Alexa Volquarts

INDEPENDENT BOARD MEMBER

SUPERVISORYBOARD MEMBER

EXECUTIVE ADVISOR

Strategic judgement begins with the ability to recognise relationships before they become decisions.

Alexa Volquarts contributes where market signals, organisational realities and owner interests must be brought into one coherent judgement. Her role is not to replace executive decision-making, but to improve the thinking that precedes it: clarifying assumptions, exposing trade-offs and connecting risk, governance and long-term value. Her perspective combines commercial leadership, corporate strategy, entrepreneurship and the responsibilities of committed capital.

BOARD CONTRIBUTION

GOVERNANCE **STRATEGIC RENEWAL** **OWNER PERSPECTIVE**

ORGANISATIONAL CHANGE **INDEPENDENT JUDGEMENT**

Judgement in the boardroom

Aboardaddsvalue whenit improvesthequalityofthe questions before it approves the answer.

01 Strategy

Strategy becomes useful when it converts competing perspectives into a deliberate choice. In a board, Alexa tests the assumptions behind growth, portfolio and market decisions; distinguishes signal from noise; and makes the trade-offs between ambition, capability, capital and timing explicit.

02 Governance

Governance is the architecture that allows judgement to become responsible action. Her contribution is to clarify roles, decision rights, risk and accountability—particularly when ownership, management and supervisory interests overlap or the organisation is moving through transition.

03 Leadership

Boards shape leadership less through instruction than through the quality of their questions. Alexa reads patterns in behaviour, organisation and decision-making, surfaces tensions early and considers whether leadership capacity, structure and culture are aligned with the strategic direction.

CONTRIBUTION

STRATEGIC RENEWAL **GOVERNANCE** **OWNER PERSPECTIVE**

LEADERSHIP **ORGANISATION DEVELOPMENT** **LONG-TERM VALUE**

Experience by board relevance

The chronology matters less than the perspectives it has created.

ENTREPRENEUR

Founder & Managing Partner

W2G GROUP · 2019–PRESENT

Built and leads a group of four businesses focused on property investment, development and rental. This owner perspective brings capital commitment, risk, liquidity, governance and long-term value into the same field of view.

EXECUTIVE LEADERSHIP

Director Strategy, Brand & New Business

MADELEINE · 2020–2022

Member of the senior leadership circle. Anchored the corporate strategy process, set vision and strategic roadmap, built new-business capability and oversaw the enterprise project portfolio—connecting market observation, organisational capacity and management priorities.

COMMERCIAL & ORGANISATIONAL SCALE

Director Marketing & Sales

MADELEINE · 2003–2019

Led marketing, e-commerce, sales, analytics, planning and production. Expanded the function from 4 to 55 FTE, supported revenue growth from about €100m to more than €170m, and developed e-commerce from 3% to around 50% of sales. The board relevance lies in linking customer economics, operating model and investment decisions.

EARLIER EXECUTIVE ROLES

Business Building & Market Development

EMILIALAY · QUELLE/ARCANDOR · SCHECKER · 1999–2014

Built Emilia Lay as a new premium fashion business, including proposition, customer base, team, systems and route to market. Earlier roles at Quelle/Arcandor and Schecker established the market and portfolio perspective that continues to inform her judgement.

Where judgement is applied

Organisation Context

FAMILY-OWNED BUSINESSES

INTERNATIONAL COMPANIES

PREMIUM CONSUMER BRANDS

ENTREPRENEURIAL VENTURES

GROWTH & TRANSITION

CORPORATE DEVELOPMENT

DIGITALISATION

Board Topics

GOVERNANCE

STRATEGIC RENEWAL

EXECUTIVE DECISION-MAKING

ORGANISATION DESIGN

LEADERSHIP

STAKEHOLDER ALIGNMENT

LONG-TERM VALUE CREATION

Markets, organisations and owners cannot be read in isolation.

A board improves the quality of the questions before it approves the answer.

Long-term value requires risk, capital, capability and timing to be considered as one decision.

Formation & perspective

EDUCATION

European Business School (EBS)
DiplomainBusiness Administration,
Oestrich-Winkel
Focus: Marketing and Real Estate Economics

LANGUAGES

German — native
English — fluent
French — basic
Spanish — basic

INTERNATIONAL EXPERIENCE

Arizona · Pamplona
Besançon · Singapore
Academic periods at Thunderbird, Universidad de Navarra and Université de Franche-Comté; secondary education at the German School Singapore.

PROFESSIONAL ENGAGEMENT

eXebs
Working Moms
Founding member and former board member, Nuremberg.

PERSONAL PERSPECTIVE

Photography, architecture, property, travel, gardens and long walks sustain the habit that also shapes her board contribution: looking closely, changing distance and allowing a pattern to emerge before forming a view.

CONTACT

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