Cover Letter

Dear Hiring Manager,

I am writing to express my strong interest in contributing to your company at a leadership level, and to present myself for consideration where my experience may be of value to your organization.

With more than twenty years of experience across audio-visual systems, digital infrastructure, hospitality environments, and gaming-related project delivery, I have built my career around creating technically robust, operationally effective, and guest-focused environments. A substantial part of that work has been carried out in Macau, where I have been directly involved in the design, assessment, coordination, and implementation of systems for premium entertainment, retail, and hospitality venues.

My background is especially relevant to your company because it sits at the intersection of several disciplines that are increasingly important to integrated resorts: AV systems design, digital signage and wayfinding, control systems, immersive entertainment environments, and technology-led guest experience. My work in Macau has included projects such as Galaxy Macau Phase 2 opening with 2 new worldwide hotel brands (JW Marriott Macau and The Ritz-Carlton Macau) and the Galaxy Macau Phase 3 opening with another 3 new world hotel brands (Andaz Macau, Raffles at Galaxy Macau and Capella at Galaxy Macau) plus Galaxy Arena (16,000-seat) and 650-seat auditorium at the Convention Center, covering sound system evaluation, control integration, LED display planning, and coordination with architectural and building-services teams. This has given me not only technical depth, but also a practical understanding of how high-end venues must perform in real operating conditions.

In addition to my AV and systems background, I bring a strong technology and innovation mindset. I work extensively with software development, AI-assisted workflows, and digital product thinking, and I actively develop interactive experiences concepts. This combination allows me to look beyond equipment and infrastructure alone and instead focus on how environments can be designed to improve engagement, efficiency, maintainability, and long-term strategic value.

What I would bring to your company is a combination of strategic thinking and practical execution. I am comfortable operating from concept development through technical documentation, coordination, implementation planning, and operational handover. I understand how to translate high-level objectives into real systems that support guest satisfaction, venue performance, and brand standards. Just as importantly, I understand Macau, I understand hospitality and gaming environments, and I understand the level of precision expected in premium destinations.

I would welcome the opportunity to discuss how my background could contribute to your company's present and future initiatives. Thank you for your time and consideration. I would be honored to be considered for a role in which I can bring meaningful value to your leadership team and broader project ambitions.

Yours sincerely,

Igor Carlier

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Professional Summary

Senior AV, multimedia, and digital systems leader with 20+ years of experience delivering large-scale multimedia, smart technology, integrated MEP/AV, live events, and systems transformation projects across resort, hospitality, gaming, entertainment, retail, and cultural environments. Combines hands-on engineering and production expertise in AV systems, post-production, lighting, streaming, digital signage, and control systems with strong project management, stakeholder coordination, technical governance, and team leadership capabilities. Demonstrated success leading project life cycles from feasibility study and concept development through implementation, commissioning, live operations, and continuous improvement at enterprise scale.

Selected Career Highlights

- Designed and implemented a gaming jackpot celebration platform integrating digital displays, dynamic lighting, and advanced audio across flagship casino properties in 2025.
- Designed and implemented live streaming platforms for Galaxy Arena events to 10,000+ endpoints, unifying in-room, outdoor LED, and remote display experiences for major shows and reaching 50,000+ live attendees annually in 2023.
- Deployed 460+ next-generation digital signage CMS nodes, enabling real-time synchronized content delivery across large hospitality portfolios with 99.2% uptime in 2022.
- Led teams to produce 1,000+ video editing and motion graphics packages annually to support marketing and operational communications from 2015 to 2017.
- Engineered migration to in-house digital cinema conversion (DCP), reducing production cost and turnaround time for an integrated resort in 2015.
- Launched a 3G-connected remote CMS for regional Sands Cotai Ferries services, enabling real-time updates and enhanced passenger information in 2014.
- Authored feasibility studies, technical standards, and implementation documentation for integrated AV, control, audio, lighting, and display systems across gaming and non-gaming developments.
- Contributed to departmental collaboration and operational modernization through Microsoft Teams and SharePoint adoption, including coordination of a 25 TB SharePoint environment.

Professional Experience

Senior Project Manager – MEP Support (AV & Innovative Technologies) | 2024 to Present

Design and Development Department, Galaxy Entertainment Group – Macau

Leads the strategic coordination and implementation of audiovisual and innovative technology systems within alteration and addition projects across gaming, hospitality, entertainment, and mixed-use properties, aligning design, engineering, MEP infrastructure, and project delivery objectives.

- Directed full project life cycles from concept design to testing and commissioning, ensuring compliance with technical standards, design intent, and operational requirements.
- Spearheaded cross-disciplinary coordination between MEP teams for integration of AV, lighting, control, digital media, and innovative guest-experience technologies.
- Conducted feasibility studies of smart solutions including IoT-enabled systems, kinetic lighting, immersive media installations, digital signage, and integrated room control environments.
- Oversaw design reviews and value engineering processes, balancing innovation, operational performance, and cost-effectiveness.
- Managed consultants, contractors, and technology vendors across multiple projects while maintaining delivery quality and procurement compliance.
- Collaborated with operations, IT, facilities, and business stakeholders to translate user requirements into actionable technical deliverables.
- Provided on-site oversight during installations and commissioning, ensuring quality control, safety compliance, and performance verification.
- Contributed to corporate AV planning and the refinement of MEP design and innovation standards for future developments.
- Produced in-room systems integration studies covering TV user graphics interfaces, room control unit interfaces for AC, lighting, and curtains, mass karaoke deployment concepts, and cross-brand user experience standardization.
- Conducted audio distribution protocol studies for CobraNet, AVB, and Dante environments, including hybrid analog-digital system analysis and local-versus-cloud audio quality comparisons.
- Supported Galaxy & StarWorld sound distribution improvement recommendations through technical assessment and solution documentation.
- Engaged global attractions consultants and developed RFP support materials, cost studies, and management presentations for innovative attraction initiatives at Galaxy West Promenade and Tastes of Asia.
- Structured and contributed to an AV Standards & Guidelines document covering administrative framework, technical documentation, infrastructure standards, system integration, display technology, project delivery, service phases, advanced audio engineering, acoustic design, visual systems integration, and implementation and maintenance.
- Delivered LED column system design and implementation for Galaxy High Limit Area Jinmen 1 entrance enhancement and integrated baccarat trend boards to large TV display systems in Jinmen 1 and Jinmen 8.
- Developed system studies and integration proposals for mass gaming floor improvements, including jackpot and gaming-event support platforms.
- Designed and implemented AV systems for Horizon West and Horizon East high-limit slot machine areas, including jackpot celebration and integrated AV event support.

- Performed feasibility study, engineering concept design, and delivery coordination for the Galaxy Diamond Lobby show enhancement.
- Completed LED wall system design studies and implementation for Galaxy Privilege Club in Hall 3 GPC area and for chip exchange counters on floating cage areas.
- Designed and refreshed KTV and AV environments for Sky 32 private salons 1 and 9, integrating DMX moving heads, RGBW LED strips, Crestron centralized control, and baccarat trend board display routing.
- Prepared AV systems proposals and implementation planning for Fortune Bites in Casino Halls 5 and 2, including background music system design.
- Designed large LED and display signage systems for mass gaming halls, integrating local content with public channels for global event live broadcasts and linking slot machine devices for live jackpot odometer streaming.
- Designed and implemented KTV systems, DMX moving heads, RGBW LED strips, and Crestron centralized control for Galaxy Horizon Plus Phase 1 & 2 AV + KTV works.
- Delivered sound system upgrade feasibility study, proposal development, cost estimation, and management presentation for Galaxy China Rouge Bar.
- Conducted KTV and video systems ground study for Begala (Endearing) KTV Rooms, including PRC devices and VI software integration.
- Supported Galaxy Promenade Hall 7 conversion to retail through background music, curved LED wall implementation, PRC solutions, and wayfinding kiosk market studies.
- Implemented external landscape enhancement audio systems outside Festiva, including background music speakers, backend systems, market study, and sound equalization.
- Completed a VR immersive game study for Pearl Lobby, evaluating virtual reality gear, pixel density, field of view, and frame frequency for presentation and concept review.
- Tested and commissioned sound and lighting systems for Pearl Lobby Black Box showroom and DJ session operation.
- Developed DJ booth proposals, AV implementation planning, and stakeholder coordination for the Grand Resort Deck wave pool upgrade, including DMX integration, moving heads, lasers, and RGBW LED strips.
- Prepared AV systems proposals and guest-room entertainment plans for Project Orange new villas and Banyan Tree villa refurbishment.
- Delivered kinetic installation study and proposal work for the Okura Hotel GF lobby refreshment project.
- Designed LED column systems for Blossom Palaces restaurant and background music systems for Gaga & Rosa, including indoor/outdoor speaker placement with subwoofer integration.
- Conducted IDO wayfinding market study and presentations for Galaxy Promenade retail mall enhancement.
- Designed additional background music speaker systems, river-area music enhancement, and multimedia cave systems for the Grand Resort Deck adventure river water feature.
- Developed presentations and training sessions to support Microsoft Teams and SharePoint adoption within the Design and Development department.
- Liaised with the IS&T department to establish a 25 TB SharePoint environment for improved document control and collaboration.
- Coordinated office technology upgrades for Broadway and StarWorld department spaces, including computers, TVs, sound systems, and A2 photo color printer installation.

Senior Manager, Internal Media Control | 2017 to 2024
Manager, Multimedia Design & Content Management | 2015 to 2017
Resort Marketing, Integrated Media, Galaxy Entertainment Group – Macau

Led the strategic evolution and enterprise-wide operations of digital signage and multimedia content management systems supporting guest-facing media, internal communications, major resort campaigns, and event operations across Galaxy Entertainment Group properties with more than 10,000 digital endpoints.

- Managed real-time operations for enterprise-scale digital signage and multimedia systems, ensuring 99%+ uptime during high-volume event periods and campaign rollouts.
- Coordinated cross-functional operations teams during major events, trade shows, launches, and multi-property campaigns to synchronize display media across properties.
- Established operational protocols and emergency procedures for live-event media management, enabling fast issue response and live content changes.
- Supervised workflow automation and content scheduling systems supporting simultaneous multi-property campaigns with reduced manual intervention.
- Oversaw CMS operations and media systems projects, including workflow design, user roles, content scheduling, and remote network management.
- Defined and implemented content distribution architectures, playlist logic, targeting rules, and automation strategies for large-scale digital display networks.
- Led user interface design and proof-of-concept initiatives for new media platforms and integrations in collaboration with IT and vendors.
- Designed and governed a digital asset infrastructure and library system with advanced search and metadata-driven organization.
- Managed and mentored the multimedia artwork and motion graphics team supporting internal communications, marketing, and event-specific content.
- Established digital signage hardware and software QA standards, including health checks, performance monitoring, and audit routines.
- Supervised production of approximately 1,000 multimedia clips annually across signage, in-room channels, transportation channels, online platforms, and live events.
- Managed the complete creative pipeline from brief intake and scripting to motion design, editing, final QC, and delivery.

Media System Supervisor | 2014 to 2015
Senior Video Editor | 2011 to 2014
Resort Marketing, Visual Media, Sands China – Macau

- Led media systems operations and digital asset library management for large video and graphics repositories, including ingestion, logging, archiving, backup, and retrieval workflow design.
- Designed and maintained a server-client system with advanced metadata and search structures for secure storage and efficient reuse of media assets.
- Owned end-to-end post-production workflows for corporate, marketing, promotional, and event-specific content from offline edit to final online delivery.
- Developed editorial standards, project planning methods, and visual quality processes aligned with campaign and brand objectives.
- Mentored editors and promoted continuous improvement in tools, processes, and creative standards.
- Launched a 3G-connected remote CMS for Sands Cotai Ferries services and supported in-house DCP conversion capability improvements.

IT Helpdesk Technician | 2008 to 2011
IT Department, Jet Asia Air Limousine – Macau

- Provided frontline IT infrastructure support across office and aviation operations environments, including end-user troubleshooting, aviation software updates, and flight document printing.
- Set up and maintained office networks, computers, printers, and telephony systems.
- Developed a collaborative web-based workflow tool to streamline departmental task tracking and communication.

Video & Light Designer | Performer | 2006 to 2008

Side FX Productions – Sky21 Restaurant & Bar – Macau

- Designed and executed immersive visual and lighting experiences for live performance events and private functions.
- Designed and operated DMX512-based moving light systems, sound reinforcement setups, and basic acoustic measurement workflows supporting 20+ events annually.
- Delivered daily live video art and lighting performances with real-time synchronization and technical adjustment.
- Coordinated with event organizers and performers to ensure smooth technical delivery and on-schedule event execution.

Video Director & Camera Operator | 2003 to 2006
Cultural Affairs Bureau of the Macao S.A.R. Government – Macau

- Directed and managed video and AV coverage for major cultural events and government functions.
- Directed and operated multi-camera coverage for 300+ events, including live feed switching, technical coordination, and post-production delivery.
- Designed and supervised installation of live feed systems with up to seven cameras, working across directing, camera operation, editing, and AV engineering responsibilities.
- Managed event-day technical operations, crew coordination, setup, and live troubleshooting in varying venue conditions.

Technical Skills

Category	Competencies
Adobe Creative Suite	After Effects, Premiere Pro, Audition, Photoshop, Illustrator, Acrobat
Video and media platforms	ArKaos VJ, Resolume Arena, Pandoras Box, Scala, FWI, Paltronics, MVI
Video engineering	Encoding/decoding, codec configuration, bitrate and frame-rate optimization, pixel-to-pixel mapping
Audio production	Hardware sequencers, FL Studio, Ableton Live, Cakewalk, Denon DJ Engine, normalization, mastering, vocal leveling, noise reduction, MIDI composition
AV systems and control	LED walls, LED columns, digital signage, KTV systems, room control, Crestron, DMX lighting, RGBW LED systems, background music systems, testing and commissioning
Audio networking and distribution	CobraNet, AVB, Dante, hybrid analog-digital system planning, audio quality testing and sound equalization
Streaming and network protocols	HLS, MPEG-DASH, WebRTC, SRT, RTMP, RTSP, TCP, UDP, IPTV
Programming	C++, .NET, HTML5, PHP, Python
Operating systems	Windows Server, Windows Pro, Linux configuration and integration
Office and design tools	Visio, CAD, Microsoft Excel, Word, PowerPoint
Project and operations management	Leadership, stakeholder communication, organization, time management, technical troubleshooting, benchmarking, performance streamlining, multi-site event coordination

Certifications and Professional Development

- School of Innovation Technologies and Creations, Video Post-Production Diploma, Lisbon, Portugal (2001). Coursework: History of Ideas and Images; Aesthetics and Communication; Innovation and Creativity; Communication and Marketing; Project Management and Rights; Introduction to Audiovisual Media; Image Language; Theory of Light; Image Control; Equipment and Safety; TV Lighting; Advertising and Music Video Production; Fiction Writing and Production; Non-linear Video/Audio Editing; 2D and 3D Animation.
- Sony Broadcast Professional Certification, Media Burst Labs, Lisbon, Portugal (2000).
- Macau Polytechnic Institute of Visual Arts, AV Techniques and Language Certification, Macao (1995).

Languages

- Portuguese & French: Native.
- English: Professional.
- Cantonese: Basic.

Professional Memberships

- AVIXA – Audiovisual and Integrated Experience Association.