



JUELENE BECK

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Thought leader in the areas of restaurant and chain restaurant operations including slips and falls, burns, and food safety. Former executive for Burger King, Dunkin' Donuts, Sara Lee and Procter & Gamble. Deep understanding of franchisee/franchisor, branding, and supply chain issues. Former CEO of North American Association of Subway Franchisees which represented the owners of 20,000+ Subway Restaurants. BA in Chemistry. MS in Food Science. Post Graduate Research Associate at MIT. Extensive expert witness experience including federal cases, Rule 26 reports, patent cases, and depositions and jury trials.

EXPERIENCE

Juelene Beck & Associates, LLC — Miami, Florida (2008-Present)

Independent consulting & expert witness practice

PRINCIPAL

Chain Restaurant operator & supplier clients' projects are generally in areas of operations, branding/product, food safety systems, franchisor/franchisee relationships & supply chain. Her clients include the U.S. Department of Treasury (IRS, 2012-2019) for whom she has provided global analyses of the chain restaurant industry, and specific detailed analyses of certain subcategories.

Ms. Beck has played a key role in **advising the Department of Homeland Security, the Food & Drug Administration (FDA), and the Center for Disease Control (CDC)** in developing foodservice biosecurity standards for food safety to protect against bioterrorism threats. This initiative relates to the Public Health Security and Bioterrorism Preparedness and Response Act of 2002 (the Bioterrorism Act).

Brooks Food Group (BFG), Bedford, VA (2006)

\$100+ million privately-held minority-owned food processor supplying the chain restaurant industry. Plants in Virginia and North Carolina.

EXECUTIVE VICE PRESIDENT

Responsible for R&D, Marketing, Sales, Customer Service, Supply Chain (including Purchasing, QA & Food Safety); key input into strategic direction. Focus on major national chain customers and business development with non-customers. Reported directly to Chairman.

North American Association of Subway Franchisees, Inc. (NAASF), Coral Gables, FL (2003-2005)

The franchisee association representing the owners of 20,000+ Subway restaurants in the U.S. and Canada

CEO
Responsible for transitioning the five-year old organization to an influential force within the Subway system. Instituted processes and procedures to allow for effective NAASF operations and representation of all franchisees, and worked synergistically with Board of Directors to lead the organization in initiatives that added value to franchisees' businesses, enhanced their profitability and moved the Subway system/brand forward.

- Developed, facilitated adoption, and began implementation of first-ever Strategic Plan for NAASF
- Led & managed the organization in focusing on key strategic initiatives, e.g. development of store profitability model, training initiatives
- Created/began implementation of store-level Operational Training initiative for U.S. & Canada
- Led development and implementation of Subway Convention (2004) and regional Spring/Fall Forums (educational)

- Earlier, as a consultant for the Subway purchasing cooperative (IPC), developed and implemented Subway's comprehensive food safety system, with appropriate new processes and procedures, to optimize and ensure Subway's consistent food quality and safety standards and their system's purchasing efficiencies across all North American Subway restaurants.

Sara Lee Corporation (2000-2003)

A company selling unique, highly value-added branded coffee products & beverage equipment systems.

VICE PRESIDENT, CHAIN RESTAURANTS

Responsible for new Chain Restaurant business unit, including existing business with over 6,000 Burger King restaurants worldwide, and new business development with other chains. Took "partnership" with Burger King system to a new level through in-depth relationships with key Burger King Corp. executives, influential franchisees, and franchisee organizations, such that DECS was seen as one of BK's more important vendors.

- Worked actively with other chain restaurants' executives, franchisees, etc. to test and expand product line & usage
- Led development of solutions to equipment issues for franchisees across the U.S. through teamwork & technology

RFC, Inc., Coral Gables, FL (1995-2000)

Managed own consulting firm, providing services to the chain restaurant and food processing industries.

PRESIDENT

- Aggressively searched for food processing company/agribusiness to acquire
- Provided consulting services to food processing & foodservice industries. Worked with major QSR chains (e.g. Subway, McDonald's, Burger King, Jack in The Box) on top-level Product, Supply Chain & Branding issues
- Served as expert witness on various food, beverage/equipment, and food safety litigation cases

Burger King Corporation, Miami, FL (1990-1994)

VICE PRESIDENT, SUPPLY AND RESTAURANT OPERATIONS WORLDWIDE

VICE PRESIDENT, SUPPLY MANAGEMENT AND QUALITY ASSURANCE

Responsible for Quality Assurance through a network of 1,300 suppliers worldwide. Managed corporate and global field QA and Supply Management staff of 33. Additional responsibility for U.S., Europe/Middle East, Asia/Pacific and Latin America distribution, global sourcing, worldwide food safety, and delivery of brand standards

- Built strategic alliances with suppliers and the purchasing cooperative for Burger King in the U.S. (RSI)
- Managed major change in global product/packaging specifications to improve product consistency and brand standard worldwide
- Brought a crucial focus on the importance of the supply chain to the brand's success in new countries, e.g. Turkey, Poland, India

VICE PRESIDENT, BRAND STRATEGY, FOOD AND PACKAGE DEVELOPMENT

Responsible for the management of new product/packaging and enhancement programs. Key member of Brand Strategy (marketing and advertising) team and worldwide corporate management. Directed staff of 20+ in Miami, Europe/Middle East & Asia/Pacific.

- Joined company to craft a more structured product development process for U.S. operations; worked closely with other Brand Strategy V.P.'s and Operations to develop, sell and execute strategies to build brand/restaurant sales
- Provided key leadership in product quality strategy and execution, global menu management, promotional product strategy and execution, regional product testing and approval, and marketing/product development projects, including strategic effort to build the breakfast business
- Led crucial team-building efforts in the technical product development group; significantly improved sense of mission and morale

Lister Butler Inc., New York, NY (1989-1990)

A small "boutique" consulting firm specializing in brand and corporate identity programs

VICE PRESIDENT, MARKETING AND SALES

Responsible for national marketing and sales efforts, including marketing support, public relations, advertising, promotion and direct mail. Member of Executive Committee. Directed a staff of 11. Upgraded staff and programs. Contributed to 40% sales increase within 18 months

Dunkin' Donuts, Inc., Randolph, MA (1986-1989)

A growing franchisor of a dynamic, value-added brand seeking new market opportunities. Positions included:

PRODUCT MANAGER, DONUTS

Responsible for all product, packaging, promotion, public relations, pricing, advertising and branding decisions for products generating \$400 million in annual sales (50% of company revenues)

- Created, developed and led introduction of Dunkin' Dippers, the first new donut product in the industry in 15 years, with projected annual sales of \$25 to \$40 million. Led reversal of a four-year decline in donut sales.

PRODUCT MANAGER, BEVERAGES

ASSISTANT PRODUCT MANAGER, BEVERAGES

Managed product, packaging, advertising, public relations, sales promotions, market research and pricing for coffee, soft drinks, soup and juice brands. Gained deep experience in production and sales at the unit level

- Developed and managed national product/equipment improvement programs on soup, juice and coffee.
- Helped negotiate first-ever national soft drink contract with Pepsi-Cola. Formed/led Task Force to optimize use of Pepsi Fund. Completed national changeover to Pepsi products/programs, building soft drink sales 80%.
- Rolled out first "meal combination" promotion, building sales through "day-part" marketing and strategically expanding the brand.

Procter & Gamble Company, Cincinnati, OH (1983-1986)

ASSISTANT BRAND MANAGER — CRUSH BEVERAGES

BRAND ASSISTANT - CRUSH BEVERAGES

TECHNICAL BRAND MANAGER - CRUSH BEVERAGES

Analyzed beverage and carbonated soft drink markets. Led packaging development, market research, public relations, sales promotion and advertising programs for the brand. Led cross-functional team of 12 in the development and market testing of a new line of fruit-juice carbonated beverages within R&D Dept, as Technical Brand Manager.

Arthur D. Little, Inc., Cambridge, MA (1980-1983)

INDUSTRY CONSULTANT — FOOD AND AGRIBUSINESS UNIT

Evaluated food processing, production, marketing and distribution operations and their potential for growth worldwide. Managed or played a key role in industry assessments in Jamaica, Peru, Sri Lanka, Barbados, Haiti, Dominican Republic, and elsewhere. Excelled at forging business linkages between developing countries and U.S. food companies; brought in over \$1 million in consulting fees in this new business area for Arthur D. Little.

Massachusetts Institute of Technology, Cambridge, MA (1979-1980)

POST-GRADUATE RESEARCH ASSOCIATE — DEPARTMENT OF FOOD SCIENCE

Conducted research on pseudo-cells, potentially useful for developing simulated plant food tissue, related to graduate research, thesis and publications.

EDUCATION

Master of Science - Food Science (1978) — University of Wisconsin-Madison, Madison, WI **GPA 3.95**

Bachelor of Arts - Chemistry *Magna Cum Laude* (1975) -- Eastern Nazarene College, Quincy, MA

MBA Courses – Economics, Accounting and Finance (1984 - 1985) -- University of Cincinnati, Cincinnati, OH

PUBLICATIONS

1. Sorensen, J. K., Richardson, T., Lund, D.B. "Using Some Physicochemical Properties of Proteins in Coacervate Systems." Pour-El, A., Ed., American Chemical Society, ACS Symposium Series 1979.
2. Strahm, A., Sorensen, J., and Karel, M. "Oxidation of a Model System Containing Liposomes." *Lebensm. Wiss. Technol.*, 14, 192-197 (1981).
3. Sorensen, J. K. in: "Food Processing in North America - A Struggle for Survival." Murray, J.A., Ed. University of Windsor Press, Windsor, Ontario, Canada, 2-20 (1982).

Ms. Beck has contributed to and been quoted in stories in the **Wall Street Journal**, **The Washington Post**, **“National Public Radio,”** **Nation’s Restaurant News (NRN)**, **QSR** and daily newspapers across the U.S. on topics related to chain restaurant industry trends, food safety, brand management and strategy, supply chain, and chain restaurant products.

CURRENT AND PRIOR AFFILIATIONS

Board of Visitors, University of Wisconsin's College of Agricultural & Life Sciences - Member (2002-2010); Chair-Elect (2005-6); Chair (2007-8); Past Chair (2009-10)

WFF (Women’s Foodservice Forum) – Membership Committee (1995-2000) - active leadership role in growing this leading training and networking organization for the foodservice industry

Institute of Food Technologists (IFT) - National Professional Member. Instrumental in establishing the South Florida chapter of the IFT, including Board of Director participation at an officer level.

Expert Witness Not Retained