

JOHN SMITH

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Vice President of Operations

B2B | Service & Distribution | Business Development | Growth & Turnaround

Senior-level operations executive with repeated success in turnaround situations—proof positive of expertise in developing teams that win and businesses that thrive, grow, and set the example organization wide. Successfully manage widely dispersed facilities by developing uniform, scalable business models, leadership programs, and operational protocols—standardized, but customizable to unique markets and service offerings. Track record of taking underperforming centers, regions, and teams and transforming them into top-tier revenue generators. Expand sphere of influence by training and promoting high-integrity leaders who make a bottom-line difference in sales, operations, and service.

- MS Office, MS Project, ADP, Oracle and Salesforce.com
- Bilingual in English and Spanish; excellent verbal and written communication skills.

CORE COMPETENCIES

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|------------------------------------|------------------------------|--------------------------------|
| ▪ Strategic Planning | ▪ Budget Administration | ▪ P&L Accountability |
| ▪ Multi-site Operations | ▪ Operational Improvements | ▪ Labor Relations |
| ▪ Standardization/Best Practices | ▪ Sales & Account Management | ▪ Succession Planning |
| ▪ Key Performance Indicators (KPI) | ▪ Revenue Projections | ▪ Staffing & Scheduling |
| ▪ Logistics & Distribution Ops | ▪ Performance Coaching | ▪ Issue & Complaint Resolution |

Professional Experience

ABC SERVICES (2001 TO PRESENT)

Leading supplier of uniforms, cleanroom garments, workwear, and safety apparel servicing 200,000+ accounts in 46 states; 200 service locations and distribution centers across the country.

Vice President of Operations, Midwest – New York, NY

Jan 2017 to Present

Promoted to turn around organization's lowest-ranked region with 7 service centers and 790+ employees. Direct sales, service, and operations in Wisconsin and Illinois, generating \$100 million in annual revenue. Manage 10 direct reports: 2 operations and sales directors and 8 general managers. Budget accountability of \$15-25 million. Report directly to President; deliver biannual KPI projections.

Stabilized operations and fixed sales and service models, bringing region to 3rd place ranking by YE 2017. Improved profit margin YOY by 200 bps (\$1.5 million). Sales organization closed FY 18 at 112% to plan.

- Repaired staff turnover by mentoring sales managers on better hiring and training practices. By teaching and supporting functional onboarding methodology that encouraged performance and professionalism, slashed account executive turnover by 30%, while elevating retention in service and production.
- Secured new contracts with 13 top-tier accounts, representing upwards of \$16.4 million in annual revenue.
- Streamlined efficiencies in core operating areas—production, labor—and cut merchandise cost by 2.5%.
- Spearheaded call center centralization project that reduced the number of overdue messages by 75% and improved resolution time on customer grievances.
- Rolled out integrated Fleetmatics workflow technology within 3-month timeframe. By optimizing routes, region saved \$40,000 in fuel costs YOY, cut route overtime 35%, and automated route safety dashboard.
- Host quarterly operation reviews with sales and service departments to proactively address performance gaps throughout the year.
- Collaborate with HR, sales, and operations directors to establish monthly leader-led training to expedite development of frontline associates while improving the standard processes within region.
- Lead mentoring and succession planning initiatives that, to date, have resulted in 11 management-level promotions, placing high-performing leaders in areas where growth or development are top priorities.

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General Manager – New York, NY

Mar 2014 to Jan 2017

Chosen by President to spearhead turnaround of the second largest service center in the West Region with locations in Oxnard, Lompoc, and Sylmar, CA. Immediately embarked on a culture change by terminating toxic leadership and instituting small, but meaningful workplace environment changes to boost staff morale.

Reversed region with astronomical turnover and shrinking business base into one of the best on the west coast. Upgraded overall service center ranking from last place (86) to 14th in the organization.

- Elevated customer retention from the low 80s to 93% YOY.
- In a region that had been losing business for years, grew business base 7% in a years' time and improved YOY sales 1.4%. In a span of two years, profit margin increased by 450 bps.
- Established safety committee that helped reduce lost time accidents 75%, saving \$100,000+ in indemnity claims in FY 15 and 16.

General Manager – New York, NY

Apr 2010 to Mar 2014

Selected by senior management to develop a turnaround strategy for failing service centers. Oversaw 256 employees at three facilities (PR and PA) and two business lines—uniform and cleanroom services—generating \$37 million combined annual revenue. Accountable for sales, service, and operations across multiple service centers; worked directly with sales team on account development and contract negotiations.

Doubled service center profit in FY 11; generated \$2 million in EBIT over prior year. Exceeded plan in Puerto Rico with top line growth of 8% and 38% profit margin (highest in the company) by 2012. Earned prestigious Ring of Honor Award (2013) and General Manager of the Year Awards (2011 and 2012).

- Revitalized operations by establishing solid pricing to fuel growth within the markets, seeing profitability within 18 months. (Centers are now operating with consistent 30-40% profit margins.)
- Worked closely with service team on developing strong relationships with customer base in Puerto Rico, resulting in 99% account retention YOY.
- Contributed to 7% increase in southeastern US sales, adding \$45,000 in new business.
- Performed critical analysis of all cost centers to identify opportunities for savings:
 - ✓ Cut operation and maintenance costs 3% year by year, merchandise by \$56,000, and production supply expenses by \$52,000. Decreased direct and indirect labor cost \$152,000 YOY. Reduced PR's amortization cost by \$315,000.

Group Operations Manager – New York, NY

Jan 2006 to Apr 2010

Promoted to monitor quality, operational, and service performance at 7 cleanroom facilities and distribution center servicing clients throughout the U.S. Developed production managers and identified/nurtured next generation of leaders within the organization. Led or supported acquisitions and special projects designed to grow company's revenue streams, capabilities, and service areas.

Continually improved processes to keep ahead of the curve on compliance, KPIs, and industry best practices, earning 2006 Quality Award, along with Cleanroom Performance Excellence Awards in 2007 and 2008.

- Successfully led acquisition team following 2009 purchase of new Durham, NC cleanroom facility; part of core team during 2007 acquisition of Corvallis, OR service center.
- Saved \$89,000 annually in fuel, leasing, and payroll by combining accounts, adding a depot, and positioning operating shuttles in strategic locations.

Education

UNIVERSITY OF PHOENIX, PHOENIX, AZ
Bachelor Science in Business Administration - 2008