

RESTAURANT · BAR · HOTEL F&B CONSULTING · 餐厅 · 酒吧 · 酒店餐饮咨询

Concept → opening. Chaos → profit.

从概念到开业，从混乱到盈利。方向比速度重要。

FAN Hospitality Consulting
方叙酒店餐饮咨询

fanhospitalityconsulting.com
Founder-led by Nil Shrestha, MBA · Direction > speed

OPENINGS · TURNAROUND · BAR & BEVERAGE · CHINA ONE-STOP SUPPORT

WHO WE ARE · 关于方叙

Open right. Run right. Profit.

开对、做对、赚到。

FAN Hospitality Consulting is a founder-led consultancy by Nil Shrestha: 20 years of F&B leadership with Four Seasons, Accor and IHG, and founding GM of Madame Ching.

Back then: hotels. Now: FAN. We help owners, investors and hotel teams open right and run profitably, with hotel-grade discipline and the instincts of an independent operator. No rocket fuel, just a compass: numbers first, then the floor. A plan only counts if the team can run it on a busy Saturday.

01

Openings 开业

Concept, critical path, menus, recruitment, mock service and a 30-day plan.

02

Turnaround 改善

A Business Health Check, then hands-on implementation against agreed KPIs.

03

Bar & Beverage 酒水

Creative fusion cocktail programmes, recipe specs, costing and bar systems.

04

China support 中国开店

Practical opening coordination for international operators. Not legal advice.

20

YEARS IN HOTEL & INDEPENDENT F&B

4

GLOBAL HOTEL GROUPS: FOUR SEASONS, MARRIOTT, IHG, ACCOR

2025

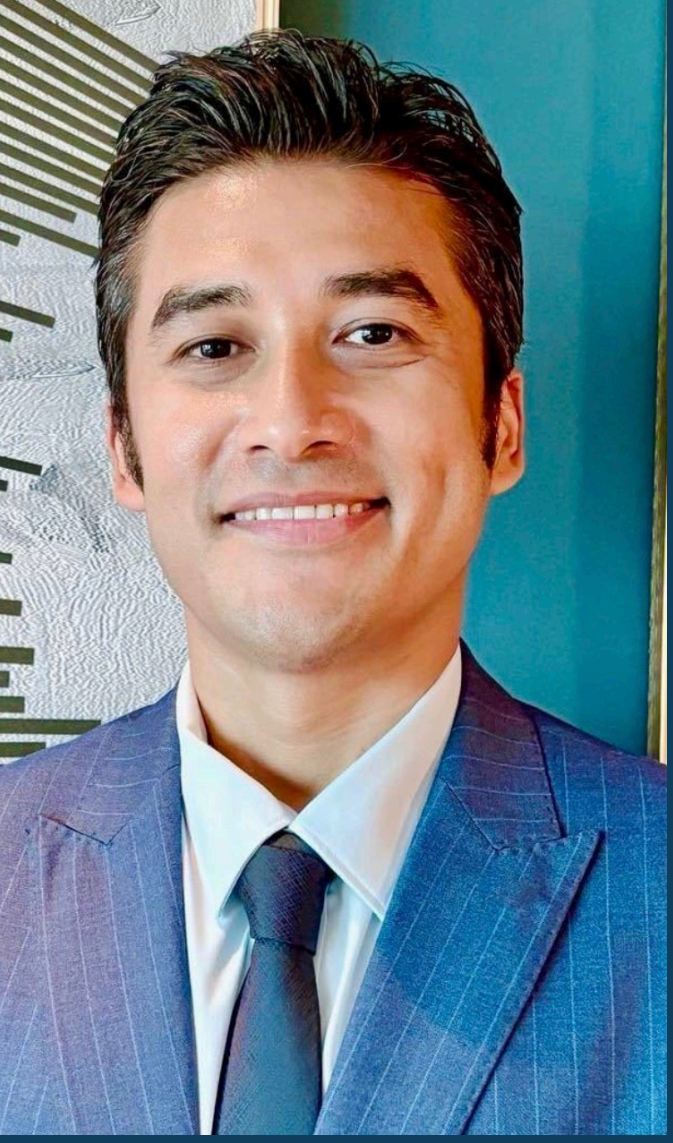
NEW RESTAURANT OF THE YEAR, MADAME CHING (VENUE HONOUR)

WHO WE WORK WITH · 服务对象

First-time restaurant and bar investors · Owners whose margins, teams or reviews are slipping · Hotels and premium groups that need a new outlet concept, a beverage programme or a performance reset.

Career facts from Nil's employment roles. Venue honours belong to the venues.





THE FOUNDER · 创始人

Nil (Nilesh) Shrestha, MBA

FOUNDER · FAN HOSPITALITY CONSULTING · SHANGHAI

"Back then: hotels. Now: founder. Always: direction over speed."

I started on the floor in Mumbai and built my career across China: Sheraton, Marriott, Four Seasons Guangzhou, InterContinental and Hotel Indigo Lijiang, Sofitel, then Pullman Shanghai Central as Executive Assistant Manager. In 2025 I opened Madame Ching and 卿库 Treasury in Shanghai as founding GM.

MBA in Hospitality Management, Les Roches, Switzerland · Graduate of Accor's A'LIMITLESS executive development programme.

SIX THINGS OWNERS HIRE ME FOR · 业主委托我的六件事

Openings from zero
Pre-opened Sofitel Haikou's full F&B division, the Shichahai Club in Beijing, and Madame Ching & 卿库 Treasury.

Commercial discipline
A record RMB 208.84M F&B year at Four Seasons Guangzhou (team result); budget met in year one at Sofitel Haikou.

Standards & reputation
LQA, Forbes, HACCP and Medallia. Tripadvisor #54 → #25 at Pullman; brand audit 73% → 91% at Sofitel Nanjing.

Bars & beverage
From Mumbai nightclubs to a creative fusion cocktail bar in Shanghai: specs, costing and margin per drink.

Concepts that create demand
Le Pavillon pop-up, DJ-led weekends, Dim Sum Disco, guest-chef series and festive retail.

Leading teams in China
Multi-outlet teams across China (128 at Beijing Marriott Northeast), plus owner and government relations.



VENUE HONOUR · 2025 · 餐厅荣誉 · 2025

New Restaurant of the Year · Editor's Pick
That's Shanghai Food & Drink Awards 2025 · Madame Ching. A venue honour shared by the whole Madame Ching team; pictured at the awards ceremony, February 2026.

RECOGNITION · 荣誉

Award-winning environments.

获奖的餐厅与酒店环境。

These venues and teams have won more than five trophies and honours. Each belongs to the venue, hotel and team named, not to an individual.

MICHELIN GUIDE Star & Plate GUANGZHOU 2018	BLACK PEARL Awarded 2018	FORBES TRAVEL GUIDE Five-Star 2017 & 2018	THAT'S SHANGHAI New Restaurant OF THE YEAR 2025	MEITUAN Best Buffet 2021 & 2022	MEITUAN Best Chinese RESTAURANT 2024
Yu Yue Heen & Catch Four Seasons Guangzhou	Yu Yue Heen & Catch Four Seasons Guangzhou	Four Seasons Hotel Guangzhou	Madame Ching Shanghai	Kweezeen Sofitel Haikou	Siyan 丝筵 Pullman Shanghai Central 中港汇铂尔曼







Michelin Guide

Yu Yue Heen, Four Seasons Hotel Guangzhou: One Michelin Star, Michelin Guide Guangzhou 2018. Catch, the creative fusion restaurant at Four Seasons Hotel Guangzhou: Michelin Plate, Michelin Guide Guangzhou 2018.

Black Pearl

Four Seasons Hotel Guangzhou, 2018: Yu Yue Heen was awarded Two Black Pearls and Catch One Black Pearl (restaurant honours).

Forbes Travel Guide

Four Seasons Hotel Guangzhou holds a Forbes Five-Star 2017 & 2018 rating (the hotel's rating). F&B scores during Nil's tenure: 89.3% (2017) and 93.6% (2018).

That's Shanghai & Dianping

Madame Ching: New Restaurant of the Year (Editor's Pick), That's Shanghai Food & Drink Awards 2025; No.1 Creative Cuisine ranking on Dianping (venue honours / ranking).

Meituan

Kweezeen, Sofitel Haikou: Meituan Best Buffet 2021 & 2022 (venue honour).

Meituan & TripAdvisor

Siyan 丝筵, Pullman Shanghai Central: Meituan Best Chinese Restaurant 2024 (venue honour). Pullman Shanghai Central: TripAdvisor #54 → #25.

Award marks on this page are FAN's own typographic design, not official logos or seals.

SERVICES · 服务

Ten service lines, one accountable founder.

十项核心服务，创始人负责到底。



Clear scope, written KPIs, founder-led delivery. Choose a service or combine several. Tailored proposals for every project.

01

Strategy & Feasibility 战略与可行性研究

You have a site or idea but no reliable view of demand, concept fit, investment or payback.

Market and competitor scan (site visits, Dianping/Meituan benchmarks) · concept options and recommendation · space programme and capacity model · investment budget and 3-year P&L scenarios (estimates) · go / no-go memo.

TYPICAL DURATION 3–6 WEEKS

02

Hotel Operations & F&B 酒店运营与餐饮

Hotel F&B misses budget, brand standards (LQA/Forbes) or guest scores.

F&B performance diagnostic (outlet P&Ls, covers, average check, labour) · outlet repositioning · mock audit and action plan · SOP, banqueting and in-room dining review · owner/operator workshop and 90-day plan.

TYPICAL DURATION 2–8 WEEKS, PLUS OPTIONAL IMPLEMENTATION

03

Restaurant Concept Development 餐厅概念开发

A vision without a coherent concept, menu architecture or guest journey that holds up commercially.

Concept book (story, positioning, guest profile, price point) · menu architecture and pricing · signature dishes and Western and Chinese creative fusion · guest journey and service style · design brief · concept P&L and labour model.

TYPICAL DURATION 4–10 WEEKS

04

Bar & Beverage — Flagship 酒吧与酒水（旗舰服务）

Bar revenue and margins under-perform; menus lack identity; recipes and training are inconsistent.

Bar Health Check (sales mix, pour cost, stock, speed of service) · creative fusion cocktail programme incl. low/no-ABV · recipe specs, batching and cost cards · wine and spirits list architecture · bar training · menu engineering review after 60–90 days.

TYPICAL DURATION 4–10 WEEKS · HEALTH CHECK 1–2 WEEKS

05

Openings: End-to-End Programme 开业筹备：一站式全流程

Opening dates slip, budgets overrun, licences arrive late and teams are not ready on day one.

21-step programme with critical path and weekly one-page reports · company, licence, tax, finance and HR set-up · pre-opening budget and cash flow · SOPs, training and mock service · go / no-go readiness audit · 30/60/90-day plan.

TYPICAL DURATION 3–9 MONTHS, PHASED

06

HR & Talent 人力资源与人才配置

The right structure, contracts and people, without an in-house HR function.

Organisation chart, manning guide and job descriptions · recruitment advisory, salary benchmarks and trade tests · payroll and social-insurance set-up · contracts and employee handbook · onboarding and training.

TYPICAL DURATION 2–10 WEEKS

07

FF&E / OS&E Planning FF&E / OS&E 规划

Operating equipment lists are incomplete, over-specified or over budget, and suppliers drive the choices.

OS&E lists by outlet · specifications and par levels · budget and three-quote supplier comparison · delivery and receiving checklist. Any supplier commission is disclosed in writing before any order.

TYPICAL DURATION 3–8 WEEKS

08

Brand & Marketing 品牌与营销

The venue lacks clear positioning and a launch plan; Dianping, Xiaohongshu and WeChat are under-used.

Positioning, messaging and naming input · launch plan for pre-launch, opening and the first 90 days · platform strategy and review management · event formats and partnerships · briefing agencies and KOLs. Never fake or incentivised reviews.

TYPICAL DURATION 4–12 WEEKS

09

Turnaround 经营改善

Sales, margins, team morale or reviews are slipping and the owner needs a fix, fast.

Business Health Check (P&L, menu, labour, reviews, floor observation) · prioritised 90-day action plan · hands-on implementation: menu engineering, labour model, SOPs, training · weekly one-page KPI report and hand-over pack.

HEALTH CHECK 2–3 WEEKS · IMPLEMENTATION 1–6 MONTHS

10

Digital Marketing & Social Media 数字营销与社交媒体

"We need to be found, booked and talked about."

Xiaohongshu, Dianping, WeChat and Douyin; Instagram, TikTok and Google Business Profile · photo and video direction with external production partners · Dianping offers designed for margin · online reputation and launch campaigns.

TAILORED PROPOSAL







Also available: ongoing retainers for owners who want senior judgement on call. Licensed legal, tax, engineering and recruitment steps are carried out with qualified local specialists where required.

HOW WE WORK · 合作方式

From the dining-room floor to the P&L, in five steps.

从营业现场到损益表，五步法。

01
Diagnose
Numbers, market and floor reality; baseline KPIs.

02
Design
Concept, commercial plan and priorities.

03
Build
Menus, budgets, staffing, SOPs.

04
Execute
Training, launch or turnaround support.

05
Optimise
Measure, correct and embed routines.

Weekly one-page reports and success criteria agreed in writing. Engagements run as advisory, project or monthly partnership, and every one starts with a free 30-minute call.

CONCEPT TO OPENING · A–Z PRE-OPENING · 从概念到开业 · A–Z 开业筹备

Twelve months out to ninety days after: five phases, 21 steps.

M-12 → M-9
Concept, company & planning
Concept and feasibility · budget and business plan · company registration and tax set-up · operator review of plans, kitchen and bar flow.

M-9 → M-4
Licences, finance & build
Licences and permits · finance and accounting set-up · FF&E and OS&E · supplier sourcing · POS, inventory and reservations.

M-6 → M-1
Product & people
Menu development · beverage programme · pricing and costing · SOPs and standards · recruitment, HR set-up and training.

M-2 → M0
Launch
Marketing and pre-launch PR on WeChat, Dianping and Meituan · trial runs and soft opening · grand opening, run with the team.

M+1 → M+3
After opening
Post-opening review of sales, cost and guests; fine-tuning, then handover or retainer.

Actual timing depends on site, licences and build.







CHINA SUPPORT · 一站式中国开店

One-stop: from company setup to grand opening.

一站式：从公司设立到盛大开业。

FAN manages the whole journey end to end, coordinated with qualified local specialists where required. Nil has opened and run F&B in Guangzhou, Haikou, Lijiang, Nanjing, Dongguan, Beijing and Shanghai.

Company registration

Entity structure, name approval, business licence, seals and bank account

Opening licences & permits

Business licence, food operation licence, liquor filing/licence, fire safety and health permits

Tax set-up

Tax registration, taxpayer status, fapiao invoicing and filing calendar

Finance & accounting

Bookkeeping, opening and operating budgets, cost control, monthly P&L

Human resources

Org chart, recruitment advisory, payroll and social insurance set-up, contracts, handbook, training

Product, people & launch

Menu and beverage, SOPs, trial runs, soft opening and grand opening

Opening in China, practically

New suppliers, platforms (Dianping, Meituan, WeChat), staffing norms and approval workstreams that vary by city and venue type.

What I coordinate, and what I don't

The operational side: lease review with your advisers, the critical path, landlord, designer and contractor meetings, document tracking and readiness. Licences and approvals are handled by licensed professionals and the authorities. No legal advice or permit guarantees.

SELECTED EXPERIENCE · 精选经历

Career roles, told as case studies.

任职经历，以案例呈现。

These are results from roles Nil held, achieved with the employer teams, not consulting clients. Venue honours belong to the venues.



Founding GM & Concept Lead · Shanghai · 2025

Madame Ching 美德卿 & 卿库 Treasury

An independent contemporary-Cantonese restaurant and nightlife venue on Yanping Road, Jing'an, opened from zero with chef-founder Derek 'Dali' Wong. Built SOPs, licensing workstream, hygiene, kitchen and bar systems and team structure; created DJ-led weekends, Dim Sum Disco and industry nights; led the creative fusion cocktail programme at 卿库 Treasury.

0 → 1
OPERATING SYSTEMS

2025
NEW RESTAURANT OF THE YEAR, THAT'S SHANGHAI (VENUE)



Executive Assistant Manager · Accor · Sep 2024 – Jun 2025

Pullman Shanghai Central, Xintiandi · 中港汇铂尔曼

Second-in-command to the GM. Strengthened service culture and digital reputation; repositioned outlets; launched 'Le Pavillon' pop-up bistro and bar; introduced upselling and beverage pairing.

Siyan 丝筵: Meituan Best Chinese Restaurant 2024 (venue honour).

#54 → #25
TRIPADVISOR, SHANGHAI

+6.3%
F&B REVENUE

93 → 95
RPS

+17%
LQA YOY



F&B Manager, second-in-command · 2017–19

Four Seasons Hotel Guangzhou

Seven outlets at a Forbes Five-Star 2017 & 2018 hotel, in a Black Pearl-awarded restaurant environment including Yu Yue Heen (One Michelin Star, Michelin Guide Guangzhou 2018) and Catch (One Black Pearl and Michelin Plate, 2018). Redesigned mooncake retail; ran 'Taste of Artistry' guest-chef collaborations.

RMB 208.84M
RECORD F&B REVENUE (TEAM)

17k → 35k
MOONCAKE BOXES

+65%
MOONCAKE REVENUE



Director of F&B, pre-opening · Accor · 2020–23

Sofitel Haikou

Opened the full F&B division: all-day dining, Chinese fine dining, bistro bar, garden bar, lounge, in-room dining and banqueting. Built the critical path, menus, budgets, staffing and SOPs; recruited and trained the team.

Year 1
BUDGETED REVENUE & GOP ACHIEVED

90.2%
LQA F&B

7
OUTLETS & SERVICES OPENED

Complex Assistant Director of F&B · IHG · 2019–20

InterContinental & Hotel Indigo Lijiang

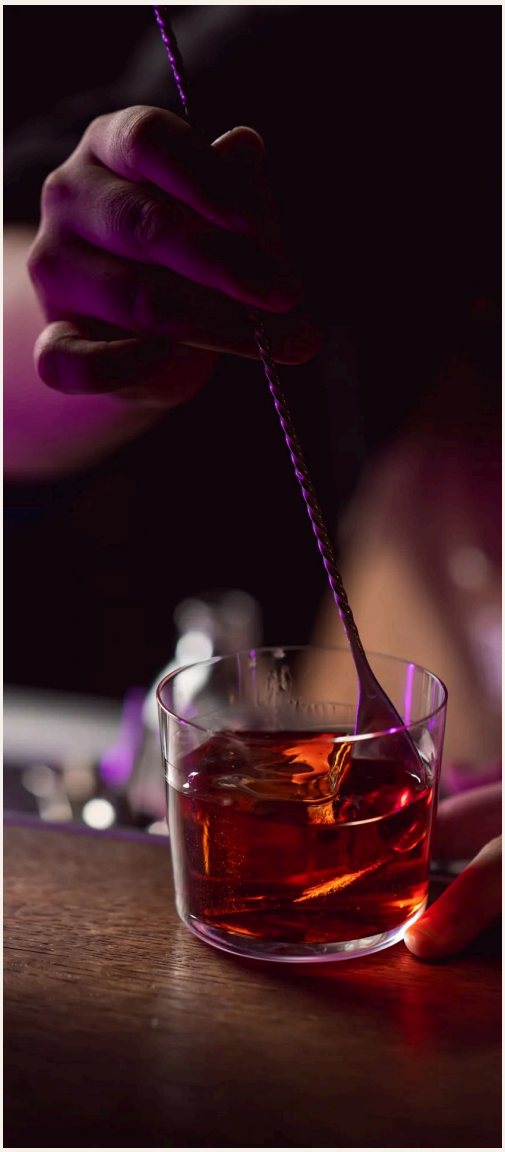
Highest combined F&B revenue since opening; Indigo +11%, InterContinental +6%; Indigo #1 in Greater China for F&B on Medallia (2019).

F&B Manager (acting Director) · Accor · 2015–17

Sofitel Nanjing Zhongshan Golf Resort

Brand audit 73% → 91% (contributed; F&B 95%); F&B guest score 63% → 89%, highest in Sofitel Greater China at the time.















ON THE FLOOR · 现场

20 years on the floor and on the P&L.

二十年在现场，也在损益表上。

From Madame Ching and 卿库 Treasury in Shanghai to Pullman, Four Seasons Guangzhou and InterContinental & Hotel Indigo Lijiang: venues and teams Nil has led. New Restaurant of the Year (Editor's Pick), That's Shanghai Food & Drink Awards 2025, is a venue honour shared by the whole Madame Ching team.

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GET IN TOUCH · 联系方式

DM “COMPASS”.

私信「方向」。

Send “COMPASS” on WeChat, WhatsApp or LinkedIn, or email nil@fanhospitalityconsulting.com. Free 30-minute introductory call. Tell me about your venue; I reply within two working days.

WEB	fanhospitalityconsulting.com
EMAIL	nil@fanhospitalityconsulting.com
TEL	+86 198 0205 0110
WHATSAPP	+86 175 2151 5528
WECHAT	+86 175 2151 5528 · WECHAT ID 17521515528
LINKEDIN	Nilesh (Nil) Shrestha, MBA

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Direction over speed.

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