

MATT R. ZUBRADT

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INTERNATIONAL BUSINESS EXECUTIVE

Successful in driving revenues, growth, profitability, and operational performance.

Turnaround & Start-up Leadership • Strategic Planning • Operations Management • Marketing Management
Business & Market Development • Mergers & Acquisitions • Human Resources • Project Management • Consulting
Conflict Mediation & Negotiations • Performance Improvement • Training • Cross-Functional Team Building & Managing

Versatile, hard working and energetic executive with a 20-year career reflecting continual advancement and a record of achievement in building corporate value. Turnaround expert, catalyst for positive change, highly skilled in a range of marketing functions, and proven team leadership talent in project management environments. International experience through extensive interactions in over 50 countries, and traveling, working and living in Spain, Mexico, and Brazil. Multicultural and multilingual; fluent in Spanish, speak and read Portuguese, and read French. Career highlights:

- Turned around a project in India that was operating below breakeven – increased revenues by 73% from USD \$11.4 million to USD \$19.7 million and achieved profitability within two years.
- Increased revenues by 24% from USD \$10.9 to USD \$13.6 million in less than 12 months and achieved profitability within six months for project in Brazil that had also been operating below break-even.
- Doubled unit presence and tripled revenues in Malaysia by identifying, negotiating and completing an acquisition.
- Doubled annualized revenues in Tennessee from USD \$3.6 million to generating USD \$7.4 million in six months, representing a 105% increase.
- Lead consultant for operations and training, directing a team of 40 during the opening of the first 78 stores in Mexico

PROFESSIONAL EXPERIENCE

Founding Consultant, Voz Latina – El Salvador, LLC; Brighton, MI

2006 to Present

Provide strategic consulting and advisory services to a variety of organizations

- Grupo Zena (Madrid, Spain): Coordinated the “overnight” conversion of 87 food service locations from one top-tier international brand to another. Led teams tasked with rebranding / remodeling as well as all associated training activities.
- Grupo Umbria (Rio de Janeiro, Brazil): Led development activities related to international expansion of Spoleto an Italian fast casual concept operating 200 outlets in Brazil. Secured a master franchise agreement for Spain and directed feasibility studies and development process for the US market that were terminated in light of the then impending financial meltdown.
- New York Burger Co. (NYC, NY): Collaboratively authored organizational procedural manuals.

DOMINO'S PIZZA INTERNATIONAL (DPII); Ann Arbor, MI

1988 to 1996 & 1998 to 2006

Director of Development (1998 to 2006)

Consistently promoted and worked up the corporate ladder during career with this \$5 billion company operating in 50+ international markets. Selected as one of three representatives on the strategic planning team for the International Division, which was formed after Dominos Pizza was purchased by Bain Capital, Inc., of Boston. Focused on improving underperforming markets, developing new markets, and driving growth through mergers and acquisitions – managed acquisition planning, analysis, due diligence, candidate review and contract negotiations, and coordinated analysis of business and initiated operations roll-out.

Served as the point of contact for conflict negotiations and resolving accounts receivable balances, and worked with local counsel in international markets to address a range of legal issues. Served as the lead consultant for a performance improvement team of marketing, financial, operational, training, distribution, and quality assurance specialists.

- Worked with a Bain Capital Partner and two Bain Inc consultants on the development of strategic plan that governed international business when the company went public and continues today to be the backbone of all information provided to shareholders.
- Increased revenues by 24% from USD \$10.9 to USD \$13.6 million in less than 12 months and achieved profitability within six months for a Brazil project that had been operating below break-even.
- Participated in recruiting/selecting a new management team in Brazil, developed marketing plans and calendars, introduced new products and services, and drove strategies for segmentation, positioning, product/services and distribution promotions.
- Worked with a local advertising agency, creative photographers, strategic partners (Coca-Cola and national suppliers) and direct marketing companies in Brazil, and increased market penetration at a reduced cost by partnering with other businesses on the development of a unique direct marketing solution.
- Evaluated Scooter's Pizza in South Africa as an acquisition target and negotiated the proposed commercial relationship; presented findings to the CEO and recommended halting the deal due to Sarbanes-Oxley concerns.
- Doubled unit presence and tripled revenues in Malaysia through the acquisition of Shakey's Pizza. Authored and negotiated the commercial agreement, under which the newly combined entity would maintain its relationship with DPIL.
- Evaluated feasibility of a proposed acquisition in Malaysia for ROI, product / service compatibility and redundancy of location. Calculated budget based on local costs and estimates were within 3% of those projected and identified retro-fitting requirements and developed punch list with architects and contractors.
- Collected a total of \$1.45+ million in accounts receivables in India, Switzerland, Russia and El Salvador.
- Facilitated the resolution of tax and royalty remittance issues that had contributed to the growing accounts receivable balance in India, and renegotiated the commercial relationship.
- Turned around project in India operating below breakeven to an increase in revenues by 73% from USD \$11.4 million to USD \$19.7 million and profitability within two years. Restructured the local business in India, identified and developed local talent, reduced marketing costs from USD \$3 million to USD \$800,000 through discontinuing use of electronic media and substituting relationship marketing strategies (e.g., direct mail), and introduced a 30-minute service guarantee and product line extensions.
- Increased revenues by 35% in Russia through renegotiating the commercial relationship, negotiated/closed eventual mutual termination agreement in El Salvador, and renegotiated the commercial relationship in Switzerland, which led to a public offering.
- Supervised activities of Dutch and French Development Directors, resulting in 30% increase in unit count in the Netherlands/France over a five-year period.
- Managed recruitment and selection process of the French Executive Team. Directly participated in all interviews for the selection of the Managing Director, Director of Finance, Director of Development, and Director of Marketing, and held a leadership role in the selection of the French office and distribution centers.
- Increased awareness among the press, consumers, and potential franchisees in France through providing home office support for the "Tour de France," a business development tour of major metropolitan areas in France.
- Expanded unit count by 10% in France through coordinating a team of 10 consultants in the evaluation of national opportunities and executing their successful acquisition.

Senior Project Director, Developing Markets (1995 - 1996) / Franchise Support Manager (1994)

In charge of coordinating all activities for launching/opening Dominos in new markets; also led performance improvement initiatives in emerging and major markets that were underperforming. Supervised four Project Directors (Americas, Europe, Middle East, Asia), Previously as Franchise Support Manager, held the #2 operational position globally reporting directly to the VP of Operations.

- Opened Dominos in over 20 countries that today represent 30%-35% of USD \$2 billion in revenues generated by the international division.
- Trained Master Franchisees at the World Resource center and supported franchisees in opening all stores during the first two years of the project.
- Led teams in transferring knowledge as required by Master Franchise Agreements, including operations, training, marketing, finance, HR, distribution and quality assurance.
- Allocated incremental resources as required to improve performance in underperforming markets.

Regional Training Director (1993) / Corporate Area Supervisor (1993)

As Regional Training Director, served as the lead trainer for 53 corporate units and 1100 team members in three states and responsible for all quality audits in the region; previously, challenged to improve the performance of 13 loss-making corporate units in fulfillment of an inaugural Beast competition among the top 20 supervisors in the country. Hired and trained 30 management trainees.

- Turned around units from operating at a loss of USD \$3.6 million in annual revenues to generating \$7.4 million in revenues (representing a 105% increase) and reversed monthly losses of \$36,000 to profits of USD \$42,000 within six months.
- Took first place on a percentage basis and second place on a dollar amount basis in the competition.
- Organized a fund raiser for muscular dystrophy that resulted in a USD \$20,000 donation while generating sales increases and tremendous public awareness. Provided a uniformed staff serving food during the fund raising telethon and presented the largest check to the Memphis area studios; generated 24 hours of positive television coverage for free and featured on the front page of all local newspapers.

Director of Operations & Training (1990 - 1993)

In charge of operations and training for the start-up phase of Domino's Pizza in Mexico. Personally led training classes for 1200 employees, and directed a team of 40 consultants.

- Opened the first 78 stores in 28 months, setting the foundation for accelerated growth. Today the Mexican group operates 552 Domino's, 101 Starbuck's, 120 Burger King's as well as Chili's and Popeye's units.
- Developed the training school concept that is now used globally throughout the Domino's system; the Executive VP of People First accepted a Stevie® Award from the American Business Association in 2005, in which the training school concept was cited as one of the key factors that sets Dominos apart.
- Authored and translated 14 training manuals, supervised the Spanish dubbing of 18 training videos, and personally led classes for 1200 employees; stores in Mexico set world records in sales during the time period and have since gone on to set additional records.
- Coordinated the single event world record at the Dallas Cowboy exhibition game held in El Estadio Azteca. Sold over \$200,000 of pizza to spectators before, during and after the game.

Other Experience

(1998): Independent Consultant: Software training for C-Text of Ann Arbor and design of prototype C-Store pizza concept for launch in the Dominican Republic

(1996 to 1997): Director of Operations and Development, Latin America - A&W Restaurants– Responsible for growth, management and maintenance of standards throughout Latin America. Plan and manage operations, marketing, training, purchasing and design support for Latin American licensees. Responsible to assist the Managing Director, International Division, in other areas of international business.

(1987 to 1988): Paralegal / Interpreter – The Law Firm of Stern & Elkind. Provided legal and interpretation support to this law firm specializing in immigration and naturalization law; firm won 126 out of 126 cases for 126 families that were illegally residing in the U.S.

EDUCATION / AFFILIATIONS

- Master of Business Administration – University of Phoenix (2007)
- Bachelor of Arts, Spanish – University of Northern Colorado (1986)
- Student Representative Council (President); Lambda Chi Alpha (President); McCowen Residence Hall (Resident Assistant) – University of Northern Colorado
- Eagle Scout - Senior Patrol Leader, Order of the Arrow, Brownsea Double Two National Senior Patrol Leader