

GEORGE J. KOSTE

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SENIOR OPERATIONS MANAGEMENT EXECUTIVE

Vice President • Director • General Manager • Chief Operating Officer

Results-oriented executive with progressive record in operations management, franchise development, and account management. Demonstrated track record of success within Fortune 500 companies, startup operations, medium-sized companies, and budgets up to \$128M. Recognized for utilizing innovative training techniques to aggressively manage all details surrounding new installations and team development initiatives. **Core competencies include:**

- Strategic Business Planning
- Multi-site Operations Management
- Staff Recruitment & Training Programs
- Vendor & Contract Negotiations
- Startup & New Business Development
- Meeting & Convention Management
- P&L Accountability & Budgeting
- Cross-functional Team Leadership
- Inventory Management & Sales Growth
- New Product Introductions & Launch
- Business Process Redesign & Implementation
- Policy & Procedures Development

Experienced in developing franchise stores from concept-to-inception and achieved first year sales volume of \$1.2M (versus corporate average of \$750K). Contributed to overall double-digit store increases and beat industry averages by 5-7%. Negotiated with vendors to defray costs associated with five off-site manager conferences costing approximately \$75K.

PROFESSIONAL EXPERIENCE

BAY MANAGEMENT, LLC, Easton, MD

1999–Present

Vice President of Purchasing & Visual Merchandising

Direct all product purchasing, allocation, and replenishment process for 42 Blockbuster Video franchise stores. Negotiate contracts with all vendors for products and services and manage all processes for initial setup of new stores. Develop and manage \$7M annual procurement budget generating \$30M in annual revenue. Implement in-store visual merchandising planning to maximize inventory turns and sales. Responsible for planning *off-site annual manager conferences* and regional meetings for upwards of 85 attendees.

Key Contributions:

- Instrumental in developing and enhancing new DVD sell-through program and increased sales in first 10 months of program by 50%. Contributed to overall double-digit same store increase, beating industry averages by 5-7%.
- Reduced Cost-of-Goods expenditures by 3% in 2003 by re-engineering allocation and deployment programs and renegotiating vendor and distributor pricing structures and rebate incentives.
- Negotiated \$350K in additional annual marketing funds with vendors and studios (doubling regional stores in five years).
- Realized annual savings of \$450K through design and implementation of custom purchasing, allocation, and replenishment system, allowing maximum use of inventory and managing price adjustments.

BLOCKBUSTER, INC., Dallas, TX

1999–1999

Franchise Business Consultant

Managed 15 franchises representing 150 stores with total sales volume of \$128M. Facilitated and coached groups on *Best Practices* to improve and maximize operations' financial performance, including marketing, training programs, and product purchasing programs.

Key Contributions:

- Initiated, developed, and implemented corporate business plans for 15 Franchise Groups (representing 150 stores). Completed business plans in three months, well ahead of original six-month time budget.
- Played pivotal role in directing and managing new store development processes, including site selection, lease negotiation, site and store planning, construction schedules, orders, training, and grand openings.

PROFESSIONAL EXPERIENCE (continued)

DELMAR ENTERTAINMENT LIMITED PARTNERSHIP, Salisbury, MD

1991–1998

Partner & Vice President of Operations

Held full P&L accountability for Blockbuster Video franchise stores with annual revenues of \$6M. Supervised staff of 18 full-time management and 90 hourly personnel. Managed ongoing annual operating inventory investment in excess of \$2M. Developed annual business plans, managed all aspects of human resources administration, initiated training programs, and executed marketing and promotional initiatives.

Key Contributions:

- Key player in developing new video franchise startup, including developing business plans and proformas, securing financing, vendor negotiations and contracts. Authored company policy and procedures and employee handbook manual. Recruited, hired, and trained store personnel. Opened first store on schedule and achieved first-year sales volume of \$1.2M, 60% above corporate average unit volumes.
- Led development efforts for opening five additional stores within 2-1/2 year period, including securing adequate financing, ensuring human/physical resources and maintaining inventory/delivery schedules. Recruited and trained store personnel. Met and exceeded company goals and objectives by opening 80% of stores ahead of schedule, generating \$500K in additional gross revenue and 3% additional cash flow above projections (\$18K).
- Developed and implemented store management P&L standards and goals. Grew annual average store volume to \$1M (versus corporate average of \$800K) and achieved average 20% pre-tax ROI for shareholders over span of operation, allowing company to pay off debt service eight months early. Ultimately sold franchise and achieved 200% pre-tax return on each shareholder's initial investment.

HARDEE'S FOOD SYSTEMS, INC., Rocky Mount, NC

1990–1991

Area Director and Franchise Sales & Development

Recruited and negotiated license and development agreements with new franchisees to open and operate Hardee's and Roy Rogers Restaurant brands. Reviewed and analyzed franchise agreements for area including 52 franchise groups representing 283 stores. Developed and controlled department budget.

Key Contributions:

- Recruited and negotiated 11 new franchisee agreements for launch of new restaurants in Northeast. Achieved 110% of annual recruitment plan and exceeded fee/royalty income budget by 34%.
- Instrumental in increasing market penetration in Northeast where severe lack of market presence and customer awareness existed. Created brand awareness through direct mail program to existing restaurant owners and corporate executives throughout industry. Organized and attended four trade shows.

Additional career experience at MARRIOTT INTERNATIONAL, Bethesda, MD. Held progressively accountable positions as: Assistant Store Manager, Unit Manager, Training Instructor, Manager of Labor Planning & Forecasting, Manager of Special Projects, Manager of Franchise Facilities, and Manager of Franchise Licensing. Achievements:

- *Opened 18 new franchisee stores within one-year timeframe, exceeding corporate plan by 150%.*
- *Managed and coordinated facility support services and equipment purchases for 94 new stores and 27 store renovations.*
- *Expedited and staged equipment purchases in excess of \$13M.*
- *Developed and distributed standardized equipment manual and purchasing program for franchise community.*
- *Implemented and managed franchisee Design/Build Program, generating an additional \$250K in fees.*
- *Developed and maintained automated systems for labor scheduling and cost/product mix systems.*
- *Authored and administered custom-designed restaurant administration training program.*

EDUCATION & TRAINING

B.S.—Management, UNIVERSITY OF HARTFORD (CT)

- MOTIVATIONAL SKILLS, *The Yes Attitude*, Annapolis Junction, MD (2004)
- MANAGEMENT TECHNIQUES SEMINAR, *It's Your Ship*, Orange County, CA & Key West, FL (2003)
- EMPLOYEE MOTIVATIONAL SEMINAR, *Fish Philosophy*, Dallas, TX & Baltimore, MD (2002)