

# DENIS DO

## Finance Director | Strategy, Operations & Revenue Growth | APAC

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### PROFESSIONAL SUMMARY

Finance Director and strategy operator with 15+ years driving commercial growth, go-to-market execution, and revenue operations across APAC and EMEA. I work at the intersection of strategy, data, and execution — translating ambiguous business objectives into operating models, planning frameworks, and measurable outcomes. My career has spanned technology, digital advertising, media, and marketing organisations at regional scale, consistently in roles requiring both analytical depth and the ability to lead change across complex, cross-functional environments. I am technically fluent across SQL, R, Python, Tableau, AppScript, and Salesforce — and apply that toolkit to improve how organisations make decisions, not just report on them. I thrive in high-ambiguity, fast-paced environments and have a track record of building systems, influencing without authority, and partnering directly with senior leadership to shape strategy and accelerate growth.

### CORE COMPETENCIES

Strategy & Operations · Go-to-Market Design & Execution · APAC Commercial Growth · Cross-Functional Program Management  
Revenue Forecasting & Pipeline Analysis · Annual & Long-Range Planning · Sales Operations & Target Setting · Performance KPI Frameworks

SQL · R · Python · AppScript · Tableau · Salesforce · Vertica · Influence Without Authority · First-Principles Problem Solving · Executive Stakeholder Management

### PROFESSIONAL EXPERIENCE

#### Finance Director, APAC · adm × Indicia

May 2025 – Present | Singapore

*Strategy, Sales Operations, and Commercial Finance lead across 10+ APAC markets. Own the full planning cycle, go-to-market architecture, and cross-functional alignment with Sales, Operations, and regional C-suite leadership.*

- Designed APAC-wide go-to-market operating model from first principles — defining territory structure, pricing governance, pipeline frameworks, and performance benchmarks — replacing fragmented country-level approaches with a unified regional execution framework across 10+ markets.
- Led post-acquisition integration of Indicia (July 2025): aligned forecasting models, reporting infrastructure, commercial governance, and financial controls across two legacy organisations, establishing a coherent operating model within 90 days.
- Own the end-to-end APAC planning cycle — annual budget, rolling forecast, pacing, and long-range plan — with direct C-suite accountability for forecast accuracy, scenario definition, and strategic risk framing.
- Advise executive leadership on revenue planning and growth allocation, translating regional pipeline data and market signals into actionable territory models and investment recommendations.
- Built and lead a cross-functional team spanning Commercial Finance, FP&A, and Controllershship — establishing service delivery standards, operational rhythm, and alignment across the region.

#### Finance Director · Maker Lab

Feb 2024 – May 2025 | Singapore

*Directed finance, strategy, and operations for a fast-growing marketing technology firm serving major APAC enterprise clients.*

- Partnered with executive leadership on commercial strategy, cost governance, and revenue planning — translating business objectives into financial frameworks guiding investment and client decisions.
- Redesigned core planning and reporting processes, reducing manual load and accelerating decision cycles — enabling the business to scale without proportional overhead growth.
- Produced scenario analyses and profitability models improving visibility into client-level margins and scope performance, directly informing contract and pricing decisions.

## Revenue Finance Senior Manager, JAPAC · X (formerly Twitter)

July 2019 – Feb 2024 | Singapore

*Commercial strategy and operations lead for a \$1B+ annual revenue digital advertising business across JAPAC. Built the planning frameworks, analytical infrastructure, and automation tools the organisation ran on across 10+ country markets.*

- Acted as strategic partner to Country Managing Directors and JAPAC Sales leadership — translating global strategy into regional operating plans, driving execution across a complex multi-country, multi-stakeholder organisation.
- Designed and owned end-to-end JAPAC annual and quarterly planning: target-setting methodology, forecast cadence, pipeline analysis, KPI frameworks, and performance tracking across 10+ markets.
- Built and deployed global Tableau revenue dashboards — replacing fragmented manual reporting with a standardised real-time performance monitoring system used by senior leadership across multiple geographies.
- Automated the finance and sales operations stack using R, SQL, Python, and Google AppScript — eliminating manual data pipelines, improving forecast accuracy, and freeing capacity for higher-value strategic work.
- Managed commercial evaluation and governance of revenue-generating partnership deals across agencies and advertisers throughout JAPAC — maintaining deal economics standards and commercial rigour at scale.

## FP&A Manager · honestbee

Sept 2018 – July 2019 | Singapore

- Led regional management reporting, consolidation, and data analysis across a high-growth, multi-country e-commerce operation; coordinated quarterly budgeting and long-term strategy planning.
- Produced financial models, dashboards, and performance analyses supporting internal leadership and investor reporting across Southeast Asia.

## Treasury Manager · LVMH Fragrances & Cosmetics

May 2015 – Sept 2018 | Singapore

- Managed FX and cash forecasting for 5 global luxury brands (Dior, Guerlain, Make Up For Ever, Benefit, Fresh) with accountability for liquidity management and currency risk advisory to global HQ.
- Designed and implemented treasury automation tools — new cash and FX reporting systems and automated bank reconciliations — an early and consistent pattern of process improvement through technology.

## FP&A Analyst & Group Commercial Finance Lead · Europcar International

Nov 2010 – Feb 2015 | Paris, France

- Analysed a €400M group lead portfolio across 8 countries to maximise returns during contract negotiations and RFPs; presented recommendations to senior finance and sales management.
- Coordinated month-end consolidation, multi-year planning, and investor relations reporting for group subsidiaries across Europe.

## EDUCATION

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**M.Sc. in Management** — KEDGE Business School 2006 – 2010

**B.S. in Economics & Management** — Paris Panthéon-Sorbonne 2003 – 2006

## LANGUAGES

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English (Fluent) | French (Native) | Vietnamese (Conversational) | Spanish (Basic)