



# Mohamed Nadhir Majeed

Digital Transformation, Business Expansion & Organisational Change Management Strategist

Dynamic Strategic Transformation Executive with over 8 years of experience at MAS Holdings Pvt. Ltd, specialising in driving corporate growth, strategic diversification, and operational efficiency in a global context. Demonstrated excellence in spearheading strategic initiatives in partnership with top-tier consultants, achieving a transformative impact on organisational valuation and profitability. Proven leader in cost-reduction strategies, resulting in significant savings and enhanced profitability. Instrumental in crafting and implementing a forward-looking strategic roadmap, leading MAS towards achieving its 2025 goals with a focus on innovation, agility, and sustainable growth.

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## PROFESSIONAL EXPERIENCE

### Assistant Manager – Digital Transformation

MAS Intimates Pvt. Ltd, Colombo, Sri Lanka

2023 - Present

Led the 'Value Beyond FOB' initiative, pivotal in driving transformative business strategies and pioneering innovative models that extend beyond traditional Free Board (FOB) engagements. Enhanced the company's adaptability to new market trends and digital environments.

Key Contributions,

- Directed projects with a portfolio valued at USD 50 million, focusing on innovative supply chain extension models. These initiatives will significantly boost MAS's revenue growth and operational efficiency by year-end 2023.
- Launched and scaled new business models, generating sustained revenue growth of USD 3 million with double-digit profitability margins. Demonstrated exceptional market acumen and strategic financial management capabilities.
- Championed the development and execution of advanced business models, including Direct-to-Consumer, Drop-Shipping, and Inventory Models. These efforts have diversified MAS's revenue streams and positioned the company as a leader in modern commerce trends.

### Assistant Manager – Strategic Planning

MAS Intimates Pvt. Ltd, Semarang, Indonesia

2021 - 2023

Spearheaded strategic initiatives across Indonesia and Bangladesh, aiming for a collective revenue target of USD 500 million by 2024. Focused on enhancing garment and raw material sourcing operations to drive organizational growth.

Key Contributions,

- Led the transformation of Indonesia into a key manufacturing and sourcing hub with a strategic investment plan of USD 300 million by 2024, elevating the region's significance within global operations.
- Positioned Bangladesh as a primary capacity generator, securing USD 200 million in investments and serving as the chief liaison for major clients like Victoria's Secret (VS), PVH Corp., Lululemon, and Lacoste.
- Recognized as a Young Leader for Indonesia & Bangladesh, instrumental in expanding the global footprint to represent 40% of total capacity and achieving approximately 50% vertical integration by 2025.
- Directed market intelligence efforts to explore new business opportunities in luxury apparel and POLO shirt segments, setting the stage for brand introductions in these markets.
- Initiated strategic discussions to establish front-end marketing operations in Indonesia and Bangladesh using a Hub & Spoke model, marking MAS's first ventures into developing and sourcing capabilities closer to customer bases. Facilitated the transfer of learnings to Bangladesh for actual setup.



## CAREER SNAPSHOT

Assistant Manager – Digital Transformation, MAS Intimates Pvt. Ltd, Sri Lanka | 2023 - Present

Assistant Manager – Strategic Planning, MAS Intimates Pvt. Ltd, Indonesia | 2021 - 2023

Executive – Strategic Transformation, MAS Holdings Pvt. Ltd (HQ), Sri Lanka | 2019 - 2020

Group Initiative Lead: MAS 2025 Strategy, MAS Holdings Pvt. Ltd (HQ), Sri Lanka | 2018

Executive - Digital Entrepreneurship, MAS Intimates Pvt. Ltd, Sri Lanka | 2017 - 2018

Executive – Business Analyst, MAS Intimates Pvt. Ltd, Sri Lanka | 2016 - 2017



## AREAS OF SPECIALISATION

Strategic Planning & Market Analysis

Digital Transformation and Innovation

Business Development and Revenue Growth

Collaborative Leadership and Stakeholder Engagement



## PROFESSIONAL EXPERIENCE

### Executive – Strategic Transformation

MAS Holdings Pvt. Ltd (HQ), Colombo Sri Lanka

2019 - 2020

*Played a pivotal role in steering MAS Holdings towards its 2025 strategic goals, serving as a key contributor to the organization's transformation journey under the direct mentorship of the Group CEO.*

#### Key Contributions,

- Led comprehensive geopolitical risk analyses, identifying key opportunities for global operations and enhancing decision-making processes at the executive level. This enabled MAS Holdings to position itself strategically on a global scale.
- Championed the preliminary exploration of the 'Revenue Offense' strategy, laying the groundwork for a new business development and growth unit. This initiative was key in identifying untapped revenue streams, contributing significantly to MAS's sustained growth and strategic diversification.
- Co-led the 'Beyond the Immediate Crisis Team' with McKinsey & Co., developing an agile planning framework to navigate post-COVID challenges. This initiative ensured strategic flexibility across diverse market conditions, enhancing the company's adaptability and resilience.
- Developed and implemented a cross-collaborative capacity-sharing strategy, optimizing and managing foreign capacity with a governance model considering factory capability, capacity availability, and pricing models. This facilitated optimal capacity use within a guided framework, enhancing factory operations efficiency.

### Executive – Group Initiative: MAS 2025 Strategy

MAS Holdings Pvt. Ltd (HQ), Colombo, Sri Lanka

2018

*An instrumental member of an elite joint strategy team composed of MAS's top talent and McKinsey & Co. consultants, tasked with crafting a comprehensive strategic roadmap for achieving MAS's objectives leading up to 2025.*

#### Key Contributions,

- Contributed significantly to formulating and implementing MAS's 2025 strategy, enhancing the organization's valuation to USD 3.5 billion and driving transformative change across the group.
- Evaluated over 50 diversification opportunities, identifying three key investments that perfectly align with MAS's core competencies, ensuring strategic growth and innovation.
- Spearheaded the 'Transformation Readiness' workstream, engaging directly with over 8,900 MAS executives to significantly bolster the organization's preparedness for transformation and fostering a culture of agility and resilience.
- Selected among 30 leaders to spearhead the MAS Group Turnaround Initiative, directing cost-reduction strategies that were crucial in achieving USD 200 million in profitability by 2021.

### Executive – Business Analyst

MAS Intimates Pvt. Ltd, Sri Lanka

2016 - 2017

*Reported directly to the Director of Design & International Operations/Digitization, playing a pivotal role in driving design revenue growth and spearheading digitalization projects. Demonstrated leadership in aligning technological advancements with business objectives.*

#### Key Contributions,

- Served as the primary liaison across MAS' offices in the UK, US, and Hong Kong, ensuring seamless coordination on customer design projects. Excelled in managing cross-regional teams and workflows to meet project deadlines and quality standards.
- Supported developing and implementing innovative business models tailored to meet diverse customer aspirations in key international markets. Enhanced customer engagement and satisfaction through customized service offerings.
- Led market analysis initiatives to identify potential new customers within digitalization, assessing market size, compatibility, and specific product needs. Provided strategic insights that guided business expansion and customer acquisition strategies.



## EDUCATION

### Executive Master of Business Administration

University of West London, UK

#### Courses

- Graduated with First-Class Honors

### Associate Member

Chartered Institute of Marketing (CIM), UK

#### Courses

- Digital Strategy - Awarded the Sri Lankan Prize

### Member, British Computer Society (MBCS)

Chartered Institute of IT, UK



## CROSS FUNCTIONAL PROJECTS

### MAS Holdings: Strategy 2025 (2018)

- Led the comprehensive group strategy initiative to reinforce operations, foster diversification, and drive business transformation in workforce capabilities.

### Beyond the Immediate Crisis Project Team (2020)

- Key contributor to the CEO's strategy team, lead the project focusing on high-impact strategic initiatives during the COVID-19 crisis.

### BuildBackBetter Project (2022 - 2023)

- Directed the group's manufacturing and sourcing strategy across Indonesia and Bangladesh to enhance global capacity and accomplish vertical integration.



## REFERENCES

### Husni Salieh

*"Chief Executive Officer, Noyon Lanka (Global), Sri Lanka / France"*

HusniS@masholdings.com

### Ziyan Zahir

*"Chief Executive Officer - MAS Kreedha (Nike)"*

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