

## BRUCE WREN

**Southern California Area - Workplace: Fractional, Hybrid, Remote, Onsite - Travel: Up to 50%-75%**  
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### **SVP/VP/DIRECTOR, OPERATIONS | CHIEF LEARNING OFFICER | VP TALENT DEVELOPMENT | CHIEF OF STAFF**

Award-winning business operations executive with expertise in organizational transformation, leading change management, process innovation, and learning and development across a \$4.4B enterprise. Proven track record in driving projects that stimulate performance, reduce costs, support mergers, and empower human capital. Subject matter expert in engagement, workforce improvement, enterprise turnarounds, innovative training methods, C-level communication, stakeholder relationships, and fostering enhanced corporate culture. Acquired expertise in multiple industries, now positioned for senior-level roles, leveraging experience to support growth and profitability.

#### **Examples of senior-level success/achievement:**

- **Transformational Leadership:** Spearheaded initiative to integrate leadership during Regal Cinemas' transition into Cineworld, contributing to a 9% increase in first-year admissions, a 6.1% rise in earnings (\$4.37B), and a 10.1% growth in adjusted EBITDA to \$1.03B, according to the 2019 Cineworld Annual Earnings Report.
- **Talent Development:** Directed all areas of learning and development for a Fortune 500 company, earning recognition from HR authority Bersin Academy as one of the "Top Training Companies in America".
- **Project Management:** Pioneered a blended learning program and updated the core curriculum, resulting in a 45% revenue increase in FY2023, over 90% student retention, and a doubling of NYSE stock value within a year.
- **Operational Excellence:** Launched a benchmark 100,000 sq. ft. entertainment center, managing a \$32M budget and 40+ subcontractors, opening on time and \$1.1M under budget, generating over \$20M in first-year revenue.

### **AREAS OF EXPERTISE**

Operations Management, Learning & Development, Project Management, Leadership Development, Coaching, KPI, Talent Recruitment/Onboarding, Policies and Procedures, Profit & Loss (P&L), Food & Beverage, Communications, Strategic Planning, Revenue Generation, Organizational Development, Customer Service, Budget/Cost Control, PR, C-Level Alliances, Process Re-Engineering, Training & Education, Performance Management, Change Management, Quality Assurance, Client Engagement, Employee Relations/Retention, Process Improvement, Conflict Resolution, Presentations, OSHA/Safety, Employee Benefits Consulting, Insurance-Based Financial Solutions, Risk Management

### **EXPERIENCE > DEFINED ROLES & NOTABLE CONTRIBUTIONS**

#### **ACE Independent Consulting Services - Senior Executive and Leadership Mentor (December 2023 - Present)**

*Providing superior executive operational expertise to organizations and individuals, helping enhance performance.*

- Engaging in consulting projects and advisory opportunities to help maximize organizational success.
- Delivering top-tier executive coaching services that develop leadership skills for driven individuals.
- Supplying premium group facilitation to enhance leadership abilities and foster talent development.

**Key Skills:** Executive Development, Contract Consulting, Team Leadership, Coaching, Training & Development, KPIs.

#### **Universal Technical Institute (UTI) - Director of Education/Operations (December 2021 - November 2023)**

*A nationwide technical education and training provider for students pursuing careers as professionals in automotive, diesel, collision repair, motorcycle, aviation, robotics, wind energy, marine technology, CNC machining, and welding.*

Operated at a Vice President level, directing all aspects of operations for a team of 50+ and managing educational operations from strategy to execution. Partnered with the President and Executive team to shape strategic decisions, achieving annual KPI benchmarks across multiple teams and surpassing targets by over 100%.

- Achieved completion rates exceeding 90% through strategic operational approaches, strengthening attendee performance by driving initiatives that improved the educational process and enhanced the student experience.
- Optimized financial operations by directing the strategic prioritization of capital expenditures, managing budgets with well-defined internal tracking measures, and ensuring proficient P&L oversight.
- Ensured compliance with educational accreditation requirements, certifications, and training of instructors and staff, including industry-based performance programs like Automotive Service Excellence certification.
- Established comprehensive HR talent development program, including hiring, onboarding, and team evaluation.

**Key Skills:** Executive-level leadership, Fiscal Management, Education Program Development, Project Management, Talent Development, Process Improvement, Staff Training & Development, Cost Controls, Operations Management.

### **Krikorian Premiere Entertainment - Director of Operations (June 2019 - October 2021)**

*A family entertainment chain with a flagship in Lexington, Kentucky, featuring dining, bowling, gaming, and movies.*

Served at the VP level, reporting to senior executives, directing operations across guest service, marketing, HR, food and beverage, over 200 employees, managing financials (expense control, revenue generation), and mitigating risk.

- Exceeded performance and profitability targets by overseeing project management, ensuring timely on-budget completion of real estate projects, and enhancing profitability via revenue stream management & cost controls.
- Directed communications, advertising, public relations, and marketing efforts, executed sales initiatives to drive growth and enhance brand visibility, and represented the brand to the media at major promotional events.
- Drove operations to achieve optimal results, reaching top guest rating and surpassing KPI performance targets.

**Key Skills:** Revenue/Profit Growth, Organizational Development, Brand Management, Business Operations, PR.

### **Regal Cineworld Group - Vice President of Learning and Development (December 2017 - March 2019)**

*British firm Cineworld, the world's second-largest chain, operated as Regal Cinemas in the U.S. after its acquisition.*

Selected to streamline communication protocols between Cineworld corporate and Regal locations (acquired for \$3.6B) during the pivotal merger period, ensuring consistent circulation of operational expectations and updates.

- Implemented a comprehensive internal communication process post-acquisition, enhancing organizational clarity, operational execution, and cohesion across all corporate departments and Cineworld locations.
- Commanded all operations performance management and leadership development activities for Regal sites.
- Devised and integrated extensive circuit-wide training program for all levels, from the C-level to the frontline.

**Key Skills:** M&A, Business Transformation, Leadership Development, Change Management, Process Innovation.

### **Regal Entertainment Group - Vice President of Training and Development (September 2003 - December 2017)**

*An American movie theatre chain is the second-largest circuit in the United States, with 543 locations in 43 states.*

Developed and implemented operational improvement policies and processes, leading performance management and learning initiatives, and reported directly to the Chief Administrative Officer. Launched circuit-wide diversity, compliance, safety, and crisis management training that improved staff competency and enhanced performance.

- Led comprehensive training programs, including Regal Online University LMS, reducing field turnover by 75%.
- Served as Dean of Regal Entertainment University management and leadership development training program, achieving 4.5+ ratings (5-point scale) and reducing general manager turnover from over 40% to below 15%.
- Delivered video training projects, e-curriculum modules, and new hiring processes, saving millions in direct cost.
- Selected to serve as the General Managers Committee's Chairman and the annual master of ceremonies.
- Co-chaired the Employee Engagement Committee, earning "Great Place to Work" certification, and directed internal communications, enabling selection to Forbes's "America's 100 Most Trustworthy Companies".

**Key Skills:** Learning & Development, Human Capital, Employee Engagement, Quality Control, Multi-Site Operations.

## **ADDITIONAL EXPERIENCE**

### **Regal Cinemas - District Manager**

Managed P&L and brand strategy for 50+ locations across seven states. Integrated the Act III Theatre acquisition into Regal Cinemas, becoming the largest global theatre circuit & earning Top DM Award for guest service and profit.

## **EDUCATION | CERTIFICATIONS | AWARDS | TECHNICAL ACUMEN**

**Bachelor of Arts (BA):** Political Science - University of Redlands

**California Insurance License:** Life, Accident & Health or Sickness (CA DOI, License #4458623, Active)

**Executive Leadership Program:** Leadership & Management Certificate - Fuqua School of Business, Duke University

**Leadership Certification:** John Maxwell Leadership Institute

**Great Place to Work Certification:** Chosen to lead Regal employee engagement project, earning GPTW designation

**Fortune 100 Best Workplaces for Diversity:** Instituted Regal's internal diversity initiative that led to recognition

**Forbes America's 100 Most Trustworthy Companies:** Directed communications credited for aiding Regal selection

**NATO CA/NV Star Award:** Honored for exemplary service as Scholarship Committee Chairman

**Cineworld/Regal Service Award:** Team Training business unit chosen as top Corporate Department

**Top Gun Award:** Recognizes UTI Education Department leadership and increases in student program completion

**Systems, Software & Applications:** Microsoft Windows, Microsoft Office Suite (Word, Excel, PowerPoint, Outlook, Teams), In-House Enterprise Resource Planning, Zoom, CRM Systems, Adobe Creative Cloud, Articulate, ChatGPT AI