



# Andreas Franz

CEO / GM

Hamburg, Germany • +49 172 258 0828  
AndiFranz@me.com • [LinkedIn](#)

**Accomplished leader, results-oriented professional, and corporate strategy development specialist with an empowering management style and stellar record of delivering results in growth, revenue, operational performance, and profitability.**

Proven success leading brands in emerging and developed markets to achieve exceptional results. Demonstrated expertise in devising and executing robust strategies to realise corporate goals, drive process improvements, gain competitive advantage, and achieve bottom-line results. Rich experience in fashion, sports, outdoor, accessories, and consumer goods sectors with a keen focus on growth, digitalisation, business development, marketing, product development, and sales operations management for B2B and B2C businesses. Credible history of leading sizeable, cross-functional teams as well as developing / implementing effective sales, marketing, brand, and product strategies.

- Adept at providing strategic leadership for proactive management of operations, maximisation of growth, optimisation of performance, and enhancement of profitability for all stakeholders, brands, partners, and customers.
- Track record of converting underperforming operations / business units into successful ones and driving process improvement initiatives that take organisation to new levels of success.
- Skilled in creating go-to-market plans for B2B and B2C, overseeing marketing functions, and ensuring product / customer lifecycle management.
- Instrumental in steering business towards sustainable future by deploying governance, ethical, legal, and financial management policies.
- Market-oriented leader, strategic thinker, expert presenter, negotiator, and businessperson; deft at fostering professional relationships with partners and building consensus across multiple levels.
- Multilingual; proficient in German and English.

## Core Competencies

Strategic Planning & Execution | Business Strategy Formulation | Sales, Marketing, & Growth Strategies | B2B & B2C Business Development | Project Management | Global Expansion | Merchandise Management | Digital & Influencer Marketing | Big Data Analytics | AI | Product Development | Consumer & Shopper Insights | Team Building, Leadership & Training | Revenue Generation / Maximisation | Customer Relationship Management | Stakeholders Relations | Strategic Alliances

## Career Experience

**BENVENUTO. – Hamm, Germany | 2019 – Present**  
**Chief Executive Officer / Managing Director**

Orchestrate organisational processes by deploying state-of-the-art approach in fashion business from product design and production to marketing and channel distribution. Developed a global framework for a local execution in EU, ME, NA and APAC. Fulfil customer's requirements by streamlining overall logistics and production processes in own and partner factories. Embed a B2C mentality in the organisation that has a high share in B2B with investments in online activities and social media.

- Provided executive-level leadership to corporate group of 11 international legal entities regarding brand repositioning initiative, digitalisation, as well as turnaround processes and funding initiatives.
- Transformed company from a classical formalwear brand to a modern fashion brand through rebranding, process improvement initiatives and state-of-the-art digitalisation activities.
- Initiated, developed, and lead new cultural change program to fulfil mission, achieve vision and execute strategy in management team.
- Designed a restructuring concept that significantly modified debt, operations, and business structure with an emphasis on achieving turnaround (in three years) and limiting financial harm.
- Achieved sustainable growth (+9%) end of 2019 until pandemic through implementation of a unique growth plan for all regions.
- Sold the company in 2021 after financial instability through COVID-19 effects and manage the settlement process of the affiliated companies of the group by selling the property and real estate of the company group.

## **CÔTE&CIEL GMBH – Berlin, Germany | 2021 – 2022**

### **Chief Executive Officer / Managing Director**

Leverage business acumen to devise and execute long-term strategic growth plans with a keen focus on driving revenue, market share, and profitability in APAC, NA and EMEA region. Created and administered annual budgets to track expenses, analyse income / sales growth, and anticipate future financial needs (P&L responsibility). Deploy robust marketing strategies with focus on digital marketing to develop brand equity and target potential customers in each region. Develop and strengthen professional relationships with all clients, business partners, and key stakeholders. Analysed supply chain structure of warehouse in NA, APAC and EMEA region and create impeccable strategy to improve flexibility, costs (-40%), quality, and lead times in entire value chain.

- Repositioned company in the market with an innovative approach and attained competitive advantage through formulation and implementation of regional Go-To-Market & Merchandising strategies across all distribution channels, including retail, wholesale, and e-commerce to build a premium brand and increase overall productivity.
- Built strategic alliances with regional distributors, agents as well as key accounts that ultimately increase brand awareness, operational performance, and market share in existing markets.
- Utilised interpersonal and negotiation skills to secure contracts with distribution partners and sales agents, including POS concepts, marketing contributions, and pricing agreements for each country.
- Established a new headquarter in Berlin; hired, trained, and developed a multifaceted team of talents for digital area.
- Coaching and guiding the shareholder's son to take over the company in 2022.

## **VF INTERNATIONAL SAGL – Stabio, Switzerland | 2017 – 2018**

### **Senior Director Business Development DTC**

Led the yearly budgeting process associated with financial results analysis, key performance indicator goals, and financial planning of all DTC activities (> 1.500 POS) for all VF brands (amongst The North Face, Vans, Timberland). Enabled a consumer-centric approach through deployment of VOC (Voice of the customer) toolkits with SAAS technology. Established partnership with 3 Lab Stores in UK to observe shoppers and consumers behaviour with a test and learn approach.

- Executed effective Go-To-Market and product strategy for retail, e-com, franchise, and concession channels that ultimately strengthened market position and brand image of company brands in DTC.
- Utilised consumer and shopper insight (CSI) tools, voice of the customer (VOC) toolkits, marketplace and city analytics, big data approach, and artificial intelligence (AI) to boost business growth in various channels (10%+).
- Collaborated with external partners like IBM / IoT (Internet of Things) and The Weather Channel for proactive management of a pilot project (Watson technology) with a keen focus on augmenting growth and optimising performance of digital marketing.
- Initiative projects associated with product strategy, customer segmentation, profiling, and channel efficiency for all VF brands through implementation of big data analytics and AI to growth performance and increase productivity.

## **VF INTERNATIONAL SAGL – Stabio, Switzerland | 2016 – 2017**

### **Director Marketplace Development & Retail Analytics**

Formulated and implemented strategic, performance, and growth plans for the EMEA region. Identified key market trends and facilitated executive management with the decision-making process by developing data analytics methods and AI toolkits. Enhanced market research and established a European pilot in UK by leading cross brand mega city strategy.

- Executed market, brand, and product strategies for all VF brands along with a newly developed framework and toolkit to reduce number of loss-making / underperforming stores.
- Established regular meetings with all DTC business unit heads from EMEA, NA and APAC to benchmark operational performance, branding strategy and go-to-market efforts.
- Led 20+ cross-brand Conversion & Sell Through initiatives, which resulted in enhancing conversion rate and enabling comparable growth during critical market conditions.

## **VF INTERNATIONAL SAGL – Stabio, Switzerland | 2013 – 2015**

### **Director Retail Napapijri**

Integrated over 200 retail and franchise stores into the Napapijri brand organisation with an emphasis on streamlining operations, elevating profitability, and improving brand image. Leveraged leadership attributes to create / manage retail and partnership stores team for seamless operations.

- Contributed to optimising profitability by 10%+ as well as improving KPI performance of sales channels.
- Minimised product development cycle by 40% through restructuring of merchandise and product development processes.
- Established training program for sales agents, distributors, and franchisee to build a premium image and increase brand awareness in EMEA and APAC.
- Initiate a Talent Pool approach within the DTC business to assess, develop and grow talents.

- Generated increasing profitability, improved margins for all DTC channels, and realised constant growth of 20% CAGR by creating a Special Make Up (SMU) business.

## Senior Management Consultant / Directorship | 2009 – 2013

### Team Retail Excellence, Düsseldorf, Germany

Selected Projects:

#### *VF International SAGL, Lugano Switzerland (24 month)*

- Proposed growth and performance vision for retail, concession, franchise, and wholesale business for 6 VF brands while identifying growth potential of over 15% p.a. in EMEA and APAC region.
- Streamlined the franchise store strategy and implemented efficient growth plans by designing new organizational framework / processes / contractual agreements.
- Developed forward thinking strategy and redefined blueprint to maximise franchise business competence in DACH region through effective contract negotiation.
- VF International achieved continues growth > 10% and increased overall margin by 300bps.

#### *Puma, Herzogenaurach, Germany (18 month)*

- Developed a Change Management Strategy for senior management team to transform the loss-making Global Retail Division into a profitable one.
- Analysed financial performance of the Retail Division in EMEA, NA and APAC to streamline the store portfolio of 600 outlets by implementing strategic financial plans and brand strategy for each country.
- Based on the proposed strategy, Puma closed various own stores, optimised labour management, restructured assortment planning and turnaround the retail business with 24 months into a profitable business unit.

#### *Change Capital Partners, London, Great Britain (6 month)*

- Responsible for the development of an investment strategy in Hallhuber including scouting, due diligence, investment thesis, portfolio management and exit strategy.
- Carried out analytical evaluations (market potential, team strengths, etc.), financial due diligences (Financial modelling, capital requirement etc.) and developed 5-year growth plan for EMEA.
- Change Capital sold Hallhuber to Gerry Weber successfully after 6-year of consistent growth.

## Additional Experience

**Director Business & Project Development:** ECE International, Hamburg, Germany & ECE Russia, Moscow, Russia

**Divisional VP Category Management & Sales Support:** Sport Scheck, Munich

**Managing Director and Founder:** Retail Network, Hamburg | **VP Marketing:** RedDot Solutions AG, Oldenburg

**VP Strategic Marketing:** Urbia.com, Cologne / London | **Director Business Development:** Lycos Europe GmbH

**Head of Market Development & Expansion:** BONPRIX (Otto Group), Hamburg | **Senior Consultant:** Accenture, Hamburg

## Education

**MBA – Majors: Lean Business, Digital Marketing and Business innovation (2021-2022)**

The Power Business School, Online

**Executive MBA (1997-1999)**

J.L. Kellogg Graduate School of Management at Northwestern University, IL, USA

WHU Graduate School of Management, Koblenz, Germany

**MBA – Majors: Organisational Design, Strategy, HR-Management, and Marketing (1989-1993)**

University of Bayreuth, Germany

Studied abroad at Washington & Lee University Lexington / VA (USA)

## Professional Development

Art and Science of Buying and Merchandising (2021) | Digital Marketing (2021) | Build a Direct-To-Consumer Brand (2021)

Various Masterclasses with Anna Wintour, Annie Leibovitz, Bob Iger (Disney), Diane von Fürstenberg, Marc Jacobs (2020)

Financial Acumen – Financial Planning & Accounting (2017) | IBM Watson Summit & Internet of Things (2016 & 2017)

Strength Finder (2017) | Power of Persuasion (2016) | Crucial Communications (2015) | Leading through others (2014)