

# Salt & Pepper

November 2021 Year 6

## PIZZA PALETTES

NOW EMERALD CANCUN

## IMPORTANT MOMENTS IN THE HISTORY OF WINE

THE WINE CORNER

## ZERO-KILOMETER GOODS

DREAMS PALM BEACH

## POLISHING THE DIAMONDS

SECRETS MAROMA BEACH

## MANGO TREES

ZOËTRY MONTEGO BAY JAMAICA

amr  
COLLECTION





# FALL HAS ARRIVED...

WITH IMPORTANT NEWS  
AND CONTENT TO SHARE!

AMR Collection is going through interesting and positive changes, and we keep growing! The Food and Beverage teams remain focused on what we do best: create new experiences to turn our guests' vacations into unforgettable moments...

Recently, we held many competitions which were carried out by our bar and kitchen teams; everyone involved faced new challenges and overcame them to keep growing professionally.

Congratulations to all the participants!

We are getting to the end of the season and getting ready for Christmas and New Year's Eve 2021-2022.

Happy Anniversary everyone at AMR Collection

*We keep cooking!*  
FOOD & BEVERAGE COMMITTEE



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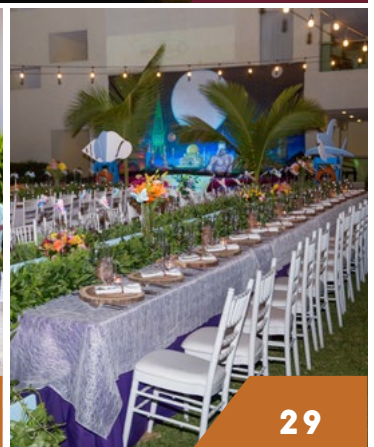
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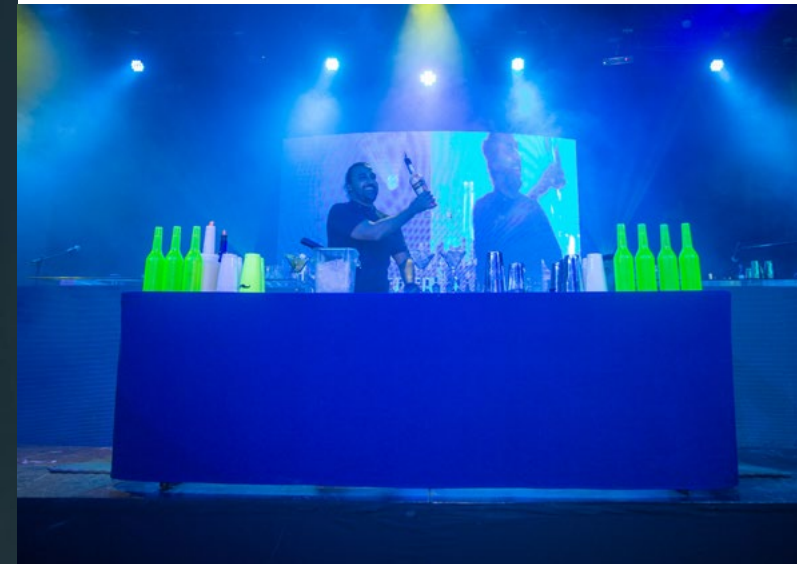
# 3° CONCURSO DE COCTELERÍA

AMR COLLECTION

On September 21<sup>st</sup>, 2021 we held the 3<sup>rd</sup> Cocktail Contest of AMResorts at the Breathless Riviera Cancun hotel (for the second time), and although it was a little different and less crowded than previous years, there were moments full of energy and good vibes.



The contestants were very enthusiastic and eager to do what they do best, which is to have fun and entertain their audience while making great drinks using their imagination and professionalism.







Diego Godínez  
Flor Roja de Verano



Luis Fernando Pool  
Sak - Chin



Isaías Barillas  
5 de Mayo



Kenny García  
Smoke & Dreams



Clever Rivera  
Alma Roja



Ashier Delgado  
Maria Felix



Each one of the cocktails was unique, we met new participants and saw familiar faces, who came enthusiastically to compete once again. This year we had to comply with many protocols, but they weren't an impediment for us contestants and spectators to have fun and feel emotions.

This and other events were held in the framework of the AMR's 20<sup>th</sup> Anniversary, while celebrating our second decade of success, professionally showing with great pride all those skills of the next generation of leaders within the company.



Angel Ramón  
La Ofrenda



Russel Hernández  
Jack Almond



Wilbeth Calum  
Mi Ranchito





# AMR™ COLLECTION HOLDS A COCKTAIL CONTEST

The first place was “Sueño de Macao” by hotel Dreams Macao Beach Punta Cana



As part of the celebration for the 20<sup>th</sup> year of AMResorts, currently named AMR™ Collection, the hotel chain held an internal contest to reward the bartender who would prepare the most original cocktail.

The hotels of AMR™ Collection participating at this event were Zoëtry Punta Cana, Secrets Cap Cana, Dreams Dominican La Romana, Dreams Palm Beach, Dreams Punta Cana, Sunscape Puerto Plata; and the winner, Dreams Macao Beach Punta Cana with the cocktail named “Sueño de Macao”.

The winning team, led by Wilson Elías Ballo, received a cash prize and will represent the company in an important cocktail contest to be held in Colombia in October 2021.

The panel of judges included Juan Febles, President of UNABAR - A&B Masters; Miguel Febles, A&B Masters; Ana Sofía, from United Brands; and Yanderi Crispin, which is considered one of the best bartenders in the Dominican Republic and is world champion of A&B Masters.







The event took place at the luxurious hotel Dreams Dominicus La Romana and was conducted by Daniel Hernández, the Regional Vice-President of Operations in the Dominican Republic, and Amando Pozo, the General Manager of the hotel.





## CUISINE CONTEST



BY MARIO BLANCO,  
ORGANIZING COMMITTEE

*Enjoy, eat and drink; life is short...*



We are celebrating!

On October 5, at Breathless Riviera Cancun, we had our annual cooking contest after being on hold for about a year due to the pandemic. The stoves are back on, and all the hotels in the Mexican Caribbean have been preparing themselves for this huge gastronomic party. Each one of the kitchen teams which have made it to the grand finale has been selected after competing in their hotel, and all the attendees enjoyed this long-awaited event.

On this occasion, we explored with great success a different format in which the teams of each hotel had their station in which they would present to the jury and guests a canapé representative of the great Mexican cuisine. At the end of this tough battle, people would vote through a virtual platform and have selected the winners of these amazing prizes:







### 1<sup>ST</sup> PLACE: DREAMS NATURA

A trip to Spain for 5 days and 4 nights in which they will visit cheese manufacturing and ham curing plants.

### 2<sup>ND</sup> PLACE: NOW EMERALD CANCUN

A gastronomic trip to CDMX for 3 days and 2 nights.

### 3<sup>RD</sup> PLACE: BREATHLESS RIVIERA CANCUN

Certificates to stay in one of our hotels.

We thank the entire Breathless Riviera Cancun team for all the love, enthusiasm, and passion they put into organizing the event. Also, we want to thank the corporate purchasing department for getting the fabulous prizes, and all the contestants for that great passion shown every day.

See you next year with greater surprises!

*We keep cooking!*



*Congratulations Dreams Natura!*







# IMPORTANT MOMENTS IN THE HISTORY OF WINE

BY DAVID LOPEZ, F&B RESIDENT MANAGER &  
CARLOS MIRAMONTES, F&B MANAGER

## HAVE YOU EVER THOUGHT ABOUT THE HISTORY OF WINE?

Wine has an origin dated many years before Christ. We will tell you 11 moments in the history of wine that have been part of its development.

1. Year 6000 to 5000 B.C. – First indications on the cultivation of the grapevine and elaboration of drinks from grape juice in Mesopotamia. The Phoenicians were one of the first ancient peoples to have a major effect on the history of wine. The Phoenicians were an ancient civilization centered in the Canaan region, along the coast of the Mediterranean Sea, currently Lebanon. They developed a maritime commercial culture that expanded their influence from the Levant to North Africa, the Greek Islands, Sicily, and the Iberian Peninsula, spreading their knowledge of viticulture and wine production, including the propagation of several ancient grape varieties.

2. Year 3000 B.C. – The cultivation of grapevine in Egypt, becoming an important economic activity. Wine symbolized status and it was mainly used in religious rites and festivities.

3. Year 700 B.C. – Expansion of wine consumption in classic Greece as part of popular festivals associated with the divinity of Dionysus.

4. Year 600 B.C. – The wine reaches the territory now occupied by France, carried by the Greeks who were fleeing the Persian invasion.

5. Year 200 B.C. – The Roman Empire introduced the vine in Italy, adopting Dionysus under the name of Bacchus, the god of wine.



6. Middle Ages (11<sup>th</sup>-15<sup>th</sup> centuries) – The church and the monarchy own supremacy in the cultivation of the grapevine.

7. 16<sup>th</sup> century – The vine and wine appear in the New World at the hands of European colonizers.

8. 17<sup>th</sup>-18<sup>th</sup> centuries – Improvement of winemaking techniques. Champagne is born in France. Glass bottles are beginning to come into use. The invention of cork stoppers.

9. 19<sup>th</sup> century – The phylloxera, a plague from North America, devastates vineyards in Europe. Ironically, to recover them, American vines (resistant to phylloxera) were grafted to the European *Vitis vinifera*, thus avoiding its extinction. This led to new hybrids and therefore, new varieties.

10. 20<sup>th</sup> century – Consolidation of wine-growing regions, Denominations of Origin, and regulations for the production of wines. The modern era of New World wines begins.

11. 21<sup>st</sup> century – Rise of natural, organic, and biodynamic wines.







# A FOLLOW-UP ON THE WINE DIPLOMATE OF AMR COLLECTION

By DAVID LOPEZ, F&B RESIDENT MANAGER;  
& CARLOS MIRAMONTES, F&B MANAGER



Throughout July, we reached the middle term of the diplomate and finished the Old World. There were 5 lectures by Sommelier Jaqueline Jiménez to fully cover Spain; Portugal by the Sommelier Laura Góngora; and three presentations by Sommelier Joaquín Torres about Germany and Austria, Danube, and a general review of the Old World.



During these lectures, we tasted 5 wines: Txacoli from the Basque country, Tokaji 3 Puttonyos, Portos white, Tawny and 10 years, wines from Hungary, Croatia, and Rieslings from Germany and Austria. For the final review, we did a blind tasting of varietal wines from the old and new world to contrast them and clarify the terroir differences between Europe and America.

In August, we had 5 lectures: USA and Mexico by Sommelier Carolina Hobart; Chile and Argentina by Sommelier Laura Góngora; and the rest of America by Sommelier Joaquín Torres.

By the following edition of this magazine, we will be about to finish the diplomate.

It is a satisfying experience to see how the diplomate

has grown hand in hand with our students. Nowadays, 14 hotels have on their staff one of the Sommeliers graduated from the School being part of or leading their wine program.



# EGGS AND BACON

BY ANA-ALICIA RAMSAMUGH, F&B ASSISTANT

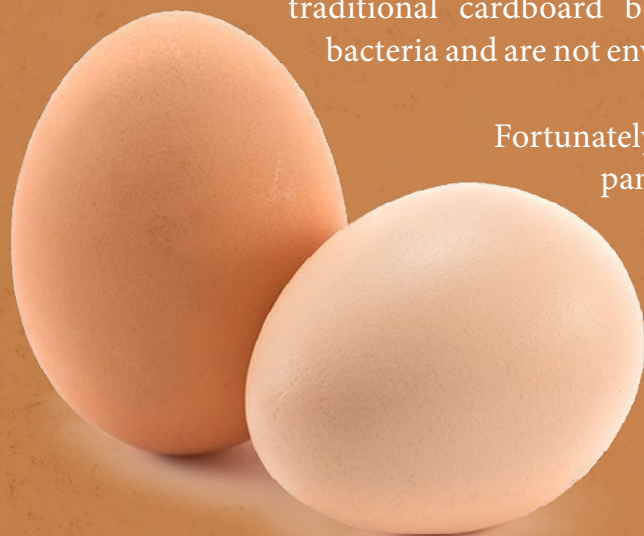
At Breathless Montego Bay Jamaica, we consume lots of eggs, chicken, and bacon. Our guests prefer eggs for breakfast, as well as baked pastries and bacon in every meal. As you know, many factors must be considered when purchasing these goods to adequately meet the needs of the hotel.

## EGGS

Our egg consumption in August was a whopping amount of 8,010 dozens = 96,120 eggs. We do not use liquid eggs due to the availability of supplies, as well as inconsistency in the supply of products. Our supplier, Ocho Rios- Global eggs, do deliveries two or three times a week. Our storage capacity must be considered when handling such a high volume of eggs. Therefore, the turnover of eggs moving from the warehouse directly to kitchen equipment is 900 dozen eggs = 10,800 eggs on average per week.

Our team considers the price and the ability of the supplier to supply large amounts necessary for the hotel's demand before selecting a supplier. But most importantly, given that we are a sustainable company, our egg supplier must be able to provide plastic boxes for the eggs to be delivered and stored. Our supplier, who must be approved, licensed, and environmentally friendly, also reuses the boxes in which the eggs are delivered. Food safety is paramount and therefore our eggs are not bought in traditional cardboard boxes as they contain bacteria and are not environmentally friendly.

Fortunately, the global COVID-19 pandemic has not affected our ability to receive eggs based on our high demand and it does not affect our guest service.



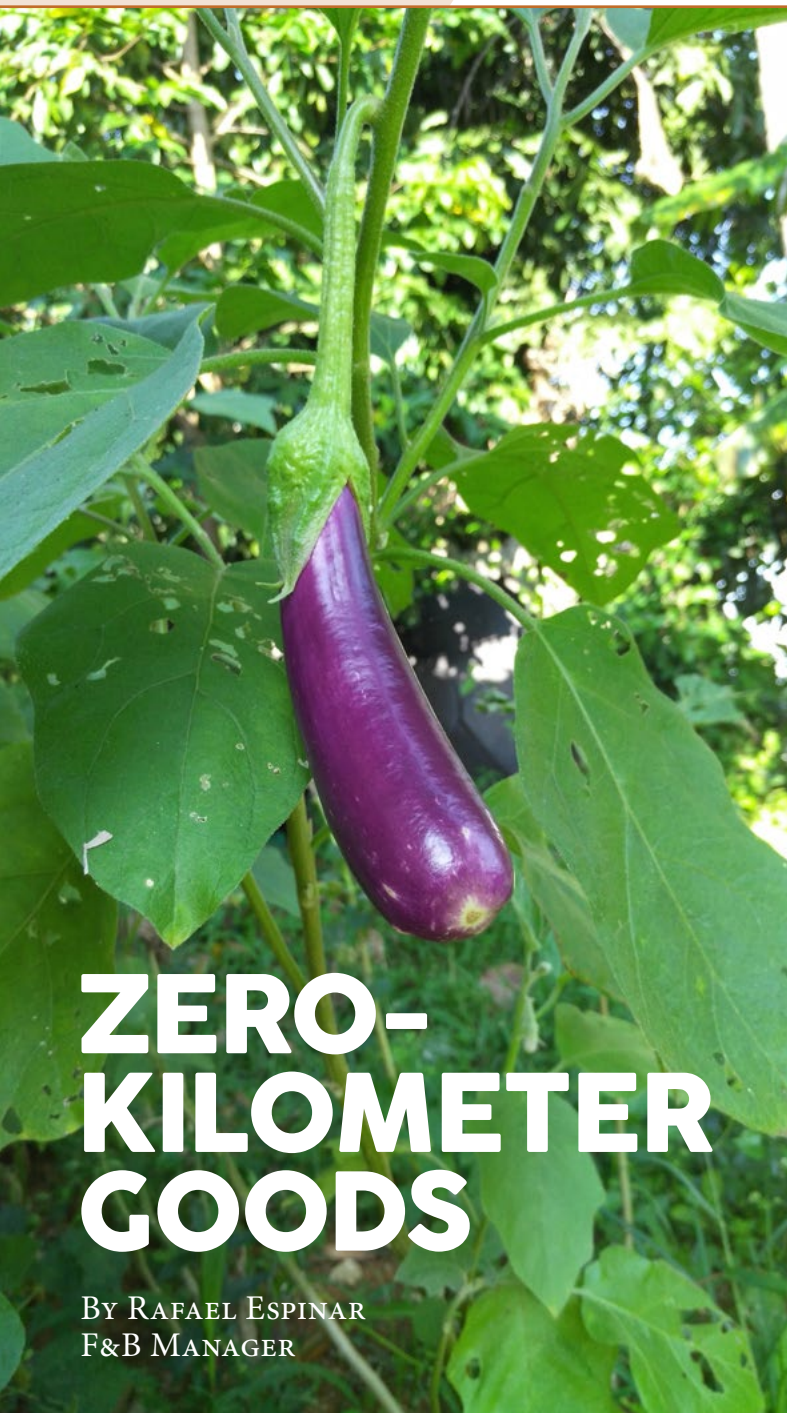
## BACON

This is another highly consumed good at the resort, especially at breakfast; so, we should always have it available. In August 2021 we consumed 3,413 kilograms of locally produced bacon. In Jamaica, pork is not allowed to be imported, except for bacon. Therefore, it is brought into the country to be smoked and cured locally. As a result of the inability to import, there are shortages due to the COVID-19 pandemic.

Our 2 main suppliers are committed to consistently providing high-quality bacon that must be internally tested and approved before purchase. Bacon is a good whose quality overrides the price at the moment of making purchase decisions.







# ZERO-KILOMETER GOODS

BY RAFAEL ESPINAR  
F&B MANAGER

The experiences we have had with our clients with initiatives like the banana festival with wooden houses (*discarded wood*), dinners on the beach where there was no need of expense, nor purchase of equipment, and yet we had our guests' satisfaction. To mention an example: the barbecue made with cement blocks and a wooden tripod to grill meats and flambé desserts.



Currently, we are growing a garden with local and tastier produce, which keeps their nutritional values intact since they do not contain chemicals or pesticides. It enhances the local economy and gastronomy. Zero-kilometer goods have been a trend due to their connection to ecological values and respect for the environment.

We know that we must make every effort to consume these products since they have numerous advantages:



- We reduce pollution, take care of the environment, and support sustainability.
- We reduce food waste originated while transporting imported food.
- Fairer economy, the role of intermediaries is reduced.
- Healthier and fresher food with much more flavor.
- We help the local economy: local agriculture, livestock, and gastronomy.



Zero-kilometer goods are the inclination to buy and consume food products considering sustainable development, care for the environment, fair trade, and ethical commitment to producers and artisans in our environment.





## FOOD CART

By GENARO GUILLEN, F&B MANAGER

For this edition, we had to be very creative to create something that would help us optimize the resources we have at hand and create attractive and quality products for our guests. Along with the Food and Beverages team we wanted to create a service that provides satisfaction to our guests and improves the perception of a variety of food and beverages in their favorite area: the pool.

We decided to renovate a tricycle, which was out of service, with the help of the maintenance department and the talent of our Chief Steward Francisco Velazquez, who has skills and knowledge in carpentry.

We proceeded to send it to our paint and body shop to fix the details of rust and blacksmithing. The purchasing department helped us with the purchase of tires, seats, inner tubes, and pedals. Once it was restored, we sent it to the carpentry shop to give it a Sunscape-branded look. They furnished it with side and front boards, a wooden roof, a base with divisions to put containers, and a front base. Then, they applied a rustic burnt-wood finish and a varnish to highlight the wood.

Once our delivery bike was ready, we defined our daily menu and schedule to be able to offer our guests different Food and Beverage options during

their stay up to the comfort of their bunks and preferred areas in the pools.

Additionally, the bar department does activities along with the entertainment department to offer prepared coconuts, pineapples, micheladas, aguas frescas (*flavored water*), and margaritas on the rocks made with natural fruits. Regarding food, there are different themes such as Valencian paella, flavored ice creams, sorbets, ceviches, aguachiles, crudités, prepared natural fruits, desserts, cakes, and tacos. Tacos have been widely accepted and demanded by all our guests.

On one hand, this bicycle, and the activities we do with it, have helped us to reduce the influx in consumption centers during peak lunch hours while offering options that are attractive and satisfying to our guests; at the same time, it has helped

us to control the cost of food and beverages. On the other hand, we have had very good comments and ratings regarding variety in the lunch section on the host satisfaction system (HSS).

This project, which was carried out altogether and with passion, has cost us \$600 Mexican pesos. Considering cost vs. satisfaction, it is a product that has been very profitable for all as a team, we continue in the same line of creating products while optimizing our resources and achieving our guests' and employees' satisfaction at the same time. We consider ourselves a team that owns and is focused on results.





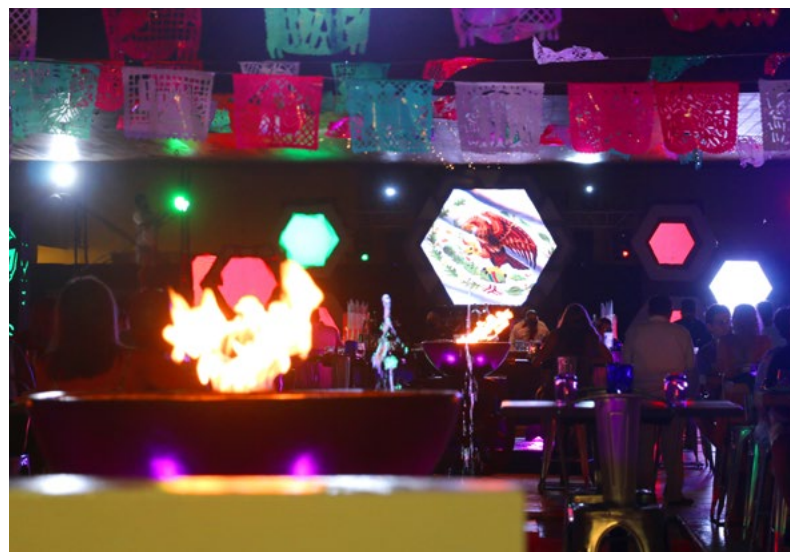
# THINKING OUTSIDE THE BOX

By DANIELE CORRADI,  
FOOD & BEVERAGE MANAGER



This last year and a half has been of many challenges and getting a new way of thinking due to low occupancy and income in our hotels.

Today we can see the light at the end of the tunnel; however, there is still a long way to go. For this reason, one of our greatest challenges is to achieve good quality events at a low cost. The staff of Breathless and Secrets Riviera Cancun has always been distinguished for its creativity, one of the cornerstones which have built the success of the brand.



We couldn't miss the opportunity to do something special on September 15<sup>th</sup>, one of the most important dates for every Mexican. For this reason, the Food and Beverage, Animation, and Maintenance departments met to find a way to do something different from our last September 15<sup>th</sup>, at almost zero cost.

Instead of doing the classic beach party, we took one of the funniest theme nights at Breathless into consideration: the famous Mustache Party combined with food and drinks to hold a Mexican Festival that would be spread all over the esplanade of the Wink bar and the Picante and Strip Grill restaurants. On the terrace of the Wink we set up stations of traditional food using furniture and decoration available at home, and at the Strip Grill, we offered a variety of tacos. For the comfort of our guests, we borrowed tables and highchairs from our main restaurant Spoon.

The result was that our guests had a great time celebrating along with the Breathless and Secrets team El Grito de Independencia while enjoying delicious food and drinks and the best entertainment, having zero additional operating expenses.



Reduce, recycle and reuse are considered keywords nowadays.

With care and creativity, our team can keep creating long-life memories.



# WOODEN BASE



One of the priorities of our Food and Beverages department is seeking innovative ideas to enhance the presentation of our spaces. Along with our steward team, we create surprising settings with recycled and local materials, always working with ecological awareness and optimizing the resources we have available.



Using blocks of wood, that we already had, the maintenance team made wooden circles that are used as base plates and as menu displays, which provide a rustic look to our different set-ups. In the same way, we designed a removable waterfall that runs through the entire table which we usually decorate with natural flowers, floating candles,

and river stones; it has drawn attention from both our guests and guests to the events we have held. All these elements together manage to give our events a natural and elegant vibe, receiving excellent comments on our social media.



# THE CORRECT USE OF GOODS

BY RENZO PAREDES, EXECUTIVE SUB CHEF



In the kitchens of Dreams Onyx Resort & Spa, one of the most important factors on a daily operation is the correct use of each of the supplies that arrive each morning to our warehouses. The starting premise to have a meaningful and optimal kitchen is RESPECT FOR THE PRODUCT, and it begins by knowing where does it come from, how long it took to be produced, how many people are behind it, how many families depend on its production economically, how many jobs it creates, and so on.

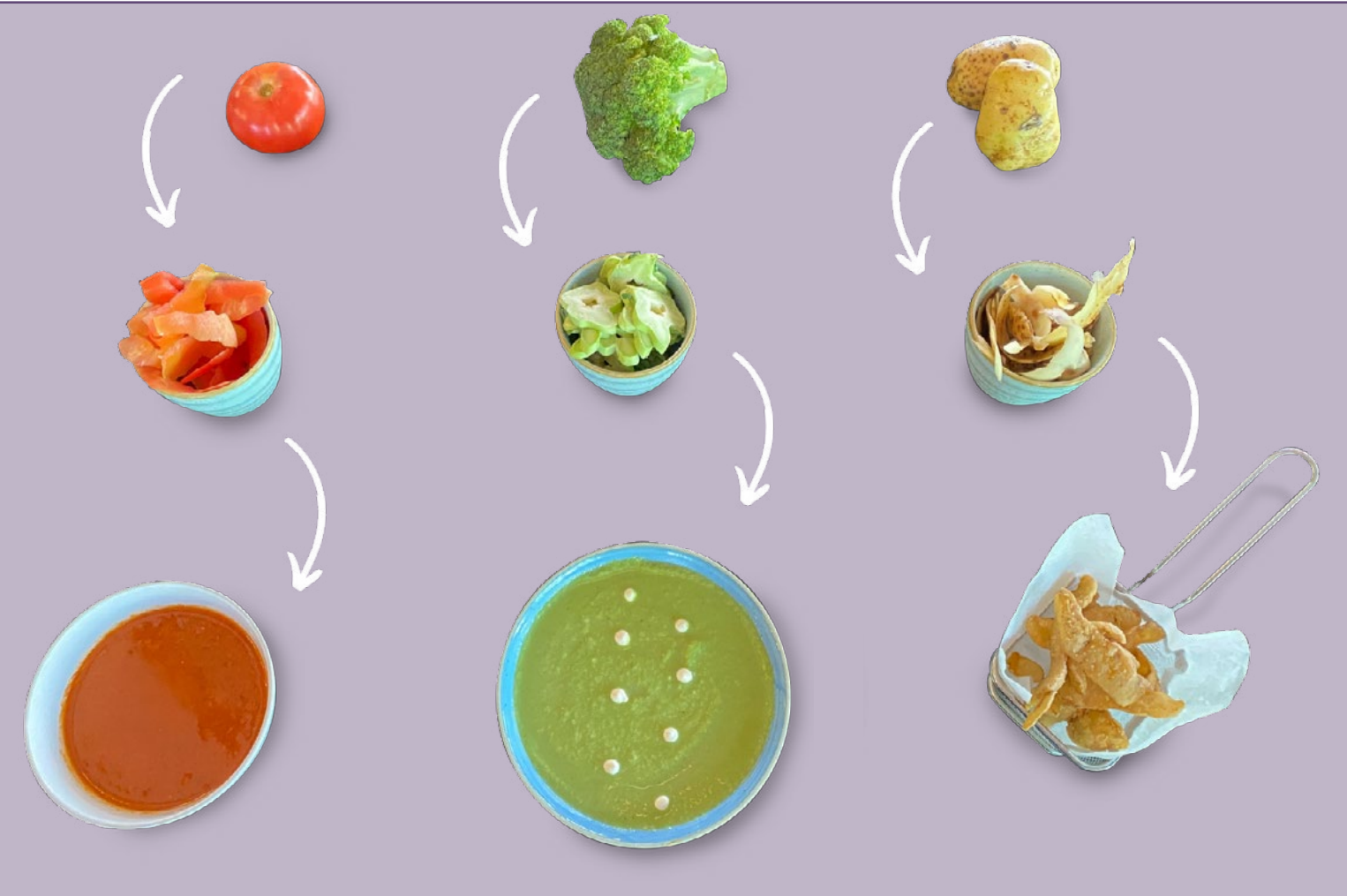
Once we get this background information, we proceed to wonder: How do we manipulate it? What will we do with it? How much waste does it generate? We want to talk more about something we consider very important, which is trying to make the most of the whole product, and we will talk about 3 real examples happening at our hotel

**TOMATO:** It is one of the most important goods in an all-inclusive hotel due to the number of preparations we can do with it in our kitchens. For most of the cold meals that contain tomato, we usually remove the peel, and instead of it going to waste, we use it to make tomato sauce which is very useful for many preparations. This way, we take advantage of the whole product.

**POTATOES:** Potato skins always end up being a common waste in kitchens, unless the potatoes are being prepared in whole or unpeeled halves, a very tasty and loved snack in our children's corner at the buffet. However, we present a new variety of snacks using the skin of the potatoes, which are prepared by coating the skins with flour and cornstarch, then we deeply fry them and the result is a very pleasant snack for children.

**BROCCOLI:** It is a product that we get from the highest mountains in the center of the Republic and we decided to create a special dish from the stems, which commonly go to waste because it cannot be used in salads or garnish. Once a week, at the Mercure restaurant of French cuisine, we present as the day's special a broccoli cream which is made with the stems of the broccoli; this way, we are taking advantage of the product and at the same time give our guests one more option.

These are just some examples of the ways we take advantage of the products treating them with respect, not only achieving the correct use of our supplies but also giving our guests more options at the restaurant menus and the buffet. We are



not only applying this philosophy of respect for the product, but we also promote it to our kitchen employees, thinking about the future generations of cooks that we are training.

*“The starting premise to have a meaningful and optimal kitchen is RESPECT FOR THE PRODUCT.”*



# CREATIVE SETTINGS WITHOUT EXPENSES

By FELIX A. PILIER, F&B MANAGER



believe that trends are important but we must not take them so seriously or as an obligation. And, of course, it only makes sense to follow a trend if it is related to our creative style.

In the same way that there are many setting options, there are also many ways to set up a table in an event, which we consider is a unique and personal touch that we love. The most important thing to remember is that luxury is not about impressing others, but it is about being surrounded by your loved ones.

At Secrets Cap Cana our commitment to creativity and savings is part of the main focus in our daily operations, which is why we undertook the task of manufacturing tables and wooden structures in our workshop to avoid renting tables and structures to external providers.

## WHY FOCUS ON CREATIVE SETTINGS?

The evolution of settings in recent times has been radical. Carrying out a setting is not an easy task, we always have to consider many factors like the place of the celebration, the season of the year, the style of the bride and groom or requests from the event planner, the budget, and so on. Regarding the tables, we love to get creative and look for options that inspire and represent us and our essence. We



## ABOUT RENT EXPENSES:

In the beginning, many of the corporate events we held were using rented equipment so that the setting would be more elegant and creative. The main reason that made us manufacture our tables and structures was to avoid incurring equipment rental expenses; additionally, we have equipment available for our group events and weddings.

Creativity is more than just being different. Anyone can think differently, which is difficult. It is more difficult to be simple, do the simple, amazingly simple because that is creativity.





# PAPEL PICADO

BY OMAR GASCA, F&B ASSISTANT

In September we celebrate Mexico's Independence Day which is, without a doubt, an international benchmark for its culture and gastronomy.



In many of our properties we have an El Patio restaurant, specializing in Mexican food, but for some properties that do not have this restaurant, having a Mexican-themed night is an excellent option. We know that decorations are extremely important to give the right atmosphere to our events and without any doubt, one of the most important elements for Mexican parties is papel picado (*perforated paper*).

The papel picado is a handmade product from Mexico. It is the result of the cultural and material mixture at the time of the conquest. It is tissue paper that may be perforated with shapes of birds, frets, phrases, and other shapes that anyone can imagine and in many colors. It can be used for many situations, such as weddings, themed parties, religious celebrations, and banquets.

For those who live in South America is not always easy to find papel picado, and sometimes you can to DIY (*Do It Yourself*) following the next steps. Papel picado is originally made out of tissue paper; however, this time we will use plastic tablecloths since the material is more resistant and easier to handle. We will also need nylon thread (*the one that is used to fly kites*), a glue stick, and a stapler.

We will cut the tablecloth into rectangles of the same size according to the height at which they will be placed. Once you have the rectangles you will fold them four times and then four more. You will start making random cuts, which will make a pattern by using your imagination. Once you've finished cutting, you will place them on the thread, gluing them by the upper edge and stapling them 3 times on the edge of the paper to reinforce.



This homemade papel picado will not only make our Mexican events more beautiful, but it will also generate savings in cost since the materials are cheap, it will last for a long time and it is very easy to do.

This is how the resources around us can be used to make decorations so simple that they will make our events stand out. Centerpieces, decorations for New Year's Eve, and even more can be made by searching on social media and the Internet.

*Together we can!*







## STEAK HOUSE AT MARKET CAFÉ

BY VINCENT DELCLAUX , QUALITY MANAGER

Our Market Café restaurant at Secrets St. Martin Resorts & Spa has a very particular thematic concept on our “Steak House” nights, which allows us to save in different ways for the good of the hotel.



Our method allows us to carry out the whole service with only two cooks in the kitchen, who can easily attend and prepare orders for more than 90 guests.

We offer 2 varieties of Caesar salads (*with or without chicken*), which are previously prepared. These entries are always delicious and a great option. Then, we offer the Chef’s “Triple Ceviche” selection. The products being used are not so expensive. Moving on to the main course, what we frequently serve is meat or fish prepared on the grill, which does not require extra expenses. The garnishes are always cute and tasty, simple but elegant. We can make it visually attractive without spending that much. We offer a variety of sauces to accompany these dishes: Bordelais, Creole, and Roquefort.



Finally, for dessert, we offer a varied selection of French pastries for two, these are presented in small portions but are visually impressive to the guests.

The combination of products used, their preparations and mainly, the small number of employees required in the kitchen allows us to lower costs without forgetting about the quality of service and satisfaction of our guests.

We are sure that just by looking at the photos you will want to visit us here in our little Caribbean-French paradise in St. Martin. We are waiting for you!

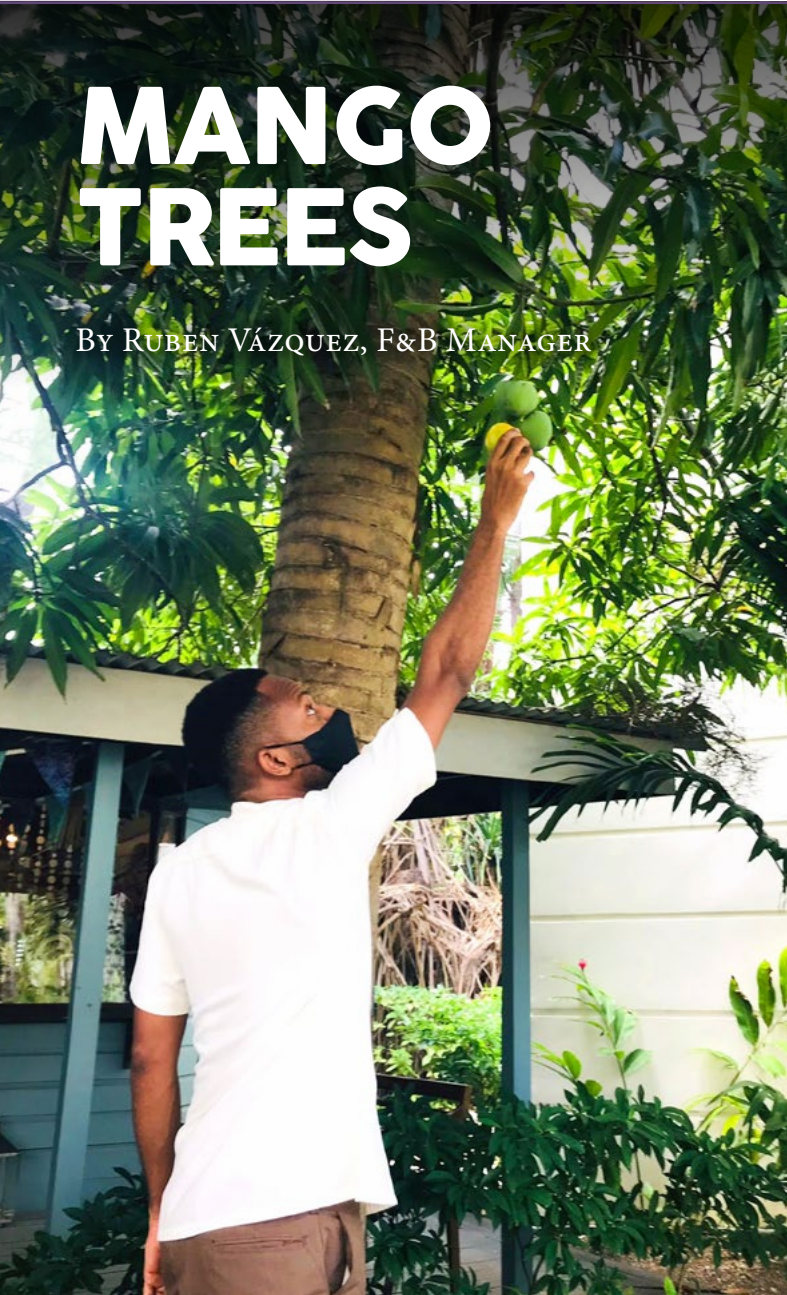
*Bon appétit!*





## MANGO TREES

BY RUBEN VÁZQUEZ, F&B MANAGER



The gastronomy and food and beverage departments are the resort's top spenders in terms of goods and supplies offered to our guests and members. Cost control plays an essential role in operations, monitoring the expenses is fundamental to stay within daily and monthly budgets.

One of the actions we take that represents real cost savings and benefits to the hotel's gross operating profit (GOP) is to use our fruit trees on

the property during their season, especially our mango trees.

Mango ripens around April or May and its season comes to an end in late August. During this period, the trees in Jamaica mix with mangoes, which have a sweet and fresh aroma floating in the air. Since we have two mango trees on the property, there is a phenomenal impact on food preparation.

The average cost of a kilogram of mangoes is approximately three dollars and ninety cents (USD \$3.90) and in a week, we normally purchase eight kilograms from local suppliers having an estimated expense of thirty-one dollars and nineteen cents (USD \$31.19).

Last season, the resort saved a total amount of one hundred and twenty-four dollars and seventy-seven cents (USD \$124.77) per month (for a period of three to four months), resulting in an average total amount of up to five hundred dollars (USD \$500).

We harvest mangoes to make fresh mango juice, fruit dishes, and salad dressings.



Some mangoes are even frozen to avoid waste and to create mango smoothies.

Mangoes are a good source of fiber and antioxidants, including vitamin C, which reinforces a healthy immune system. They also contain nutrients that benefit our eyes and skin and are a good part of a healthy diet. Our guests have the opportunity to delight their taste in these gastronomic experiences and they do not regret tasting mangoes' exquisite flavor.





# DAY'S SPECIAL

BY RICARDO NAVARRO, F&B MANAGER



expectations of our guests, which has helped us to reduce costs in raw materials and achieve our monthly budget, as well as highlighting the most important elements of food: quality and flavor of all the dishes that are served in our resort.

On this occasion we want to share a good practice that we carry out in all consumption centers, this initiative has brought positive results in our departments' numbers. We introduced the Day's Special, which is presented daily, by the chef in charge of preparing the dish, in the briefing of each consumption center to those responsible for providing the service: the restaurant manager and waiters. This dish must include ingredients that may be attractive to the guests' palate, at a controlled cost, and which also meet quality standards; always considering the presentation and the passion that each chef puts into what we do.



Another good practice, as we mentioned at the beginning, which has been a determining factor for a healthy operation is our weekly meeting at the F&B department. These meetings allow us to ensure effective communication to avoid incidents that affect the experience of our guests.

At Dreams Riviera Cancun we are convinced that we can carry out good actions that not only transcend the warmth of the service that distinguishes us, but also that together we can manage to control the costs of our second home, where we work day after day always committed to our passion for service.

Good management within the F&B department implies adjusting the portions served to our guests, controlling our stock in warehouses, reviewing the popularity of dishes, having the daily special in each consumption center, and having previously selected the ingredients that meet the standards of our brand. These tasks are carried out at Dreams Riviera Cancun to avoid waste of goods and of course, to meet the







## OUR STAR DISH

BY JOSE MENA, EXECUTIVE CHEF /  
FERNANDO RIVERA, SOUS CHEF

At Secrets Playa Mujeres we seek to honor the traditions and ingredients proper to our land as we encourage the consumption of local produce by approaching local suppliers to purchase fresh and local goods to favor local communities through a circular economy.

In our hotel, our guests can live a gastronomic experience at our Mexican restaurant El Patio, where the Chef's proposal is innovative since we can find products such as recados, local pumpkin, quelites, melipona honey, and some vegetables that together provide a characteristic touch of our local gastronomy. We never leave aside the gastronomic innovation, which we show in our star dish, the short rib, slowly roasted with recado

negro and accompanied by a + banana tatemada puree which is seasoned with melipona honey, chia, quelites, and dehydrated vegetables. Finally, it is glazed with a boox sauce made out of the cooking juice of the meat, tortilla powder, and burned onions to provide the flavor of ash and smoke. Of course, we never set the innovation in the assembly aside, which is presented on a black zapote wood board, engraved with the brand's

logo and a chillón made out of volcanic stone, both handcrafted by artisans from the region.

*Enjoy your meal!*





# RIB EYE

BY MIGUEL ROMERO, F&B MANAGER

At Dreams Villamagna we are focused on the efficient management of our products, reducing costs directly benefitting the income based on the experience, innovation, and creativity of our Chefs working as a team.

For this reason, Chef Roberto Flores and his team put into practice the traditional trends of avant-garde cuisine. Out of a prime rib piece, he gets a fine cut such as the rib eye, which is obtained approximately after the eighth rib; and from the first 6 or 7 ribs, he gets the short rib, always working under the traditional trends benefitting our costs and focusing on our guests' satisfaction at all times.

The rib eye is an American cut that comes from the rib of beef, which is pleasant and soft on the palate; it has a greater volume of fat characterizing it from the rest of the cuts, achieving a very particular flavor and getting a nice golden appearance on the outside.

Our Seaside restaurant, which is specialized in cuts, offers all our guests this cut as one of the best dinner dishes, getting great acceptance and popularity among our guests.

We are aware that every single product in the kitchen is used to the full; as an example, the waste of basic pieces like ribs, which are used by our butcher chef to add flavor to our traditional and well-known salsa madre gravy.

At Dreams Villamagna our butcher chef Rodrigo Moreno, originally from Mexico City and graduated in gastronomy from the UTM



University in Manzanillo, Colima, became in love with cooking working aside with his mother, Mrs. Laura Paola Olascoaga, cook, and merchant, at the industrial cafeterias in Tijuana, Baja California for 2 years.

His career as a butcher began at the restaurant Las Boleadoras de Asados Argentinos located in Mexico City; he learned the trade making fine cuts such as flank steak, skirt steak, thick ribs, and churrasco, using the best roasting techniques of the region.

Chef Moreno has 12 years of experience in industrial cafeterias, restaurants in Mexico City and Manzanillo, catering companies like The Mexican Mafia Chefs, La Leche haute cuisine restaurant in Puerto Vallarta,

where he met the chef who he considers to be one of his greatest teachers and an example to follow: Chef Alfonso Cadena.

In 2020 he became butcher chef at Dreams Villamagna, and he has proved to have the character and experience to overcome the situations of maximum demand in the kitchen. His professionalism is the best asset for the continuous improvement of his department; additionally, he receives the direct support of his leader, Executive Chef Flores Sahagún, who supports him at all times on the daily operations of the hotel.

## COMPARISON CHART

| PRODUCT   | PIECE KG  | 8 KG        |
|-----------|-----------|-------------|
| Rib Eye   | \$ 352.03 | \$ 2,816.24 |
| Prime Rib | \$ 253.30 | \$ 1,228.00 |
| Savings   | \$ 198.53 | \$ 1,228.00 |





# SUPOP COCONUT AND AVOCADO ICE CREAM

BY AMADEO PARRA (PASTRY MANAGER) &  
APOLINAR NUÑEZ (EXECUTIVE CHEF)

At Sunscape Puerto Plata Resort & Spa, we always look for new ways to delight our guests with different dishes based on creativity and at a low cost, as well as making our culture be known through our gastronomy to those people who chose us as their ideal place to vacation.

It makes us want to create new unforgettable evenings for our guests, trying to impact the experience in the service, and saving in cost and expenses at the same time. This is the main



reason why we always pay attention to what our employees hear from our guests in the different consumption areas.

Coconut and avocado have always been part of Dominican cuisine, these two ingredients can be always found inside our kitchens. It is a fact that these fruits are very tasty and offer us high levels of nutrition and curative. Avocado fruit provides vitamins A, C, E, B1, calcium, iron, magnesium, and other minerals; whereas, coconut provides vitamins C, B1, B2, potassium, phosphorus, calcium, iron, among others.

At Sunscape Puerto Plata, our pastry chef has decided to mix these two ingredients in a fun and tasty way, obtaining from them our Supop coconut and avocado ice cream, a dessert that besides being easy to prepare, the ingredients are always at hand in the kitchen. Moreover, it should be noted that our customers enjoy it since it is very delicious.

## INGREDIENTS

- 25 grams of grated coconut
- 1 ripe avocado
- 1 ripe banana
- 1 cup of honey

All the ingredients go in the blender and get mixed. Then, the mix goes to the refrigerator for 30 minutes. When the mix gets the desired consistency, we serve it in a coconut, and it is ready to be enjoyed!





## IDEAS FOR CONTINUOUS IMPROVEMENT

BY JULIO CARRION - F&B MANAGER & RAÚL MIRANDA - EXECUTIVE CHEF

Nowadays, the level of competition among hotel chains is still rising to improve their offers of vacation packages and acquire potential clients; which for us are new guests.

For the F&B department, the presentation and level of our products play a very important role and we must always keep them in mind to evolve and standardize our services, the preparation and presentation of food, cocktails, set-ups, and personalized service. Improvements must be constant, we must boost our creativity and be very productive to be able to satisfy our guests.

The marine set-up is the combination of our creativity and our imagination to create a beautiful and desired decoration at future events, especially thinking of large groups, weddings, family trips, and others.

It consists of a platform with transparent steps inside a pool area, which creates the sensation of walking on water.

As for the tables and decoration, we use colorful natural

Caribbean flowers and marine decorative elements, which highlight an environment of a new desired experience.

Our set menu is full of different choices in case of possible allergies. We can make a personalized menu with the name or seat number of the guest, which dismisses any possible mistake.

### CREATIVITY AND PREPARATION OF DISHES

**OCTOPUS TIMBALE**  
Galician octopus - Fresh mixed salad from our garden - Potatoes - Black olives  
Red pepper powder - Olive oil - Aioli sauce

**MELON CANNELLONI IN PINEAPPLE SOUP**  
Tropical fruits mix - Melon - Pineapple - Natural syrup of wild fruits

**CREAM DUO**  
Pumpkin leek in its texture



All these dishes have our seal of quality in the preparation of dishes, we can see in them a quality presentation meeting the parameters of our standards. On the same path, we are working to expand our menu selection for vegetarian guests, of course, with good preparation and presentation.





## WE DO EVERYTHING WITH PASSION

BY JULIET KERR GRAY,  
FOOD & BEVERAGE ASSISTANT

As a hotel, we practice our AMR Collection values every day: *"We Do Everything with Passion"* and this is evident in the artwork created by our pastry team.

Our pastry department always finds ways to create the best to surprise our guests and create WOW moments. To do it, they come up with creative and different ideas to introduce personalized and unique designs.

Our guests: VIP, celebrating birthdays or anniversaries, enjoy at some point during their stay in our beautiful hotel, an amenity specially made by our team of F&B.

We use our square white earthenware to perfectly present the initial of our guest's name to elaborate the amenity. The pastry chef designs the initial in a cake or cookie, carefully crafting the shape and decorating it. This is accompanied by shells, specially crafted decoration to enhance the detail.



All the items used are edible and perfectly presented to surprise our guests as they don't usually know about this special gift.

For our groups at home, the organizers receive this special dish but also with an even more special detail. Their amenity also displays their group's logo and the colors on their initials. The hotel's name, *"Secrets"*, also appears on the plate as a sweet reminder to turn their vacation with us a lifetime memory.

Our room service team carefully collects, transports, and delivers it to the room before our guest's arrival. This service can be complemented with wine or sparkling wine bottles. The plate is placed on the table in a way that our guests could see it when coming into the room.

At our resort, we fully promote decalogue number six: *Be the author of WOW moments!*







We wanted to find a creative and fun way to carry out our mid-day offerings at the pool area. We considered our most-demanded dishes: pizza and sushi, but we wanted to change their presentations. Then, the brainstorming began, and the maintenance department suggested they would create painter's palettes using wood pieces, which represented zero cost since the material was already considered scrap and we upcycled it. The chef and his team made what we know in our hotel as econopizza and econosushi; however, we changed the way in which we usually offer these meals and take a moment to interact with our guests.

so they would enjoy their vacation, and there is no other way to do that than to create different and creative ways of eating pizza and sushi. We certainly give that unexpected twist by doing the extraordinary while respecting the same flavor, ingredients, but changing the presentation. The result was a great acceptance which is being reflected satisfactorily in our HSS.

*“By now, we know that teamwork provides better results to achieve goals.”*

We are motivated by knowing that we can achieve so much with so little, and we are constantly searching for continuous improvement. We know that our only limit is our mind.

Our main goal is to offer our guests new experiences



## PIZZA PALETTES

By NOE MUÑOZ,  
FOOD & BEVERAGE MANAGER

At Now Emerald Cancun we had to move the paila to see what comes out, and fully committed to our values, we focused on practicing them in our daily operations, motivating and involving not only our department but also the other departments; by now, we know that teamwork provides better results to achieve goals.





## SALE OF CHAMPAGNE BOTTLES FOR SPECIAL OCCASIONS

BY MIGUEL ANGEL BELTRÁN JIMÉNEZ,  
GENERAL MANAGER

As usual, timing is everything! The tone of voice is also very important. So, getting wrong either of these two factors would have negative consequences to the extent of making our guests feel like they've been ambushed by an aggressive salesperson. Or even worse, it can discourage them from coming back, and customer retention is key!

At Dreams Acapulco, identifying the needs of our guests and choosing services that may complement

their stay is part of our personal touch. It's an opportunity to exceed our guests' expectations, provide excellent customer service, build trust, and lastly, make a profit.

Therefore, the action taken to generate non-package income was to promote the sale of bottles by identifying our guests' special occasions. The champagne bottle, which had little demand, was being offered at a special price of USD \$100.00 when buying our special romantic dinner menu of USD \$150.00 (*per couple*) with lobster tail in garlic sauce or salmon in Mediterranean sauce, which are our most popular menus. This offering has been very well accepted that on June and July 2021 we achieved the sale of 50 bottles when previously we were able to sell around 5 bottles per month.

Be true to the core values of hospitality. Your primary reasons for upselling should always be focused on service and be designed to increase guests' satisfaction, foster positive reviews, enhance their experience... And not just to generate more income!

When used correctly, these tools can make our guests feel like we are adding value, which in turn will generate revenue.





## THE FAM TOUR

By ANIBAL BUENO,  
FOOD & BEVERAGE MANAGER



team, providing as well its explanation while being tasted; and the same would be applied to cocktails, infusions, and original creations. This tour ends at night, where a special thematic menu and a unique environment await our guests.

In this Fam Tour, as a strategic route, we are jointly highlighting our different benefits for the potential client involving different scenarios depending on the destination: weddings, events, and conventions, both in halls and designated areas for such purposes. Apart from the exuberance of these places, the most appreciated and our great contribution is great gastronomy and excellent service.

By presenting everything in 'petit', the Fam Tour is a very minimal expense compared to the chain of lucky events that will lead to possible sales providing the greatest set-up, service, and flavor.

The display of wines and spirits are considered when presenting the offer, and there might also be tastings as long as there is any connoisseur among the Fam.

The Fam Tour is a well-thought strategic attribute of an exhibition by allowing, in living presence, the deployment of creativity and imagination of our diners leaving a good impression of the experience that should be shared; shortly: we want to turn them into our 'fans'.

We Are All Sales! It is kind of our battle cry yelled to the air every time we have achieved an economic goal, or when we call on other departments. The Food and Beverage department is a transversal axis that has contact with the entire hotel, as well as the Sales department. During their tours to show our hotel, we all go hand in hand, and each department gives their best; especially the F&B department and their gastronomic exhibitions, where both the

presentation and service stand up for the hotel to conquer, astonish and make our guests fall in love.

The Fam Tour is a very defined and well-structured concept that begins with planning a tour to the lounges, restaurants, bars, and hydration areas. According to the program, at each 'stop' our guests may be able to take a 'bite' of our restaurant specialties, recreated in 'petit' by our gastronomic

*"F&B department and their gastronomic exhibitions, where both the presentation and service stand up for the hotel to conquer, astonish and make our guests fall in love."*



## DINNER IN THE DARK

BY JOSÉ CABRERA GARCIA, JUNIOR CHEF



It is the most primitive sense and one of the most efficient and effective ways of capturing information from the environment, of sending messages and decoding them, and, above all, survival. Although it is unconscious, we usually make important decisions by how things smell. This sense is also capable of evoking memories, sensations, and transporting us to childhood memories.

### CAUGHT RED-HANDED

Eating also begins with the hands: taking a piece of bread and breaking it, or checking the texture of cheese by squeezing it with your fingers. It is capable of driving us crazy or causing dislike due to its texture. We experience it with our hands, skin, and mouth, which is how we perceive if it is crunchy, viscous, grainy, or elastic.

### THIS IS DELICIOUS!

Flavors regulate our tastes, diet, and health. The fact that we prefer one flavor over another has to do a lot with culture, but also genetics. Being able to detect if something is sweet or sour, and feeling rejection towards such flavor has been key to our survival.

Evolution endowed us with senses. We learned to recognize food, its benefits, and also to prepare products to make them more edible. We designed utensils and we learned to cook. That knowledge has been passed down from generation to generation. Today we can pair food, create sensations, recreate textures, smells, play with the brain and offer contradictory colors and tastes, with a touch of creativity in the kitchen.

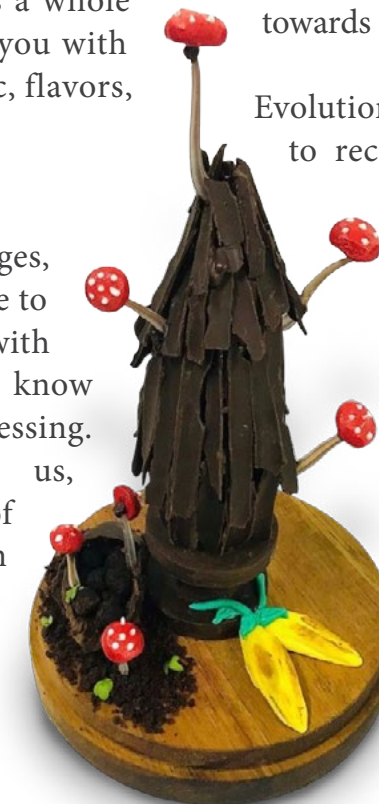
does not always coincide with whatever we think we are experiencing. It is a whole gastronomic game designed to fill you with sensory perceptions based on music, flavors, colors, smells, and textures.

### OUT OF SIGHT...

The brain scans, processes images, shapes, colors, searches in its archive to create a relation of what it is seeing with prior experiences. This is how we know that it is involved in emotional processing. Sight predisposes and prepares us, making us conceive expectations of what we are about to taste based on past experiences.

### YUM! IT SMELLS LIKE...

Did you know that smell makes up 90% of taste?



At Breathless Punta Cana Hotel, aiming to provide new experiences for our guests, we created Dinner in The Dark to increase the non-package income of the F&B department.

For 90 minutes, taste, touch, and smell become essential while we are sitting down in front of a table and getting ready to enjoy a good meal. By renouncing the sense of sight, the other senses must sharpen, which creates a unique gastronomic experience.

### DINNER OF THE SENSES:

The way we see, smell, touch, taste and finally eat tells us a lot about how human beings are. The dinner consists of a menu that will show you how the brain constructs reality with information that comes from the senses, and how this reality can be surprising since the reality that we perceive through the



## LAND AND SEA EXPERIENCE WITH VEGETABLES

By JUAN LANTIGUA,  
FOOD & BEVERAGE MANAGER

The lifestyle of our guests is in the process of changing. A large part of the world population is already worried about diseases related to inappropriate eating habits, which leads to the consumption of healthier foods that promote a longer and better life.

Eating healthy is much more than a trend, it is evolution. Eating habits have been changing rapidly due to the ease of obtaining information related to this matter.

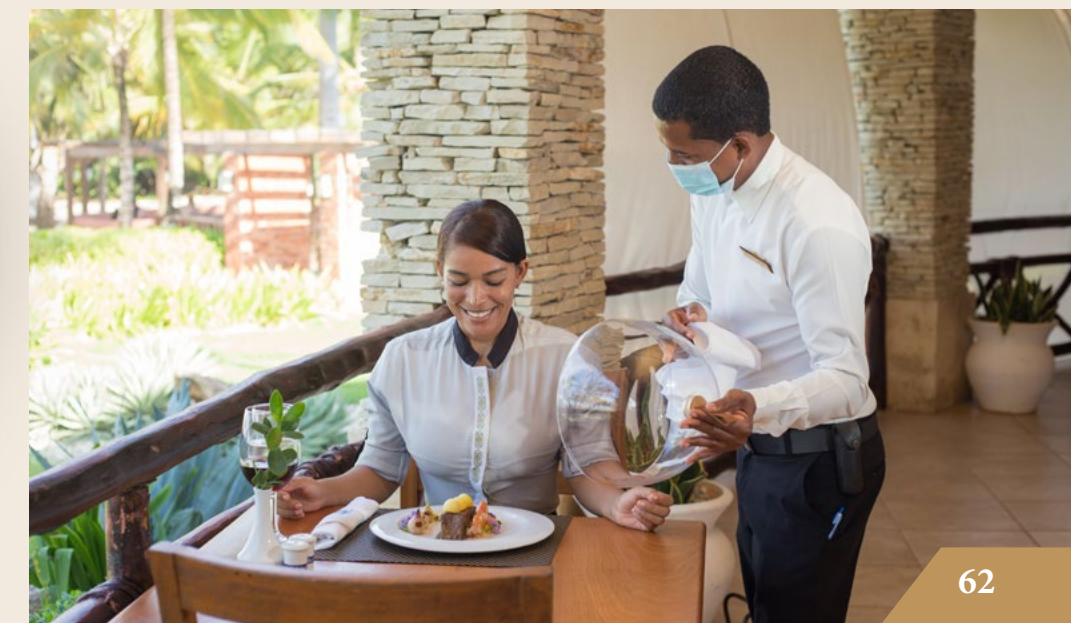
The incorporation of new dishes into our menus is a necessity that responds to a new social and cultural lifestyle of food in the hotel industry. In our industry, restructuring menus is a complex and irreversible process, where the challenge is to create new culinary experiences for guests focused on this new lifestyle.

At Dreams Punta Cana we are attentive to global trends, for this reason, it is important to meet the culinary needs of our guests.



*“Land and Sea Experience with Vegetables”* is a colorful dish created for lovers of Mediterranean food, integrating minimalist details and an explosion of flavor while being in a pleasant environment by the sea. Three cuts of filet mignon delicately placed forming three towers accompanied by spheres of zucchini, carrots, potatoes, and grilled seasoned shrimps served over mashed potatoes and roasted onions. All are decorated with colorful edible flowers.

A perfect combination to be paired with a Cabernet Sauvignon wine to have a complete culinary experience.





## CLOSER TO THE STARS



BY EDUARDO GARCIA

With the remodeling of our beautiful walkway at the beach, surrounded by the wonderful landscape of our paradise, Zoetry Agua Punta Cana, we have idealized the perfect romantic dinner, which we call 'Closer to the stars'.

By the lights of the candles, a very romantic decoration, the friendly and professional service of our waiters, the most exquisite drinks, and a menu with dishes to delight the palate. The experience of being by the ocean,

and at the same time, being able to appreciate our elegant casual rustic structure, transport our guests to a wonderful tropical dream.

We have created a whole package that not only includes dinner under the stars but also a wine from the menu, strawberries with chocolate, and a bottle of champagne chosen by our guests. And finally, the cherry on top: a romantic breakfast on the beach, toasting with mimosas.

This cross-selling not only provides the best of experiences to our guests who are looking to

celebrate their honeymoon, anniversary, birthday, or any other romantic event, but it also helps us to meet our budget for both romantic dinners and wines.

We calculated the amounts of a romantic dinner, plus a bottle of wine and two cavas, and then applied a 10% discount, to make the package even more attractive. However, no guest will think about the price when you are offering the best night and morning of their lives.







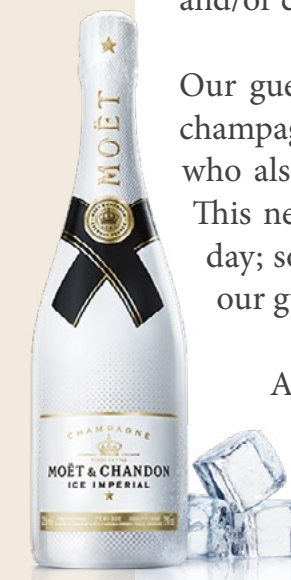
# HOW TO INCREASE SALES BY INNOVATING EXPERIENCES

BY FABIO MARTINEZ – F&B ASSISTANT

Beyond selling, we are focusing on providing new experiences to our guests and enhancing their stay.

As a team, we are always figuring out how to increase sales by innovating experiences. This leads us to see beyond our imagination. As a way to increase our non-package sales, we came up with the idea of selling wines that completely adapt to our tropical climate due to their qualities. Every day, we present them freshly and attractively: Inside a wheelbarrow of a very striking color, which allows us to attract our guest's attention and curiosity.

*“Our guests  
can enjoy  
the chance of  
purchasing  
a delicious  
wine or  
champagne...”*



Our Sommelier himself selected the best options to achieve harmony between the product and the outdoor temperature, choosing white wine, rosé and champagne. Once we have chosen the most appropriate product to achieve our objective, we go on tour to each area of our hotel. Thanks to this wheelbarrow, we can move and get to our guests easily to the comfort of their space, whether they are in the pools, bars, and/or common areas.

Our guests can enjoy the chance of purchasing a delicious wine or champagne recommended and specially chosen by our Sommelier, who also gives them a brief description of the wine and its history. This new initiative has had good results, increasing our sales every day; so, we continue replicating it and including more surprises for our guests' experience.

At Dreams Las Mareas we consider that non-package income is essential for the growth of our hotel and that we are all capable of contributing and innovating to exceed the goal and create better experiences for the well-being of our guests every day.



## CHANGES IN ROMANTIC DINNERS

By DAVID LOPEZ, RESIDENT MANAGER / F&B



Hello everyone! We are pleased to share with you on this occasion some changes related to our Romantic Dinners which have helped us to increase the non-package income, giving credit for their effort to those departments involved: steward, kitchen, and so on.

Due to the continuous comments of our guests and employees, one of the first decisions regarding dinners was to change the location. Romantic dinners were taking place at our Preferred beach, which is about 70 to 80 meters away from the central beach. After taking this decision, we noticed improvement changes in quality of service, speed, food, presentation,



BEFORE

among others. However, there was a factor that we needed to change: the monetary one. So, a few months ago, we started to look for a new concept for our romantic dinners with better quantitative and qualitative results. The new concept is the one that we are presenting here.

Other matters to resolve and be considered, according to our guests' feedback, were privacy, distance, and waiting time for food, among others.

Changing the venue to the central beach made a significant difference. The next step was to find a structure that would allow us to separate the tables and at the same time give some privacy and a relaxing environment, which is what the guest is looking for. We added some torches around the table, which not only provide illumination but also repel mosquitoes; white tablecloths with fine floral touches; white color, especially thinking that many of our guests are celebrating their wedding or anniversary; and LED lighting, whose colors may be changed upon guest's request to provide the environment they prefer. These changes have been a positive change and we will continue adding touches to continue making a difference.



NOW

During the last 3 months since we started with these changes, there has been an increase in sales.

Average sales for the previous 3 months: \$155,660.00 MXN.

.....  
Average sales for the last 3 months by the end of September: \$193,514 MXN plus \$37,854 MXN on average per month.

It is worth mentioning that even though we have not yet quantified it, we have been selling more bottles of wine for these dinners.





## DINNER PAIRING

BY DIEGO PEREZ P.

Dear *Salt & Pepper* readers,  
On this issue, we want to present the following article: fattening the pig.

During this year, full of changes and new realities, it became important to develop techniques and alternatives to be able to generate more income.

For this reason, working together with the general management, the sales, and the food



Once we had solved these two important matters, we needed to make the presentation of the dinner and its costing according to the selected wines. We also needed to invite the distribution house, Montes Alfa, for sponsorship and participation to give this dinner a plus. During this process, which began in June, the sales department was in charge of creating the advertising to be ready in time to reach our target: the national and local customers.

The menu for this dinner was the following:

- Scallop with recado negro, tiradito de kampachi, rack of lamb in a crust of three-colored tapioca, and closing with the dessert, chocolate in metate and wood.

The chosen wines to pair the dinner were:

- Montes Alpha Chardonnay, Valle de Casablanca, Chile
- Montefiori Selezionato Nebbiolo, Valle de Guadalupe, Mexico



- Montes Alpha Carmenere, Valle del Colchagua, Chile

On August 30, we had a dinner to invite the press on behalf of Israel, our sales director. Everything went perfectly, with very good comments.

We held a dinner every Friday of September, having an average of 20 guests per dinner, which was wonderful, and at the same time, we were able to meet our goal.



and beverage departments, we developed a plan for September, which was a month with low occupation and it was necessary to find a way to increase the percentage of occupation to achieve our budget.

So, we called for a meeting with the general manager, Mr. Barbieri; the sales director, Israel Ortiz; the hotel Sommelier, Oscar Perez; Chef. Alejandro Lopez; our resident manager, Deyanira Martinez; and I, Diego Perez, to discuss new ideas and together come with a plan.

We decided to carry out a pairing dinner which would be included for those guests who booked on weekends during September, checking in on Friday, which was the day that dinner would take place at our French restaurant: Bordeaux. The following steps were to create an attractive menu by Chef Alejandro Lopez and to select the wines to be paired by our Sommelier Oscar Perez.





## CHEF'S TABLE DINNERS

BY FIDEL CASTAÑEDA (F&B MANAGER) & ERICK VELAZCO (EXECUTIVE CHEF)



At Dreams Vista Cancun, the F&B team is very focused on fully meeting the expectations of each and every one of our guests. We are committed to turn their vacation into life-long memories and we have implemented Chef's Table dinners. The objective of Dreams Vista Cancun with these dinners is to provide our guests a different experience, a better environment, a more exclusive service in a private area, and inside the hotel's kitchen. These dinners have been very well accepted as our guests love to experience personalized and innovative activities.

All of our diners enjoy the great wit, creativity, and madness of our Executive Chef, who along with his original kitchen team, and the skill of our head of bars, manage to create an atmosphere where the experiences are completely different from the regular ones, happening daily at our beautiful resort.



Our sales strategy consists of sending the information to our guests upon their arrival, for them to become familiar with every activity taking place at the hotel so that they could plan their attendance to such dinner. Another important point of sale is with UVC, which allows us to offer our members a different type of dinner. This strategy has helped us to significantly increase our non-package income.

We always go hand in hand with the service and the non-package income. And we have gone further, offering different experiences such as tequila tastings, wine tastings, 4 and 7-course dinners, depending on the guest's budget, and so on. These dinners have generated a very significant income due to the great demand and good acceptance, and

they can be from a minimum of 6 to a maximum of 14 people.

The advertising of this project was a very important factor to make it a success and to achieve an emotional connection with our guests; this is an effective strategy because it has an additional and very important purpose: it makes us feel something about the product, and it makes our customer to emotionally connect.

Each activity is focused on increasing non-package sales, but most importantly to fulfill our mission: to create unforgettable memories. *For all this and much more, we are and we will continue to be the best option for your vacations!*





## FOOD POP-UPS

BY CARLOS MIRAMONTES, F&B MANAGER

During their vacations, our guests spend most time of their day at the pool. The Barefoot Grill is the snack bar that serves all our guests who want something to eat without the formality of going to our buffet or restaurants.

On our busiest days, in addition to the Barefoot Grill service, we do food pop-ups, which our guests love for their flavor and the small show provided by our cooks.

Among the most liked are:

### YAKIMESHI WITH SPRING ROLLS

The teppanyaki table is a very busy service, so we decided to bring the same experience to the pool by bringing a grill. Our teppanyaki cooks prepare Yakimeshi at the moment and complement the dish with spring rolls, and coconut ice cream for dessert.

### PAELLA AND ARROZ A LA TUMBADA

The paella by the pool is a classic. At Now Sapphire Rivera Cancun, we wanted to give it a little twist by simultaneously serving arroz a la tumbada, which is a traditional dish from the state of Veracruz made of rice and seafood. This way, in addition to the paella, our guests can also get the flavor of Mexico.

### BARBECUE

Everyone loves barbecues. At Now Sapphire we decided to have a barbecue with the classics from Mexico and the U.S.A. We offer BBQ ribs, buffalo wings with onion rings; and on the Mexican side, we offer beef tips, Sinaloa-style chicken, grilled nopales and onions, sauces, and frijoles charros.

### TACO SHOP

Tacos are a fundamental part of Mexican food so we decided to create a great taquiza: tacos al pastor, sombrero de res, chicken and chorizo with roasted onions, and also a stand of tacos and seafood toasts. Everything is cooked and served at the moment and the sight of our guests.

We complement with a bar of micheladas and a stand of popsicles and sorbets.

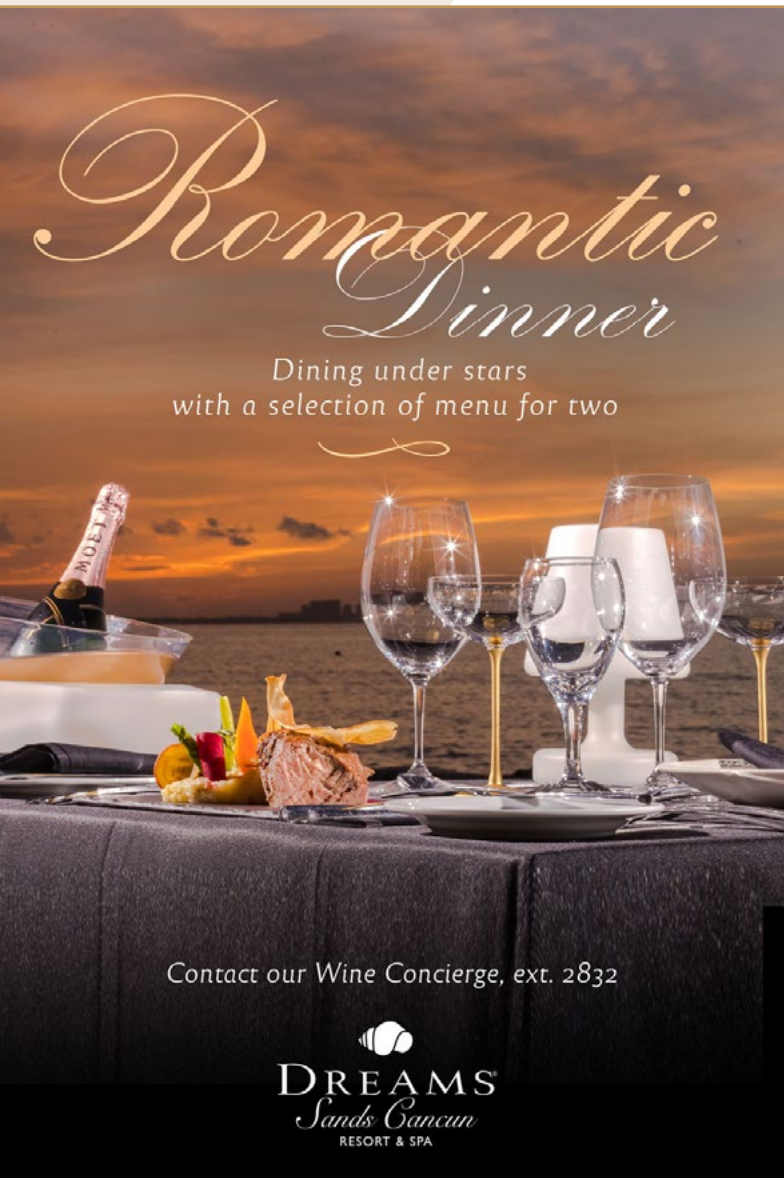
This is undoubtedly the most successful activity in the pool, not only because of the food but also because of the setup and the entertainment staff.

We will be waiting for your visit and your opinion.

*We are waiting for you!*







## ROMANTIC DINNERS

BY GREGORIO VAZQUEZ,  
FOOD & BEVERAGE MANAGER

Provided that hotels have had significant challenges during the pandemic and tourism will increase gradually, we will have to make the most of every opportunity presented to every guest at our resort.

We need to focus on the demands of each guest to have the opportunity to generate income, creating memorable experiences that would make our guests return. Therefore, it is important to note that the objectives of any upselling strategy should be to improve the guest's experience and to increase revenue; both are equally important to us.

We have to be proactive and creative to help travelers overcome the fear and regain confidence, we have to turn problems into opportunities. Now that we are not able to open the restaurants the same way as before, why wouldn't we try to do group dinners on the terraces, by the pool, or to turn room service

into an unforgettable dinner?

At Dreams Sands Cancun, we do upsell by offering the guest a superior product.

Upselling can be an inexhaustible source of income, as long as we apply the win-win philosophy: Guests win, experiencing activities that turn

*“Upselling offers our guests access to a superior service at an extra cost.”*

into unforgettable memories; and employees win because they improve their income with the incentives generated by non-package sales, and the possibility of internal development, which translates into motivation and loyalty.

Complying with our commitments at Dreams Sands Cancun: *“We are committed to create value for our customers, our team, and our members.”*



## BANQUETS AND CELEBRATIONS

BY LEONARDO GÓMEZ

At Dreams Los Cabos we are constantly in search of creating unforgettable experiences linked to non-package income, always balancing our guest's satisfaction and the interests of the property. Our commitment is to always seek the best options using all the internal resources



to manufacture what we thought impossible.

The maintenance department has been our ally since the very beginning. Along with them we have planned and carried out the development of new equipment and accessories for memorable events. They have helped us build service tables, rustic bars, product displays, old-style wagons, industrial comales, and pre-Hispanic ovens for cooking food.

All these elements are used to the maximum to highlight all the gastronomic delights that our chefs prepare, and they can turn a simple display into an organic garden or set a seafood display on ice sculptures.

Additionally, to provide a complete experience, we offer a demonstration and tasting of tequilas and mezcal consisting of an opulent variety of premium class products directed by our Tequila Master, who can clarify the history and elaboration of these types of tequila, their varieties, origins and special blends harmonized with worm salt, grasshopper salt, and hibiscus.

All this passion creates a contemplative and incomparable atmosphere, which attracts attention as well as excellent comments at the end of this experience, which captivates everyone who is in search of something unique, different, and special.





# SUNSET CHAMPAGNE CORNER

By JUAN CHAVEZ SOTELO, FOOD & BEVERAGE MANAGER



Seeking to integrate alternatives as generators of non-package income, we formulated a concept based on a fundamental guideline of promotion and marketing: “*The Place to Seeing & Being Seen.*” In conjunction with the Ambassador and Representative of the Moët Hennessy portfolio, we developed the theme and sales details with the favorite furniture and location to appreciate the much sought-after sunsets at Puerto Vallarta on the decks of the Lobby bar.

There was a great willingness to provide collateral material with brand presence and labels to achieve a higher profit margin while opening a direct sales channel to the labels of the Moët Hennessy portfolio.

Along with the design team, we integrated

promotional materials for the pre-sale and promotion management and a premium area to be occupied by our guests and their partner or friends.



The format represents live music, the three tenors or a violin soloist from the entertainment program, and an exclusive tasting area with a service of 3 Moët Chandon labels with no consumption limit in a time frame of 17 to 22 hours, once a week. The sale price per person is USD \$120, to be considered based on the number of people in a group, and the optional use of UVC dollars for our members.

The mixture of elements has brought an active concept in the generation of non-package income, which promotes the initiative of sale, ensuring our guests that it is an experience they must live and cannot miss the opportunity to taste these premium labels at an excellent price.

*“In conjunction with the Ambassador and Representative of the Moët Hennessy portfolio, we developed the theme and sales details with the favorite furniture and location.”*





## A TRIBUTE TO MARIA SABINA

BY PAOLA HURTADO, ADMINISTRATIVE ASSISTANT

Within the framework of the activities that the Hotel Secrets Huatulco Resort & Spa carried out on September 27 due to the International Tourism Day, one of the highlighted topics was the inclusion of tourism in every facet. One of them, undoubtedly, is the recognition of the cultural contributions of indigenous people and their right to preserve and strengthen their own cultures, traditions, and to obtain fair compensation for their cultural heritage and their knowledge which, ultimately, benefit the whole society.

The proposal was to have a pairing dinner with a menu prepared to pay tribute to a character who already belongs to the mysticism and traditions of the state of Oaxaca: María Sabina, sometimes described as a healer, some others as a shaman. She was a Mazatec indigenous woman who was born in the town of Huautla de Jiménez, 254 kilometers away from the city of Oaxaca. This character, who became a national and international celebrity due to her deep knowledge about the ceremonial and curative use of hallucinogenic mushrooms, is today a benchmark for the richness and cultural diversity of our indigenous people, intangible heritage of humanity.



Therefore, following our sociocultural policy of promotion and preservation of the expressions, knowledge, and traditions of our community, transmitted from generation to generation, our Executive Chef Francinet Hernández Suástegui and his kitchen team prepared a menu based on local ingredients which are widely used within the region of Oaxaca; acknowledging the cultural contribution of the different ethnic groups that converge in the state.

The dishes were made based on the indigenous and rural conception of nature, which places the human being as another element, and that mythical image of a symbiotic relationship of native people with the environment.

The pairing was in charge of the owners of the wine house Hacienda Guadalupe in Ensenada, Baja California.







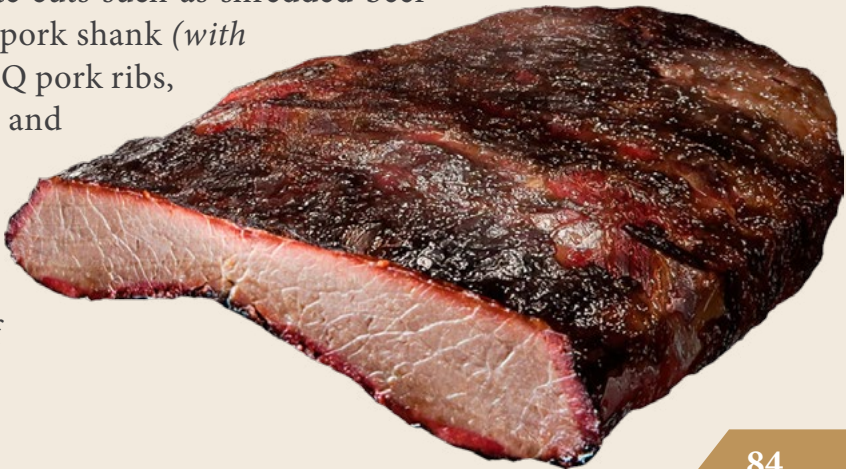
## MAD MAX THEMED NIGHT

BY MARLENE SÁNCHEZ,  
ADMINISTRATIVE ASSISTANT

In celebration of the company’s 20<sup>th</sup> anniversary, the kitchen, steward, and entertainment departments joined forces to create a special night for guests. The themed night was inspired by the cinematographic film by George Miller, Mad Max, and the set-up by the enthusiastic and innovative Chief Steward Israel Olvera and his team highlighted the juxtaposition between the industrial and the elegant captivated and amazed our guests.



The steward team managed to create, for the kitchen team, a montage full of elements that gave the food different dimensions and made the dishes look amazing. Within the entire setup, there was one element that drew everyone’s attention. It was a huge cage-type grill where our Executive Chef Vladimir Domínguez, who strongly believes in the phrase “*put all the meat on the grill*”, was in charge of cooking a variety of organic vegetables as well as select meats exquisitely marinated differently. Our guests were able to taste cuts such as shredded beef leg with herbs, beef brisket, pork shank (*with bone*), chistorra, chorizo, BBQ pork ribs, picaña, whole chickens, and vegetables like pumpkins, potatoes, eggplants, peppers, and mushrooms, allowing our guests to experience a new level of grilled food.







At Dreams Dominicus La Romana we have strong values. We are aware that stimulating growth, innovation, and being thirsty for more can provide the best results.

In our Food and Beverages team, there are outstanding and committed employees. We are proud of those who always go the extra mile, those who every day provide excellent service with actions and not words.

## JUAN CARLOS ROSARIO OZUNA

He joined Dreams Dominicus La Romana on November 2, 2020, as Captain. At first, his performance was not the one we expected; however, he worked on every improvement point indicated by his departmental heads.

Each one of these comments was put into practice, resulting in being promoted to the position of Restaurant Manager. Step by step, his attitude, standard of service, and leadership capacity helped him to be where he is right now: training as a Maître in our department.



## JOSÉ LUIS DE LA CRUZ RODRÍGUEZ

He began as a waiter on August 24, 2017. He has always had a natural leadership and a willingness to teach. After many years of observing his commitment to service, his willingness at the required moment and in the right way, José Luis decided to take the opportunity and do training to occupy the position of Captain of Restaurants, demonstrating a great performance in this area. Months after, he was proposed to do a training as Restaurant Manager and he has far exceeded our expectations.

*“Small opportunities are the beginning of great companies.”*

By TOMAS SOLANO, F&B MANAGER





## YANEIRY NICAURY CARPIO VEGA

BY JOEL GOMEZ,  
F&B MANAGER



El departamento de A&B se siente plenamente The F&B department is completely proud of Yaneiry Nicaury Carpio Vega for having demonstrated a great performance as a waitress, showing excellent comments both by her colleagues and guests. She has good behavior and discipline, which transmits to all her colleagues, and is the main reason she was promoted to Restaurant Captain in the sales division. So far, she has delivered excellent results in the non-package income, she has maintained her dedication and discipline, and thanks to her support in the sales team we have been meeting our budgets every month. Yaneiry knows enology, an ability that has helped her continue growing within the sales department.

## NURYS ESTHEL CORDERO

She has demonstrated to have good performance, dedication, and passion as a bar supervisor, delivering very good results, which are measured according to how she carries out her assigned functions and be promoted to the position of bar assistant. Nurys has fulfilled and carried out with excellent results each task of her area, developing modern service techniques, preparation of mixology cocktails, and staff training, contributing a lot to the results in the objectives of the department. Considering the good management of staff under her command, her talent, and her knowledge, we are confident that she will continue growing within the AMR COLLECTION chain. We are more than grateful to have Nurys in our department as he contributes and puts into practice all her knowledge.



## CAMILO CASTILLO

He has been working at AMR for approximately 10 years in different hotels of the chain. He started as a Steward, and after training to become a Kitchen Assistant we allowed him to keep the position. After three months, due to his performance and enthusiasm for continuing to learn, he was promoted to Cook B. However, Camilo did not stop and wanted to keep developing professionally, and every day



his effort and passion for learning are greater, which led him to be promoted to Cook A, and currently, he is Sous Chef, due to his development, dedication, and always being willing to give the best of himself. His restaurant is always at the top positions. Camilo is well-known for being a person with a lot of heart.







## JOSUE MARTÍNEZ FROM STEWARD SUPERVISOR TO CHIEF STEWARD

BY JOEL GOMEZ, F&B MANAGER

At Secrets Papagayo Costa Rica we are very proud of the professional and personal development of each one of our employees. We cannot ignore a promotion that captivated everyone at the F&B department and also the members of the Executive Committee in this post-COVID-19 reopening.

Josué Martínez began his career in 2011 working for another hotel chain and joined the great AMR family in Costa Rica on November 26, 2015 as Steward. Since he arrived, he made a great difference in the department. His passion, dedication, and talent did not take long to show results, positioning him as best back employee of the month on different occasions.

His constant and unconditional support at the Steward team placed him as a key piece, and due to his own merits, he was promoted to Steward Supervisor in April 2016. This promotion was like injecting a high dose of Red Bull into his system because he became a good trainer for the newcomers at the department. Josué is a true leader in terms of supervision and support to the F&B department, always seeking to give his best.



His creativity has been key to developing many of our initiatives for Great Ideas, creating new WOW experiences for all the departments, and achieving quality certifications such as Cristal FoodCheck and Cristal PosiCheck. For these reasons, he was promoted in October 2020 as Chief Steward, becoming an indisputable leader: charismatic, courageous, honest, and especially, a great ambassador of our philosophy *Together We Can!*



Even though at Secrets Papagayo Costa Rica we have many promotions, seeing Josué being promoted will always fill us with pride. We are sure that we will keep reading in future articles about his achievements and successes due to his excellence as a partner and a professional!





## XAVIERE LINDEBORG

He was born on August 13, 1996. He is currently 25 years old, he studied a degree in business administration, and began his gastronomic career at Sunscape Jamaica in 2015, while studying and at the same time being a banquet waiter. During this time, Xaviere has proven to be a responsible, honest, committed, and dedicated person, focused on his work, with great availability, and with an excellent service attitude. Based on his performance, he was allowed to be promoted by doing administrative assistant training, which he succeeded for being very efficient and capable. Therefore, he was promoted from banquet waiter to Administrative Assistant of F&B and is now a key employee of our department.

## ERIELA FRANCA

She was born in 1978, currently being 42 years old. She studied for a degree in Business Administration and became part of AMR in 2013 as a restaurant waitress. From the very beginning, she proved to be a very capable, efficient, and honest person, with a lot of availability and a great service attitude. As a reward for such performance, she was promoted in 2014 to Restaurant Supervisor, and she continued her career demonstrating her dedication and professionalism. This year, she

was given the opportunity to continue developing her skills and carried out training to become Restaurant Manager, demonstrating her dedication and reliability. Of course, she was promoted from Restaurant Supervisor to Restaurant Manager.



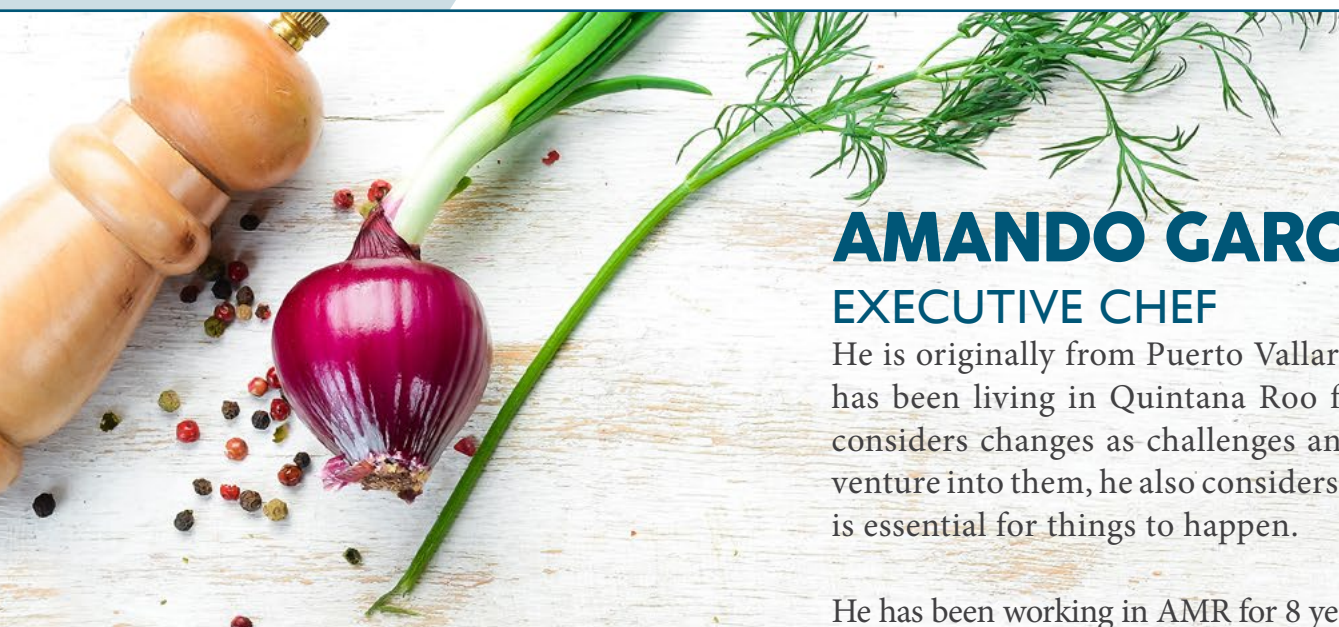
## VERONA SMITH

Daughter of Jamaican parents, she studied tourism and hospitality, and she started her career within AMR in 2014. Her charisma, dedication, commitment, and service attitude, made her a key piece in the restaurant department, being a very reliable employee in customer service. She attends our VIPs, romantic dinners, among others; and as a reward for her excellent work, she took a 3-month training to become a Restaurant Supervisor, demonstrating once again her professionalism and commitment to AMR. Hence, she was promoted from restaurant waitress to Restaurant Supervisor.

By ALBERTO VALENZUELA DE LA FUENTE,  
F&B ASSISTANT







## AMANDO GARCÍA EXECUTIVE CHEF

He is originally from Puerto Vallarta, Jalisco, and has been living in Quintana Roo for 8 years. He considers changes as challenges and is excited to venture into them, he also considers that teamwork is essential for things to happen.

He has been working in AMR for 8 years at hotels like Secrets Akumal, Secrets Capri, and Secrets Silversands.

By DENIS RADOUX, F&B MANAGER

He is always looking for continuous improvement, he is passionate about new gastronomic trends, he likes to promote and develop the skills of each person to enhance their strengths. This has contributed to his learning to develop and grow professionally and personally.

He feels so happy to belong to the AMR family throughout his whole experience side by side with the people who have supported him.



## RUBÉN LEÓN EXECUTIVE SOUS CHEF

He is originally from Pachuca, Hidalgo, and he has been living in Quintana Roo for 10 years. He is happy to have achieved this promotion; he considers that passion for what you do is the most important thing to achieve your goals. He has been working in AMR for 9 years.



One of his strengths comes from his good taste for seafood, and his passion for new flavors, textures, and presentations of the sea flavors, which enrich the Mexican Caribbean.

## JONATHAN VALENZUELA EXECUTIVE SOUS CHEF

Originally from the state of Veracruz, he has been in Quintana Roo for 8 years. He feels very happy and grateful for the opportunity to grow and considers

that honesty is fundamental in life. He has been working in AMR for 8 years in hotels like Secrets Akumal and Secrets Silversands. He is passionate about gastronomic trends and the taste of wine and its derivatives, every day he strives to learn more about Mexican gastronomy and promotes the trends of our roots at every opportunity he gets.





# POLISHING THE DIAMONDS

In our daily routine, we run into colleagues but we rarely take the time to find out about their daily work and how they have been developing. This time, the Secrets Maroma Riviera Cancun presents 4 diamonds that we have been polishing over time, who are, undoubtedly, pride for our hotel.

BY JORGE ZENON,  
F&B MANAGER



## GINA RUIZ

Passionate about sports and a natural leader. Gina started as a Steward in 2016 and 3 years later, in 2019, she was promoted to supervisor. She has collaborated in different brigades and as a standards deployment trainer; in 2021 she was promoted from assistant to Chief Steward.



## RENATO HURTADO

A musician by family tradition, who plays in a northern group with his brothers in his spare time.

Renato started in public areas, then did an internship in the kitchen, and by 2015 he made his debut as a kitchen assistant. Then, in 2016, he was promoted to Cook B, standing out for his dedication and taste for cuisine. It was in 2020 when he was promoted to Cook A, and finally, in 2021 he was promoted to Restaurant Chef.



## RODRIGO RAMÍREZ

He is a gamer at heart who is also dedicated to his family and recently became a dad. Without any doubt, he is an example of perseverance. Rodrigo began in 2016 as a kitchen assistant, and his talent, service, and disposition launched him to become Cook B after 8 months and then to Cook A in 2017. Finally, in 2018 he became a Chef of specialties and he has been in charge of the cold kitchen, El Patio restaurant, and nowadays, our French restaurant.



## SAÚL BALDERAS

He enjoys spending time with family and is an animal lover. Saúl is currently our Chef at Oceana / Seaside, he is focused on his presentations, a team worker, and dedicated to finding new flavors. He joined in 2016 as a kitchen assistant, and a few months later he was promoted to Cook B and in 2017 to Cook A. It was in 2018 when Saúl showed his talent, experience, and discipline which helped him to be promoted to restaurant Chef, both in the Mexican and Italian restaurant, delivering very good results.





BY DIANA GUEVARA SÁNCHEZ , HOSTESS

## DANIEL MÉNDEZ CAPTAIN OF BARS

Born in Orizaba, Veracruz, and being currently 28 years old. Daniel has worked in different AMR Collection properties, he began his career at Secrets Silversands as an intern, but with effort and dedication, he graduated with a Bachelor of Gastronomy and was given the opportunity to occupy a position as bartender assistant.

Committed to professional growth, he began a certification in Administrative and Operative Sommelieria. Once finished, Daniel ventured into a renowned restaurant chain in Cancun, as a bar manager, where he developed new skills and knowledge.

Daniel confirmed his passion for the bar area, since his father has the same vocation and inspired him to follow the same path due to the great experiences he has had, which was the reason that Daniel started his path in this department.

By the end of 2019, he looked for a new opportunity in Secrets The Vine Cancun, managing to get the position of bartender. With a desire for professional growth, he carried out his internship as a supervisor and a few months later, he achieved his goal to become a Bar Supervisor.



## ESTHER SOTO BANQUET CHEF

Originally from Isla Zona Piñera, Veracruz, and 41 years old. Esther has studies in Accounting, she began her career as a Steward in a recognized chain, where due to her studies receives a proposal in administrative areas.

Esther with all the attitude of venturing into the kitchen, looked for opportunities in the area, and there began her passion for cooking first as a Kitchen Assistant, and 1 year after, and a lot of dedication, she was promoted to Cook B and then Cook A.

She began her career in Secrets The Vine as Chef de Partie, gaining experience in different specialty kitchens, and with a great thirst for professional growth, Esther obtained the position of Banquet Chef, becoming a fundamental piece in this great team.



## RICARDO ESTRADA SOMMELIER

He was born in the country's capital; Mexico City and he has worked in three hotels in the chain. Ricardo started his career in 2012 in Secrets Huatulco as a waiter and with dedication and effort, he obtained the position of Captain of Waiters.

He arrived in Cancun in 2016, continuing his career at Secrets The Vine Cancun, and shortly after, in search of knowledge and experiences, he moved to Dreams Playa Mujeres occupying the same position.

In search of new challenges, he decided to explore another hotel chain where he had the opportunity to become a Restaurant Manager. During this time, he began his studies as Sommelier, becoming a

Wine Specialist and developing such position in this hotel.

By 2018, he received a call from Secrets The Vine Cancun, but this time returning as a Sommelier, obtaining an apprenticeship and forming an extraordinary team by the hand of the wine specialist at home: Ariel Morales.

Guided by his passion for wine, perseverance, and solid objective, he was certified in Administrative and Operative Sommelieria, and nowadays he occupies the position of Head Sommelier at our property.





## CHEF SALOMÓN LÓPEZ

BY CIRO GARCIA, F&B MANAGER



At Breathless Cabo San Lucas we have decided to create a promotion program for our staff which is currently being carried out to monitor the growth process of our employees within their areas and other departments.

It is extremely important to recognize the talent within our team. With these promotions, we are making a difference when it comes to achieving the established objectives since there is a training and motivation structure while considering several practical and theoretical criteria.

This has had a positive impact on our employees, since the program came into force, there is growth within the food and beverages area. We have a blackboard with a list of employees and test dates like motivation to their colleagues. One of the most significant impacts within our promotion plan is Chef Salomón Lopez Penagos, originally from Oaxaca, who has extensive experience in the culinary arts.

He joined us in 2019 as a Restaurant Chef exceeding the expectations we had due to his dedication, focus, and commitment to himself to offer exceptional service. He fulfilled one of his objectives by becoming Chef de Partie; however, he continued with his autonomy and persistence, working on his continuous improvement,



perfecting his culinary techniques, his loyalty to gastronomy and his team, following his dogmas of conscience about consuming healthy and local products, and his desire to transmit that experience to his guests. The latter made him stand out with his culinary proposal focused on inspiration cuisine and its origins, opening the doors to be promoted to Sous Executive Chef at Breathless Cabo San Lucas Resort & Spa.

Our chef is in constant learning, he is currently studying a career in Business Administration and is, undoubtedly, a great example of a leader for our culinary team.

*“It is extremely important to recognize the talent within our team”*





## PEDRO REYES

### CHIEF STEWARD

BY AYLIN VILLARREAL,  
ADMINISTRATIVE ASSISTANT



Our Chief Steward, Pedro Reyes, who has been working at the Sunscape Puerto Vallarta Hotel for 5 years now, started at AMR as Steward's Supervisor in 2016, and in 4 years at the same hotel, he managed to obtain his current position.

Thanks to his constant work and demonstrating talent for 4 years, he was presented the opportunity to become Chief Steward, having an excellent performance in the position, reinforcing efforts, and meeting the established goals. He has demonstrated to have qualities in his current position with facts, building a healthy work environment with his colleagues, and great management of operational processes and important certifications such as Cristal International Standard FoodCheck, with his knowledge and good management of hygiene and cleaning processes.

## FoodCheck

Our Chief Steward, Pedro Reyes, has stood out for his passion and dedication which have helped him, and we are pleased to have him working with us. He is an experienced member who will undoubtedly help us to obtain better results at Sunscape Puerto Vallarta Hotel.







| RESORT                                      | F&B MANAGER                    | EXECUTIVE CHEF                                    |
|---------------------------------------------|--------------------------------|---------------------------------------------------|
| BREATHLESS CABOS SAN LUCAS                  | Pablo Cuauhtemoc Huerta Flores | Ciro García                                       |
| BREATHLESS MONTEGO BAY                      | Bernard Mazet                  | Antonio Valero                                    |
| BREATHLESS PUNTA CANA RESORT & SPA          | Emilio Punzano                 | Israel Gata                                       |
| BREATHLESS & SECRETS RIVIERA CANCUN         | Danielle Corradi               | Mauricio Lara                                     |
| DREAMS CURAÇAO                              | Julio Carrion                  | Raul Miranda                                      |
| DREAMS PLAYA BONITA PANAMÁ                  | Omar Gasca                     | Arquímedes Bultron                                |
| DREAMS DOMINICUS LA ROMANA                  | Tomás Solano                   | Carlos Quijano                                    |
| DREAMS HUATULCO                             | Sergio Calderón Latasa         | Antonio Elizalde                                  |
| DREAMS JARDÍN TROPICAL                      | Dimas Agut Rodrigo             | Ricardo González Álvarez                          |
| DREAMS LOS CABOS                            | Leonardo Gomez                 | Juan Tamay                                        |
| DREAMS LAS MAREAS                           | Jorge Blancas                  | Martín Agosto                                     |
| DREAMS NATURA                               | Diego Perez                    | Alejandro López                                   |
| DREAMS MACAO BEACH PUNTA CANA               | Joel Gomez                     | Jorge Castrejón                                   |
| DREAMS PUERTO AVENTURAS                     | Arturo Amador                  | Jorge Alberto Ku Morales                          |
| DREAMS PALM BEACH                           | Francisco Rodríguez            | Pablo Villamán                                    |
| DREAMS PUNTA CANA                           | <i>Vacancy</i>                 | Pascual Salcedo                                   |
| DREAMS PLAYA MUJERES                        | David Gomez Esparza            | Jesus Bucio                                       |
| DREAMS RIVIERA CANCUN                       | Ricardo Navarro Cisneros       | Antonio Martínez Bonilla                          |
| DREAMS ROYAL BEACH PUNTA CANA               | Vythalis Muñoz                 | Mario Soto Mayor                                  |
| DREAMS SANDS CANCUN                         | Gregorio Vázquez               | Leonardo Trujillo                                 |
| DREAMS TULUM                                | Luis Pichardo                  | Alán Daniel Juarez                                |
| DREAMS VILLAMAGNA                           | Miguel Romero                  | Roberto Flores Sahagún                            |
| DREAMS VISTA CANCUN                         | Fidel Castañeda                | Erik Velasco                                      |
| DREAMS JADE RIVIERA CANCUN                  | David Lopez Ricardez           | Luis Castellanos                                  |
| DREAMS ONYX PUNTA CANA                      | Emilio Punzano                 | Alejandro Tovar                                   |
| NOW EMERALD CANCÚN                          | Noé Muñoz García               | Rosendo Corona Correa                             |
| NOW SAPPHIRE RIVIERA CANCUN                 | Carlos Miramontes              | Jose Luis Santos Novelo                           |
| SECRETS & DREAMS BAHÍA MITA                 | Jorge Zenón                    | Fernando Pulido                                   |
| SECRETS AKUMAL RIVIERA MAYA                 | Denise Radoux                  | Jose Amando Garcia Torres ( <i>Interim Chef</i> ) |
| SECRETS AURA & SUNSCAPE SABOR COZUMEL       | Genaro Guillen                 | José Caballero                                    |
| SECRETS CAP CANA                            | Félix Pilier                   | Ibai Torres                                       |
| SECRETS HUATULCO                            | Alan Arrevillaga               | Francinet Hernández Suastegui                     |
| SECRETS MAROMA BEACH                        | Carlos Núñez                   | Victor Arriagada                                  |
| SECRETS MOXCHE PLAYA DEL CARMEN             | Oscar Martinez                 | Mario Blanco                                      |
| SECRETS PAPAGAYO COSTA RICA                 | Alejandro Viramontes           | Neftalí Zepeda                                    |
| SECRETS PLAYA MUJERES                       | Pedro García                   | Jose Mena                                         |
| SECRETS PUERTO LOS CABOS                    | Lionel Piombino                | Israel Navarro                                    |
| SECRETS ROYAL BEACH PUNTA CANA              | Manuel Toril                   | Alejandro Alcántara                               |
| SECRETS ST. MARTIN                          | Myrlaine Carmont               | Bruno Brazier                                     |
| SECRETS VALLARTA BAY & NOW AMBER            | Juan Chavez                    | Julio Cesar García Recendiz                       |
| SECRETS WILD ORCHID & ST. JAMES MONTEGO BAY | Bernard Mazet                  | Antonio Valero                                    |
| SECRETS THE VINE CANCUN                     | Javier Mantecón Piña           | Ricardo Cabeza                                    |
| SUNSCAPE AKUMAL                             | Raúl Castro                    | Abel Gondora ( <i>Interim Chef</i> )              |
| SUNSCAPE DOMINICAN & BAVARO BEACH           | Leonardo Pascual García Mendez | Roberto de Jesus Alcaraz Linares                  |
| SUNSCAPE CURAÇAO                            | Alberto Valenzuela             | Heriberto Vanegas                                 |
| SUNSCAPE DORADO PACÍFICO IXTAPA             | Manuel Hernandez               | Antelmo Limón                                     |
| SUNSCAPE PUERTO VALLARTA                    | Yann Grisseline                | Antonio Reyna                                     |
| SUNSCAPE PUERTO PLATA                       | Manuel Núñez                   | Apolinar Nuñez                                    |
| ZOETRY AGUA PUNTA CANA                      | Eduardo García                 | Rafael Tejada Tineo                               |
| ZOETRY MONTEGO BAY                          | Rubén Bravo                    | Lyndon Lawrence                                   |
| ZOETRY PARAÍSO DE LA BONITA                 | Luis Hernández                 | Noé Mirón                                         |
| ZOETRY VILLA ROLANDI ISLA MUJERES           | Felipe Vega                    | Felipe Vega                                       |