

Elyes Ayed

E-commerce & Omnichannel Operations · Demand & Supply Planning · S&OP and IBP · Business Controlling

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PROFESSIONAL SUMMARY

10 years running E-commerce and omnichannel P&L, IBP and S&OP across Europe, Russia and Northeast Asia.

P&L steering up to **€757M**, OTB to **€700M**, **>300 brands**: budgets and forecasts, merchandise plans, in-season trading, inventory productivity and omnichannel operations.

Working where growth, finance, commercial and operations meet; helping move manual planning and monitoring into systems that teams use.

WORK EXPERIENCE

SEPHORA, LVMH — PARIS, FRANCE

Head of E-commerce and S&OP Operations (France)

Feb 2024 – present

- Leading the E-commerce and S&OP team: **>€340M** sales, volume budgeting and forecasting, sales equation (**>180M traffic**, CR/AOV/UPT), Open-to-Buy across **>300 brands**. Business orchestrator across Finance, Offer, Media, Logistics and Tech on performance, growth and transformation plans.
- Steering P&L optimization (**Operating Profit >12%**) through revenue and OPEX management, **>€2M YoY savings**; financial and commercial planning, monthly performance reviews versus budget and prior year, dynamic pricing structure, promotions, category and offer optimization, S&OP alignment with Brands and Offer leadership through quarterly business reviews.
- Driving omnichannel operations with stores: operating model design and rollout, cluster-based ROI business cases scaling delivery-to-store, click & collect, ship-from-store **from 30 to 120 stores** and quick commerce, assessing impact on AOV, fulfillment cost per order, sell-out mix and in-store safety stock; optimizing inventory-sharing models to improve availability, reduce stock-outs and maximize inventory productivity.
- Driving inventory productivity (**>10M sold pcs**) and omnichannel allocation targets built on sell-out, demand patterns, traffic and conversion; improving stock-to-sales ratio, sell-through velocity and viewed availability; identifying inventory risks, provisions and impairment with Merchandising.
- Monitoring cost-to-serve and supply chain operations: cost-per-order, free-shipping threshold profitability per carrier, SLA and 3PL relationships (**>4M orders**, 2 warehouses). Steering fulfillment orchestration and trade-offs across quality, lead time, customer experience and P&L. Leading product-based CRM loyalty rewards, sampling (**>4.3M pcs** outbound) and GWP. Monthly business reviews with Supply Chain leadership.
- Steering CRM and media performance through a dynamic budget model, tracking each channel's weight and reallocating spend by ROAS and CPA across channels and campaigns; tracking market share positioning with external panel data.
- Building business cases and payback analysis for digital and omnichannel initiatives, market expansion, stock optimisation, the cost-control roadmap and AI-enabled sales drivers, across revenue impact, cost-to-serve, CAPEX/OPEX and scalability; assessing SaaS and partner contracts on cost efficiency and business relevance. Managing data flows with Product and IT across SAP, SFCC, OMS, WMS, EDI and third-party APIs for feasibility across inventory planning (Anaplan, SAP, Relex), fulfillment and customer journey (iAdvize).

H&M GROUP — STOCKHOLM, SWEDEN / NORTHEAST ASIA (SEOUL, TOKYO)

Global HQ Lead, Top-Down Strategy & Intelligence

Jan 2023 – Feb 2024

- Steered omnichannel global sales, OPEX, inventory and profitability targets (**>\$15B sales**) for H&M and marketplaces through cross-functional governance with Finance, Buying and Sales, presenting insights and corrective actions to senior management.
- Built global omnichannel forecasts for sales, inventory, markdown and S&OP across multi-layer categories, and ran the budget, forecast and reestimate cycles for **9 regions**.
- Ran regional business reviews aligning top-down and bottom-up targets on topline sales, omnichannel inventory efficiency and OPEX, with risks, opportunities and corrective action plans.
- Drove omnichannel strategy through integrated business planning (IBP), moving Excel workflows into AI-driven models for forecasting, pricing, inventory productivity and profit steering.
- Built the performance data strategy and BI/AI toolbox with Tech and consulting firms (Spaulding Ridge, Accenture): Anaplan, Dataiku and Power BI core models for budgeting, commercial and merchandise planning, OTB, end-of-life stock and performance management.
- Extended Anaplan into inter-warehouse stock movements and multi-warehouse order orchestration, modelling category mixes, sub-categories, regions, forecasts, budget revisions and complex stock-flow scenarios.
- Shaped the 3-to-5-year growth playbook: growth and commercial planning drivers, customer equation (acquisition, retention, churn), market penetration, pricing and discount intensity against competitive dynamics, margin impact and P&L scenarios.

H&M GROUP — SEOUL / TOKYO

Regional Supply & Demand Planning Manager, H&M.com & Marketplace (Northeast Asia)

Jan 2021 – Dec 2022

- Digital FP&A lead for regional budgets (**\$455M sales**) covering topline sales and profitability (**>10% operating profit**). Technical lead for a team of 5 across e-commerce FP&A, forecasting and commercial planning; co-built local teams and led category managers and sales controllers on S&OP and business performance.
- Drove integrated business planning including MFP, **improving profit by 53% YoY** by redesigning the buying model around target sales, increasing sell-through and reducing markdown exposure.

- Structured the commercial and financial framework for H&M's SSG marketplace launch in South Korea: commission rates, category profitability, consumer viewed stock share, logistics impact, cost-sharing terms and P&L impact. Built E-commerce P&L quarterly forecast revisions with outlooks, risks, opportunities and corrective actions for both H&M and Marketplace distribution models.
- Co-owned buying planning for **€460M** in OTB and **210K SKUs**, setting business unit mix on sales conversion drivers, cart-starter / cart-filler effects, inventory productivity, markdown exposure and write-offs. Led quarterly reviews with senior stakeholders, monthly with division heads, weekly with category managers and controllers.
- Owned pre-, in- and post-season S&OP and demand planning on H&M.com and SSG marketplace: sales targets, merchandising analysis (S&OP and web analytics), pricing, allocation per warehouse, inventory flows, markdown, gross margin modelling and accruals.
- Built scenario S&OP models on storage density, inventory velocity, stock turnover, throughput capacity, automation readiness and CAPEX/OPEX trade-offs, setting design criteria for warehouse expansion from brand growth trajectory, market share evolution, category and inventory mix, volume, hazmat, bulky goods and peak-capacity forecasts.

H&M GROUP

Business Controller Digital (Central Europe / Russia / Northeast Asia & Marketplace)

Jun 2018 – Jan 2021

- Digital FP&A lead for **€757M** in sales, **€700M** in OTB, 41K articles, **640K SKUs** and **>4 warehouses**; monthly omnichannel P&L reviews with management.
- Co-responsible for P&L, OPEX steering and Group-standard IFRS closing, including accruals, variance analysis versus budget and prior year and Group reporting packages; monitored each P&L line as a percentage of sales month over month and translated findings into financial, commercial and operational action plans. **Cut discount weight by 2 points** in Russia's P&L.
- Analysis across the e-commerce funnel: traffic, conversion, promotion penetration, discounts, viewed stock availability, fulfilment costs, online returns and cost, media efficiency and profitability.
- Led merchandise financial planning on sales, gross margin, markdown, inventory turn, OTB, assortment mix and planned velocity, across assortment and cluster planning: product breadth and depth, store clusters, online demand, stock availability and channel strategy.
- Technical leader and business partner to category managers across commercial and demand planning, from pre-planning to onsite and post-purchase performance: e-commerce sales drivers, buying planning, discount depth, stock-related provisions and top-down / bottom-up alignment at category level.
- Implemented and monitored order orchestration across 4 warehouses and multiple categories: warehouse allocation rules, availability per warehouse, fulfilment quality, cost-to-serve, lead time, split-order rate, SLA adherence and returns impact. Improved customer-facing availability and inventory productivity.
- Contributed to global e-commerce transformation: built with BCG an AI-driven markdown engine improving gross-to-net sales and stock efficiency via discount depth tuned to price elasticity; supported payment platform implementation, marketplace rollouts and multi-channel marketing attribution.

TECHNICAL SKILLS & COMPETENCIES

SOFTWARE & BI — Microsoft suite, Power BI, SAP, Anaplan, IBM Cognos TM1, Dataiku, Relex, Google Analytics, Looker Studio, SQL basics, Dynamics 365, Contentsquare, SFCC, Tecsys, AB Tasty, Qlik, BigQuery.

EDUCATION

Master's in business, graduated 2016 | ESCP Paris Group — Novancia Business. Exchange: Tec de Monterrey, Mexico 2015.

Bachelor's in management, graduated 2013 | ESCP Paris Group — Novancia Business.

LANGUAGES

French (Native), English (Bilingual), Spanish (Advanced), Arabic (Conversational), Swedish (Conversational).

AI & TECHNOLOGY

Founder of bareklabs.com, an independent research website covering technology, the AI value chain and market trends across public equities, options and digital assets. Hands-on user of AI tools, including Claude Code, Kimi Code, Cursor and Ollama.