



Valerie Aguilon

Business unit director | Brand director

Issy-les-Moulineaux, France

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Links

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Languages

French (Native)

English (Fluent)

German (Basic)

Chinese (Basic)

About

Building a trajectory of sustainable growth and engaging teams around operational transformation lies at the core of my expertise in retail and fashion.

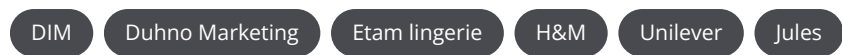
I have developed my scope of action around three pillars: brand strategy, management of commercial and economic performance, as well as omnichannel operations.

I have worked within both the French and international contexts, notably in China from 2015 to 2019, within strong companies and brands: Unilever, Dim, H&M, and Etam.

My experience in China has transformed my approach to retail, digital marketing, and customer experience. This led me to create the Omnichannel Retail Direction for the Jules brand, bringing together the Network and E-commerce/Digital Marketing Directions within the same team. Convinced that we can and should do business differently, I also spearheaded a CSR initiative with the executive committee: Jules became a Mission-Driven Company in May 2023.

Coaching, daring, and cultivating excellence are my levers for driving change.

BRANDS WORKED WITH



Experience



● Marketing / Consumer research / Sales

Unilever |

- FMCG Food business - Ice cream and frozen food
- Product manager 3 years
- Consumer research manager 1 year
- Salespeople 1 year



● China Operations Director

Duhno Marketing | Oct 2018 - Jun 2019

Duhno is a start up connected to the FrenchTech Shanghai. Creative and strategic agency specialized in brand digital footprint development in China through story-telling, fan bases engagement and social selling.

Mission: support the founder in the scale up of the company

Results:

- Implementation of new accounting, projects and customers management tools
- HR development - Strategic planning skills improvement and new talents recruitment



● CHINA GENERAL MANAGER

Etam lingerie | Jun 2016 - Jun 2018

Scope : 5m€ TO - 15 POS inc. TMall e-shop - 50 people

Mission: build the foundations to relaunch the brand in China

Management of P&L, marketing, sales, network, expansion, buying and merchandising

Results:

- Re-branding based on the international platform « The French way to be sexy »
- Reframing of offline retail : closure of 30 corners in department stores, opening of 2 stores
- Successful relaunch of TMall flagship e-store - +50% TO within 1 year
- Local fitting : 30% of collection, activity plan, launch of CRM program and WeChat account



- **China Retail merchandiser**

H&M | Oct 2015 - May 2016

Drive stock performance and in-store commercial impact



- **France Marketing director**

H&M | May 2013 - Aug 2015

Scope : 1,4Bn€ TO - 190 stores - 4 people

Mission: develop trafic, awareness, image and fanbase

Lead of 360 off and online strategy : media, digital, social, events, in-store

Results:

- Fanbase and awareness growth: Twitter X2, Facebook +15%, TOM up to +15pts. Development of local content focused on customer experience and engagement: « H&M loves Paris Fashion week », « H&M loves art X Jeff Koons », Designer capsules

- E-shop launchplan with a focus on acquisition : CRM base + 40% within 6 months

- Creation of « Power of branding » training to develop stores team operational excellence



- **France Marketing manager**

DIM | Jun 2009 - Dec 2011

DIM is a French brand, super leader of legwear category, leader of mass-market underwear. It is present in Spain, Italy, Belgium, expanding in Russia and China.

Scope : legwear #1 category - 110m€ TO - 4 people

Mission: strengthen historic leader position, facing a growing competition on a mature market

Local sales and marketing strategy, go-to-market and media plans, performance monitoring

Results: +7% TO, Value SOM +3pts - Massive media comeback and vendors engagement



- **Europe Marketing manager**

DIM | Jun 2006 - May 2009

Scope : underwear category - 145m€ TO - 4 people - Global offer strategy and development lead, concepts creation, skus and GM management

Mission: strengthen brand value proposal on innovation, femininity and fashion

Results: +15% TO - Creation of Beauty lift innovation, still a star product after 10 years



- **Europe Senior Product manager**

DIM | Jun 2003 - May 2006



- **Omnichannel retail Director - France & International**

Jules | Nov 2020 - Nov 2023

€500 million revenue - France, Belgium, Overseas Territories, Maghreb, Africa - 2,700 employees

Scope: P&L responsibility - Retail Operations (500 stores), E-Commerce, Controlling Team: 50 headquarter staff / 2,300 field staff - Direct Reports: 7

Challenge : commit the company into the transformation of its model

- Embed omnichannel into the growth plan of the company : acculturation, digital growth, customer journeys diversification, integration of new tech & data solution

- Revitalize retail dynamics: structural evolution, skills development (product, merchandising, CSR), operational excellence focus

- Enhance shopper experience: customer support, style expertise, omni services

Results :

- Successfully transitioned Jules into a mission-driven enterprise in May

2023

- Achieved leadership conquest in 2021: #1 Men's Fashion Chain in France

- NPS Growth: Store 60 to 85, E-Shop 60 to 75

- Digital Growth: +50%, €15 to €23 million

Education & Training

1993 - 1996 ● **Audencia**

Mastere, Marketing & Business management