

CLIENT CONFIDENTIAL

CLIENT CONTACT INFORMATION – CONFIDENTIAL

EXECUTIVE VICE PRESIDENT, HOSPITALITY & RETAIL REAL ESTATE OPERATIONS

Proven Leadership in Driving Brand Equity, P&L Enhancement and Risk Mitigation across Mid-sized and Nascent Companies

Holistic strategic leader, with a track record of success in driving revenue and market share growth and operational effectiveness across the hospitality and retail real estate industries, with a deep understanding of the private equity space. Engages in both short- and long-term vision and strategic planning that cuts costs, capitalizes on market opportunities and proactively anticipates risk. Known for providing a **fresh perspective to systemic challenges** in the industry. **Areas of focus and competency include:**

Strategic Vision, Planning & Execution	C/Executive-level Guidance & Advisory	Extensive Interaction with the Board
Focus on EBITDA & Revenue Growth	Mergers, Acquisitions & Divestitures	Board Relations, Presentations & Reports
Real Estate, Asset & IP Optimization	Organic Growth & Acquisition Strategy	Maximization of Business Potential
Brand Equity and Guest Experience	Complex Negotiations & Deal Structuring	Highly Strategic Vendor Management

EXECUTIVE NARRATIVE

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20XX – PRESENT

Privately held company operating award-winning upscale restaurant concepts reaching ~35 locations in over 16 states; ABC is a fast casual world chain with 110 locations (at peak). Both are owned by the international private investment organization, ABC Group.

EXECUTIVE VICE PRESIDENT / GENERAL COUNSEL, 2014 – PRESENT

EXECUTIVE VICE PRESIDENT OF LEGAL AFFAIRS, 2012 / VICE PRESIDENT OF LEASING, 2011

Report to the CEO and Chairman as a key member of the executive leadership team focused on driving revenue and EBITDA growth for 2 mid-sized restaurant companies dispersed across 16 states. Lead all aspects of legal and real estate operations, managing 3 direct reports, including an Associate Counsel, plus dozens of vendor relationships. Oversee a \$30M+ operating budget (including rent roll).

Provides strategic legal, real estate operations and additional back-office operational executive leadership:

- **Brought in to build and operationalize the company's first formal legal operations for both ABC and XYZ** in response to significant growth in the portfolio, creating a function that has delivered to date over an **estimated \$10M in cost reductions**.
 - Moved ~ 95% of legal counsel services in-house, and drove cost reductions in leasing, licensing, contracts and employment litigation as a result of roll-up-the-sleeves leadership and tighter dispute management.
 - Drove new level of focus in executing lease portfolio trim (closures) on time, beating budget set by CFO by >\$1M with extremely low average unit exit cost as a result of direct deal landlord negotiations and lease assignments.
 - Impacted additional areas of the business. Disposed of ~\$2M of liquor licenses from closed locations, and clawed back ~\$500K following M&A deal closure due to issues with reps and warranties.
- **Expanded role to take on and drive improvement across other critical back-office functions** that were impacting the company's ability to improve margins, proactively anticipate risk, and strengthen competitive positioning in the market.
- **Put in place new a level of discipline, accountability, processes, reporting and analytics** that enabled the company to mitigate substantial exposure, while providing much-needed visibility into operational costs and opportunities for growth, including:
 - **Contract Administration:** Instituted cutting-edge contract administration platform/e-signature process to reduce company exposure, cut cost, and increase speed of contracting and filing.



- **Leasing & Rent Roll:** Structured and implemented a major lease abstract project resulting in actionable strategic insight, critical date management, and the standardization of rent roll, percentage rent, and sale reporting.
- **Licensing:** Established the company's first-ever licensing database to provide a centralized platform that enabled visibility into annual spending and regulatory compliance across 1,100 licenses.
- **Trademarks & IP:** Organized an extensive trademark portfolio, identifying and obtaining new trademarks to protect assets.
- **Influenced executives to think more strategically and be held accountable to maximize value for the company** by insisting upon high standards in contract negotiation and implementing succession reports to break relationship-based silos.
- **Played a key contributor role in decision-making for strategic growth initiatives and scale-back where necessary:**
 - Contributed key insights to new site selection, acquisition, and strategic planning initiatives, creating multiple site analysis models and consolidations of site intelligence that became "the standard" for the company.
 - Involved in the negotiation and drafting of a seven-restaurant acquisition, enabling the company to expand footprint.
 - Closed 14 locations on time for \$700K against a \$1.7M budget for 12 closures often without the use of a broker and negotiating extremely favorable continuing liability exposure in lease assignments.

Involved in driving market share and brand equity growth for both ABC and XYZ brands:

- **Gained the trust and credibility needed to further expand role and contribution to the success of the business**, working closely with the Board, Chairman, and executive team to address additional challenges while identifying new growth opportunities.
- **Presently engaged in/and contributing to decision-making focused on comp sales improvement, overall guest experience, brand positioning, quality consistency, expansion strategy, and overall profitability of both brands:**
 - **Comp Sales:** Conducted market and competitive research and a deep dive into the ABC guest experience to understand decline despite aggressive advertising spend. Made recommendations to the Board, which are presently under consideration.
 - **Store and Food Quality:** Drove a new level of urgency focused on elevating food execution and quality consistency and overall store cleanliness across ABC locations, serving as the "Voice of the Customer" to improve guest experience and perception.
 - **Organic Growth Strategy & Brand Concept:** Presently involved in the development of a new brand concept and site selection process for a new steakhouse concept to be rolled out in 2016 by conducting extensive market and competitive research.
 - **Guest Experience:** Drove consensus (after months of persuasion) to address issues across an inconsistent real estate portfolio for the ABC brand that is directly impacting consistency in guest experience and perception as well as overall comp sales.

Drive new level of focus on protecting and judiciously managing company assets:

- **Worked hand-in-hand with human resources to strengthen compliance and mitigate risk** across both organizations with a focus on developing employee manuals, policies, disciplinary action, and performance management systems.
- **Negotiated and refined all types of employment issues**, including compensation, independent contractors, separation agreements, non-solicit agreements, reductions in force, and WARN Act compliance.

DIRECTOR OF LEASING, CONFIDENTIAL GROUP • Confidential, CA

20XX – 20XX

Mentored under a seasoned asset manager/dealmaker during challenging economic climate to reduce vacancy and enhance value of a portfolio of 26 grocery-anchored shopping centers with a GLA of 1,500,000 SF. **Dramatically reduced the vacancy across all assignments, completing >50 leasing transactions in 2 years.**

DEVELOPMENT MANAGER, CONFIDENTIAL COMPANIES • Confidential, CA

20XX – 20XX

Drove all aspects of new development for the ABC MARKET in the Bay Area. **Closed the highest volume of deals in an unprecedented \$2B retail roll out-program. Received "President's Award" for most valued employee in the company.**

Earlier Engagements: Associate, ABC CORPORATION, Confidential, CA | Owner, ABC PROPERTIES, Confidential, LA

ACADEMIC CREDENTIALS | LICENSURE

Juris Doctor, CONFIDENTIAL • Bachelor of Arts, cum laude, CONFIDENTIAL
XX STATE BAR • XX BROKER • CERTIFIED COMMERCIAL INVESTMENT MEMBER (CCIM) • CERTIFIED LEASING SPECIALIST (CLS)