**Patrick D. Scheid**
3120 E. Agritopia Loop Dr E.

Gilbert, AZ 85296

Patrick.Scheid@ferguson.com

Phone: 860-790-9751

**Distribution, Logistics and Fulfillment Leadership Executive**
Customer-focused and collaborative professional, offering extensive Leadership, Operations Management, and Business Development experience; track record of leading teams to achieve operational excellence and deliver outstanding customer experiences to consistently exceed targets and drive aggressive, sustained growth. Expertise in project management, requiring strong communication and leadership to implement change or roll out new initiatives.

**Core Competencies**
Distribution Leadership - Research / Analysis - Financial Management - Continuous Improvement – Project Management
Operations Management - Fulfillment Executive - Business Development - Relationship Development – Lean Principles

**Professional Profile**

A natural leader who motivates teams to deliver outstanding results by articulating clear, credible visions of success.
Skilled communicator and team builder who gains buy-in by conveying benefits-focused strategies and “win-win” opportunities.
Strategic thinker who analyzes thoroughly to uncover consumer/market insights to develop effective growth strategies.
Innovative problem solver who sees business issues as opportunities for growth and to exceed customer expectations.
Collaborative and resourceful; partner across all levels in the interest of removing roadblocks to success and exceeding objectives.

**Professional Experience**

**Senior Operations Manager –** Ferguson Enterprises – Chandler AZ

4/22 to Current

Launched the second automated market-based distribution center in the Ferguson supply chain network. Helped to onboard over 125 associates, eight managers, and multiple support staff.

* Launched Ferguson’s second fully automated robotics building.
* Since launch, we have ramped up the operation in one year to the building’s targeted volume goals at the design of year four.
* Was the strategic leader who helped the Chandler operation in several key KPI improvements.
	+ 1. - Dock to stock company goals in first full fiscal year at 18.5 for the year.
		2. - Drove comparable building productivity metrics exceeding the next closest building by over 50%
* Improved touches per hour from 13.87 to 28.98 from September 2022 to March 2023
* Building performance metric from 37.70 to 74.80 in 3 months.
* Dock-to-stock performance has been standard since October of 2023, and the current year-to-date performance of 8.15 hours on a goal of 24 hours.
* The site has hosted critical leaders on visits, including a board visit in February 2023, where I was the key leader that handled tours of for the CEO, CFO and several board members.
* Created several tools that have helped the MDC operations, including shift planning tools for outbound, that allowed the team to easily see progress and plan for the volume during the day.
* Implemented lean process improvements, implemented a weekly Gemba process, and currently an L4 led CI process.
* In 2024, the warehouse operations have gone 10 straight months without a recordable incident and counting.

**Senior Operations Manager –** Chewy – Belton MO

3/21 to 4/1/22

Responsible for launching Chewy's newest robotics-based fulfillment center. Developed a launch plan for a robotics and automation facility. Hired a team of 6 Operations Managers, 26 Area Managers, and 40 team leaders for a team member base of over 1500.

* Launched Chewy’s second fully automated robotics building.
* Created the network standard launch strategy that is the template for future site launches.
* Partnered with company stakeholders from the C-suite to ancillary partners to get critical resources for the site. This included vital tactical tools, design changes, and process improvement changes.
* Worked with regional teams to create strategic plans for maximizing the operation’s output, including stress tests, mechanical heat maps, and Kaizen's to drive improvements.
* Created a network safety rotation plan that improved the safety metrics of the new launch to be top in the network for first aid and lost time incidents.
* Created a cross-functional support team with our systems, launch, and operations teams to problem-solve critical operational roadblocks and process improvements for future launches. Leading weekly stakeholder meetings to collaborate needs across the business.
* On-boarded, trained, and created a strategy to minimize risks that allowed the site to ramp in 45 days from launch to peak. The site exceeded prior launch volume targets, hitting over 800,000 units in a week in 60 days compared to 14 months for the preceding launch.
* Developed tools in partnership with our Systems team that allowed the launch site and the network to work more efficiently with a focus on the customer.
* Was instrumental in developing future leaders for the company, promoting one Operations Manager to Senior Operations Manager, 1 Area Manager to Operations Manager, and 5 Team Leaders to Area Manager.

**Senior Operations Manager –** Amazon.com – Atlanta GA

3/20 to 3/21

Launched the operations for a new Amazon Robotics site in Jefferson, GA. Responsible for hiring, training, and developing over 1400 associates. Direct leader for four Operations managers, with 24 Area Managers reporting to them.

Responsible for creating a strategic execution plan for the Outbound team, including people management and development, process, and meeting or exceeding the expectations and promises made to our customers. I lead a dynamic team of Operations and Area Managers to achieve operational excellence through coaching and mentoring the team, driving employee engagement, and building leadership bench strength within the Fulfillment Center.

* Launched a new Automation and Robotics facility in Jefferson, GA
* Created a strategic vision leading the site to be the top-performing launch of 22 sites in 2020.
* Worked with Human Resources and Finance to build a strategic ramp to achieve volume and productivity expectations by hiring the correct number of hourly associates and implementing process improvement strategies.
* Worked with construction and the launch teams to implement a network design change that will save the company over $120,000 weekly at each site.
* Created multiple tools for the team to execute better quality and drive improved performance.

Operations Manager III – Amazon.com – Phoenix AZ/Hartford CT/Jacksonville FL

1/17 to 3/20

Managed the operations for a sortable fulfillment center with daily staffing that ranged from 300 to 500 associates per shift.

Led the development of 10 Area Managers responsible for individual departments, helping them manage their teams to exceed production goals. Lead process improvement across the shift by identifying areas for improvement, isolating the root causes, and implementing changes to correct the issue. Worked with stakeholders to drive change and implement new strategies being introduced. Worked in a matrix environment where multiple cross-functional departments implemented change.

* Launched new Automation and Robotics facilities in Hartford, CT and Jacksonville FL
* The top performing shift in the region in Q1 of 2017, Q1 2019, and Q2 of 2019.
* Instrumental in rolling out critical and complex processes during new launches, holding several subject matter expert roles.
* Was the site leader on multiple projects, with daily and weekly reports to shareholders, directly and indirectly reporting to me.
* Site quality subject matter expert in 2019, responsible for implementing process and standard work improvements that led to over 1 million dollars in cost savings for the site.
* Set multiple site records for performance, including the top monthly performance in site history and weekly and daily production records for the site.
* Was instrumental in developing direct reports, promoting three from Area Manager and 7 in position promotions.
* Lead quality improvement focus from the bottom 10% of the network to the top 10% in 3 months.
* Site was rated the best in the network for our building type for 2019.
* Had best-in-class team engagement, which allowed me to work with corporate leaders to drive network-wide initiatives.
* Led the site for outbound for the seasonal 2019 execution plan, outlining the key opportunities and plans to improve performance from 2018.

Area Manager – Phoenix AZ – Multiple roles

11/15 to 1/17

Responsible for up to 400 associates and 10 process assistants during peak. Lead associate engagement programs to help improve morale and drive better results. Focused on managing the team to stay on task and improve speed while working safely.

* Worked on projects focused on creating a more efficient process by making critical observations and engaging the team to dive deep into root causes of barriers impacting results.
* Shift was able to improve pack rates by more than 20%, going from 185 rates to 225 average rates. Drove engagement and ownership by the team to see the improvement of the strong results.
* Saw less than 4% turnover in a department the prior year that lost 80% of its team.
* Had the top performing singles department in 7 of the 9 months in the roll.
* Created tools to help manage the process during peak. Allowing me to lead my PAs more effectively and leading to the best Black Friday productivity results for a shift, hitting a 49 TPH and 104% to OP.
* Safety focuses resulted in 130 days without a recordable injury in the department.
* Turned the worst-performing dock into one that was consistently one of the building’s top two most efficient docks.
* Led a transship project that shifted the staffing model from units-based focus to a tote-based focus which resulted in significant transship performance improvements.
* Drove a 5S project to improve dock safety focused on pallet stacking that helped reduce repetitive injuries and improve peak dock performance.
* Rolled out a standard work process for the peak to place multiple high-volume loads on underutilized dock lanes, reducing re-circulation on the shipping sorter.

**Sales Manager** – Tiffany and Company – Tucson AZ

2013 to 2015.

Responsible for the day-to-day sales goals of a nine million-dollar-a-year store.

Led a sales team of 7 sales professionals to exceed sales goals and improve overall relationships with important clients.

Provided detailed training on sales techniques and practices that would improve sales and service while still maintaining a luxury brand environment. Develop relationships with high-net-worth clients through engagement activities and product presentations.

Work with local businesses to expand our business relationship program.

* In 2014, in-store sales surpassed the budgeted plan by over 10%, top in our region and the first for that store in 8 years.
* “Best in Class” in our guest experience score in Q2 and Q4 in 2014
* Hired and trained 100% of new sales staff in 2014.
* Created an engagement program that focused on using CRM software to reach out to any customers with outreach and recognition around special events, such as birthdays, Anniversaries, and professional accomplishments.

**Executive Team Leader** (Bench Store Team Leader)- Target Corporation – Tucson AZ
2010 - 2013
Responsible for managing the day-to-day in-store operations within a Target store with sales of over 32 million dollars.
Leader of a team with over 160 team members, including 4 team leaders and 2 senior team leaders.
Led improved processes, which led to a year-over-year reduction in overall store shortage by over 15%.
Provided strategic advice to various store partners to improve overall store operations.
Had the highest mature sales growth in the Tucson district.

Named District Most Valuable Player in 3rd quarter of 2012.

* Led district and top 5% of the company in overall credit penetration.
* Promoted from executive team leader of assets protection to executive team leader of Soft lines and guest experience.
* Received two pay-grade promotions.
* Named the top performer all four quarters in 2012 and 1 time in 2013.
* Lead group in internal theft metrics.

**District Manager / Field Consultant** - 7-Eleven, Inc. - Tucson, AZ
2008 - 2010

Responsible for managing over $20M in annual sales, leading a team of geographically dispersed store operators to implement
corporate/merchandising strategies, introduce new products, and address critical business issues.

Monitor all aspects of store operations, providing advice, coaching, and strategic planning/budgeting support to store management and franchisees.

* Honored with the “President’s Servant Leadership Award” for excellence in teamwork, recognizing the discovery of fraudulent
transactions, which ultimately saved the company $20k+.
* Recognized as the only district manager in Arizona to exceed budget in 2009; achieved two straight years of increased annual sales in 90% of stores, increasing district sales by 3% despite a significant market downturn of -8%.
* Ensure operational effectiveness and compliance through store visits, evaluations, and thorough data analysis.

Other experience

**Owner - Sedalia Food and Vending – 1999-2008**

**Education**
Masters Business Administration - University of Missouri - Columbia, MO
Bachelors, Economics - University of Arizona - Tucson, AZ