ANNABEL FRANCIS

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PERSONAL SUMMARY

An articulate, focussed and multi-disciplined data, analytics & marketing professional with over 15 years' experience and a demonstrable capacity for managing complexity. Hands-on and detail-oriented with experience of acquisition, governance and integration initiatives across several global brands and large contact datasets (c.20M). A global operator within multi-disciplinary teams with functional expertise across all key business areas. An agile and effective communicator with a strong development focus, now seeking a data-centric role within a progressive environment.

KEY SKILLS

- Deep data, analytics and marketing experience
- Data strategy development (acquisition, governance, integration, migration)
- Data analysis (requirements analysis, preparation, modelling techniques, descriptive, predictive, testing)
- Marketing operations, database marketing, process optimisation and automation
- PECR, GDPR, CAN-SPAM
- Project management: PRINCE2, Agile Product Owner
- Problem-solving and decision-making: Soft-Systems Methodology (SSM), Kepner-Tregoe, systems diagrams, feedback loops
- Data/databases: MS SQL (SSIS, SSRS), T-SQL, SQL *Plus Toad for Oracle, MySQL, MS Access
- Analytics/Business Intelligence: Adobe Analytics, Google Analytics, SAP Business Objects BI Suite, Tableau, Alteryx, MS Excel, MS Power BI
- CRM and Marketing: Salesforce, Eloqua, ExactTarget, Marketo, ThankQ, MailChimp
- Development: HTML, XHTML, CSS, Dreamweaver
- Creating sustainable teams, developed with coaching and mentoring; performance management and HR procedures
- Strategic change management expertise to improve operational efficiency and drive cost savings
- Exceptional stakeholder/customer management, building effective relationships from contributors and partners, to senior stakeholder level

RELEVANT EMPLOYMENT

July 2008 – August 2018   **RELX Group (Risk & Business Analytics division, RBI)**

December 2017 – August 2018   **Head of Data (Technology)**

- Reporting directly to the Director of Data & Analytics, responsible for leading and delivering a large-scale global remediation and governance project
- Leading an internal team of data governance and business analysts focussed on developing data subject rights and records management processes, globally across all business units
- Responsible for an off-shore (India) data operations and marketing support team of 6 processing customer queries, performing basic database queries, acting on data quality issues and integrating external sources of data
- Designed and developed SQL templates and ETL processes as an initial phase of a longer-term database upgrade programme.
- Developed and implemented operational support processes, tools and resources to drive scalable, compliant data operations
- Manage and collaborate with Marketing CMOs, partners and change leads in developing a marketing technology and data strategy for 2018 – 2020 to underpin a new marketing operating model, advance analytical capabilities and build deep specialist skills within business unit marketing and marketing operations teams
- Developed a suite of materials designed to support training, awareness and capability building in relation to privacy compliance, data management and marketing data processes
- Coordinate project delivery by managing requirements of Senior Executives, CMOs, Legal Counsel and Technology Leadership
- Identifying programme risks, issues and removing roadblocks across 6 business units through the Marketing Steering Group.

Achievements:

- Lead business change initiatives to decentralise data/marketing operations significantly reducing budgeted costs
- Remediated global marketing systems, data and process across 6 business units, multiple applications and a database of c.20M contacts through delivery of in-house and off-shore governance processes, reducing error rate to 0% across 5 key business units
- Designed and delivered an education programme for over 100 marketers who received training across privacy compliance, data management and marketing data processes
- Elected Leadership member of Marketing Steering Group

November 2015 – December 2017 **Head of Marketing Operations/Head of Data (Marketing)**

Responsibilities:

- Reporting directly into the Chief Marketing Officer/Transformation Director and responsible for leading a multi-disciplinary team, developing advanced marketing automation techniques, best practice and offering digital and data integration consulting
- Enhanced marketing performance measurement and analytics through ad hoc data solution design and implementation; and managing operational data processes
- Managed a team of 8 business analysts and marketing operations professionals (managers and executives) responsible for executing on marketing data strategy underpinning regional and global marketing goals and focussing on audience data acquisition and enhancement, data quality improvement, segmentation tactics, robust and consistent data taxonomy, data provision, report building, audience analysis, automated marketing workflows, CRM integration, lead scoring development and performance measurement
- Analysed data from database and client, to monitor performance and ROI
- Implemented the decentralisation of Marketing Operations by designing the 'Data & Analytics Centre of Excellence' in line with business transformation project goals and objectives
- Identified skills gaps and needs, creating new organisational structure influenced by governance.
- Developed marketing data strategies within two of RBI's global business units to enable integration of marketing systems, data and processes following acquisition
- Led 'Education & Enablement work-stream, an education programme for Marketers to grow capabilities across key marketing technologies and to take responsibility for end-to-end execution
- Delivered a proof of concept BI dashboard, a prototyping tool and a reporting suite for enhanced measurement of marketing influence and user marketing interactions enabling progress towards multi-touch attribution

Achievements:

- Designed 'Data & Analytics Centre of Excellence' to support decentralisation of Marketing Operations as part of a business transformation programme; identified skills gaps, needs and developed roles for new organisational structures to achieve efficiency gains and balance enabling a self-serve culture with a governance mindset
- Developed marketing data strategies within two of RBI's global business units to enable integration of marketing systems, data and processes following acquisition
- Led 'Education & Enablement' work-stream in preparation for a period of hyper-care, designing an education programme for Marketers to grow capabilities across key marketing technologies and build their ability to take responsibility for end-to-end execution

April 2014 – November 2015 **Head of Marketing Operations/Head of Data Optimisation**

Responsibilities:

- Reporting directly to the Director of Data & Technology (Marketing), responsible for designing and developing an integrated outsourced international marketing data operation, delivering a flexible resource structure to enable cost-efficient scaling of services
- Implemented project governance measures and risk measurement for marketing automation programmes driving accuracy, improved performance and increased productivity
- Designed and delivered a training programme in-situ for the offshore team in India, building knowledge and skills across the breadth of technologies, data and processes
- Designed and delivered several data quality solutions to improve systems user experience of customer data

Achievements:

- Developed attribution model, contributing towards a 45% increase YoY in won business identifiable as influenced by marketing
- Reduced complaints by approx. 20% against the 10% target by improved data selection for targeted marketing campaigns and the development of improved governance measures in marketing email deployment.
- Designed and developed a match key and account-based matching method to enable account-level insight, globally, which enabled highly targeted account-based marketing methodologies driving growth in target accounts within two major business units

November 2010 – April 2014 **Senior Database Marketing Manager**

Responsibilities:

- Reporting directly to the Head of Database Marketing, developed the digital transformation of traditional database marketing function into a modern data and automation marketing function, enabling integrated activities and building data and analytical capabilities to support deeper insight into marketing performance, market size and audiences
- Managed a team of 3/4 database executives and an intelligence manager
- Delivered a new data warehouse enabling a consolidated view of contact and behavioural data across all the business units' marketing automation platforms and enabling further integration into the SCV database building greater analytics capability
- Designed and implemented of two cloud tools to provide the Marketing department with a set of key validation flags to assess quality of data and to identify data sources for specific marketing channels e.g. telephone rather than email

Achievements:

- Delivered an enhanced lead marketing process supporting a new product launched in 2010 resulting in a reduction of man-hours by 75%
- Managed the design and implementation of a data management solution to de-duplicate and enhance information in the marketing systems, improving data-capture by up to 60%.
- Introduced CRM lead integration governance import procedures and implemented new privacy preference management, resulting in a significant opt-in uplift.
- *DataIQ* 'Marketing Technologist' award won by a junior team member in 2013
- 2013 *Eloqua Markies* winners for 'Best European Lead Nurturing Programme' and finalists for 'Marketing Center of Excellence' award
- 2012 *Eloqua Markies* winners for 'Best Customer Lifecycle Programme' and finalists for 'Integration Innovation' award

September 2008 – November 2010   **Database Marketing Manager**

Responsibilities:

- Reporting directly to the Head of Database Marketing, responsible for defining policies and ensuring practical implementation of processes related to data-entry, data validation and data enrichment
- Reported on operational and support activities, identifying areas in need of improvement and making recommendations for change; board report contributor
- Managed relationship with email service and marketing automation providers
- Managed a database marketing and operational support team for Marketing and CRM systems responsible for case management, system monitoring and issue resolution, analysis, data maintenance and training
- Advocated for email best practice and regulatory data handling compliance; performed auditing across the marketing and sales functions to identify possible areas of risk
- Worked with the conferences division to support the design and development of a database for the delivery of highly targeted direct mail campaigns

Achievements:

- Implemented a new marketing automation technology across four separate business units within a year including integration with Salesforce CRM delivering a reduction in the cost per lead and increasing the speed of lead to sales call resulting in a 97% reduction in the time taken for a lead to be routed to the sales team
- 0% fine rate for data privacy complaints and investigations over the two-year period within the role
- Delivered *productionised* reporting dashboards for the Email Delivery team with an approximate reduction of 66% production hours
- Designed and implemented a predictive model relating to behavioural targeting in email newsletters, delivering significant uplift of between 5% and 25% in response rates

PREVIOUS EMPLOYMENT

May 2008 – September 2008	**Group GTI, Technical Project Manager**
April 2003 – May 2008	**Hobsons Plc**
January 2008 – May 2008	Technical Project Manager
March 2005 – January 2008	Data Services Manager

- Technical Operations and Marketing Employee of the Year (2006)
- Technical Operations and Marketing Employee of the Year (2005)
- Member of the Hobsons / Cisco project team that secured Product of the Year (2005)

April 2003 – March 2005   Database Administrator

EDUCATION, QUALIFICATIONS AND CERTIFICATION

Professional qualifications and certifications:

- Microsoft Professional Program for Data Science (in progress), Microsoft (EdX)
- Professional Certificate in General Data Protection Regulation, The IDM
- Award in General Data Protection Regulation, Award GDPR, The IDM
- Award in Data, Award DM, The IDM
- Eloqua Product Master, Eloqua
- Revenue Performance Master, Eloqua
- PRINCE2 Practitioner
- SQL Server Transact SQL Programming: Hands On, Microsoft (Learning Tree International)

Academic history:

- Environmental Decision Making (Systems Thinking), Postgraduate Certificate, The Open University, 2009 – 2010
- French (A), German (B) & English (A), A-level, King Edward VI Grammar School, 1997 – 1999

VOLUNTARY

September 2018 – December 2018   **The Rainbow Trust Children's Charity, Data Consultant**

- Analysing existing data structures, processes and business requirements in order to make recommendations on how the charity can optimise the use of their CRM (ThankQ)
- Defining the supporter base, defining supporter status definitions and baselining supporter numbers
- Showcasing techniques relating to different tools and methodologies relating to process workflows, data visualisation and planning

REFERENCES AVAILABLE ON REQUEST