

Luis Cetina

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Dedicated Operations and Training Manager and effective leader who excel at using proven methods to successfully reduce costs, streamline operations procedures and increase productivity. A creative and dynamic contributor, pragmatic and proactive problem-solver. Organized and attentive to detail, with demonstrated time management skills. Experienced and certified trainer with more than 10 years delivering training sessions and developing training materials. Bilingual English and Spanish written and spoken.

Work Experience

Corporate Training and Development Manager

I Heart Mac and Cheese - Boca Raton, FL

October 2022 to Present

Coordinate and Designate Opening Dates for new locations.

Coordinate New Restaurant Openings

Support I Heart mac and cheese culture that emphasizes safety, quality, continuous improvement, and high performance.

Support new restaurants during the Grand Opening week.

Responsible for monitoring the organization's culture that supports the company's goals and promotes our team member's satisfaction.

Selecting and recruiting team members, reviewing resumes, interviewing candidates, and extend offers to candidates.

Support the development of our leadership system with annual planning of assessments, and talent development.

Provide HR support to all Franchisees.

Respond to guest comments/concerns in a timely manner.

Design of Team Member training materials

Provide support on the management process, restaurant leadership with progressive discipline, performance appraisals.

Provide coaching and consulting to all 39 locations.

Key Achievements

- Designed and Implemented New Restaurants Training Outline
- Trained and Opened 8 locations (3 FL, 1 CO, 1 AL, 1 CA, 1 OK, 1 NC)

People & Talent Executive Director

Chick fil A - Delray Beach, FL

September 2019 to August 2022

Support Chick fil A company culture that emphasizes safety, quality, continuous improvement, guest service and high performance.

Assure HR policy's compliance, align supervisors, managers of situations and areas of improvement

Create a consistent pipeline of new hires to remain "overstaffed"

Facilitating the onboarding and exit process for team members; completes new hire paperwork, initiate pre-employment testing; and perform exit interviews.

Responsible for monitoring the organization's culture that supports the company's goals and promotes our team member's satisfaction.

Selecting and recruiting team members, reviewing resumes, interviewing candidates, and extend offers to candidates.

Support the development of our leadership system with annual planning of assessments, and talent development.

Coordinate new team members orientation.

Oversee and track employee uniform ordering

Manage employee files, performance reviews and disciplinary events

Plan team-building activities and events to foster a strong culture

Plan team parties and celebrations

Conduct workplace investigations as necessary

Respond to guest comments/concerns in a timely manner

Administer, collect, and act on employee feedback surveys

Assist the business owner in administrative duties and managing a calendar

Build relationships with schools, churches, community involvement to recruit top talent

Work with leadership to address team members performance

Assist in operations or catering order fulfillment as necessary

Design employee training materials

Responsible for helping to cast the vision for the restaurant, increase sales/profits and ensure a second mile experience for all guests.

Key Achievements

- Sustained sales growth of 18% vs LY.
- Made the location Elite status on Food Safety by Training all Leaders on Food

Safety

- Sustained FC below 27% (before 28.5%) and Positive Food GAP below .75 (before 1.21)
- Turn IPO (Incremental Profit Opportunity) down from 4.14% in 2019 to 1.32% in 2021
- Turnover down from 87 in 2019 to 81 in 2021
- Implemented the Leadership Training Program
- Implemented a Train the Trainer Class and the Kitchen training outline designed by me.
- Implemented TM interview process as part of restaurant Leaders Training/ Led the Winning Hearts sessions for Leaders
- Implemented L.E.T. Book Club for Leaders
- Developed Catering Strategy for 2022

Director of Operations

WESTON BURGER LLC - Wellington, FL

April 2018 to August 2019

- Provide Coaching and Mentoring to Management Staff on each Location.
- Created and executed the Team Member Policy Hand Book.
- Created, implemented and executed the invoice log and procedures for COG calculation.
- Recruit, Interview, Hire and Train all management staff.
- Control the key cost expense line items especially keeping food costs below 28% of net sales.
- Streamlined operational and administrative procedures in compliance with

BurgerFi Corporation.

- Created and implemented the 2018 Budget for 2 restaurants (each restaurant is 1.8 million dollars annually revenue)

Key Achievements

- Sustained sales growth of 11% vs LY. (2 locations) • Reduction of 2% in COG by controlling Purchases.
- Created a control sheet to monitor the daily usage of each critical item.

Manager- Regional Trainer

Smoothie King Corporation - Fort Lauderdale, FL

February 2017 to April 2018

- Provided performance and motivational feedback to staff.
- Prepared and posted work schedules as business requires.
- Monitored all ordering to ensure in-stock efficiency and a balanced inventory.
- Maintained a safe and clean store environment
- Controlled key cost expense line items especially keeping food costs below 24% of net sales
- Submitted timely and accurate reports and ensuring accurate cash control
- Delivered and executed Corporate Training for managers and shift Leaders in the Florida Region.

Key Achievements

- Sustained sales growth of 16% vs LY. (2 locations)
- Created the Model training store concept.

Franchise Manager

LODEMO INC - Mérida, MX

January 2015 to December 2016

- New Store openings

- * Designed from scratch, executed, implemented and coordinated LA GAS Employee and management Training Program.
- * Ensured that franchisees received all the effective coaching regarding LA GAS business strategy, training, marketing, operations, promotions and products.
- * Responsible for franchise contracts with franchise stores to ensure participation; Maintaining the company guidelines and cooperation in company values and agendas.
- * Be empathic to the investor who is seeking an opportunity to become an entrepreneur by investing his hard earned money in a product or services franchise.
- * Created and managed the annual plan and budget for all stores. (9 million dollars annually budget per location)
- * Provide LAGAS franchisees with operational and marketing support that will have a direct impact on their business.
- * Increased operational standards through guidance & training.
- * Assisted in new store openings. (23 locations during 2016)

Key Achievements

- * 23 store openings from May to November 2016

Engagement, Culture and Development Training Manager

LODEMO INC - Mérida, MX

January 2009 to December 2014

- * Designed from scratch, executed, implemented and coordinated the LODEMO Gas Stations Employee and management Training Program.

- * Coordinate the Company Owned SUBWAY restaurants Employee and managers Training Program
- * Directed the Corporate Communications with all employees while promoting engagement and culture.
- * Designed and implemented initiatives in response to the results of the annual employee engagement survey.
- * Monitored and reported on the impact of programs and initiatives designed to strengthen the culture and raise the engagement of Staff members.
- * Conducted and implemented "best practice" studies, in partnership with Organizational Effectiveness, of organizations with strong enduring cultures and high levels of engagement.
- * Created and managed the annual plan and budget for all associated programs and initiatives. (4 million dollars Budget)
- * Developed diversity and inclusion metrics and on-going measures to support the evolution of diversity and inclusion as cultural anchors.
- * Led programs to operationalize and integrate diversity into business and talent optimization practices (hiring, development, promotion retention workforce planning and succession plans).
- * Led the design, implementation, and execution of the different companies on boarding and training programs.

Key Achievements

Support employees with ownership and growth opportunities

Implemented a process to hire service-minded, fun-caring individuals

Turnover down from 142% to 100%

Restaurant General Manager

Subway - Orlando, FL

September 2006 to October 2008

Interaction with customers: receiving orders, processing sales, and managing customer issues.

- * Hiring, Training and motivating team members.
- * Responsible for Creating value for our shareholders through efficient operations, appropriate cost controls, and profit management
- * Controls profit & loss, by following cash control/security procedures, maintaining inventory, managing labor, reviewing financial reports, and taking appropriate actions to build sales throughout customer service.
- * Various administrative tasks, which includes daily and weekly reports.

Key Achievements

- Manager of the Month Nov 2006
- Increased sales 11.5% vs LY

Restaurant General Manager

YUM (Pizza Hut) - Orlando, FL

February 2006 to August 2006

- * Interaction with customers: receiving orders, processing sales, and managing customer issues.
- * Hiring, Training and motivating team members.
- * Responsible for Creating value for our shareholders through efficient operations, appropriate cost controls, and profit management
- * Controls profit & loss, by following cash control/security procedures, maintaining inventory, managing labor, reviewing financial reports, and taking appropriate actions to build sales throughout customer service.

* Various administrative tasks, which includes daily and weekly reports.

Multi-Brand Field Trainer-Director of Operations

YUM (Pizza Hut)

May 1995 to December 2005

- * Leading our Welcome Orientation training sessions.
- * Developing and delivering training at all levels within the organization. *
- Providing a centralized training to the Brands based on the CSL books.
- * Responsible of Coordinating and training the "Customer Service Team Leaders" of the Southwest Region.
- * Training all management levels for the DC program.
- * Providing coach for each manager in the market to ensure customer satisfaction.
- * Leading the way by working with YRI's Mexico City central Office to deliver in time all the required training for new products.
- * Accountable for coaching and training Store Trainers for operational excellence in order to maximize training in the region.
- * Training all levels to roll out the new products and new campaigns for the different promotional windows.
- * Training RGMs in High Impact Coaching workshops.
- * Role modeling ownership when working with GMS to resolve chronic R&M issues; determines causes of excessive R&M; gathers R&M issues; identifies trends and takes to Facility Leader.
- * Recruiting, Hiring, Training and developing new staff for Management positions.
- * Helping managers to develop a strategy to determine Root Cause Analysis.
- * Developing and delivering training at all levels within the organization.
- * Providing a centralized view of business opportunities and help the Leadership Team to identify, evaluate, prioritize and manage projects based on the organization's business objectives and available resources.
- * Acting as a champion and change agent for continuous improvement initiatives.
- * Providing leadership for each manager in the market to ensure customer satisfaction.
- * Leading the way by working with each RGM in the market to deliver RCP (Restaurant Controllable Profit) and meet targeted flow-thru in each restaurant in market; utilizes available reports (e.g. exception reporting) to identify opportunities; encourages a top-line orientation through operational focus; ensures that correct operational procedures are followed at all times.
- * Accountable for coaching and training RGMs, AMs and Shift supervisors for operational excellence in order to maximize revenue.
- * Training all levels to roll out the new products and new campaigns for the different promotional windows.
- * Helping RGMs to implement action plans using High Impact Coaching finding root cause using EARS (Explore-Analyze-Respond-Stick).
- * Role modeling ownership when working with GMS to resolve chronic R&M issues; determines causes of excessive R&M; gathers R&M issues; identifies trends and takes to Facility Leader.
- * Responsible for Creating value for our shareholders through efficient operations, appropriate cost controls, and profit management

* Controls profit & loss, by following cash control/security procedures, maintaining inventory, managing labor, reviewing financial reports, and taking appropriate actions to build sales throughout customer service.

Key Achievements

* Manager of the Year in 2000

* Developed the employee of the month recognition program in México.

* 3 restaurants openings

* Rolled out the Management Training Program in 2002

Education

Master's Degree in Industrial Engineering

Instituto Tecnológico de Mérida

1987 to 1994

CEMECH and the University of Santa Cruz California - Santa Cruz, California, US