

# BILL THOMAS

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## LEADERSHIP SUMMARY

Nationally recognized creator and builder of powerful consumer brands. Leads and achieves through winning strategies, compelling selling propositions, entrepreneurial spirit, process orientation and purpose driven teams who transform ordinary commodities into products of demand.

Proven track record of changing brand perceptions, flanking crowded competitive categories, untapping market share and building customer advocacy to grow value with an efficient use of resources.

### BILLS KHAKIS

Founded Bills Khakis and built into a celebrated \$18MM leader in American-Made men's sportswear.

### DUCK HEAD / OXFORD INDUSTRIES

Led the restoration and successful relaunch of the iconic Duck Head apparel brand delivering 200 blue-chip retail partners and \$1.2MM E-Commerce revenues in the first calendar year 2019.

### LEVI STRAUSS / DOCKERS

Defined strategy to update & elevated \$600 Million Dockers brand in the U.S.

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## OXFORD INDUSTRIES (OXM - NYSE) - Atlanta, GA

DIRECTOR – DUCK HEAD

Oct 2017 - April 2020

**Background:** Multiple ownership changes over the past 20 years left Duck Head, one of America's oldest apparel brands, forgotten, depreciated and out of business. In 2017, Oxford Industries acquired the Duck Head trademark with intentions to relaunch the brand in premium markets.

**Actions:** Created, planned & executed all brand marketing and merchandising strategies vital to relaunch business in collaboration with essential internal business teams - financial, merchandising, design, marketing, sales, production, fulfillment, IT, legal & customer service. Specifically:

- Reinterpreted & repositioned Duck Head's degraded brand identity into a premium outdoor lifestyle brand by tapping a rich history & nostalgic customer connections.
- Assessed competitive landscape & identified Duck Head's inherent competitive advantages.
- Defined target demographic segments and preferences across DTC and wholesale channels.
- Assessed barriers to entry and set marketing and merchandising strategies to navigate successful re-entry.
- Directed creation of brand experience across e-commerce and brick & mortar sales channels.
- Created and produced brand content to support digital marketing initiatives.
- Recruited, trained & supported motivated 4-member sales team that grew sales 400%.
- Identified critical business measures to create accountability, maximize team performance & achieve goals.
- Positioned brand for sustained growth & profitability.

(DUCK HEAD - Continued)

RESULTS: Restored Duck Head's market perception & industry reputation after a 20+ year decline.

#### E-Commerce

- Grew revenues from \$500 p/day to \$2500 - \$7500 p/day in 12 months.
- Increased conversions from .06% to nearly 2%.
- Grew average daily visitor sessions 300+%.
- Planned marketing initiatives across paid digital and print media achieving 2.5X - 4X ROI.

#### Brick & Mortar

- Grew wholesale distribution from 0 to 200 leading Outdoor & Men's Specialty Retailers in 18 months.
- Achieved 96% reorder rate demonstrating sell through and commitment.
- Sales through March 2020 = 4X vs 2019.

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**LEVI STRAUSS/DOCKERS** - San Francisco, CA

May 2016 - Aug 2017

#### DIRECTOR PREMIUM

- Defined strategies to revive Dockers' market relevance through elevated product design, branding & distribution.
- Assessed current competitive environment and white spaces of opportunity.
- Confronted diminished market perceptions, points of resistance and underlying barriers to entry.
- Identified inherent attributes and reinterpreted branding from a position of strength for today's target customer.

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**BILLS KHAKIS** - Reading, PA

1990 – 2016

#### FOUNDER / CEO / CCO

- Created, developed and built \$18M brand from inception into a nationally recognized category leader.
- Pioneered the premium *American Heritage* movement for USA made apparel.
- Recruited and trained a highly dedicated 30-member work force that sustained operational excellence for 25 years through disciplined process management and teamwork.
- Recruited and led 8-member Board of Directors to meet capital requirements through periods of rapid growth, recession and financial distress.
- Worked extensively in the private equity, commercial banking and investment banking communities.
- First to "brand" the premium khaki/chino market segment that was without an identified market leader.
- Set a new ceiling for price points & margin performance.
- Merchandised, designed & sourced extensive product line of pants, shirts, sweaters, outerwear, shoes & belts recognized nationally for lasting style & uncompromised American quality.
- Partnered with foreign and domestic mills, sewing contractors, trim vendors, pattern makers, washhouses & craftsmen.

(BILLS KHAKIS - Continued)

- Created and produced marketing materials across print, electronic and broadcast media including web design, photography, copy, advertising, retail display & 70-page consumer catalog.
- Earned editorial acclaim from national publications GQ, The New York Times, The Wall Street Journal, Esquire, Men's Journal, INC Magazine, Wired, Forbes, Cigar Aficionado, Golf Digest and others.
- BK's customer base consists of high-income brand enthusiasts throughout the United States and are worn by U.S. Presidents, professional athletes, entertainers, business leaders and philanthropists.

#### Wholesale Sales

- Cultivated 500+ loyal retail partners that drove \$9MM annual sales through customer centric marketing programs that galvanized long-term trade relationships.
- Recruited, trained and managed 10-member salesforce and customer service team that sustained \$9mm annual sales by consistently surpassing customer expectations.

#### E-Commerce

- Rapidly transformed sales distribution model from 90% Wholesale to 50% E-Commerce.
- Grew annual DTC revenues from \$1MM to \$9MM within 24 months during a period of radical change in consumer buying preferences (2012–2014).
- Constructed in-house marketing functions to support DTC initiative: merchandising, design, creative, digital marketing, and a highly responsive customer service call center.

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#### **LEO BURNETT CO. - ASSISTANT ACCOUNT EXEC. / COPYWRITER, Chicago, IL 1986 – 1989**

Clients: Procter & Gamble, Philip Morris, General Motors, Commonwealth Edison

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#### **EDUCATION**

- Denison University, Granville, Ohio - BA Economics
  - Varsity Ice Hockey / Captain
  - Varsity Golf / Captain - 3 Time All-American
- The Hill School, Pottstown, Pennsylvania

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#### **HONORS/AWARDS**

- Ernst & Young PA Entrepreneur of the Year - 2001
- 5-Time INC. Inner City 100 Winner
- Denison University - Alumni Citation 2010 / Athletic Hall of Fame 2019