

MICHAEL S. GAMBREL

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RETAIL OPERATIONS LEADER

Fostering excellence in retail operations, sales, and merchandising through dynamic leadership and vision.

Revolutionary and high-performing retail operations professional with a focus on developing and directing teams to ensure productivity, efficiency, and transformational results. Engage across organizations with all levels of leadership to facilitate aggressive company growth and positive corporate culture. Adept at analyzing strategies, capitalizing on market trends and building competitive advantages. Proven versatility across various industries, including providing instructional value as an educator and training leader. Possess an authentic and inspirational leadership style that generates trust, loyalty, respect and results.

- Business Insights & Reporting
- Sales & Merchandising
- Strategic Planning & Execution
- Team Leadership & Motivation
- Operational Optimization
- Expense & Financial Controls
- Inventory Management
- Retail Operations
- Process Improvement
- Real Estate Contracts
- Contract Management
- Performance Metrics
- Employee Relations
- Recruiting & Training



"Michael is an exceptional team member and leader. Innovative, creative, accountable are just some words that come to mind when describing Michael. Michael has the rare skill of being able to see a problem and quickly see the opportunity to solve it. He was an exemplary member of our team and was a great leader and mentor to his reports. I highly recommend Michael for your team!" - Heather Tulk, CM, ICD.D, President of 19th Capital Group (former)

Relevant Experience

2015 to 2020 • 19TH CAPITAL GROUP • Indianapolis, IN

Provided asset financing and fleet management solutions for operators of Class 8 fleets across the North American trucking industry.

Director of Operations Improvement (2018-2020)

Director of Operations (2017-2018)

Systems Analytics & Administrative Operations Manager (2016-2017)

Operations Analyst (2015-2016)

- Oversaw operations and analytics for up to 11 locations throughout the United States.
- Led multiple operational groups including improvement, shop administration, accounts payable, parts and inventory, quality management, call center, and analytics.
- Reduced operating expenses through improvement projects by over 18% or approximately \$40 million annually.
- Promoted to management in less than 1 year and again to director in an additional 7 months due to performance.
- Created and led the change management program for the company to ensure that all proposed changes were reviewed and the impact on all areas of the company were discussed with appropriate stakeholders.
- Improved productivity by over 25% by utilizing improvement methodologies including Lean Six Sigma. Led the entire improvement program overseeing multiple projects in progress simultaneously.
- Negotiated and oversaw relationships with vendors, suppliers, and consultants.
- Responsible for inventory with 25 direct reports and upwards of 40 indirect employees, managing a monthly budget of \$2-5M.
- Helped found a 19th Capital the Employee Engagement Committee that implemented many employee engagement initiatives.
- Chaired the corporate safety committee for the company that oversaw the corporate safety plans and policies.
- Developed and documented initial company SOP's and KPI's.

2008 to 2013 • CENTURYLINK • Franklin, IN*Residential Internet, phone, and media services***Store Manager/Senior Customer Consultant**

- Manage accounts and generate new sales for both residential and business customers, execute local marketing initiatives, train new staff, and assist manager with store operations.
- Managed all aspects of the store including sales, profitability, human resources, and employee development. Planned and implemented a local marketing program in conjunction with the public affairs manager. Prepared and analyzed sales and market data to develop and implement business plans.
- Improved store performance as the store manager; increased sales by 15.6%; decreased cost/sale by 8.4%; decreased expenses by 8.7%; increased customer satisfaction by 7.6%.
- Recognized for excellence in multiple skill areas; customer satisfaction, operations, sales, teamwork, community involvement, innovation, competitiveness.
- Awarded Director's Cup; awarded to the top three sales representatives in the region.
- Awarded Turnaround Champ; nominated by supervisor and recognized for my ability to take ownership of a poor customer experience and make turn it into a great experience.
- Trained all staff for Indiana retail locations; served as point of contact for training and assistance for all Indiana, Michigan, and Illinois retail locations.
- Designed and created marketing brochures for use in all Indiana retail locations.

2004 to 2005; 2006 to 2007 • Best Buy • Avon, IN*Consumer Electronics Retailer***Merchandising Supervisor/Sales Supervisor**

- Led team of merchandising specialists that maintained merchandising standards and store appearance for a store that achieved over \$40 million in annual revenue.
- Supervised multiple departments simultaneously including digital imaging, wireless, and car audio. Created and implemented business plans for these departments based on P&L report, customer satisfaction, and company initiatives. Supervised up to 50 employees at one time.
- Most Valuable Player; given to the employee voted the most valuable each quarter.
- Tripled wireless sales; grew from one of the lowest-ranking stores to the second highest-ranking store in the state.
- Led district in area of focus; led district in company focus of digital SLR sales becoming the fastest growing store.

2005 to 2006 • Aaron's Inc • Speedway, IN*Furniture, Electronics, and Appliance Retail Lease and Sales***Sales Manager/Account Manager**

- Managed and collected on over 1,000 customer accounts, a high number for our company. Acted as store manager in absence of the manager.
- Merchandised the sales floor, maintained inventory, coached sales staff, and handled service issues.
- Achieved high rankings as a sales manager; ranked 16 out of over 1,000 stores in new sales.

2002 to 2004 • Progressive Design Apparel • Indianapolis, IN*Textile Screen Printing, Embroidery, and Promotional Products***Screen Printer**

- Set up and ran printing press including every step of the process from preparation of screens to mixing ink, setting up the press, and printing shirts and other textiles.
- Assisted with accounts receivable including legal filings and negotiation with customers to obtain payments.

2000 to 2002 • Blockbuster Inc. • Indianapolis, IN*Video and Game Rental and Sales***Store Manager**

- Created and implemented a business plan based on P&L report, analyzed sales trends and developed sales goals for the store, managed personnel including hiring, coaching, training, and termination. Supervised up to 20 line-level employees and 4 assistant managers to maintain store operations.
- First store to achieve perfect audit score in new operations initiative.
- Improved store sales from last in the district of 14 stores to third in one of the top performing districts in the company
- Trained all levels of store employees; assisted in training of customer service representatives, assistant managers, and store managers at the district training store.

Additional Experience

2024 to 2025 • COMMUNITY HEALTH NETWORK • Indianapolis, IN

As a non-profit health system with more than 200 sites of care and affiliates throughout Central Indiana with patient revenues of over \$3 Billion

Senior Transformation Consultant (Master Black Belt)

- Assist in optimizing The Way We Improve (Lean Six Sigma) and Business Process Management (BPM) strategies.
- Work within Service Now to oversee/manage project documentation of TWWI efforts.
- Facilitated project to develop ESG framework and reporting for the organization.
- Lead project to develop a comprehensive physician succession and transition program.
- Support the annual plan that aligns with strategic and operational goals of the Network.
- Use and application of statistical data analysis to achieve desired outcomes for complex projects.
- Facilitate communication across a series of related projects/programs, monitoring and managing risk, and assessing portfolio health status.
- Work with Finance and other division leaders to define business cases, project initiation, and valuation standards and practices.
- Implement and oversee Network Transformation Services portfolio of improvement projects and programs.
- Develop and lead Lean Six Sigma belt education as the organization's sole Master Black Belt.

2021 to Present • LOOKING GLASS CONSULTING • Carmel, IN

Self-owned consulting business

Owner/Management Consultant

- Worked with clients on multiple areas of business including business strategy, marketing, business plan development, startup administration, bookkeeping, and branding.
- Worked with initial client from concept through year three. Created the company's initial financial projections which were within 10% of the actuals by the end of the second year. The company has recently celebrated 10 years in business.

2020 to 2022 • FREEDOM MORTGAGE • Fishers, IN

Private company that specializes in verified financial services with \$1.6B in annual revenue

Director, Business Analytics

- Brought into the organization to help navigate a period of hyper-growth, assisted the wholesale division by incorporating analytics and built out the team to ensure this capability existed within the division.
- Implemented the first ticketing system for an operations department in the company using ServiceNow.
- Designed the vast majority of the KPI's, SLAs, and dashboards used in the wholesale division, resulting in automated reports to streamline operations.
- Integral to the division being able to manage processes and provide insight into stages of operations to meet SLAs.
- Led the analytics team through an increase in requests of over 100% while simultaneously reducing turn time by over 50% using tools such as Tableau, SQL, WebFocus, Excel, and Salesforce.
- Developed quality assurance tracking and reporting system for operations.
- Member of the change management team responsible for ensuring that all changes were reviewed and designed at an organizational system level to reduce negative impacts and ensure effectiveness.

"Mike is a bright and diligent individual as well as reliable leader. He comes to work with a great attitude and is willing to help the team even if it's outside of his traditional scope... Mike wants to be great and looks for more opportunities. He is always willing to go the extra mile to help. He would be an asset at any company that hires him." - Thomas Gallo, PMP, Vice President, Centralized Operations, Freedom Mortgage

Education & Professional Development

BALL STATE UNIVERSITY • Master of Business Administration

FRANKLIN UNIVERSITY • Bachelor of Science, Business Administration

IVY TECH COMMUNITY COLLEGE • Associate of Applied Science, Business Administration

Certified Lean Six Sigma Master Black Belt • Certified SAFe 5 Agilist

OSHA 30 Hour • Diploma in Project Management • Disney Institute Courses in Leadership, Engagement, and Quality