
Wei Ling Tan

CHIEF MARKETING OFFICER · FAST-MOVING
CONSUMER GOODS
ASIA-PACIFIC MULTI-MARKET SCOPE · BRAND, DIGITAL
COMMERCE AND GROWTH

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Executive Profile

Regional marketing executive with 21 years of experience in fast-moving consumer goods across Asia-Pacific, most recently as Chief Marketing Officer for a global FMCG group covering 14 markets, **USD 3.2 billion** in regional net revenue and a marketing investment budget of **USD 410 million**. Proven track record of building brand-led commercial growth in structurally different markets, converting traditional trade portfolios into credible digital commerce businesses, and imposing investment discipline on regional marketing spend without reducing it. Operates at regional executive committee level and partners closely with general management, sales, supply chain and global category leadership.

Combines the portfolio judgement of a brand marketer with the investment discipline of a commercial executive, a pairing that is scarce in a function where the two arguments are usually held by different people. Recognised regionally for rebuilding the innovation pipeline and for shifting marketing investment from overhead into working media at constant total cost. Fluent in English and Mandarin Chinese, with working Bahasa Melayu, and has led distributed marketing teams across developed and emerging Asian markets throughout her career. Available immediately following a planned career break, and seeking a regional or global chief marketing officer mandate in consumer goods.

Selected Career Highlights

USD 2.4bn → USD 3.2bn

Regional Revenue Growth. Grew Asia-Pacific net revenue across **14 markets** in under five years, including two pandemic-affected trading years.

240 people · 14 markets

Genuine Multi-Market Mandate. Led a regional marketing organisation across 14 markets and a Singapore hub, holding the regional marketing investment budget of **USD 410 million** centrally rather than devolving it.

6% → 19%

Digital Commerce Shift. Took e-commerce from 6% to 19% of regional net revenue, building dedicated digital commerce capability in **nine markets**.

USD 53m released

Marketing Investment Discipline. Raised the working media ratio from **58% to 71%**, moving USD 53 million into consumer-facing media with no increase in total marketing spend.

6% → 14%

Innovation Pipeline Rebuild. Increased the contribution of products launched within the prior three years to 14% of regional net revenue.

Share gains in 9 of 14

Share Performance. Delivered value share gains in nine of fourteen markets, including **3.1 percentage points** in Indonesia and **2.4 percentage points** in Vietnam.

Career Experience

Career Break

FEB 2025 – AUG 2026

Planned eighteen-month break taken for family reasons, now concluded and available for appointment.

Chief Marketing Officer, Asia-Pacific

MAR 2020 – JAN 2025

Global FMCG group · Asia-Pacific region · 14 markets · USD 3.2bn regional net revenue

Scope: regional marketing accountability across Australia, China, Hong Kong SAR, India, Indonesia, Japan, Malaysia, New Zealand, the Philippines, Singapore, South Korea, Taiwan, Thailand and Vietnam, covering **USD 3.2 billion** in net revenue and a marketing investment budget of **USD 410 million**. Led a marketing organisation of **240** comprising in-market marketing teams with a solid reporting line to the regional hub in Singapore. Reported to the Asia-Pacific President with a functional line to the Global Chief Marketing Officer. Member of the Asia-Pacific Regional Executive Committee and chair of the regional marketing investment committee.

KEY CONTRIBUTIONS

- **Regional Marketing Strategy:** Rebuilt the Asia-Pacific marketing strategy around a two-cluster model, separating developed markets competing on premiumisation from emerging markets competing on penetration and pack architecture, and resourced each cluster differently.
- **Brand Portfolio Architecture:** Rationalised a fragmented regional portfolio inherited from successive local acquisitions, concentrating investment behind fewer, larger brands and exiting sub-scale positions that consumed disproportionate marketing and supply chain cost.
- **Digital Commerce Development:** Built regional digital commerce capability from a standing start, establishing platform partnerships, content operations and retail media practice across the major Asian marketplaces and the region's quick-commerce channels.
- **Marketing Investment Governance:** Established a regional investment committee with a single measurement framework across all 14 markets, replacing fourteen local approaches to marketing return and moving budget allocation from historic precedent to evidenced contribution.
- **Innovation and Renovation:** Reset the regional innovation pipeline around consumer need states rather than market-by-market line extensions, introducing stage gates and a regional launch standard applied consistently across clusters.
- **Consumer Insight and Analytics:** Consolidated regional research spend and built an in-house analytics capability covering brand health, media mix and pricing elasticity, giving general management a common evidence base for commercial decisions.

- **Executive Partnership:** Presented regional marketing performance and investment cases to the Asia-Pacific Regional Executive Committee and to global category leadership, and contributed to the annual regional strategy and budget cycle.
- **Organisation and Talent:** Restructured the regional marketing organisation, appointing five of six direct reports from within Asia-Pacific and establishing a regional talent programme that supplied marketing directors to three markets and one global category role.

SELECTED ACHIEVEMENTS

- Grew regional net revenue from **USD 2.4 billion to USD 3.2 billion** and delivered value share gains in **9 of 14 markets**.
- Took e-commerce from **6% to 19%** of regional net revenue, with dedicated digital commerce teams established in **nine markets**.
- Raised the working media ratio from **58% to 71%** of the **USD 410 million** budget, releasing **USD 53 million** into working media at constant total spend.
- Increased the revenue contribution of products launched within three years from **6% to 14%**.
- Reduced the regional brand portfolio from **31 brands to 19** while growing regional net revenue.

Regional Marketing Director, Home and Personal Care, Asia-Pacific

JUL 2016 – FEB 2020

Global FMCG group

Scope: category marketing accountability for home and personal care across **11 Asia-Pacific markets**, covering **USD 940 million** in category net revenue and a team of **74**. Reported to the Asia-Pacific Chief Marketing Officer, partnering with market general managers on category strategy, pricing and range.

KEY CONTRIBUTIONS

- **Category Growth Strategy:** Repositioned the category from a volume-led proposition to a premiumisation strategy built on tiered pack architecture and differentiated claims by market.
- **Route to Market Alignment:** Rebuilt category activation separately for modern trade, traditional trade and e-commerce, ending a single regional plan that had suited none of the three.
- **Media Effectiveness:** Consolidated fragmented market media buying into a regional agency arrangement, improving reach efficiency and standardising measurement across all 11 markets.
- **Launch Execution:** Directed the category's largest regional launch programme, sequencing entry across markets by channel readiness rather than launching simultaneously.
- **Capability Building:** Introduced a regional marketing capability curriculum covering brand strategy, digital and commercial finance, extended subsequently to other categories.

SELECTED ACHIEVEMENTS

- Grew category net revenue from **USD 690 million to USD 940 million** across **11 markets**.
- Increased the premium tier from **22% to 37%** of category net revenue.
- Reduced cost per reach point by **24%** through regional media consolidation.

Marketing Director, South East Asia

JAN 2013 – JUN 2016

Regional beverages business · six markets

Scope: marketing accountability across Singapore, Malaysia, Thailand, Indonesia, the Philippines and Vietnam, covering **USD 420 million** in net revenue and a team of **38**. Reported to the South East Asia Managing Director.

KEY CONTRIBUTIONS

- **Portfolio Strategy:** Restructured the brand portfolio around three consumer occasions, clarifying overlapping positionings that had been developed market by market.
- **Chilled Range Launch:** Led the launch of a chilled ready-to-drink range across four markets, covering proposition, pack, pricing and the cold chain implications with supply chain and sales.
- **Local Market Marketing:** Built local-language creative and activation capability in Thailand, Indonesia and Vietnam, replacing adapted regional material with market-originated work.
- **Trade Marketing Integration:** Merged brand and trade marketing into a single planning cycle, aligning consumer campaigns with in-store execution windows.

SELECTED ACHIEVEMENTS

- Grew South East Asia net revenue from **USD 310 million to USD 420 million**.
- Delivered a chilled ready-to-drink launch across four markets contributing **USD 46 million** in its second year.

Senior Brand Manager, then Brand Manager

MAR 2008 – DEC 2012

Multinational FMCG company · Singapore and Malaysia

Scope: full brand accountability for a personal care portfolio across Singapore and Malaysia, including annual brand planning, media, innovation and pricing.

KEY CONTRIBUTIONS

- **Brand Repositioning:** Repositioned a mature personal care brand around a sensitive-skin claim, supported by a reformulated range and a new pack design.
- **Innovation Delivery:** Managed the brand's innovation calendar end to end, from concept testing through to launch and post-launch review.
- **Commercial Planning:** Partnered with sales on promotional strategy and trade investment, improving promotional return through fewer, deeper events.

SELECTED ACHIEVEMENT

- Grew brand value share by **2.8 percentage points** across two markets over three years.

Early Career

FEB 2004 – FEB 2008

Regional consumer products company · Singapore

Assistant Brand Manager (2006 – 2008) · Marketing Executive, graduate programme (2004 – 2006)

Progressed through the marketing function across household and personal care, completing the company's graduate marketing programme and taking first full brand accountability in 2006.

Education

Master of Business Administration · 2015

INSEAD, Singapore and Fontainebleau campuses

Bachelor of Business Administration (Honours), Marketing · 2003

National University of Singapore

Executive Committee and Governance

- **Member**, Asia-Pacific Regional Executive Committee, 2020 – 2025
- **Chair**, regional marketing investment committee, 2021 – 2025
- **Member**, global marketing leadership council, 2020 – 2025

Professional Development

- Generative AI for Marketing Leaders, National University of Singapore Business School, 2026
- Leading Digital Business Transformation, IMD Business School, 2021
- Advanced Marketing Management, Kellogg School of Management, Northwestern University, 2018

Core Competencies

Regional Marketing Leadership

Multi-market strategy · Regional operating models · Developed and emerging market clusters · Regional executive committee · Global and local governance

Brand and Portfolio Strategy

Portfolio architecture · Premiumisation · Positioning and claims · Pack and price architecture · Brand rationalisation

Digital and Commerce

E-commerce strategy · Retail media · Marketplace and quick commerce · Content operations · Direct-to-consumer

Marketing Effectiveness and Investment

Marketing investment governance · Media mix modelling · Working media ratio · Pricing elasticity · Brand health measurement

Innovation and Insight

Innovation pipeline design · Stage gate governance · Consumer need states · Concept and product testing · Consumer analytics

Organisation and Talent

Distributed team leadership · Marketing capability building · Succession and talent pipelines · Agency model design

LANGUAGES

English (native) · Mandarin Chinese (native) · Bahasa Melayu (working proficiency) · Cantonese (conversational)

MEMBERSHIPS

Singapore Institute of Directors · Institute of Advertising Singapore

REFERENCES

Available on request.