



# Barbara Ng

+852 9150 9194

barbara.ng@gmail.com

Hong Kong

## PROFESSIONAL SUMMARY

Luxury retail executive with 25+ years' experience leading travel retail and franchise operations across Asia-Pacific for iconic brands including Salvatore Ferragamo, Bulgari, Hermès, and Benetton. Expert in strategic expansion, P&L management, and brand positioning, with a proven record of driving wholesale revenue growth from US\$30M to over US\$80M across 20 countries (US\$135M at retail value). Adept at high-profile negotiations, building high-performing teams, and delivering innovative marketing strategies that transform market challenges into sustainable, profitable growth.

### Career Highlights

- Scaled APAC Travel Retail and Franchising to 70+ POS across 20 countries; led regional P&L.
- Expanded China Travel Retail from 1 → 22 POS, achieving US\$63M retail sales by 2021.
- Grew wholesale revenue from US\$30M (2006 baseline) to US\$80M by 2019 (retail value ~US\$135M).
- Secured prime concessions and new market entries across APAC; elevated brand visibility and productivity through targeted A&P, VM, CRM, and pop-ups/activations.

## EXPERIENCE

### Independent

#### Career Break & Independent Projects

Jan 2025 – Present

- Designed, built, and shipped live websites end-to-end using GitHub / Vercel, including curaisance.com.
- Prototyped AI-assisted tools and lightweight agents for retail, market intelligence, brand teardowns, and clienteling use cases.
- Built working fluency in LLMs, prompt design, API-enabled workflows, and practical AI applications for luxury strategy.

### Ferragamo HK Limited

#### Regional Executive Director – Travel Retail & Franchisee

Jan 2012 – Nov 2024

#### Regional Director – Travel Retail

Nov 2006 – Jan 2012

- Scope: P&L leadership for Travel Retail and Franchising across 20 markets; 70+ POS; cross-functional oversight (merchandising, VM, A&P, CRM, store design).
- Expanded China TR from 1 to 22 POS; delivered US\$63M retail sales by 2021.
- Grew regional wholesale revenue from US\$30M (2006 baseline) to US\$80M by 2019; equivalent retail value ~US\$135M.
- Negotiated and secured prime concessions/locations; optimized fee structures, terms, and visibility through multi-year operator negotiations.
- Launched and scaled store openings, pop-ups, and virtual store initiatives; optimized assortments and A&P to lift productivity.

- Strengthened governance and profitability: budgeting/forecasting rigor, OPEX/CAPEX discipline, contract compliance, and risk controls.
- Elevated customer experience and brand visibility through store design upgrades and VM standards.
- Built high-performing regional teams; led recruitment, development, and performance management.
- Drove digital transformation through virtual showrooms, virtual store launches, and partnership with digital platforms to capture evolving luxury consumer journeys from online discovery to airport or downtown purchases.

**Bulgari Asia Pacific Limited**

**Managing Director – Travel Retail**

Jan 2004 – Jan 2006

**Regional Sales Director – Travel Retail**

Feb 2003 – Jan 2004

**Regional Sales Manager – Travel Retail**

Feb 2001 – Feb 2003

- Oversaw Travel Retail across 13 countries; managed 72 POS with US\$150M at retail value; reported to Global MD (Italy HQ).
- Increased wholesale revenue by 93% over five years (US\$30M → US\$58M) through market expansion, assortment optimization, and commercial discipline.
- Secured high-profile airport/duty-free locations; negotiated with operators such as DFS, Lotte, JAL-DF, and King Power to improve visibility and margin.
- Directed regional product launches, in-store animations, incentives; ensured VM, training, and store design aligned to brand standards.
- Built and sustained strategic partnerships to strengthen market presence and customer engagement.

**Hermès South East Asia Limited**

**Area Sales and Marketing Manager – Travel Retail**

Apr 1998 – Feb 2001

- Managed 25 POS across DFS and Korea Duty Free; US\$130M retail sales; reported to Regional Director, APAC.
- Drove strategic sales/marketing plans; optimized product mix and pricing via market/competitive analysis.
- Orchestrated client events, incentive programs, window display and promotional campaigns; led product training to uphold brand standards.

**Benetton Far East Limited**

**Brand Manager**

Jun 1996 – Apr 1998

- Managed franchise operations across Asia (Benetton, Sisley, Benetton012); oversaw retail operations and visual merchandising in Hong Kong, Macau, Singapore, Malaysia, and Australia.
- Directed seasonal launches and sales campaigns; advised franchisees on buys, budgets, themes, and assortments.
- Coordinated store openings and delivered VM training; conducted trend/competitive analysis to inform positioning.

**Esprit Asia Distribution Limited**

**Communications Coordinator**

Sep 1995 – Jun 1996

- Unified Esprit's regional image; executed seasonal launches across the Asia distribution network.

- Coordinated direct marketing for Esprit Privilege; created a comprehensive VM package and guided regional implementation.

## EDUCATION

1989 – 1992	<b>Leeds Metropolitan University</b> BA (Hons) Consumer Service Management (Textiles)
1993	<b>Université Paris-Sorbonne</b> French Language & Civilization
1993	<b>University of Nice</b> French Language & Civilization

## SKILLS

### Core Competencies:

- **Leadership & Strategy:** Strategic Planning, Team Building, Business Development, Leadership
- **Financial & Operations:** Financial Management, P&L Oversight, Sales Management, Operational Excellence
- **Brand & Client:** Branding, Relationship Management, Client Services, Marketing Innovation
- **Digital & Technology:** Web Development & Design, Website Deployment, AI Agent Development, Vibe Coding

## HOBBIES AND INTERESTS

- Contemporary art and culture (regular attendee at international art fairs such as Art Basel and Naoshima)
- Global Travel: Visited over 67+ countries, with a focus on immersive cultural experiences and luxury hospitality
- Gastronomy: Avid foodie, always seeking out new restaurants, food festivals, and unique dining experiences.
- Wellness & Outdoors: Enjoys hiking, exploring nature trails and skiing.
- Cultural Trendspotting: Keen observer of emerging trends in luxury, fashion, and retail across the World.

## LANGUAGES

<b>English</b>	Fluent
<b>Cantonese</b>	Native
<b>Mandarin</b>	Beginner
<b>French</b>	Beginner