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GLOBAL MERCHANDISING & RETAIL LEADER | LUXURY · FASHION · TRAVEL RETAIL

Strategic and data-driven retail executive with over 15 years of international experience shaping fashion and luxury businesses across Europe, the Middle East, Asia, and the Americas. Proven record driving double-digit growth through smarter assortments, brand partnerships, and operational excellence. Combines a merchant's instinct with analytical precision to bridge creativity and commercial performance. Experienced leading large-scale P&Ls, cross-functional teams, and global brand portfolios for groups such as The Bicester Collection, LVMH/DFS, Qatar Duty Free, and Duty Free Americas. Recognized for transforming underperforming businesses into agile, insight-led organizations that outperform market trends.

SELECTED ACHIEVEMENTS

- Delivered the complete fashion retail rollout for Hamad International Airport — 7 luxury multibrand stores, 30 global brand onboardings, and a retail experience that helped elevate the airport to one of the world's top three shopping destinations
- Team turnaround at Maasmechelen Village: rebuilt structure, introduced SOPs and Automations, cut admin load by 35% and eliminated 30% absenteeism
- Built an automated promotions tool (Value Retail) adopted across markets, saving 500+ hours and 3,000+ entries managed
- Co-created DFS Macao's Gen-Z concept "World Design Space," doubling launch targets; DFNI Best New Store 2018
- Doubled sell-through for DFS multibrands from 30%→60% via localization and tighter editing, eliminating heavy markdowns
- Organized the first Giorgio Armani fashion show in an airport (Qatar Duty Free) — DFNI Best Promotion Award 2015
- +900% GUESS sales growth at DFA through multi-channel expansion and strategic brand placement across the network

CORE COMPETENCIES

- Retail Strategy & P&L Leadership
- Buying & Merchandising Excellence
- Brand Negotiation & Partnerships
- Assortment Planning & OTB/WSSI
- Travel Retail & Concession Models
- Data Analytics & AI for Retail
- Team Leadership & Talent Development
- Pricing, Sell-Through & Margin Optimization
- Omnichannel Strategy
- Visual Merchandising

PROFESSIONAL EXPERIENCE

INDEPENDENT PROJECT — BRUSSELS, BELGIUM | APR 2025 – PRESENT

AUTHOR — "The Essentials of Fashion Buying" (publication planned late 2025)

- Writing a professional reference consolidating 15 years of global buying/merchandising practice
- Codifies frameworks from concept to commercial execution (assortment, OTB, trading, KPI governance, AI enablement)

INNO DEPARTMENT STORE — BRUSSELS, BELGIUM | OCT 2025 – PRESENT

INTERIM CATEGORY MANAGER (Consulting Assignment)

- Leading transitional management of key categories (leather goods, footwear, accessories, underwear) across 16 stores
- Advising on assortment architecture, brand mix optimization, and floorplan redesign to improve density and conversion
- Managing a portfolio of 100+ brands; identifying new brand opportunities and margin upgrades

THE BICESTER COLLECTION (A.K.A. VALUE RETAIL), MAASMECHELEN, BELGIUM, APRIL 2023 TO MARCH 2025

DEPUTY then RETAIL DIRECTOR

- Member of the Executive Committee, leading retail, merchandising and F&B operations across 100 boutiques
- Oversaw a multidisciplinary team of 11, including Retail Managers, F&B leads, Visual Merch., and Merchants
- Drove 4% YoY sales growth in 2024, outperforming the broader market by 8%
- Reengineered departmental structure and implemented SOPs to enhance team efficiency
- Partnered with top global brands to enhance range consistency and retail storytelling
- Automated daily sales and compliance reporting using MS Power Automate, reducing admin workload by 35%

THE BICESTER COLLECTION (A.K.A. VALUE RETAIL), WERTHEIM, GERMANY, NOVEMBER 2020 TO MARCH 2023

SENIOR MERCHANT MANAGER

- Led product planning and communication, shaping featured assortments across physical and digital channels
- Aligned merchant priorities with retail objectives by analyzing trends, brand needs and consumer behavior
- Developed operational frameworks and tools for this newly created role, setting a scalable foundation across Europe
- Introduced automation processes that streamlined reporting and increased cross-team efficiency
- Supported key brand product assortment strategies, contributing to sales uplifts of up to 30% for targeted categories

DFS (LVMH), HONG KONG S.A.R., APRIL 2017 TO SEPTEMBER 2018

GLOBAL MERCHANDISE MANAGER – Multibrands concepts & Men Ready-to-Wear

- Directed \$40M Open-to-Buy portfolio across 60 stores in 15 countries
- Led global product strategy, including brand negotiations (Zegna, Moncler, Ralph Lauren)
- Defined the offer strategy, overseen store design and managed the opening of the Millennials driven store, World Design Space, in Macao (DFNI Award of the best new store in 2018)
- Instituted significant improvements in the brands/products assortment, leading to a 30% increase in category sell through
- Improved assortment alignment through local data insights; achieved +61% YoY category sales

QATAR DUTY FREE, DOHA, QATAR, FEBRUARY 2014 TO MARCH 2017

CATEGORY MANAGER – Luxury, Fashion, Lifestyle & Sport

- Directed Luxury & Fashion operations for 20+ stores, accountable for \$15M+ seasonal buys and P&L
- Negotiated with international brands to secure new concessions and long-term partnerships
- Successfully conducted, negotiated, and implemented the brand assortment and product merchandising plan for 7 Multi-brand Lifestyle Concept stores for the opening of Qatar's new airport
- Led brand onboarding, and merchandising for over 50 suppliers including Hermès and Burberry
- Setup SOPs for purchasing and data creation to ensure compliance, effectiveness and data integrity
- Spearheaded iconic Armani fashion show activation—winner of DFNI 2015 Best Promotion
- Increased fashion category sales by +150%, doubling share of overall turnover

DUTY FREE AMERICAS, PANAMA, PANAMA, APRIL 2008 TO JANUARY 2014

SENIOR BUYER - Luxury, Fashion & Accessories

- Directed a \$15M fashion, watches & accessories brands portfolio for 80 stores in 7 countries
- Drove double-digit YoY growth through targeted product selection and price calibration
- Spearheaded internal transformation to integrate RTW into DFA's brand offering
- Led the strategic development of GUESS at DFA, driving sales growth from \$300K to \$3M (+900%) in 5 years

DUFREY MEXICO, MEXICO CITY, MEXICO, FEBRUARY 2007 TO MARCH 2008

CATEGORY MANAGER - Fashion & Luxury

- Redefined the Fashion/Luxury assortment strategy at Dufrey Mexico, driving a +38% sales increase (to \$7M) and +2.25 point margin gain
- Expanded the product offer, leveraged customer insights, and strengthened visual merchandising to boost impulse purchases

EDUCATION

- MBA – Tec de Monterrey (EGADE), Mexico | 2005
- B.Sc. International Business – Rennes School of Business, France | 2001-2006
- Executive Programs: INSEAD (AI, 2025) · Duke University (Data Analysis & Big Data, 2020)

ADDITIONAL INFORMATION

Languages: Fluent in English & Spanish. Native French.

Technical Proficiencies: **BUILD** (Bolt.new, MS Power Apps), **AUTOMATE** (Make.com, MS Power Automate),

ANALYZE (MS Power BI, MS Excel, My SQL), **CREATE** (Claude, Chat GPT, Midjourney, Canva, Shopify)

Membership: Mensa international (High IQ Society)