

Rodny A. Smith

MULTI-UNIT MANAGEMENT | STRATEGIC PLANNING | BUSINESS AND OPERATIONS START-UP

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OPERATIONS | PROJECT MANAGEMENT

Award-winning sales, service, and profit results in multi-unit management

Senior management professional with a leading record of sales and profit performance at the district level — consistently achieving top rankings throughout tenure with employers. Achieve results through a big-picture business perspective combined with a proactive focus on operational details to achieve results.

Persistent, action-driven leadership and a quick response to crisis and change. Broad and deep experience in business start-up and growth, market expansion, sales, customer service, general operations, maintenance, purchasing, merchandising, administration, accounting, warehousing, and distribution.

Inquisitive, systematic, yet decisive management style. Drive improvements in market, product, and operations performance by asking the right questions, gathering and applying facts, and maintaining high quality standards. Proven ability in attracting and retaining a diverse, dedicated staff.

Select Areas of Expertise:

- P&L Business Leadership
- Budget Development and Management
- Multi-Unit Management
- Market / Promotion Planning and Execution
- District Sales Leadership
- Recruitment and Retention
- Training, Coaching, and Mentoring
- Professional Development

SELECT LEADERSHIP SKILLS

- **Proven Business Acumen:** Identify and execute strategic decisions accomplishing sustainable results.
- **Managerial Courage:** Proactively coach and motivate direct reports and offer objective feedback to supervisors.
- **Decision Quality:** Broad vision and deep ethics, guiding decisions that are right for the business, right for the associate, and right for the staff.
- **Professional Development:** Developed top performers, mentored store and district managers, and designed and facilitated training programs for high potential store managers and department managers.
- **Process Improvement / Process Management:** Logical and incisive problem solving through process-focused, disciplined business management.

SUMMARY OF PROFESSIONAL EXPERIENCE AND HIGHLIGHTS OF BUSINESS VALUE

- ▶ **WALMART** — Cleveland, Ohio 2016 – 2018
The nation's largest private employer in the U.S. with nearly 1.5 million associates, making investments to create an estimated 34,000 jobs through continued expansion and better serve customers.

Store Manager

Recruited based on long-term successful track record big box store management. Entrusted to independently manage a store when appropriate for transfer upon completing training process:

- Directs the management team in facility operations and communicates with both management and hourly associates about facility operations, merchandising, and company direction.
- Drives sales and the financial performance; ensuring compliance with policies and procedures.
- Initiates, directs, and participates in community outreach program, while modeling, enforcing, and providing customer service and problem resolution guidance, plus development opportunities for management and hourly associates.

- ▶ **THE HOME DEPOT** — Various locations; Florida, Pennsylvania, New York and Ohio 1995 – 2016
Largest U.S. home improvement and construction retailer with 2012 revenues of \$70B+ operating stores in 50 states, DC, Puerto Rico, the Virgin Islands, Guam, Canada, Mexico, and China. Headquartered in Atlanta, GA.

Store Manager - Ashtabula, OH (2011–present) / **District Manager** - Ohio Valley Region (2005–2011)

Store Manager - Mentor, OH (1998–2005)

Assistant Store Manager / Department Supervisor / Associate - Pittsburgh, PA / Erie, PA (1995–1998)

Advanced to District Manager, holding position for nearly seven years, prior to voluntary move to Store Manager in 2011, for an interim period.

- ✓ *Highest performance review ratings for five consecutive years (four as District Manager)*
- ✓ *Top customer service awards for the Ohio Valley region for four consecutive years*
- ✓ *Best Operations Partnership award in 2011*
- ✓ *Best Human Resource Partnership award in 2011*
- ✓ *Multiple merchandising excellence awards*

continued page 2 ...

District Manager / Store Manager - The Home Depot, continued ...

Operated 10 stores in three states, as District Manager. Maintained full P&L control, of operations producing total annual sales volume of \$200M+ in a high-profile competitive market. Coordinated 10 store managers and six district staff members directing 30 assistant store managers and 1,000+ associates in the purchasing, warehousing, distribution, merchandising, and sale of more than 30,000 SKUs. Trained, coached, and motivated staff, including training District Managers. Planned and piloted general operations, maintenance, sales, and customer relations. Controlled budgets.

- **Consistently captured top-three ranking in sales and profit performance** and overachieved sales, profit, and growth objectives regularly.
 - Architected and executed strategic plans and tactical programs guiding sales surge in stores with varying sales volumes in a \$200M District.
 - Designed and executed strategic sales and market development plans, building and coaching top sales teams through development of an employee and customer-service-centered culture.
- **Delivered top-line growth and bottom-line profit for 15 consecutive years** through leadership development; a focus on volume, gross profit, and market share growth; and enhancement of customer relationships.
 - Conceived and led multiple operational initiatives including proposals improving company safety record, development of training programs for managers, and incentive programs.
- **Launched multiple products and contributed to various test programs, including driving corporate expansion of the bird food category**, with multiple stores delivering significant sales increases after doubling the square feet of bird product merchandising.
- **Directed purchasing of more than \$200M** prior to corporate addition of order / distribution system, and current purchasing of 20% of products merchandised.
- **Steered planning, start-up, and launch of three stores during six years as District Manager** and key contributor to market expansion.
 - Plan and direct recruiting, staffing, inventory, and the development and implementation of operational processes.
- **Led or participated in Team Depot volunteer projects throughout tenure**, including gathering and coordinating 300+ associates from three Cleveland-area districts to build a KaBOOM! playground in one day.
- **Partnered with Human Resources, developing corporate learning programs** in service, operations, merchandising, management, and other functional areas.

VALUE OFFERED*

- Excellent troubleshooter
- Bottom-line decision maker
- Forward-looking and future-oriented
- Self-starter
- Tenacious
- Competitive
- Represent company in outside organizations

*As identified in DISC behavioral strength assessment

▶ **SIMPLY A MAIZING LLC / SMITTY'S FLYBY ARENA** — Andover, OH 2007 – Present
Co-Owner / Operational Manager

20-acre corn maze and agri-entertainment park business / Maize Quest franchise operation.

Built 20-acre corn maze and agri-entertainment park business, forming partnership and designing financial / business strategy and development plans with a 10-year growth horizon. Secured start-up and operational funding. Recruited, trained, and provided management oversight of staff of 20+. Developed and directed merchandising, food service, crowd control, and general operations.

- **Piloted revenue growth to 8%, designing and executing five-year business plan, legal liability review, operations processes, and sales and marketing programs for green field start-up.** Targeted customers in a 120-mile radius of park through press releases, advertising, tour bookings, and community organization outreach and partnerships.
- **Expanded business and market adding a full-size outdoor contesting arena**, recruiting show sponsors, and building a client base.

Earlier experience as an Assistant Store Manager for Scotty's Builders Supply, independent handyman, and major contributor to family dairy farm business.

EDUCATION

- ▶ **Bachelor of Science in Business Management**, HIRAM COLLEGE — Hiram, OH
 - Hiram College Football Standout

MILITARY VETERAN

- ▶ **The Marine Corps, Honorable Discharge, 1992**