

GABRIAL PENNICOTT

“Building organisational value, creating flexible, growth-led solutions and applying metrics-based best practices to maximise sales performance and opportunities—for B2C customers during rapid market fluctuations.”

Sydney, NSW, Australia

Open to Global Relocation

+61 457 890 421

gpennicott@gmail.com

/gabrialpennicott

OPERATIONS EXECUTIVE → GENERAL MANAGER

Entrepreneurial leader and business rainmaker ... with a remarkable history of success repositioning underperforming brands and driving multimillion-dollar year-on-year sales growth in high-opportunity markets—for world renowned franchising groups including the Retail Food Group, Banjo's, Wok in a Box, Coca-Cola, Nando's, and McDonald's.

Growth-focused visionary ... who designs and delivers transformational plans that enable stakeholders to weather market fluctuations and emerge thriving. Astute contributor to overall business strategy with first-hand knowledge of multiple commercial environments and expertise in business and operations within the hospitality, retail, and service industries.

Lead with strength, authority, and tenacity ... with the ability to have the “tough conversations” in business—others avoid—that lead to profitable results. Known for disrupting markets and bringing game-changing solutions to the \$140+ billion-dollar franchise sector—introducing new global brands, sales champion methodologies, and market differentiation initiatives.

UNIQUE VALUE OFFERING

Strategic Business Planning & Delivery
Competitive Analysis & Differentiation
New Markets, Turnarounds & Expansions
Brand & Reputation Enhancement
Sales Growth & Turnaround Strategies
Change Management Methodologies

Franchise & High-Volume Operations
Multi-Site Governance & Management
Sales Champion & Leadership Training
Business Development & Marketing
Customer Acquisition & Retention
Leasing, Contracts & Negotiations

CAREER HIGHLIGHTS & IMPACT

RETAIL FOOD GROUP | GENERAL MANAGER & NATIONAL FRANCHISE MANAGER

Won \$10M Master Franchise Rights in Australia for American baked-goods-chain Cinnabon.
Saved \$5.8M in opening costs for 20 new Bruce Jr. restaurants across QLD on track for 2020 year-end roll out.
Reduced CAPEX costs from \$924K to \$634K per store and saved \$880K in operational expenses.

BANJO'S | REGIONAL MANAGER

Revived underachieving network (70 sites) to achieve \$4.7M in sales during first 6 months of hire.
Applied a holistic leadership approach to reverse declining sales, enhance product quality, and empower teams.

WOK IN A BOX | CHIEF OF OPERATIONS

Established new brand in Australia, while launching 24 new restaurants in 24 months.
Boosted local brand awareness by taking Wok in a Box to the streets of South-East QLD.
Accelerated top-line sales by \$35K per store YOY, by introducing liquor licensing for the group.

LEADERSHIP PERFORMANCE SPANNING 15+ YEARS

RETAIL FOOD GROUP (RFG) ● Brisbane, QLD ● 2010–Current

A multi-brand retail and hospitality group with 18 IGA supermarkets and 20 Bruce Jr. restaurants (17 in development) across QLD.

GENERAL MANAGER & NATIONAL FRANCHISE MANAGER (2015–Current)

SCOPE: Direct/Indirect Reports: 5/260+ | Accountability: \$26M Full P&L & Top-line Sales | Report to: Directors
Franchise Operations | Sales | Strategic Planning | Talent Acquisition | Leasing | Marketing | Supply Chain | Branding

Promoted to drive revenue, brand acquisitions, franchise expansion (locally and globally) and business diversification for the billion-dollar food services business. Oversee franchise start-up, launch and growth Australia-wide, opening 6 new stores within first 11 months of hire—on track to achieve 30 extra stores by 2019 year-end.



Served as a vital resource to 2 empire-building Directors, fuelling revenue-building strategies, cost-saving initiatives, and franchise opportunities across food-based businesses IGA stores and Bruce Jr. restaurants.

- **Designed and led proactive campaigns, developed existing accounts, and generated new business via referrals, leads, and maximising synergies within the organisation.** Customised sales strategies to address client needs and markets.
- **Won \$10M Master Franchise Rights in Australia for Focus Brands' US baked-goods-chain Cinnabon,** and almost halved preliminary 10-yearly fees from \$27.6M to \$16.2M, by powering persuasive negotiations as RFG's primary contact.
- **Delivered and launched 6 Bruce Jr. stores inside ambitious budget and deadline of 18 weeks—including the 3rd-largest restaurant globally of 3.8K stores in 42 countries.** Drove projects from concept to design and build to launch for each site while honouring and respecting spiritual and cultural customs of Directors.
- **Piloted the home delivery division of the business as the first franchisee outside the Americas** for the global leader in restaurant franchising, accelerating sales by 10% (\$364K yearly per store). Subsequent rollout to all new sites in 6 weeks.
- **Paved the way for future growth, securing \$5M in federal and state government funding and training support,** to build a pool of cross-functional talent, school-based trainees, and high-potential leaders for existing and new stores.
 - Pursued departmental funding support, partnered with Job Active providers and registered training organisations and deployed robust recruitment plan to attract candidates. *Efforts saved \$80K in staffing costs and added \$2.6M to the bottom-line across 20 stores through the hiring of high-potential new recruits.*

NATIONAL FRANCHISE MANAGER (2010–2015)

SCOPE: Direct/Indirect Reports: 5/260+ | Accountability: \$26M Full P&L & Top-Line Sales | Reported to: Directors
Culture Change | Sales Growth | Store Openings | Employee Training & Engagement | Cost Savings | Marketing

Tapped by Directors for self-directed, newly created role to accelerate regional sales and lead new Bruce Jr. store openings in a hypercompetitive market. Tested day one to gain employee confidence, recover the fractured workplace culture, and stabilise operations following month-on-month decline in revenue and customer loss.



Saved \$20M for the Retail Food Group in just 5 years.

- **Saved \$6M in opening costs for 20 new Bruce Jr. restaurants across QLD—on track for 2019 year-end roll-out.** Reduced CAPEX costs from \$924K to \$634K per restaurant through future-focussed supplier negotiations and business proposals.
- **Garnered \$800K in costs by achieving “Training Store” status for first Australian Bruce Jr. restaurant,** eliminating the need for 10-week, US-based training. Strategically positioned 5 certified managers in all restaurants to fuel rapid growth.
- **Devised strategy to claw back \$200K+ for Bruce Jr. franchisees (\$36K YOY per store)** by reducing marketing and advertising contributions from 2% to 1%. Proved efficiency of local area marketing vs national marketing to franchisor by successfully implementing various high-value campaigns. Initiative improved top-line sales 5% (\$42K) in 12 weeks for Redbank Plains.
- **Retained \$15M in leasing for 20 new sites over 10 years,** by exclusively leading feasibility studies and lease negotiations.

BANJO'S BAKERY CAFES ● Brisbane, QLD ● 2005–2010

A large Australian owned bakery franchise chain with 700+ outlets across Australia, Canada, USA and New Zealand.

REGIONAL MANAGER

SCOPE: Direct/Indirect Reports: 9/60 | Accountability: \$80M Regional Sales & \$7M P&L | Reported to: General Manager
[Business Turnaround](#) | [Franchise Operations](#) | [Sales](#) | [HR](#) | [Change Leadership](#) | [Marketing](#) | [Supply Chain](#)

Hand picked to recover sales and operational performance for 70 stores across QLD (company-owned and franchised), during nationwide decline, through shoulder-to-shoulder leadership. Drove \$7M P&L and \$70M+ regional sales, store growth, HR, compliance, marketing, operations, supply chain and procurement, product innovation, legalities, and stakeholder relations.



Revived failing network to realise \$25M in sales (up 7.5% against 2% nationally) in first 6 months of hire.

- **Pioneered “Activation Days” for teams to promote their stores to visiting staff** by delivering operational superiority, sharing product quality via sampling, and demonstrating effective merchandising methods to increase sales.
- **Realigned franchisee and team output with the Banjo’s mission, goals, and pursuit for sustainability** and inspired the delivery of best-in-class service while building deep connections with local communities.
- **Shifted store-based silos to a supportive, group-focussed region**, transforming the use of the national Crumbs newsletter locally by including successes and positive outcomes, team-contributed articles, goals, and celebrations.
- **Stemmed critical cash-flow problems for franchisees to mitigate further business bleed** by introducing lean systems, overhauling sales and reporting methods and integrating strategic and fiscal planning, support and infrastructure. *Initiative enabled franchisees to turn around failing operations and reduced BD’s franchisee royalty relief to \$0.*

WOK IN A BOX (WIAB) ● Brisbane, QLD ● 2000–2005

One of Australia’s fastest growing franchise chains with 165+ restaurants Australia-wide and 20 across NZ, USA, Asia and Europe.

CHIEF OF OPERATIONS

SCOPE: Direct/Indirect Reports: 10/30 | Accountability: \$33.7M Sales & \$1.8M P&L | Reported to: Managing Directors
[Brand Disruption](#) | [Double-digit Sales Growth](#) | [Global Expansion](#) | [Franchisee Training & Mentoring](#) | [Restaurant Launch](#)

Head hunted to launch Wok in a Box chain throughout QLD, increase brand awareness and reputation, and manage franchisee training and development for the fastest-growing franchise chain in Australia. Challenged day one to build a robust brand and high-performance teams from the ground up—while launching 24 new Wok in a Box restaurants in 24 months. Exceeded ambitious sales target of \$50M while expanding the business through the addition of offsite premises and liquor sales.



Disrupted the QLD market with the Wok in a Box brand, launching 1 new store per month over 1 year. *Provided franchisees with direction and support, proven operational systems, and pre-launch commercial training.*

- **Amplified local brand awareness by taking Wok in a Box to the streets of South-East Queensland**, including local events, commercial districts and large-scale exhibitions. Led the end-to-end delivery of Wok in a Box Australia’s first fully operational offsite premises, overseeing build, fit-out, staffing, procurement, and event coordination.
- **Accelerated top-line sales by \$35K (4%) per store YOY**, through introducing and establishing liquor licensing for the group.
- **Enabled WIAB to expand operations into Europe**, by training and developing the newly hired international Operations Manager for Ireland. Designed and facilitated comprehensive, 6-week operational and financial training program and shared systems and procedures manuals, restaurant opening strategy, and marketing plan.

EARLY CAREER

COCA-COLA, National Business & International Product Manager

NANDO’S, Regional Manager

MCDONALD’S, Licensee

Resume Strategy:

Gabrial had a long history of launching and turning around Australia's fastest growing franchise chains/brands. Wherever he went, Gabrial propelled sales, expanded operations, streamlined processes and saved money. Like Gabrial, his new CV packed a punch, and got straight to the point using strong metrics. He wasn't fazed by the most difficult of challenges including market fluctuations, failing brands, longstanding decline or market disruption.

To create a highly skimmable format, I introduced bolding to the first parts of each achievement bullet (including strong metrics-based results), providing the reader with a good sense of Gabrial's strength in each role and unique value, without making it necessary to engage in heavy reading.

I considered colour combinations, font size, line spacing and design elements very carefully and maximised white space throughout to make reading and skimming easy for diverse readers.

Gabrial landed an executive position quickly with another fast-growing franchise where he's already leaving his mark.

Please Note: *This resume was written for the Australian market; therefore spelling, dates, and acronyms, are in line with relevant standards. The format was kept at A4 sizing (in compliance with 2019 TORI requirements), and content has been fictionalised to protect client privacy.*