







# BERTRAND DUFOUR

MANAGING DIRECTOR | CEO

BTC & BTB | RETAIL & FOODSERVICE

## CONTACT DETAILS

-  656 chemin du moulin 84450 Saint Saturnin les Avignon
-  +33(0)761426274
-  bertrand.dufour58@gmail.com
-  [https:// linkedin.com/in/bertrand-dufour-217999b/](https://linkedin.com/in/bertrand-dufour-217999b/)

## WEB SITES

- <https://www.bertranddufour.com>
- [www.akademia-inspiracji-makro.pl](http://www.akademia-inspiracji-makro.pl)

## EDUCATION

**Master** : Business Administration,  
01/1989 - 04/1992

**Institut Supérieur de Gestion** - Paris  
obtained with honors

The ISG is accredited by CEFDG, its diploma is recognized by the State with a Master's degree rating

## TRAININGS

- Intercultural Competence (HEC)
- Change Management (Metro AG)
- Managing Complexity (Metro AG)
- Xerox Sales School (California)

## COMPETENCES

**Leadership**: genuine values, emotional stability, empathy, participatory culture, and decision-making power

## PROFILE

**Managing Director** boasting a substantial number of local and international accomplishments over a 30-year tenure, inclusive of 18 years internationally. A natural entrepreneur, my forte lies in the BTBTC | FMCG Retail and BTB Foodservice sectors in Food and Non-Food. I am adept at "hands-on" management within SMEs as well as matrix management overseeing large multidisciplinary teams within a Group setting.

A meticulous change manager, motivated and ambitious, I excel in perpetually enhancing business operations by boosting revenue and streamlining processes why improving the bottom line. People, teams, and collaborative endeavours are central to my values; I possess a profound comprehension of contemporary social challenges and their significant bearing on performance. I believe in the power of "WE".

## PROFESSIONAL EXPERIENCE

**Managing Director Southern Europe 03/2017 - current**

**FUCHS Group – Leading international Food Company in Retail | Avignon, France**

**Mission**: Reposition and relaunch the Franco-Belgian-Italian Regional subsidiary and ensure its sustainability in BTBTC Retail

- Financial results: +23% turnover vs 2017, +39% net EBIT
- Market share for brands tripled in 5 years and 35% market share in private label market | Launch of adjacent categories in Tex mex and Asian Food | Creation and Management of Sales Force, Commercial Agents and merchandising Agencies
- Development of 1600 points of sale (POS) in retail
- Leading the successful cultural transformation towards a participative culture
- Successful digital transformation (Social Networks, digitalization of processes)
- Successfully led the structural transformation from 25 to > 100 employees, transition from 1 warehouse to 3 warehouses (total 10,000 m<sup>2</sup>), establishment of the work council (CSE), constructive relations with social partners
- Created a 6 lines production site and obtained the IFS Food certification for the subsidiary in 2021, 2022 and 2023, Sales & Operations Planning (S&OP), lean production process
- Development of CSR tools, participation of the publication of yearly Group CSR Book
- Definition and leadership of the International Retail approach for the Group, notably appointed Director of the Italian subsidiary.

**Managing Director 05/2016 - 12/2016**

**Kelly Deli – Food Retail Franchise | Brussels, Belgium**

**Mission**: Consolidate the Franchise: restructure the company and reignite growth

- Leadership, P&L management, Food Costs, F&B Management
- Development of 53 Food Service outlets
- Management of 150 employees

**Marketing & Procurement Director EMEA, 05/2014 - 03/2016**

**Honeywell – Leading company in various technological fields | Manchester UK**

€500M – €2M Marketing budget – 60 reports, 4 direct, P&L management

**Mission**: Leadership in strategic and operational developments

- Implementation of a matrix organization for the EMEA zone
- Implementation of NPD and NPI processes, range redesign
- Set up on European level of the S&OP cycle
- Developed and deployed Sales, Marketing, and Purchasing strategies and organization
- Development of "Value Pricing" and redefinition of the company's USP
- Creation of an automated customer life cycle, KPIs and lead generation
- Creation of an E-learning platform, tools for the Field Force & Key Account Management

**Managerial:** Management of Marketing, Purchasing, Sales, and Finance groups, HR supervision and recruitment, Chairmanship of committees and bodies

**Commercial:** 30 years of local and international sales development in B2B & B2C in Retail and Foodservice with distributors or manufacturers

**Financial:** pragmatic management of P&L, focus on margin, costs, profits, performance analysis, corrective actions, investment choices

**Strategic and Operational:** strategic planning and "hands-on" mindset

**Intercultural:** work across 7 markets (Europe & Asia)

**Matrix:** International coordination (EMEA)

**Specialties:** job creation, change agent, identification of synergies and growth levers

## ACHIEVEMENTS

- Several successful companies repositioning
- Successful entry into a new country for Metro Group: Japan
- Launch of an industrial site with 6 production lines, IFS Food certified
- Creation of a unique B2B concept at Metro AG: [www.akademia-inspiracji-makro.pl](http://www.akademia-inspiracji-makro.pl), replicated across 10 countries
- Margin growth (+5pp) through the initiation of matrix work at Metro and Honeywell: Value Management
- Distinctions: Marketing Grand Prize 2008 for Best GTM, Best TV show on CANAL+ Poland, Digital Communication Award 2022 for FUCHS on Social Networks

## LANGUAGES

### French

Mother tongue

### English

Fluent

### Polish

B2 | vantage

## INTERESTS

- Squash & table tennis
- Chess
- Study of social groups
- Support of local communities

## METRO AG - 10/1996 - 12/2013

**18 years of Procurement, Sales, Marketing, Finance, HR & People Training Managing and C-Level positions – Europe & Asia**

**May 2011 – Dec. 2013 Sales & Marketing Director | Athens, Greece**

**Metro AG Greece - Member of COMEX**

€300M revenue – €2M budget – 7 direct reports, 50 indirect, P&L responsibility

Mission: Reposition Metro C&C on the Greek market

- Restructured Purchasing & Marketing, resulting in a +10% in turnover, +1.5pp in margin

**Sept 2008 – April 2011 Western Europe Director of Sales and Marketing**

**Metro AG, New position | Düsseldorf, Germany (IHO)**

€5,4 Md, 16 countries, 150 indirect reports

Mission: Duplication of the B2B Food & Non-Food concept created in Poland across Europe (Gastro School 2000sqm)

- Recruitment of local teams, development of a Marketing culture and matrix work within a large group
- Accelerated growth to +11% by promoting 5 brands and PLs in 360o
- Reduction of complexity (Purchasing, Sales, Category Management, etc.) by better addressing the common needs of clients across the region.

**April 2004 – August 2008 Sales and Marketing Director BTBTC**

**Metro AG, New position | Warsaw, Poland**

€300M, 5 direct reports, 80 indirect reports

Mission: Increase margins by refocusing on the core business

- Creation of the B2B Food Service department, drafting of a 3-year marketing plan (teams, processes, structure, market approach)
- +40% sales growth, 70% retention, +20% acquisition
- Creation of a unique concept in B2B Retail: the Inspiration Academy [www.akademia-inspiracji-makro.pl](http://www.akademia-inspiracji-makro.pl) and TV programs on Canal+

**March 2002 – March 2004 Purchasing Director Non-Food**

**Metro AG, New position | Tokyo, Japan**

€80M, 6 direct reports

Mission: Enter a new market for the Group with a 5-person Leadership Team

- Successful creation of 5,000 references and participation in the opening of 2 warehouses in Tokyo (negotiations with local authorities, planning, merchandising)
- Hiring and management of the Purchasing department

**Sept 2000 – Feb 2002 National Procurement Manager | Nanterre, France**

**Metro AG, €200M, 1 direct report, 2 purchasing sectors**

Mission: Increase the turnover of the "sweet dry" category, then DT&PC

- Range reconstruction, supplier management: 10% turnover growth

**Oct. 1998 – Aug. 2000 Head of Marketing & Offer Department**

**Metro AG, new position | Nanterre, France**

€4M 1 direct subordinate

Mission: Create the Marketing - Offer - Professional Solutions approach for B2B Professional customers of Metro France

- Implementation of cross-functional teams and matrix work to transform siloed thinking into collaborative approaches
- Creation of professional solutions in Food, Non-Food, and Services

**Oct 1996 – Sept 1998 Key Account Manager**

**Metro AG | Nanterre, France**

Mission: Sell the range of office products ranges to Ministries

**07/1994 - 09/1996 Key Account Manager,**

**XEROX | Paris, France**

Mission: Sell the range of office products

**05/1992 - 06/1994 Advertising Manager | Paris, France**

**Grey Paris – Mission: Coordination of ABL campaigns for Nike, Canon Photo, Pantene**