Adrian Watkins

Business transformation | *Commercial and operating leadership*

Singapore | Regional and global leadership | AI transformation

Executive profile

Commercial and operating leader who builds and leads technology businesses, connecting commercial strategy, day-to-day operations and governance to make business and AI transformation work in practice. More than 25 years of experience across Asia, Europe and the US, spanning acquisition integration, operating model redesign, international expansion and fundraising, alongside hands-on AI transformation through an independent portfolio.

Singapore-based since 2013. Lead global commercial operations and governance at SQREEM Technologies, integrating three businesses, alongside Data Protection Officer responsibilities. Earlier leadership includes approximately 100 employees reporting to a CEO and board, changes that drove 55% year-on-year company revenue growth, and a digital publishing transition at CIPD that delivered £1 million in realised annual savings.

Professional experience

SQREEM Technologies

TotallyAwesome acquired by SQREEM Technologies in May 2024.

Senior Vice President, Commercial Operations and Governance | *May 2024 to present* | *Singapore*

- Report to the Global Group CEO, supporting the CFO and founder. Lead global commercial operations and governance with a mandate to integrate three businesses, improve revenue quality and maintain consistent commercial narratives, margins and compliance.
- Unified contracts, pricing and approval processes. Enabled regional Managing Directors to determine pricing within defined limits, select supply partners and progress standard agreements, retaining final approval and oversight of exceptions. Accelerated revenue generation while maintaining margin discipline.
- Developed global partnerships with supply-side platforms and premium supply partners, creating new commercial models, access to quality inventory and joint pitching opportunities across markets.
- Appointed the Data Protection Officer (DPO) in the second half of 2026, formalising work carried out over the preceding year. Translate EU, US and Australian privacy requirements into product, commercial and operating decisions.

Vice President, Commercial, TotallyAwesome | *Feb 2022 to May 2024* | *Singapore-based, APAC remit*

- Reported to the CEO and led Sales, Sales Support, Delivery, Studio and Product. Promoted from Commercial Director within nine months of joining.
- Introduced the PRIDE Power Partner framework (People, Revenue, Innovation, Data, Education), aligning teams around shared priorities and year-round progress tracking. Helped grow annual revenue from a major global account by approximately 40% in one fiscal year.
- Sourced, structured and helped broker the acquisition by SQREEM Technologies, contributing the commercial narrative and preparation for integration.

AdColony, subsequently Digital Turbine

Vice President, Marketing & Growth | *Sep 2020 to Feb 2022* | *Asia-Pacific*

- Helped reposition the regional video advertising business around gaming marketing. Launched in-game digital billboard campaigns for Spotify in Australia and brought partners including Anzu into APAC.
- Co-led strategy and mechanics for Unilever Closeup’s Mobile Legends: Bang Bang campaign, launched in the Philippines and rolled out across multiple Southeast Asian markets. Led negotiations with the media agency, Moonton and Unilever, securing IP permissions, pricing, invoicing terms and contractual protections.

Tickled Media, now The ParentInc

Chief Strategy Officer | *Aug 2017 to May 2020* | *Singapore, Thailand and Indonesia*

- Reported directly to the CEO and board, presenting quarterly updates. Led approximately 100 employees and seven direct reports across presales, sales, product, delivery, studio, insights and technology, with revenue, pricing, margin, budget and technology-development responsibility across Southeast Asia, India and Africa.
- Drove 55% year-on-year company revenue growth over approximately 12 months through commercial redesign, product simplification, aligned incentives and sustained training.

- Repositioned presales and sales as Brand Solutions and rebuilt the process from insights through pricing, delivery, invoicing and upsell. Linked sales and delivery commissions within pods and rewarded scalable, higher-margin offerings, shortening sales cycles, reducing delivery costs and strengthening repeat revenue.
- Relocated to Thailand for a year to strengthen commercial execution, then established sales operations in Indonesia. Indonesia became the company's highest-revenue country market in its first full year.
- Co-led the Series C fundraising process with the CEO/founder, identifying prospective investors and regularly presenting commercial performance to Fosun and JD.com. Led market preparation, including forecasts, growth plans, investor materials, responses to questions and country-leader coaching.

PerformanceAsia

Founder | Feb 2014 to Aug 2017 | Singapore

- Built a programmatic media-buying business serving creative agencies, independent consultancies and brands, generating US$1.5 million in cumulative gross revenue within 24 months.
- Established white-label agency partnerships, including Grey within WPP, and direct client relationships including Madame Tussauds. Built the commercial offering, client portfolio and delivery operation.

CBS Interactive

Regional Account Director | Aug 2013 to Feb 2014 | Singapore

- Grew revenue across my account portfolio by 40% within five months. Repositioned the consumer digital offering, including CNET and GameSpot, simplified premium sponsorships such as TechFactor and negotiated trading agreements to encourage repeat spending.

DigiReward

Co-owner and Commercial Director | Feb 2011 to Aug 2012 | London

- Led UK operations for a loyalty and redemption business, securing partnerships with Warner Bros, cinema chains and Tesco Clubcard. My co-owner led mainland Europe from Paris.
- Together grew the business to more than 60 international clients and an annual revenue run rate exceeding £1 million within 12 months. Co-led negotiations for its sale to an adtech company within two years.

FOX Interactive Media / IGN Entertainment

International Commercial Development Director | Feb 2008 to Feb 2011 | London

- Grew the share of IGN's global revenue contributed by markets outside North America and Australia from approximately 1% to 10% within 12 months. Developed the market-entry strategy and investment case for localised technology, partnerships and franchises, including Russia and South Africa.
- Co-led the acquisition of GIGA.de with the Senior Vice President, International, expanding the combined German audience footprint from approximately 12th to fourth. Ran the German business and team through nine months of integration across editorial, technology, sales and monetisation.
- Launched IGN Germany at Gamescom and commissioned localised publishing and advertising capabilities, enabling market-relevant content and cross-European advertising sales from London.

Virgin Media, Telewest and Virgin.net

Senior Commercial Development Director | Aug 2006 to Feb 2008

Head of Commercial, Online, Telewest | Apr 2005 to Aug 2006

Business Development and Campaign Manager, Virgin.net | Apr 2004 to Apr 2005

- Secured multi-year commercial partnership and integration agreements worth several million pounds annually, including Match.com, MoneySuperMarket, Propertyfinder and CareerBuilder. Led the 12-month negotiation and integration programme ahead of the new virginmedia.com website launch.
- Created affiliate-funded entertainment benefits to support cross-sell, upsell and longer-term customer relationships. Received Virgin Media's internal Commercial Operator award in 2007 for pre-launch partnership agreements.

CIPD

Digital Marketing Manager | *Mar 2003 to Mar 2004* | *London*

Recruited to lead the transition to digital publishing. Commissioned a reusable content management system and trained staff across the organisation, replacing bespoke external builds for courses and the online directory and delivering £1 million in realised annual savings.

London Tourist Board / VisitLondon

New Media Commercial Executive | *Sep 2000 to Feb 2003* | *London*

Co-led the VisitLondon.com and content management system launch, covering requirements, agency selection, user experience, migration and workforce training. Co-led commercial partnerships; net commercial revenue covered the new site’s operating costs from launch.

Independent work: AI transformation

Build and continue to develop DARE by democratising.ai, applying AI transformation to shared publishing and data workflows across an independent portfolio. Connect collection, publishing, source checks and monitoring, with human accountability for decisions and outputs. Created EDGE (Evaluate, Define, Govern, Elevate), a broader business framework supported by practical decision and preparation tools. Built AIinASIA without paid distribution. Singapore services include UrbanDogOwner, PayLine and COEwatch, applying the shared platform to useful local information and services. Explore the platform: democratising.ai

Singapore and regional contribution

Pro bono student mentoring through SDG Open Hack, including HydraCool, winners of the Grand Finale on 24 October 2026. Confirmed guest lecture for NUS Social Impact Catalyst on 16 November 2026, covering problem validation, product-market fit and pitching. Mentor for the ASEAN Foundation’s ASEAN SOAR Together programme. Founder workshops with the National Library Board and BlackStorm Group; Ortus Club executive moderation; Taipei City Government Smart Living 2025 opening keynote. Contribution and programmes: adrianwatkins.com/singapore

Additional information

British citizen. Singapore Employment Pass. English native speaker.