

BAHER EL HORR

-Member of the Project Management Institute



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Lebanese

11 July 1985

GCC Resident

Valid Kuwaiti Residency

Valid Bahraini VISA

PMP Membership #:
6315795

Valid Driver's License

Profile

Dedicated Regional Operations Manager and effective leader across the Levant and GCC Regions with over twelve years of successful work experience who excels at using proven best practices to successfully cut costs, streamline operations, and increase productivity.

Experience

Regional Manager, Selim Ramia & Co. (Grand Cinemas) - Beirut, Lebanon

Bahrain, Kuwait, and across the Levant and GCC Regions — 2011 - present

In charge of the Management and Operations in both Bahrain and Kuwait and the lead of new projects in Saudi Arabia, as well as determining the practices of all cinemas in the region in compliance with the Vision and Mission of the company and aligned with the marketing and sales strategies and campaigns.

SR&Co Holding was one of the fastest growing companies in the Middle East, standing with 100 screen counts split over 11 locations in Lebanon, Jordan, Kuwait, Bahrain, and soon Saudi Arabia.

Key Roles include (but not limited to):

In Cinema Operations:

- Plan and execute standard operational procedures to ensure smooth and efficient running of the business
- Responsible of managing the Cinema teams in GCC using the industry's best practices
- Supervise and follow up on theater managers in all aspects of operations covering all departments in the Cinema

- Develop, set, and review operational practices, company policies, and quality standards and ensure they are adhered to
- Ensure the full implementation of policies and operational procedures throughout the given region making sure they are well-met with each country's legislation
- Responsible for coordinating and ensuring effective training and development of all managers and staff including Success Planning
- Ensure that accounting and financial controls are fully operational on each site
- Carry out Operational Audits
- Ensure effective and preventive maintenance programs are carried out in all cinemas
- Manage and update Key Performance Indicators (KPIs)
- Plan and assist in setting up new operations and development potential
- Monitor the proper presentation and delivery of movie programs according to standards

In Cinema Food and Beverages and Procurement:

- Ensure proper staff training on all products on site (Know your Product)
- Ensure proper delivery, stock and quality control and proper sales techniques of all products in coordination with the F&B Department
- Oversee proper product selection through best practices in coordination with the F&B Department
- Continuously follow up with Theater Managers in coordination with the F&B department to ensure proper liquidation of items and minimizing shrinkage and waste

- Develop yearly promotions and ensure the proper execution of the plans as per the set-timeline in coordination with the F&B and Marketing Departments

In Cinema Marketing and Promotions:

- Discuss and brainstorm within the fourth quarter of each year a marketing plan for the upcoming year in coordination with Theater Managers, F&B Department and line managers to the Marketing Department
- Coordinate and set the yearly marketing plan and ensure it is executed using best practices
- Ensure proper and well spending of the yearly marketing budget and suggest alternative paths for both direct and indirect marketing schemes wherever needed
- Work in coordination with the Group Head of Marketing to deliver and execute back to back promotions at minimal costs
- Present quarterly feasibility and market analysis covering the competition alongside SWOT analysis using Primo-F and Pestle models
- Ensure proper movie marketing execution of Blockbuster and selected movies in coordination with the Marketing Department and movie distributors at minimal costs

In Cinema Strategies, R&D and Expansion:

- Ensure that the company's vision and mission are intact.
- Follow up with the Operations teams to meet the goals with maximum efficiency.
- Creating Feasibility Studies, Market Analysis, Contract Acquisition with partners, and acquiring extra revenue to the company via Joint Ventures

- Propose periodical plans to ensure the organization is following the international business marketing calendar to the marketing director to ensure a solidified plan is in place and well executed by all related departments
- Present periodical reports showcasing all budgets vs. actual figures and requested Capex of new prospects
- Deliver a periodical strategy to the Board of Directors including current market positioning with expansion opportunities in new markets
- Support the company's expansion and objectives through ensuring top customer experience, cost effective management of resources, and smooth operations whilst maximizing revenue and ensuring the growth of the business via best practices

Achievements include (but not limited to):

2019	<ul style="list-style-type: none">- Decreased the Operating Cost by 18% in Kuwait and 35% in Bahrain vs. 2018 through using Best Practices of Operations- Increased Sales Revenue by 18% in GCC by proper coordination with Theatrical Managers, F&B and Marketing Department- Introduced New practices in terms of Human Resources Development which secured horizontal empowerment of the staff
2018	<ul style="list-style-type: none">- Lead the renovation team for Grand Cinemas Saida Mall in Lebanon by securing a proper project plan alongside budget, deliverables and adequate timeline- Served as the project Lead for Bahrain New Project, after delivery of the project (Fi-out and build-up), secured the cinema opening within a period of 15 days including but not limited to : Hiring, Training, Orientation, product selection, finalizing contracts with partners and Joint ventures alongside handling the operations of the Cinema

2017

- Being part of the opening team of GC ABC Verdun-Lebanon
- Properly Set, update and Execute New company's Policies and procedures by serving as the group compliance manager
- Secured extra Revenue to the company and closing out the first deal between Grand Cinemas and Visa as a joint venture in Lebanon

2016

- Team Leader for the first MX 4D Cinema in Kuwait, acted as Project Manager, duties -included but not limited to- set project schedule, timeline, resources, deliverables, budget, alongside contractor acquisition, material acquisition, team orientation and post opening follow up on sales

2015

- Project and Team Leader of Grand Cinemas Gate Mall in Kuwait, Ensuring that all Civil work is being done following the proper BOQ and BOM presented and as per the architect drawings. Presented the Area and Mall's feasibility study and analysis to ensure proper Sales techniques are adapted, Product selection, Customer service specific methods whilst recruiting and orienting the needed staff for the site. Injecting other Operating income via negotiations with third parties

2013

- Running full operations in both Lebanon and Jordan

2012

- Creating several analytical sheets that are still being used as best practices at all Grand Cinemas sites showcasing KPI Analysis of Site, Revenues Sales Performance, and other indicators

Executive Director, Global Foods Incorporation

Beirut — 2014-2015

GFI S.A.R.L is a family business I assisted with for a year that specialized in the production of confectionery items with a spacious factory in Lebanon and other factories in Eastern Europe.

Key Roles include (but not limited to):

- Reporting directly to the Owners and Board of Directors and setting up the business plan as well as serving as operations and Factory manager
- Developing and implementing innovative strategies to streamline factory operations
- Screening, recruiting, and training new factory workers
- Created and Enforced Quality Control Standard Operating Procedures in coordination with Quality control team
- Ensuring that factory machinery is in good working order
- Analyzing production data to identify and resolve any production issues
- Preparing production reports and submitting them to key decision-makers
- Regularly inspecting finished products to determine whether they meet established quality standards
- Motivating factory workers to continually achieve factory targets
- Securing Sales Channels in Lebanon, Iraq (Erbil) and Jordan which led to an increase of Sales by 45%
- Ensured best practices of local and regional brand development

Co-Founder, Operations Manager and Analyst, Al Raya Trading

Beirut — 2010-2011

Al Raya Trading is a family business I co-founded that specialized in importing items in the field of Entertainment.

Key Roles include (but not limited to):

- Managing daily Operations, market research and client relationships
- Pricing, bargaining, and purchasing channels from China and working on constant markups and margin
- Contribute to organization's goals plus objectives and enhance market share and sales performance
- Establish channel strategies along with execute associated plans
- Prepare trade promotional plan in designated channels with crucial customers
- Coordinate media placements, public relation programs, and participate in all community events
- Provide marketing assistance to sales team through answering clients and product inquiries
- Lead retail channel's trade marketing strategy development to accomplish defined business objectives throughout product categories
- Prepare trade promotion plans with main customers
- Coordinate communication of price, product and pack changes
- Develop, supervise and improve procedures to link entire marketing activities with sales team activities

Country Category Manager, Sultan Center for Retail

Beirut — 2008-2010

TSC is one of the biggest retail chains in the Middle East specializing in consumer goods.

Key Roles include (but not limited to):

- Actively managed the assigned categories to achieve the strategy goals as well as all annual financial goals, including sales objectives, retail and wholesale gross margin, retail pricing, wholesale income, shrink, known loss, inventory turns and service level, making strategic and tactical adjustments as necessary
- Assisted in the development of the strategic plan and annual operating plan (budget) in accordance with the Fresh Food strategic goals and in cooperation with the Division manager
- Identified and monitored trends in new products, consumer behavior, share, competition, fixture and store layouts to form decisions and initiate innovation
- Oversaw the buying process to ensure effective inventory management
- Managed warehouse inventory, including ingredients related to categories
- Provided category in-depth analysis on a weekly, seasonal, holiday and as needed pitch along with recommendations to increase profitability, reduce costs or increase quality for assigned categories

Achievements include (but not limited to):

- Being promoted from Operations Manager Trainee to Country Category Manager in the Fresh Foods Department specialized in Ready Bakery and Restaurants
- Leading the opening team for Sultan Center for Retail Signature which was the first signature supermarket in the region as well as the opening of 6 different types of restaurants where I assisted in creating menus along with the chefs as well as purchasing all materials
- Injecting extra operating revenue into the company through Joint ventures during holidays and proper Store layout spacing rentals

Education

Project Management Institute (PMI), Pennsylvania, USA

PMP Certification Expected in Q1 2021 | Membership Number: 6315795

Hariri Canadian University, Beirut – Bachelors in Business Management, 2007

- Certification in Situational Leadership, Smart Man Workshop
- Diverse Certifications related to Cinema Operations and Cinema Management (available upon request)

Skills

Operations Management | Strategic Planning | Global and Strategic Sourcing | Negotiations Expert | Procedure Development | Financial Oversight | Process Improvements | System Implementation | Cost Reduction and Containment | Team Building | Analytical Skills | Project Management (PMP)

References

Available upon request
