

# JASON THOMAS, CIMA, CMA, MBA

President ▶ Managing Director ▶ Chief Financial Officer



LinkedIn

**Industry target:** Mid-sized to large corporations & brands in digital, technology, FMCG, sports, fashion/luxury, or retail sectors  
**Global oversight:** Greater China, Japan, Korea, Southeast Asia, Pacific, Middle East, Africa, India, & East Europe

**Fiscally Astute Senior Management Executive → Leading Growth, Entrepreneurship, & Strategy Execution**  
**Board Member:** Responsible for all Legal Entities across Greater China & Joint Venture (JV) in Jordan/Israel  
**Quantum Performance Leaps via Digital Transformation + Business Intelligence & Analytics + Growth Strategies**

**\$5.5B+ P&L**  
**12K+ Team Size**  
**25% Net Sales CAGR**

**Executive/Core Leadership Group Member**

**Digital Transformation & Business Turnarounds**

**Trusted Partner, Value Driver, & Legal Counsel**

**Harvard Business School – Executive Leadership Training**

## Examples of Fiscal Authority & Executive Value

**Diversity, Equity, & Inclusion (DE&I) Advocate | Inspirational Mentor, Leader, & Team Builder**  
**Advocate of Fiscal Accountability Culture | Promoter of Shareholder Value | Premier Relationship Builder**

- Growth during tough economic scenarios (pandemic crisis):** ▶ **Championed 60%+ YOY net sales growth** in e-commerce and D2C channel in 2020 and 2021 with 200 basis points rise in profitability.
- Growth by technology & channel transformation:** ▶ **Registered 15%+ YOY growth with 18% YOY operating profits** (2017 – 2019) by leading data-driven transformation through BI with MicroStrategy and Tableau, as well as artificial intelligence (AI), return on marketing investments (ROMI), and marketplace (value-chain) transformation.  
▶ **Added total CRM 61M members into Adidas club ecosystem** with reduced market share gap to 1% from 4% by integrating digital and omnichannels. Standardized systems and processes across entire GCA ecosystem.
- Growth in retail marketplace operating efficiencies & turning around underperformance:** ▶ **Improved productivity and traffic conversions by 18%** in existing stores and scaled down non-productive stores, boosting market share in 15 key cities out of 21 in greater China and reversing declining profitability for partners.
- Growth in bottom lines with focus on top lines as well:** ▶ **Saved \$35M annually** by establishing a future non-trade purchase function for Asia Pacific region, further scaling of shared service function in Dalian. Negotiated **\$70M tax subsidy** with continued investment.
- Growth through building the right operating models:** ▶ **Reduced trade inventory by 19%** and improved market trend responses by building capabilities of speed creation model at the creation center in Asia.

## Executive Career History & Highlights: Overall Growth, Turnaround, & Transformation Results

**President & Managing Director** • Adidas Group (Greater China) – Shanghai, China • September 2019 – Present  
*A global Fortune 500 company ranked #2 in sporting goods with 12K+ employees managing 11K retail stores.*  
**Team: 10 Direct & 6 Indirect | Oversight across Mainland China, Hong Kong, & Taiwan | \$5.5B Annual Turnover**

**Earned progressive responsibilities and promotion** based on stellar performance in previous CFO role – garnered sterling reputation as pivotal driver of 2017 – 2019 growth strategy with net sales CAGR 25% growth and success in setting up the shared services function to align China with other APAC markets.

**At the onset of COVID pandemic in December 2019 in China**, challenged to build digital capabilities while delivering transformational change, consistent forward momentum, and inspirational leadership to the sporting goods leader entering a period of stagnation and slow profit decline. Statistical highlights include:

**GCA: 33% Share of Global Business**

**GCA: 40% Bottom-Line Contribution**

**50% Growth Contribution by 2025**

**35% Sales: China Designed Products**

**50% Women Leaders in Management**

## President & Managing Director continued...

- ▶ **Spearheaded extraordinary turnaround**, leading the global operating model to achieve 60%+ YOY e-commerce and direct-to-consumer channel growth with profitability improvement of 200 basis points in 2020 – 2021.
  - Credited with scaling organization with epic growth of €260M in new business opportunities in the first year by expanding online platform business with JD, WeChat mini-program, and Tik Tok live streaming.
  - Positioned Adidas as #1 sports brand with Tmall.com (Alibaba) in 2019/2020; JD Sports for 3 years in a row, and Tik Tok (Douyin, China) from the first year of operations.
  - Negotiated and secured land to build the 130K square meter largest automated distribution center in Suzhou.
  - As a driving force behind enterprise/channel alliances, partnered with mall developers to open new store formats and flagship in 21 key cities across China.
  - Attained market leadership in 15 out of 21 key cities by trimming down loss-making stores, impacting profitability. Laid down specific trade zone plans to reclaim declining market share.
  - Improved conversion and productivity of existing stores by 18%.
- ▶ **Created an uber-agile organization** – built empowered bench, metrics-focused, and multicultural teams and a future-ready industry leader with DE&I mindset.
  - Structured a 60% new management bench in 18 months with 50% women leaders in the management team.
- ▶ **Revved up the transformation engine**, anticipating new market forces, orienting change efforts toward the modern sports good's consumer, and quickly identifying high-ROI marketing and branding opportunities.
  - **Improved consumer experience by 18% in 2 years** via digital strategies and innovative technology – cultivated digital capabilities on data analytics, live streaming, and rapidly rolling out monumental content creations.
  - **Teamed up with strategic consulting partner** McKinsey to integrate a disparate digital and omnichannel – acquired 61M new members versus previous 19M, thus reducing market share gap from 4% to 1%.
- ▶ **Adidas value propositions – innovation, customization, and brand/status**: Emphasized innovation and strategized rapid expansion in value segment business to address the evolving consumer buying habit.
  - Advocated adoption of a “consumer-obsessed” culture that can act with speed, agility, and empowerment.
  - Targeted key consumer groups and influencers at the precise frequency to create brand desirability and momentum through a well-defined consumer segmentation strategy.
  - Infused 35% sales by establishing a creation center in Asia that developed products in China for China consumers, reduced trade inventory by 19%, and rapidly addressed market trends with newer product lines.

**Panel Lead: Global Fortune 500 forum on sustainability (Hangzhou Oct. 2021)**

**Operated as Board Member for all legal entities in Greater China**

**China transformation team mobilized to fast track growth**

**Chief Financial Officer** • Adidas Group (Asia Pacific) – Shanghai, China • July 2017 – September 2019

**Team: 6 Direct & 6 Indirect | Oversight across Greater China, Japan, Korea, Southeast Asia, & Pacific | \$8.8B+ Turnover**

**Strategically elevated by the group CFO to a highly visible executive leadership position** with multiple charters of:

- 1) Integrating 5 key markets (China, Japan, Korea, SE Asia, and Australia) as a single key regional market,
- 2) Implementing FTE-neutral new regional structure in finance for the APAC region,
- 3) Driving transformational change for rapid, fact-based decision-making and major productivity gains,
- 4) Reimagining business and financial strategies to outperform, outpace, and outshine competitors, and
- 5) Standardizing processes and regulatory compliance, along with financial operations to realize efficiencies.

**As an integral member of the executive leadership group**, guaranteed economic resilience of the global enterprise across multiple business units, jurisdictions, and geographies. Optimized corporate profits by identifying and capitalizing on opportunities to improve operational efficiencies and revenue growth.

- ▶ **Strengthened internal controls, transparency, and compliance** by floating the authorization matrix for APAC.

**Observed a 15%+ Net Sales Growth**

**18%+ Growth in Operating Profits**

**35% Reduction in Central Services OPEX**

**\$70M Tax Benefits Negotiations**

## Chief Financial Officer continued...

- ▶ **Streamlined all company data efforts** under umbrella of data governance and strategic prioritization.
  - Built data analytics capabilities, leveraging AI, ROMI, and marketplace (value-chain) transformation.
  - Launched self-service BI tools and supported leaders in capitalizing on robotics process automation for major productivity and efficiency gains.
  - Emphasized deriving higher ROI through digital and e-commerce capabilities.
- ▶ **Credited with establishing a robust shared service function in Dalian for Asia Pacific.**

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**Managing Director EM Central** • Adidas Group (MENA) – Dubai, UAE • July 2014 – June 2017

**Team: 5 Direct & 5 Indirect | €605M+ Annual Turnover | Team Building, Mentoring, & Leadership**

**Oversight across Middle East, Africa (excluding South Africa), Levant, & Indian Subcontinent (excluding India)**

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**Promoted to helm charge of the emerging markets across central MENA region** – fueled unprecedented revenue growth by building digital marketing and omnichannel capability in phases. Built a high-performance management team from employees across 10 nationalities with 4 women leaders.

- ▶ **Secured 5–12% point lead to main competitor in all markets across EM Central.**
  - Grew digital business across the Gulf region, infusing \$5M in 2016.
  - Attained market leadership position, gaining an edge over competitor Nike by 8%+.
  - Transformed 20 multi-branded stores to mono-branded Adidas stores via a new subsidiary in Morocco.
  - Secured new 12.4K square meters in wholesale multi-branded environment to compete with Reebok.
  - Increased the overall mono-branded retail presence through franchise and own retail by 131 stores.
- ▶ **Start-to-successful deployment and go-live leader of SAP** across 7 legal entities and 4 countries, garnering recognition as the smoothest transition by the Adidas Group.

## Early Career History & Highlights

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**Vice President of Finance EM** • Adidas Group (MENA) – Dubai, UAE • May 2003 – July 2014

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- ▶ **Triggered an upsurge in the business with net sales CAGR of 18% and contribution CAGR of 18.5%, including one of the highest profitability percentages in the group—30.3%.**
- ▶ **Received “Strong” internal audit rating** from the Adidas Group – Global Internal Audit function.
- ▶ **Functioned as Legal Counsel for MENA region.**
- ▶ **Navigated 2 economic crises in Egypt**, delivering healthy top line, bottom line over 25%, and positive cash flow.
- ▶ **Led JVs in Jordan and Israel**, surpassing shareholder ROI with a payback of 16 months on the buy-out value for the Adidas Group.
  - Acquired majority shares of the JV in Israel with 27.6% contribution of net sales vs. 10.6% at the start in 2009.
  - 100% buy-out of Jordan JV partner with 29.4% contribution of the company vs. 21.1% contribution at the start.

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**Finance Manager, Tetra Pak Gulf | Financial Analyst, Spinneys | Financial Analyst, McDermott**

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## Education & Certifications

**Harvard Business School • Executive Leadership Training** • 2018 & 2019

**Master of Business Administration (MBA) in Finance & Marketing** • Edinburgh Business School – Heriot-Watt University, Edinburgh, UK

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**Certified Management Accountant (CMA)** • Institute of Certified Management Accountants, New York, US

**Chartered Institute of Management Accountant (CIMA)** • UK

**Professional qualification: Association of Accounting Technician (AAT)** London, UK, with Distinction.