

Emmy N. Gottschalk

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Let's Get
Things Done.

www.emmygottschalk.com

Versatile operations leader with over 15 years of experience in driving organizational change and process improvement.

Proven track record in leading sourcing, procurement, global supply chain, sales operations, and client service teams.

*Experience reflects a pattern of delivering **RESULTS**, spearheading **INNOVATION**, and **BUILDING TEAMS**.*

Capabilities

Operations Strategy	Data & Analytics	Global Supply Chain	Process Optimization
P&L Management	Organizational Change	Sourcing & Procurement	Contract & Negotiations
Team Building	System Implementation	Inventory Management	Risk & Compliance

Experience

Integrated Merchandising Solutions, Omnicom, 2019 - 2024

- VP, Client Operations 2022 - 2024
- VP, Production & Vendor Management 2019 - 2022

- Led cross-functional operations **supporting 24 blue-chip client P&Ls**.
- **Managed 5 functional teams with 100+ associates across 5 global locations**, including sourcing, procurement, vendor management, account operations, and client services.
- Expertise in aligning leadership, managing budgets, and ensuring successful adoption of transformation initiatives.
- Responsible for Risk Management, Product Compliance, and Sustainability Strategies.

Sears Holdings Corporation 1998 - 2019

- Sr. Director Inventory 2018 - 2019
- Director, Inventory Operations 2017 - 2018
- Director, Inventory Planning 2012 - 2017
- Strategic Development Manager 2011 - 2012
- Manager, Planning 2009 - 2011
- Inventory Manager 2007 - 2009
- Sr. Inventory Analyst 2005 - 2007
- Inventory Analyst 2004 - 2005
- Marketing Supervisor 1998 - 2004

- Responsible (at peak) for **growing P&L across 14 buying teams and 26k+ SKUs** with import and domestic lead times along with private label.
- Accountable for financial systems and budget management to forecast sales dollars and units, markdowns, receipts, allowances, inventory and accounting adjustments to manage open to buy, liquidity, and **profit on over \$1B of revenue**. Including P&L expenses of payroll, cost of capital, logistics expense, and audit reporting.
- Led the inventory planning, replenishment, and allocation operations team to partner with vendors on purchases to hit business needs.
- Partnered with Finance, Logistics, Sourcing, Space Planning, and Store Operations to execute inventory and supply chain strategies.

Relevant Results

RESULTS

- **ORGANIZATIONAL DESIGN**: Led three organizational restructurings to improve operations and **produce labor savings ranging from 10-20%** by utilizing data and time studies to analyze work units, complexity, and work types to standardize tasks and enable precise staffing needs assessment. Funded wage increases for entry-level associates by optimizing staffing with a balance of temp and full-time employees, increasing retention.
- **SOURCING SAVINGS**: **Achieved over 8% annual sourcing savings over four consecutive years** by developing collaboration KPIs between production and vendor management, fostering associate buy-in through earned recognition. Developed a taxonomy data structure that standardized reporting, streamlined buying analysis, and improved vendor master data management, and led to significant cost savings by improving negotiations and pricing strategies.
- **VENDOR NEGOTIATIONS**: **Secured production assignments for seven new multi-million-dollar clients** through effective vendor RFx negotiations and pricing strategies, significantly expanding the client base and revenue potential.
- **REVENUE GROWTH**: **Generated \$2M in incremental annual revenue** by developing and implementing strategic vendor fees. Introduced vendor performance scorecards, which justified fees, and maintained strong, sustainable partnerships.

- **INCREASED PROFIT:** Created shadow P&L to analyze operations team's effectiveness and profitability. Leveraged this data to renegotiate client contracts, focusing on high-margin work, **improving profit margins by 8%.**
- **INVENTORY MANAGEMENT:** Led a multi-year initiative that **reduced aged inventory by 42% over two years, while also increasing GMROI by 14%.** Achieved this through a data-driven approach that optimized assortment planning processes for 400+ categories, enabling store specific plan-o-grams, **achieving a 96% in-stock rate on new program launches.**
- **OFFSHORE INTEGRATION:** Successfully **transitioned processes offshore at two companies,** overcoming significant challenges related to workflow redesign, skill levels, time zone coordination, and trust-building across teams.
- **PROCESS OPTIMIZATION:** Optimized order fulfillment by integrating call center operations with warehouse processes, implementing **standardized procedures across 24 clients,** and enhancing communication protocols. This "One-Process" standardization allowed the support of five new clients without the need for additional staff and contributed to a **50% increase in non-conformance productivity.**
- **ERP DEPLOYMENT:** **Led the global rollout of a new ERP replenishment system,** unifying procurement, inventory, and finance functions. Led data migration, team training, and system adoption across multiple teams.

INNOVATION

- **DATA TRANSFORMATION:** Implemented a comprehensive digital transformation strategy, launching Salesforce for the client services team and embedding Tableau reporting across the organization. Integrated KPI metrics into annual goal setting, fostering a culture of data-driven decision-making that **improved productivity by an estimated 25%** and increased accountability at all levels. Estimated **50% increase in data-driven decisions across departments.**
- **STRATEGY DESIGN:** Spearheaded the development of a marketable sustainability strategy, integrated top global certifications like SBTi, Ecovadis, UN Global Compact, and ISO 14001, competitively positioning the company.
- **SUPPLY CHAIN:** Increased market share and customer satisfaction by improving DC flow path strategies, reducing logistics expenses, and **implementing next-day delivery options across 24 regional facilities and 100+ delivery centers.**
- **VENDOR MANAGEMENT:** Pioneered and funded a vendor management team to maintain a strategic vendor portfolio. Developed vendor scorecards that led to **three years of consecutive growth in diverse and sustainability metrics.**
- **SYSTEM IMPLEMENTATION:** Transitioned to Salesforce as the CRM solution to replace shared Outlook in the call center. This **reduced resolution timelines by 20% over two years and reducing touchpoints by 30%.**

TEAM BUILDING

- **COMPANY EVENTS:** **Awarded for designing and implementing a 3-day employee engagement event,** inspiring innovative ideas and highlighting associate talent across the company. Similarly, created a company "Vendor Fair".
- **TEAM IDENTITY:** **Developed a unique team identity** with mascots, quarterly surveys, roundtables, and a recognition system. These touchpoints fostered a sense of belonging and alignment, leading to improved team cohesion.
- **TRANSFORMATIVE ENGAGEMENT:** Led morale-boosting initiatives during crises, like bankruptcy and COVID, while fostering cross-functional collaboration. **Increased associate engagement scores by 52%** during transitional change

Industries Supported

Apparel & Footwear	Electronics	Tools & Auto	Print & Display
Fine Jewelry	Small Appliances	Lawn & Garden	Branded Merchandise
Sporting Goods	Home (Soft & Hard)	Toys	Logistics Management

Clients Supported

Retail: Sears, Exxon, Walgreens, The Home Depot, Target	CPG: Pepsi, Kraft, Glanbia	Alcohol Beverage: Constellation, Anheuser Bush, Remy, Proximo,
Finance: Wells Fargo	Pharma: Boehringer Ingelheim	Labatt, FIFCO, Sazerac
	QSR: McDonalds, Wingstop	

Education & Leadership

University of Central Florida, Orlando, FL *BS in Business Administration, Marketing Major*
Omnicom University Senior Management Program, Babson College *Graduate*
Waukegan Friends Board Member *of a 501c3 non-profit (2020 - Present)*

Awards & Recognition

Omnicom RISE Award, June 2024 - Awarded for improving employee engagement and company innovation efforts.