

KELLY ELLIS

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Product Strategy & Operations | Portfolio Leadership | AI-Enabled Transformation

SUMMARY

Enterprise product and business leader who turns strategy into measurable outcomes as a P&L owner, product leader, and Product Operations executive. Built and scaled a 17-person global Product Operations organization supporting 70+ Product Managers and 300+ cross-functional partners across 12+ domains. Brings commercial judgment, enterprise product leadership, and AI-enabled operating-model expertise to align strategy, investment, and execution at Fortune 50 scale.

CORE COMPETENCIES

Portfolio Strategy & Investment • Executive Operating Rhythms • Organizational Effectiveness • Product Operating Models • Cross-Functional Leadership • AI-Enabled Transformation • Executive Communications

EXPERIENCE

Target Corporation — Minneapolis, MN | June 1996 – Jan 2026

Director, Product Operations | Strategic Advisor to VP of Product | 2023 – 2026

- Rebuilt and scaled Product Operations from 2 to 17 team members, expanding the function across analytics, support, delivery, portfolio governance, organizational effectiveness, and AI enablement.
- Served as strategic advisor to the VP of Product and senior leadership team, shaping annual planning, quarterly business reviews, and executive decision forums for 70+ Product Managers and 300+ cross-functional partners across 12+ domains.
- Architected the operating system connecting enterprise strategy, portfolio investment, and product execution, strengthening prioritization and decision quality through executive dashboards, KPI frameworks, and governance rhythms.
- Partnered with Finance and Product leadership to develop benefit cases supporting approval of incremental multi-million-dollar investment in core Item

and Vendor platforms, aligning additional capacity across Product, UX, Engineering, and Data Science.

- Drove Product organization adoption and connection through Rally Weeks (87% reported increased connection), a Product Practice Guide (800+ visits, 200 unique users), newsletter views up 363% in one quarter, and a 575-member Product Launches community.
- Helped drive year-over-year improvement in Growth and Strategy scores by leading Product organization Team Voice analysis and targeted action planning with the leadership team.
- Led Product Council talent initiatives, including a Product Skills Framework and coaching tools supporting 400+ Product Managers and leaders; led talent-development work for the Product Fellowship, which achieved a 70% placement rate into Product Manager roles.
- Scaled AI-enabled ways of working across 50+ product teams through an AI champion network, prompt libraries, reusable playbooks, and decision-support practices spanning research, planning, and executive reporting.

Director, Product Management – Assortment, Financial, Space & Presentation

Planning | 2014 – 2022

- Led enterprise merchandising products combining customer insights, financial planning, predictive analytics, and machine learning to improve decisions for Target's guests and business.
- Led a \$50M enterprise data modernization unifying inventory visibility across channels and generating \$100M+ in annual savings.
- Patented an assortment planning and negotiation workflow (US Patent 12,190,289 B2) that reduced cycle time from one week to seconds and improved data accuracy 50%.
- Led Product, Engineering, UX, and Data Science in delivering machine-learning-powered optimization capabilities, validating performance through business pilots before scaling to a 3% sales lift across remodeled stores.

Product Management – Assortment Optimization & Strategic Planning (2008 – 2013)

- Led product strategy for predictive forecasting and optimization capabilities supporting a \$20B merchandising organization and improving planning and investment decisions.
- Delivered predictive and optimization capabilities generating \$3M in incremental business growth.
- Led a fabric optimization initiative generating \$71M NPV and 213% IRR.

Merchandising & Operational Leadership | 1996 – 2007

- Managed merchandise businesses generating up to \$325M in annual sales with accountability for assortment strategy, pricing, inventory investment, vendor negotiations, category growth, and financial performance across Apparel & Accessories and Home.
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EDUCATION

- **Bachelor of Science, Management and Marketing** – Indiana University, Kelley School of Business
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CERTIFICATIONS & PROFESSIONAL DEVELOPMENT

- Product Operations Certified • SVPG Product Masterclass • Agile Practices • AI Enablement
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TOOLS & TECHNOLOGIES

- **Collaboration & PM:** Jira • Confluence • Smartsheet • ServiceNow • Miro • Figma
- **AI & Technical:** ChatGPT • Claude • Copilot • GitHub • Vercel • Lovable

