

Anthony Carl Thomas

RETAIL OPERATIONS & INTELLIGENCE LEADER

THE PROMISE

My Promise is to bring together operational leadership, business intelligence and continuous improvement to help organizations identify opportunities, improve execution and turn information into action. I will bring a leadership approach grounded in accountability, developing people and building practical tools and processes that make better decisions easier to execute. My goal is not simply to manage the business as it exists today, but to identify where it can perform better tomorrow—and build the people, processes and intelligence needed to get there. Ultimately, I want to leave every organization, team and leader I touch in a better position than I found them—stronger, more capable and better prepared for what comes next.

THE PROOF

- 30+ years of progressive leadership experience across convenience retail, multi-unit operations, analytics, continuous improvement and business intelligence.
- Managed multi-unit operations with responsibility for multi-million-dollar sales, fuel volume, P&L performance, labor and teams of up to 150 employees.
- Built enterprise reporting, KPI and analytics tools that connected operational performance to actionable decisions, including the MAPCO Ride Sheet and Lead/Lag Measures reporting.
- Delivered measurable operating improvements including a 40% supply expense reduction followed by an additional 20% reduction, a 15% merchandise shrink reduction, and improvement in-stocks from 84% to 93%.
- Led sustained financial performance, including six consecutive quarters exceeding financial goals and five consecutive years achieving sales, labor and variation targets.
- Developed leaders and supported continuous education through training, meetings, process documentation and operational improvement initiatives.

THE PEDIGREE

Dec 2023–Present | Jiffy Trip | Oklahoma **Manager of Retail Intelligence**

- Leads development of the retail intelligence and reporting ecosystem, connecting operational, financial, people and merchandising data to actionable business decisions.
- Develops the Metrics Map, P&L tools, KPI reporting, Food & Fountain analytics, Daily Digest and category/item-level research to give Operations a consistent view of performance and opportunity.
- Builds analytical processes using Excel, Power Query, PDI and related platforms to standardize data, automate reporting and improve decision-making.
- Develops reporting around food waste, deli performance, fuel, tobacco, shrink, labor, turnover, report utilization and other operational drivers.
- Partners with Operations leadership to identify opportunities, translate analysis into recommendations and strengthen execution.



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CORE CAPABILITIES

Retail Operations
Leadership
People Development
P&L Management
Training & Facilitation
Budgeting/Forecasting
Labor Management
Team Building
Strategic Planning
KPI/Metrics Development
Executive Reporting
Data Analytics
Retail Analytics
Microsoft Excel
Power Query
Power BI
Power Automate
Microsoft Access
Business Intelligence
Process Improvement
Continuous Improvement

EDUCATION

Bachelor in Business Administration
University of Texas
at San Antonio
December 1989

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THE PEDIGREE

May 2019–Nov 2023 | MAPCO Inc. | Nashville, TN

Manager of Continuous Improvement

- Led Operations Support functions and pioneered Lead/Lag Measures reporting for Operations.
- Developed and introduced the Ride Sheet, an interactive dashboard with selectable business units and time frames that changed how Operations reviewed and managed performance.
- Managed daily and weekly Operations reporting and provided ad hoc analysis for Operations, People & Culture and Merchandising leadership.
- Spearheaded special projects and process improvements while maintaining Operations processes and documentation.
- Facilitated bi-weekly District Manager continuous education and virtual meetings with support departments.
- Administered SmartSheets, Zenput, Reflexis, CB4, Staples and FSI.

Apr 2018–May 2019 | MAPCO Inc. | Nashville, TN

District Manager

- Oversaw 11 convenience stores and approximately 90 employees with 11 direct reports.
- Developed and ran an Excel-based scheduling tool supporting Operations across 340 locations.
- Developed the initial Company Ride Sheet and supported its expansion across 340 locations.

Jul 2016–Mar 2018 | Clark Oil Company | Mobile, AL

District Manager

- Managed eight convenience stores representing approximately \$15M in inside sales and 16M gallons.
- Responsible for 70 employees with eight direct reports.
- Served as Company Compliance Manager and developed companywide initiatives spanning inventory, audit, payroll, scheduling, foodservice and build-to tools.
- Served as the point person for statistical and data analytics for Operations and Marketing.
- Finished as the top Incentive Sales District every period in FY2017; reduced Supply Expense 40% in FY2016 and an additional 20% in FY2017; reduced Merchandise Shrink 15%.

Aug 2014–Mar 2016 | 99 Cent Only Stores | San Antonio, TX

District Manager

- Managed seven locations with approximately \$26M in annual revenue and 130 employees.
- Provided Human Resources and Asset Protection oversight, including hiring, training, corrective action, separations and theft investigations.
- Exceeded financial goals, sales, labor and variation for six consecutive quarters.
- Led the only Texas district in which all stores realized positive cash flow for FY2014 and FY2015.

Oct 2007–Jul 2014 | Circle K | Sarasota, FL

District Manager

- Managed eight to 15 locations with approximately \$25M in merchandise revenue and 27M fuel gallons.
- Responsible for up to 120 employees and 15 direct reports.
- Achieved sales, labor and variation financial targets for five consecutive years.
- Led the Florida Division in Plus Sells volume for 22 consecutive months.
- Implemented a Shrink Action Plan adopted throughout the Florida Division.

Nov 2004–Jun 2007 | Navy Exchange | Subbase New London, CT

General Manager (Multi-Unit Manager)

- Managed eight individual operations with separate P&Ls rolling into a Complex P&L, including a main store, three convenience stores, service station, liquor store, furniture store and Navy Lodge.
- Oversaw a 70-room hotel that received the 2006 Worldwide Hospitality Award.
- Completed new business development including conversion of a service station into a full convenience store, a \$170,000 Garden Center and a full-service sushi bar generating \$30,000 in its first eight weeks.

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THE PEDIGREE

Jan 2002–Aug 2004 | The Home Depot | San Antonio, TX

General Manager

- Operated two locations with approximately \$30M and \$70M in sales and responsibility for 150 employees.
- Maintained total P&L responsibility.
- Selected for Home Depot's initial Store Leadership Program, a two-year structured development program.
- Led a process improvement team that improved in-stocks from 84% to 93%.

Jul 1995–Aug 2001 | Target Stores | Amarillo, TX

Assistant Store Team Leader (Assistant Manager)

- Supported total store operations across Logistics, Hardlines and Softlines.
- Served as Safety Captain, Inventory Captain, District Trainer and Merchandise Resource Team member.
- Served as District Credit Champion and motivated the store team to process more than 11,000 new credit applications in 1999; appointed to the Regional Credit Team in 2000.

Mar 1993–Jun 1995 | Army Air Force Exchange Service | Albuquerque, NM

Operations Manager

- Managed customer and internal support services, Loss Prevention, Custodial, Customer Service, Front End and Logistics.
- Responsible for budgeting, forecasting and planning store sales, payroll and expenses.
- Appointed Lead Certifier of Diversity Instructors and served as Diversity Trainer for the Desert Mountain Region.

Feb 1990–Mar 1993 | Army Air Force Exchange Service | Colorado Springs, CO

Operations Manager

- Progressive operations leadership role supporting store administration and customer-facing operations.