

BUSINESS OPERATIONS EXECUTIVE

Driving robust revenue growth through hands-on leadership, staff empowerment and customer-focused strategies.

Collaborative, dynamic leader with an evolving legacy of creating cultures driven by quality and efficiency across all aspects of service and operations, fueled by data-driven decision-making and precise tactical controls. Well-versed turning around under-performing operations by envisioning and executing future-state models of best-in-class operations through dedicated high-performing teams. Direct expansion initiatives with scaled systems, processes, and personnel to accommodate planned growth.

Mentor and support site leadership teams on restaurant and retail cost controls, workplace safety, staff training, operational troubleshooting, and market positioning. Track, analyze and adapt business strategies using BI tools that deliver meaningful insights on cost controls, sales performance, employee productivity, and customer satisfaction. Identify and resolve gaps involving operational controls, administrative and reporting procedures, and personnel systems to yield organizational growth, financial strength, and operating efficiency.



Core Competencies

- Strategic Planning | Leadership
- Budgeting | Forecasting
- Organizational Restructuring
- Compliance | Risk Mitigation
- Innovative Program Development
- Procurement | Cost Control
- Reporting | Business Intelligence
- Staff Training | Development
- Sales | Marketing Campaigns
- Continuous Improvement
- Mergers | Acquisitions | Integrations
- Vendor | Channel Partnerships

Professional Experience

DIVISION VICE PRESIDENT | COMPANY | Leawood, KS | 2020 – Present

The world's largest Wendy's franchisee in the US – with 393 locations generating \$550M.

Train, mentor and coach team of 6 Regional Managers overseeing retail restaurant operations for the Western Division with 193 locations, generating \$300M annual revenue.

- Increased employee engagement and retention by setting a new standard of transparency in communications and creating a more proactive, collaborative culture that improved team morale, performance and commitment.
- Elevated customer service levels with deeper hands-on training at the store level, infusing accountability and more clearly defined goals and expectations and leveraging performance metrics to troubleshoot issues.
- Attracted higher caliber of candidates by offering more opportunities for advancement with more in-depth training focused on succession planning. Yielded consistency in food service quality, workplace safety/sanitation and workflow efficiency.
- Successfully navigated COVID-19 challenges, shifting resources to cover drive-thru only service models as necessary, leading to 2.5% division revenue growth (\$900k).

REGIONAL VICE PRESIDENT OF OPERATIONS | COMPANY | Dallas, TX | 2017 – 2019

An American restaurant chain serving Pan Asian fare, operating in more than 200 locations in the U.S.

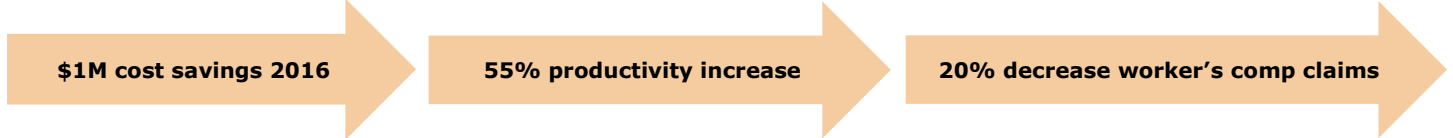
Tasked with turning around under-performing region, reporting directly to company CEO as a member of the senior leadership team. Spearheaded team comprised of 1 Regional Director, 10 District Managers, 2 Market Chefs, and 1 Regional Training Manager tasked with overseeing 103 fast casual restaurants across Texas, Kansas and Oklahoma with \$125M annual sales. Advised IT, operations, finance, marketing, facilities, real estate and HR teams on revamped organizational structure.

- Grew revenue \$1.8M in net new sales (7% YoY), fueled by creation of user-friendly scorecard supplying clear, actionable insights into sales trends by store and financial health of business operations.
- Reduced employee turnover 40% and increased guest satisfaction 16% in 2 years as measured through surveys on customer receipts. Transformed outdated program into robust hiring, onboarding, and training SOPs.
- Defined new protocols bringing consistency to cost controls and customer service standards and addressed challenges connected to freight logistics, market alignment, and financial metrics.
- Reinvigorated employee referral program, attracting talent with better skill set match and cultural fit. Mandated selling skills workshops; enforced adherence to local and national food safety standards.
- Secured buy-in on new strategies with meaningful reports based on information gathered in discovery sessions conducted in 168 stores over 60 days. Fostered ongoing employee engagement with incentives and contests.

SENIOR VICE PRESIDENT, STORE OPERATIONS | COMPANY | Dallas, TX | 2013 – 2017

Retail financial services provider serving customers in 24 states and Wash DC, both online and through a network of stores offering short-term consumer loans, check cashing, debit card services, money transfers, bill payments and money orders.

Joined company as the Division Vice President in 2013, reporting to the President/CEO, progressing into SVP role leading combined team of 3,300 associates across 1,100 locations. Drove channel partnerships, customer-centric sales strategies, financial and operational best practices, store location strategies, CAPEX committee and store marketing functions.



- Achieved 36% growth first year to \$372K and 23% growth second year to \$519K, rolling out revamped operating model in 3 phases in collaboration with construction, marketing, staffing, financial, and product-development teams.
- Delivered \$10M EBITDA following successful 350 store consolidation effort, establishing standards for resource management and eliminating redundancies. Reduced employee turnover 5% with introduction of earned hours' model, succession planning reviews, IDP discussions, and turnover planning on 18-month scale.
- Bridged gaps between field operations and corporate headquarters, improving ability to execute materially and successfully drive go-to-market strategies for new product and processes.
- Served as executive sponsor for redesign of district and storefront leadership model as lead on McKinsey Company project, encompassing labor and store layout studies designed to optimize productivity.

REGIONAL VICE PRESIDENT | COMPANY | Dallas, TX | 2007 – 2013

~\$12B American chain of discount department stores; an S&P 500, Fortune 500, and Nasdaq 100 company.

Led combined team of 6,000+ associates with 3 Zone Director and 36 District Managers during period of rapid growth, overseeing operations of 196 stores across Texas, New Mexico, and Colorado. Improved merchandising at the store level.

- Orchestrated launch of 15 new stores in just 12 months to achieve a 10% increase in store count. Delivered shrink improvement of 65 basis points vs. previous 2 years.
- Spent first 3 years with Ross as Zone Director, leading \$1B Westcoast territory with 151 stores in 5 states. Accelerated quarterly earnings 10% YOY through re-engineered organizational zone structure.

- Drove 25% growth in all markets.**
- Reduced shrink 25 basis points (\$25M)**
- Cut inventory levels \$28M in 18 months**

EARLY CAREER HIGHLIGHTS

DISTRICT MANAGER | Home Depot | 2000 – 2006 | Los Angeles, San Francisco, Cleveland: Led achievement of annual sales and profit plans for \$560M volume district, overseeing 8 retail stores and 650 associates.

OPERATIONS MANAGER | Nordstrom | 1993 – 2000 | San Francisco Bay Area: Began career focused on retail loss prevention. Developed the company's first College Recruitment Program.

Education | Training | Community Service

Business Administration Studies, California Coast University

McKinsey Executive Leadership Program

Strategic Planning | American Management Association

Advanced Interview Techniques | Wicklander-Zulawski

Volunteer | Boys and Girls Clubs of America

Teaching Volunteer | Junior Achievement USA

"We are going to dominate the Kansas City Metropolitan market next year under Client's authentic, transparent, pragmatic and accountable leadership!"

*Region Manager
NPCQB*