

# LARRY STRAIN, CCIM

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## CHIEF DEVELOPMENT OFFICER → HIGH-GROWTH RETAIL AND RESTAURANT COMPANIES

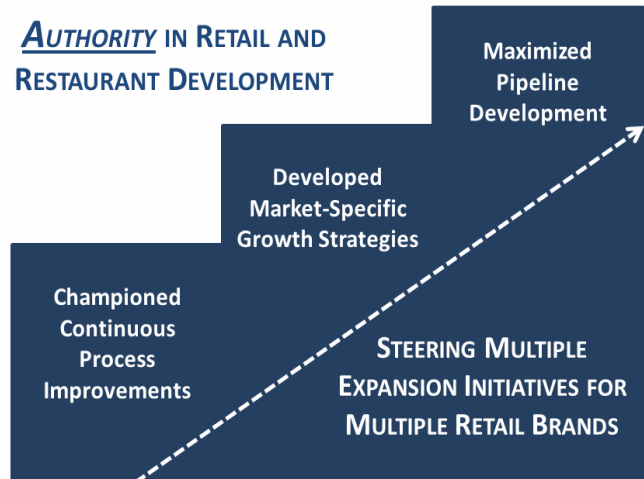
DEVELOPMENT AND EXECUTION OF STRATEGIC GROWTH PLANS FOR GLOBALLY RECOGNIZED RETAIL BRANDS AND INDUSTRY RESPECTED CHANGE AGENT IN MULTIPLE DISCIPLINES OF BUSINESS DEVELOPMENT

**MCDONALD'S CORPORATION – STARBUCKS COFFEE – DUNKIN' BRANDS – GLOBAL PARTNERS – RDE, LLC**

### LEADERSHIP SNAPSHOT

- 20 Years' of Growth Success Driving Multi-Unit Development for Top 1% Retail Brands
- Experienced Developer in Multiple US Markets
- Reputed as Retail Development Thought Leader
- Deal Negotiator | Market Strategist | Change Agent
- Founder of Restaurant Development Experts, LLC
- Certified Commercial Investment Member (CCIM)
- Developed Synergetic Relationships with Franchisees, Business Owners, and CXOs
- Expert in Business and Financial Modeling
- Shaping Strategic Plans into Executable Solutions

### AUTHORITY IN RETAIL AND RESTAURANT DEVELOPMENT



### EXECUTIVE STRENGTHS

New Store Development • Market Optimization • Strategic Planning • Pipeline Development • Process Improvements • Asset Management • Franchise Sales & Development • Complex Deal Negotiations • P&L / Budget / Cost Control • Real Estate / Construction / Site Selection / Design • Due Diligence & Acquisitions • Project Management • Market Intelligence • Broker Relations • Business Modeling • Stakeholder Management • Account / Business Development • Team Motivation & Leadership

### CAREER NARRATIVE AND IMPACT

**RESTAURANT DEVELOPMENT EXPERTS, LLC (RDE, LLC) | UNITED STATES**

2013–Present

*Real estate advisory firm specializing in the creation and execution of strategic growth & optimization plans for multi-unit retail brands*

### **PRINCIPAL & FOUNDING PARTNER – STRATEGIC PLANNING, COMMERCIAL REAL ESTATE, FRANCHISE SALES & SERVICES**

Founding Partner responsible for the creation and implementation of disruptive platforms designed to accelerate growth for emerging brands seeking local, regional & national expansion while helping established brands optimize their retail presence in existing markets.

- **STRATEGIC PLANNING:** Architected proprietary market planning technology that uses specially designed algorithms that determines how a multi-unit brand should develop their retail presence, trade area by trade area, in prioritized fashion, from the 1<sup>st</sup> location to the last – in any marketplace.
- **TENANT REPRESENTATION / BROKERAGE SERVICES:** Rendered executive oversight in delivering national brokerage services, in the form of tenant representation, through various affiliate offices across the US, that address the shortcomings commonly experienced by rapidly developing multi-unit retailers.
- **CORPORATE REAL ESTATE SERVICES:** Served as “Trusted Industry Expert” in providing outplacement corporate real estate services, from executive level to field level, for emerging retailers that are not able to support internal infrastructures that are necessary for multi-regional or national expansion initiatives.
- **FRANCHISE SALES & SERVICES :** Created service platform for the franchise community that breaks down the barriers that commonly exist between franchisor & franchisee by acting as an executive liaison that is highly capable of providing a balanced mindset in the design, sell & execution of multi-unit development territories .

*Fortune 200 Company—one of the largest independent owners, suppliers, and operators of gasoline stations and convenience stores*

### SENIOR VICE PRESIDENT – REAL ESTATE AND STORE DEVELOPMENT

Brought on board to oversee all store design services, real estate, construction, and asset management of >900 stations. **Manage multi-million-dollar annual CAPEX and OPEX budgets**, including analyzing, reviewing, and approving capital expense plans with average \$4.5M+ (per project). Overhaul processes to maximize pipeline development of all new to industry, raze and rebuild, major remodel and merger and acquisition initiatives.

- **GROWTH AND INNOVATION: Lead executive in the creation of a new brand narrative emphasizing on foodservice to capitalize on emerging industry trends**, that resulted in radical changes to the company’s brand, store design, business model and corporate culture.
  - **Accountable for the development of a new prototype store design integrated with enhancements** in product offerings, customer experience, operational execution, sales capacity, corporate social responsibility, and LEED inspired design elements.
  - Restructured organizational hierarchy plan that enabled the company to adjust to rapid store development.
  - **Created new proprietary coffee program for Global Partners**, including enhancing foodservice platform.
  - Recruited best-in-class industry designers, contractors, and advisors that assisted with the development of a new to industry “Store of the Future” concept—projected to launch in New England in late FY17.
- **MARKET ANALYTICS: Strengthened market dominance** by devising and implementing go-to-market plan/strategy that pinpointed specific markets within Northeast, Mid-Atlantic, and New England territories.
- **BUSINESS AND FINANCIAL PLANNING: Crafted 10-year market expansion plan, supporting CAPEX and OPEX budgets for all new store growth initiatives** encompassing new-to-industry, raze and rebuild, divestiture, major remodel, and competitive take over sites.
- **CHANGE MANAGEMENT: Instilled forward-thinking, client-centric culture environment** for an 80-yearold company, struggling with business and operational innovation.
- **DUE DILIGENCE AND ACQUISITION: Developed and implemented due diligence package and procedures** that successfully identified, tracked, and managed store development opportunities and initiatives.

*One of the world’s largest restaurant chains with \$25.4B+ revenue and 420K+ employees in 119 countries*

### REAL ESTATE & STORE DEVELOPMENT

Recruited to accelerate growth and profitability for new store development in seven territories in South East region, including establishing innovative market planning system and directing multiple broker/developer/landowner relationships, and strengthening alliances (franchisees, construction, operations, marketing, finance, and senior leadership).

- **BUSINESS MODELING: Enabled McDonald’s Corporation and multiple regional franchisees to exceed growth expectations** while maximizing returns.
- **REVENUE GROWTH: Generated millions in new revenue for company and franchisees through multiple new to industry, raze and rebuild, and major remodel developments** leading to recognition as Top Producer in Atlanta region (FY12)—total of 22 regions in the US—accountable for territory consisting of >300 assets.
- **COMPLEX DEAL MANAGEMENT: Recognized as “In-Town Atlanta Dealmaker”** by securing long sought-after development opportunities shadowed by complex deal structures, strenuous entitlement processes, and challenging site designs.
- **OPERATIONAL INNOVATION: Built cutting-edge market planning initiatives** for South East region, utilizing sophisticated GIS analysis that quantified remaining new store development opportunity and mitigated potential risks for company and franchisees.

*Global restaurant holdings company with two well-known fast-food restaurants—Dunkin' Donuts and Baskin-Robbins*

### REAL ESTATE & STORE DEVELOPMENT

Recruited to plan, develop, and manage all new Dunkin' Donuts and Baskin Robbins combo stores in 32 DMA's in Southeast region while directing 38 active store development agreements. Oversaw 5-member real estate team to ensure administration of site selection, market planning, due diligence and SDA management activities. Forged and maintained synergetic alliances with franchisee/franchisor and different internal business operations groups.

- **GROWTH MANAGEMENT:** Handpicked by Executive management to oversee initial development of >350 self-serve store units across multiple US regions with company's largest franchisee, Hess.
- **STRATEGIC MARKET PLANNING:** Designed and implemented a market-planning system that measured key trends and demographics to achieve 'smart growth' new store development within defined geographies.
- **PROJECT LEADERSHIP:** Handpicked by Chief Development Officer to represent business unit in developing and implementing 2010 'Restaurant Economics' initiative for all existing US assets.
- **FINANCIAL MODELING:** Created a new financial model that addressed unit economic barriers and incentivized new store growth with franchisees while eliminating revenue loss to franchisor through development subsidies.

*Global coffeehouse chain company with \$19.6B+ revenue and 238K+ employees operating across 23.7K+ global locations*

### REAL ESTATE & STORE DEVELOPMENT – LICENSED STORE DEVELOPMENT – BUSINESS DEVELOPMENT

Directed all aspects of new store development initiatives encompassing market planning, site selection, LOI and lease negotiations, financial analysis, project management, impact assessments, and broker and developer management, while deploying corporate growth development strategies and maintaining all PC, ROI, IRR, NPV and sales to investment financial benchmarks.

- **NEW STORE DEVELOPMENT:** Top producer in new store growth with 25 stores in development (FY08).
- **PROCESS IMPROVEMENTS:** Identified operational strengths and weaknesses of multiple trade areas for Retail North America after creating processes for determining market holding capacity, proforma analysis, and GIS mapping programs.
- **SALES OPTIMIZATION:** Drove significant growth and profitability for Starbucks—hit 183% of new revenue target, 173% of new store count target, and 142% of new sales weeks as New Store Development Manager (Licensed Stores)—attained 134% of new sales target as 1st year Regional Sales Manager (Consumer Product Goods).
- **BUSINESS DEVELOPMENT:** Developed interactive marketing plan for two multi-state regions.

**SUCCESSFULLY WORKED AS VP – BUSINESS DEVELOPMENT FOR NEW NORTH STAR RESOURCES, INC. | 1997–2000**

**SUCCESSFULLY WORKED AS ASST. F&B DIRECTOR – FITZGERALD'S CASINO & HOTEL | 1994–1997**

**SUCCESSFULLY WORKED AS FRANCHISEE CONSULTANT – DOMINO'S PIZZA | 1987–1994**

### CREDENTIALS

**Certified Commercial Investment Member (CCIM)**

**Dale Carnegie Institute**

#### Specialized Courses:

Development, Design and Construction Institute, John T. Riordan School of Professional Development | Learning Series for Leasing Professionals & Financial Managers, ICSC | Site Selection Series / Managing Successful / Lease Negotiation & Financial Performance

**Corporate Training:** Real Estate Development, Corporate Sales, Relationship Management, Personal Development