

# MICHAEL POWERS

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## CHIEF EXECUTIVE OFFICER

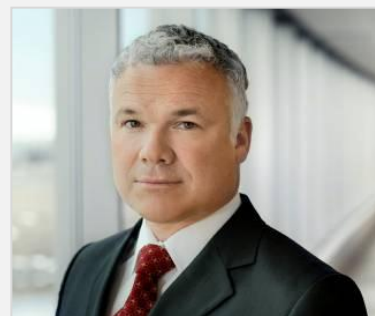
Leadership, Mentorship, and Vision  
Driving Organizational Success

**Expands business platforms of international, high-profile brands.**

**Develops shared vision and practical strategies that enhance organizational development and success.**

**Elevates brand value by improving consistency of execution and by engaging business partners to collaborate.**

- Led by building a business model in which sound strategy and vision receive support from intelligent input, and, ultimately, consensus.
- Refreshed MarketDrivers' executive team at the outset, creating a new foundation for corporate leadership. Because of its long-term unity, this team grew revenue by 25% in its first 3 years together.
- Championed superior strategies with select team and enabled the brand to grow organically while other segment brands contracted as economy stalled.



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## EXECUTIVE PROFILE

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**Chief Executive Officer | Franchisee 1995-2012**  
*MarketDrivers, Inc., Richbourne, UT, and Winsome, TN*

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Re-ignited company with limited resources into a focused network of powerhouse franchises currently composed of more than 280 owner-operated business centers located in the United States, Brazil, China, Hong Kong, Mexico, Saudi Arabia, and the United Kingdom. Recruited by UK-based corporate owner due to demonstrated record of accomplishment as an influential and experienced leader.

- Recognized as [Marketing Industry] CEO of the Year 2011 for "inspirational and innovative leadership."
- Elevated brand image, services, and franchise morale by reviewing, revamping, and reaffirming corporate standards for franchises and franchisee support.
- Improved company revenues by 30% in 3 years in mature and contracting industry.

### Brandable Strategies

- Re-branded franchise.
- Created messages of vision on web, video, and print for franchisees.
- Unified corporate vision to customers.
- Identified and designed organizational culture at corporate and store levels.

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### INITIATIVE: Corporate Vision

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- Introduced and drove first major re-branding effort in 41 years to support repositioning credibility, including website development, creation of supporting marketing collateral, and training to support execution in the field.
- Attracted new franchisees by identifying market opportunities and methods for building value at unit level globally across the network.

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- Created Vision Strategy 3 and Vision Strategy 4, which codified and unified corporate vision. Received industry peer and franchisee commendations for innovative strategy, insight, and vibrant platform positioning within the discipline.
- Redefined corporate culture; created owner peer groups; improved operations and successes locally and globally.

**Motivating Values**

As a leader, I foster the philosophy of "purpose leads to profits." If the work we do in business connects to a purpose that resonates with stakeholders, great things can happen!

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**INITIATIVE: Global Leadership**

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- Improved franchise ranking 229 places in 4 years, according to *Entrepreneur Magazine's* Franchise 500.
- Led achievement of "World-Class Franchise" status 4 consecutive years (Franchise Research Institute) and sustainability certification (Forest Stewardship Council), the only franchised network in industry to earn this status.

**Measurable Successes**

**100%** Renewal of U.S franchisees

**95%** Brand compliance across franchises

**64%** Rank improvement in 4 years  
(Entrepreneur Magazine Franchise 500)

**33%** Average revenue increase  
(above nearest competitor)

- Achieved back-to-back record years (2009–2010) as measured in network-wide revenue while creating corporate profitability apart from new franchise sales.
- Increased company's average unit revenues to more than 33% above closest franchise competitor.
- Spearheaded 100% renewal of U.S. franchisees invited to renew (versus industry metric of 60%–70%), protecting royalty streams generated by most seasoned franchisees.
- Drove attainment of #1 brand in category in the Mexican market.

- Achieved 95% brand compliance through considerable influence in company as franchise owner, directly leading to increase in network revenue and new franchise sales.

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**INITIATIVE: Business Turnaround Leadership**

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- Re-established trust and engagement between franchisees and franchisor by reinvigorating franchisee, staff, and client confidence in brand.
- Led profitable pruning strategy, refocusing resources on franchisees receptive to coaching and new initiatives.
- Right-sized staffing, personally handpicking most of the new trimmed-down executive team, and reducing corporate headcount by 25%, while improving network service delivery.
- Drove strategy to develop extended, relevant, and profitable product and service offerings.
- Spearheaded development and drove adoption of online commerce system.

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**INITIATIVE: Franchise Ownership**

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- Earned Gold Circle status faster than any other new franchisee in Company history. Earned Top Ten status and honored with MarketDrivers Ambassador and Chairman's Club Awards.
- Springboarded to CEO role based on service on MarketDrivers Leadership Committee; developed reputation for leadership and insight into network needs.

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**President | Vice President | Director of Leasing 1978-1995**  
*FoodLeaders, Winsome, TN, and Ogden, UT*

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Led 5<sup>th</sup>-largest HungryBurger Fast Food Chain franchisee. Provided every level of executive leadership, from operations, contract negotiations, real estate deal-making, financial oversight, and marketing direction. Led team that built company from 4 locations to 90 and drove revenue from \$2.7MM to \$80.5MM, elevating group to #2 in market share in Nashville and Utah markets. Acquired \$72.8MM in financing to support company initiatives.

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**HONORS & VOLUNTEERISM**

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**[Marketing Industry] CEO of the Year**, WhatTheyThink.com

**Sponsor**, Junior Achievement, Utah

**Past Board Member**, MarketDrivers, Inc.

**Inductee**, Inaugural Hall of Fame, Special Olympics Utah

**Board of Directors**, Junior Achievement, Utah

**Sponsor**, US Sailing Team MarketDrivers

**Inductee**, Walter E. Soderstrom Society

**Member**, Young Presidents Organization

**Vice Chairman**, World Presidents Organization-Utah

**Past President/Board Member**, Dellwood Hills Golf Club

**Member**, International Franchise Association

**Past Board Member**, G.A. Pindar & Son, Ltd.

**Past President/Board Member**, Special Olympics, Utah

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**EXECUTIVE DEVELOPMENT**

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**Master of Business Administration**, Indiana University, Bloomington, IN

**Bachelor of Arts**, Marketing and Accounting, University of Minnesota, Minneapolis, MN

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**INDUSTRY RECOGNITION**

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**William Bradley, Past Chairman, MarketDrivers, Inc.** — *Great CEOs have character, ability and personality and in my working life I have rarely, if ever, come across anyone with all these traits in as much abundance as they are in Michael. His strength of character is based on sound principles, values and beliefs; his skills and ability come from his graduate and post graduate education, which he has continually supplemented by ongoing study and great business experience; and his personality which is warm, open and humorous and which has been great in growth and a blessing during darker days.*

*It was certainly no surprise when Michael was named sector CEO of the Year in the USA last year, reflecting as it did the sound leadership, which he had given the MarketDrivers network through recession and change. Sometime soon a company or organization is going to find themselves very pleased to discover that this rich talent is available to them.*

**Paul Widener, Chairman, Windward Print Marketing, LLC** — *I have no hesitation giving Michael the highest recommendation both as a franchise CEO and as a graphic arts industry CEO/leader even though we have been arch rival competitors.*

*For several years, Michael and I have served as CEO's of competing franchises. What is unusual is that during this time we formed a friendship and found many common interests as we ran our respective companies. Having similar backgrounds as franchise center owners is perhaps what got us off to a good start when Michael first took over as CEO of MarketDrivers.*

*As a "friendly competitor," I developed a great deal of respect for Michael and the strategic path that he took for MarketDrivers. Although we competed at the center level where we both had franchisees, as national franchisors, arguably the two leaders in our segment, we found many areas of common interest where we were able to work to mutual benefit for our franchisees and the industry in general.*

*His personal integrity, depth of experience and natural leadership ability would allow him success in any business endeavor.*

The power of any résumé hinges on its intended use, so when Michael Powers, a CEO of a well-known international marketing agency, approached me to build his career portfolio it was clear to me that a simple résumé would fail him, given his stated job search strategy and proposed outcome.

Michael's company was being sold, and he had an inkling that he was about to be replaced by the new corporate owner. Therefore, he wanted to be prepared with a document that he could present to executive boards in related industries. It was immediately clear to both of us that a simple executive résumé would not serve his specific needs. In fact, because Michael had such a powerful presence in his industry and as a volunteer executive board member, there was no need to hide his identity—or his image<sup>1</sup>. Those who would receive this dossier would already know who Michael was, and his image is visible throughout the Internet, as he remains a high-profile executive whose name is nearly synonymous with the MarketDrivers brand. He also was not of the level to post his résumé to job boards, so hiding his address and his likeness seemed unnecessary.

**Therefore, we chose to create an executive resume–executive biography hybrid document**, and this was the crux of my career portfolio strategy. This document was likely going to be printed and hand-delivered to industry executives of interest at levels similar to Michael's. Thus, we needed those executives to understand Michael's accomplishments and his brand as a corporate CEO. I established his leadership in several ways:

- **Billboard strategy.** The first third of the first page of the résumé captures Michael's persona, business strategy, and leadership branding.
- **Market value.** The gray boxes placed strategically throughout the document call attention to the value that Michael has demonstrated both with quantifiable successes and with explanation of his executive philosophy.
- **Honors and volunteerism.** Michael placed high value on his volunteer posts. He believed that a talented, blessed leader should give back to the community that supported him.
- **Commendations and testimonials.** Michael had a strong reputation both within his company, with which he had worked for more than a decade, and in the community. That level of commitment can be shown only through the words of others with whom he has collaborated over the years.
- **Color strategy.** Michael's commitment to MarketDrivers was well known and unbridled. The color scheme of his dossier matched the color scheme of MarketDrivers and its branding, which those in the marketing agency community would know and recognize without question.
- **Length.** This executive resume–executive biography hybrid is 3 full pages. Omitting any of the accomplishments or topical areas of expertise that promoted Michael's brand would have diminished his presentation.

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<sup>1</sup> The photo included in this version is of a model, not of Michael himself. Photo ©iStockphoto.com/francisblack.