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GM - VP / DIRECTOR OF OPERATIONS / FOOD & BEVERAGE

Growth Strategies / Startups / Turnarounds / Multisite Operations / Budgets / HACCP / HR / P&L / Profit Improvement / Cost Control / Store Openings / Menu Engineering / Supply Chain / SOPs / Facilities / Customer & Vendor Relations / Marketing / Branding / Lean Six Sigma / Planning / PR / ServSafe / Diversity / Training / Team Building / Staff Development / Forecasting / Negotiations / Contracts / Kaizen / Best Practices / Financial Reporting & Analysis / Forecasting / Site Selection / Community Affairs / Project Management / Pricing & Costing / Construction / IT & Systems / Promotions / Events / Artist Relations / Capital Programs / Corporate Social Responsibility

An award-winning restaurateur, food & beverage, hospitality and live-entertainment executive, I have an outstanding record driving strong revenue and profits, as well as exceptional levels of service and guest satisfaction. Working with organizations such as Major League Baseball's **Cleveland Indians, House of Blues, Crowne Plaza Hotels, Intercontinental Hotels, Reidel Hotels** and **Holiday Inn** among others, I am widely recognized for creative innovation, motivational leadership, business savvy and operational excellence.

A transformative leader, in addition to directing high-performance multi-site day-to-day operations, I have a proven record of orchestrating fast-paced startups, engineering dramatic turnarounds, igniting rapid growth and expansion initiatives, and managing successful new store openings. Skilled in all facets of operations, I have extensive experience improving processes, systems and training to deliver performance gains across every conceivable key metric.

At every stage of my career, I have directed diverse multidisciplinary teams to surpass corporate and customer expectations while outmaneuvering competitors and outperforming prevailing economic trends.

At your organization, I could make an immediate and lasting strong impact by:

- Developing & executing aggressive growth strategies**
- Identifying & seizing untapped niches & emerging markets**
- Maximizing revenue, profits & productivity while reining in costs**
- Creating enticing venues, appealing menus & must-see attractions**
- Carving out & constantly honing a sharp edge in competitive markets**
- Providing a superior guest experience to drive word-of-mouth business**
- Recruiting, mentoring, motivating & retaining top multidisciplinary teams**
- Forging profitable partnerships, supply chains & win-win strategic alliances**
- Optimizing systems & processes to increase efficiency, quality & satisfaction**
- Fostering constant innovation, continuous improvement & operational excellence**

Priding myself on always providing an exceptional guest experience, I have managed operations that were honored with numerous awards, including **Best Music Venue, Best Brunch, Best Drink Menu** and **Superior Hotel Award**. I am also the author of the book **How to Be a General Manager of a Freestanding Restaurant**.

In addition to studies at the *University of Florida*, training/credentials include **Certified Food & Beverage Executive** (CFBE) from the *American Hotel Lodging Association*; **Six Sigma Yellow Belt**; and certificates in **Business Management** and **Leadership** from *Holiday Inn University*, and **Center for Creative Leadership** from *Eckerd College*.

CAREER HISTORY & SELECTED HIGHLIGHTS

VP Operations/Hospitality/GM, El Dorado Festivals & Events, 2015-2018. Recruited to direct startup and all operations of a new multi-use venue designed as the cornerstone of El Dorado, Arkansas's **Murphy Arts District (MAD)** including a 2,400-seat concert hall, 800-seat theater and 8,000-capacity amphitheater. Developed and launched **The Griffin**, an award-winning full-service farm-to-table restaurant. Managed 250 multidisciplinary staff and a \$100M capital budget. Notable achievements include:

Started up a vibrant arts center. Recruited for core management team at El Dorado/Murphy Arts District (MAD). Created a vision for the multipurpose venue. Enlisted corporate, government and philanthropic support. Opened to great acclaim with shows from ZZ Top, Brad Paisley, Migos, Train and other top national acts. Sold 80% of tickets at opening events.

Built a top-rated restaurant. Developed Griffin Restaurant, an upscale full-service eatery. Directed all facets of startup and operations. Designed a farm-to-table menu coupled with cabaret entertainment. Quickly put the new restaurant on the map as a prime destination and magnet for the arts district, winning a *Diner's Choice 2018 Award* from Open Table.

Projects Director / Consultant, Grille Ventures, Inc., 2013-2015. Recruited to direct revenue, profit, menu, supply chain, process, service, growth, expansion and other improvement projects for clients such as **IHG, Crowne Plaza Hotels, Interstate Hotels & Resorts, Intercontinental Hotel** and **Reidel Hotels**. Managed budgets ranging to \$30M. Key accomplishments include:

Created an innovative concept for a hotel chain. Led a Grille Ventures team tasked with remaking a dated F&B at IHG's Holiday Inns. Developed a modular, customizable branded *restaurant-in-box* concept. Positioned IHG to rapidly roll out dozens of refreshed restaurants quickly and profitably while maintaining superior levels of service and satisfaction.

Launched & grew 40 franchised hotel restaurants. After designing a game-changing franchised *restaurant-in-box* concept for IHG, tasked with directing rollout of the new model at dozens of its Holiday Inns around the US. Leading Grille Ventures teams, completed all launches on time and on budget. Delivered immediate 7 to 10% growth at all sites.

VP of Food & Beverage, Cleveland Indians MLB Club, 2007-2012. Recruited after a brief consulting assignment to direct a top-to-bottom turnaround of foodservice operations. Managed 800 staff, 28 concession stands and all in-seat vending, three full-service restaurants, gourmet in-suite dining, and catering at Progressive Field. Dramatically improved revenues, profits, fan satisfaction and other KPIs. Significant achievements include:

Orchestrated a turnaround for Cleveland Indians. Indians' F&B operations missed revenue, profit and sat goals. Asked to take over F&B at Progressive Field. Reengineered everything from supply chain, menus and training to systems and pricing. Boosted sales 40% to drive a \$10M jump in revenue. Improved profitability by 30%.

Transformed culture to increase guest satisfaction. Cleveland Indians Progressive Field suffered falling F&B sales, guest satisfaction and staff morale. Developed new recruiting, training, QA and KPIs, emphasizing accountability and service. Fostered a strong esprit de corps. Fueled steep gains in guest sat scores and per capita sales venue-wide.

GM, House of Blues (HOB), 1998-2006. Directed all facets of award-winning operations, leading record-setting new site launches, growth initiatives and turnarounds at venues in Orlando and Cleveland, as well as the New Orleans flagship. Important contributions include:

Spearheaded an award-winning House of Blues launch. HOB was opening its first non-convention city venue in Cleveland. Directed every aspect of the startup. Opened on time and within the \$18M budget. Leveraged top service and entertainment to beat projections with \$16M first-year sales. Recognized for the *Best Venue Opening* in HOB history.

Beat KPI goals. Tasked with turning around HOB Cleveland. Developed farsighted entertainment programming, F&B, staffing and training strategies, as well as tight fiscal controls. Surpassed all

corporate targets, achieving inspection scores in the 93-99 percentile and similar customer sat marks. Hit a 5% first-year EBIDTA and a 12% turnover ratio.

Revitalized an underperforming flagship. Handpicked to turn around HOB New Orleans. Groomed a strong leadership team. Balanced empowerment and accountability to drive service excellence and financial performance. Fostered a culture of bursting through performance ceilings. Beat EBIDTA projections by a record \$1.8M.

Spurred a record-setting Super Bowl week. HOB New Orleans was looking for impressive results during the NFL title game week. Infused the venue team with a shared sense of mission to break company records. Sold out the venue on the way to beating revenue targets by 102% and profit goals 500% with a best-ever \$1.524M in sales and 42% EBIDTA.

Earlier: Rose through the ranks at **Holiday Inn Worldwide**, winning numerous corporate awards while serving in food & beverage, regional and general management, and executive chef roles.

AWARDS & RECOGNITION

Open Table's 2018 Diner's Choice Award at The Griffin.

Best Music Venue and **Best Brunch** from House Of Blues repeatedly at the Orlando, New Orleans and Cleveland venues.

Best Drink Menu from **Scene Magazine** for House Of Blues Cleveland.

Multi-time winner of the **Superior Hotel Award** from Holiday Inn Worldwide for Holiday Inn Chateau Le Moyne, New Orleans; Holiday Inn, San Antonio Riverwalk; and Holiday Inn Crowne Plaza, Houston Galleria.

Holiday Inn Torchbearer Award for Top 20 Holiday Inn.

Holiday Inn APEX Award for top financial performance worldwide at San Antonio Riverwalk.

Other honors at Holiday Inn Worldwide include Foodie Awards for: **Best Bar Turnaround; Best Bar Profit Margin; Second Highest Best Food Profit Real Dollars; Highest Combined Food and Beverage Profit Margin;** and **Highest Combined Food and Beverage Profit Real Dollars.**

PUBLICATIONS

How to Be a General Manager of a Freestanding Restaurant, an e-Book training textbook published by HM Books.

PROFESSIONAL MEMBERSHIPS & OTHER AFFILIATIONS

Currently serving as a **member of the Board of Directors** of the **Arkansas Festival & Events Association**.

Past President of **Kent State University Advisory Board for Hospitality Management**.

Member of **Chaîne des Rôtisseurs** (food & wine gastronomy society), member and **Maitre Restaurateur** of the Toledo Chapter

Past board member of the **Florida, Louisiana and Ohio Restaurant Associations**.

EDUCATION / TRAINING / CERTIFICATIONS

American Hotel Lodging Association **Certified Food & Beverage Executive** (CFBE).

Six Sigma Yellow Belt certified by **Cuyahoga Community College**.

Studied **Political Science** at **University of Florida**.

Training / Certifications from Holiday Inn Worldwide include: Operations Management Development, Targeted Management, Supervisory Skills and Food & Beverage Operations.