



**GrayCat**

Enterprises, Inc.

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# John Matthews

## Professional Experience

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- **30+ Years Senior Level Executive Experience**
    - Convenience stores
    - Quick service restaurants
    - Vendor and franchisee relationships
  - **Strategic Planning Experience**
  - **Operations and Marketing Expertise**
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# Background



- **Management Consulting**

- Gray Cat Enterprises, President and CEO

- **Food Service**

- Jimmy John's, President
- Little Caesar's, National Marketing Director

- **Multi-Product Retail**

- Clark and White Hen, Vice President of Merchandising, Marketing, Corporate Communications, Real Estate and Facilities





# Gray Cat Sample Projects

## Multi-Departmental Project Leadership (42-Months)



- **Overall Project Renaissance Stewardship and Leadership**
  - \$30-million Discretionary Capital initiative for new stores; remodels, and re-designs
  - Thirty-five (35) stores simultaneously in some phase of optimization
- **Lead negotiator of the \$350-million annual wholesale distributor agreement**
- **Lead on the ATM RFP and contract negotiations**
- **Overall strategic development of the Vendor Partner Conference**
- **Active participant on the weekly Real Estate calls**
- **Tri-lead on Store Matrix Project in advance of Sales Force**
- **Development of the overall Foodservice Deli Made-To-Order Matrix**
- **Development of the Store Type Matrix**
- **Team lead for the Foodservice POS & Touchscreen RFP**
- **Team member for Project Ground Up (coffee team RFP and brand decision)**
- **Team lead for the development of the Brand Attributes scorecard**
- **Development of store database within Sales Force**

# Interim Executive Management (72-Months and Counting)

- **Gray Cat was the interim Executive Manager for seven (7) divisions of Deluxe/Safeguard company-operated markets**
  - Revenues from these markets were nearly \$50 million and spanned the entire United States.
  - Interim leadership ranged from seven months to three years per market
  - Gray Cat was assigned to market assets held for re-sale or distressed markets due to a void in onsite leadership.
  - Gray Cat's role was to transform the business in preparation to either be sold to a distributor or transitioned to an employee-based general manager
- **Large-scale Project Management:**
  - Inventory Management
  - Sales & Gross Margin Enhancement

The logo for Deluxe, featuring the word "deluxe" in a lowercase, sans-serif font. The letters "delux" are in black, and the "e" is in red. A registered trademark symbol (®) is located at the top right of the red "e".

*"John Matthews, President & CEO of Gray Cat was a significant and positive contributor to our business. His vast experience in multiple businesses, channels and verticals serves him well as he navigates different business situations. There are not many scenarios that John has not faced....and for us, he dealt with them successfully. He is realistic, flexible, consistent, transparent, tactful, and successful. We would not have been able to achieve our positive results without John's contributions."*

**– J.J. Sorrenti, former President, Safeguard Business Systems, a Deluxe company and current CEO at Best Life Brands**

# CEO Coaching & Strategic Planning

- Working with the Private Equity firm, Silver Oak Partners
- Developing strategic plan for rapid store growth in the next 3 years
- Executive liaison and coaching for the CEO
  - Strategic Planning
  - Board meeting preparation
  - One-on-one training with CEO and department heads
  - Large-scale project management





- **Operational Excellence**
  - Kickoff Zoom Presentation
    - 12 Dealers
  - Five (5) 30-minute Breakout Coaching Sessions
    - Operational Readiness
    - Cleanliness
    - Operational Throughput & Efficiency
    - Driving Revenues
    - Systematized Organization
- **Diagnostic Site Assessment**
  - Six (6) Dealer Sites Visited
  - Full Presentation and Evaluation
  - Comparisons to the Industry



# Dealer Training Modules



## Corporate Communications

- Working with the Directors of Operations, Sales & Marketing
- Strategically designing an overall corporate communications plan
  - Stakeholders
  - Employers
  - Vendors
  - Customers
- Developed Grand Opening plan for new location in Milwaukee



Russo Power is a Chicago-Based Commercial and Residential Landscape Equipment Company

# Store of the Future

- **Quarterbacked the Entire Strategic Process**
  - Design
  - Equipment
  - Operations
  - Foodservice
- **Winner of the “Best Foodservice Launch” Award**
  - C-Store Decisions Magazine

**CStore  
Decisions**



# Senior Management Cohesion

- **Created Cohesive Management Plan For Key Initiatives**
  - 300 Retail Stores
- **Coordinated Team Dependencies And Identified Challenges**
  - Operations, Marketing, Merchandising, Real Estate, E-commerce, HR And Finance
- **Created Project Plan for HQ Move from NC to NYC**



*"In addition to ensuring the timely delivery of milestones, John provided relevant, substantive input thanks to his vast experience as a senior executive in the Retail Industry and was always selfless in providing guidance and input. I highly recommend John to any company seeking a seasoned senior executive with exceptional operational and administrative bandwidth."*

**- Todd Meyer, former General Counsel, Secretary and VP, Real Estate**

## White Hen Convenience Stores

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- **Develop Self-Service, Touch Screen Foodservice Ordering Kiosks**
  - 300 Convenience Stores
- **Oversee The Design, Development And Implementation**
  - Operations, Marketing, IT, Merchandising, Facilities





# Centralized Catering Kitchen



- **Created, Constructed And Opened A Centralized Catering Kitchen In Chicago**
  - Servicing 23 Store Trade Areas
- **Overall Project Lead**
  - Operations, Marketing, Design, Analysis And IT Teams
  - 300-Store Sandwich Chain

*"John is an "A" player. He brings a great deal of industry knowledge and experience to the equation and utilizes critical thinking and planning skills to organize and unify a team. He understands the importance of nuance in the effect of a project's outcome and ensures the team is thinking robustly in each process and function."*

**- Bob Gregg, former Operations Director, Potbelly**



# Local Learning Center Marketing

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- **Local Marketing Pilot Market Study**
  - 5 Markets, 37 Centers
- **Identified and Quantified the Best Practices for Local Marketing**
  - Communicated to the 1,000+ Centers
- **Guidelines and Targets Developed**



*"John was hired to operate a Local Marketing pilot, refine tactics through the pilot, operationalize the tactics and ultimately deliver a local marketing practices manual for Sylvan Learning. John was very professional and organized in his approach. As one of the internal owners of the project, I appreciated the relationships John established both with us and the pilot center franchisees. Ultimately, John delivered incremental revenue in a difficult business year."*

**- Michele Popelka, former VP Sales, Sylvan Learning Centers**

# Strategic Planning

- **Lead Negotiator And Principal**
  - Sale Of Its E-Trust Cleanup for CA-ACF2 Security to Computer Associates (CA)
- **Completed A Second Agreement With CA**
  - IBM's RACF Mainframe Platform
- **Wrote A 40-Page Offering Memo And Managed The Entire Process**

# ***InfoSec Inc.***

**Information Security Specialist**

*"I recently sold a portion of my high-tech, main-frame security software company to Computer Associates, with Gray Cat Enterprises' John Matthews as my lead negotiator and principal. In addition and as a result of working with Gray Cat, I now have an excellent strategic business plan for the remainder of my company."*

**- John Busse, President & CEO**

# New Retail Store Initiative

- **Project lead for Raleigh-based Burt's Bees Retail Initiative**
  - Design, Process, Facility, Real Estate
- **Development of a Strategic Pitch Book**
  - Eventual Launch for a New Retail Initiative



*"John is a consummate professional that has proven leadership skills. His approach, ability to make a difference and personality works well as a consultant. John's ability to navigate the corporate matrix and drive for quick results is unmatched and he does it with courtesy and professionalism."*

**- Spencer Blaker, former VP, Retail**



# All Things Gray Cat

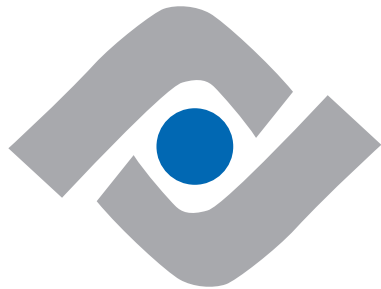
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**FB Johnston Graphics**  
an **ITW** company



## Board Positions Held

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# Industry Speaking & Presentations

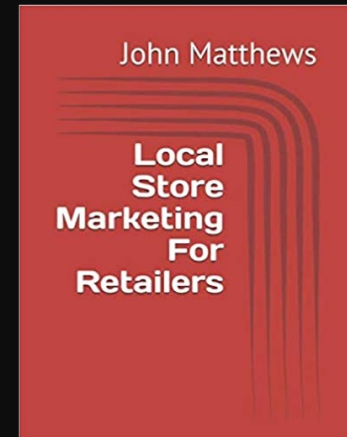
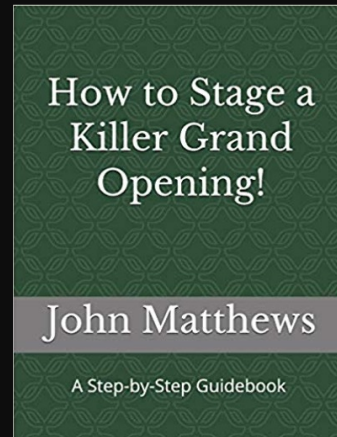
- **Keynote Speaker**
  - Available for Industry and Corporate Events
- **Educational Workshops**
  - “How To” Workshops
- **Traveling Seminars**
  - Available for Regional Road Shows



# Available on Amazon

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- **Retail Books for the Single and Multi-Unit Operator**
    - Easy to Digest
    - Written for an Operator in Mind
  - **Filled With Helpful Checklists and Charts**
    - Step-by-Step Guidance
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Available on Amazon and at [www.graycatenterprises.com/store/](http://www.graycatenterprises.com/store/)

# Gray Cat Apparel

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- **Extending the Brand Through the Gray Cat Store**
    - Shirts
    - Hats
    - Water Bottles
    - Golf Attire
  - **High-Quality Garments**
    - Athletic Cuts
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