

# Sandrine Lilienfeld

CEO and board member.  
Fashion and retail specialist.  
Digitale expertise.  
ESSEC 1989

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## MANAGING DIRECTOR, CAMAIEU 2022

### DEFINING THE FUNDAMENTALS

- Rethinking the offer through a customer approach
- Working on margin and sourcing
- Digital optimization
- Ambitious economic plan
- Restoring trust with partners

### THE BRAND

- CA 400 M euros
- 511 POS
- 2600 employees
- 7.6M of active customers

### CRISIS MANAGEMENT

- Cash and debt management in extreme situations
- Management of a receivership and a liquidation

## CEO CAROLL INTERNATIONAL 2017-2021

### BRAND REPOSITIONING

- Rebuilding identity around more femininity, modernity and dynamism
- Redesign of the communication strategy
- Redesign of the offer strategy
- Creation of a new loyalty program

### THE BRAND

- CA 230 M euros
- 480 POS
- 1200 employees
- 1.2M of active customers
- 15% of digital sales

### DIGITAL ACCELERATION

- Redesign of the website
- Implementation of the ship from store
- ROI-oriented acquisition strategy and recruitment
- Internationalization of the platform

### STRENGTHENING THE BRAND'S COMMITMENT

- Acceleration of community support
- 100% of plants audited
- Enhanced traceability
- 30% of eco-designed products

### Results:

- Digital share from 3 to 18%
- Website profitability from 15 to 38%

### ACCOMPANYING THE TRANSFER

### MANAGEMENT OF THE HEALTH CRISIS

- Optimization of all BFR levers by strengthening the agility of the organization
- Drastic reduction in OPEX

### Results:

- 0% increase in stock
- No cash consumption during the crisis

## **CEO GÉRARD DAREL 2013-2015**

### **COMPLETE REWRITING OF THE COMPANY STRATEGY AND ORGANIZATION**

- Repositioning of the Gérard Darel and Pablo brands
- Redesign of the website
- Consolidation of the export portfolio and new international developments

### **REORGANIZATION OF THE COMPANY**

- Computer systems overhaul
- Savings plan of 5 million the 1st year
- Network rationalization
- Logistics reorganization

### **THE BRAND**

- CA 210 M€
- 1100 employees
- 330 POS
- Master franchises export
- Multi-brand France and international

### **REFINANCING AND RESTRUCTURING**

- Conduct of banking negotiations and disposal plan
- Cash management in times of crisis

## **BOARD MEMBER SIMONE PÉRÈLE SINCE 2016**

Advise and challenge the management committee in the implementation of the strategic plan

## **CEO NAF NAF 2007-2013**

After the departure of the founders , charged by the President of the Vivarte Group to ensure the repositioning of the brand, to modernize the company and to migrate from a wholesale distribution to retail.

### **BRAND TRANSFORMATION**

- Brand repositioning
- Product policy definition and implementation
- Cost optimization
- Definition Commercial policy
- International development ( Eastern Europe and South America
- Digital development

### **THE BRAND**

- €240 million in sales,
- 1500 employees,
- 35% of export sales,
- Brand presence in 40 countries
- 360 POS
- Master franchisees abroad
- Product and territory licenses

### **KEY ACCOMPLISHMENTS:**

- EBITDA growth of 10 million euros
- Revenue growth/m2: +30%
- BFR optimization
- Redesign of the product service organization: permanent creations and updates
- Successful and qualitative repositioning

## **SUPPLY CHAIN MANAGER KOOKAI 2004 -2007**

- Total overhaul of the supply chain organization and development of a savings plan
- Creation of all purchasing and collection management tools
- Optimization of sourcing and margin management
- Total overhaul of computer systems

## **DIRECTOR OF PURCHASING AND STYLE, ETAM LINGERIE 1999 -2004**

## **PRODUCT MANAGER THEN GROUP LEADER, ETAM 1994 -1999**

## **LINGERIE BUYER THEN READY TO WEAR, GALERIES LAFAYETTE 1990 -1993**