

Robert LeBoeuf... Driving organizational improvement by facilitating and executing on strategic plans, ensuring operational performance, and establishing systems and processes to get sustained results.

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Transformative Executive Leadership. Strategic and energizing leader who gets it done- Improving organizations every step of the way. Proven in conceptualizing and executing vision, while overseeing cross-functional departments and teams. Strong communicator, with a successful history in financial management, human resources, operations, and compliance. Notable successes and strengths:

- Accountability for leadership of organizations ranging from \$100M to \$1.4B in annual revenue
- Directed leadership for worldwide organization, overseeing 1,000 company-owned and franchised casual dining units consisting of more than 40,000 corporate and franchise team members.
- P&L management leading to over four percentage points in margin improvement in a one-year period
- Led initiative to reduce annual cost by over \$68M for publicly traded company
- Turnover reduction of 15% in Management and 52% in hourly
- Punch Bowl Social unit level expansion from 5 to 20 units and \$19M to \$109M in added annualized revenue
- Infuse Hospitality unit growth of 57% with annualized budgeted revenue growth of 45.6% and profit growth of 93.8%
- Concept Integration of 45 units growing by 19 new unit openings with 3,200 employees and contributing \$90M in annual revenue
- Support system scaling to facilitate organizational support and rapid growth
- Coach, advisor, and developer of C-Suite talent

Recognition:

- *Profile Magazine* 2012, 2017, *Visionary Leadership* (two-time recipient)
- *Nation's Restaurant News* 2015, *Breakout Brand*
- *Nation's Restaurant News* 2018, *Hot Concept Award*
- *Fast Company* 2018, *50 Most Innovative Companies*
- *American Society for Training & Development*, 2006, 2010, *Top 10 Training & Development Award* (two-time recipient)

Driving Performance:

Strategic Growth and Execution
Organizational Development
Culture Shaping and Design
Multi-state Human Resources

Learning Agility
Policy and Process Establishment
Performance Management
Compensation Alignment

P&L Management
Margin Improvement
Board Effectiveness
Crisis Management

Professional Summary of Strategic Execution and Operational Results:

Gravel Executive Resource Consulting, LLC
Founder and Chief Executive Officer

November 2013 – Present

Established firm providing leadership services for organizations helping Chief Executive Officers and senior leaders by consulting or implementing key strategies including organizational development, Human Resources, growth, operations, margin improvement, cultural design, concept integration, business process improvement, training, team dynamics, crisis management/preparedness and M&A activities.

Infuse Hospitality, Chicago, IL (\$23M Annual Revenue)
Chief Operating Officer, Chief Executive Officer

May 2022 – July 2023

Completed initial phase of turnaround improving existing business performance and building the processes, systems, teams, and capabilities to prepare the company for rapid growth.

- Completed collections \$1.7m in unbilled expenses collected and cleared \$1.2m of accounts payable
- Opened 12 locations with annualized budgeted revenue growth of 45.6% and profit growth of 93.8%

- Re-set the culture to be based on principle and instituted structured sessions as framework for collaboration and information sharing while building routines for the cyclical activities that generate sustained results
- Developed new business proforma to accurately project potential of new projects, created budget process, monthly performance review process and 3-year model to plan for growth and “just in time” talent acquisition
- Completed fundamental stabilization of financial accounting and reporting highlighting key performance drivers by function

Punch Bowl Social, Denver, CO (\$109M Annual Revenue)

October 2015 – May 2021

Chief of Staff, Chief Operating Officer, Board Member

Built an infrastructure capable of supporting rapid growth with sustained results. Took the company from a family office to nationally recognized, rapid growth segment leader with an advanced support infrastructure.

- Expanded from 5 to 20 units between 2016 and 2020
- Scaled Support services for 7 to 49 Team Members to accommodate rapid growth
- Assembled Executive team at appropriate break points to manage growth and establish organizational infrastructure
- Established Leadership culture representing value-based principles, progressive policy and results orientation
- Improved enterprise margin by over four percentage points from 2018 to 2019
- Helmed organization through Covid-19 crisis ensuring strategic resiliency, risk management and mitigation, and employee protections. Planned and facilitated relaunch of 9 locations in different states post Covid-19 wave one

Ruby Tuesday, Maryville, TN

July 2003 – November 2013

Chief of Staff, Chief People Officer/Chief Compliance Officer

A tenure marked by continuous upward progression, being tapped to cycle through departments to set standards, create procedures, get sustainable results, and develop leaders at every level. Lead human resources, legal, information technology, international franchise operations and sales, compensation, crisis management, loss prevention, training, and new concept integration. Directed leadership for worldwide organization, overseeing 1K company-owned and franchised casual dining units consisting of more than 40K corporate and franchise team members. Led enterprise core culture, values, brand promises, and performance goals and strategy. Devised leadership development criteria, and succession and contingency planning. Served the Compensation and Nominating/Governance committees of the Board of Directors

- Appointed Chief of Staff for the Executive Team, responsible for Executive development/coaching and performance accountability to strategic goals
- Achieved ranking of seventh nationwide for Ruby Tuesday in the American Society for Training & Development's (ASTD's) BEST Awards Program for enterprise-wide success through employee learning and development
- Improved management turnover by 15% and employee retention by 50% during tenure
- Helmed \$65M cost reduction program in 2008. Established individual department tactical steps to reduce cost and acted as Program Manager for an additional \$45M cost reduction initiative with consultants (Alix Partners) in 2010
- Oversaw acquisition and brand integration of Jim N' Nicks, Tia's Tex-Mex, Wok Hay, and Lime Fresh Mexican Grill
- Integrated 45 units growing by 19 new unit openings with 3,200 employees and contributing \$90M in annual revenue.
- Opened more than 60 restaurants across the United States
- Expanded employee engagement initiatives such as corporate university Wow-U to include Center for Leadership and Culinary Excellence
- Received President and Chairman's Award for outstanding leadership in 2008

Education

Business Management and Organizational Development

Thomas Edison State College, Trenton, NJ

Certifications

Society for Human Resource Management

Certified Senior Professional in Human Resources (SPHR)

References Upon Request