FaN
HOSPITALITY CONSULTING
方叙

EXECUTIVE CV & PORTFOLIO · 2026 · 高管履历与作品集 · 2026

# Nil Shrestha

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## Back then: hotels. Now: founder. Direction > speed.

Founder, FAN Hospitality Consulting · Former hotel executive and pre-opening leader · 20 years with Four Seasons, Accor, IHG and Marriott

NOW: FAN · CONCEPT → OPENING. CHAOS → PROFIT. · 现在：FAN方叙 · 从概念到开业，从混乱到盈利

OPENINGS | TURNAROUND | BAR & BEVERAGE | CHINA SUPPORT | PRE-OPENING

Asia Pacific · Greater China · Southeast Asia · Middle East

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PROFILE SUMMARY · 履历摘要

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

二十年在现场，也在损益表上。

Former hotel executive with 20 years in luxury hotels, restaurants and bars across Four Seasons, Accor (Pullman, Sofitel), IHG (InterContinental, Hotel Indigo), Marriott and Sheraton, built in China.



Formerly Executive Assistant Manager at Pullman Shanghai Central (Xintiandi), pre-opening Director of F&B at Sofitel Haikou, and A'LIMITLESS Executive Leader (Accor Greater China, 2024). In 2025, Founding General Manager & Concept Lead of Madame Ching 美德卿 and its cocktail bar 卿库 Treasury in Shanghai, named New Restaurant of the Year (Editor's Pick) at the That's Shanghai Food & Drink Awards 2025 (venue honour).

Delivers revenue and GOP growth, brand-standard and guest-score turnarounds, and high-performing multi-outlet teams. Brings hotel-grade discipline to every venue: numbers first, then the floor. Founder of FAN Hospitality Consulting · 方叙酒店餐饮咨询. MBA, Les Roches.

> "Hospitality is a promise made on the floor and kept on the P&L."

**20**
YEARS IN HOTEL & INDEPENDENT F&B

**11**
SENIOR ROLES ACROSS HOTELS & VENUES

**4**
GLOBAL HOTEL GROUPS

SIGNATURE STRENGTHS · 核心优势

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

### Commercial discipline
Revenue, GOP and cost control: record RMB 208.84M F&B year at Four Seasons Guangzhou (team result).

### Standards & reputation
LQA, Forbes, HACCP, Medallia. Tripadvisor #54 → #25 at Pullman.

### Bars & beverage
From Mumbai nightclubs to a creative fusion cocktail bar in Shanghai.

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

### Leading teams in China
Multi-outlet teams (128 at Beijing Marriott Northeast); owner and government relations.

CAREER TIMELINE · 职业历程

# 20 years, role by role.

## 二十年，逐岗呈现。

Four Seasons · Accor (Pullman, Sofitel) · IHG (InterContinental, Hotel Indigo) · Marriott · Sheraton · independent venues

| | | |
|---|---|---|
| 2025 | **Founding General Manager & Concept Lead**<br>Madame Ching 美德卿 & 卿库 Treasury · Shanghai | INDEPENDENT |
| 2025 | **Founder**<br>FAN Hospitality Consulting · 方叙酒店餐饮咨询 · Shanghai | CONSULTANCY |
| Sep 2024 – Jun 2025 | **Executive Assistant Manager**<br>Pullman Shanghai Central, Xintiandi · 中港汇铂尔曼 | ACCOR · PULLMAN |
| Sep 2023 – Sep 2024 | **Director of F&B · A'LIMITLESS**<br>Sofitel Sanya · GM-track rotations | ACCOR · SOFITEL |
| Nov 2020 – Sep 2023 | **Director of F&B, pre-opening**<br>Sofitel Haikou | ACCOR · SOFITEL |
| May 2019 – Nov 2020 | **Complex Assistant Director of F&B**<br>InterContinental & Hotel Indigo Lijiang | IHG |
| Mar 2017 – Mar 2019 | **F&B Manager, second-in-command**<br>Four Seasons Hotel Guangzhou | FOUR SEASONS |
| Jun 2015 – Mar 2017 | **F&B Manager (acting Director of F&B)**<br>Sofitel Nanjing Zhongshan Golf Resort | ACCOR · SOFITEL |
| May 2014 – Jun 2015 | **Complex F&B Manager**<br>Sofitel Dongguan Royal Lagoon & Golf Resort | ACCOR · SOFITEL |
| 2013 – 2014 | **Hotel & Club General Manager**<br>Shichahai Club & two heritage hotels · Beijing | INDEPENDENT |
| Aug 2011 – Mar 2013 | **Restaurants & Bar Manager**<br>Beijing Marriott Hotel Northeast | MARRIOTT |
| Apr 2010 – Aug 2011 | **Restaurant Manager**<br>Sheraton Dongguan Hotel | SHERATON |
| 2009 – 2010 | **MBA, Hospitality Management**<br>Les Roches, Bluche, Switzerland | EDUCATION |
| 2004 – 2008 | **Trainee → Bar Manager → Nightclub Manager**<br>The Leela Kempinski · Sun-n-Sand · Polly Esthers · Mumbai | WHERE IT STARTED |

# Executive & pre-opening leadership

高管与开业领导力

2025
SHANGHAI

## Founding General Manager & Concept Lead

Madame Ching 美德卿 & 卿库 Treasury · independent contemporary-Cantonese restaurant, nightlife venue and cocktail bar, Yanping Road, Jing'an

- Joined in pre-opening; built the venue in concept partnership with chef-founder Derek 'Dali' Wong.
- Built the operation from zero: licensing, SOPs, hygiene compliance, kitchen and bar systems, team structure.
- Led the launch, KOL campaign and brand rollout; created DJ-led weekends, Dim Sum Disco and industry nights.
- Created 卿库 Treasury's creative fusion cocktail programme with bartender Jackie Ho.

> IMPACT New Restaurant of the Year (Editor's Pick), That's Shanghai 2025 (venue honour)

SEP 2024 – JUN 2025
SHANGHAI

## Executive Assistant Manager

Pullman Shanghai Central, Xintiandi · Accor · 52-storey, 325-room upscale hotel

- Second-in-command to the GM: hotel operations, financial performance and service quality.
- Repositioned F&B: Chinese-restaurant promotions, banquet optimisation, refreshed bar and all-day dining.
- Launched 'Le Pavillon' pop-up bistro and bar; introduced upselling and beverage-pairing programmes.
- Siyan 丝筵, the hotel's Chinese restaurant: Meituan Best Chinese Restaurant 2024 (venue honour).

> IMPACT Tripadvisor #54 → #25 in Shanghai · F&B revenue +6.3% · RPS 93 → 95 · LQA +17% YoY

SEP 2023 – SEP 2024
SANYA

## Director of F&B · A'LIMITLESS Executive Programme

Sofitel Sanya · Accor

- F&B Director plus GM-track rotations in Rooms, Sales & Marketing, Finance and HR.
- Shadowed the GM on guest-journey design, revenue enhancement and cost control.

> IMPACT LQA 93.2% · HACCP 90% · completed A'LIMITLESS as Executive Leader (Jun 2024)

NOV 2020 – SEP 2023
HAIKOU

## Director of F&B, pre-opening

Sofitel Haikou · Accor

- Pre-opened and led the whole F&B division: Kweezeen, Le Chinois, Lemon 1900 Bistro Bar, Garden Bar, Le Lounge, IRD and banqueting.
- Built the critical path, menus, budgets, staffing and SOPs; recruited and trained the team; ran mock service.
- Created Sofitel 'art de vivre' activations including Sofitel Wine Days; F&B Lead, APAC GQ event at Raffles Hainan (2021).

> IMPACT Budgeted revenue and GOP met in year one · LQA F&B 90.2% · HACCP 89% · Kweezeen named Meituan Best Buffet 2021 & 2022 (venue)



LE PAVILLON · PULLMAN



卿库 TREASURY · SHANGHAI



SOFITEL SANYA



SOFITEL HAIKOU

# Luxury hotel F&B leadership

豪华酒店餐饮领导力

MAY 2019 – NOV 2020
LIJIANG

## Complex Assistant Director of F&B

InterContinental Lijiang Ancient Town Resort & Hotel Indigo Lijiang · IHG · overall F&B in charge

- Led FSMS and brand audits: +6% InterContinental, +8% Indigo; ran Dianping and Meituan review strategy.

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

MAR 2017 – MAR 2019
GUANGZHOU

## F&B Manager, second-in-command

Four Seasons Hotel Guangzhou · Forbes Five-Star 2017 & 2018 · seven outlets

- Worked 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; menu engineering, WeChat and Dianping.

IMPACT Record F&B revenue RMB 208.84M, +6.5% YoY (team) · mooncakes 17,000 → 35,000 boxes, revenue +65%, GOP +31% · Forbes F&B 93.6% (2018)

JUN 2015 – MAR 2017
NANJING

## F&B Manager (acting Director of F&B)

Sofitel Nanjing Zhongshan Golf Resort · Accor

- Festivals, galas and a regional guest-chef series; F&B Lead, Greater China GM Conference (2015) and F&B Academy (2016).

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

MAY 2014 – JUN 2015
DONGGUAN

## Complex F&B Manager

Sofitel Dongguan Royal Lagoon & Golf Resort · ten outlets across two hotels

IMPACT 2014 F&B budget achieved · revenue +3.2% YoY

2013 – 2014
BEIJING

## Hotel & Club General Manager

Shichahai Club & two heritage boutique hotels, Houhai · pre-opened the club (wine bar, tapas lounge, Chinese restaurant, banqueting) · owner, embassy and government liaison

IMPACT Improved ADR, occupancy and online revenue

AUG 2011 – MAR 2013
BEIJING

## Restaurants & Bar Manager

Beijing Marriott Hotel Northeast · team of 128

IMPACT GSS +7.8% YoY · highest F&B GSS among Marriott hotels in Asia Pacific (2012)

APR 2010 – AUG 2011
DONGGUAN

## Restaurant Manager

Sheraton Dongguan Hotel · promoted from management trainee

IMPACT Revenue +6.8% YoY

2004 – 2008
MUMBAI

## Where it started

F&B Industrial Trainee, The Leela Kempinski · Bar Manager, Sun-n-Sand Beach Resort · Nightclub Manager, Polly Esthers, Gordon House Hotel

IMPACT Nightclub revenue +18%

KEY ACHIEVEMENTS · 关键成果

# Documented results, role by role.

## 有据可查的成果，逐岗呈现。

Results achieved with the employer teams during Nil's tenure. Venue honours belong to the venues.

### RMB 208.84M

Record F&B revenue, +6.5% YoY and above budget (team result)

FOUR SEASONS GUANGZHOU

### 17k → 35k

Mooncake boxes; revenue RMB 2.78M → 4.58M (+65%), GOP +31%

FOUR SEASONS GUANGZHOU

### #54 → #25

Tripadvisor ranking in Shanghai; RPS 93 → 95; LQA +17% YoY; F&B revenue +6.3%

PULLMAN SHANGHAI CENTRAL

### Year 1

Budgeted revenue and GOP achieved after a full F&B pre-opening; LQA F&B 90.2%

SOFITEL HAIKOU

### 93.2%

LQA score, with 90% HACCP compliance; A'LIMITLESS Executive Leader (2024)

SOFITEL SANYA

### #1

Hotel Indigo Lijiang, Greater China Indigo F&B on Medallia (2019); highest combined F&B revenue since opening

IHG LIJIANG

### 73% → 91%

Sofitel brand audit (contributed; F&B 95%); F&B guest score 63% → 89%

SOFITEL NANJING

### +7.8%

Guest satisfaction YoY; highest F&B GSS among Marriott hotels in Asia Pacific (2012)

BEIJING MARRIOTT NORTHEAST

### 2025

New Restaurant of the Year (Editor's Pick), That's Shanghai Food & Drink Awards (venue honour)

MADAME CHING







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




FOUNDING CHAPTER · 2025 · 创始篇章 · 2025

# Madame Ching 美德卿 & 卿库 Treasury

FOUNDING GENERAL MANAGER & CONCEPT LEAD · SHANGHAI

An independent contemporary-Cantonese restaurant and nightlife venue on Yanping Road, Jing'an, opened from zero with chef-founder Derek 'Dali' Wong. No existing systems, team or track record: licensing, hygiene compliance, kitchen and bar systems and a team all had to be built before opening night, while creating demand for an unknown venue.

- Operating infrastructure built from zero: SOPs, licensing workstream, hygiene, kitchen and bar systems, team structure
- DJ-led weekend programming, Dim Sum Disco, industry nights and themed series
- KOL engagement and event-based marketing
- 卿库 Treasury: creative fusion cocktail programme built around the brand's South China Sea story, every recipe specified and costed









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. Pictured: the awards ceremony, February 2026.

EDUCATION & CREDENTIALS · 教育与资质

# Trained in Switzerland, proven in China.

受训于瑞士，验证于中国。

## MBA

### MBA, Hospitality Management

Les Roches, Bluche, Switzerland · 2009–2010

## 2024

### A'LIMITLESS Talent Development Program: Executive Leader

Accor Greater China · completed Jun 2024

## B.Sc.

### Hotel Management & Catering Technology

University of Mumbai, India · 2002–2005

## Wine

### Wine studies

Wine Scholar Guild programme, Geneva, Switzerland · 2009

CORE COMPETENCIES · 核心能力

Hotel Operations & P&L · Revenue & GOP Growth · Budgeting & Cost Control · Pre-Opening & Launch · Multi-Property Leadership · Guest Experience (Medallia, Tripadvisor) · Brand Standards & Audits (LQA, Forbes, Coyle, HACCP/FSMS) · F&B Strategy · Banqueting & Events · Restaurant, Bar & Beverage Concepts · Creative Fusion Cocktail Programmes · Menu Engineering · Digital Marketing (WeChat, Dianping, Meituan) · Owner & Government Relations · Team Leadership

LANGUAGES · 语言

English (fluent / professional) · Hindi · Nepali · Mandarin Chinese (basic conversational)

HOW I WORK · 工作方式

Numbers first, then the floor. A plan only counts if the team can run it on a busy Saturday. Hotels taught me discipline and independents taught me speed. Most owners need both.



# From five-star hotels to an award-winning independent.

从五星酒店到获奖独立餐厅。



MADAME CHING · SHANGHAI




MADAME CHING · THE TABLE




卿库 TREASURY · COCKTAILS



卿库 TREASURY · SHANGHAI



LE PAVILLON · PULLMAN



LE PAVILLON · PULLMAN



SIYAN 丝筵 · PULLMAN



YU YUE HEEN · FOUR SEASONS



SOFITEL HAIKOU



SOFITEL HAIKOU · TEA



SOFITEL SANYA



IHG LIJIANG · DINING

CONTACT · 联系方式

# DM “COMPASS”.

## 私信「方向」。

Send “COMPASS” (私信「方向」) on WeChat, WhatsApp or LinkedIn, or email nil@fanhospitalityconsulting.com. Openings, turnarounds and beverage programmes across Asia Pacific, Greater China, Southeast Asia and the Middle East. Direction over speed.

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