

GLOBAL BRAND · MARKETING · GROWTH · LONDON / MILAN

Michelle Sadlier

FORMER DIRECTOR, ZEGNA · INDEPENDENT STRATEGIC ADVISER · CMO MANDATE

I turn brand ambition into *commercial momentum*.

Nineteen years in luxury, fashion and digital commerce — ZEGNA, Hunter, NET-A-PORTER, Karla Otto. I build the system around the creative work so that it travels: campaigns, go-to-market, localisation, retail activation and the investment governance behind them, across EMEA, the Americas and APAC. Now advising leadership teams and founders through moments of change.

€50M+

global marketing investment governed

+33%

Hunter outerwear sales, year on year

3×

promoted across four ZEGNA leadership roles

17

ZEGNA runway and film seasons, SS18 to SS26

1st

NET-A-PORTER paid performance, Meta beta and company Hack Day programmes

1st

digital hire at Karla Otto

3

regions aligned: EMEA, Americas and APAC



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BASED

London · works internationally

CAMPAIGN RECORD

ZEGNA in Dubai

2025

SS26 · an oasis inside Dubai Opera; runway, place and market activation as one world

Vellus Aureum

2025

FW25 · raw cashmere as monumental scenery, carried into product and retail

Oasi Cashmere

2024

FW24 · raw cashmere as monumental scenery, carried into product and retail

Born in Oasi Zegna

2022

The founder's landscape and traceable material as one house platform

ZEGNA × Real Madrid

2022

Official Luxury Travelwear Partner · football and basketball

ZEGNA lists on the NYSE

2021

December · a 111-year-old house explaining continuity and ambition to investors, employees and customers

Four film seasons

2020–22

SS21 to FW22 · from the mill roof to Piazza del Duomo, distributed as a global content system

What Makes a Man

2019

FW19 · Mahershala Ali · a sustained editorial territory across film, portraiture, social and retail

Work *history*

§ 01 · JOURNEY · 2017 — PRESENT

Nov 2025 —
present
LONDON

SADLIER · INDEPENDENT PRACTICE

Independent Brand & Strategic Advisor

Confidential transformation and growth work across luxury, retail and consumer businesses.

Advises executive teams and founder-led ventures on brand transformation, positioning, go-to-market and organisational clarity — mandates to date include **Nordstrom**, **Google AI**, **Invisible Dynamics** and the emerging Savile Row house **The Banshee**, shaping narrative architecture and the operating model that lets a brand idea become customer experience.

2024 — Oct 2025 **ZEGNA**

LONDON / MILAN ·
GLOBAL REMIT

Director, Global Brand Marketing & Retail Activation

THIRD PROMOTION

Added end-to-end go-to-market and retail activation to the global brand and content mandate, reporting into the CMO office.

Governed the global marketing investment across EMEA, the Americas and APAC: wrote the **CMO Budget Guidelines** that set investment discipline for the MarComms organisation and local markets, set the agenda for the **Global Marketing Summit**, and held a central seat on the **Go-to-Market Steering Committee**, aligning C-suite leadership on market priorities, top-client strategy and 1:1 selling.

Carried the final seasons of the tenure from runway to region. **Oasi Cashmere** (FW24, the cashmere mound at Allianz MiCo), **Vellus Aureum** (FW25, the wool meadow) and the SS26 show staged as an oasis inside **Dubai Opera** were each built as a complete brand world — with the product marketing, partnerships, localisation and retail programmes behind them planned alongside the creative, so that markets could sell what the show had said.

Company context: ZEGNA brand DTC revenue grew 6.2% in 2024 (6.1% organic).

2021 — 2024

LONDON / MILAN ·
GLOBAL REMIT

ZEGNA

Global Brand Marketing & Content Director

SECOND PROMOTION

Director-level ownership of the global marketing and communications system through the One Brand period.

Ran brand image, creative and production services, localisation, digital innovation, customer experience, agencies, talent and the budget. Helped steer the enterprise narrative through the **December 2021 NYSE listing**, then gave the transformed house its platforms: the **Real Madrid** partnership (August 2022), which took the house codes to a vast international audience, and **Born in Oasi Zegna** (2022), which turned the founder's landscape and traceable material into one idea across product, content, retail and customer experience.

Returned the runway to the working mill — vicuña flags above Lanificio Zegna's rooftop in Trivero (SS23) — and to Milan's piazzas, while building the localisation frameworks that kept one global brand relevant market by market.

Company context: ZEGNA Group revenue reached €1.1bn in 2023, up 20% year on year, with the Group citing expansion to a broader and younger client base.

How I *lead*

§ 06 · LEADERSHIP

Commercial accountability

Marketing must show up in customer choice and enterprise value. Activity is not an outcome.

Customer truth

Start with what people actually do and value; test the internal story against it.

Creative bravery

Distinctive work needs clear choices, senior protection and an idea that travels.

Organisational clarity

People do their best work when ownership, standards and decision paths are explicit.

Low-ego partnership

Transformation is cross-functional. The job is alignment, not solitary heroics.

CAMPAIGN RECORD · CONTINUED

#UseTheExisting2019
SS20 · Falck steelworks · material responsibility as a house idea

All The World's A Stage2019
SS19 · directed by Luca Guadagnino with William Chan

Defining Moments2017–18
Robert De Niro · a film series about the choices that shape a life

HUNTER · 2014–2017

Rain Starts Play2017
Multi-channel campaign · Hunter's first out-of-home, the Piccadilly Circus takeover with a weather-reactive pop-up

Camp Hunter2015
SS16 · a festival campsite on the Euston parcel deck

Waterfalls2015
AW15 · three waterfalls across an orange runway, Albert Embankment

Mirrored baths2014
SS15 · a catwalk floating above a Victorian pool

Flooded birch forest2014
AW14 · Hunter's London Fashion Week debut

NET-A-PORTER · 2012–2014

The Net Set2013
User-generated campaign into a social shopping platform on every screen

First paid performance2012
The company's first paid social campaigns and Meta beta programmes

RUN OF SHOW · ZEGNA

01	SS18	Università Statale · Milan	
02	FW18	Università Bocconi · Milan	
03	SS19	Palazzo Mondadori · Segrate	
04	FW19	Milano Centrale · Milan	
05	SS20	Falck steelworks · Sesto San Giovanni	
06	FW20	Fonderia Macchi · Bovisa	
07	SS21	Lanificio + Oasi Zegna · Trivero	FILM
08	FW21	Studio film · Milan	FILM
09	SS22	Castello di Masino · Milan	FILM
10	FW22	Oasi Zegna – Piazza del Duomo	FILM
11	SS23	Lanificio Zegna rooftop · Trivero	
12	FW23	Glass chamber · Milan	
13	SS24	Piazza San Fedele · Milan	
14	FW24	Allianz MiCo · Milan	
15	SS25	Industrial hall · Milan	
16	FW25	Allianz MiCo · Milan	
17	SS26	Dubai Opera · Dubai	

EDUCATION

HDip, Journalism & Media Communications
Griffith College Dublin · 2008

Fashion Journalism
London College of Fashion, University of the Arts London · 2008

BA, Media, Marketing & Communication Studies
Dublin Business School · 2005

2019 — 2021

LONDON / MILAN ·
GLOBAL REMIT

FIRST PROMOTION

ZEGNA

Global Head of Brand Marketing & Content

Broadened the mandate from innovation into HQ-to-market brand strategy, seasonal creative, ecommerce, media and digital partnerships.

Built the global campaign system around **What Makes a Man** (FW19, Mahershala Ali) — a question about modern masculinity that gave the house an editorial territory across film, portraiture, social and retail — and around **#UseTheExisting**, launched inside the former Falck steelworks (SS20), which made material responsibility a message markets could carry into product and retail.

When runways paused in 2020, moved the seasonal story to film: four digital-first seasons from the mill roof at Oasi Zegna to Castello di Masino and Piazza del Duomo (SS21 to FW22), distributed as a global content system rather than a show — and set clearer global directives while giving three regions room to execute with relevance.

Jul 2017 — 2019

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JOINED

ZEGNA

Global Head of Brand Marketing & Innovation

Joined at the start of a defining evolution, establishing the brand and digital framework that underpinned the next eight years.

Built an integrated approach across brand, digital, creative and production services, with remit through **Defining Moments** with Robert De Niro, the Luca Guadagnino-directed **All The World's A Stage** with William Chan (SS19) and the first runway chapters of the tenure — a Renaissance courtyard turned tangerine at Università Statale (SS18), snow inside brutalist Bocconi (FW18), the mirrored causeway across Niemeyer's lake at Palazzo Mondadori (SS19) and the marble concourse of Milano Centrale (FW19).

Jan 2014 — Apr 2017

LONDON · GLOBAL
REMIT

HUNTER · BRAND REPOSITIONING

Global Head of Brand & Digital Innovation

Moved a British icon from functional footwear into a fashion conversation, without discarding its heritage.

Led brand and digital innovation from concept to integrated delivery across four **London Fashion Week** worlds — a flooded birch forest (AW14), a mirrored catwalk above a Victorian pool (SS15), three waterfalls across an orange runway (AW15) and a festival campsite on the Euston parcel deck (SS16) — each planned with real-time and second-screen content so the show travelled far beyond the room; platform partnerships recognised by Meta, and coverage in **The New York Times**, **Forbes** and **Digiday**, which named Hunter alongside Burberry as the brands leading London Fashion Week's digital moment.

Delivered **Rain Starts Play** (2017): rain reframed as an invitation rather than an excuse, carried across film, social, retail and product, and Hunter's first out-of-home campaign — a takeover of Piccadilly Circus station with a weather-reactive pop-up. Outerwear sales rose **33% year on year** during the work.

Feb 2012 — Jan 2014

LONDON · GLOBAL
REMIT

NET-A-PORTER · PLATFORM INNOVATION

Global Social Media Manager

Luxury ecommerce while social platforms were becoming commercial and cultural infrastructure.

Led the global social strategy across brand awareness, audience growth, traffic and product engagement, treating social as a cross-functional capability rather than a publishing desk. Launched the company's **first paid performance campaigns** (2012) and **Meta beta programmes** (2013); introduced **The Net Set**, the user-generated campaign that turned community behaviour into a social shopping product across every screen; and created the first company-wide **Hack Day**, bringing marketing, editorial, product and technology into one room.

Earlier *career*

2007 — 2012

Mar 2011 — Feb 2012

Global Digital Lead — Karla Otto · the luxury communications agency's first digital hire; digital strategy for fashion and luxury clients

Jan — Mar 2011

Sponsorship Executive — British Fashion Council

Feb — Dec 2010

Journalist & Producer — Storyful · early team of the social-news start-up later acquired by News Corp; editorial judgement at speed

Feb 2008 — Feb 2010

Account Executive — Bryan Morel PR

Jan 2007 — Feb 2008

Executive Assistant — Louise Kennedy

The work is creative. *The accountability is commercial.*

Most valuable when a business has outgrown its story or its operating model. For Chief Marketing Officer, global brand leadership, board, advisory or speaking conversations — a considered note is enough.

THE FULL DOSSIER

michellesadlier.com

REFERENCES AVAILABLE ON REQUEST · MMXXVI