

# Kim Harvey

General Manager | Chief Growth Officer | E-Commerce | AI-first Leader

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Queensland, Australia | Relocating to Victoria | Australian Citizen

## INTRODUCTION

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I grow brands and scale businesses - holding margin and brand authenticity. From head of digital, chief marketing officer to GM owning the full P&L. Seven years in fashion e-commerce with a 93% average annual growth rate, EBITDA at 28% on average, and a team built from 5 to 25. Entrepreneurial spirit and AI-native, automating 280 hours per month and counting.

## KEY RESULTS

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|       |                                               |
|-------|-----------------------------------------------|
| 93%   | average annual growth, seven years running    |
| 3.1x  | acquisition MER at scale                      |
| 60%   | repeat purchase rate                          |
| 28%   | average EBITDA across those seven years       |
| 277%  | revenue growth in new markets, last 12 months |
| 52.7% | new customer growth rate                      |
| 20%   | reduction in product return rate              |
| 43%   | revenue growth in FY26                        |

## SELECTED WORK

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### Scaling a fashion brand at 93% year on year

Collections designed to sell out, and a growth model built on exclusivity.

When I joined zoe kratzmann in 2019, the first action I took was to fire existing agencies. They were pouring money into customers we already had. I audited every channel and developed the strategy and proposition from the ground up: lead generation and list building, storytelling, exclusivity, hype, sell-out. Restocks and a pre-order model where the customer drove demand.

- Revenue grew 550% in the first year
- CLTV up 40%
- aMER held at 3.1x
- 60% repeat purchase rate
- 93% average growth rate

### Rebuilding the creative engine for +43% growth

A creative engine that briefs, tests and delegates itself.

Creative at scale was the new constraint. I rebuilt how concepts are made and judged: a standing idea bank feeding a weekly concept review, a creator-led production model, and dynamic asset builds so a single concept ships as many as 10 iterative variations.

- Creative velocity 50 to 150 assets a month
- 55% win rate
- 28% hook rate and 33% hold rate on video
- Revenue up 43% in FY26
- new customers up 52.7%
- returns down 20%
- aMER held at 3.1x

### Automating 280 hours a month out of the marketing team

The low-value work goes to the machines, the team goes to the work that earns.

I mapped every minute of the team's week and automated 55% of manual work. The time went back into creative, CRO, personalisation and testing.

- 55% of manual work automated
- 280 hours a month returned, at a net cost of \$18,000 a year

The point was to remove myself as the bottleneck for analysis and ideas. Reporting now writes itself: a weekly trade review for the CEO, monthly channel reporting, metric flags, and stock and inventory opportunities surfaced without anyone pulling a file. Email is triaged three times a day. The creative pipeline fills on its own, and project visibility and workload report themselves.

Where the market had no good tool, I built one. A computer-vision cropping engine that uses a YOLO object-detection model to find the garment and figure in each frame, then applies our crop rules as proportions of the crop height and outputs native-resolution 2:3 images. A custom recruitment testing platform, built on Next.js and Supabase, with tokenised candidate links and admin exports, replacing a paid assessment product. Anthropic, Monday, Make and Vercel are the backbone. Next is extending Palmier Pro inside Claude to take on basic video editing.

### **The book club driving an 11% add-to-cart rate**

**Professional development, plus team connection, equals results.**

I started a book club within the digital team and chose a mix of new and old material as the basis for continuous improvement. We set new KPIs, and honed in on 2 key metrics that we believed would have the most impact downstream. We achieved both within 6 months. Add-to-cart rate grew to 11% (from 4%), and pop-up opt-in rates lifted to 10% (from 5%).

- Two metrics chosen by the team
- both hit inside six months

### **Hiring, hard calls and 140% better staff retention**

**Onboarding, training and hiring right, rebuilt from scratch.**

As the business grew, so too did the team. My observation and advice to the CEO was to let some toxic people go, and to allow me to drive the recruitment process, moving away from recruitment agencies. Soft skills, emotional intelligence, resilience and urgency are hired first. Technical skills are important but not critical. Training, onboarding and business transparency were redesigned. Human kindness and feedback are built in to the way we work.

- Staff retention up 140% across the last two years, from roughly 25% to 60%

### **48% more output through Distribution Centre redesign**

**Two quarters at +80% growth left the warehouse unmanageable, with accuracy and stock flow at a tipping point.**

Engaged consultants, with external designs commissioned. Quotes covering used and new materials. Cost benefit analysis over 10 years for maintaining a similar working model versus robotic or semi-automated systems. I decided

- Output up 48% with no new headcount
- 99% accuracy at the July stock take

that our regional location did not warrant robotics when same-day delivery could not be offered.

Documented and planned the entire rebuild transition, including a second offsite location to ensure consistent service. Stock handling, stock movement, procedures, staff training, equipment - everything part of the operation was rebuilt. The rebuild was finalised in February 2026.

## WORKING HISTORY

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SEP 2023 - PRESENT

**General Manager & Chief Marketing Officer** Zoe Kratzmann

I hold full ownership of the P&L, cost management and investment decisions. I own the international expansion strategy, automation, technology and team resourcing. Significant wins:

- 20% annual cost saving on domestic freight through strategic packaging redesign
- 15% annual saving on international freight through volume-based partnerships
- 277% growth in revenue from new international markets
- Nordstrom and Bloomingdale's contract secured and set to launch in late 2026
- Technology investments across product and marketing save the business circa 400 hours per month
- 48% increase in fulfilment with no new headcount through a warehouse redesign
- Unit economics and metrics to scale developed across the P&L, ensuring margins do not slip

FEB 2019 - SEP 2023

**Head of Marketing & Digital** Zoe Kratzmann

I was responsible for growing e-commerce revenue, and did this at an average of 93% per year. I owned and executed the marketing function across agency investments, inventory, the calendar, CRO, media spend, retention and creative. Significant wins:

- 3.1 aMER
- Creative velocity improved from 50 to 150 creatives per month
- 55% win rate
- 28% hook rate on video creative, with a 33% hold rate
- 10% pop-up opt-in rate
- 11% add-to-cart rate
- Loyalty program design and rollout, and a relaunch on a new tech stack

FEB 2018 - FEB 2019

**Head of Strategy** Mo Creative Marketing

A consultancy selling agency output at freelancer prices. I built new service lines and rewrote how they developed client strategy.

- 3 new service lines developed and launched within the first month
- 4 new retainers in the second month
- 300% growth from Klaviyo for a DTC appliance brand

AUG 2016 - FEB 2018

**Head of Creative & Technology** Essential

I took the agency through a major restructure, ran product development and innovation, and built a new process for developing and testing creative concepts across the business. Digital director across government contracts, the Luke Batty Foundation, the Australian Education Union and Housing Affordability.

FEB 2015 - AUG 2016

**Head of Digital, Advertising & Production** Essential

Built the digital and production team from 3 to 9 nationally. I was responsible for creative, digital and advertising for every campaign across TV, out of home, radio, print, web, social, email and cinema. Executed the digital strategy for the disability coalition that saw the NDIS rolled out nation-wide.

## **EDUCATION AND TRAINING**

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**Bachelor of Communication & Media Studies (Digital)** University of Wollongong · 2008-2011 · Dean's Merit List

**Leadership & High-Performance Teams** Australian Institute of Management · 2015-2016

**Data Analytics** General Assembly Australia

**Advanced Leadership · Strategic Design & Systems Thinking** University of Sydney

## **REFEREES**

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Available on request.