

Patrick M. Kells, MBA

Merchandising Strategy · Sustainable Growth and Profitability · Team Performance

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Taking senior leadership, team members and guests on an exceptional journey. **Dream it** -- strategically designed with purpose; **Articulate it** -- thought provoking story telling; **Feel it** -- connect and bring people together; **Remember it** -- emotional and indelible. Explore professional portfolio at <https://www.patrickmkells.com>.

Core Strengths and Areas of Expertise

Mix Strategy and Performance	Insight Analysis & Application	Product Development and Buying
Trend-Right Product Innovation	Seasonal Development Calendars	Assortment Mix Planning and Sourcing
Strategic Roadmaps and Dashboard	Key Stakeholder Engagement	Merchandise Price/Value Optimization
Retail Organizational Development	Cross Functional Team Leadership	70/20/10 Merchandise Life Cycle
Design and Operational Excellence	Financial P&L and OTB Management	Vendor Leadership and Performance

International Retail Leadership Experience

Head of Retail (Vice President)

June 2024 to Present

BRITE Management

Innovator -- Evolving location-based entertainment retail for Hasbro and Crayola through leadership and retail strategies. Initial licensed attractions include Planet Playskool, Nerf Action Experience and Crayola Experience.

Vice President, Product Development and Retail

December 2021 to June 2022

Hard Rock International – Davie, FL

Band Leader -- Leadership, strategic direction and financial performance of Hard Rock Café Rock Shops, hotel stores, casino locations, licensing, events and e-commerce – both owned & operated as well as franchised. OTB and P&L accountability for \$325MM+ retail business. Led team of 15 product development, buying, planning, logistics and visual merchandising professionals.

Proprietor

June 2020 to Present

Patrick M. Kells Retail Consultant, LLC – Atlanta, GA

Retail Therapist – Transformative emotional experiences do not happen by chance but by design. Thoughtfully architected strategies to engage talent, satisfy guests and drive business results. I help brands:

- build brand love while driving both financial results and sustainable growth
- become a retail leader & deliver best-in-class quality merchandise and experiential retail environments
- inspire, equip and engage teams to execute with excellence
- create an inclusive, thought-provoking retail organization where all are committed and passionate about creating and delivering relevant guest experiences with impact.

Director, Retail

January 2018 to April 2021

Carnival Corporation – Santa Clara, CA

Memory Maker -- Create, develop, communicate, and excellently execute a transformational retail strategy for Princess Cruises, Holland America Line and Seabourn brands online and onboard. Realize ambition to create the best guest experience in the cruise industry across portfolio – better/best/ultra-luxury.

- **Product** -- Bold simplicity is the powerful impact of reduction. Developed and implemented 5-year merchandise assortment action plan. Year one comp store results included: +14% revenue; +4% per capita spending; +10 ppt gross margin
- **People** – High performance teams exceed expectations when expectations are clearly known. Created and implemented key-item focus to equip and engage the retail organization
- **Place** – Designed Ultra-Luxury Expedition Ships with Tihany -- explore Antarctica with luxurious accommodations

- **Dream It** -- Thought relevancy as part of Holland America Line Executive Leadership Team and Carnival Corporation Global Brand Council
- **Remember It** – delivered 3 new ships designed and purpose built to deliver the best guest experience at Sea
- **Direct** – Product Development; Buying and Planning Teams; OTB; External Design, E-Commerce and Operations Agencies
- **Lead** – Finance; Legal; Procurement; Visual Merchandising; Store Planning and Design; Operations; Marketing; HR

Director, Retail Merchandising

January 2005 to January 2018

The Coca Cola Company – Atlanta, GA

Desire Designer -- ensure the next generation falls in love with Coca-Cola as well as retain fans of the brand through global experiential marketing guest experiences -- immersive environments, global events and merchandise worthy of the world's most iconic brand from big idea through flawless, profitable, sustainable execution.

- **Product** – merchandise connects people and brands keeping the brand alive in their lives for an average of 7 years. Each time they wear that t-shirt they think of the brand. Each time they wear that t-shirt it is an opportunity for others to ask them about brand and for them to share their story about the brand. Retail is a corporate, self-sustaining marketing asset. An asset under my direction delivered a comp store CAGR of 7.6%, Revenue +54.7%, Gross Margin +12 ppt and Conversion +9 ppt
- **People** – engage all and connect all. Driving business results by equipping and empowering people to do the right thing for the business and become such passionate brand advocates it is infectious
- **Place** – familiar yet surprising ... I created meaningful moments that captivate and delight including Coca-Cola Store, Orlando at Disney Springs a joint-collaboration with Walt Disney Imagineering
- **Feel It** -- Led Worldwide Licensing Team with direct reports in London, Tokyo and Atlanta
- **Articulate It** -- Socialized strategy by taking CMO and his Marketing Directors on London retail benchmark excursion
- **Direct** – Product Development; Planning and Visual Merchandising Teams; OTB; External Design, E-Commerce and Consulting Agencies; Franchisees and Liscensors
- **Lead** – Finance; Operations; Marketing; Legal; Key Account Teams and Business Units
- **Positions Held** – Divisional Merchandising Manager; Director, Worldwide Licensing; Regional Merchandising Manager

Location Planning Manager

October 1995 to January 2005

The Walt Disney Company – Orlando, FL

Merchantainer -- balancing retail art and science with an immense amount of Disney MAGIC and innovation to create tangible memories, achieve exceptional guest as well as cast engagement levels and continuously deliver significant ROI and financial growth. My part in the show:

- **Product** – Right product, right place at the right time. Responsible for 1/3 of North America Parks and Resorts Merchandise Revenue and Disney's global flagship achieved \$3,429 \$SF or +23.8% in Revenue
- **People** – Respect and Value Everyone. Leveraged individual differences to motivate others and created organizational impact
- **Place** – The most magical place on Earth. My moment with the brand was not wasted with 30+ capital projects
- **Remember It** -- Developed and Facilitated Disney's Operational Excellence program for the Disney Institute
- **Awards & Recognition**: Partners in Excellence Lifetime Achievement Award, Vice President and founding member of FAMILIES diversity resource group.
- **Direct** – Retail Location Planning Team
- **Lead** – Finance, Operations, Visual Merchandising; Store Design and Planning; Marketing; HR
- **Positions Held** – Brand Manager; Brand Planner; Category Planner; Area Manager; Assistant Store Manager

Education

Master of Business Administration

Florida Atlantic University; Boca Raton, FL

Bachelor of Science, Business Management

Saint Vincent College; Latrobe, PA