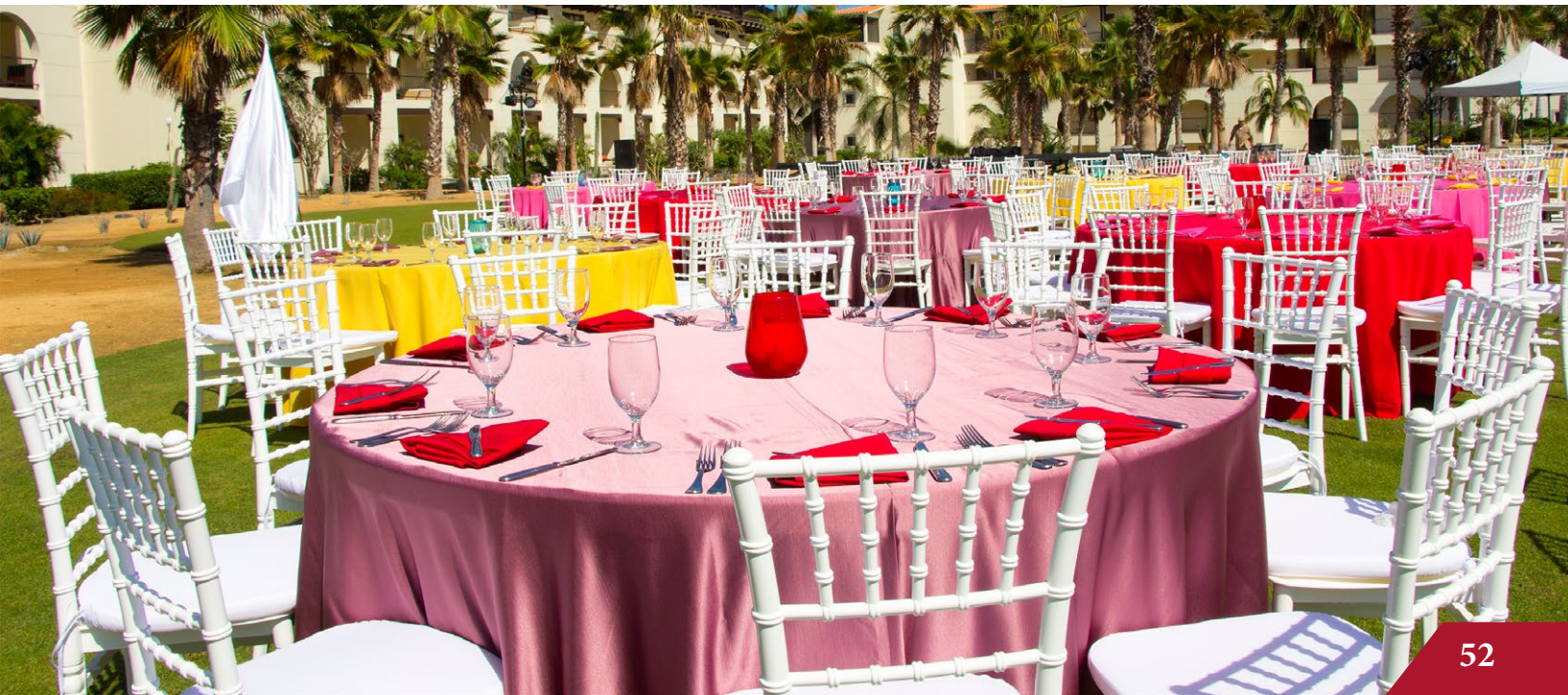


In Secrets Puerto Los Cabos, we look to generate more income for our department every day. This has led us to implement new ideas as was the case of purchasing furniture through Capex with a great vision towards the future.

Since we are one of the AMResorts Hotels which operates Groups and Conventions almost all year long, we undertook the task of quoting the price of CHIAVARI & LOUNGE FURNITURE, to rent them ourselves to the Groups and not an external vendor, creating a revenue for the department. We have

created a trust fund with these revenues so that part of them are compensated and an entry to continue buying supplies. With our 2 rooms with a capacity of 600 people each one of them, we have had the challenge of having several groups at the same time; we have even had the need of asking for support from sibling hotels as the last furniture rental option.

Como hotel hermano de tres en la zona de Los Cabos contamos con la solvencia de equipo para eventos de renta y brindar un excelente servicio a nuestros grupos.



MOJITO BAR

Secrets Cap Cana daily goal is to create small but innovative details focused on the satisfaction and experience of our guests.



“...nos permite promocionar la venta de las marcas de espumante que usamos para la elaboración de esta bebida y por lo tanto su venta.”



One of those creations has been the mojito bar with sparkling wine this excellent idea came up from our Bar Manager, Daniel Ramos. The mojito bar has an excellent reception among our guests due to the refreshing ingredients that made up this drink and the excellent location in front of the main pool, in which almost 60% of our guests spend the day enjoying the wonderful climate of Cap Cana.

For the creation of this innovative design no monetary investment was needed since we used recycled wood and beer barrel, which gives a different and elegant touch.

At the same time, it is also an excellent way to increase the INP since it allows us to promote the sale of sparkling wine that we use for the elaboration of this drink and therefore its sale.



TWO HEARTS UNDER THE SAME STARS

ROMANTIC DINNERS

There is nothing sweeter than showing to her how much you fancy her and there is no better way to do it than a moonlit romantic dinner...

Surprise your better half with this unforgettable dinner, enjoy a delicious culinary experience with candles, roses, a view to the Caribbean and the sound of the waves crashing making you feel nothing else exists.

We have cooked an exciting and inviting menu for those who want to have a romantic escapade.

Romantic dinners allow us create those intimate memories that will live in their deepest dreams.



QUALITY & PRESTIGIOUS

WINE NIGHT



When you are in the Caribbean, you feel capable of doing anything you decide to...& there is no better occasion to pair that feeling with a delicious and mouth-watering bottle of wine.

That prestigious quality and body that will make you feel *"somewhere in the world"*.

In Sunscape Puerto Plata, we love creating unforgettable moments that will live on in the memories of all the guests that have taken an escapade with an ocean view.

When our guests go to our restaurants, they will

have the opportunity of choosing several bottles of wine to enjoy great company and an unforgettable dinner.



MEZCAL TASTING

BY: ALBERTO FLORES,
FOOD AND BEVERAGE MANAGER

In Dreams Tulum, we look for new ways of exceeding the expectations of our guests every day. Mezcal tasting is an initiative we started in May for our guests to know more about our amazing Mexican culture. It is important to know that to date, Mezcal is one of the most imported drinks in Mexico, drawing interest from more people in the world who want to know more about this spirit which is full of history and part of our culture.

Our staff in the different food consumption centers promote it daily on printed publicity. This is to motivate our customers to attend the tasting we hold at the hotel wine cellar. The sommelier is in charge of intriguing our guests by explaining to them the history, varieties and the right way to taste Mezcal since it is a very potent distilled spirit.

A very important part of the tasting is pairing it, which is done with fruit marmalades such as strawberry, pineapple, raspberry and spices. The appropriate marmalade pairing is done depending on the intensity of each mezcal.



A Mezcal tasting is done every day at 5 in the hotel wine cellar limited to a group of 8 people. This initiative is a tool for generating higher revenues since the price is of \$40USD per guest. Thanks to this dynamic and to the fact that guests want to live the experience of tasting mezcal, it is currently generating around \$200USD per week, an annual projection of \$9600USD, which really helps us meet our sales objectives.

It is very important to mention that at the end of the tasting, guests are very happy and grateful for showing them another aspect of our culture, moving some of our guests to share their positive experience on Tripadvisor and Facebook which is really significant for our social media positioning.

At Dreams Tulum, we are ambassadors of Mexican culture. Giving a boost to such a signature Mexican drink such as Mezcal is evidence of it.

"...Mezcal is one of the most imported drinks in Mexico, drawing interest from more people in the world who want to know more about this spirit which is full of history and part of our culture."



DREAMS RIVIERA CANCÚN EVENTS

MEXICAN NIGHT

By: FIDEL DIEGO PEREZ,
FOOD AND BEVERAGE MANAGER



To highlight our beautiful Mexican traditions, we focused on the Mexican night theme to teach our guests about our beautiful and interesting culture. We used to set-up this theme night in the pool area which was very labor-intensive and annoyed our guests because they had to move from the place they were enjoying and it became an inconvenience rather than a pleasure.

The set-up strategy was changed to the stairs area where the Sommelier is ready with his reservations table in the pool area two days prior to the event. He does due promotion of the event which is complemented with different activities on its very day:

- Ceviche preparation and tasting at 1 pm
- Tequila tasting at 4 pm
- Show dinner starts at 6:30 pm



All the activities are for the guests who have booked a show dinner and for guests who wish to join the activities. There we have a great sales field since many people make up their minds to enjoy the whole day.

- Throughout the ceviche tasting, both the chef and Sommelier promote the array of ceviches as well as food pairing. The Chef teaches guests how to enjoy them at home. Once this is over, the Sommelier once again promotes the dinner to be held that night.
- Throughout the tequila tasting at 4 pm, the Sommelier does a tasting pairing it with regional mini bites with the guests who will be attending to highlight the activity.
- At the Show dinner that starts at 6:30 pm, tables are set-up for approximately 40 people. There is a live mariachi band and the show starts at 8:30. A 4-course dinner is done with a 100 % Mexican menu with the Sommelier going to each table from start to end to guarantee the service and food of our guests.



Chairs and cocktail tables are set up in the rest of the area resulting in less work for the staff, more performance in terms of food quality and service, more satisfied guests and better revenues for the wine sales area.





ROMANTIC DINNERS

Our fabulous Events Team helps our guests organize, market and satisfy the romantic and relaxation needs of our guests. From their desk strategically located at the entrance of the World Café buffet, they are perfectly prepared to talk to, meet and find guests to do their sales pitch.

They have several packages that improve the Secrets experience as no other creating moments they will remember their whole lives. Their sales portfolio includes the following:

- 1. Candle-lit romantic dinners (packages):
 - a. Silver
 - b. Gold
 - c. Platinum
 - d. Diamond
- 2. All spa services
- 3. Room service: cakes, petit fours, etc.
- 4. Wines and Champagnes
- 5. Butler services
- 6. Anniversary and Birthday packages

They create memorable moments when they get together and interact with guests. They guide guests through the different packages they offer making recommendations and suggestions based on their experience, knowing that their ideas will become true.

They meet couples who are looking for intimate moments in a private atmosphere, so beautiful arrangements and decorations are set up in the rooms, as well as chocolate and roses amenities which are beautiful and striking.

For guests who only want to relax and restore their inner Zen, our marvelous Spa services and hydrotherapy area stand out for re-establishing or recreating the balance they are looking for.



Although our standard packages cover everything that is needed for these special occasions, our events team specializes in specific requirements of every couple so that their memories are more personalized and more special still.

This team is made up of ladies whose personality and beauty generates a monthly net sales average of \$35,000USD.
Great Job Ladies!



CAMP NIGHT

BY: NOE MUÑOZ, F&B MANAGER



In Dreams Sands Cancun, we are always looking for our continuous improvement. This time around, we are applying one of our values (*Teamwork*). In the past few months, we found an opportunity area which was hurting us both in our grade as well as in the SSH comments.

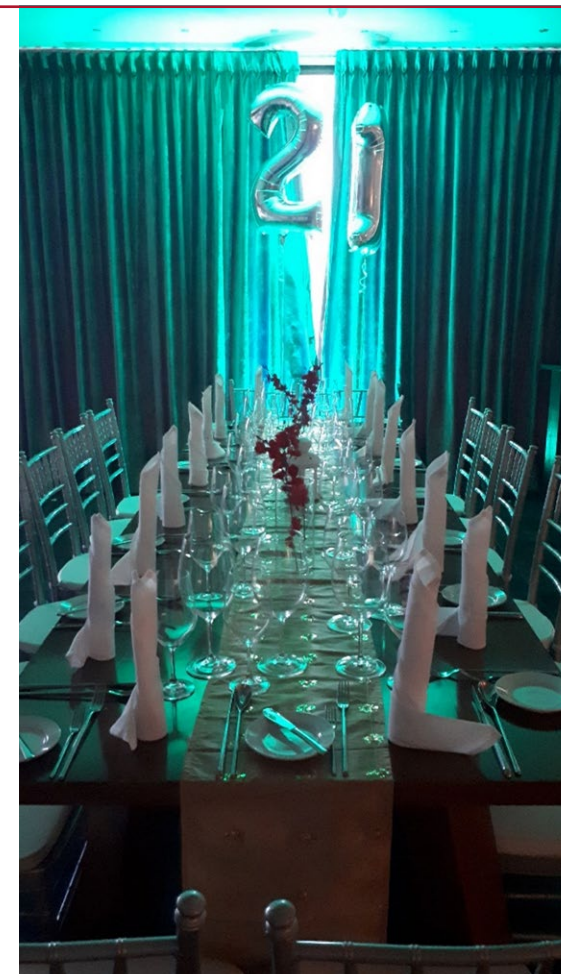
I am specifically talking about the children's camp. Together with the Entertainment department, we decided to implement an activity where parents could experience and share a nice experience with their whole family. Several activities are put together: games for the children, Karaoke night, movies and a fire pit next to the sea where they can roast marshmallows and enjoy a variety of snacks. This is how the Family Camp was born.



“...Karaoke night, movies and a fire pit next to the sea where marshmallows can be roasted...”

We used our privileged beach, one of our signature resources, to do something that would impact both our guest satisfaction and our non-package sale target since our beach is still our motivation for the former. We make the most of the set-up and seating capacity to incentivize up-sells and give that added value to the night. We came up with the idea of delighting families with a platter of cheese, charcuterie and macarons paired with the preferred Champagne or wine bottles of our guests.

CUSTOMIZED ROMANTIC DINNERS



To be able to make a sale more attractive nowadays, we have to go an extra mile making guests feel unique and special. Thus, at Dreams Playa Bonita Panamá we decided to practice Customization to create value for customers. We strive to adapt and modify based on the specific preferences of the offer, we even go so far as to allow the customer to take part in the creation and design of his own romantic dinner. We have even stumbled upon a word defining our environment “Co-Creation”.

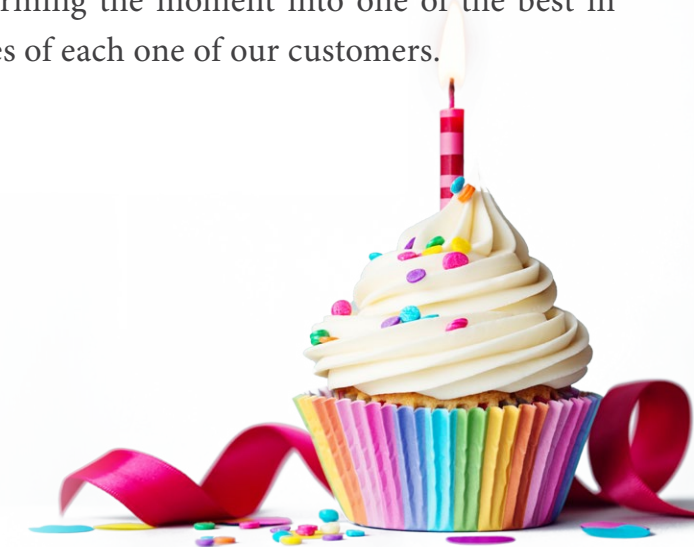
This task has allowed us to innovate in our set-ups together with our guests which allows them to spice up their epic and unforgettable moments.



One of the keys is to offer to the customer what he is looking for or what he wants. To be able to know this, you have to try to know the guest through key questions which will help you uncover who he is, what he is looking for, what he is celebrating, which are his favorite color, drink and food. At the end, we try to put all his likes and petitions together to obtain a general idea that allows us to make each one of our dinners different, unique, innovative; indeed, unforgettable for each one of our guests.

At the dinners, we make sure to surprise our guests with every detail bearing in mind everything he likes; from his favorite color to his favorite food and drink. Our Staff works as a team in all these details:

from the maintenance department who help us with stages using recycled resources, to the geniality and dexterity of our Chef and Bar Supervisor who set out to customize and exceed guest expectations, transforming the moment into one of the best in the lives of each one of our customers.



ANA DÍAZ ACOSTA

She joined our hotel in 2014 as Restaurant Hostess but her sympathy, effort and service attitude made her stand out in her tasks.

At the same time, Ana was doing her BA on Hotel Management at the Costa Grande Technology Institute where she graduated a year later.

Afterwards, she started her practices as secretary and administrative assistant at F&B Management always showing her service qualities. At the end of her practices, she was promoted to F&B secretary and administrative assistant. Her new tasks included promoting and coordinating local events, Sweet Fifteens, executive sessions and meetings of local commercial accounts. Her professionalism, kindness and excellent customer service contributed to position the hotel as the best option to do events since they are handled with the quality and passion that characterizes Ana. With these actions, she has contributed to exceed the banquet revenues of the hotel.

Ana is 22 years old. She has a BA on Tourism Management and Development. She is passionate about customer service and wishes to continue her career in the F&B area. Her hobbies are dancing and walking her dogs.

“she contributed to position the hotel as the best option to do events...”



INTERNAL PROMOTIONS FRANK ALEXIS PEÑA RAMOS



Zoëtry Agua Punta Cana is proud to present Frank Alexis Peña Ramos who is one of our most outstanding employees. He currently occupies the position of Maître, where he gives our clients the best service, demonstrating a lot of passion on what he does.

Frank was born in the city of Higüey, located in the eastern part of the country. He is the father of three children, whom he acts every day in an exemplary and loving way. They are his motivation to overcome any obstacle.

Frank joined our family on January 13th, 2014 as Captain of the Restaurant and since then he has done an exceptional job. Throughout his career, his personality and professional skills have driven him to take each new opportunity and develop himself. In all the requirements that clients and colleagues request, there is always a “yes” in him and the availability of carrying out the tasks, which makes him an example to follow.

Months after joining the team, he was promoted to

Restaurant Manager, a position which he assumed responsibly and delivered for two years and eight months; earning the love of the clients and of each of his colleagues.

Now, being Maître his current position, places him on his third step of success achieved in our Zoëtry family.

Thanks to his performance as an outstanding collaborator and his impeccable career, he recently received from the quality department, for meeting the standards of service in his daily work, providing well-being to the team and satisfying each of our guests.

Frank Alexis is a pride of Zoëtry Agua Punta Cana and AMResorts.

Congratulations Frank for your performance!

“...there is always a “yes” in him and the availability of carrying out the tasks, which makes him an example to follow.”



GENARO GUILLEN

BY: JAVIER MANTECÓN,
FOOD AND BEVERAGE
MANAGER



He is a graduate of Puebla University where he majored in Gastronomy and Tourism. He traveled the Mayan Riviera to obtain experience. In 2009, he joined Secrets Maroma Beach hotel as a Waiter. After a great performance, he started his practices in 2012 as Maître d' which led to his becoming Responsible for Romantic Dinners where he discovered his passion for wines taking part in the 2013 AMResorts Wine seminars. He was promoted to Restaurant Manager in 2014 but his passion for wine and his desire to keep on growing moved him to apply for the Sommelier position at Secrets Papagayo Costa Rica Hotel which he obtained in 2015. In 2016, he started his practices as Food and Beverage Assistant which he successfully finished. Through the IAM Up program, he obtained the Food and Beverage Assistant position at Secrets Aura and Sunscape Sabor Cozumel in 2018, marking his return to Mexico with new experiences and more dreams to continue growing.

JOSEPH IBARRA



He started his career as a steward in a restaurant in Mexico City in 2009. His desire to grow led him to move to Cozumel where he joined Secrets Aura Cozumel hotel as a busboy in 2010. When he realized how much competition there was in the field, he got enrolled at a language school. Thanks to that and to his daily effort, he was promoted to buffet waiter.

He improved his English level little by little as did his knowledge of service which helped him obtain the position of restaurant waiter. In 2017, he decided to do practices for Maître d' which led to his being the Dinner supervisor of Oceana Specialty Restaurant. His eagerness to continue learning has made him join the Sommelier course to enrich his knowledge since Joseph believes that is the only way to move forward.

AMALIO ROBLES



His need to work forced Amalio to find a profession in his native Tabasco where he started working as a field laborer due to the local circumstances. One of his relatives told him about life in Cozumel and hotels so out of curiosity, he decided to travel there without really knowing why or what he would face.

He started working as a steward at Sunscape Sabor Cozumel where he encountered a brand-new world which filled him with optimism and made him passionate about his department and the hotel industry. He put in extra hours to learn more about his job.

His positive attitude and teamwork made him stand out quickly in his team turning him into a natural leader. He eventually started his practices as supervisor and focused on learning and meeting all the Cristal Crisis Check guidelines. Positive results and his practices soon made him Steward supervisor which makes his help vital for the daily operation of our hotel.

JULIO VILLEDA



He graduated from Latin University in Morelia. He traveled to the Mayan Riviera to consolidate himself as a professional where he obtained his first opportunity in 2012 at Now Jade Riviera Cancun Hotel as A Cook. Thanks to his skills and knowledge, he was promoted as Chef de Partie at Mercury Restaurant in 2012.

In 2014, he joined the Opening team of Secrets Playa Mujeres hotel where he was promoted to Jr Sous Chef of Dreams Playa Mujeres hotel in 2017.

His desire to formalize his position made him take part in the IAM UP program as Executive Sous Chef in Secrets Aura Cozumel which he successfully joined in 2018.



HUGO REBOLLEDO CRISANTO

He is originally from Veracruz, México.

He arrived in Cancun with his whole family when he was 7. He did his last studies in Campus No. 1 State High School since he had to start working due to lack of financial resources and the need to generate some income. His career has always been in the gastronomic field, specifically the kitchen area. He

is very charismatic and very skillful in the culinary art. He enjoys spending time with his wife and 6-year-old daughter. He is completely dedicated to his work and passionate about what he does.

In 2016, he succeeded in joining Now Jade Riviera Cancun as A Cook where his work soon made him stand out both in guest comments as well as with his supervisors. His eagerness to better himself led him to do activities more related to a supervision position.

Eventually, he was in charge of the kitchen work for banquets doing a marvelous job. This rightfully earned him the promotion to kitchen supervisor where his drive has no stop and he is in charge of both the specialty kitchens as well as the banquet area.

Undoubtedly, he is someone with big dreams and he is well aware that with commitment and work, he will become Executive Chef.

JENER HURIBER PÉREZ VÁSQUEZ

He is from Chiapas, México.

He did most of his studies in rural schools all the way to Junior High. He worked in field labors since a very young age due to financial needs.

He emigrated to Cancun 7 years ago looking for

opportunities and started working as a mason apprentice.

He is a sports lover, soccer is one of his favorite sports. He has been part of different tournaments where his skills have made him stand out.

His incredible eagerness to better himself made him join the hotel industry in the public areas department. Later on, he decided to try his luck at Coco Bongo disco for 5 months but decided to go back to the hotel industry and joined Now Jade

Riviera Cancun hotel as a Steward. He was in that position for 9 months but his dedication got him promoted to a Waiter position.

There is no doubt that he is someone with big dreams who plans to continue his studies at the bar and kitchen areas to escalate another position in the department soon.



MARCOS GUILLEN PIÑA

He is from the state of Tabasco, México.

He went to Elementary school there and had to start working as a field laborer from a very young age dreaming of new opportunities the whole time. He arrived in Cancun in 2016 wishing to

better himself. He took on the adventure of looking for a job which he found at Now Jade Riviera Cancun as a Steward.

He really enjoys going to the beach and spending time with his wife. He loves sports, specially weight lifting. He is the kind of person who is always doing something. He loves restoring and even building things.

His high performance got him promoted to

Supervisor of the Steward department. He is always eager to look for new opportunities, he is a dynamic and joyful person who we are certain will achieve another step in his career.

BY: ERIK VAN DER KAAIJ
GENERAL MANAGER

SATISFIED EMPLOYEES

Besides being a quality and elegant hotel, Secrets The Vine is a hotel concerned about meeting AMResorts goals, so we will focus slowly on the “Satisfied Employees” goal.

Having happy, resilient and satisfied employees is of the utmost importance since we practically spend half of our lives in our hotel. It is the place where the situations that shape our decisions and choices occur. Indeed, these will ultimately change the path of our personal projects. Secrets The Vine cares about its human capital by guiding and training employees from different

departments to foster personal growth through internal and external promotions. We have excellent occupation levels all year long which allows for continuous employee training and practice to develop their talent.

We must point out that the training department has a very important role since it balances the operations and administration activities; this department fosters organizational life by focusing on integration activities such as AMPassion to incentivize employees. It trains them from the human standpoint up to the professional one with courses about: leadership, teamwork, time management and so forth.

The Food and Beverage Department also nourishes talent within the hotel. “The 5 links of wine” was one of the trainings given to several hotel departments by a Wine Specialist with a 6-hour duration. Role playing is another activity that is done to promote, encourage and nourish the employee by taking it to another level to achieve security in them.

Thus, we achieve a quality service and our “Satisfied Employees” goal. Having satisfied and motivated employees is one of the factors that determine company success.

These are some of the employees who have been promoted:

ENRIQUE GARCÍA:

Employee number 3331. He is currently Room Service Manager. He started as a Bluewater waiter in 2015 and was promoted as Sea Salt Maître d’ in 2015. He did Olio and became Room Service Maître d’ and was promoted to the Manager position in April 2018.



MARA CARRILLO:

Employee number 3916 She arrived to our hotel with a specialization in Classic French Patisserie from the Lycée Technique et Hôtelier de Monaco as Assistant Pastry Chef. After 2 years of outstanding work she was promoted to Pastry Chef in April 2018.



GIOVANNA ORTEGA:

Employee number 5444 She holds a Bachelor Degree in International Hotel Management from Vatel University in Madrid. She was chosen to participate in a new company program called New Generation which will last 18 months. She currently holds the position of Room Service Maître d’.



UNEDIBLE DECORATIONS

IN DISHES FOR GUESTS

BY: WALTER BARBIERI,
GENERAL MANAGER, DREAMS TULUM



There is a policy at the AMResorts hotels about decorations on dishes offered to guests. It states that all decorations should be edible so that guests can enjoy them with the rest of their food. It is NOT allowed to use artificial decorations made of different materials since we could be putting our guests at risk if they accidentally ate this kind of objects.

This policy has motivated Chefs in all the hotels to come up with very creative decorations that can be appreciated in the different dishes of each restaurant. Proof of this is the daily recognition of guests of the high gastronomic level of the different AMR hotels which distinguishes us and makes everyone in the company feel very proud. Chefs never stop innovating and looking for a way to exceed our guests' expectations so that they leave completely pleased and with a great aftertaste.

*“It is NOT allowed
to use artificial
decorations
made of different
materials”*



THANK YOU

RESORT

F&B MANAGER

EXECUTIVE CHEF

BREATHLESS CABOS SAN LUCAS	Pablo Cuauhtemoc Huerta Flores	Jesus Salvador Bucio Solis
BREATHLESS MONTEGO BAY	Roberto Abbagnale	
BREATHLESS RIVIERA CANCUN	Erik Villar Cortez	José Carlos Galván Paz
DREAMS DELIGHT PLAYA BONITA PANAMA	Jorge Blancas	
DREAMS DOMINICUS LA ROMANA	<i>Vacante</i>	<i>Vacante</i>
DREAMS HUATULCO	Sergio Calderón Latasa	Antonio Elizalde
DREAMS LOS CABOS	Eduardo Ayala	Andres Martin Agosto Ugalde
DREAMS LAS MAREAS	Jorge Jiménez Montero	Mario Hernández Olvera
DREAMS LA ROMANA	Alejandro Garrido	Mauricio Sosa
DREAMS PUERTO AVENTURAS	Miguel Romero	Jorge Alberto Ku Morales
DREAMS PALM BEACH	Alberto Torre	Felipe Gonzales Celorio
DREAMS PUNTA CANA	Juan Lantigua	Philip Laurent
SECRETS & DREAMS PLAYA MUJERES	Martín Vázquez	Manuel Chávez
DREAMS RIVIERA CANCUN	Diego Pérez	Jose Luis Santos Novelo
DREAMS SANDS CANCUN	Noé Muñoz García	Rosendo Corona Correa
DREAMS TULUM	Alberto Flores	Miguel Alvarez
DREAMS VILLAMAGNA	Luis Omaña	Julio Cesar González
NOW JADE RIVIERA CANCUN	Erick Bismark Marker Mendoza	Luis Castellanos Ariza
NOW SAPPHIRE RIVIERA CANCUN	Fidel Castañeda	Juan Carlos Briones Salaya
SECRETS AURA & SUNSCAPE SABOR COZUMEL	Javier Mantecon	David Reyes
SECRETS AKUMAL RIVIERA MAYA	David Lopez Ricardez	Jose Mena Rodriguez
SECRETS CAP CANA	Félix Pilier	Lisardo Ponce De Leon
SECRETS HUATULCO	Alan Arrevillaga Perez	Francinet Hernández Suastegui
SECRETS CAPRI RIVIERA CANCUN	Carlos Rudich	Antonio Martínez
SECRETS MAROMA BEACH	Jorge Zenón Trillo	Mario Jesús Blanco Magaña
SECRETS PAPAGAYO COSTA RICA	Alejandro Viramontes Acevedo	Wilberth Antonio Corrales Morales
SECRETS PUERTO LOS CABOS	Lionel Piombino	Victor Herminio Arriagada
SECRETS VALLARTA BAY & NOW AMBER	Juan Chávez	Julio Cesar García Recendiz
SECRETS WILD ORCHID & ST. JAMES MONTEGO BAY	Bernard Mazet	Regis Lacombe
SECRETS SILVERSANDS RIVIERA CANCUN	Victor Maravilla Rocha	Denis Radoux
SECRETS THE VINE CANCUN	Arturo Delgadillo	Ricardo Cabeza
SUNSCAPE DOMINICAN & BAVARO BEACH	Leonardo Pascual Garcia Mendez	Roberto De Jesus Alcaraz Linares
SUNSCAPE SPLASH & COVE MONTEGO BAY	Carlos Soriano	Fredrick Gayle
SUNSCAPE CURAÇAO	Aladino Pequero Camacho	Sencion Lopez Cruz
SUNSCAPE DORADO PACIFICO IXTAPA	Manuel Hernández	Antelmo Limón
SUNSCAPE PUERTO VALLARTA	Daniel Betancourt	Isau Zepeda
SUNSCAPE PUERTO PLATA	Francisco Rodriguez Disla	Escolástico Ureña Rodriguez
ZOETRY AGUA PUNTA CANA	Berto Azcona	Giovanni Astrónomo
ZOETRY MONTEGO BAY	Ainsley Lambie	
ZOETRY PARAISO DE LA BONITA	Humberto Fabricio Ruiz Velasquez	Jesus Rafael Borbolla Martínez
ZOETRY VILLA ROLANDI ISLA MUJERES	Felipe S. Vega Arias	Felipe S. Vega Arias