Michael von Geldern

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A commercially focused and people driven leader of Insight, Data and BI teams. A track record of using data to successfully deliver significant financial impact. Built teams from scratch or transformed analytics teams to commercialise data and hit business KPIs. Consistently delivered bottom line results from data across multiple verticals.

EMPLOYMENT

Domino's Pizza Group UK and Ireland, Director of Data and Insight   **2020 to 2023**

Set up a new function driving better understanding of the 14m customers' data, making the business fact driven and unlocking the full value of the data. With an open brief, set the team's strategy, vision, and mission, built a passionate team of 20, identifying and implementing quick wins and long-term opportunities. The team became a go to partner for trusted insights and reporting across all seven internal business units and 65 franchisees.

Analytics:

- **Unlocked highly valuable new customer cohort** by deep dive into Aggregators using third party data. Quantified size of the prize if we partnered with them then ran a robust trial with Just Eat establishing a 4% incremental sales and profit upside.
- **Set short term and long-term strategy for business** through an Occasion based segmentation. Identified short term marketing opportunities where Domino's was considered but not bought. Quantified long term upside along with associated property and operations costs to win in those occasions.
- **Enhanced the value of the customer base** through more personalised and targeted communications. Designed and built a test and learn framework for CRM. Opportunities prioritised based on the construction of Customer Lifetime Value model and a Recency, Frequency, Value model. Generated +£10m of incremental sales from the rules-based model in the first full year of results.
- **Persuaded Franchisees to switch investment** from Print menus into Digital media after identifying the size of the opportunity and undertaking robust econometric and channel level testing. ROI improved threefold as a result, and the environmental impact was a reduction in paper waste the equivalent of 240 full grown elephants in 2023.
- **Introduced an AI driven labour scheduling solution** that drove significant labour savings for Franchisees, reduced store manager administration time and improved staff attendance.
- **Reduced costs for the Supply Chain** by minimising the number of inbound stock deliveries while ensuring sufficient stock to deal with spikes and limited warehouse capacity.
- **Partnered with Marketing to quantify and improve the Sales and Brand impact** of TV ads prior to putting them on air so that Domino's only invested in top tier advertisements.
- **Identified lack of robust customer input in the NPD process.** Introduced and incorporated customer concept testing, customer product testing, immediate CX feedback and incrementality analysis. This resulted in a significant improvement in the success of NPDs and drove more accurate forecasting of NPD sales and enabled target setting.

Technology:

- **Migration to cloud data warehouse** – identified and secured funding from leadership team for a cloud solution that will both deliver a fit for purpose data warehouse and provide a five-year Total Cost of Ownership (TCO) saving of £900k.

- **Democratisation of insight** into the business - designed and implemented programme to put data and insight into the hands of decision makers across the business, from store managers to Directors. Migrated to BI tools that are more accessible and created Insight forums to capture business needs.

People:
- **Coached, led and provided direction** to a 20 strong team that encompassed a broad range of data skills - BI Engineers, Data Scientists, Data Engineers, Customer Analysts and Market Researchers. My team achieved the highest Employee Satisfaction scores across all business units that consequently drove low employee turnover. All delivered through collaborative mission and vision setting, and by creating team values that were regularly recognised and rewarded.

VIRGIN LOYALTY, Director of Data Science and Analytics (Mat cover)   **2019 to 2020**
- Built a team of Data Scientists and Insight Analysts to provide customer insight capabilities. Defined analytics requirements for the launch of the Virgin Group loyalty programme – Virgin Red. Built relationships with commercial stakeholders across the Virgin Group to identify insight opportunities.
- Designed an automated CRM platform that utilises both historical and live streaming data to deliver personalised, relevant, and timely communications through web and app channels. Responsible for data integration from source systems to our GCP cloud solution.

NECTAR LOYALTY LTD   **2006 to 2019**

Head of Insight – Sainsbury's Account   2014 to 2019
Lead a team of 17 analysts to provide Customer Insight to Sainsbury's. Transformed customer and sales data to provide actionable insight on projects across the Retail, Marketing and Property teams that influenced hundreds of millions of pounds' worth of business decisions. As part of Nectar Loyalty's Executive Leadership Team, presented to stakeholders at all levels from Sainsbury's CEO and Board members to individual category buyers.

Analytics: Projects supported numerous significant decisions as Sainsbury's navigated a period of major change in the retail industry. Examples include;
- **Price optimisation** – Providing insight into how to optimise price at category level using price elasticity models.
- **Built sales forecasting tool** – Used across Finance and Marketing to both diagnose issues and predict sales and footfall.
- **Migration of data warehouse** – Acted as core client for migration of on-premise data warehouse to Snowflake cloud solution, signing off on requirements and milestones achieved.
- **Event evaluation** – Assessing the impact of £10M+ above the line campaigns and if to repeat.
- **Assessment of a major infrastructure programme** – And advising on guided future store layouts that cost £100m.
- **Devised a store segmentation model** – This underpinned Sainsbury's convenience store strategy.

Innovation and change: Defined and implemented a productisation of our analytics tools that resulted in greater insight delivery and accuracy with lower headcount.

Analytics Academy: Responsible for the Analytics Academy. Created training, knowledge share and best practice guides. This ensured the analytics community within Nectar had a common reference point and did become siloed. It also cross-fertilised the skills base while providing leadership and presentation opportunities to analysts.

Analytics Director – British Gas, BP, and Ford Accounts   2013 to 2014

Responsible for providing CRM and Insight to these clients via the Nectar loyalty programme. Managed a team of 8 analysts. Key achievements;

- **Next Best Action model**: Used a data driven approach to identify upsell and cross sell opportunities; and connected agents with powerful customer insight and product recommendations. Took ownership of project from concept to delivery and ongoing development. Delivered on time and on budget. Results were a 40% improvement in customer engagement and 20% increase in redemptions.
- **Customer contact strategy:** Moved from overlapping and slow delivery of BP's CRM to a near real time and personalised customer contact strategy. Drove a 23% increase in response rates and 25% increase in incremental litres.
- **Corporate Social Responsibility:** Planning, analysis, and delivery of Insights for Onside Youth Zones. Key deliverables were a customer journey model that identified critical churn points, and a model to identify hot spots for potential new Youth Zones around the country based on publicly available data sources.

Analytics Director – Coles Australia Account   2011 to 2013

Responsible for building a new customer focused CRM and Insight team for Coles Australia. Created the first fully personalised marketing email campaign in the Australian grocery sector.

- Recruited a team of 8 analysts from the ground up, put best practise processes and systems in place, designed, tested, and rolled out CRM propositions.
- Planned, delivered, and reported on circa 500 targeted campaigns p.a. across email, Direct Mail and coupon-at-till for both Coles and its Fast Moving Consumer Goods (FMCG) suppliers including Unilever, P&G and Coca Cola.
- Led relationship management across Coles functional areas (Marketing, Trading, IT) / FMCGs.
- Built a personalised offer email that drove a quantified 1% increase in Coles' margin.
- Played significant role in ensuring our business unit over delivered against our EBITDA targets.

Analytics Manager – FMCG Accounts   2007 to 2011

Hired and trained a team of 12 London and Offshore analysts to deliver CRM to FMCG clients.

- Successfully built a team from scratch, setting up new systems and processes. Outsourced all basic targeting and reporting to offshore analysts, resulting in a £0.8m saving per annum and allowing London-based staff to focus on high end work (improving retention by 50%).

EARLY CAREER

Nectar Loyalty Ltd, Senior Analyst	2006 to 2007
NZ Treasury, Senior Analyst	2003 to 2006
Contracting, Competition Commission and Proximity London	2002 to 2003
NZ Treasury, Analyst	1999 to 2001
NZ Trade Development Board, Economist	1997 to 1999
Statistics NZ, Economic Statistician	1995 to 1996

EDUCATION

BSc (Hon) Economics – **2:1** Victoria University of Wellington – 1997
BCom Economics & LLB Commercial Law – **2:1** Auckland University – 1990 to 1994