

GEORGE METCALF

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EXECUTIVE PROFILE

Senior Executive with extensive experience in sales and operations, marketing and merchandising, leadership development and customer service. Business Architect of very successful start-ups and turnaround businesses, from concept design to strong operating performance. Proven track record of delivering exceptional financial results, building high output teams and developing key talent and leaders. Key competencies include:

- Private Equity- Start-ups and Turnarounds
- New Business Concept Development
- P&L Responsibility
- Value-based Selling & Market Centric
- Strategic & Entrepreneurial Vision
- Sales & Marketing Leadership
- Trend Analysis & Modeling
- Customer Relationship Management

PROFESSIONAL EXPERIENCE

SPECTRUM ATHLETIC CLUBS

2008 to 2010

Executive Vice President and Chief Operating Officer, El Segundo, CA.

Leading and operating the 10th largest chain of premium athletic clubs in North America. A Private Equity Company owned by Brentwood Associates. Sales revenues of \$95 million with 23 clubs in California and Texas, 140,000 members and a team of 2200 employees.

- Leading a senior management team with line and staff functions including; sales and operations, marketing, Human Resources and training, accounting and information systems.
- Developed enhanced sales and service strategies to deliver positive revenue and EBITDA growth in 2008/2009.
- Re-engineered key business processes to improve cost effectiveness. Removed \$ 3.8M of cost in 18 months by streamlining processes, vendor negotiations, reducing headcount, and rent negotiations.
- Improved and developed new club operational excellence standards to improve consistency and the member experience.

President of the Executive Committee and Interim Chief Executive Officer (2008 to 2009)

TOYS R US

2002 to 2008

Regional Vice President, Rialto, CA

Directed full P&L and team development for second largest region in the company with sales revenue of \$1.1BB and 112 stores in the Pacific Region including California, Nevada, Oregon, Washington, Montana, Idaho, Alaska and Hawaii. Directed 10 District Managers, HR Director, Director Merchandising, Director Loss Prevention, and approximately 250 indirect reports, with dotted line management for 4500-9000 employees.

- Turned underperforming region around first year with 11% increased positive sales comps. All five years had positive sales growth including in 2007 positive .75% despite sharp economic downturn.
- Consistently exceeded operating profits yearly. 2007-Operating Profit positive 3.4%, EBITDA positive 6.1% of sales.
- Enhanced Guest Service levels year over year; Recognized as #1 improved region 2004-2007. 480BP improvement in 2007.
- Reduced shrink by establishing LP audits with enhanced systems and processes, and met budgeted shrink four of five years.
- Improved Operational Metrics (12 categories) and ranked in the top three for the past five years.
- Developed new store operational standards and metric reporting, and helped create The Standards of Excellence Operations Manual thereby improving consistency and operational standards for stores.
- Developed and executed the Director/Manager/Designate training program which impacted favorable results through trained financial leaders. Promoted nine regional positions and seven district managers in the last five years and reduced turnover by 28% the last four years.
- Led the opening of the first three 64,000 square foot store-within-a-store concept stores (Toys "R" Us with Babies "R" Us) and six Toys "R" Us/Babies "R" Us express stores.

STAPLES**1989 to 2002****Regional Vice President, Sales and Operations, Fountain Valley, CA (1996 to 2002)**

Led sales and operations for 98 stores located in Utah, California, Colorado and Arizona with regional sales totaling approximately \$800 million. Opened new markets in California, Arizona, Utah and Colorado. Directed six District Managers, HR Manager, recruiter, two trainers and 100 direct and indirect reports, with dotted line management for 3,300 employees.

- Increased annual comp sales by 14%, ranked top region for incremental sales attachments for the year.
- Consistently exceeded profits yearly by as much as 22%.
- Significantly reduced annual shrink by as much as \$2.1 million.
- Recognized as #1 region for four consecutive years in Customer Service Index, achieving up to 90% with decreased customer complaints by 27% and increased complimentary letters by 26%.
- Member of key leadership team that designed and developed the first two new design prototype stores in the West Coast that reduced the size of stores by 54% while increasing revenue and profitability.
- Created regional special buys that resulted in incremental \$4 million in sales.
- Pioneered start-up and development of Staple's first Call Center operation, advancing company's technology.

Regional Manager, California, Arizona & Utah (1994 to 1996)

- Managed 37 stores in California as well as start-up operations in Utah and Arizona.
- Benchmarked innovative initiatives that were adopted as key components of Staples' business approach.
- Achieved recognition as fastest growing region, successfully opening 15 stores in a year.

Marketing Manager, Arizona (1992 to 1994)

- Selected by President and SVP to start up Arizona region.
- Managed ground-up operations, marketing, hired staff, and developed start up operations.

Division Human Resources Manager (1991 to 1992)

- Provided direction and leadership support to District Managers, Regional Staff and 80 Store Managers.
- Managed HR policies and procedures to local and federal regulations.

General Manager (1989 to 1991)

- Member of the Western Region start-up team that established the West Coast operations.
- Opened and oversaw largest store on the west coast that became the #1 volume leader in the company.

OTHER RELEVANT INFORMATION**AMERICAN STORES COMPANY, INC., ALPHA BETA / LUCKY STORES, Southern California**

One of the largest U.S. retailers of food and drug products.

- Managed departments and stores with full P&L, merchandising and operations accountability.
- Selected to develop and implement new store concepts and remodels.

EDUCATION

BFS. Fire Science, Rancho Santiago College, Santa Ana, CA

A.A., Business Administration, Cypress College, Cypress, CA

PROFESSIONAL

Leadership Development Program – Disney Institute

Extensive Sales/Marketing and Leadership Programs – Dale Carnegie