

Lubbi Ernjakovic

Operations Leader

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GLOBAL OPERATIONS LEADERSHIP | AGILE SUPPLY CHAINS | MULTIMILLION-DOLLAR P&L MANAGEMENT

Performance-Driven and Visionary Senior Executive

Recognized as an operator and a builder, consistently sought-after to take on complex challenges, build businesses from the ground up, and drive operational excellence to achieve a competitive advantage. Decisive leader with a successful career directing and scaling global operations across the US, China, and India, with a consistent record transforming growth-stage companies and established global organizations into high-performing market leaders.

Translate high-level corporate vision into executable operational strategy, building offshore and outsourced talent networks, leveraging Fortune 500 contract manufacturers and Tier-1 retail partnerships, and creating lean, scalable infrastructures and supply chains that withstand global market volatility and accelerate revenue growth.

Leadership Strengths

- Global Operations Leadership
- M&A Oversight & Integration
- Financial Planning & Analysis
- P&L Management
- Supply Chain Manufacturing/Distribution Leadership
- Fortune 500 Supplier/Contract Manufacturer Partnerships
- Onshore, Offshore & Outsourced Workforce
- International Trade/Tariff Mitigation
- Strategic Planning & Execution
- PE/VC Growth companies
- High- Stakes Contract Negotiations
- Product Launches

PROFESSIONAL EXPERIENCE

RETAIL BRANDS ON-DEMAND, INC. | Boston, MA

2021 – 2026

Chief Operating Officer

Recruited as partner to the CEO, charged with building this B2B supply chain, sourcing, and contract manufacturing startup from the ground up to address massive supply chain volatility post-pandemic. Led enterprise-wide executive operations, creating the framework for sales, marketing, customer relations, supply chain, logistics, and finance departments. Drove strategic, demand, and production planning with full P&L accountability.

- Scaled revenue from \$0 to \$14M in 4 years and achieved double-digit growth in 2 years.
- Engineered lean and scalable operational frameworks through automation of critical workflows and capitalizing on outsourced/offshore workforce models.
- Built a global supply chain network with Fortune 500 3PLs, suppliers, and contract manufacturers to scale production and distribution of consumer-packaged goods and home care protective equipment for Tier-1 retailers.
 - Established a rigorous global supplier qualification protocol, evaluating manufacturing capabilities, quality standards, and capacity to ensure fulfillment of on-time delivery requirements.
 - Orchestrated competitive supplier bidding and contract negotiations, driving significant margin growth and solidifying a strong supply chain to navigate market volatility.
 - Supported the Vice President of Sales in contract negotiations with the Tier-1 big box customers.
- Architected a comprehensive financial planning and analysis process, leveraging automated dashboards and KPIs to provide transparency and real-time insights into margins, forecasting, and budgeting to drive high-level corporate strategy.
- Developed and implemented a dynamic, real-time sales reporting system with KPI dashboards to identify trends, project accurate sales forecasts, and provide transparency for suppliers.
- Optimized the global outsourced supply chain and logistics infrastructure, achieving 20% net and 40% gross margins by designing a factory-direct distribution model that eliminated warehousing overhead and significantly improving OTIF performance.
- Successfully negotiated minimum order requirements for Staples, which significantly improved margins.
- Drove a successful acquisition of Retail On-Demand, sourcing the acquiring company and leading end-to-end negotiations.

Vice President of Global Operations

Brought on board as Operations Manager and rapidly promoted to this senior executive role, leading global supply chain, manufacturing, and logistics for this \$90M VC-funded lighting technology startup. Managed operations in US, China, and India, driving manufacturing and go-to-market for the induction-based lighting product. Held P&L accountability, directed a team of 30 across operations, supply chain, manufacturing, and engineering, and served major retailers, including Costco, Home Depot, Walmart, and Amazon.

- Built and managed the strategic relationship between the US-based R&D facility and the contract manufacturer in India to drive new product introductions.
- Established and implemented comprehensive global supply chain network of Tier-1 and Tier-2 contract manufacturers, original design manufacturers, and original equipment manufacturers.
- Drove transition of production to a Chinese contract manufacturer, working onsite to ramp up production and source suppliers.
- Negotiated development of a 50K sq. ft., \$1M manufacturing facility with local Chinese economic development officials to secure significant investment, tax subsidies, employment credits, etc., and oversaw the relocation of equipment from India to China.
- Orchestrated end-to-end logistics strategy, sourcing, evaluating, and negotiating contracts with 3PL/B2B and B2C warehouses, optimizing fulfillment, inbound, outbound, and reverse logistics operations across global markets.
- Improved inventory optimization and production efficiency by building a robust S&OP process, demand plan, and production scheduling program to efficiently track customers, volumes, and profitability.
- Built scalable supply chain processes through KPIs and dashboards, enhanced planning procedures, scheduling optimization, and meticulous inventory management.
- Implemented manufacturing cost control measures at contract manufacturers in China and India while maintaining quality standards, controlling overhead, negotiating raw material costs, and minimizing scrap material.
- Sourced suppliers in China and launched the company's first LED lighting product with 12 SKUs, creating a new revenue stream.
- Captured and scaled a major Costco contract win from 16 to 70 stores, executing a strategic production pivot to the India contract manufacturer to mitigate China tariff exposure and guarantee volume capacity and OTIF performance.
- Supported the acquisition of a \$60M lighting fixture manufacturer, leading the seamless integration of employees, systems, vendors, warehouses, etc., into the Lucidity platform, ensuring operational continuity.

Virtual CIO

Recruited as a founding executive to build this startup from the ground up and grew to approximately \$5M in annual recurring revenue in collaboration with the CEO. Charged with service and project delivery of company's IT and cloud solutions to high-tech software and robotics customers and built strategic partnerships with AWS and enterprise billing platforms.

- Consulted with customers, delivering executive-level risk assessments, compliance reviews, and 5-year technology investment strategies to support customer growth, directly contributing to new monthly recurring revenue growth.
- Led product strategy and product management for the Elastictask SaaS platform, integrating enterprise cloud infrastructure with automated billing and contract management systems targeting AWS customers.

Project Engineer/Network Engineer

Led client infrastructure rollouts and cloud migration projects. Supported sales teams with solutions architecture and sales engineering.

EDUCATION

Computer Information Systems - North Shore Community College, Danvers MA
Business Administration and Management - Bay State College, Boston MA