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BERTRAND DUFOUR

GENERAL MANAGER | TURNAROUND & GROWTH SPECIALIST

FMCG • Retail • Foodservice | Strategy • Operations • Production

Managing Director with 25+ years of international experience with 10 years full P&L leadership across Europe and Japan. Boards engage me when growth stalls, margins compress, or commercial execution requires a reset. I deliver revenue growth, EBITDA improvement, and sustainable results—scaling businesses from €10M SMEs to €500M regional operations. Currently advising an AI-enabled food tech venture. Available from February 2026.

PROFESSIONAL EXPERIENCE

Commercial Director France & Export | COMEX 09/2024 – 10/2025

Groupe EMMI – Avignon, dairy products – Retail FMCG, Food service

Mandate: 1 year turnaround

- Strategic repositioning and governance of the French subsidiary
- Revamped product assortment (200 SKUs) Private Labels & Brands
- Led change management for a 50-person team and €25M turnover
- Stakeholder engagement with HQ
- Retail yearly negotiations (Retailers & Suppliers)
- Strategic partnership with La Fermière, ultra-fresh category
- Creation of a new frozen food distribution channel

Managing Director FR, IT & BE | Retail FMCG & B2B 03/2017 - 05/2024

FUCHS Group- Avignon, European Leader Herbs & Spices

Mandate: Transformation of a family-owned SME into a major player in its markets

- €35M turnover, 110 people, 1350 items, Private Labels, and Brands
- Created COMEX and go-to-market with full-fledged Sales Force
- Established robust subsidiary governance; set up statutory Works Council
- Delivered +23% revenue growth vs. 2017, +39% EBIT and +44% EBITDA
- Creation of a production facility with 45 persons certified IFS Food
- Scaled the team from 25 to 110 with participative SME governance
- Rolled out S&OP, lean production (5S, OEE), and ERPs (VIF, SAGE 100C)
- Opened and managed a network of 1,300 retail points of sale
- Tripled brand market share; achieved 35% share in private label

Managing Director Franchise | Retail FMCG

05/2016 - 12/2016

Kelly Deli - Brussels, Sushi, and Asian products

Assignment: put the Belgian subsidiary back on track

- €25M, 150 employees, 250 SKUs, soft franchise management
- Managed 53 POS Carrefour, led restructuring and growth relaunch
- Redesigned HR and recruitment processes for kiosk managers

Director Sales & Marketing, Procurement EMEA

05/2014 - 03/2016

Honeywell HSE (ADI Global) - Manchester | Industrial Technology Leader

Scope: reposition the 12-country operations onto B2B Target Segments

- €2M marketing budget for PL (Private Labels) & OEM
- 60 reports, 4 directs, P&L management
- Oversaw and led operations across 12 countries
- Developed Sales, Marketing, and Procurement synergy strategies
- Implemented Value-Based Pricing and redefined the USP
- Built a customer lifecycle automation system

TARGET ROLES

- Managing Director | General Manager
- Transformation / Turnaround mandates
- SME, BU, Group subsidiary
- France, Poland, CEE
- FMCG, Retail, Foodservice, Industrial

KEY ACHIEVEMENTS

- Led multiple successful business turnarounds
- Delivered +1.5 pp EBIT in Greece and +2 pp in Poland (Metro)
- Conducted Pre-M&A and Due Diligence for FUCHS
- Achieved Metro Market Entry Japan
- Co-Led MCC Greece subsidiary sell
- Launched IFS-FOOD certified site
- Created a unique concept: www.akademia-inspiracji-makro.pl replicated in 10 countries
- Product of the Year 2025: Sprays
- Awards: Grand Prix Marketing 2008 Culinary TV Show (CANAL+ Poland), Digital Communication 2022 (FR)

CORE EXPERTISE

- P&L Turnaround & EBITDA Growth
- Commercial Transformation
- Multi-Country Operations (EMEA, APAC)
- M&A, Due Diligence & Exits
- Pricing Strategy & Margin Optimization
- Change Management & Scaling
- Private Label & Brand Development
- Factory Launch & IFS Certification
- Matrix & Cross-Cultural Leadership
- Digital Transformation & S&OP

EDUCATION

MBA

Institut Supérieur de Gestion - Paris

Master in Business Administration. ISG is accredited by the CEFDG. Its diploma is state-recognized as a Master's degree.

LANGUAGES

- French (native)
- English (fluent)
- Polish (professional)

EXECUTIVE PROGRAMS

- Intercultural Skills (HEC)
- Change Management (Metro AG)
- Managing Complexity (Metro AG)
- Xerox Sales Academy (California)

ADVISORY ROLES

- Since 2019: Senior Advisor to startup SPICERR for Europe entry
- European Go-to-market strategy
- Investor materials creation
- Fundraising support

PERSONAL WEBSITE

<https://www.bertranddufour.com/en>

Metro Cash & Carry – 1996 to 2013 (17 years)

Progressive leadership roles from Key Account Sales Engineer to Director Sales & Marketing Western Europe & MENA (€5.4B, 16 countries).

KEY ROLES & ACHIEVEMENTS

- **Director Sales & Marketing Greece** (2011-2013)
Co-led divestment to local retailer, +10% revenue, +1.5pp EBIT
- **Director Sales & Marketing Europe** (2008-2011)
Led transformation across 16 countries, accelerated growth to +11%
- **Director Sales & Marketing Poland** (2004-2008)
Created B2B S&M dept, +10% annual revenue growth, +2pp EBIT, 70% customers retention
- **Procurement Director Japan** (2002-2004)
Co-led country opening, created 5K SKUs, built 2 warehouses
- **National Procurement Manager France** (09/2000 - 02/2002)
- **Marketing & Category Manager** (10/1998 - 08/2000)
Created the new B2B approach to position Metro strongly on its market
- **Key Account Sales Engineer** (10/1996 - 09/1998)

Early career positions (1992-1996):

- Xerox (KAM)
- Grey Paris (Ad Agency Account Executive)