

# Melissa J. Kieffer

Operations Leader | Builder of Scalable Systems & Cross-Functional Execution

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## SUMMARY

Operations leader with 20+ years building and scaling company-wide operating systems that translate strategy into disciplined execution. Trusted partner to founders and executive teams, leading annual planning, KPI frameworks, and cross-functional alignment across product, marketing, finance, and operations. Proven track record transforming early-stage companies into data-driven organizations with strong execution rigor, accountability, and measurable business impact. Expertise includes operational systems design, financial operations, customer experience, and automation

## EXPERIENCE

### Chief Operating Officer

Remote

[Pakt, inc](#)

2017 - 2026

- Partnered directly with the Founder/CEO as second-in-command, architecting the operating infrastructure required to scale from early stage to \$6M+ revenue in a capital-intensive, long lead-time business model.
- Installed company-wide KPI scorecards, financial reporting cadence, and quarterly execution discipline, increasing visibility into revenue, margin, and cash flow drivers.
- Designed and deployed an AI-enabled inventory monitoring system integrating Shopify sales trends with real-time inventory data, proactively reducing stockouts and improving working capital visibility.
- Delivered 70% average YoY revenue growth while strengthening cost controls and operational discipline.
- Reduced fulfillment costs from 12% to 10% of revenue, improving contribution margin without sacrificing growth.
- Increased wholesale revenue 13% YoY and corporate revenue 901% YoY by building operational readiness and aligning cross-functional execution.
- Led supply chain operations: international manufacturing, freight optimization, cost modeling, and demand forecasting to efficiently manage capital.
- Implemented cash flow forecasting and inventory planning systems to support capital allocation decisions and mitigate long lead-time risk.
- Architected and scaled customer experience operations, maintaining 97% satisfaction (vs. 89% industry average), reducing returns from 10% to 8%, and decreasing support volume by 44% through process redesign and operational alignment.
- Reduced manual reporting dependency by implementing AI-enabled workflow automation and real-time dashboard visibility across departments.

Remote

### Fractional Finance Lead

[Clearfield Group](#)

2021 - 2024

- Led end-to-end financial operations (AP/AR, payroll, benefits, bookkeeping, compliance) for a founder-led firm.
- Strengthened reporting discipline and internal controls to ensure financial accuracy and operational continuity.
- Improved process structure and financial visibility to support informed leadership decision-making.

Remote

### Manager, Customer Support

[MaestroConference](#)

2015 - 2017

- Managed a globally distributed remote support team for a SaaS webinar platform.
- Developed technical troubleshooting protocols and structured documentation to improve resolution speed and platform adoption.
- Created training materials and delivered live product demos and trainings to customers and internal teams, strengthening onboarding and self-sufficiency.
- Improved service consistency through standardized workflows and performance expectations.

Rochester, NY

### Special Education Teacher

[Rochester City School District](#)

2007 - 2013

- Managed complex regulatory compliance (IEPs) and coordinated cross-functional teams.
- Career pause for family; returned to workforce in 2015.

Rochester, NY

### Manager, Network Operations

[Choice One Communications](#)

2000 - 2003

- Advanced through 3 leadership levels in 12 months
- Oversaw network operations and budgets; created workflows to align technical teams with executive goals

Rochester, NY

### Supervisor, Customer Care

[AT&T \(Formerly ACC Telecom\)](#)

1998 - 2000

- Promoted from Customer Support Specialist to Lead Trainer to Supervisor within 4 months
- Managed high-volume escalations and created training programs to standardize service quality

## EDUCATION

### **M.S., Childhood/Special Education**

Rochester, NY

St. John Fisher College, [GPA 4.0/4.0](#)

2003 - 2005

- NYS Professional Certifications: Childhood Education & Teaching Students with Disabilities (B-6)

### **B.S., Philosophy/Women's Studies**

Albany, NY

State University of New York at Albany

1995 - 1998

- Developed strong critical thinking, problem-solving, and professional communication skills.