

MKTG 8604

New Frontiers in Retailing: Magic and Logic

Redefining Retail Media for the Luxury Space

Nicole Archibald

Lauren Crist

Nan Girard

Christina Nastos

Antonio Vedovotto

May 2025

Columbia Business School

Advised by: Prof. Oliver Chen and Prof. Kinshuk Jerath[1]

[1] We would like to thank Robert Magliano for insightful discussions.

Executive Summary

Topic: This report examines how luxury retailers can reinvent retail media to aid luxury brands in their core pursuits of preserving brand equity and improving the client experience.

Takeaways:

1. Luxury retailers should utilize retail media primarily to drive clients in-store instead of focusing on e-commerce conversion. Over 80% of luxury purchases occur in-store, where curated experiences are essential for brand loyalty and retention.
2. Retail media should emphasize brand storytelling rather than transaction-focused advertising. Narrative based campaigns, such as editorial partnerships, can enhance brand perception and strengthen emotional resonance.
3. Retail media is most effective for accessible luxury brands and entry-level categories like beauty and home goods. Accessible luxury brands benefit from new trends and lower-priced categories offer entry points to aspirational consumers.

Introduction and Problem Statement

Luxury retail is defined by brand equity and customer experience. Unfortunately, neither of these core value propositions are supported by the current model of retail media which is largely built on sponsored product placements and click-to-purchase pathways. Unlike mass market retail, which developed and scaled retail media to sell low-price staples, luxury retail requires a significant consideration period prior to purchase. This means that sponsored ads are unlikely to drive incremental revenue. In addition, luxury retailers face the risk that sponsored ad placements could tarnish the brand by shattering the perception of exclusivity and magic.



Fig 1: Sponsored Ad from Saks.com demonstrates ineffective click-to-purchase pathway for high AUR luxury item

Despite the current misalignment of retail media with luxury brand strategy, it is still important for luxury retailers to leverage advertising capabilities that drive revenue while preserving brand integrity. Retail media as a share of total advertising spend has been consistently growing year over year while traditional advertising spend has declined (see Fig. 2), and retail media as an alternative revenue stream has become a major profit driver for the most successful retailers such as Walmart and Amazon. In order to grow and compete in a quickly evolving retail landscape, it is necessary for luxury retailers to develop a form of retail media that better serves traditional luxury brands.

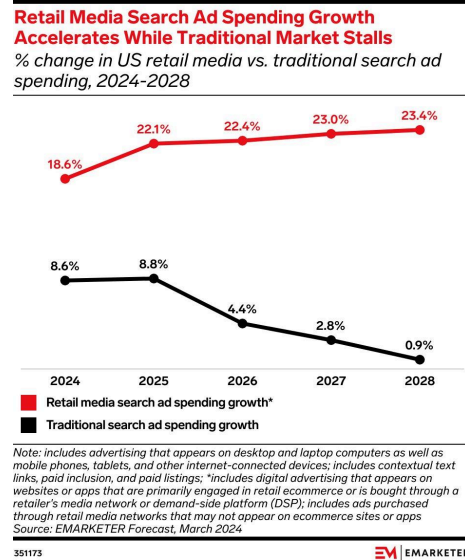


Fig 2: Retail Media spend is projected to grow while traditional ad spend is projected to decline

This paper explores the nuances of the luxury space, considers why retail media as it currently exists is not aligned with the priorities of major luxury brands, and recommends that luxury retailers redefine the scope of the tool to help brands enrich their storytelling capabilities, drive in-store traffic, and develop lasting relationships with their customers.

Methodology

This paper is based on a mixed-methods research approach that combines expert mentorship and secondary data analysis. The goal was to understand how retail media can be adapted for the luxury sector in a way that respects brand equity while unlocking new revenue and engagement opportunities.

- **Expert Advice from Richemont Executive:** Insights from Robert Magliano, Vice President of Business Development at Richemont, shaped several core dimensions of this paper. He highlighted the strategic risks luxury brands face when investing in owned media initiatives outside their core competencies—initiatives that often prove costly, time-consuming, and misaligned with long-term brand value. Instead, he emphasized the importance of subtle storytelling and brand control, cautioning against aggressive ad placements on retailer sites that risk diluting brand perception—particularly when digital sales represent as little as 6% of total revenue for some heritage maisons. Magliano noted that retail media should complement the boutique experience, not replace it, especially for brands at the top of the luxury pyramid. While soft luxury brands (i.e, fashion) require regular visibility to support seasonality and trend cycles, hard luxury categories (i.e, jewelry and watches) depend more on exclusivity and enduring relationships. He also pointed to untapped opportunities in cross-brand storytelling, experiential categories like hospitality and wellness, and boutique-level client interactions. In this context, he positioned retail media not as a direct conversion tool, but as a strategic entry point to guide high-value customers into boutiques—where brand equity is reinforced through immersive, personalized experiences.
- **Perspectives from Academic Experts:** Perspectives from Professor Kinshuk Jerath and Professor Oliver Chen, both widely recognized experts in marketing and retail strategy, contributed significantly to the strategic framing of this paper. Their insights reinforced the importance of brand storytelling as a long-term value driver and the need for a structured brand playbook to ensure consistent, on-brand execution across retail media channels. They also highlighted advanced opportunities for luxury retail media, including cross-brand promotion within conglomerates (i.e, Louis Vuitton featuring Tiffany), partnerships through brand adjacency (such as Cartier aligning with lifestyle or automotive brands), and expansion into experiential categories such as hospitality, fine dining, and wellness. These discussions broadened the scope of retail media beyond transactional advertising, positioning it as a vehicle for ecosystem storytelling, experiential engagement, and enduring brand monetization.
- **Data Collection and Industry Reports:** This paper draws on leading industry analyses to frame the evolving role of retail media in the luxury sector. [*Bain & Company's Luxury in Transition: Securing Future Growth*](#) (2024) reinforces that the majority of luxury

purchases still occur in physical retail environments, emphasizing the importance of in-store engagement as a cornerstone of the luxury experience. Supporting this, eMarketer projects that nearly [80% of total U.S. retail sales will remain offline through 2027](#), validating the view that retail media in luxury should serve as a driver of boutique traffic rather than focus solely on e-commerce conversion. [Boston Consulting Group's research on retail media](#) highlights the growing strategic importance of personalized, data-driven storytelling within branded commerce platforms. Further, eMarketer anticipates [global retail media spending to exceed \\$140 billion by 2028](#), fueled by enhanced targeting technologies, growing interest from non-endemic advertisers, and intensified competition across digital ecosystems. Collectively, these insights inform a model of retail media for luxury that prioritizes long-term brand equity, curated storytelling, and the reinforcement of high-touch, in-person customer experiences.

- **Brand and Retailer Case Studies:** This paper also draws on case observations from initiatives such as the Saks Media Network and campaign strategies by brands like Cartier to illustrate how luxury retail media can evolve beyond traditional product placements. These examples demonstrate the potential for luxury brands to leverage digital platforms not for direct conversion, but to deliver immersive, narrative-driven experiences that inspire emotional engagement and drive high-value traffic to boutiques.

Together, these research components enabled us to analyze retail media through a luxury-specific lens, evaluate its strategic implications, and propose a model that aligns digital advertising with brand equity preservation and high-touch clienteling. Our discussions also sparked ideas around expanding the role of retail media beyond product promotion into experiential sectors such as hospitality, fine dining, and wellness. These insights broadened our perspective—positioning retail media not just as a transactional tool, but as a relational platform for ecosystem storytelling and long-term brand monetization.

Conclusions

Thesis I

To effectively harness retail media, luxury brands must prioritize strategies that drive in-store traffic followed by advisor-led retention.

Digital advertising is the entrypoint in the luxury consumer journey and retail media's primary role is to spark brand discovery and lead to the in-store luxury shopping experience. Over 80% of luxury purchases are still made in-store, where the experience is meticulously designed and highly personalized. At the highest end, brands like *Van Cleef & Arpels* offer exclusive salon appointments, private viewings, and hospitality-driven experiences reserved for VIP clients. Retail media can act as the digital entry-point, introducing narrative-driven content that entices shoppers online and leads them into these exclusive, high-touch environments where advisors personally assist the clients. In fact, over 70% of luxury consumers value personal relationships with advisors, making in-boutique clienteling essential for retention and lifetime value.

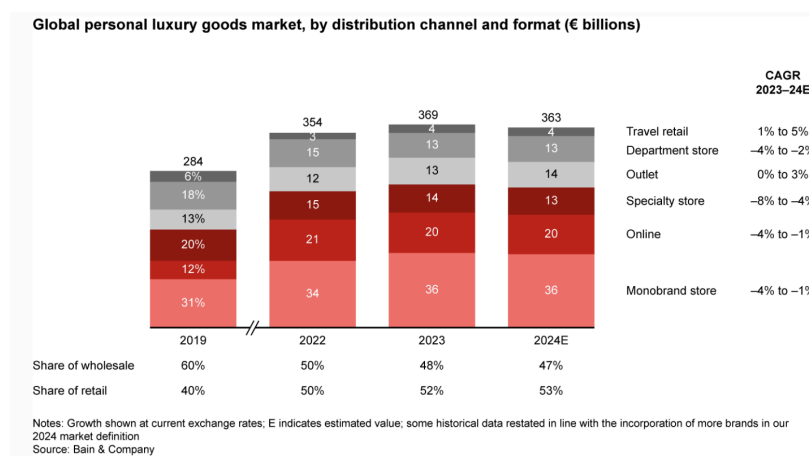


Fig 3: Online only accounts for 20% of personal luxury goods sale

To promote in-store events through retail media networks (RMNs), luxury brands can use the retailer's digital ecosystem to target, convert, and measure event-driven campaigns. In-store events can include sensory immersions such as Fragrance Tasting Bar and Candle-Making Workshop, and exclusive fashion and beauty services such as Personal Styling Sessions and Make-up/Skincare Masterclasses. Luxury brands can leverage RMNs to run display and native ads across the retailer's app, site, or partner websites, and geo-fenced campaigns targeting users within a certain radius of store locations. Retail media networks provide first-party data to target past purchasers of similar categories (i.e. fragrance buyers for scent workshops), high-LTV customers or loyalty members and browsers who didn't convert online (retargeting them with in-store event invites). For example, Maison Francis Kurkdjian could partner with *Nordstrom Media Network* to drive traffic to an in-store fragrance tasting at the *Nordstrom* NYC Flagship. The campaign will use *Nordstrom*'s first-party data to target high-value beauty shoppers, fragrance browsers, and top loyalty members in the NYC area. Ads run across *Nordstrom.com*, their mobile app, and premium lifestyle sites, will reach local customers thanks to geo-targeting. Elegant, brand-led digital banners will invite users to RSVP for a scent discovery event hosted

by a *Maison Francis Kurkdjian* expert. Guests will then receive deluxe samples and early access to a limited-edition scent, while *Nordstrom* beauty advisors will follow up after the event with personalized product recommendations. Such campaigns would increase in-store visits, boost fragrance sales, and deepen customer loyalty, leveraging retail media as the digital entrypoint.



Fig 4: AI-generated example of Maison Francis Kurkdjian leveraging digital ad to drive to in-store event

In addition to in-store events, retail media networks can be leveraged to promote in-store only launches or capsule collections. For example, *Dior* could partner with *Saks Media Network* to launch its *Hamptons Capsule*, an exclusive handbag and accessory collection available only in select *Saks Fifth Avenue* boutiques for one week before online release. To drive in-store traffic, *Saks* can leverage its first-party shopper data to target high-spending luxury consumers who had previously engaged with *Dior* or similar categories. Geo-targeted ads run across *Saks.com*, the mobile app, and premium lifestyle sites, will direct users to book a private appointment at their nearest store. In-store, clients can experience a Hamptons-inspired display, complimentary personalization, and one-on-one styling. The campaign will reinforce exclusivity, elevate the luxury shopping experience, and boost in-store traffic and conversion, all driven by retail media.

Thesis II

Retail media at luxury retailers should focus on brand building and storytelling rather than e-commerce conversion. E-commerce is just an entry point to engaging with the brand.

Luxury retailers should create retail media programs that better serve brands by prioritizing storytelling, as opposed to transactions, as the central strategy. In the world of luxury, brand equity is paramount, and haphazard logo placements or sponsored product features dilutes a brand's essence.

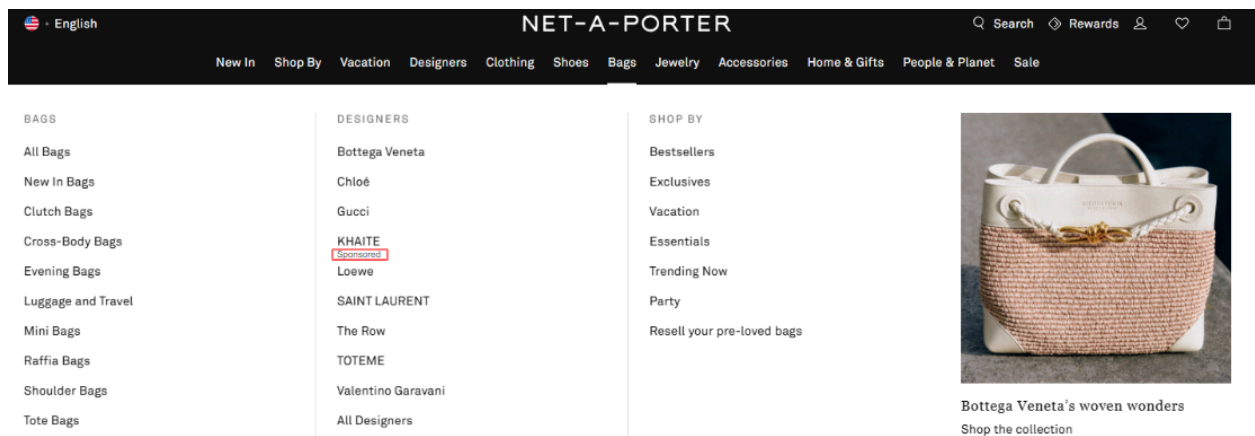


Fig. 5: Sponsored ad placement would threaten Net-A-Porter's credibility and cheapen KHAITE's brand.

Storytelling builds emotional attachment while simultaneously driving awareness and maintaining recency in consumers' minds. This approach allows retailers to capture advertising spend while focusing on brand building rather than immediate sales, which can ultimately drive future traffic to both the retailer and brand boutiques. It aligns with luxury priorities of building and maintaining brand integrity, marketing for when the time is right rather than pushing for immediate purchasing decisions.

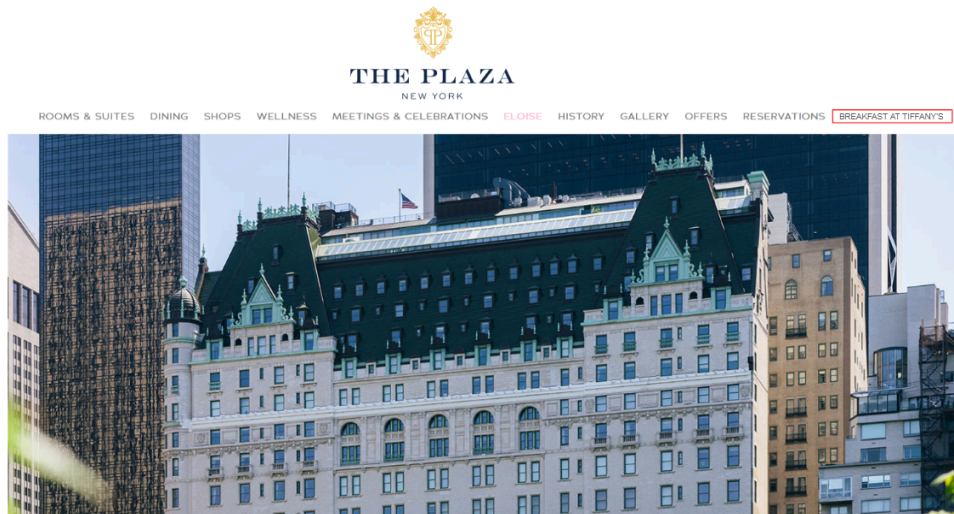


Fig 6: Subtle, brand-aligned partnerships offer luxury brands a prime opportunity to use sponsored media strategies that drive foot traffic.

For instance, when *Cartier* debuts a new iconic collection, it can partner with a retailer like *Net-a-Porter* to craft a retail media experience rooted in storytelling. Instead of static product placements, the campaign might include a homepage video that unveils the collection's inspiration, accompanied by editorial content that explores the craftsmanship and history behind the design. As shoppers navigate the site, strategically placed buy books and interactive features continue the narrative, deepening engagement and emotional resonance. This immersive approach not only protects *Cartier*'s brand equity but also supports *Net-a-Porter* in offering high-quality, differentiated ad experiences that align with luxury values.

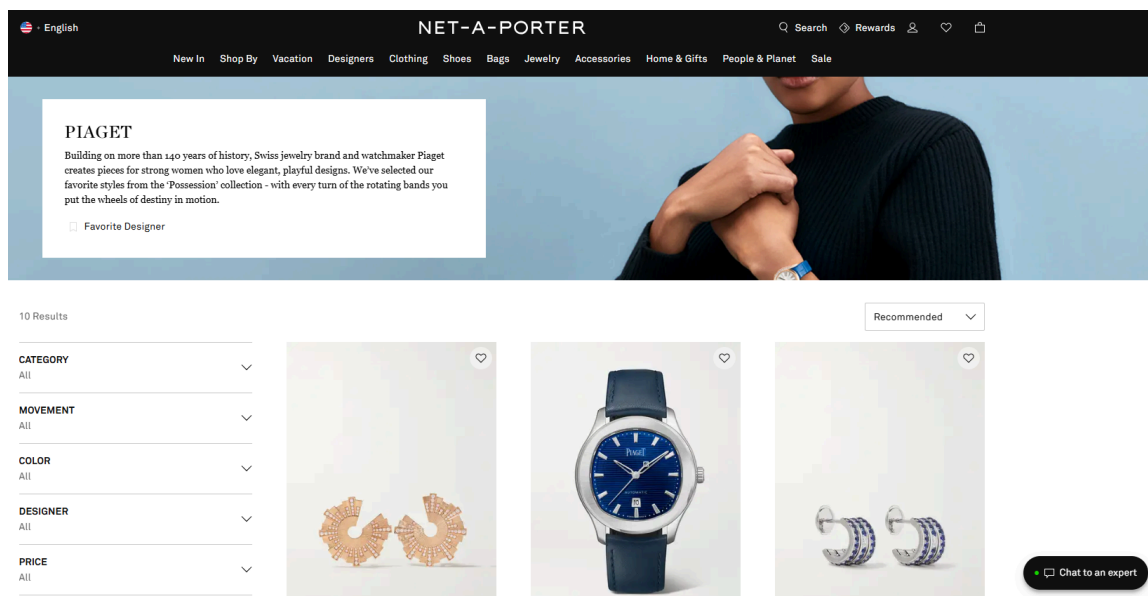


Fig 7: When the user's mouse hovers over each product, Piaget-sponsored editorial content could populate the screen detailing the story and inspiration behind each unique piece.

Luxury brands should embrace innovation in retail media, tailoring it to fit their unique needs. Over 70% of luxury consumers say emotional meaning influences their luxury brand choices, and retail media could serve as a new channel in which brands could develop these relationships earlier in the consumer journey ([BCG/Altagamma](#)). These investments will pay off: emotionally connected consumers are shown to deliver 3x higher lifetime value, and content-led ads achieve 7x higher engagement than transactional ones ([Motista, Nielsen/IPG](#)). Storytelling in retail media is ripe for innovation, and savvy luxury brands are well positioned to seize the opportunity

Thesis III

Retail media efforts should focus on accessible luxury brands and hyper-specific product categories, including those in the experiential luxury space, by leveraging sponsored content and storytelling to strategically maintain brand equity.

Luxury brands like Cartier and Hermès have spent generations building brand equity that supersedes trend. They do not rely on seasonal reintroduction and have established channels that are effective at reinforcing status, protecting perception, and maintaining market positioning. While retail media has a place in the luxury space, it may never be aligned with this type of high luxury.

Luxury retailers should focus on leveraging retail media programs on servicing accessible luxury brands with price points under \$500. Accessible luxury brands such as Coach, Marc Jacobs, and Veronica Beard offer products that are more closely aligned to trend and require a shorter consideration period for purchase. The nature of trend-forward strategy necessitates regular reintroduction to the consumer and ongoing maintenance of brand equity throughout creative shifts. Retail media can offer accessible brands placements that align to their more cyclical business model.



Fig 8: Accessible luxury brand, Marc Jacobs, leveraging sponsored ad placement on Saks website to promote core product assortment

In addition to accessible luxury brands, retail media can work well for accessible product categories. Many high luxury brands are expanding into categories like beauty and home goods. Average unit retail prices in these non-core categories are generally much lower and offer aspirational consumers an entrypoint to the brand. Click-to-purchase sponsored ad pathways can work well in this scenario to drive ecommerce volume, capture market share in growth segments, and reach new customers.



Fig 9: High luxury brand, Hermès, leveraging sponsored ad to grow accessibly-priced beauty category on Saks website

Click-to-purchase pathways can also be supplemented by more editorial banner ads. Banner ads require more clicks to point of purchase, but they can also convey a stronger brand image. In the figure below, Gucci effectively introduces their new fragrance collection while connecting it to the well-established Gucci brand. As luxury retailers continue to expand their category segments and explore more experiential and hospitality ventures, these placements can be an important touchpoint to connect the new to the old and speak to both new and existing customers.

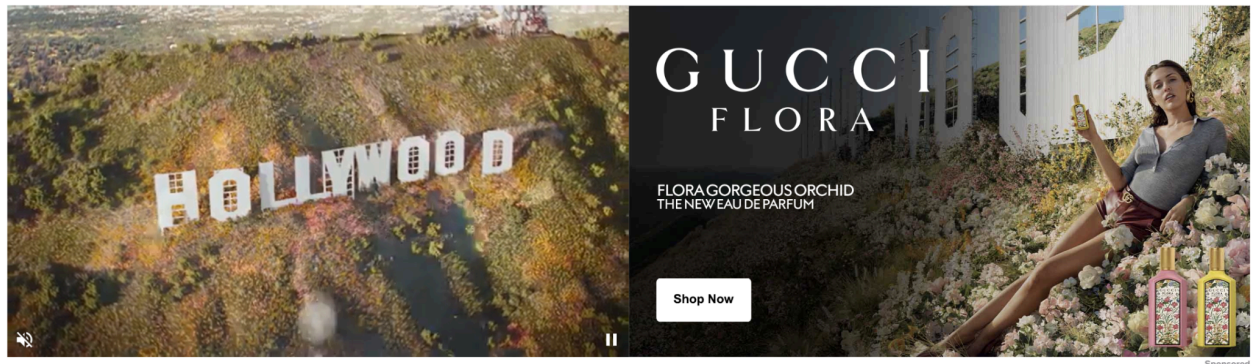


Fig 10: Gucci, a high luxury brand, leveraging a banner ad on Macys.com to introduce non-core category while maintaining consistent brand imagery

Key Assumptions

The validity of each thesis relies on multiple implicit and explicit assumptions.

For the first thesis, the implicit assumptions include that luxury consumers prefer in-store experiences over e-commerce shopping, digital discovery serves as an entry point for consumers, clients appreciate personalized service which makes in-store engagement critical, and retail media can target high-value consumers using first-party data making geo-targeted campaigns effective. The explicit assumptions include that over 80% of luxury purchases are still made in-store, over 70% of luxury consumers value personal relationships with advisors, and in-store experiences are meticulously designed and highly personalized.

For the second thesis, the implicit assumptions include that luxury consumers need a substantial consideration period before purchase, storytelling can garner increased prices, and traditional performance metrics do not capture the success of luxury retail media campaigns. The explicit assumptions include that brand equity is paramount in luxury, haphazard logo placements can deteriorate brand essence, and storytelling builds emotional resonance.

For the third thesis, the implicit assumptions include that traditional media approaches do not fully align with ultra-luxury brands and lower price points correlate with shorter consideration periods for consumers. It also assumes that luxury's future growth may increasingly depend on the integration of experiential categories such as hospitality and wellness, where storytelling and brand alignment remain critical. The explicit assumptions include that ultra-luxury brands have established brand equity that transcends trends, accessible luxury brands are more responsive to seasonal shifts, and luxury retailers are expanding into more attainable segments such as beauty, home goods, and lifestyle experiences.

The stated assumptions suggest that luxury retailers will need a refined approach to retail media.

Appendix

Group 9: Nicole Archibald, Lauren Crist, Nan Girard, Christina Nastos, Antonio Vedovotto

Redefining Retail Media for the Luxury Space

Problem Statement

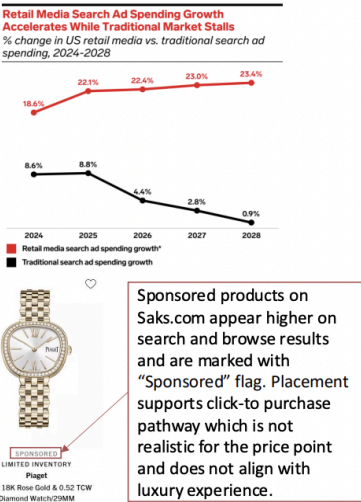
Luxury retail is defined by brand equity and customer experience. In an effort to preserve their core value proposition, luxury brands have been hesitant to engage with retail media in its current state.

This project explores the nuances of the luxury industry and how these drivers necessitate the redefinition of retail media to better serve luxury brands.

Executive Summary

Retail media, as it is used today, should not be leveraged by luxury retailers to drive ecommerce sales.

Luxury retailers, however, can redefine the scope of this tool to enrich their storytelling capabilities, drive in-store traffic, and develop lasting relationships with their customers.



Source: <https://www.emarketer.com/content/whats-shaping-retail-media-now-through-2028-search-endemic-advertisers-financial-media-competition>

1

Group 9: Nicole Archibald, Lauren Crist, Nan Girard, Christina Nastos, Antonio Vedovotto

Key Takeaways

Takeaway	Support
To effectively harness retail media, luxury brands must prioritize strategies that drive in-store traffic followed by advisor-led retention strategies.	<ul style="list-style-type: none">80% of luxury purchases still occur in-store (Bain & Company), highlighting that retail media's primary role is to spark brand discovery and drive boutique visits, not immediate online transactions.Over 70% of luxury consumers value personal relationships with advisors (BCG/Altagamma), making in-boutique clienteling essential for retention and lifetime value after initial retail media engagement.Luxury brands like Cartier and Van Cleef use first purchases as gateways to deeper client relationships, leveraging boutique experiences, not just digital ads, to cultivate loyalty and drive future high-value sales.
Retail media at luxury retailers should focus on brand building and storytelling rather than ecommerce conversion . Ecommerce is just an entry point to engaging with the brand.	<ul style="list-style-type: none">Luxury purchases are driven by emotion, craftsmanship, and identity, not utility, making storytelling a critical marketing tool. Retail media must mirror boutique experience, using storytelling to build emotional connection (i.e. Cartier showcasing the watchmaking process or Hermès highlighting the artists behind its scarves)Over 70% of luxury consumers say emotional meaning and personal connection influence their luxury brand choices (BCG-Altagamma "True-Luxury Global Consumer Insight 2024").Emotionally connected customers deliver 3x higher lifetime value, and content-led ads achieve 7x higher engagement than transactional ones (Motista, Nielsen/IPG).
Retail media efforts should be focused on accessible luxury brands and hyper specific product categories , leveraging sponsored content and storytelling to strategically maintain brand equity.	<ul style="list-style-type: none">Sponsored media may be incongruent with a brand like Hermès, but it could be strategically beneficial for a brand such as Coach.High-luxury products could leverage sponsored content in very specific, experiential categories, like fragrance and beauty (i.e. Le Labo, La Mer).Retail media could also be an opportunity for to promote brand entry points, like hotels, restaurants, residences, and spas.

Source: <https://www.emarketer.com/content/whats-shaping-retail-media-now-through-2028-search-endemic-advertisers-financial-media-competition>

2

EDUCATION**COLUMBIA BUSINESS SCHOOL****MBA**, May 2025

New York, NY

2023-2025

Leadership: Black Business Student Association (VP of Careers & Alumni);

Retail & Luxury Goods Club (AVP of Community); Columbia Beauty Club (AVP of Careers & Alumni)

Member: Luxury Education Foundation Student Coaching Program**SETON HALL UNIVERSITY**

South Orange, NJ

BS, Business Administration–Finance *cum laude*; GPA: 3.58; Dean's List

08/2013-05/2016

Leadership: Board of Regents Member (Academics, Mission, and Finance) and Division of Volunteer Efforts Program Coordinator**EXPERIENCE****TIFFANY & CO.**

New York, NY

Participant, Luxury Education Foundation x Tiffany & Co. Executive Workshop

02/2025-03/2025

- Developed a strategic understanding of luxury retail, focused on optimizing the client experience and operational excellence, improving service quality, and supporting business growth
- Created innovative communication strategies to elevate brand storytelling and client engagement

QUILT. AI

New York, NY

An AI company transforming big data into human insights and cultural understanding

06/2024-08/2024

MBA Intern | Beauty, Fashion, & Wellness

- Leveraged AI-powered tools to analyze 10,000 TikTok videos and comments, extracting emerging trends that informed strategic product development and marketing initiatives for fashion and beauty clients
- Led a comprehensive review of product satisfaction by examining consumer feedback across 25,000 reviews on the top 50 bestselling skincare and makeup products to improve satisfaction rates by 10-15%
- Researched evolving consumer preferences and market dynamics in the fragrance industry, providing recommendations that guided brand positioning and product innovation to align with market demands

COLUMBIA-WHO CENTER FOR GLOBAL MENTAL HEALTH

New York, NY

An organization which runs numerous research, training, and advocacy initiatives in global mental health

10/2020-07/2023

Program Manager & Workforce Mental Health Specialist

- Managed a portfolio of grants valued at \$2M, fostered donor relations, and prepared monthly budget summaries which enabled Director to make strategic funding allocation decisions in alignment with organizational goals, enhancing program impact
- Collaborated cross-functionally with the Finance Department and Procurement Offices to develop a new Standard Operating Procedure, decreasing the administrative burden for purchase orders and lowering processing time by 50%
- Conducted reviews for the Mental Health at Work Index™, improving mental health programming across organizations

CLINTON HEALTH ACCESS INITIATIVE

Ethiopia and Eswatini

A global health organization committed to saving lives and reducing the burden of disease

08/2018-03/2020

Associate, Global Health Workforce (08/2019-03/2020)

Addis Ababa, Ethiopia

- Partnered with the Ministry of Health to expand training for medical professionals at approximately 10 local universities

Analyst, Sustainable Health Financing | Princeton in Africa Fellow (08/2018-07/2019)

Mbabane, Eswatini

- Led strategic development and community partner engagement of the first national cancer control strategy which resulted in needs assessment, greater communication across 5 stakeholder organizations, and better provision of oncology services

PwC

New York, NY

A global brand of firms committed to delivering quality in assurance, advisory, and tax services

02/2017-07/2018

Consultant, Health Industries Advisory

Advisory Intern (06/2016 – 07/2016)

Resource Management Intern (06/2015 – 07/2015)

- Completed a policy and procedure review across 60 countries for one of the largest pharmaceutical companies in the world
- Developed detailed process flows for a pharmaceutical health plan which supported creation of job aid training documents

ADDITIONAL INFORMATION*Languages*: English (Native); French (Beginner)*Interests*: Luxury Retail; Fine Jewelry; Watch Manufacturing; Fragrance; Skincare*Training*: Inside LVMH Certificate (December 2023)

EDUCATION

COLUMBIA BUSINESS SCHOOL

MBA, Finance, May 2026

New York, NY
2024-2026

Leadership: Investment Banking Club AVP of Community

Membership: Investment Banking Club, Retail and Luxury Goods Club, Young Scholars Society, Wine Club

WILLIAMS COLLEGE

BA, Economics & English, June 2020

Williamstown, MA
2016-2020

Honors: Class of 1960 Scholar in Economics, Selected by faculty for Williams-Exeter Programme at Oxford

Athletics: Varsity Track & Field (discus, hammer, shot put, and weight throws)

Leadership: Williams Appreciates Staff Co-Founder, Varsity Track & Field Throws Event Leader, Finance Committee Student Representative, Lecture Committee Student Representative

Study Abroad: University of Oxford, 2018-2019 Academic Year

EXPERIENCE

WALMART INC.

Manager, Business Strategy, Walmart+ (2023-2024)

Bentonville, AR & New York, NY
2020-2024

- Developed partnership strategy for Walmart+ membership program (Amazon Prime equivalent), launching limited-time third-party benefits for members to drive trial-to-paid conversion, member engagement, and retention
- Designed and launched 30+ partnerships in 2023 including Apple, Microsoft, SiriusXM, YouTube, and Panera by leveraging consumer insights research to identify target partners and driving cross-functional execution over 6-week go-to-market sprints
- Negotiated tailored revenue sharing and advertising spend agreements to monetize partner relationships, creating a new revenue stream for the Walmart+ program
- Constructed focus group sessions, A/B tests, and data models to define success benchmarks, inform benefit development, and generate hindsight reports, ultimately rolling out a new limited-time offer strategy to increase member engagement
- Led cross-functional team including product, marketing, legal, and data analytics partners to align roadmaps to strategic priorities and launch 6-10 new partnerships quarterly

Associate Merchant, Apparel Categories (2020-2023)

- Managed day-to-day operations of a \$44M/year omnichannel business within broader apparel category by analyzing sales and market data to define assortment strategy, forecast sales, manage inventory positions, and produce financial reports
- Modeled margin structures in Excel to procure product at costs necessary to maintain competitive advantage, increasing category profit year-over-year
- Built relationships with 17 suppliers, leading cost negotiations, product launches, and strategic growth planning
- Presented quarterly competitive research reports and owned strategic planning for holiday timeframes and major market events (stimulus, inflation, supply chain challenges)

ADDITIONAL INFORMATION

Awards and Leadership: Total Apparel Partners First Award (recognized cultivation of positive partnerships with global suppliers), Total Apparel Teamwork & Culture Champion (2x award winner), New Hire Onboarding Lead (developed and presented 10-part ecommerce training for new hires), Walmart Ecommerce Reporting Task Force (served as a liaison between engineering and merchant teams to launch new reporting systems and share feedback)

Volunteer Work: Young Scholars Society (mentor and academic tutor for local youth)

Personal Interests: NYC Restaurants (and beating the Resy bots), CorePower Yoga (100+ classes), Pickleball, Bass Fishing, Minnesota Sports Teams, Taylor Swift

NAN GIRARD

ngirard25@gsb.columbia.edu | [linkedin.com/in/nangirard/](https://www.linkedin.com/in/nangirard/) | (she/her/hers)

PROFESSIONAL SUMMARY

Strategic and analytical finance professional with over 15 years of experience leading global teams to develop innovative products. Experienced in leveraging technology and financial insights to lead strategic investment decisions and drive financial performance. Entrepreneurial leader passionate about creating impactful solutions and fostering meaningful connections that enhance lives, experiences, and business processes.

CAREER EXPERIENCE & ACHIEVEMENTS

M&T Bank, New York, NY

April 2023-Present

Senior Vice President, IB-Debt Capital Markets & Treasury Strategies

- Collaborate closely with senior management, clients, and regulatory bodies to execute innovative risk management and trading product strategies in the investment banking sector, leveraging advanced analytics and technology to optimize trading and loan syndication strategies, improve product performance, and inform key decision-making processes.
- Lead cross-functional teams in the creation and enhancement of financial products, ensuring alignment with evolving market trends, client needs, and regulatory compliance.

RBC CAPITAL MARKETS, New York, NY

Nov 2016-Apr 2023

Associate Director, Data Analytics Product Manager

- Led cross-functional teams in developing and managing financial analytics products, driving innovation through strategic alignment and end-to-end product lifecycle ownership.
- Executed customer-centric product roadmaps by prioritizing high-impact features, aligning with business goals, and integrating feedback through cross-functional collaboration with senior management, clients, and internal teams.

Uno Swim, USA

Sep 2020 – Present

Founder and Designer

- Launched a sustainable men's swimwear line, leading design-to-market development of hybrid day-to-night shorts.
- Built and optimized e-commerce platform with SEO and social media strategies to drive traffic and sales.

Maia Spa & Salon, Virginia

Feb 2014 – Present

Owner and COO

- Oversee salon operations, including marketing, financial management, staffing, and compliance with regulations.
- Drive business growth through strategic marketing initiatives, community partnerships, and a focus on delivering exceptional client experiences.

DEUTSCHE BANK, New York, NY

Jun 2007 – Aug 2016

Analytics Lead

- Partnered with business stakeholders to develop impactful data reports that showcased essential client insights, business trends, and performance metrics within Capital Markets, empowering senior leaders to efficiently oversee performance and uncover growth prospects.
- Analyzed sales performance metrics to inform data-driven decision-making, align with sales objectives, and drive continuous improvements in sales strategies and profitability.

Fixed Income Sales & Trading

- Leveraged fixed-income expertise to enhance client relationship management and trade execution for fixed-income sales desks.
- Led a global process optimization initiative that achieved a \$10M reduction in resource costs through the successful implementation of near-shore strategies.

EDUCATION

COLUMBIA BUSINESS SCHOOL, New York, NY

- Executive MBA, 2025

HOWARD UNIVERSITY, Washington,

- BS Finance, *Magna Cum Laude*, MVP Scholarship.

EXTRACURRICULAR LEADERSHIP & ACTIVITIES

- **Columbia CSIMA Investment Management Club:** *VP of Socials -Present:* Facilitate networking events and workshops to boost student engagement and industry connections.
- **CBS Community Impact Club:** *VP of Outreach -Present:* Collaborate on strategic partnerships to advance financial education and community impact, supporting special needs students in career planning and financial literacy through AHRC.
- **Compassion International- Sponsor- 2021-Present:** Sponsor education, health, and development for children living in poverty.

EDUCATION

COLUMBIA BUSINESS SCHOOL

MBA, Finance, May 2025

New York, NY
2023 - 2025

Leadership: AVP Finance, Retail & Luxury Goods Club

Membership: Investment Banking Club, Hispanic Business Association, The Consortium, Snow Sports Club, Wine Society

CORNELL UNIVERSITY

BS, Policy Analysis and Management, (Minor: Fashion Studies), May 2019

Ithaca, NY
2015 – 2019

Honors: Dean's List 2x

Leadership: President, Panhellenic Council; President, Phi Mu Fraternity

EXPERIENCE

PEERLESS CLOTHING INTERNATIONAL

\$800M Tailored Clothing Licensing Conglomerate

New York, NY
2019 - 2023

Associate Account Executive (2021 - 2023)

- Developed product assortment and branding strategies for \$315M Macy's Division by supporting senior leadership in all client-facing meetings and management briefs
- Created merchandise strategy through collaboration with 7 buyers, approved biannually by Macy's General Merchandise Manager
- Managed \$16M mid-sized accounts (Belk, DXL, and Calvin Klein Stores) by optimizing product replenishment cadence and private brand development, growing cumulative revenue by 43% YOY and pacing to beat 2019 peak by end of 2023
- Designed restructuring strategy for Lauren Ralph Lauren license by developing new products in the Michael Kors and Tommy Hilfiger labels
- Led technical innovation project by integrating 250+ unique products onto NuOrder software platform
- Owned product development and salesmanship of Tallia, Peerless's only proprietary brand, achieving 38% seasonal revenue growth and positioning brand to exceed 2019 revenue highs
- Relaunched Tallia's digital channels, driving product visibility to retail partners and engaging new consumers by enhancing omnichannel shopping experience on Instagram and tallia.com
- Spearheaded strategic recruitment initiatives by developing seasonal intern program, guiding two projects presented to leadership

Assistant Brand Manager (2019 - 2020)

- Partner with Brand Manager by preparing 6 seasonal menswear collections of 60+ products for appointments with Macy's, Lord & Taylor, DXL, and Belk
- Created 50+ digital selling assets that were distributed to international traveling sales force, supporting 26% of divisional revenue
- Automated competitive research process by writing Python program that tracks prices on tailored clothing across two retailers

SHOWFIELDS

Venture-Backed Experiential Retail Startup

New York, NY
2020 – 2021

Partnerships Manager (2021 - 2021)

- Pitched experiential activations to leadership of direct-to-consumer brands, closing \$200K revenue in first three months
- Curated vendors for flagship stores in New York and Miami, increasing store foot traffic by ensuring cultural alignment with artists, events, and pop-ups

Associate Partnerships Manager (2020 - 2021)

- Created top-of-the-funnel sales strategy as the first hire in this role by collaborating with VP of Partnerships, closing \$375K in revenue in six months
- Grew sales pipeline by 30% through researching 600+ direct-to-consumer brands, generating \$700K in qualified leads in six months

ADDITIONAL INFORMATION

Certifications: Code-in-Place (Stanford University), Blockchain Revolution (INSEAD), Python (Beginner), SQL (Beginner)

Volunteer Work: Fashion Revolution USA, The Spence School

Interests: Dancer for 20+ years (Ballet, Modern Graham, Musical Theater, Tap), Top 1% of Taylor Swift listeners on Spotify, Amateur Baker (Latest project: French pastries), Travel (London School of Economics, The American College of Greece)

EDUCATION**COLUMBIA BUSINESS SCHOOL****MBA**, Media & Technology Program, May 2026

New York, NY

2024 - 2026

Leadership: Diversity Rep, Cohort E; AVP of Events, Sports Business Association; AVP of Events, Retail & Luxury Goods Club*Membership*: Media Management Association, Soccer Club, Tennis Club, Golf Club**COLUMBIA UNIVERSITY****BA**, Economics and Political Science, May 2021

New York, NY

2017 - 2021

Honors: Dean's List 2019, 2020; "Special Recognition" award for exemplary contribution to the Men's Varsity Soccer team*Leadership*: Founder, Fashion Society (grew from 8 to 200+ members); Events Chair, Sports Business Club; Student Manager, Men's Varsity Soccer (led \$6000+ fundraiser for FC Harlem, and served as data analyst for injury-prevention software)**EXPERIENCE****ESTÉE LAUDER COMPANIES**

New York, NY

Assistant Manager, Global E-Commerce at La Mer (2023 – 2024)

2021 - 2024

- Led complete website revamp across 20+ markets in five different regions by redesigning User Experience & Interface across homepage and product pages, resulting in 36% higher conversion rate and 20% increase in revenue
- Managed 10+ people across external agencies, engineering and creative teams for the roll-out in key priority markets of all new site tools, including Regimen Finder and Virtual Try-On, to enhance innovation and personalization, resulting in 2x higher basket size
- Supported the brand's international growth by creating and presenting summary reports to regional leaders on top-sellers and fastest-growing sales channels for all commercial campaigns, driving strategic initiatives that led to 10% YoY comparable growth
- Enhanced "Waves de La Mer" loyalty program by conducting competitive analysis, consumer research, and building strategic roadmap for engineering and creative teams; the loyalty program currently accounts for 70% of sales in APAC

Associate, Global E-Commerce at La Mer (2021 – 2023)

- Spearheaded the ideation and end-to-end delivery of 1000+ Gifts with Purchase for Black Friday and Cyber Monday by performing relevant market research and managing supply chain logistics, driving \$50M+ in revenue for the online channel
- Optimized 100+ meta-titles and descriptions across all La Mer sites according to Search Engine Optimization (SEO) best practices, leading to #1 ranking of La Mer brand in Organic Search for "luxury moisturizer" and improving site load time by 25%
- Evaluated online global business performance by compiling weekly sales and E-Commerce metrics reports, to ensure mitigation plans were timely executed and leading LATAM to close the year exceeding sales target by 5%, after negative growth in 1H
- Selected as 1 of 20 for the Executive Leadership Team Reverse Mentorship Program: mentor to Estée's SVP of Finance & Strategy, presenting monthly insights on latest digital marketing trends, viral social commerce platforms, and competitor initiatives

MANCHESTER UNITED FC

London, UK

Corporate Finance & Development Intern

Summer 2020

- Evaluated international M&A opportunity due to complications over player transfers after Brexit by analyzing football quality, revenue potential, legal landscape, fan base, and stadium infrastructure
- Assessed expansion of Manchester Utd brand into eSports to grow revenues, audience, and user-generated data from 100M+ fans; evaluated RFPs of 5 multimillion global eSports companies and recommended two best-possible targets to senior management
- Designed weekly reports for the team's owners, measuring player transfers activity to identify market trends and support the club's strategy of 30% of the team roster being new players

BANK OF AMERICA MERRILL LYNCH

New York, NY

Investment Banking Summer Analyst

Summer 2019

- Executed on two \$500M+ M&A transactions in the solar energy space by creating decks and financial modeling for the clients

ADDITIONAL INFORMATION*Certifications*: Meta Media Planning Professional (proficiency in designing an end-to-end Meta marketing strategy)*Languages and Skills*: Italian (native), French (intermediate); proficiency in Google Analytics, Adobe Creative Suite, Power BI Tools*Interests*: Soccer (AC Milan fan), skiing, fantasy football, Panini collector, value investing on Robinhood, and travel-photography