

MARK J FRENCH

International Hospitality Leadership

with culinary roots

Craft shaped the standard.
Operations widened the responsibility.
Experience now informs practical solutions.

ChefsNotebooks.com



DISCOVERY

The Hotel That Came First

Summer 1971 — Esso Motor Hotel



- ◆ Back dock, bottles and grounds
- ◆ Busboy, bellboy and hall porter
- ◆ Room service, switchboard, bar and banquets

The hotel felt like a living entity—different departments, one guest experience.

CHOOSING A DISCIPLINE

The Kitchen Became the Discipline

City & Guilds • Holiday Inn Bristol • 1974–1977



Precision. Timing. Teamwork.

- ◆ A kitchen placement during college opened the door
- ◆ Professional craft offered creativity and progression
- ◆ Responsibility arrived early—and management had to be learned

The kitchen became the foundation of the career, not its boundary.

PROFESSIONAL FORMATION

London Raised the Standard

Royal Garden • The Cadogan • The Dorchester | 1977–1982



Three years of structured development at the Royal Garden

Luxury progression through The Cadogan

A prized Dorchester appointment under Anton Mosimann

On the first day: turned mushrooms for the soup garnish. The standard had changed.

The World Widened the Brief

United States • Caribbean • 1982–1993



1982–84

Caneel Bay & Jenny Lake Lodge



1984–87

Waldorf • Mahogany Run • Jumby Bay



1987–89

Hodges Bay Club
General Manager & Director of Operations

Different places demanded different answers—but the operating principles travelled.

SCALE AND RECOGNITION

Craft Proved Itself at Scale

New York Marriott Marquis • 1993–1999



2,000+ rooms

~\$75m annual F&B

Manager of the Year 1994 • Global Chef of the Year 1998

WIDER OPERATIONS

The Specialist View Became an Operator's View

Property leadership • Regional responsibility • 1999–2004



Marriott East Side

- ◆ F&B and Resident Management
- ◆ Total Hotel Renovation
- ◆ Union Environment and Commercial Accountability
- ◆ Three Months as Interim General Manager

58% ➤ 84%

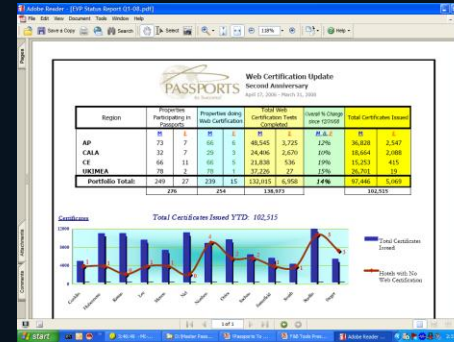
guest satisfaction

The question widened—from “How does the kitchen perform?” to “How does the whole hotel succeed?”

GLOBAL SYSTEMS

One Hotel's Lessons Became Global Systems

Director of International Food & Beverage • 2004–2009



500,000+
learners

\$50m+
global F&B savings

Practical knowledge became more valuable when others could use it.

BREADTH OF LEADERSHIP

Leadership Across Brands, Regions and Business Models

2009–2013



ATLANTIS

VIP & destination experience



HILTON EUROPE

18 hotels • seven countries



BALANCE • HOUSTON

Entrepreneurial opening • full-service performance

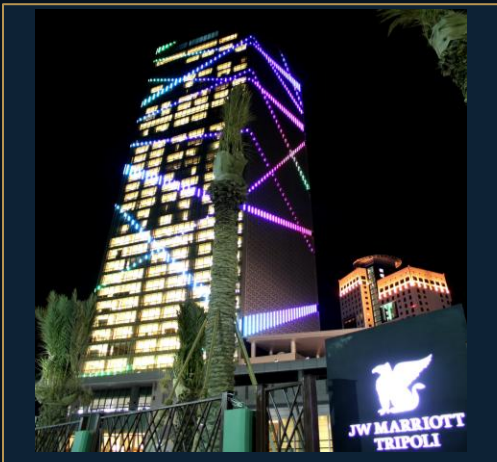
Guest, people, product and performance must work together.

SEASONED LEADERSHIP

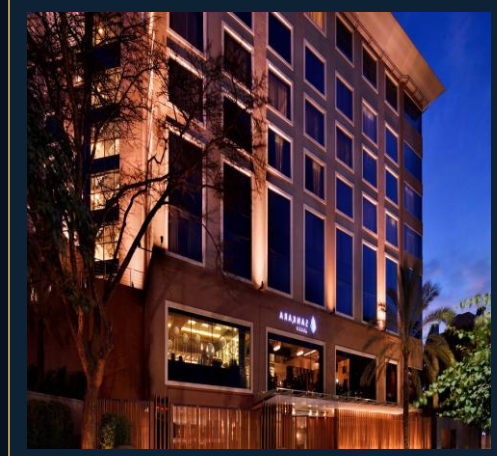
Complexity Became Part of the Role

2013–2021

Tripoli • Nairobi • Middle East & Africa • Conakry



Luxury pre-opening
in a high-risk environment



Five-star general
management



198 projects
20 brands



Profit • engagement
controls improved

Seasoned judgement holds standards, people, risk and commercial reality in view at the same time.

CURRENT CONTRIBUTION

Experience Became a Working Resource

MJF F&B Solutions • Chef's Notebooks.com • 2021–present

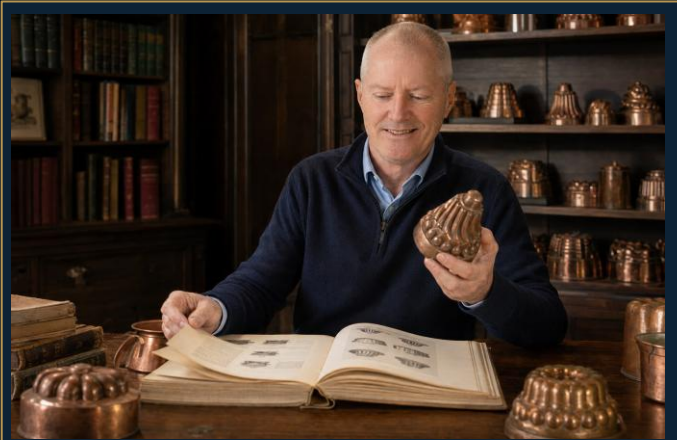


- ◆ Restaurant concepts and operational standards
- ◆ Service excellence, guest satisfaction and profitability
- ◆ SOPs, training and practical tools
- ◆ Publishing, mentoring and professional resource creation

The purpose is not to preserve experience. It is to make experience useful.

BEYOND THE ROLE

Curiosity Never Stayed Within the Role



The same curiosity that shaped a career in hospitality continues through travel, food history, collecting, gardening and creative exploration.

The Value Lies in the Connections

A seasoned perspective for hospitality today

CULINARY CRAFT	◆	COMMERCIAL PERFORMANCE
OPERATING DETAIL	◆	STRATEGIC OVERSIGHT
GUEST EXPERIENCE	◆	FINANCIAL DISCIPLINE
BRAND STANDARDS	◆	PRACTICAL IMPLEMENTATION
INTERNATIONAL EXPERIENCE	◆	LOCAL CONTEXT
LEADERSHIP	◆	KNOWLEDGE TRANSFER

The discipline to notice the detail—and the experience to understand the whole.

Experience Made Useful

Hospitality Advisory • Operational Resources • Publishing • Mentoring



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