VGR LIMÉ

# LIMÉ and VGR conclude a three-year strategic advisory mandate following the brand's transformation from 13th to 1st in the market

- Under VGR's strategic advisory, LIMÉ rose from the 13th largest fashion brand in its market to the undisputed market leader — expanding from 200m² stores to 4,800m² flagships and launching three new business lines in three years.
- VGR developed a holistic commercial strategy grounded in the best practices of the world's top fashion headquarters, rebuilding LIMÉ's commercial architecture, market positioning, product structure, and senior team from the ground up.

***BARCELONA,***

***24th April 2026***

LIMÉ, Russian fashion leader, and VGR, the Barcelona-based fashion advisory boutique, today announced the conclusion of their three-year strategic advisory mandate — a partnership that transformed LIMÉ from the 13th largest fashion brand in its market into its undisputed market leader.

When VGR was engaged by the LIMÉ board, the brief was clear: apply the commercial logic of the world's best fashion organisations to a brand with strong product ambition but without the operational architecture to realise it. Over three years, VGR worked alongside the board and management team on every dimension of that transformation — commercial strategy, buying and planning, product line development, store expansion, and senior team building.

The results speak for themselves. LIMÉ grew from 200m² neighbourhood stores to 4,800m² flagships. It launched three new business lines — Menswear, Kids, and Perfumes — each built on a commercial architecture designed to operate at scale. The senior team expanded from a handful of founding profiles to more than 40 roles recruited and mentored under VGR's guidance. And the brand that entered the mandate ranked 13th concluded it as the market's dominant player.

VGR's advisory approach centred on a direct transfer of operational logic from the world's most studied fashion headquarters — applying the same commercial mechanisms that drive the industry's best performers directly to LIMÉ's specific market context. The mandate included board-level

strategy off-sites, monthly sparring sessions with the management team, and hands-on involvement in the commercial decisions that determined the brand's trajectory.

> *"LIMÉ had the product, the ambition, and the leadership to become the market leader. What it needed was the commercial architecture to make it happen systematically. Building that architecture together — and watching the brand move from 13th to 1st — is the clearest proof that the operational logic of the world's best fashion companies can be transferred. That is what VGR does."*
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> — Pau Almar, Founder, VGR

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**ABOUT PAU ALMAR**

*Pau Almar is the founder of VGR. He spent 14 years inside Zara, Mango, and LIMÉ, building and leading commercial operations across markets, product lines, and business functions. At LIMÉ, he served as the strategic advisor to the board and was the architect of the commercial transformation that took the brand from 13th to 1st in the market. He is a published author on Zara's strategy, a guest lecturer at top universities and business schools including IESE, University of Navarra and Deusto. A regular source for Bloomberg, PARIBAS and Business Insider analysts covering fast fashion.*

**ABOUT VGR**

*VGR is a Barcelona-based advisory boutique helping founders, CEOs, and investment funds craft their own competitive edge based on the best practices of the world's top fashion organisations. Founded by Pau Almar — a former executive at Zara, Mango, and LIMÉ — VGR works at board level on commercial strategy, operational transformation, market positioning, and senior team building. VGR is currently engaged in various confidential mandates with fashion brands and investment funds across Europe and beyond. More information at verygoodretail.ai*

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*LIMÉ, is the market leader in Russia following the exit of the major international players. In a world of irrational consumption, LIMÉ's mission is to offer trends people treasure, sitting in the middle between Zara and Massimo Dutti, with significant higher quality. More information at https://limestore.com/ru_ru/.*