Paul-Nicușor Alexa

FOOD & BEVERAGE DIRECTOR



Founder of Decision Architecture™

Design the System. Drive Performance.

Leading Food & Beverage operations through financial discipline, accountable teams and measurable performance.

Three decades of hospitality leadership

More than three decades in hospitality, with a career progressing from restaurant service to Food & Beverage leadership. Experience connecting guest satisfaction, team organisation and performance control. Founder of Decision Architecture™, the method I bring to leadership.

I lead Food & Beverage operations by connecting commercial performance, financial discipline and accountable decision-making — building teams and systems capable of delivering sustainable results.

AREAS OF LEADERSHIP

- Executive F&B operational leadership
- Financial and commercial performance management
- Labour productivity and cost discipline
- Beverage profitability
- Team leadership and service standards
- Cross-functional coordination
- Operational governance and organisational resilience

Operational scale: Hotel Europa Beach Village

Four-star hotel · 90 rooms · Up to 650 meals per day at peak

HOTEL-WIDE

€3.6M

Annual hotel revenue

HOTEL-WIDE

52

Total hotel employees

FOOD & BEVERAGE

€1.3M

Annual F&B revenue

FOOD & BEVERAGE

24

F&B team members

F&B OPERATIONAL INTELLIGENCE

Three Metrics. One Performance View.

01

€/Cover

Labor Cost per Cover

02

Δ FC

Theoretical vs Actual Food Cost

03

h/Cover

Labor Hours per Cover

From Operational Metrics to Accountable Decisions

Experience built in operations

Career chronology, most recent first

Period	Employer	Role
Jan 2025 - present	Alexa’s Consulting	Founder & Strategic Advisor
apr/2026 - oct/2026 Seasonal collaboration	Ristorante Anchise, Tortoreto, Italy	F&B Performance Advisor & Operational Management | Restaurant Maître d’
dec/2023 - apr/2026 seasonal appointments	Windschar Wellness Hotel, Gais / Brunico	Senior Chef de Rang / Sommelier
feb/2021 - present	Europa Beach Village – a Sure Hotel Collection by Best Western	Food & Beverage Director
2021 – 2023, seasonal appointments	Hotels and resorts	Maître / Sommelier
jan/2002 - oct/2020	Best Western Hotel Europa Giulianova	Maître d’Hôtel | Sommelier & Restaurant Operations
1994 – 2001	Ristorante Anchise, Tortoreto Alto	Chef de Rang

Recent appointments: advisory practice and restaurant operations

Alexa's Consulting | Founder of Decision Architecture™

Jan 2025 – Present · Founder & Strategic Advisor

Founder of Alexa's Consulting, an independent hospitality advisory initiative focused on Food & Beverage performance, operational profitability and decision governance. The practice connects financial discipline, commercial strategy and operational execution to support informed, accountable management decisions.

- Developing Decision Architecture™, a structured framework examining decision authority, operational dependencies, escalation mechanisms and performance verification.
- Designing diagnostic methodologies for F&B profitability, labour productivity, cost structures and operational effectiveness.
- Turning operational experience into practical management tools, evidence-based analysis and executive insights.
- Publishing professional research, case studies and executive briefings on hospitality management and decision quality.

Ristorante Anchise — Tortoreto, Italy

F&B Performance Advisor & Operational Management | Restaurant Maître d'

apr-oct 2026 · Seasonal collaboration

Operational management of a high-volume, seasonal à la carte restaurant, with a focus on profitability, service organisation and the quality of the guest experience.

Worked alongside restaurant management, with on-site involvement focused on dinner service.

- Monitored sales, contribution margin per cover and key operating costs to inform management decisions.
- Developed and reviewed menus and wine lists, optimising prices and analysing the sales mix to prioritise higher-margin offerings (menu engineering).
- Supported staff deployment and service coordination during peak demand.
- Analysed food costs and revised portion sizes.
- Applied sales techniques aimed at increasing average check value, promoting menu offerings and food and beverage pairings.

Food & Beverage Director, Europa Beach Village

Feb 2021 – Present · Europa Beach Village – a Sure Hotel Collection by Best Western

Strategic, financial and operational leadership of F&B in a 90-room hotel. Reported hotel-wide annual revenue: up to €3.6 million (reference year unspecified). Responsibility for profitability, resource planning, commercial development and guest experience.

Profitability: contribution management through performance analysis, sales-mix optimisation and cost discipline.

Beverage management: offer development, pricing, wine service and stock control. Quantified improvement requires reconciliation.

Revenue development: management-reported increase of 6–8% in ancillary spend per guest; guest basis and period to be specified.

Financial governance: reported managed ranges of 33–35% labour cost and 28–32% food cost; approximately 10% reported waste reduction. See measurement limits on slide 9.

Department leadership: coordination of F&B teams, operational planning and supervision of service standards, aligning productivity, profitability and the guest experience with hotel objectives.

Economic wording reviewed 11 November 2026.

Best Western Hotel Europa Giulianova, 2002 – 2020

Jan 2002 – Oct 2020 · Maître d'Hôtel | Sommelier & Restaurant Operations

Coordination of hotel restaurant operations in a highly seasonal environment, with responsibility for team management, operational efficiency and the quality of the guest experience.

INTERNAL RECOGNITION

«Miglior collaboratore» in 2014 and 2018.

Operational leadership: staff scheduling, service coordination and collaboration with the kitchen and hotel management.

Financial operations: oversight of purchasing, supplier relationships, stock control and staff productivity.

Beverage management: wine-cellar management, wine selection and development of beverage sales.

Guest experience: supervision of service standards and guest relations.

Offer development: contribution to the opening of the roof garden for evening dining.

Seasonal appointments and formative years

SENIOR CHEF DE RANG / SOMMELIER · 12/2023 – 04/2026, SEASONAL APPOINTMENTS

Windschar Wellness Hotel, Gais / Brunico

Service and wine advisory in a high-end hotel setting; upselling, training support and guest loyalty.

MAÎTRE / SOMMELIER · 2021 – 2023

Seasonal hotels and resorts

Adamello, Passo del Tonale (12/2021 – 02/2022); Störes, San Cassiano (02 – 03/2022, Second Maître); Embassy & Boston, Milano Marittima (04 – 05/2022); Biancaneve, Selva di Val Gardena (01 – 04/2023).

CHEF DE RANG · 1994 – 2001

Ristorante Anchise – Tortoreto Alto

Professional experience in traditional Abruzzo dining, with responsibility for managing an assigned station, coordinating table service and looking after the guest experience.

A formative experience in developing the operational discipline, hospitality culture and service standards that subsequently shaped a career in the hotel sector.

Historical management-reported results

Experience at Hotel Europa Beach Village: restaurant, bar and cellar operations in a high-volume seasonal hotel.

+6–8% ancillary spend per guest

+4–6% beverage margin

€40K–€60K estimated annual impact

+6–8% contribution per cover

–10% operational waste

Labour cost optimised to **33–35%**

Food cost maintained at **28–32%**

The historical role description reports “beverage margin”. The metric definition and the basis of the annual estimate require confirmation.

Management reported these historical results. The primary records await reconciliation. Each indicator measures a different outcome.
The figures cannot be added to a financial total and do not establish causality or predict future performance.

F&B OPERATIONAL INTELLIGENCE

The Metrics and the Formulas



01 LABOR COST PER COVER

$$\frac{\text{Total Labor Cost (€)}}{\text{Total Covers Served}}$$

Unit: €/cover

02 FOOD COST VARIANCE

$$\Delta FC = FC\ Actual - FC\ Theoretical$$

Unit: percentage points (pp)

03 LABOR HOURS PER COVER

$$\frac{\text{Total Hours Worked per Shift}}{\text{Covers Served per Shift}}$$

Unit: hours/cover

Actual FC: adjusted inventory consumption. Theoretical FC: standard recipes and sales mix.

F&B PERFORMANCE GOVERNANCE

From Performance to Management Decisions

€/Cover	**Is labor cost aligned with volume and service standards?** Review staffing, service model and labor-cost scope.
Δ FC	**What explains the actual–theoretical food-cost variance?** Check inventory, recipe standards, transfers and waste.
h/Cover	**Are worked hours proportionate to shift demand?** Review shift coverage, productivity and service quality.

Evidence → Interpretation → Decision → Verification

A KPI is a signal, not proof of cause. Diagnostic application remains subject to validation.

LEADERSHIP APPROACH

Lead the operation, connect people and performance

Four responsibilities brought to the management conversation

F&B leadership means aligning the guest experience, commercial priorities and the economics of daily service.

1 Commercial performance

Connect pricing, sales mix and beverage development with contribution and the capacity to deliver.

2 People and service

Organise teams, develop service skills and set clear standards across restaurant, bar and kitchen coordination.

3 Cost and margin control

Read food, beverage and labour performance together, linking purchasing, stock and staffing decisions to demand.

4 Operational accountability

Define who decides, within which limits and when escalation is needed, so the team can act with confidence.

Teams and systems that perform without dependence on individuals

Defined accountability	Clear decision authority	Effective escalation
Performance verification	Operational continuity	Reduced dependency on individual intervention

OPERATING PRINCIPLE

Structure protects performance. Under pressure, teams do not rise to theory. They fall to the structure already in place.

Objective: reduced dependency on individuals. A design aim, not a verified outcome.

Decision Architecture™: a complementary methodology

A methodology developed from operational experience. It is not empirically validated; it connects evidence, authority, human review and outcome verification.



An emerging methodology, developed by Paul-Nicușor Alexa; not empirically validated.

The method I bring to F&B leadership

I developed Decision Architecture™ from questions encountered in hospitality operations. It is the management method I bring to an F&B leadership role: connecting performance signals with clear responsibilities, decision authority and follow-through.

01

Read the operation

Understand the team, guest promise, service rhythm and financial baseline before setting priorities.

02

Clarify responsibility

Define decision ownership and authority in line with the mandate agreed with the General Manager and ownership.

03

Enable execution

Connect purchasing, staffing and service standards with the resources and information the team needs.

04

Review performance

Track outcomes against the baseline, discuss variances and adjust the next operational decision.

CLARITY → AUTHORITY → ACTION → LEARNING

Publications and research

Research develops the questions that arise in operations.

Decision Architecture™ — The Foundational Paper.

Founding Academic Edition — First Edition 2026. Published 27 July 2026 on Zenodo, DOI 10.5281/zenodo.21625978. Introduces decision rights, decision triggers, governance, accountability, escalation paths, feedback loops, decision latency, Decision Debt™ and organisational learning.

Decision Architecture™ — Case Study 001: From Performance Symptoms to Decision-System Causes.

A retrospective operational case examining how performance symptoms can be traced upstream to the decision-system conditions that produced them. Zenodo.

The Dependency Test — International Executive Roundtable Synthesis.

When does individual capability become organisational capability? Six dimensions: Absence · Reproducibility · Authority Transfer · Handoff Resilience · Traceability · Learning Retention. Discussion initiated on LinkedIn, September 2026.

Sommelier Jobs — Interview No. 211, 31 March 2026.

From Wine Expertise to F&B Performance: how wine-list design, pricing strategy and operational decisions connect guest experience with contribution per cover.

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Education and professional qualifications

IHMA · 2020

Master di Alta Preparazione Professionale in Food & Beverages Management. International Hospitality Management Academy. Diploma dated 22 December 2020.

ECORNELL · 2026

Advanced Hospitality Revenue Management: Pricing and Demand Strategies. eCornell online professional program from Cornell University. Certificate dated 21 June 2026.

AIS · 2017

Associazione Italiana Sommelier. Sommelier certification, March 2017.

Languages: Italian and Romanian, native; English, professional; German, basic.

Tools: Excel for KPIs, budgeting and reporting; NARAMIS, Bacco and Zmenu / Zucchetti.

Authentic professional feedback

ANDREA CIPRIETTI · EXECUTIVE CHEF

“Paul ha un approccio strutturato alla gestione F&B, con forte attenzione al KPI e alla marginalità del reparto.”

Original recommendation in Italian · 26 February 2026

ISLAMUDDIN SHAIKH · DIRECTOR OF HOSPITALITY & F&B OPERATIONS

A structured approach to performance metrics, accountability and moving from volume to margin.

EDITORIAL SUMMARY

CHARLES TAN · COO, VIGOR HOTEL SOLUTIONS · PRESIDENT, FBMA THAILAND

Analytical discipline, human-centred hospitality and resilient operational systems.

EDITORIAL SUMMARY

The Shaikh and Tan entries are editorial summaries of professional recommendations, not direct quotations. The original recommendations are on LinkedIn.

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Il suo impegno costante, unito a una visione attenta ed equilibrata della gestione operativa, ha rappresentato un valore fondamentale per la crescita e l’efficienza della nostra realtà.

Hotel Europa · Formal recognition signed by Marco Di Carlo · 31 March 2026 · Original Italian wording

FORMAL EMPLOYER RECOGNITION: HOTEL EUROPA, GIULIANOVA

In a formal recognition dated 31 March 2026, Hotel Europa acknowledged more than twenty years of collaboration, noting professionalism, dedication and responsibility. The certificate specifically recognises contributions to food-cost control, margin analysis, beverage optimisation, labour-cost management, perceived quality and team stability.

Executive opportunities and strategic partnerships

I welcome discussions with hotel owners, General Managers and executive search professionals about F&B Director opportunities.

FOCUS

Executive F&B leadership roles

Strategic partnerships in operational performance and decision governance

THE SCOPE OF LEADERSHIP

- Restaurant, bar and cellar coordination
- Food, beverage and labour control
- Purchasing, stock and waste management
- Team development and service standards
- Commercial priorities and contribution

The mandate, resources and objectives need to fit the property. Availability and timing are discussed directly.

Design the System. Drive Performance.

Stronger operational performance, organizational accountability and long-term business value.



PAUL-NICUȘOR ALEXA · FOOD & BEVERAGE DIRECTOR · FOUNDER OF DECISION ARCHITECTURE™

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Discuss Executive Opportunities →