

BRAD W. RALSTON ♦ DIRECTOR, OPERATIONS

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"Driven by Excellence and High Standards of Professionalism & Integrity ...Fuelled by Dedication"

Recognized as the driving force behind Ontario's leading truck stop chain in the Halton region. Instrumental in growing fuel sales by 850% while maintaining best in-class safety and environmental record.

Transportation Operations | \$145M Revenues | \$200M Budget | 350 Direct Reports | 24/7 Commitment

Ambitious, multi-skilled leader with extensive expertise in all aspects of Transportation Operations; oversee budgets of up to \$200M. Astute negotiator who crafts strategic fuel plans that exceed customers' needs. Builds strong and respected relationships with staff and customers while honouring 24/7 commitment to the company.

Areas of Expertise: Energy/Fuel ↔ Hospitality/Restaurant ↔ Retail/Motel ↔ Property Management

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|--|-----------------------------------|------------------------------|
| ▪ Strategic Business Planning/Negotiations | ▪ Staff Training/Development | ▪ Budgeting/Finance/P&L |
| ▪ Human Resources Management | ▪ Health/Safety Quality Control | ▪ Sales/Marketing Strategies |
| ▪ Accounting/Collections Cost-Saving | ▪ Inventory Management | ▪ Customer Relations |
| ▪ MS Word/Excel/Access/PowerPoint | ▪ Trendar (POS) Point of Sale | ▪ ProClarity Analytics |

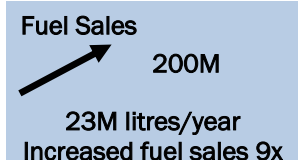
SELECTED CAREER HIGHLIGHTS

TRANSFORMATIONAL LEADERSHIP & PROCESS IMPROVEMENTS:

- **Expertly recruited and trained competent senior managers**—independently set up training schedules.
- **Promoted daily fuel pricing and shorter receivable terms** by customizing effective invoicing systems.
- **Achieved best-in-class collection** with .5 days sales outstanding and bad debt at <.0004% sales.
- **Elevated operational efficiency** by deploying preventative procedures for multi-unit properties.

DRIVING INNOVATION & REVENUE GROWTH:

- **Enabled JIT delivery** through engineering delivery tanker division and creating internal dispatch,
- **Increased fuel sales at a rate of almost 9X** through initiating new fueling programs.
- **Boosted sales to reflect 70% of total commercial fuel sales** through deploying "Tank Share" Program; offered competitive advantage vs. major branded fuel companies.
- **Devised excellent safety training programs** that resulted in <1 person/year RIF.



STRATEGIC NEGOTIATION & COST-SAVING INITIATIVES:

- **Prospected and negotiated multimillion-dollar fuel sales deals with many trucking companies.** Managed 100 "large" commercial customers for Fuel Division.
- **Fostered savings of .5 to 1 cent per litre** by sourcing alternative fuel suppliers.

CAREER IMPACT

RELIABLE TRUCK STOPS, DIVISION OF SUPER TRUCK STOPS CORPORATION – Mississauga, ON (1991–2018)

Formerly largest independently owned/operated 24-hour truck plaza; 6 facilities in Ontario: retail/commercial fuel, restaurant services, retail store, motel services, and ancillary; \$145M sales; 350 employees.

President (2006 – 2018)

Vice-President (2000-2006) | Divisional Manager (1991-2000)

Previous Related Experience: Truck Stop General Manager (5 years) | Restaurant Manager (3 years)

\$145M Revenues | \$150M Fuel Sales (Retail/Commercial) | 250 FT Staff | 100 PT Staff | \$200M Budget

**OPERATIONS | STRATEGIC PLANNING | ACCOUNTING | BUDGETING/FORECASTING | PAYROLL | COST ANALYSIS | SALES/MARKETING
HUMAN RESOURCES | TRAINING/DEVELOPMENT | NEGOTIATIONS | RELATIONSHIP BUILDING | INVENTORY | CUSTOMER RELATIONS**

President, Mississauga, ON**2006 – 2016**

Coached and led 24-member senior management team. Directed budgeting, strategic planning, forecasting sales, and profitability of all company divisions. Maintained harmonious employee relations within Fuel, Restaurant, Retail, and Hospitality divisions. Reported P&L to Board of Directors.

Devised policies/procedures for human resources, HVAC preventative maintenance, credit management, and debt collections. Trained and developed staff, conducted evaluations, and directed retail and motel operations.

- **Boosted morale and employee satisfaction** through pioneering effective staff incentive program.
- **Garnered best possible pricing** through negotiating with suppliers.
- **Devised results-oriented marketing strategies and programs** for fuel, restaurant, and retail divisions.
- **Saved North Bay chain \$80K costs through skilled contract negotiation. Slashed ~\$10K monthly expenses on third party billing card. Reduced \$30-50K annual pricing costs** and doubled client base.
- **Facilitated 100% compliance of government policies and practices**; interfaced with various government inspectors, including Fire Department.
- **Maximized safety and promoted employee satisfaction by at least 30%**. Coordinated, researched, and independently drafted effective human resources policies.
- **Consistently met inventory goals and gauged costs**. Developed guidelines and polices for inventory controls;

Vice President, Mississauga, ON**2000 – 2006**

Applied astute leadership skills to coach and direct team of 24 senior managers; reported to President. Established company standards and procedures to ensure financial success. Negotiated with suppliers and sourced alternative fuel suppliers. Managed credit and collections. Reported profits to Board of Directors. Promoted positive customer relations; led to succession as President of Fifth Wheel.

- **Doubled client base** by devising innovative strategy for marketing all divisions of the company.
- **Developed skills and talent of junior managers** through the creation of customized training programs.
- **Optimized efficiency** by facilitating total compliance of government policies – including fuel safety, food handling, to labour relations. Established and maintained company policy and procedures for inspections.

Divisional Manager, Fuel Services, Mississauga/Toronto, ON**1991 – 2000**

Directed and managed a team of 6 fuel managers under the direction of President. Oversaw budgeting, sales forecasting, and profit reporting for the Fuel Division. Managed marketing initiatives and maintained solid customer sales targets and harmonious relationships; ensured organizational success.

- **Deployed and maintained highly organized fuel dispatch system.**
- **Met the demands of a changing environment** through establishing and negotiating vendor and customer pricing systems and creating daily pricing for fuel with shorter receivable terms.
- **Facilitated compliance, safety and quality, interfacing with government inspectors to construct and maintain environmental policies and procedures and conduct thorough site inspections.**
- **Fostered just-in-time delivery, promoted unparalleled customer satisfaction, and significantly increased revenues** by establishing and managing leading tanker trucking division.
- **Recruited and fully developed talent of all fuel managers and truck drivers -- without an HR Department.**

EARLIER EXPERIENCE: TRUCK STOP GENERAL MANAGER | RESTAURANT MANAGER, RELIABLE TRUCK STOPS

~ **Enhanced staff participation and company sales by 30%**; created companywide marketing programs; ~

EDUCATION/TRAINING

Service Station Site Operators Certificate – Mohawk College, Hamilton, ON

Propane Licence – TSSA

Training: Management | Priority Management | Sales | MS Word, Access Excel, PowerPoint | Billing

Ontario Secondary School Diploma – Toronto District High School, Toronto, ON

RÉSUMÉ STRATEGY

Brad is an Operations Director with decades of solid experience in leading senior executive roles with a truck stop company that seized operations due to stiff competition and complex market demands.

Challenge: Brad enjoyed a long and stable career as he successfully progressed up the ladder with one company. His challenge was that with the sudden change, he had to reinvent himself and rediscover his unique brand while considering contract and short-term opportunities in the midst of a competitive labour market.

Brad's new resume is accomplishment-based, highlighting measurable milestones and articulating his diverse skill sets in four different sectors with one company. While ageism posed a real concern, the résumé handles dates in an appropriate way by focusing on recent experience. Brad expressed a concern that he lacked higher education, but his extensive expertise and stable career progression along with his professional development/training thoughtfully address these gaps.

The outcome: Brad successfully secured a long-term role by articulating his unique value through powerful résumé branding as well as networking with existing and new professional networks.