

REINOUD BRAAT

Amsterdam – Europe/UK (willing to relocate)

www.linkedin.com/in/reinoudbraat

reinoudbraat@hotmail.com

+31 (0)6 4954 1137



PROFESSIONAL SUMMARY

General Management Executive | Business Operations | Business Transformation | P&L

Executive with 25+ years of international leadership experience driving profitable growth, operational excellence and business transformation across consumer products, fashion and retail businesses, ranging from entrepreneurial scale-ups to global organizations with revenues exceeding €2.3B. Proven track record of leading international business operations, commercial execution and organizational transformation while improving customer experience, profitability and operational performance

Extensive experience overseeing business operations, commercial execution, end-to-end planning and organizational scaling across wholesale, retail, e-commerce and international markets

Bachelor's degree in Fashion Management & Technology from the Amsterdam Fashion Institute (AMFI) and completed Leadership Excellence programs from the Oxford College of Management and e-Cornell University

SELECTED EXECUTIVE ACHIEVEMENTS

- Supported Calvin Klein growth from €300M to €2.3B
- Led international teams of 43+ FTE
- Led ERP implementations, AI and digital transformation programs
- Reduced inventory levels from 21% to 16% of sales
- Improved OTIF to 98%
- Implemented Blue Yonder and AI forecast capabilities
- Built international merchandise planning capability across EMEA/APAC

CORE AREAS OF EXPERTISE

GENERAL MANAGEMENT: Business Operations • Operational Excellence • P&L Leadership • Business Performance • Customer Experience • Organizational Scaling

BUSINESS TRANSFORMATION: ERP Implementations • AI Forecasting Tool • Digital Transformation • KPI Governance • Process Improvements • LEAN & LEAN Six Sigma Competency

SUPPLY CHAIN & PLANNING: Supply Strategy & Sourcing • IBP • SIOP • Supply Chain Operations • Strategic Procurement • Global Vendor Management • Inventory • 3PL Logistics/Warehousing

COMMERCIAL OPERATIONS: Omnichannel • Retail • Wholesale • E-Commerce • Planning & Allocation, OTB & WSSI Management • Commercial Merchandising • GTM • Assortment Planning

LEADERSHIP: People Management • Strategic Business Initiatives • Cross-Functional Collaborations • MT member experience

PROFESSIONAL EXPERIENCE

● Founder / Consultant

05/2025 – current

Projects by Brains Interim & Consultancy Europe

- Consulting & Interim Executive Services for Supply Chain, E2E Planning and Operations in Retail & Consumer Goods (Retail, E-commerce and Wholesale)

Key Accomplishments:

- **General Manager/COO at OLAF** (2025 – current)
 - Responsible for the overall business performance of the company across commercial, operations, finance, planning and product while partnering directly with the founder on strategic and operational priorities
 - Leading cross-functional alignment across planning, operations, finance, supply chain, and product teams
 - Driving improvements in inventory management, reporting structures, operational processes, and organizational effectiveness to support long-term business growth
 - Scaling E-com growth by 18% through digital marketing, CRM and promotional activities
- **Consultant at D-Strezzed**: setting process and reporting foundation for Merchandise & Supply Chain operations (May/July 2025)

● VP Planning, Buying & Merchandise Operations (focus on E2E Planning / S&OP / Operations)

2013 - 2025

PVH Corp - Calvin Klein EMEA/APAC/International Markets

- Held 3 leadership roles, as Director Buying & Planning (2013-2015), Senior Director Buying & Merchandise Planning (2015-2018) and then Vice President Buying & Planning, Operations (2018-2025)
- Responsible for global business operations, commercial planning and merchandise operations across EMEA, APAC and International Markets
- Leading operations, E2E planning (IBP/IDP/S&OP), regional stock allocation and supply chain strategies, inventory management and flow optimization (55M SKU's annually), P&L optimizations and the development of supply chain models
- Led an international team of 43 professionals across planning, merchandising, operations and supply chain

Key Accomplishments:

- Set-up processes & systems (LEAN) to scale and extend product offer and inventory flow optimization to APAC and LATAM
- Directed the implementation of a digital forecasting tool system (Blue Yonder), additionally build an in-house AI forecasting tool to improve product forecast accuracy by 15ppt while optimizing markdown
- Developed more agile global merchandise planning and sourcing capabilities to improve product availability, margin performance and responsiveness across retail, wholesale and e-com channels
- Led development of a fast responsive allocation and product flow model improving OTIF to 98% at key retail partners and DTC and reduced inventory exposure
- Reduced inventory from 21% to 16% of sales while supporting revenue growth from €300M to €2.3B

● Sr. Manager S&OP

2012 - 2013

Crocs EMEA

- Managed regional S&OP operations across EMEA, driving demand forecasting, inventory optimization, and cross-functional operational alignment in a fast-growing international retail environment

Key Accomplishments:

- Redesigned and implemented a new EMEA monthly S&OP framework with rolling forecast visibility, significantly improving demand planning discipline, business alignment, and reducing inventory exposure by 5%
- Developed and introduced executive KPI dashboards, enabling data-driven MT decision-making, improved performance visibility, and stronger operational governance across functions
- Led an intensive cross-functional operational improvement program, facilitating workshops across commercial, planning, and supply chain teams to streamline processes, improve collaboration, and increase organizational efficiency

● Merchandising Manager Retail/E-com

2010 - 2012

Etam Group Netherlands (Miss Etam/Promiss)

- Leading the merchandising function across planning, OTB/WSSI management, purchasing, assortment optimization, inventory control, retail operations, and space planning for a multi-channel retail business
- Member of the Management Team, contributing to commercial strategy, operational decision-making, budgeting, and business performance initiatives across the organization

Key Accomplishment:

- Integrated assortment planning with retail floor space optimization using an A-B-C store classification model, improving product allocation, store productivity, and inventory efficiency across 240+ retail locations
- Acted as business owner for the implementation of the JDA ERP platform, driving process standardization, operational visibility, and improved merchandise planning capabilities across the organization

- **Manager Buying Controlling Retail/E-com**
Coolcat Fashion Netherlands

 - Led the merchandise planning and buying control function across all divisions and channels, overseeing budgeting, OTB/WSSI management, NOS planning, assortment and space planning, inventory control, sales analysis, and operational performance
 - Driving cross-functional process and systems optimization initiatives, improving merchandise visibility, stock efficiency, and operational execution across retail, e-commerce, and 3PL operations

2008 - 2010

- **Founder E-commerce website Kiddels**
Kiddels Amsterdam

 - Founded Kiddels, an e-com webshop for adjustable baby sleeping bags in the Netherlands
 - Managed webshop creation & management, product selection, sourcing, import, order management, financial activities, marketing activities and customer relations
 - Developed skills in e-commerce, product sourcing, and customer service

2005 - 2008

- **Manager Strategic Planning**
Mexx International

 - Managed strategic planning activities across nine international business divisions, overseeing budgeting, KPI management, gross profit planning, range planning, sales analysis, buy planning, and operational process optimization
 - Partnered cross-functionally with merchandising, sales, and operations teams to improve commercial visibility, planning accuracy, and business performance across the organization

2007 - 2008

- **Director Merchandise, Planning, Buying & Operations**
Tommy Hilfiger EMEA/International Markets

 - Progressed through four international leadership roles within the Tommy Hilfiger Denim division, including Director Operations & Planning, Sr. Director Merchandise & Planning, and Sr. Director Buying & Business Planning
 - Managed strategic planning, budgeting, merchandising, sales and demand planning, procurement, allocation, customer operations, and P&L reporting, supporting the rapid international growth and operational scaling of the business across wholesale, retail, and e-commerce channels

2000 - 2007

- **Product Manager**
Puma Benelux

 - Managed multi-category product assortments across apparel, footwear and accessories
 - Partnered closely with Design, Merchandising, Sourcing and Sales teams to build commercially successful product assortments across apparel, footwear and accessories

1997-2000

EDUCATION / CERTIFICATES

- Bachelors in Fashion Business Management & Technology**, Amsterdam Fashion Institute (AMFI)
- Leadership Excellence Program**, Oxford College of Management
- VP+ Leadership Series - Strategy to Action**: 'Adapting at the Speed of Light' and 'The Agile Leader', eCornell
- LEAN & SIX SIGMA Competency**, Cardiff University / Prifysgol Caerdydd
- Organizational Behavior Management**, Neotopia

SKILLS

Integrated Business and Demand Planning (IBP/IDP) • Sales & Operations Planning (S&OP/SIOP) • AI Forecasting • Commercial Strategy • General Management • Change Management • Business Development • Business Operations • Supply Chain Management • Business Transformation • Operations Excellence • Inventory Control • Fulfillment • Customer Experience • Data driven decision making • P&L • Executive leadership • People Management • Team Motivation • Cross-Functional Collaboration

OTHERS

Languages: Dutch (native), English (fluent)

Personal values: trust, agility, authenticity, entrepreneurial

Interests: travel, sports (tennis, padel, mountain biking, cross-fit)