



CONTACT

- +31 6 43184616
- info@projectsbybrains.com
- Amsterdam (open to work in EU/UK)
- www.linkedin.com/in/reinoudbraat
- www.projectsbybrains.com

CORE EXPERTISE

- GENERAL MANAGEMENT & COMMERCIAL OPERATIONS
- BUSINESS TRANSFORMATION & PROCESS IMPROVEMENT
- PRODUCT & MERCHANDISING
- E2E PLANNING, S&OP & IBP
- SUPPLY CHAIN, SOURCING & PROCUREMENT

KEY ACHIEVEMENTS

- SCALE: E2E planning across 55M+ units annually at CALVIN KLEIN
- PERFORMANCE: +15 PPT forecast accuracy, 98% OTIF and -5 PPT inventory at PVH
- GROWTH: Supported PVH revenue growth from €300M to €2.3B
- TRANSFORMATION: Business lead for SAP & Blue Yonder, with AI forecasting

EDUCATION

- AMSTERDAM FASHION INSTITUTE | 1992–1995
 - Bachelors in Fashion Business Management & Technology
- OXFORD COLLEGE OF MANAGEMENT | 2021
 - Leadership Excellence Program
- ECORNELL | 2023 – 2024
 - Leadership strategy series
- LEAN & SIX SIGMA COMPETENCY | 2025
 - White belt

LANGUAGES

- English (professional - C1)
- Dutch (native - C2)
- German (intermediate - B1)

REINOUDE BRAAT

GENERAL MANAGEMENT & BUSINESS OPERATIONS
INTERIM & CONSULTING

PROFILE

Business and operations leader with 25+ years across fashion, footwear and consumer goods. Strong background in general management, commercial operations, product, planning and supply chain.

Pragmatic and hands-on, combining strategic thinking with a strong focus on execution.

Experienced in business transformation, process improvement, ERP implementations, S&OP and AI-driven planning.

EXPERIENCE

FOUNDER CONSULTING/INTERIM SERVICES

PROJECTS BY BRAINS | 2025 – present

Consulting & Interim Executive Services for Supply Chain, E2E Planning and Procurement in Fashion & Consumer Goods, Retail, E-commerce and Wholesale.

- INTERIM GENERAL MANAGER/COO** | OLAF | 2025-present
Working directly with the founder to improve governance, KPIs process excellence. Driving practical improvements in inventory, reporting, processes and organisational effectiveness.
- CONSULTANT** | D-Strezzed | 2025
Setting process and reporting foundation for Merchandise & Supply Chain operations

RESPONSIBLE FOR PLANNING, BUYING & MERCHANDISE OPERATIONS | 2013-2025

CALVIN KLEIN (PVH) / NIKE UNDERWEAR EMEA/APAC

Progressed from Director to VP, leading E2E planning, S&OP and supply chain across EMEA/APAC and international markets. Led a 43-person team managing 55M+ units annually, with responsibility for forecasting, inventory and product flow. Led LEAN, SAP, Blue Yonder and AI transformation, improving forecast accuracy by 15ppt, OTIF to 98% and reducing inventory from 21% to 16% of sales.

MANAGER S&OP – CROCS EMEA | 2012 – 2013

Led EMEA S&OP, demand forecasting and inventory optimization. Redesigned the monthly S&OP framework.

MERCHANDISE MANAGER DTC – ETAM GROUP | 2010 – 2012

Retail planning, OTB/WSSI, assortment & inventory planning across 240+ stores; business owner for JDA planning implementation.

MANAGER BUYING RETAIL/E-COM – COOLCAT | 2008 – 2010

Merchandise planning, OTB/WSSI, NOS, assortment and inventory planning across retail & e-commerce.

MANAGER STRATEGIC PLANNING – MEXX | 2007 - 2008

DIRECTOR MERCHANDISE, PLANNING, BUYING & OPERATIONS – TOMMY HILFIGER EMEA | 2000 – 2007

Led EMEA planning, buying and operations EMEA, connecting commercial plans with inventory and product flow.

PRODUCT MANAGER – PUMA BENELUX | 1997 - 2000