

KOFO ADAFIN

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OPERATIONS EXECUTIVE | MULTI-SITE P&L & ENTERPRISE OPERATIONS LEADER

Operations executive with experience leading multi-site warehouse, logistics, and fulfillment organizations across Fortune 500 and high-growth companies. Reported directly to Head of Operations and COOs while owning P&Ls up to \$103M and leading organizations exceeding 1,000 employees. Proven track record of driving EBITDA improvement, cost reduction, safety transformation, and service-level performance through standardized operating models, data-driven execution, and disciplined operating cadence. Deep experience in post-acquisition integration, network optimization, and scaling operations to support rapid growth.

CORE COMPETENCIES

Warehouse Operations | Fulfillment Operations | Distribution Operations | Inventory Optimization | Network Utilization
Capacity Planning | Peak & Seasonal Scalability | Throughput Optimization | Inventory Accuracy | Transportation Management
Freight Management | 3PL Management | Vendor Oversight | OTIF Performance | Service-Level Management | Cost-to-Serve
Optimization | Margin Optimization | Productivity Optimization | Multi-Site P&L Ownership | Operating Cadence | KPI Management
Labor Planning & Organizational Design | Safety, OSHA & Regulatory Compliance | Continuous Improvement (Lean / Kaizen)
WMS Platforms | TMS Platforms | ERP Platforms | Data-Driven Decision Making | BI Collaboration | SQL | Reporting Automation
Performance Analytics | SOP Development | Process Governance | Risk Management | Contingency Planning

PROFESSIONAL EXPERIENCE

IRON MOUNTAIN

Director of Operations - West

July 2022 - November 2025

Enterprise operations leader with full ownership of a \$103M multi-region P&L, responsible for all warehouse, field, and fleet operations with minimal oversight from the Head of Operations, including safety, quality, customer experience, service delivery, and creation and execution of operational strategy.

- Developed and implemented standardized SOPs adopted network-wide, reducing vehicle accidents 50%, increasing fully burdened throughput 15%, and lowering damaged items 27%.
- Developed 3 Senior Operations Managers into regional leaders, improving cross-regional communication and operational efficiency across the network.
- Automated enterprise reporting across 5 regions via Sisense SQL, saving managers ~4% of labor hours weekly.
- Prepared and delivered WBR and MBR executive reporting across multiple regions, providing actionable insights on safety, customer experience, damage, loss, throughput, and P&L, enabling data-driven decision making and cross-regional operational alignment.
- Strategically consolidated inventory from 7 warehouses into 2, reducing operational complexity and achieving 12% YoY cost savings while increasing remaining warehouse space utilization 24%.
- Hired and deployed new warehouse teams to take over Makespace and Callbox acquired customers across 8 warehouses in 90 days, ensuring seamless customer transitions and boosting revenue 33%.
- Assumed enterprise-level Safety Director responsibilities, directly influencing operational standards and compliance across all regions.
- Managed all 3PL contracts and vendor relationships across multiple sites during post-acquisition integration.
- Led enterprise-scale post-acquisition operations integration in 2023, driving cross-functional evaluation of company-wide synergies and defining the consolidated operational strategy across systems, processes, and teams.

CLUTTER INC.

Regional Manager - Southern California

January 2020 - July 2022

Led operations for a \$23M P&L across warehouse, field, and fleet teams, reporting directly to the COO, with full accountability for safety, service delivery, and operational performance, creating and executing regional operational strategy with minimal oversight.

- Achieved efficiency gains across field and warehouse operations and analyzed monthly P&L statements to reduce OPEX 30% within 4 months, driving EBITDA positivity and net profitability.
- Partnered with the business account team to maximize warehouse utilization, achieving 97%+ fullness across all 3 Southern California facilities by summer 2021.
- Reduced workers' compensation claims by 32% in 2020 and 80% YoY in 2021 through enhanced training, increased safety audits, and weekly performance reviews.
- Drove growth and process development of the Moving product offering, doubling orders MoM for 6 consecutive months while maintaining CSAT above 85% and NPS above 60.
- Decreased transfer timeline by 65% for customers from the newly acquired SHED business, ensuring seamless transitions and a 9% revenue increase.

Regional Manager - Southern California (continued)

- Audited operational materials, renegotiated pricing with vendors, and adjusted material standards, reducing material cost per cubic foot processed by 9% while lowering damage levels.
- Oversaw post-acquisition operational integration and alignment, standardizing processes and ensuring service continuity for newly acquired customers.

AMAZON.COM

Senior Operations Manager - LAX5 Sort Center Site Leader

October 2017 - December 2019

Owned \$34M P&L for the LAX5 warehouse facility, reporting to the Director of Operations and working closely with the VP and senior leadership team, ensuring peak efficiency, profitability, customer experience, and safety.

- Achieved top 20% financial performance among manual sort centers in the network.
- Led the site to finish in the top 5 for delivery quality during the 2018 peak season, ensuring high customer satisfaction.
- Managed a team of 1,000+ associates during peak seasons, optimizing staffing and operational efficiency.

Senior Operations Manager - West Region Amazon Fresh Multi-Site Leader

June 2016 - October 2017

Oversaw \$67 million P&L of multiple warehouse facilities, ensuring peak efficiency, profitability, customer experience, food safety, and operational safety.

- Reduced total cost in the Fresh network by achieving top performance, with all 3 buildings ranking in the top 5, generating significant savings.
- Launched the LAX6 Amazon Fresh site, which became the second-best performing building within 4 months, increasing network revenue 16%.
- Improved inbound quality, increasing vendor on-time arrival 17% and reducing shrink 3%, minimizing losses and increasing efficiency.

Senior Operations Manager - ONT4 Amazon Fresh Site Leader

January 2016 - June 2016

Oversaw \$22 million P&L of ONT4 warehouse facility, ensuring peak efficiency, profitability, customer experience, food safety, and operational safety.

- Implemented and optimized processes that made our site the first Amazon Fresh location to meet performance targets set by Jeff Bezos, unlocking the expansion of Amazon Fresh into new markets.

Pathways Operations Manager - ONT7 Amazon Pantry Site Leader

October 2014 - January 2016

Oversaw \$15 million P&L of ONT7 warehouse facility, ensuring peak efficiency, profitability, customer experience, food safety, and operational safety.

- Achieved significant cost savings by reducing site VCPU from \$0.71 in October 2014 to \$0.39 in December 2015 through effective management and optimization of resources and robotics floor.
- Worked directly with Amazon Robotics (Kiva) to optimize pod positioning and storage standards to minimize wait time at employee work stations across the network by 14%
- Maintained a top-notch safety record with no recordable incidents in 2015 and reduced the injury rate by 14% from the previous year through updated safety protocols and employee training programs.
- Successfully managed the closure of a facility while ensuring no job loss for associates and managers, while preserving the building's top performance levels.
- Improved building throughput by 25% year over year and reduced variable costs by 29%.

Pathways Operations Manager - IND1 Amazon Fulfillment Inbound Shift Leader

July 2013 - October 2014

Lead high-volume IB warehouse functions from receiving to put-away, driving efficiency, quality, safety, inventory placement, and network continuous improvement projects.

- Successfully led one of the largest IB shifts at a top 3 performing building in the Amazon network from March to October of 2014, with over 800 team members.
- Led the "Bin to Bay" mapping and validation effort at IND1, mapping over 1.5 million bins throughout the facility, enabling the network to plan more effectively for peak volume and utilize the entire building's capacity.
- Implemented and acted as Control Chart POC for IND1. The control chart system resulted in improved feedback delivery and a 20% reduction in "No barcode defects" during the PID launch.

EDUCATION

**MBA, KRANNERT SCHOOL OF MANAGEMENT, PURDUE UNIVERSITY
BS, COMPUTER ENGINEERING, ECONOMICS, PURDUE UNIVERSITY**

COMMUNITY LEADERSHIP

Alpha Phi Alpha Fraternity Life Member
Management Leadership for Tomorrow Fellow
Big Brothers Big Sisters of America