

# Helen Thompson

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## Personal Purpose

With a strong track record in building consumer brands across Europe and International markets, my personal purpose is to continue to utilise these strengths and experiences to lead and build successful business and profitability and to leverage these skills to support the growth ambitions of non profit and profit organisations to successfully scale and expand across European and International geographies.

## Career Profile

A board member and executive leadership team member with significant consumer brand European and international experience. Full fiduciary and P&L accountability. A commercial and operational career gained within fashion, apparel, baby goods and footwear sectors. With multi-channel scope including Retail, Franchise, Wholesale and owned and third-party e-commerce operations

## Key skills and Competencies

- Consumer focused approach to building brands
  - Executive and non-executive Board Level experience
  - Variety of ownership structures – public, family, founder led, private equity.
  - P&L accountability for international regions. Highly commercial
  - Leadership of large multi-cultural, local and global teams to deliver sales and profit targets
  - A people focused approach with a strength in the development of individuals and teams
  - Extensive international experience, especially in building international strategic partnerships
  - Proven delivery of large business change programmes and projects
  - Strategic planning and ability to shape and influence an organisation at all levels
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## Non-Executive Board and Advisory Roles



### **Non-Executive Director ChildFund International.** Jan 2019 to date.

Working as a member of the Board of Directors helping ChildFund deliver on its mission: to help deprived, excluded and vulnerable children to have the capacity to improve their lives and the opportunity to become young adults, parents and leaders who bring lasting and positive change in their communities.



### **Advisor to Buzz Women. Netherlands and India.** June 2019 to date

Pro Bono advisor to Buzz Women, a Non-Profit Organisation, to support them to scale their mission: to enable low income women, who have desire and aspiration but lack courage or skill, to build the confidence, passion, skill and entrepreneurial energy to realize their dreams through financial training and entrepreneurial and leadership development.

**Managing Director TOMS EMEA BV. Amsterdam.** Feb 2016 to date.

Accountable as part of the TOMS Executive Leadership Team for developing the TOMS global brand and business. Responsible for the development and delivery of the strategy to build the brand across Europe, Middle East, India and Africa. Reporting directly to the CEO this role is a key member of the Executive Leadership Team:

- Leadership of the TOMS global mission to Use Business to Improve Lives in EMEA, ensuring the region remains true to the TOMS vision and values.
- Executive leadership of the EMEA operations, building long term strategic partnerships
- Full P&L, fiduciary and policy responsibility for the TOMS EMEA business.
- Revenue growth of 50% and prudent cost management, grew profit over four years from a loss to EUR 6M profit per year.
- Building the brand through a strong understanding of the EMEA TOMS consumer, both their product needs and the issue areas that matter to them to ensure strong locally led development of impact investments and giving story telling.
- Development and delivering appropriate market entry and channel strategies.
- Responsibility for leading a large and multi-cultural team of employees and Distributor businesses.
- Leadership for the Global organisation of our programme of work within sustainability delivering in excess of 25% sustainability across all product and capsule product collections – Earthwise – that deliver in excess of 50%.
- Leadership at executive level of our global strategic planning.

**Managing Director ECCO EMEA BV. Amsterdam.** Sept 2014 to Jan 2016.

Managing Director of ECCO EMEA with responsibility for the successful operations in 66 markets across the Region:

- Chair of the ECCO EMEA Managing Board and Board Director for ECCO EMEA BV, ECCO Ireland, ECCO Turkey, ECCO Germany, ECCO Middle East.
- Managing multiple markets covering subsidiaries, Branch offices, JVs, Distributors and Franchisees.
- Responsible for the Strategic leadership and operational management through a region leadership team.
- Leadership of a 150+ multicultural team based in Amsterdam with a further 300+ team throughout EMEA.
- Implemented organizational change in 2015 to establish a consumer approach to leading and building EMEA.
- Full P&L accountability for the ECCO EMEA region with net turnover responsibility of €650M and €80M profit.
- Full accountability for the talent and succession management of the ECCO EMEA Managing Board.
- Leadership of a multi-channel operation (Wholesale, Retail, Franchise, e-commerce, factory Outlet)

**Clarks International Ltd, Street, Somerset.** June 2002 to Sept 2014**Europe Region Director,** Jan 2012 to Sept 2014

A member of the Clarks Executive Leadership Board, developing and delivering strategy and leading the Clarks organisation. Executive level accountability for delivering the growth and profit ambitions for Clarks in Europe.

- Full P&L accountability with a net turnover responsibility of £185M PA and £40M profit. Profit result for 2013 +8% and for 2014 +13%, significantly out-performing the market.
- Implemented the new Europe Region Leadership team and new organisational structure in 2012.
- Set up the complete Europe region organisation through substantial people change programmes.
- Set up local language Clarks websites to cater for the Dutch, German, French and Spanish markets delivering +50% growth over three years.
- Delivered strong growth in Franchise stores and sales and opened a chain of Factory Outlet stores in Europe
- Set up capability and processes to enable Clarks to address the consumer needs in Europe.

**Head of International Franchise.** Nov 2008 to Dec 2011

Leadership of the International Franchise business, from an 80 store business in 2008 to 330 stores in 2011.

- Turnover +178% and Profit 144%, 2011 vs 2008. Share of the International business 13% in 08 to 26% in 11.
- Built International Franchise to form a leading growth strategy for the Clarks business.
- Delivered a plan of activity to enable the acceleration of growth in 2011 of 100 new stores.
- Led the growth as a substantial change management programme.
- Achieved industry commendation for our Franchise Brand proposition.
- Leadership of both a direct reporting team (50 people) and multiple indirect teams across HQ and markets.

## **Head of Distributor Markets.** Sept 2010 to Dec 2011. Concurrent with above role.

P&L and business development responsibility for the three Southern Hemisphere territories; South East Asia and Australasia, South America and the Middle East, with £11M of controllable profit per year.

- Achievement of P&L and development targets growing profit by 20% in one year.
- Leadership of market based, multi-cultural teams totalling 50 people.
- Accountability for the set up of Clarks South East Asia as a subsidiary in 2011
- Delivered a substantial renegotiation with the Saudi Arabian key strategic partner

## **Sales Operations Manager.** Jan 2007 to Nov 2008

Responsible for the UK and International Sales Operations function. Delivering both the ongoing operational support to the Clarks territory teams and large change projects to drive the business growth agenda.

- Successfully implemented International new store opening processes to enable store numbers to be scaled.
- Delivered new processes to improve international store brand delivery.

## **Distribution Planning Manager.** June 2002 to Jan 2007

Responsible for leading all aspects of distribution planning across all channels for the UK and International markets. This included owner of the business distribution strategy, store location planning and store space and design planning.

- Successfully managed the UK programme of circa 50 refits each year
- Successfully developed and implemented a new store design concept
- Successfully managed the key UK retail third party relationships of BAA and Mothercare

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## **Mothercare PLC, International Franchise Development Mgr.** Jan 98 – June 02.



Accountability for a region of international markets. Responsibility for 100 stores across 11 markets, turnover £80M.

Ownership of – Europe (Ireland, Greece, Cyprus, Portugal, Benelux, Central Europe, Russia), The Middle East (Saudi, UAE and Kuwait) and Asia (Japan, Taiwan, Hong Kong, Malaysia, Singapore, New Zealand)

- Responsible for new market start ups in Russia, Poland, Hungary, Czech Rep, Taiwan.
- Leadership of large teams, both Internationally based multi cultural customer teams and HQ support teams

## **Country Manager – Japan.** Jan 1996 – Jan 1998

Specific responsibility for managing the rapidly developing franchise business in Japan. Grew the business from 22 to 30 retail stores and sales by 35%. Implemented a series of focussed product initiatives to address Japanese requirements. Set up integrated support processes and a programme of training

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## **Tokyo, Japan,** Jan 1994 – May 1995

Year spent living in Tokyo studying Japanese and teaching English.

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## **Education**

1994	Japanese Proficiency exams levels 3 and 4 (equivalent to UK 'A' and 'O' levels respectively)
1989	Diploma in Marketing
1987	Upper second class honours degree in Geographical Science

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## **Other Accomplishments**



Regular speaking engagements to showcase TOMS and its innovative business model.

Participated in two Giving Trips into the field to experience TOMS giving with two key partners:

With Sesego Cares in Johannesburg, South Africa and with Save the Children in Tennessee, USA.



Most Inspirational Woman in Retail Footwear. Award for Excellence in Philanthropic Business Initiatives