

TAVIS SCHOLZ

FRANCHISE & MULTI-UNIT OPERATING EXECUTIVE

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Sevierville, Tennessee

Operating executive with twelve years of progressive leadership at Pepper Palace, the national specialty retailer — six roles from store manager to vice president across sales, field operations, training, real estate, construction, store development, and franchising. **During his tenure in sales and operations leadership, the company grew from 21 to 173 locations with roughly 7x system sales growth;** he then led the portfolio rationalization and built the US and Canadian franchise platform that awarded its first three agreements within ten months of launch. Former franchisee. MBA, Washington State University. Native English and German.

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|--------------------------------------------------------|-----------------------------------------------|-----------------------------------------------------|----------------------------------------------------------|------------------------------------------------------------|
| <div>21 → 173</div> <div>LOCATIONS DURING TENURE</div> | <div>~7x</div> <div>SYSTEM SALES GROWTH</div> | <div>~160</div> <div>STORE PROJECTS DELIVERED</div> | <div>142-store</div> <div>DEVELOPMENT BUDGET OWNED</div> | <div>US + Canada</div> <div>FRANCHISE PLATFORM BUILT</div> |
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SCALE

2014 – 2023

Store Manager → National Sales & Recruitment Manager → Sales Director → VP of Sales

Led the revenue side of the scale-up: sales planning for every store, the field organization, training and recruitment functions, and incentive compensation from associate to district level.

▪ +107% sales volume in 2021; +54% through COVID reopening in 2020

▪ 12-area-manager field organization; ~600 store employees at peak

▪ Two chain-wide POS migrations; retail BI implementation

▪ 154-store evaluation and triage model; supported the July 2021 equity event through due diligence preparation, CIM collaboration, and management presentations
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TRANSFORMATION

2023 – 2025

VP, Store Operations & Development

Rebuilt the development department from zero staff and executed the portfolio transformation; absorbed the real estate function after the COO's departure.

▪ Team 0 → 10 with in-house tenant-improvement crew

▪ 2024 development budget owned across 142 stores

▪ ~160 store projects: 21 openings, 30+ relocations, 100+ wind-downs; 21 simultaneous closures in January 2024

▪ Five-day retrofit standard
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GROWTH PLATFORM

2025 – 2026

VP, Real Estate & Franchise Development

Built the franchise function from zero — FDDs with counsel, unit economics, territory model, sales engine, funding network, and operating standards — alongside the real-estate plan that made the system fundable.

▪ US and Canadian FDDs effective 2025; Item 19 verified by independent legal review

▪ First three franchise agreements awarded within ten months (Canadian conversions; PR Newswire, June 2026)

▪ 600+ market scored territory database; multi-lender funding network; SBA Franchise Directory listing

▪ Median occupancy cost brought from 22.1% to 17.1%, inside the 15–18% target band; same-store sales returned to growth
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ADVISORY

2026 – Present

Principal, Tavis Scholz Advisory

Independent practice providing fractional and interim operating leadership to franchisors and multi-unit operators.

MANDATES

Permanent executive, fractional leadership, and private-equity-backed operating roles — operations, development, franchise infrastructure, and real estate.

WHO

Emerging and rebuilding franchisors, multi-unit retail and kitchenless QSR, low-infrastructure service, and franchisees going multi-unit — founder-led or PE-backed, at expansion, acquisition, or restructuring.

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| <div>EDUCATION</div> <div>MBA — Carson College of Business, Washington State University</div> | <div>BACKGROUND</div> <div>Former franchisee · Former adjunct lecturer of entrepreneurship · Native English and German</div> | <div>REFERENCES &amp; DETAIL</div> <div>Full résumé, operating record, and references available on request.</div> |
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