

## CHIEF OPERATING OFFICER • VP OPERATIONS • GENERAL MANAGER

### *High-Impact Culinary Executive, Operations and Design Expert* *driving exponential sales globally, leading to unparalleled profitability*

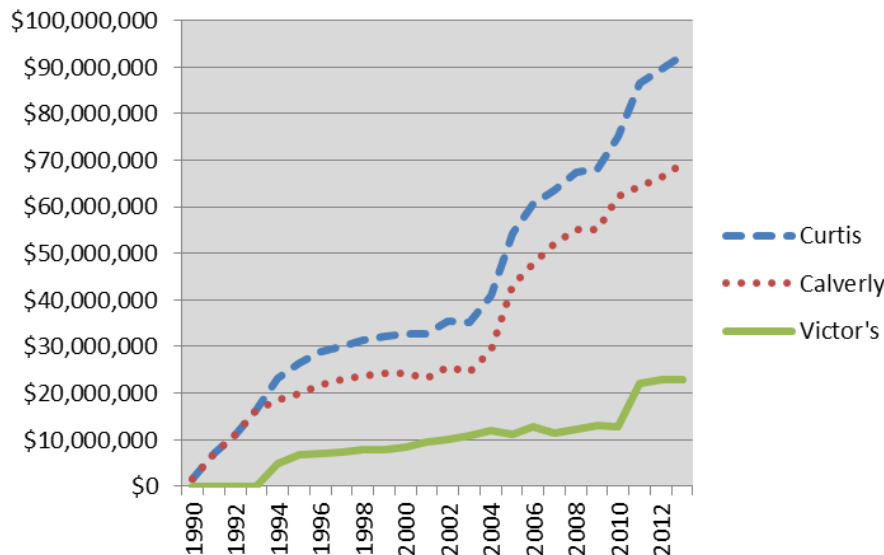
Growth-focused executive and top performer in restaurant sales **exceeding aggressive revenue targets**. Verifiable success transforming enterprises from **financial loss to profitability** in record time with marketing strategies that increase patronage and profitability while slashing costs. Demonstrated **expertise leading multi-million dollar restaurant designs** and build-outs to success under challenging market conditions. Passionate about extraordinary food and quality service proven by continued business from **clients including NBC, Viacom, Morgan Stanley and Good Morning America**.

#### BUILDING FLAGSHIP CULINARY BRANDS INTERNATIONALLY GENERATING \$288M+ SALES ANNUALLY

- Revenue Growth Strategies
- P&L Accountability
- Quality Management Analytics
- Business Development
- Food and Beverage Management
- Restaurant Design and Build-Outs
- Inventory Management | Controls
- Global Restaurant Launches
- Regulatory Compliance and Controls
- Marketing | Sales | Public Relations
- Team Leadership | Staffing
- Guest | Vendor Relations
- Capital Budgeting | Forecasting
- Operations | Facility Management
- Catering/Banquet Management

#### NEW YORK CITY | TORONTO | LOS ANGELES | CHICAGO | MONTREAL

PROFITABILITY THROUGH INNOVATION, SLASHING COSTS AND CUSTOMER LOYALTY



*Spencer's relationships are built on integrity, loyalty and honesty. Spencer uses balanced judgment and brings stability to the entire team. He is sensitive to the feelings of others and is able to display empathy for others in distress. He is also quick to pick up on group dynamics and is skilled at fitting into a group. Spencer uses emotional appeal to convince others of a certain direction. He likes to be on a team and may be the spokesman for the team. (from DISC Profile).*

## CAREER EXPERIENCE

THE CURTIS RESTAURANT AND ENTERTAINMENT GROUP, NEW YORK, NY

1997 – PRESENT

Top, privately held US industry leader in high-end regionally sourced restaurants. Reporting to CEO, direct operations and new restaurant build-outs for flagship brands in New York City, Chicago, Montreal, Toronto and Los Angeles **generating \$288M+ annually. Highest grossing independent restaurant group in the US** with 3500+ employees and 4550 seats.

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**VICE PRESIDENT OPERATIONS**      The Curtis Restaurant and Entertainment Group      2012 – PRESENT

The Curtis Restaurant and Entertainment Group      Los Angeles | Times Square | Upper East Side | NYC  
Reporting to CEO, led design, build and launch of \$15M build-out with 850 seats and 27,000<sup>2</sup> ft. ahead of schedule. Accountable for sales, labor, food and liquor expenditures through a daily reporting structure to head office in focusing on cost of goods sold vs. actual sales.

- Reduced weekly payroll from \$150K to \$123.5K while driving optimal customer service and retention.
- Removed 200 tons of waste from landfill by initiating an environmental management program pilot that was implemented corporate wide slashing operating costs by \$25k per location.

**DIRECTOR OPERATIONS**      The Curtis Restaurant and Entertainment Group      2007 – 2012

The Curtis Restaurant and Entertainment Group      Times Square | Upper East Side | NYC | Washington DC | Bahamas  
Reporting to CEO and COO, led successful and profitable operations for Calverly's Times Square, Calverly's Upper Westside NYC, Victor's at the Atlantis Paradise Island Resort, Calverly's Atlantic City, Calverly's Washington DC, Calverly's at the Atlantis and Victor's at the Atlantis with **accountability for 1000+ employees and \$60M P&L.**

- Designed/launched a 700 seat, 32 000<sup>2</sup> ft. restaurant in Penn Quarter Washington DC on time, creating 200+ jobs.
- Designed and launched restaurant in the Bahamas including developing high-performing team and supervising the training process.

**ASSISTANT DIRECTOR OPERATIONS**      The Curtis Restaurant and Entertainment Group      2004 – 2007

The Curtis Restaurant and Entertainment Group      Times Square | Upper West Side | NYC  
Reporting to the Director of Operations, solely accountable for driving profitability for Calverly's Times Square, Calverly's Upper Westside, Victor's Barbecue, Artie's Delicatessen and Gabriela's Restaurant & Tequila Bar

- Led marketing and merchandising, menu development, IT infrastructure, POS programming and maintenance, website upgrades, weekly chef/general manager meetings to review P&L, evaluate labor, cost of goods and sales.
- Challenged by CEO to decommission 2 underperforming restaurants in <2 years, subsequently building highly successful new business model and retaining majority of staff with 185-seat restaurant launch and 110 employees.

**GENERAL MANAGER**      The Curtis Restaurant and Entertainment Group      2000 – 2004

The Curtis Restaurant and Entertainment Group      Karthic's | Times Square | NYC  
Reporting to the COO and with 278 direct reports, promoted to General Manager, recruiting staff and creating new revenue streams post 9/11.

- **Drove sales by 28%** through website with merchandise, menu offerings and catering options recruiting clients such as MTV, Viacom, Bank of America and *Good Morning America*.
- Spearheaded disaster mitigation and recovery plan by sourcing and engaging a trainer after 9/11 resulting in a comprehensive disaster plan and troubleshooting guides **ensuring post-event business continuity and reducing insurance premiums by 19%.**

**ASSISTANT GENERAL MANAGER**      The Curtis Restaurant and Entertainment Group      1997 – 2000

The Curtis Restaurant and Entertainment Group      Crown Windows, Times Square, NYC  
Reporting to the General Manager, spearheaded several high-impact technology solutions leading to increased efficiency, improved table turnarounds and ultimately driving profitability.

- Dramatically improved efficiency and profitability for table turnovers by initiating **ground-breaking open table reservation and database system to track food, costs and sales data to appropriate revenue center.**
- **Increased revenues by developing an after-hours wine tasting event**, subsequently leading to highly profitable catering department.

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**EDUCATION, PROFESSIONAL DEVELOPMENT AND CERTIFICATIONS**

- University of Chicago – Marketing | Texas Tech University – Electrical Engineering, Architectural Design and Finance
- Restaurant Management and Restaurant Architectural Design
- MS Project Certification

*"Spencer is a seasoned restaurant professional with great positive energy and people skills that make him an effective corporate manager. He has strong P&L focus and is extremely hands on in his approach. His relentless work ethic and his knowledge of design and construction made his collaboration invaluable in the dozens of restaurants we opened and operated together for many years." Otis Vacon, CEO, High-Impact Culinary Design LLP.*