



To Whom It May Concern,

I am happy to share my personal and professional perspective on James Roussos, who I have had the privilege of working with for the past three years as our Franchise Business Consultant for Chicken Salad Chick.

My wife and I are multi-unit franchise owners operating four Chicken Salad Chick locations under P Squared Ventures LLC. Over that time, James became someone we genuinely relied on—not just for guidance, but for honest conversations, clear thinking, and steady support as we grew and navigated the realities of operating multiple restaurants.

James has a natural ability to understand how a business actually functions day to day. He doesn't approach challenges from a distance or through theory alone; he listens carefully, asks thoughtful questions, and helps work through solutions that make sense in the real world. His insight and coaching played a meaningful role in strengthening our performance and sharpening how we think about our business overall.

What sets James apart for me is how invested he is in the people behind the operation. He took the time to educate us and our leadership team on the systems, platforms, and financial drivers that matter most, always with the goal of helping us grow more confident and capable as owners. His approach was never rushed or transactional—it was intentional, patient, and rooted in long-term success.

On a personal level, James is simply someone you enjoy working with. He is approachable, respectful, and steady, even in challenging situations. He treats people well, communicates openly, and brings a calm, professional presence that earns trust quickly. You always know where you stand with him, and that consistency matters more than most people realize.

I would recommend James Roussos wholeheartedly. He is thoughtful, capable, and grounded, and he brings both strong business judgment and genuine humanity to his work. Any organization would be lucky to have him, and I am confident he will continue to make a positive impact wherever he goes next.

Sincerely,

Scott Pace
Multi-Unit Franchise Owner
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