

BUSINESS MANAGEMENT LEADER – OPERATIONS, SALES & SERVICE

Proven Leadership in Turning Around Performance, Driving Service Transformation, and Inspiring Talent

Performance-driven, decisive leader provides a 20+-year track record of success in delivering both immediate and sustainable productivity, service and profitability improvement within fast-paced work environments. Sets the bar high for service, and effective in motivating employees in a vision for success. Known for strengths in managing, leading and coaching the best out in talent.

PROFILE SNAPSHOT:

- Led 2 Branch Performance Turnarounds at ABC Supply Co., Inc.
- Highly Effective in Change Management
- Known for Delivering Consistency in Performance
- Creates Cultures that Empower Staff to Make Decisions and Be Connected to the Business
- Builder of World-class Service Organizations

SIGNATURE STRENGTHS:

- Highly Attentive to Hiring the Right Talent
- Commitment to Operational Excellence
- General Management | P&L Responsibility
- Performance and Service Turnarounds
- Culture Building and Transformation
- Mentoring and Development of Talent
- Dashboards, Performance Analysis & KPIs
- Business Process Improvement (BPI)

LEADERSHIP IMPACT:

COMPANY CONFIDENTIAL (CONFIDENTIAL)

20XX – Present

Leading building wholesaler >XXX locations throughout the U.S. generating \$7Bn in annual sales to commercial and residential contractors, builders, developers, property managers, HVAC and electrical businesses.

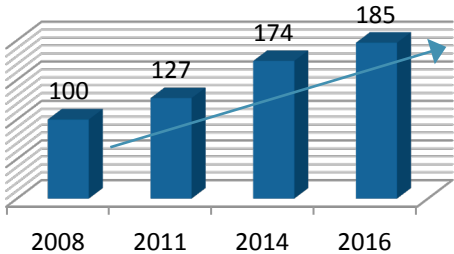
ASSISTANT MANAGER – CONFIDENTIAL (20XX – Present)

Provided steady improvements in all areas of branch performance based on visionary leadership to deliver both immediate impact and organizational strength. Recruited into new role in 2009, serving as “COO” of a \$16M business, managing day-to-day operations and a 21-associate team comprised of Outside and Inside Sales, Delivery, Warehouse and Administration.

IMPACT: Led turnaround in profitability and service while delivering consistency in performance year after year, growing Net Income 5.9x and Net Percentage by 5.4x.

- ✓ Transferred to assist Managing Partner’s branch challenged with declining sales, market share and profitability.
- ✓ Succeeded in turning around the district’s flagship branch in the western New England region by cultivating new service/accountability culture, implementing best practice standards in operations, processes and inventory, improving product offering and alignment in the market, and much more – resulting in key sustainable wins:
 - Took branch from the bottom quartile to the 90th percentile (top quartile), even as the company doubled its number of branches in the past 8 years. Outperformed district, region and company score in branch sales health year after year.
 - Recognized with *Center of the Year* award for 7 consecutive years (2010 – 2016). Award based on net income performance, associate engagement, health of branch’s customer relationship, and Customer Satisfaction ratings.
 - Ranked 57th out of ~700 branches nationwide in 2016, attaining a 98.7% Customer Satisfaction grading.
 - Delivered a record-year in 2015 business outcomes. Honored as a three-time *Customer Service* award winner and record branch sales and net income. Grew wallet share of existing accounts 16.5%. Performed well above industry average of 3% in net operating margins.

Increased Branch Sales Health Index by 85 Points within <7 Years



- Achieved top quartile Gallup Q12 Associate ranking and Gallup CE11 Customer Engagement in 2015.
- ✓ **Led change management and provided the vision needed to instill a new operating culture built on pride and a desire to be the best.** Turned around a work environment challenged with disengaged personnel, declining Associate Engagement scores, and a lack of ownership and unified purpose to service customers.
 - Set/communicated new expectations. Held associates accountable to new standards in delivering world-class service.
 - Shifted a legacy operating mindset from “reactive” to “proactive” by instilling much-needed sense of urgency.
- ✓ **Dramatically improved accuracy, reliance and service to customers** by mandating completion and full adherence to company Customer Service Delivery System (CSDS) initiative that had been rolled out earlier, but not enforced at the branch.
 - Crafted and deployed a carefully laid-out, behavioral-based change management process to succeed in this effort, and accelerate associate engagement in new ways of conducting business.
- ✓ **Accelerated speed-to-market and strengthened relationships with distributors and manufacturers** by spearheading the integration of all ordering, POS and pricing systems across the vendor ecosystem.
- ✓ **Advanced competitive edge in the market by shifting branch to a fact-based, decision-making operational model** leveraging dashboards, KPI measurements, and continuous improvements to produce better results:
 - Ensured margin consistency by creating financial models for pricing and implementing profitability dashboards.
 - Increased wallet share by introducing bundling strategies that focused on higher-margin sales opportunities.
 - Became the market leader against the competition by creating new markets for new products. Rationalized and improved alignment of product and inventory with local market needs and ask.
 - Addressed poor inventory management practices by introducing new processes and policy for the management and turn of a >\$4M, 2,500-SKU inventory.
- ✓ **Led branch to earn company-wide *Customer Satisfaction Award* for branch record 5 times within the district.** Elevated customer responsiveness, sense of urgency and overall service by holding all associates accountable and ensuring prompt follow-up to account issues, back-order and special orders.

BRANCH MANAGER – CONFIDENTIAL (20XX – 20XX)

Promoted to manage branch, leading transformation in culture and performance, overseeing 7 direct reports.

IMPACT: *Led turnaround in performance, profitability and service, becoming the first profitable Branch Manager since branch acquired in 1997. Branch received first-ever company-wide Customer Satisfaction Award.*

MANAGER IN TRAINING – CONFIDENTIAL (20XX – 20XX)

Brought in as a Manager In Training following a highly successful career in financial services. Excelled in delivering performance year after year in this new environment.

EARLIER ENGAGEMENTS: Held progressive leadership roles as Vice President, Senior Vice President and Director of Trading & Sales, Internet Investment Advisory and Integration Strategy Services at CONFIDENTIAL, CONFIDENTIAL, AND CONFIDENTIAL.

EDUCATION: BA in Political Science, CONFIDENTIAL | Letter Winner: Football

COMMUNITY INVOLVEMENT:

- **CONFIDENTIAL**, Board of Directors, Served (3) two-year terms
- **CONFIDENTIAL**, Team XXXX, Fundraiser
- **CONFIDENTIAL**, Chairperson, Served (3) two-year terms, serving 1 term as Treasurer, Awards: “U.S. President’s Volunteer Service Award,” Bronze & Silver