

EDDIE SHELTON

SENIOR DIRECTOR OF OPERATIONS | DISTRIBUTION | TRANSPORTATION | SUPPLY CHAIN

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EXECUTIVE PROFILE

Operations and distribution executive with more than 20 years running high-volume, multi-site networks across 3PL, cold chain, manufacturing, final mile, and retail distribution. Launched an 800,000 sq ft greenfield distribution center nine weeks ahead of schedule, directed organizations of 1,300+ associates against budgets above \$100M, and owned a \$21M capital expenditure plan, annual operating plan development, and forecasting alongside full accountability for safety, service, cost per unit, labor, and regulatory performance. Operates credibly in union and non-union environments, converts demand planning into daily floor execution, and builds leadership benches that hold performance after the turnaround ends.

CAREER HIGHLIGHTS

- Launched an 800,000 sq ft greenfield regional distribution center nine weeks ahead of schedule, serving 22 downstream DCs across six states, by building the operating model, staffing plan, workflow design, and leadership cadence from an empty floor.
- Built and executed a \$21M capital expenditure plan and warehouse automation design for that greenfield launch, sizing material handling equipment, racking, and conveyance against annual operating plan volume forecasts.
- Improved throughput-to-cost performance 29% year over year across seven cold chain sites on a \$105M labor and operating budget by standardizing KPIs, leader accountability, and daily operating routines for 1,300+ associates.
- Improved national on-time transportation performance 24% while managing a \$100M cost center by standardizing carrier sourcing, RFP criteria, bid negotiation, and service level agreements.
- Cut safety incidents 59% and held zero OSHA recordable incidents for 18 consecutive months by developing a 12-leader bench and embedding safety ownership into supervisor scorecards.

CORE COMPETENCIES

Multi-Site Operations | Distribution Center Operations | Warehouse Operations | Transportation Strategy | P&L Ownership | Capital Expenditure (CapEx) Planning | Operating and Capital Budget Planning | Annual Operating Plan (AOP) | Forecasting and Demand Planning | Sales and Operations Planning (S&OP) | Network Startup and Optimization | Greenfield Launch | Warehouse Automation | Automated Storage and Retrieval Systems (AS/RS) | Material Handling Equipment (MHE) | Cost per Unit (CPU) | Cost to Serve | Operational Excellence | Continuous Improvement | Lean Six Sigma | Labor and Workforce Planning | Union Labor Relations | CBA Administration | Carrier Procurement and RFPs | 3PL and Contract Logistics | Inventory Accuracy | KPI and Performance Analytics | Root Cause Analysis | Talent Development | Succession Planning | Employee Retention and Engagement | Change Management | Safety and Risk Management | OSHA | DOT | FMCSA | EPA | CBP | HACCP | Business Intelligence and Reporting | Data Analytics | WMS | TMS | ERP | SAP | Blue Yonder | Oracle | Power BI | SQL

PROFESSIONAL EXPERIENCE

NFI Industries / Cal Cartage Atlanta, GA

Director of Warehouse Operations, Eastern Division | Aug 2026 to Present

- Direct multi-site warehouse, distribution, transportation, and safety execution across Eastern Division Centralized Examination Station operations in Georgia, Virginia, and Florida, governing service, cost, labor, and compliance standards under one regional operating system.
- Protect U.S. Customs and Border Protection operating compliance across bonded CES facilities by standardizing chain of custody, inspection handling, documentation, and exam throughput controls.
- Hold zero OSHA recordable incidents since assuming the division by instituting leader-led audits, daily floor accountability, and supervisor ownership of corrective actions.
- Govern division labor plan and cost per unit (CPU) performance against the annual operating plan by standardizing weekly forecast, staffing, and performance review routines reported through Power BI dashboards.

American Tire Distributors Atlanta, GA

Operations Director | Apr 2024 to Aug 2026

- Launched the company's first 800,000 sq ft regional distribution center nine weeks ahead of schedule, serving 22 downstream DCs across six states, by designing the operating model, staffing structure, workflow, and startup execution plan from an empty floor.
- Delivered 99.8% on-time shipping and 99.3% inventory accuracy across 30,000+ SKUs by rebuilding receiving-to-dock flow and installing a weekly KPI cadence built on WMS data and Power BI reporting.
- Managed a \$60M operating budget and a \$15M transportation budget while holding cost per unit (CPU) within annual operating plan targets across 8 direct reports and 400+ associates.
- Owned a \$21M capital expenditure plan for the greenfield build, justifying material handling equipment, racking, and conveyance investment against multi-year volume forecasts and cost per unit targets.
- Specified warehouse automation and MHE to the facility throughput design, matching conveyance, storage, and dock capacity to forecasted demand across 22 downstream distribution centers.

- Closed the launch year with zero OSHA recordable incidents by embedding safety metrics, corrective actions, and accountability into supervisor scorecards before go-live.

iJility Atlanta, GA

Director of Operations, Multi-Site | Aug 2021 to Apr 2024

- Improved throughput-to-cost performance 29% and operational KPIs 14% year over year across seven cold chain sites by standardizing performance management, labor controls, and Blue Yonder WMS reporting across the network.
- Sustained a 3.9x cost-efficiency rate across seven cold chain sites by integrating automated storage and retrieval system (AS/RS) throughput with slotting, replenishment, and labor plans.
- Cut safety incidents 59% and sustained zero recordable incidents for 18 months by developing a 12-leader bench against defined KPIs, coaching routines, and succession planning.
- Directed a \$105M labor and operating budget across 12 direct reports and 1,300+ associates by aligning staffing, productivity, service, and cost per unit (CPU) targets to the annual operating plan.
- Forecasted labor demand across seven sites by converting weekly volume projections into staffing models through SQL-based labor and throughput analysis, holding cost per unit to plan through peak.
- Administered the collective bargaining agreement across seven facilities by partnering with union leadership on grievances, work rules, and scheduling while holding service and cost performance.
- Maintained HACCP and food safety compliance across all sites by enforcing sanitation, temperature control, documentation, and audit readiness standards.

Reddy Ice Atlanta, GA

Plant General Manager, Hub Operations | Feb 2017 to Aug 2021

- Increased order fill rate 34% and eliminated chronic stockouts by converting production planning to a demand planning and S&OP cadence with sales across Atlanta hub and Macon distribution operations.
- Maintained zero major process safety incidents across a four-year tenure as PSM Program Executive by directing EPA and OSHA compliance for ammonia refrigeration and facility risk controls.
- Reduced turnover 25% and lifted employee retention by developing six operations leaders through structured coaching, performance reviews, and formal succession planning.
- Led safety, production, warehousing, quality, distribution, and transportation for \$25M in annual revenue across multi-location operations.

Georgia Market Distribution Manager | Aug 2015 to Feb 2017

- Reduced delivery cost 21% and improved on-time performance 44% across five Georgia locations by standardizing routing, direct store delivery processes, and driver execution.
- Maintained a top-tier CSA safety score across a 28-vehicle fleet by enforcing DOT and FMCSA audit routines, driver accountability, and fleet compliance standards.

PepsiCo Orlando, FL and Atlanta, GA

Logistics, Distribution and Transportation Manager | May 2014 to Aug 2015

- Improved on-time delivery 24% while managing a \$100M national transportation cost center by standardizing carrier RFP criteria, bid negotiation, procurement, and service level agreements within Oracle transportation and financial systems.
- Maintained 100% DOT and FMCSA compliance with zero regulatory violations across company drivers and contracted carriers through structured governance and performance review.
- Owned demand forecasting and the transportation annual operating plan for inbound raw materials and outbound distribution across the South and Southeast, aligning carrier capacity, cost, and service requirements.

Distribution Manager | Apr 2010 to May 2014

- Delivered 99.8% on-time delivery across 38 direct store and bulk routes, the highest site performance in the company, through disciplined route execution and daily performance management.
- Reduced operational disruptions 41% by applying root cause analysis, operational audits, and structured leader coaching to recurring service failures.

Smoothie King North Atlanta, GA

Franchise Owner and Operator (concurrent with supply chain career) | Feb 2006 to Feb 2019

- Operated a profitable 13-year franchise with full P&L accountability for revenue, margin, labor, inventory, and a team of 20+, protecting profitability through the 2008 to 2010 recession by resetting labor models and renegotiating vendor terms.

EDUCATION

Bachelor of Science, Business Administration and Management | Brewton-Parker College

CERTIFICATIONS AND PROFESSIONAL DEVELOPMENT

Lean Six Sigma Black Belt | HACCP Certification, International HACCP Alliance | Process Safety Management (PSM) Executive, Ammonia Refrigeration | Project Management for Supply Chain Professional Certificate, CSCMP, 2026 | Generative AI for Supply Chain Professional Certificate, CSCMP, 2026 | Google Cloud Generative AI Leader