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**CEO – Managing Director**

**Turnaround – Transformation – Omnichannel development  
Retail**

**Career to date****Since 2020****KYPSÉLI CONSEIL, Paris, France****Interim Manager – Retail expert** to investors (M&A)

Example of mission: produced BP to restore competitiveness of retailer in receivership

Services – Added value – References: [www.kypseli-conseil.com](http://www.kypseli-conseil.com)**2017 - 2019****TROC EUROPE** (ex-TROC DE L'ÎLE), 100 franchised and branch stores in Europe specializing in second-hand goods (T/O 75M€ - Staff 90), *Avignon, France***CEO****Transformation** for the private equity fund SAPHIR CAPITAL PARTNERS

- Managed under cash constraint: reduced WCR and organized refinancing
- Repositioned brand with exclusive value proposition (premium consumer services)
- Conducted digital transformation, by creating new Website and implementing phygital
- Increased market reach and revenue, by recruiting 12 new franchisees

Sold company to shareholders' satisfaction: **value x3.8 in 22 months****2013 - 2017****ADBB AUTOUR DE BÉBÉ**, 125 stores of baby products (T/O 60M€ - Staff 100), *Paris, France***Managing Director****Turnaround** for family fund GST INVESTISSEMENTS: **EBITDA -8% to 4% of T/O in 18 months**

- Streamlined processes, downsized organization and restructured workforce
- Rationalized network, by selling or closing unprofitable branch stores
- Transformed omnichannel experience, by creating new store concept and Website

**2012****RUEDUCOMMERCE.COM**, Ecommerce pure player (T/O 262M€ - Staff 345), *Paris, France***Interim Director**

- Overhauled processes and organization to integrate newly created marketplace

**2007 - 2011****E.LECLERC**, France's n°1 mass-market retailer (T/O 38B€), *Paris, France***Director Non-Food - Private Label & Imports (SIPLEC)**

- Structured and developed business of private labels (22 brands - T/O 900M€)
- Managed sourcing and direct purchasing from Asia (6000 seasonal references - M\$165)
- Passed ISO 9001 certification

**2001 - 2007****Market Director Non-Food - Hypermarkets & Specialty Stores (GALEC)**

- Managed multidisciplinary staff: 330 people
- Responsible for performance of product offering, negotiations and promotions (T/O 8B€)
- Rolled out cultural and DIY stores – Launched new concepts in sports and optical markets

- NOTREFAMILLE.COM**, Internet start-up specializing in genealogy and services to families (T/O 3M€), *Paris, France*
- 2000 - 2001** | **Marketing & Sales Director**
- AUCHAN**, one of the world's leading mass-market retail chains with over 4000 stores in 17 countries (T/O 58B€), *Lille, France*
- 1999 - 2000** | **International Buyer – Computer & Telecom products**
- 1996 - 1999** | **Category Manager & Buyer – Christmas Toys**
- 1995 - 1996** | **Import Buyer (Asia) – Toys**
- KUJI SPORTS**, designer and agent in Europe of China-manufactured sports & leisure goods (T/O 7M€), *Shanghai, PRC*
- 1994 - 1995** | **CEO – Founder**
- Started company – Sold it after 18 months (still operating today)
- GAASTRA INTERNATIONAL**, manufacturer and distributor of windsurfing equipment (T/O 45M€), *Hong Kong, PRC*
- 1991 - 1993** | **International Sales Manager**
- Managed network of subsidiaries and importers in over 40 countries
- 1989 - 1991** | **Division Manager – Leisure accessories**
- Developed products, supervised manufacturing, market range worldwide
  - Delocalized factory in China (audits, specifications, training, quality control...)
- 1988 - 1989** | **International Product Manager – Leisure Accessories**
- FRENCH-AUSTRALIAN CHAMBER OF COMMERCE & INDUSTRY**, *Sydney, Australia*
- 1987 - 1988** | **Trade Consultant**

## Studies and Associations

- 2020** | **INTERIM MANAGEMENT TRAINING INSTITUTE (IFMT)**, *Paris, France*
- 1983 - 1987** | **NEOMA BUSINESS SCHOOL**, *Reims, France*
- Member of** | **400 PARTNERS**, France's leading network of C-Level Interim Managers  
[www.400.partners/manager/fabrice-baj-4001665/](http://www.400.partners/manager/fabrice-baj-4001665/)
- AE-CMT**, IFMT alumni (certified Interim Managers) [www.ae-cmt.org](http://www.ae-cmt.org)

## Languages

- Bilingual** | **French-English** (TOEIC 990/990)