

YOUR NAME HERE

Mailing Address ✧ City, State Zip
Active Stateside Phone Numbers ✧ name@gmail.com

CHIEF OPERATING OFFICER / SENIOR MANAGEMENT EXECUTIVE

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*Drives sustained revenue and EBITDA growth in dynamic and changing markets
Achievements in Business Development, Brand Development, Corporate Development, Start-ups & Operations*

Accomplished Restaurant Management Senior Executive poised to contribute skills in maximizing revenue, profit and business growth objectives within start-up, turnaround and rapid-change environments. Will operationalize strategic visions, build brand identification and implement change to support key business initiatives. Documented record of strong, decisive executive leadership within organizations. Consistently successful in identifying and capitalizing on market opportunities to build brand recognition and drive revenue growth. Dynamic change agent skilled in repositioning organizations to achieve organic business growth and operational excellence.

Operations Management ◆ Acquisitions & Integrations ◆ Organic Business Growth ◆ Strategic Planning
Staff Development-Promotion ◆ Performance & Quality Standards ◆ Customer Satisfaction and Allegiance
Change Management ◆ National Marketing ◆ Training ◆ Franchise Management
Leadership Development ◆ P&L & Performance Improvement

SELECTED ACHIEVEMENT HIGHLIGHTS

- **Reversed a nine year trend of declining traffic and increased customer transactions 11%** by developing, testing and launching the \$1 Value Menu in over 3,700 restaurants.
- **Increased customer satisfaction scores by 5.6%** through the development and implementation of the XXXX hospitality program.
- **Increased restaurant EBITDA by 420 basis points (bps) in just 18 months** in 233 restaurants with the design and implementation of the Smith Restaurant Turnaround Plan while improving Operations and Customer Metrics.
- **Reduced external recruiting fees by \$1 million annually and reduced manager attrition 13%** by initiating the “Development From Within” program which provided training for internal employees/staff members.
- Championed and implemented the “Combo Pictorial Menuboard” layout, **increasing combo orders 2.7%, sales by 1.2% and Gross Margin 70 bps.**
- Spearheaded the initiation of XYZ’s Management Deployment and Restaurant Budgeting Guidelines **developing a 19.1% Restaurant Operating Margin, an improvement of 230 bps over 24 months.**
- **Turned around XYZ Group’s worst performing and least profitable of nine sub-regions** by developing a comprehensive “People, Marketing and Operations” plan for seven Districts...Results...1st in SSS growth (6.3%), 1st in EBITDA growth and 2nd in total EBITDA by the end of year 2...again in year 3.

PROFESSIONAL EXPERIENCE

XYZ’s Restaurant Group

2008 – 2010

CHIEF OPERATING OFFICER

Directed the operations of over 3,700 XYZ restaurants of which 1,167 are company owned. Led all technical, restaurant, franchise and support services, including Operations Support, Technical Services, Quality Assurance, Operations Integration, Customer Relations, Field Marketing, Field Human Resources, Field Training and Franchise Management.

- ◆ Guided company, reinforced brand strategy and influenced the XYZ system by serving on key boards and committees including the Executive Committee, Capital Committee, Business Development Committee and XYZ’s Franchise Association.
- ◆ Won CEO, CMO endorsement of a \$1 Menu, which reversed a nine year trend of declining traffic. Developed a menu, gained buy-in from the CEO, CMO and conducted successful test marketing which garnered approval from the Franchisee Advisory Board allowing implementation into the XYZ system.

- ◆ Interfaced with the Brand Leadership Team in strategic planning for XYZ's growth.
- ◆ Designed "Promise Check" an immediate customer feedback system which gave rise to XXXXX, XYZ's Hospitality Program. The implemented XXXXX system increased customer satisfaction 5.6% and sparked endorsement by over 67% of XYZ's restaurants.
- ◆ Facilitated increases in the recruiting and hiring of "A" players while ensuring that a succession plan was in place for all Senior Operations and Franchise Executives.
- ◆ Achieved consistent execution of the XYZ Annual Operating Plan and attainment of financial results established by the CEO and the XYZ Board of Directors.

XYZ's Restaurant Group

2005 – 2008

SENIOR VICE PRESIDENT OF OPERATIONS

XYZ's parent company, Smith Companies, Inc., acquired ZZZ and formed XYZ's Restaurant Group. Assumed the position of Senior VP of Operations for XYZ's Restaurant Group and was charged with directing the integration of the two companies. Identified/corrected critical problems, strengthened product margins and improved operating processes and systems.

- ◆ Architected the Operating Integration Plan, involving three leadership levels; isolated differences between the organizations and cultures and led in the design of one aligned organizational culture. Directed hiring, training and development of field personnel that would support XYZ's new field structure.
- ◆ Designed and facilitated the Restaurant Turnaround Plan to target improvement of substandard operating margins in 233 restaurants previously acquired from Jones, Inc., XYZ's second largest franchisee.
- ◆ Achieved increases of restaurant EBITDA by 720 bps over 18 months, while improving operations and customer metrics.

XYZ Group

2003 – 2005

SENIOR VICE PRESIDENT OF OPERATIONS

Promoted to Senior Vice President of Operations; made directly responsible for 750 XYZ's Restaurants and 103 Mrs. Jones's restaurants.

- ◆ Challenged with a top heavy restaurant management team required gaining buy-in from the CEO for a new management structure reinforcing company best in class beliefs yet significantly reduced requirements from current levels.
- ◆ Designed and won approval for a new smaller management structure spanning from restaurant level Assistant Managers to Region Vice Presidents with a reduction in regions from five to three. Presented budgets and cost matrices to support the plan and solicited support from the remaining Region Leaders for implementation.
- ◆ Developed a 19.1% Restaurant Operating Margin, an improvement of 230 bps over 24 months by implementing XYZ's Management Deployment and Restaurant Budgeting Guidelines.
- ◆ Championed/implemented the "Development from Within" program, a structured process for the development/training of internal promotable talent, generating savings of external recruiting fees by more than \$1 million annually and reducing manager attrition by 13%.
- ◆ Launched the Combo Pictorial Menuboard Layout increasing combo incidence by 2.7% the first year, sales by 2.7% and Gross Margin by 70 bps.
- ◆ Participated in the Core Brand Group and Operations Council with key franchisees to ensure that XYZ's interests were represented.

XYZ Group

2002 – 2003

REGION PRESIDENT, SOUTH REGION

Promoted to Region President and made a partner in XYZ Group.

- ◆ Eliminated cultural and leadership issues within the organization; directed recruiting of new marketing and operations teams.
- ◆ Facilitated and guided management leaders in formulating a new strategic direction to avert a significant decline in XYZ's second most profitable Region.
- ◆ Delivered business stabilization within 12 months, increased SSS 1.3% while maintaining EBITDA.

XYZ Group)

1999 – 2002

VICE PRESIDENT OF OPERATIONS, ATLANTIC COAST REGION

Promoted to Vice President of Operations for the Atlantic Coast Region including Northern Florida through eastern Georgia and the Carolinas.

- ♦ Charged with turning around XYZ's most unprofitable of nine sub-regions required the development of a comprehensive "People, Marketing and Operations" plan.
- ♦ Delivered 1st in SSS growth, 6.3%, 1st in EBITDA growth and 2nd in Total EBITDA by the end of year 2 and again in year 3.

Early Career:

Director of Operations - Georgia, XYZ Restaurant Group (XYZ's), 1997 – 1999

Director of Operations, XYZ Restaurant Group (Shoney's), 1995 – 1997

Director of Operations, XYZ Restaurant Group (XYZ's), 1993 – 1995

Regional Managers, El Loco Restaurants, 1982 – 1993

EDUCATION

Bachelor of Science in Business Administration

Utah State, Salt Lake City, Utah

TRAINING / CERTIFICATIONS

***DISC Training** (Dominance, Influence, Steadiness & Conscientiousness), Institution*

***Situational Leadership**, Institution*

***Behavioral Interviewing**, Institution*

***The Oz Principle** – Personal Accountability, Institution*

***Investments in Excellence**, The Pacific Institute*

***HBDI** – Herrmann Brain Dominance Instrument, Institution*