



Oklahoma City, OK

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DIRECTOR OF OPERATIONS | SR. MANAGER OF RETAIL OPERATIONS | DIRECTOR OF CUSTOMER SUCCESS

Committed to building an aligned, engaged, and committed workforce resulting in operational excellence, increased profitability, and exceptional customer service.

OPERATIONAL EXCELLENCE

- ☐ Regional / District / Retail Management
- ☐ Strategic Planning / Operations Management
- ☐ Policy Development / Implementation / SOPs
- ☐ Exceptional Negotiation Skills

FINANCIAL ACUMEN

- ☐ Budget Forecasting / P&L Management / Cost Analysis & Expense Control / Inventory Control / Key Performance Indicators (KPI)

STAFF TRAINING & DEVELOPMENT

- ☐ Training / Curriculum Development / Succession Planning

An accomplished Senior Manager with a 10-year record of success operating emerging and entrepreneurial companies in a management capacity.

Offered a competitive advantage to as many as 150 disparate locations in 23 states through oversight, vision, and strategic direction.

Proactively identify opportunities to improve performance through regular financial/business analysis, shopping the competition, and soliciting feedback from the team.

My Leadership Philosophy – Identify barriers to success, teach the team a better way, put measurables in place, and then foster a culture of engagement and accountability.

PROFESSIONAL EXPERIENCE

CURALEAF • Chicago, IL (Remote with Travel)

2019 to present

Curaleaf is the world's largest international cannabis company with operations in 23 US states. 1.35B in annual revenue, and 6,000+ employees.

Senior Manager – Retail Operations (2022 - Present)

Indirect Reports: 1 Customer Service Manager, 4 Customer Service Specialists

Promoted a third time to oversee all US operations including retail operations, wholesale, and brands. Ensure the company's strategies are implemented in a manner to meet or exceed the annual and long-term revenue goals. Develop and manage the implementation of quality programs and compliance-related policies and procedures (SOPs) throughout the operating units. Negotiate and contract with vendors and ensure inventory management is maintained as it pertains to the consumables and other inventory items as required.

PROVEN SUCCESS

- ☐ CX: Led the development and implementation of the company's first nationally structured Customer Service Department that utilizes CX software to resolve more than 2,500 customer created tickets. Designed and maintained a chatbot with an average of 9,000 active monthly users.
- ☐ Call Center Operations: Facilitated a \$2.1 million increase in annual sales through the creation and staffing of a national Call Center that handled more than 400,000 incoming calls/yr.
- ☐ SEO / Online Reputation: Generated more than \$9 million through guest feedback and outreach. Improved Google rating from 4.4 to 4.6 in 75 top line retail locations while the number of reviews doubled.
- ☐ Smart Scheduler: Solely represented Retail with design, implementation, and maintenance of smart scheduler platform for 2,700+ Retail employees across 160+ locations. Implementation allowed the company to exceed Sales per Labor Hour (SPLH) targets and meet labor budgets in 2022 and 2023.

RYAN RUST

PROFESSIONAL EXPERIENCE - CONTINUED

Manager – Retail Operations (2021 - 2022)

Direct Reports: 1 Customer Service Manager, 1 Retail Project Manager, 2 Call Center Managers | Indirect Reports 30+ Call Center Staff

Served as a top contributor in the creation of the first Retail Operations Department. Opened more than 20 locations in new and emerging markets. Created Call Center Operations and acquired and onboarded another center. Established and implemented a Procurement program for all Retail locations. Created in-store standards and SOPs for existing, new, and acquired locations. Successfully transitioned three states to adult use program which doubled the revenue.

PROVEN SUCCESS

- ❑ **Procurement:** Developed and implemented procedures for retail locations to procure supplies, IT hardware, guest exit bags, etc. Saved the company nearly \$1 million by savvily negotiating agreements with third party vendors.
- ❑ **Call Center Operations:** Created and oversaw national Call Center operations responsible for more than 200,000 incoming calls for the company's top performing locations (50+) in five states.
- ❑ **Composed more than 100 national and state-specific SOPs** required due to regulation differences between states and to maintain patient confidentiality.

District Manager – Retail Operations (2019 - 2021)

Direct Reports: 4 General Managers | Indirect Reports: 100+ Store Staff

Hired to establish three "Grassroots" retail operations in Oklahoma in early 2020 and broke new territory with the first location in Arkansas in mid-2020.

PROVEN SUCCESS

- ❑ **Store Openings:** Recruited, hired, and trained 60+ staff members for the Oklahoma stores, and 25+ staff members for the store in Arkansas.
- ❑ **Marketing Initiatives and Branding:** Conducted patient outreach and marketing initiatives with local publications to spur growth in a saturated Oklahoma market.
- ❑ **Sales Awards and Recognition:** The Little Rock store was recognized as "Dispensary of the Year" for exceeding sales targets by 20%. First year sales resulted in more than \$6 million in annual revenue.

GENERAL NUTRITION CENTER • Oklahoma City, OK

2007 to 2019

Regional Sales Director / Regional Sales Director Trainer (2017 - Present)

Market Size: 28 Stores located throughout 3 States

Direct Reports: 5 Senior Sales (Area) Managers, 28 Store Managers, and 3 Assistant Managers | Indirect Reports: 100+

Steadily progressed through the ranks from part-time sales associate to regional sales director. Selected by management in 2019 to design, develop, and implement a comprehensive training program for Regional Sales Directors in six states. Partner with internal stakeholders in assessment of sales performance and market trends: suggest and implement appropriate actions to enhance performance.

AWARDS

SENIOR SALES MANAGER OF THE YEAR – 2014, 2015, 2016

RANKED TOP 10 OF 120 REGIONAL SALES DIRECTORS

EDUCATION & PROFESSIONAL DEVELOPMENT

MASTER OF BUSINESS ADMINISTRATION (MBA) | Oklahoma City University – Oklahoma City, OK

BACHELOR OF ARTS – HISTORY, POLITICAL SCIENCE | Simpson College – Indianola, IA