

NATALIA SUTIN

nsutin@gmail.com | +31613791398 | Based in Amsterdam

SUMMARY

Growth-focused Data Executive with a proven track record of navigating global, distributed organizations through complex digital and cultural transformations. Integrates deep technical proficiency with a collaborative, commercial leadership approach leveraging data as the catalyst for business performance. Accomplished at building and scaling high-impact teams, guiding organizational change, and delivering quantifiable enterprise and customer value.

EXPERIENCE

DECATHLON DIGITAL

Global VP of Data, eCommerce

Global VP of Data, Pricing and Business Capabilities Platform (Interim)

Amsterdam, Netherlands

Dec 2023 - current

Dec 2024 - July 2025

- Delivered **sustained double-digit eCommerce gross sales growth**, achieving +11.5% in Q1 2026, +10% in 2025, and +11.5% in 2024, consistently outperforming the stagnating sports market (-5% in Q1 2026).
- Partnered cross-functionally to **drive eCommerce profitability**, equipping teams with first-of-its-kind baseline data visibility to target the right operational levers, lifting margins from negative pre-2023 to 0.5% in 2024 and 2.7% in 2025.
- Architected the **global data and measurement infrastructure** for migrating 14 legacy local eCommerce sites into a unified global platform, yielding a **+15% conversion rate lift** and **+44% YoY gross sales growth**.
- Catalyzed an experimentation-led culture, **scaling global experimentation velocity by 10x** in 2024 and an additional +67% in 2025, shifting the organization from passive reporting to measurable value creation.
- Integrated the 3P Marketplace Data team to support a **+70% YTD GMV surge** through advanced vendor/product assessment, reclaiming **€26M in lost sales** via optimized product availability. Incubating a "Data as a Service" (DaaS) monetization stream to externalize vendor performance analytics and unlock net-new revenue.
- Implemented customer behavior tracking for the Decathlon Shopping App, unlocking insights that drove **+29% channel growth** and directly influenced the product roadmap delivering **incremental €22.8M in 2025**.
- Captured **€21M in gross sales** and a **€4.9M margin uplift** during interim leadership of the Pricing team by deploying AI-driven dynamic pricing adjustments.
- Transformed and stabilized a **cross-functional organization of 80+ professionals** through macroeconomic headwinds and restructuring; successfully onboarded **30+ new hires** while maintaining **100% positive sentiment** on internal pride metrics.
- Elevated **enterprise data maturity** by leading a record four-month migration from Google Analytics to Amplitude while embedding robust data governance, privacy compliance, and tracking protocols.

DIGS

Chief Operating Officer / Chief Financial Officer

Advisor

Vancouver, WA

Sept 2022 - June 2023

May 2022 - Sept 2022

- Founding team member at an **early stage startup** building web-based collaboration software for home builders, vendors, and homeowners
- Responsible for **Analytics, Finance, HR, Operations and Legal**
- Set up **foundational systems** - payroll, HRIS, benefits, budgeting, expense management, and forecasting
- Scaled the company from **inception to 23 full-time quality employees** in under a year
- Reached **over 1,000 sign-ups** two months after product launch
- Built a **unified data foundation**, creating end-to-end visibility to customer lifecycle behavior
- Created a **"User Engagement Score"** heuristic to identify the most and least engaged customers, enabling Marketing to create targeted campaigns by segment, increasing "Power Users" by +50% in one month
- Designed an **"Affiliate Commission Structure"** incentive plan, rewarding industry experts for bringing engaged users to the Digs platform
- Established **company KPI reporting**, including revenue scenario modeling
- Led quarterly **OKR** process and **weekly all-company Town Halls**, ensuring alignment and engagement

VACASA

Vice President, Revenue Management
Sr Director, Portfolio Analytics

Portland, OR
Aug 2020 - July 2022
Jan 2020 - Aug 2020

- Head of Revenue Management, with **P&L responsibilities**, for North America's leading vacation property management platform.
- Delivered **\$1.9B Gross Booking Value in 2021 (+105% YoY)** through improvements in [dynamic pricing](#) algorithms and processes
- Successfully navigated the department through **COVID-related closures; two major acquisitions** (Wyndham Vacation Rentals and TurnKey Vacation Rentals) and multiple smaller acquisitions; and the **IPO in Dec 2021**
- Managed four Directors and one Senior Director, and a **global department of over 60 employees**
- Created a new "Revenue Performance & Innovation" department to drive **innovation and best practice standardization** across the team
- Replaced legacy historical data-based algorithm with future market pricing based algorithm, delivering **best-in-industry returns (+19% YoY Gross Booking Value per Night Sold in 2021)**
- Rolled out "Itinerary Based Pricing," a new product that prices channel-specific itineraries (3.4B data points vs 20M prior points), unlocking **1.5-3% higher revenue** per available night
- **Doubled Analyst efficiency**, with the same size team managing 2X portfolio of units
- **Decreased owner churn** due to "Rates and Revenue" from **over 20% of churned homes to under 5%**
- **Rolled out an experimentation platform** and ran over 20 experiments, including cancellation policy, last-minute discounts, fee increases, peak season pricing, and others
- Created bottoms-up (home-level) and top-down (market-level) revenue forecasts; rolled out **internal targeting process and bonuses**; leveraged the forecasts for Financial planning and Wall Street guidance
- **Optimized Revenue programs**, such as Add A Night, Late Check Out, Damage Waiver fee, and others
- Represented Vacasa in **media interviews**, such as [FOX Weather interview \(live\)](#) and [KOIN AM Extra \(live\)](#)

NIKE

Marketplace Analytics Director - Insights Delivery, North America (Interim)

Beaverton, OR
May 2019 - Jan 2020

- Stepped in to lead the department on an interim basis while continuing full-time as a Sales Planning Director
- Managed team of five across a portfolio of projects - such as door segmentation and optimal inventory strategy - across \$15B North America Marketplace
- Established an intake process and streamlined stakeholder project update cadence
- Rolled out Team-wide Development Plan process to facilitate employees' personal development, increasing engagement and performance of the team

Sales Planning Director - Territories, North America Demand Supply Management

2017 - Jan 2020

- Managed a distributed team of sixteen across six offices
- Ownership of planning and forecasting across a \$3.5B marketplace with hundreds of Territory accounts
- Segmented the marketplace and re-structured the team to focus on key Territory accounts. Created a forecasting and targeting process across the portfolio to drive accountability for performance
- Rolled out OTB (open-to-buy) process with top nine accounts, which grew on average +17%

North America Reset (Interim - stretch project)

2016

- Tapped by the GM of North America to coordinate a response to slowdown in marketplace and inventory build up across \$15B North America Marketplace
- Identified and engaged with executive stakeholders across S&OP, Retail Planning, Nike Direct, Nike Factory Store, and Supply Chain
- Initiated and led a biweekly meeting and created a scorecard to track performance
- Created a style-color action plan based on lead time segmentation: initiated liquidation plans through Nike Factory Stores for styles with long lead times; decreased production for styles with short lead times; right-sized futures order book for key accounts and Nike Direct to ensure healthy sell-through
- Successfully reduced inventory build-up from +12% in Q4 2016 to +9% in Q2 2017 and +7% in Q3 2017

Performance and Innovation Director - North America Always Available (Replenishment)

2015 - 2017

- Managed high-performing team of six
- Owned strategy, reporting and analytics for \$1.2B Nike Replenishment business
- Piloted automated order recommendation and allocation model leveraging Point-of-Sale-based forecast with a key retailer, resulting in 15% improvement in in-stock rates, reduced order volatility, and \$4M incremental weekly order revenue

- Rationalized the assortment to identify products most and least suitable for replenishment as part of “Fewer, Better” strategy, decreasing SKUs by 20%. Drove 15% net revenue growth with increased SKU productivity, expanded share of business by 100 basis points and margin expansion of 280 basis points

Business Analytics Manager - North America Analytics

2012 - 2015

- Piloted an interactive executive dashboard with previously siloed key KPIs across Finance, Sales, Merchandising and Operations with North America Women’s Training category. The category grew by +20% in revenue and +27% for futures orders
- Managed \$1M/year budget and team of data engineers, data specialists and consulting partners to scale dashboard development across all categories in North America
- Introduced Tableau to Nike Analytics organization: defined strategy and successfully executed Tableau rollout across North America; trained teams in China and Japan on Tableau adoption; initiated weekly “Tableau Tuesday” meeting to facilitate best practice sharing across the entire Nike Analyst organization

SAMSUNG

Seoul, South Korea

Associate Global Strategist, Global Strategy Group (Internship)

Summer 2011

- Examined long-term trends affecting Samsung’s semiconductor business
- Recommended investments in cloud computing use cases - retail, gaming, health tech

GOOGLE

Mountain View, CA

Quantitative Analyst, Search Infrastructure (Networking)

2008 - 2010

- Created a model of network latency and identified new infrastructure deployments to improve user experience, reducing web search latency by 20%
- Analyzed trends in response times of Google search queries to identify and resolve networking problems or inefficiencies; initiated weekly meeting with network engineers, strategic negotiators, and product managers to resolve

Financial Analyst, Technology Operations Finance (Networking)

2007 - 2008

- Developed and managed networking operations budget of over \$120M OpEx and over \$500M CapEx
- Modeled cost of delivering content and serving user queries across the globe (OpEx); worked cross-functionally to understand and justify new hardware to support explosive growth in Google and YouTube traffic (CapEx)

Business Analyst, Compensation

2006 - 2007

- Managed bi-annual salary reviews and annual bonus calculations across more than 9,000 employees
- Advocated to revise Sales commission structure to better reward exceptional performers
- Streamlined and significantly reduced error rate and time requirements of approving 100+ new-hire offers

THE NORTHBRIDGE GROUP

Concord, MA

Analyst

2004 - 2006

Economic and strategic consulting for electricity and natural gas industries

- Option hedging strategy for portfolio of 17 power plants: analyzed fuel spot prices, futures, and volatility to create a portfolio of options that minimize customer’s risk
- Wind farm locations: analyzed wind patterns, researched tax benefits, and simulated price of electricity to propose best locations for potential wind farms

EDUCATION

MIT SLOAN SCHOOL OF MANAGEMENT

Cambridge, MA

MBA, GMAT 750

2010 - 2012

- As part of Global Lab class, conducted an operational improvement project for a 300 employee commercial printing press in Lagos, Nigeria

SMITH COLLEGE

Northampton, MA

BA in Economics, magna cum laude, GPA 3.9/4.0

2000 - 2004

- Junior Year Abroad at Oxford University, England: coursework in Economics and Mathematics

PERSONAL

- Native speaker in English and Russian, conversant in Spanish