



REINOUD BRAAT

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PROFESSIONAL SUMMARY

Strategic & Operational Supply Chain Leader – Fashion / Consumer goods VP Buying & Planning, Operations with a background in S&OP and Supply Chain

20+ years' experience in the fashion/Consumer goods industry (apparel, footwear, accessories), working for leading companies and brands (PVH Corp/Calvin Klein, Crocs, Mexx, Tommy Hilfiger, Puma). Leadership functions held include VP/Sr. Director Buying & Planning, Operations, Director Buying & Planning, Sr. Manager S&OP and Merchandising Manager DTC.

Expertise in SIOP, IBP, IDP, procurement, buying and supply chain management and operations. Knowledge of manufacturing, customer experience, warehousing and logistics.

Hold a Bachelors in Fashion Management & Technology from the Amsterdam Fashion Institute (AMFI) and completed a Leadership Excellence Program from the Oxford College of Management and eCornell University.

Results-driven, strategic, skilled in team motivation, collaborative process optimization, and achieving KPI's for optimal P&L results.

CORE AREAS OF EXPERTISE

Buying & Planning: Integrated Business and Demand Planning (IBP / IDP) • Procurement • Supply Planning • Negotiation

S&OP (Sales & Operations Planning): Implementing S&OP Processes • E2E Planning Management • Inventory Control • Operations Excellence

Supply Chain Management: Supply Planning • Strategic Procurement • Supply Strategy & Sourcing • Global Vendor Management • Supply Chain Operations • 3PL Logistics • Warehousing (external)

Merchandising DTC (stores/E-com): OTB & WSSI Management • Merchandise Planning • New product category launch • PLM (Centric) • Retail Floor Space Planning • Optimizing Assortments

Transformation: Leading Integrated Business Planning • Set-up Strategic Supply Chain Models • LEAN Six Sigma Competency • Building In-House AI Product Forecasting Tool • Creation of KPI Management Dashboards • Implementation of ERP and Planning Systems (SAP HANA, FMS, InforNexus (GTN), JDA, Blue Yonder, VMS)

Leadership: People Management • Strategic Business Initiatives • Cross-Functional Collaborations • MT member experience • P&L and FP&A Reporting

PROFESSIONAL EXPERIENCE

● VP/Sr. Director Buying & Planning, Operations (focus on E2E Planning / Supply Chain) 2013 - present PVH Corp - Calvin Klein EMEA/APAC/International Markets

- Held 3 leadership roles, as Director Buying & Planning (2013-2015), Senior Director Buying & Demand Planning (2015-2018) and then Vice President Buying & Planning, Operations (2018-present)
- As VP Buying & Planning (MT member), leading E2E planning (IBP/IDP/S&OP), supply chain and procurement strategies, inventory management (55M SKU's annually), P&L optimizations and the development of supply chain models, managing a 43 FTE team, that supported growth of Calvin Klein EMEA revenue from 200M (2013) to 1.5M Euro (2024)

Key Accomplishments:

- Set-up of processes & systems (LEAN) to *scale and extend product offer to new markets* APAC and LATAM. (2016 onwards)
- To support future growth and expansion of product offer, I implemented a *strategic procurement set-up* with balanced global sourcing footprint (including on-shore and off-shore possibilities), raw material direct sourcing possibilities with inventory pools and mills and vendors, and an essential fabric library to support fob cost reduction of 2%. (2015)
- Directed the *implementation of a forecasting system* (Blue Yonder), additionally *build an in-house AI forecasting tool* to improve product forecast accuracy by 15ppt. (2022)
- Led the *development and launch of a fast responsive procurement model* (with a customer customization feature) to fasten and optimize product availability at key retail partners and DTC, and lower inventory levels; this model increased OTIF to 98% and reduced inventory level from 21% to 16% as a % of total sales. (2020)
- Led the development and *implementation of a procurement system* InforNexus, improving data accuracy by 12% and optimizing supplier relationships, resulting in a 1,5% cost reduction.

- **Founder E-commerce website SipandSpray.nl**
Sip & Spray Netherlands

 - Launched SipandSpray.nl, an e-commerce webshop for innovative water bottles with spray function
 - Managed product purchasing, packaging, import, website creation, order management, finance activities, marketing activities, and customer relations for this startup
 - Increased website traffic through targeted social media campaigns, sport club sponsoring and participating at local fairs

2016 - 2018

- **Sr. Manager S&OP**
Crocs EMEA

 - Managed S&OP operations, including demand forecasting, process improvements

Key Accomplishments:

 - Implemented a *renewed monthly S&OP process*, including rolling forecast visibility to improve demand accuracy and inventory reduction of 5% (2012)
 - Creation of *weekly management KPI dashboard* to lead MT discussions and business initiatives. (2012)
 - Led workshop session marathon to review and optimize cross-functional processes (2013)

2012 - 2013

- **Merchandising Manager Retail/E-com**
Etam Group Netherlands (Miss Etam/Promiss)

 - Managed the merchandising for all divisions (6) and 240+ doors and E-com, including planning, purchasing, operations, assortment optimization, inventory control, and managing OTB/WSSI and space planning

Key Accomplishment:

 - *Integrated assortment planning with retail floor space planning*, based on A-B-C door classification. (2011)
 - Business owner for *implementation of new ERP system JDA* (2011)

2010 - 2012

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

 - Managed the merchandising for all divisions (8) and 366 doors and E-com, to include budgeting, OTB/WSSI management, NOS planning, assortment planning, sales analyses, inventory control, developing systems processes and 3PL management

2008 - 2010

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

 - Founded Kiddels.nl, 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 the strategic planning for all divisions (9), including budgeting, KPI's, GP planning, range planning, sales analyses, buy planning, and process optimization

2007 - 2008

- **Manager, Director, Sr. Director**
Tommy Hilfiger EMEA/International Markets

 - Held 4 leadership roles, as Planning & Operations Manager, Director Operations & Planning, Sr. Director Merchandise & Planning and as Sr. Director Buying & Business Planning
 - Focused on strategic planning, budget management, merchandising, sales & demand planning, NOS, buy planning, allocation, customer service, operations excellence and P&L reporting for the TH-Denim division

2000 - 2007

- **Product Manager**
Puma Benelux

 - Managed a portfolio of sports products (incl. apparel, footwear, team sports & accessories), with focus on merchandising, sales planning, assortment buying and 3PL management

1997-2000

EDUCATION / CERTIFICATES

- **Bachelors in Fashion 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

SKILLS

Integrated Business and Demand Planning (IBP/IDP) • Sales & Operations Planning (S&OP/SIOP) • AI Forecasting • Supply Chain Management • Procurement • Operations Excellence • Inventory Control • Process Optimization • Fulfillment • Customer Experience • Leadership • People Management • Team Motivation • Cross-Functional Collaboration

OTHERS

Languages: Dutch (native), English (fluent)

Personal values: trust, agility, authenticity, entrepreneurial, fun

Interests: travel, sports, dogs