

# Christopher Bailey

## Marketing & Ecommerce Leader | Growth & Transformation

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### Executive Summary

I build and scale digital commerce businesses. I operate as your bridge between technical teams and commercial leadership, turning complex systems and data into revenue performance.

I've led ecommerce, marketing, and digital transformation initiatives across retail and agency environments, with full P&L accountability and cross-functional leadership spanning technology, operations, sales, and CX.

- Launched ecommerce from \$0 to \$45M in annual revenue, scaling digital to primary revenue channel
- Launched 6+ marketplaces, driving 21x marketplace growth across Amazon, Best Buy, and Walmart
- Built and led a 100K+ SKU operation with ERP integrations, automation, and structured offshore support
- Led platform transformations (Magento, VTEX, Shopify)
- Built and led cross-functional teams across marketing, ecommerce, merchandising, and customer support
- Industries: Retail, B2B Distribution, Marketplaces, Agency (CPG, Financial Services, Travel, Automotive)

### Core Competencies

- Brand & Marketing Strategy • Digital & Omnichannel Marketing Leadership • Customer Experience (CX) & Loyalty Strategy • Ecommerce Growth & Optimization • Commercial Growth & P&L Leadership • Data-Driven Insights & Performance Measurement • Organizational Transformation & Change Leadership • Strategic Partnerships & Channel Development • Leadership, Culture & Cross-Functional Collaboration • Budgeting, Forecasting & KPI Accountability

### Education

- York University, Bachelor of Science (B.Sc.), Computer Science • Crestcom, Bullet Proof Manager (Leadership & Strategy)
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### Work Experience

**Cosmo Music** | Richmond Hill, ON

Vice President, Ecommerce & Marketing (2021–2025) | Director, Ecommerce & Marketing (2013–2021) |

Ecommerce Manager (2011–2013)

- **Drove business transformation** from a local retailer into Canada's largest and most recognized multi-channel music retail, distribution, and services organization, scaling annual revenue from \$10M to \$50M and establishing ecommerce as the company's primary sales channel.
- **Built Cosmo Music's ecommerce business from the ground up**, launching the company's first online sales channel and scaling it from inception to market leadership. Established all supporting infrastructure (catalog of 100K+ SKUs, platform architecture, logistics, customer support, and IT integration), growing digital revenue 14x and marketplace revenue 21x, exceeding 60% of total company sales through platforms including Amazon, Best Buy, Walmart, Reverb, and The Bay.
- **Redefined brand positioning and marketing operations**, elevating Cosmo from a "mom-and-pop" perception to a nationally recognized destination brand. Launched CosmoFEST, a 14,000+ attendee annual event that

increased sales by 50%, earned NAMM's *Best Marketing & Sales Promotion* award, and secured nearly \$200K in tourism grants.

- **Pioneered store-within-a-store experiences** with Fender, Taylor, Martin, and Yamaha, creating world-first branded retail environments that set new industry benchmarks and drove category-leading sales and customer engagement.
- **Led organizational transformation**, building the company's first full-service marketing, CX, and product enrichment departments, optimizing workflows, and reducing labour costs by 33%.
- **Delivered consistent growth through data-driven marketing**, integrating analytics, automation, and performance optimization across paid, owned, and affiliate channels to increase ROI and customer lifetime value.
- **Appointed the company's first Vice President**, expanding leadership to encompass enterprise strategy, operations, HR, communications, purchasing, and merchandising. Partnered directly with ownership to define the corporate roadmap, lead modernization, and integrate structure, culture, and performance across the organization.

#### **Armstrong Partnership** | Toronto, ON

##### **Digital Project Manager** (February – December 2013)

- **Managed end-to-end delivery** of integrated marketing campaigns and digital initiatives, including email, microsites, event support, and strategic evaluations, ensuring alignment with client goals, budgets, and timelines.
- **Coordinated creative, technical, and account teams** to deliver on-brand solutions that met client expectations.
- **Oversaw scope, estimating, scheduling, and resourcing** for multiple initiatives, balancing internal and external contributors for cost efficiency.
- **Supported client communications**, including on-site reviews at MasterCard's New York HQ, reinforcing strong partnerships with MasterCard (US & Canada), TD Bank, BMO, Merial, Kraft, Post Foods, and Weight Watchers.

#### **Clemenger BBDO Group (.99)** | New Zealand

##### **Executive Producer** (November 2010 – May 2011)

- **Recruited to rebuild** an underperforming digital department, restoring collaboration and leading key hires across design, development, and production.
- **Led creative and technical delivery** for major campaigns, managing client relationships, strategic pitches, estimating, and external resourcing to balance capability, time, and budget. Strengthened partnerships with clients and collaborators (including Google) to advance innovation and digital integration.
- **Delivered award-winning campaigns** through agile leadership and cross-time-zone coordination for Air New Zealand, Mazda, Foodstuffs, and Farmers Trading Company.

#### **SCG (Image Centre)** | New Zealand

##### **Digital Strategist / Director of New Business** (September 2006 – November 2010)

- **Advanced from developer to digital strategy lead**, initially building enterprise websites on Microsoft .NET before moving into client-facing and new business leadership.
- **Directed digital strategy** and proposals for major clients, combining technical insight with creative vision to deliver scalable web solutions. Led pitches and secured new partnerships, driving 30% agency revenue growth through integrated digital campaigns.
- **Aligned creative, marketing, and technology** outputs for Tourism NZ, NZ National Party, OfficeMax, NZ Rugby, and the Blues Rugby franchise.