



Sofie Bay

Bain & Company | Luxury Goods | Commercial Strategy & Transformation

Copenhagen, Denmark

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Languages

English (Fluent)

French (Basic)

Danish (Native)

About

As a seasoned senior leader at Bain & Company, I bring over a decade of experience driving transformative initiatives across luxury goods, consumer products, and private equity sectors. My expertise lies in strategy, transformations incl. performance improvement and organizational design, and M&A.

I lead teams of project mgrs. and consultants across various industries, regions and nationalities, delivering high-quality solutions and insights that create lasting value. Teamwork and people development is a great passion of mine. I thrive to work alongside clients and leaders and help them and their businesses grow.

Throughout my tenure, I've led large multiyear transformations that have significantly enhanced, growth, operational efficiency and profitability for global brands. Whether it's developing commercial growth strategies, optimizing retail networks, or facilitating organizational restructuring, I am dedicated to delivering tangible outcomes that drive business success.

With a background in Finance from Copenhagen Business School, Columbia Business School and University Paris Dauphine, I possess a strong analytical foundation to inform data-driven decision-making. My international exposure and cross-cultural communication skills further enhance my ability to navigate diverse business environments.

BRANDS WORKED WITH

- VIGGA.us, part of Circos.co
- Bain & Company
- Morgan Stanley
- Copenhagen Business School
- Bioselect Organics
- Unique Models

Experience

● Angel Investor

VIGGA.us, part of Circos.co | Jan 2016 - Dec 2019

Early angel investor in VIGGA, a circular subscription model for children's wear. Sold to Circos.co in 2019



● Associate Partner

Bain & Company | Jul 2012 - Dec 2024

As a seasoned senior leader at Bain & Company, I bring over a decade of experience driving transformative initiatives in luxury goods, and private equity sectors. My expertise lies in strategy, commercial transformations incl. performance improvement and organizational design, and M&A. I have worked for the worlds leading luxury goods firms incl. luxury fashion, leather goods and fine jewellery.

I lead teams across regions and nationalities, delivering high-quality solutions and insights that create lasting value. Teamwork and people development is a great passion of mine. I thrive to work alongside clients and leaders and help them and their businesses grow.

Throughout my tenure, I've led large multiyear transformations that have significantly enhanced, growth, operational efficiency and profitability for global brands. Whether it's developing commercial growth strategies, optimizing retail networks, or facilitating organizational restructuring, I am dedicated to delivering tangible outcomes that drive business success.

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● Equity Research Analyst

Morgan Stanley | Jan 2011 - Jan 2012

Equity Research Analyst partly in Luxury Goods industry industry. I was part of the equity research team that produced analyst reports on leading luxury companies such as LVMH, PPR, Burberry.



● International Fashion Model

Unique Models | Jan 2000 - Dec 2012

Women Models (Paris, France), Model1 Management (London, England), Place Models (Hamburg, Germany), Chadwick Models (Sydney, Australia), Beatrice Models (Milano, Italy)

- Travelled globally from age 16 modelling for major brands, developing a global mindset and understanding of the fashion industry
- Exposure to the forefront of luxury and fashion companies operations, from collection development to brand campaigns and fashion shows
- First-hand experience shooting for prominent designers and developing interpersonal communication skills

Education & Training

2010 - 2011 ● **Columbia Business School**

Master student,

2009 - 2012 ● **Copenhagen Business School**

M.Sc.,

2008 - 2009 ● **Université Paris Dauphine - PSL**

B.Sc.,

2006 - 2009 ● **Copenhagen Business School**

B.Sc.,