

EXECUTIVE SUMMARY

Senior-level executive with 20+ years of experience providing strategic and operational leadership for organizations in the Restaurant and Retail industries. Strong expertise working with franchises to create compelling value propositions that attract investor interest. Background includes a track record of success providing startup, early-stage, and growth enterprises with the infrastructure roadmaps, operational follow-up, and consultative support needed to accelerate brand development and growth. Adept in all areas of franchise setup, business planning, operations management, financial troubleshooting, and process improvement. Transformational leader able to galvanize teams, manage complexity, and drive P&L; strong bias towards execution and fiscal discipline.

ACHIEVEMENT SNAPSHOT

Shoot 360	Restructured franchise support operations to augment enablement across all disciplines.
Dibella's Subs	Helped company to realign operations and strengthen its position in strategic markets.
Wendy's	Led brand transformation across regional footprint to increase market competitiveness.
Buffalo Wild Wings	Opened 157 restaurants across 17 states, growing AUV by \$1M over tenure.

Professional Competencies:

- Leadership
- Strategy Development
- Process Implementation
- Operations Management
- Franchise Development
- Private Equity & Venture
- Financial Management
- Prime Cost Control
- P&L Effectiveness
- Budgeting and Forecasting
- Profitability Modeling
- Revenue Optimization
- Business Analysis
- Data & Analytics
- Performance Management
- Employee Relations
- People Management
- Training & Development
- Leadership Development
- Marketing & Sales
- Safety & Compliance
- Strategic Partnerships
- Stakeholder Management
- Decision-Making
- Communication

Career Highlights:



Over my 20+ year career in business leadership, I have helped restaurant franchises to implement the cost controls, infrastructures, and profitability roadmaps needed to maximize performance and growth.

My ability to evaluate operations, reduce prime costs, and implement effective training programs make me an asset to organizations seeking to improve outcomes.

 <https://www.linkedin.com/in/bill-kressner-a2a9335>

Awards & Recognition

- Director of the Year, Buffalo Wild Wings, (2016 & 2017)
- Franchise Consultant of the Year, Buffalo Wild Wings, (2007)

Education & Certifications

- Master's in Organizational Leadership, Gonzaga University, Spokane, WA
- Bachelor of Science in Business Management Baker College, Flint MI

Professional Memberships

- International Franchise Association (IFA), Present
- International Society of Business Leaders (ISBL) Present

Triple J Consulting

Accountability: 2 Clients

Independent Consultant – Vancouver, WA

April 2023 – Present

Context: Interim project-based work centered on providing consultative services for restaurant and retail companies seeking to improve operational performance. Provide guidance on operational systems, finance, and growth strategy.

Key Achievements:

- Glow Tanning Inc. – Currently revamping franchise program for luxury sun spa company to include operational support systems, contract agreements, and service offerings. Developing new website and landing pages and establishing training programs for franchisees. Positioning company to achieve short-term growth target (300-400% scale).
- Dirty Dough Cookies Inc. – Provide consultancy for gourmet cookie company seeking to implement a franchise model. Currently establishing a growth program encompassing documents, training, operational support, and infrastructure development. Organization is on-track to achieve launch plan and milestones.

Shoot 360

Accountability: 17 locations | 11 Markets

Executive Vice President – Vancouver, WA

May 2021 – April 2023

Context: Responsible for partnering with the executive team to set aggressive growth goals and KPI's to achieve long-term objectives of helping brand to become the premier leader in its space. Implement full-scale operations, sales, marketing, and customer support strategies.

Key Achievements:

- Helped organization to re-think scaling approach and strategy to improve the quality and speed of planned facility rollouts scheduled for calendar years 2022 and 2023.
- Executed business analysis to direct the organization's operational and fiscal function and performance with a focus on lean principles and conservative governance.

Dibella's Sub's

Accountability: \$50M Annually | 46 Locations

Chief Operating Officer – Rochester, NY

July 2019 – April 2021

Context: Reporting to the CEO, responsible for improving revenue, sales, and operational excellence for the brand. Key priority for establishing new standards and implementing a culture focus on superior execution and performance.

Key Achievements:

- Led menu innovation, including new products, distributor efficiency, and sales maximization; developed vendor partnership with new soup and salad program rollout Q1 2021.
- Introduced a total awards system including performance and wage analysis, and hourly/salaried training; improved manager retention by 50% and new hire initial 90-day retention to 93%; P&L impact \$400K.

Wendy's

Accountability: \$300M Annually | 185 Restaurants

Franchise Market Director – East Coast/Northern OH/Western, PA

Nov. 2017 – July 2019

Context: Reporting to the Division Vice President, responsible for strategizing all aspects of the business including marketing, customer relations, sales, and finances.

Key Achievements:

- Led a brand transformation initiative resulting in over 50 remodels and relocations within the Wendy's brand; effectively delivered 12 Key brand re-imaging projects within budget and timeline parameters.

- Grew sales 4% and customer counts 8% over previous year using a high-low marketing strategy emphasizing new technology and operational excellence.
- Spearheaded a mobile ordering initiative that resulted in a 10% increase in market penetration and customer transaction frequency. Mitigated customer service issues, increased compliance and raised OSAT by 7%.

Buffalo Wild Wings

Accountability: \$900M Annually | 225 Stores

East Coast Director of Operations – Northeast Region

Sept. 2003 – April 2017

Context: Oversaw franchise operations across 17 markets and directly supervised 6 franchise consultants. Consistently reviewed operational plan, P&L statements, and performance metrics to ensure fiscal and performance accountability.

Key Achievements:

- Led company in sales performance for 4 consecutive years. Advanced year-over-year sales performance 2-3% annually by focusing on bottom performers and heightened business planning for large operators.
- Championed the company's vision by implementing new business model, which expanded operations to airports and stadiums. Helped develop, train, and promote 4 regional managers and six franchise consultants.

Jimmy John's Gourmet Sandwiches

Accountability: \$200M Annually

U.S. DIRECTOR OF FRANCHISE OPERATIONS – United States

May 2001 – August 2003

Context: Led operations for both corporate and franchise divisions of organization during volatile expansion period. Worked with leadership team to provide executive strategy on marketing, operations, business development, and policy.

Key Achievements:

- Onboarded 7 high-performing multi-million franchises over course of tenure; managed \$200 million-dollar operation creating sustainability and growth.
- Served on national committee to revamp retail store layout to maximize profitability per location. Helped coin marketing tagline "Freaky Fast Delivery", creating top-of-mind positioning for brand.

Dunkin Donuts and Baskin Robbins

Accountability: 60+ Restaurants

Franchise Business Consultant – United States

Dec. 1996 – May 2001

Context: Collaborated with Mid-western office to ensure successful construction and opening of restaurants within territory. Provided direction for location build-out, personnel development, and inoculated new franchisees into the culture.

Key Achievements:

- Exceeded annual target of 15 new restaurant opening per year. Opened a total of 60 restaurants, working collaboratively to implement tri-branding concept to business model.
- Strengthened relationships with franchisees improving vertical communication across organization. Generated 15 new accounts with high profile collision companies in footprint.

Other Notable Roles

- Branch Manager, Agency Car Rental, 1995 - 1996
- Assistant Managing Director, Boston Market, 1994 - 1995
- Training Supervisor/Corporate Acquisitions, Payless Shoe Source, 1990 - 1994
- Store Manager, McDonald's Inc., 1983 – 1990

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