






# CAROL LEE

Operations Manager

## CONTACT INFORMATION

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## KEY SKILLS

- Multi-site P&L ownership
- Board and executive reporting
- M&A integration
- S&OP and demand planning
- Org design and workforce strategy
- Capex planning
- WMS and ERP implementations
- Lean Six Sigma (Black Belt)
- BPO and 3PL management
- Crisis and continuity planning

## ABOUT ME

Director of Operations with 17 years scaling fulfillment, contact center, and shared services functions across consumer health and DTC retail. Sit on the executive team, own an \$86M operating budget, and report quarterly results to the board.

## PROFESSIONAL EXPERIENCE

### Director of Operations

Lakeshore Wellness Brands, Minneapolis, MN | 2021 to Present | 2021 - Present

- Own operations across 3 DCs and a 220-seat contact center supporting \$410M in annual revenue.
- Took operating cost per order from \$9.20 to \$6.74 over 30 months while NPS climbed 12 points.
- Led the integration of an acquired skincare brand: 4 SKUs to 71, no service degradation, completed 3 weeks ahead of plan.
- Restructured the org from 9 layers to 6; 11 of 14 leaders retained and promoted into broader scopes.
- Present quarterly to the board on ops scorecard, capex, and contingency planning.

### Senior Operations Manager

Cedarline Direct, Saint Paul, MN | 2017 to 2021 | 2017 - 2021

- Ran the Midwest fulfillment region, 3 sites and roughly 480 FTEs, during a stretch where order volume tripled.
- Led the WMS replacement project, \$4.2M capex, delivered on time and 8% under budget.
- Built the S&OP cadence that aligned merchandising, supply, and ops on weekly demand calls.
- Cut peak-season agency labor spend by about \$3.6M through better forecasting and earlier hiring.

### Operations Manager

Cedarline Direct, Saint Paul, MN | 2014 to 2017 | 2014 - 2017

- Managed a 180-FTE distribution center; held same-day ship rate above 98% across two peak seasons.
- Rolled out engineered labor standards and a daily scoreboard that became the regional template.
- Mentored 5 supervisors, 3 of whom now manage sites in the network.

### Operations Supervisor

Granite Peak Logistics, Bloomington, MN | 2010 to 2014 | 2010 - 2014

- Led shifts of up to 60 associates across receiving, sortation, and outbound.
- Drove a continuous-improvement program that captured 22 kaizen events in year one.
- Earned Operator of the Year in 2013, the first non-tenured supervisor to do so.

## **EDUCATION**

M.B.A., Carlson School of Management, University of Minnesota, 2015

B.S. Supply Chain Management, University of Wisconsin-Madison, 2010

Lean Six Sigma Black Belt, ASQ, 2018