

Jonathan West - Curriculum Vitae

Personal Details

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Experience

- ⇒ Delivery of franchise sales and property development strategies across Europe & the US
- ⇒ Management of property development pipeline delivering 270 new locations for Burger King
- ⇒ Extensive food retail development within Dunkin Brands, Pizza Hut, Burger King & Whitbread
- ⇒ Management of multi-national teams across diverse marketing & sales organizations.

Specialist Skills

- ⇒ Strong network of high net worth franchisees investors and commercial agents with potential to develop multi-site locations.
- ⇒ A detailed knowledge of international & master franchising programmes.
- ⇒ Identifying incremental revenue streams from existing retail operations.

Key Achievements

- ⇒ Dunkin Brands - New market entry agreements negotiated for Austria, Sweden Poland & Georgia valued \$10 million.
- ⇒ Burger King - Managed the key implementation steps and strategy for new market entry into Russia.
- ⇒ Burger King - Created and launched a new franchise recruitment programme for Europe delivering high net worth multiple site operators.
- ⇒ Papa John's Pizza - Opened 24 new units within 11 months in the UK and negotiated 7 development agreements to deliver a further 35 across 2 years.
- ⇒ ChevronTexaco - Management of non-fuel development programme for the International division covering 30 countries and based in New York.

Career History

- ⇒ 2013 – 2015 International Development Manager Europe & Russia – Dunkin Brands
- ⇒ 2011 – Date Owner and Operator of JJW Franchise Consultancy
- ⇒ 2010 – 2011 Director of Franchise Development & Property UK & Europe – Papa Johns
- ⇒ 2009 – 2010 Director Franchising & Strategic Development EMEA – Burger King
- ⇒ 2007 – 2008 Senior Manager Strategic Development EMEA – Burger King
- ⇒ 2005 – 2006 Franchise Development Manager - European Franchise Markets & UK – Burger King
- ⇒ 2000 – 2004 European New Concepts Development Manager – Texaco Europe
- ⇒ 1998 – 2000 Global Strategic Alliance Manager - Texaco Inc (Based in New York)
- ⇒ 1996 – 1998 New Concepts Development Manager - Texaco Inc
- ⇒ 1994 – 1996 Business Development Manager - Whitbread PLC
- ⇒ 1992 – 1994 Regional Operations Manager – Pizza Hut UK
- ⇒ 1990 – 1992 Area Operations Manager - Pizza Hut UK

Responsibilities & Achievements

International Development Manager Europe & Russia – Dunkin Brands Oct 2013 to Feb 2015

Responsible for the growth and development of the Dunkin Donuts and Baskin Robbins brands across the European marketplace reporting into SVP International Development. Key 2014 targets being to enter 3 new European markets which lead to my completing two major development agreements for new market entries into Sweden and Austria. The 5 year income potential was \$10 million (25 sites over 5 yrs) with Poland and Georgia completing in early 2015. I also completed the recruitment and signing of 2 new partners for the UK market covering Manchester and Leeds as well as the South coast territory. During my time with Dunkin Brands I worked closely with existing partners to develop a non-traditional investment strategy which lead to the completion of supply agreements on motorway and travel hub locations with Welcome Break, WH Smiths in mainline rail stations and the US armed force bases in the UK.

The role included accountability for the assessment of high net worth individuals and organisations who wished to invest in Dunkin brands. Reviewing the financial and experiential ability to grow 25 sites over a 5 year development agreement with a minimum investment required of \$3 million. During my time with Dunkin Brands I was responsible for the market mapping and territory management for each European market to maximize growth opportunities within agreed targets.

Owner operator of JJW Franchise Consultancy - Aug 2010 to Date

Offering consultancy services to European food retail organisations in all areas of franchise sales and property development. Two major projects completed as follows:

Offering new country entry advice to one of the largest independently owned Spanish restaurant companies who planned to open a UK and Irish network of high quality Tapas restaurants and bars. Services offered included supply chain management, site selection, UK HQ location selection, marketing, franchise sales and translation and implementation of operational standards. I have worked on the recruitment of the UK/Irish teams to manage the roll out of the brand with 30 new units per year.

I have assisted one of the largest independently owned fuel & convenience store operators in the UK who operate 400 locations to set up a new franchise division within the existing business unit focusing on non-fuel income growth. The project included operating fast food and non-food franchise brands from within the fuel forecourt areas. I also assisted the team with the negotiation with existing food brands, operational controls, site selection and profitability models.

Director of Franchise Development & Property UK & Europe – Papa John’s - June 10 to Aug 11

Reporting to the General Manager UK & Europe. My role was to focus on driving the franchise & property development growth of the Papa John’s brand across the UK & European markets. Managing a team of 6 which consisted of 2 Development Managers, 1 Estates Manager, 1 Construction Manager, 1 Franchise Sales Manager and a PA

The details of the role were:

1) To manage the Papa John’s new store opening process across the UK to achieve agreed opening targets of 33 new stores in 2010 and a further 30 planned for 2011. Review further development opportunities within European markets covering Russia, Turkey, Cyprus and Ireland working closely with existing franchise operators. Seek out acquisition opportunities to jump start the year on year growth numbers

2) Supervise the Papa John’s new franchisee recruitment process across the UK and Europe to achieve and exceed agreed recruitment targets whilst coaching and supporting Franchisees development teams. Manage all aspects of the franchise development pipeline whilst tracking the application process.

3) Oversee the Estates Management role covering all Papa John’s property leases, sub leases and empty units. Track rent review and lease end periods ensuring the property costs are managed in an effective manner.

4) Identify and manage growth potential with corporate entities whilst exploring cross border opportunities. Research and deliver new channel / sector development opportunities within Europe covering non traditional locations. Identify & appraise those opportunities to maximise future growth potential. Examples include Fuel operators, Leisure centre operators and those operating within the entertainment sector.

Director Franchising & Strategic Development EMEA – Burger King July 2009 to July 2010. HQ in Slough

Reporting to the Senior Vice President Development EMEA. My role was to focus on driving the development growth of the Burger King brand within specific sectors whilst managing a team of 5 franchise sales managers across EMEA. I had direct responsibility for the key corporate contacts with the largest non traditional operators such as Autogrill, HMS Host, AGIP, Select Service Partners (SSP) & US Armed Forces locations.

The details of this role are as follows:

To manage the Burger King development and recruitment process for new and existing franchisees across EMEA to achieve agreed recruitment and sales targets for each division whilst delivering a centralised, consistent and team approach. Multiple new franchisees were recruited over a 24 month period leading to 40 new restaurants opened by new franchisees and 370 by existing franchisees. Recruit, supervise and develop 5 franchise sales managers (FSM) based in London, Amsterdam, Madrid, Munich and Milan whilst delivering agreed divisional targets for new franchisee recruitment. Consolidate the role of the FSM into a focused & strategic role so as to encourage multiple site development by new larger cross border franchisees and entrepreneurial investors. Administer and collate the development pipeline activity within the EMEA divisions capturing both property and franchisee growth versus plan. Liaise with development directors where appropriate to manage exceptions whilst acting as a key point of contact between franchisee senior management and EMEA markets. Franchisees have opened 252 new restaurants in 2009 with a further 260 forecasted for 2010

Senior Manager Strategic Development EMEA – Burger King July 2007 to 2009. HQ in Slough
Reporting to the Senior Vice President Development EMEA. My role was to focus on driving the development growth of the Burger King brand within specific sectors which are key to Burger Kings future growth strategy e.g. leisure, entertainment, roadside and travel. The details of this role are as follows:

- 1) Managing the development relationship with corporate and institutional Burger King Franchisees such as Autogrill, HMS Host, AGIP, Select Service Partners (SSP) & US Armed Forces locations.
- 2) Driving franchisee development plans whilst monitoring progress against development agreements contributing to the target of 200 new restaurant openings per year.
- 3) Acting as the key point of contact with franchisee senior management teams and EMEA market directors.
- 4) Identify and recruit new “institutional, cross-border” franchisee’s into the Burger King system.
- 5) Appraise and exploit new channel/sector development opportunities with an EMEA-wide mandate

HIPO Project Team Leader

A key team member of the High Potential Programme (HIPO) which worked on a new country entry strategy for the Russian market. The project included a full assessment of the key requirements for entering such a large and complex market. The expected outcome of this 6 month project was for the group to analyse the lessons learned from new market entry to date within EMEA, to identify the critical factors that are specific to entry into the Russian market and to recommend further actions that the EMEA Leadership Team needs to take within the context of a successful business model. (See recognition letter below) On January 2010 Burger King opened its first Russian restaurant.

Franchise Development Manager – Burger King April 2005 to July 2007 field based. HQ in Uxbridge
Reporting into the European Development director I was responsible for the recruitment of high quality strategic partners (franchisees) across North West Europe focussing on the UK and Irish marketplace. My role included a full assessment of all new franchise applications whilst assessing site viability against Burger Kings requirements. A key responsibility in this role was the management of a team of internal and external franchise development agents against agreed KPI targets. The role includes working closely with existing multiple franchise operators such as Compass, Moto & Welcome Break who jointly manage 75% of the UK BK estate of 600 restaurants.

My responsibilities included acquiring new locations whilst measuring viability and franchisee ability to invest. Working closely with our retained agents Cushman & Wakefield I would assess the chosen locations for operational viability within our site approval process and development plan whilst liaising with our approved strategic partners.

I had responsibility for organising 20 franchise recruitment road shows targeted at recruiting high net worth individuals and companies within key development zones of the North East and West of the UK. The recruitment and property pipeline was targeted to deliver 35 new locations in 2007 with 10 new strategic partners and these targets were exceeded by 145%.

European New Concepts Development Manager - ChevronTexaco July 2000 to July 2004 based in Canary Wharf, London
Responsibility for the development & roll out of new retail concepts across 2000 Texaco service stations. Creation & roll out of new coffee, bakery & sandwich based food retail concept covering 300 Chevron Texaco convenience stores in the Netherlands, Belgium & the UK delivering £6 million profit. The bakery programme was branded as “Baker Street” and was based on an existing Dutch operation utilizing hot and cold bread/pastry products aimed at customers on the move. I managed a team of internal and external retailers to assist in the creation of a high quality “food to go” offer which would ensure profit targets were achieved for both the retailer and the Texaco organization. Team members from Turbochef, Hazelwood Foods and Baker Street were working under my direction to create a range of products that would be ready for a 200-store roll out. Development & launch of the new Star Mart franchise convenience store concept covering Netherlands, Belgium & Russia. Star Marts objective was to convert company owned locations into franchised operated units delivering an extra £10 million of margin in year one.

Global Strategic Alliance Manager - Texaco Inc 1997 to 2000 based in New York USA on a 3 year assignment
Key aspects of the role as identified on my US visa application

- 1) Develop, co-ordinate and provide consulting for international co-branding initiatives with each of Texaco’s International groups, developing non-fuel products to maximise sales and profits

2) Oversee the alignment and integration of franchise marketing and retail facility development with the agreed marketing strategy. Serve as a company expert on all international co-branding initiatives, specifically to the international business units.

Key responsibilities

Developed & launched a prototype trial of the Star Mart Franchise convenience store programme in Latin America & North West Europe. Responsible for increasing existing asset values & returns through the negotiation & implementation of global co-branding agreements with key strategic partners such as MacDonald's, Burger King & Blockbusters. Recruitment & operational responsibility for 30 in country strategic alliance team members with a global incremental profit target of £90 million over 3 years. Implementation of new multi use kiosks within the convenience store with the objective of creating a shop in shop concept. The trial of this kiosk proved successful & was adopted across the Latin American market leading to a £30 million per year increase in shop revenue.

New Concepts Development Manager - Texaco Inc 1996 to 1997 based in Canary Wharf, London

Managed the Texaco investment program for on site facilities with both own & third party brands. The brands included were: Nationwide, Nat West, Macdonald's, Pizza Hut, Burger King, The National Lottery & Threshers off licenses. The key focus was to develop and install multi use in store kiosks for the chosen brand to operate from and provide a "shop in shop" format within the c-store. I negotiated an exclusive agreement with Bank of Scotland covering 300 sites based on 3 year single site agreement which generated incremental profit of £500,000. Operational control of the Quick Serve Restaurant (QSR) program using 5 QSR coordinators reporting into my department. The construction of full restaurant P&Ls with weekly line by line reporting increased top line sales by 30% & operational profit by 6% exceeding the £2,000,000 PA target.

Business Development Manager - Whitbread PLC 1994 to 1996 based in Luton, Bedfordshire

Management & development of 75 franchised restaurants & public houses within the South East with consolidated weekly sales of £624,000. Completion of the negotiation & assignment of 20 & 5 year franchise / leases within given timescales whilst acting as a broker & consultant to franchisees. Provision of advice & suitably screened new franchisees to facilitate a mutually beneficial franchise re-assignment. Responsibility for the timely review of rentals paid by the lessees linked to asset improvement opportunities. I launched a new food concept which contributed to an improved operating profit of 40%.

Regional Operations Manager - Pizza Hut UK 1992 to 1994 based in Borehamwood, Middlesex

The management of 6 Area Operations Managers covering 72 stores which had a yearly sales turnover of £36 million. Full P&L responsibility for sales and profit targets being achieved. Development and management of a team of 6 Area Managers. Oversee the evaluation of quality & service business measurement tools in all areas to ensure that customer satisfaction levels were maintained or exceeded. Identify & opening of new sites across the region. Coaching and counselling management team to ensure all business targets were met.

Area Operations Manager - Pizza Hut UK 1990 to 1992 based in Borehamwood, Middlesex

The management of 12 stores with a yearly sales turnover of £6 million. Full P&L responsibility for sales and profit targets being achieved. Evaluation of quality & service business measurement tools in all stores to ensure that customer satisfaction levels were maintained or exceeded. Identifying & opening new sites whilst recruiting both internal & external management teams to an establishment level of 36 managers. Coaching and counselling store managers to ensure all business targets were exceeded which lead to a team area award for profit performance being achieved. I lead a UK wide roll out of a countrywide training programme to enhance order capture & uplift service quality & speed called the "Customer Connection", this lead to a 25% reduction in customer complaints & an increase in operating profit to 45% average across all locations within my area and had a positive impact across the UK market.

Education & Qualifications

Negotiation Skills Course "Coverdale"

Interaction Management Skills Trainer

Hotel & Catering Training Board, Level 1, 2, 3 & 4

DDI International Training Skills Assessment – Interaction Management Trainer

Thanet Technical College, Broadstairs, Kent.

City & Guilds 706 Chefs Course 1 - City & Guilds 706 Chefs Course 2

City & Guilds 707 Advanced Chefs Course Level 1 - City & Guilds 707 Advanced Chefs Course Level 2

Hartsdown School, Margate, Kent, England

7 GCSE Grades in Maths – English – Physics – Geography – Metalwork - Technical Drawing - Sociology.



24 April 2008

John West, Development EMEA

Dear John:

John,

Re: High Potential Development Programme

Following the completion of the programme this week, I wanted to formally recognise the outstanding work you achieved as a team when working on our new market entry strategy for Russia.

On behalf of the entire EMEALT, I want to thank you for the level of dedication and skill that you have shown in making a presentation of such quality and in setting the foundations for us to move forward in this vital market.

In saying this I recognise the fact that not only was the project itself ambitious but also a successful outcome was achieved with half the planned number of participants. This wasn't ideal however you clearly dealt with the challenge this presented.

Going forward we are committed to encouraging you to develop your careers with us and I want you to know that you have my full support. To this effect we are working on a mentoring process that will allow you regular access to a member of the EMEALT and will be active within the next month.

Finally I realise this programme has meant many late nights/early mornings, in excess of what we would normally expect. Please be assured that you have made a significant contribution and that when the time comes to open our first restaurant in Russia you will be invited along as an honoured guest in recognition of this contribution.

Yours sincerely

A handwritten signature in blue ink, appearing to read "Peter Robinson", with a long horizontal line extending to the right.

Peter Robinson
President, EMEA

cc: John Chidsey

BURGER KING EUROPE GmbH