

## **SUMMARY- Strategy, Experience, Innovation and Service Design Professional with global experience at board level.**

A creative challenger of the status quo - designing businesses, building, inspiring and leading teams and world class brands. I've a passion for people and a track record in creating innovative and award winning design, cultures and teams. I specialise in seamlessly integrating the physical and digital worlds through design led innovation to create great experiences. I've worked globally collaborating in over 35 countries and believe by applying principles of sustainable purpose we can provide better social, economic and environmental outcomes for all audiences.

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## **CAREER HIGHLIGHTS:**

- Injected new meaning and value into O2's business and services strategy.
- Led design and business modelling for a new range of electric vehicles for UK start-up.
- Led the digital service transformation of Interbrand, the world's largest branding agency.
- Explored the future of society through innovative service design projects at the cutting edge of digital convergence with government, public services, universities and global industry, both large and small.
- Initiated service design thinking and led cross-functional teams to create a world of converged services across both consumer and corporate markets as director of Brand Futures for the Orange group.
- Built and directed an inspiring team of brand and commercial professionals and with them launched Orange in over 20 countries around the world taking Orange through the world's largest corporate buyout and making the Orange brand integral to France Telecom's future.
- Managed the Orange brand in the UK, directing all of their design and communications, and helped them become the youngest ever FTSE 100 company.
- Helped take Tesco to No.1 bringing retail back into the centre of our cities with Tesco Metro.
- Led the design team as head of design for the Knoll furniture company in Italy.

## **EXPERIENCE**

### **Innovation, Strategy, and Service Experience Design Consultant: 2015 - Present**

Providing business experience consultancy helping companies innovate and grow. Projects encompass all stages of growth with a particular focus on digital transformation for international brands as well as start-ups and early stage businesses. I'm also often asked to mentor members of the teams I work with as well. Recent work includes:-

- Leading the creation of a new overall service experience strategy for O2 to help position it for continued growth in face of new entrants and consolidation as they begin launching services for the consumer 'internet of things' markets. Specifically defining what this means for O2's consumer offer across its products and services, communications, channels and people. A key influencer and core member of the senior team creating the Marketing and Commercial plan for 2016 with responsibility for the marketing communications plan for 2016 - including £75m budgeting across digital and physical media and channels.
- Leading design and business modelling for UK start-up for a new range of electric vehicles - first phase design concepts were created via a competition with The Royal College of Art Vehicle design studio.

## **Interbrand**

### **Interbrand - Digital Services Innovation Director, Europe: 2013 - 2015**

Digital transformation of Interbrand services. Asked by the Global CEO to help redesign Interbrand's business. Reinforcing their thought leadership position by creating value through digital transformation of service experiences. A member of EMEA & LATAM management team, I developed new digital tools and capabilities across the entire consulting services offer coaching and collaborating with group and local office CEO's, strategy, creative and implementation teams and their clients. Inspired existing and new people skill-sets and ways of working. I created and delivered new digital training modules to the global academy.

- My work was applied successfully to client businesses across Europe, Asia and the US including AXA, Allianz, Wrangler, AT&T, UEFA, Land Rover, Tesco, GSK, Deutsche Bahn, British Gas, EDF, and BA.



### **The SEA - Managing Creative Director: 2004 - 2013**

I owned and led this boutique service innovation and service design company focused on helping large and small organisations explore their future, helping to create and deliver their strategy, products and services for sustainable growth.

We prided ourselves on our expertise in bringing together the digital and physical.

Some highlights included:-

- Working with a range of startups on the coasts of the US on the future of converged media technologies.
- Exploring the future of health and education through collaborations with the NHS, Public services, Schools, Museums and Galleries, Department for Culture, Media and Sports, the Institute of Education & Channel 4.
- Designing and launching a range of shoes, inspired by the tribes and history of London for one of our favourite brands - Camper.
- Services strategy and hardware industrial design for small cells for NEC globally.
- Leading the Executive team delivering the vision and brand experience strategy for the Orange group globally for both business and consumer markets.
- Web and mobile video interface and interaction solution for social video book-marking US start up Tatar.
- Designing first icon driven curved edge touch screen mobile smartphone for France Telecom R&D in the US.

**Ventures:** Funding and launching two ground-breaking mobile centric cross-platform technology start-ups (OOKL - a gallery visitors service. **WeGlu** - a mobile social network) and experiencing the trials and tribulations of being ahead of the wave and dealing with venture teams from Google, Microsoft and ITV!



### **Orange - career overview 1995 - 2004**

Reporting to the Executive Group Board at Senior Vice President level, responsibilities comprised the Orange global brand strategy; creation and lead of the Worldwide Marketing team (communications and commercial activities). I made it my personal mission to challenge convention and complacency wherever I found it, pushing the business into new and innovative directions whilst building a strong brand culture wherever I worked. We launched Orange in 20 countries, then developed the future strategy for Brand, Products and Services across the Group. Many of my team have gone on to leading roles in well known businesses.

### **Director of Brand Futures Service Design: 2001 - 2004**

I led the Group-wide strategy for the future of the Orange brand and its services. We developed and delivered a Group-wide service design innovation process covering exploration, strategy, design, prototyping, trials, evaluation and recommendations for future direction in both consumer and business markets.

Achievements included:- (Direct team of 4, indirect teams up to 50, Budget £100m+).

- Strategy and service design for the launch of a new business-to-business Health division and relationships built with the NHS, hospitals, the major pharmaceutical companies and medical innovators.
- Working with Nike in Portland, on new connected shoes, wearable devices and services for fitness.
- Strategy and services for Learning across both consumer and business markets including building relationships with the QCA, and leading research institutes and practitioners in the UK.
- Establishing and directing the relationship with MIT MediaLab in US and Europe and developing new projects to explore haptics and gaming together with the Philips wearables design team.
- Developing a service to support teenage diabetics and running clinical trials with NHS, Dundee University, medical teams, social services, patients and their families and friends in Scotland.

### **Head of Worldwide Brand Strategy, Communications, Consultancy & Delivery: 1999 - 2001**

Led development, implementation and operation of the brand, its services and vision across the worldwide businesses. Achievements included:- (Team of 45 with 4 direct reports, Indirectly all global commercial teams, Budget £10m+)

- Re-Budget of France Telecom mobile operations to Orange in Europe, Africa & The Caribbean.
- Marketing, research, & partner negotiations to launch new operations in Germany, Sweden, USA and Japan.
- Created the Orangeworld strategy, design and multimedia services for a mobile first converged world.
- Music and Travel propositions service design and prototyping with global suppliers for both platforms.
- Developed & delivered the OrangeArrows F1 sponsorship branding and marketing.
- Responsible for global communications for the Orange brand including Orange.com
- Awarded first ever IPA Effectiveness Gold Award for International Marketing (2000).

### **Head of International Commercial Activities: 1997 - 1999**

Before, and during the France Telecom acquisition of Orange, I led a team of international experts responsible for brand, customer services and distribution (and, indirectly, all global commercial teams), reporting to the Orange group executive board. Achievements included:-

- Built and drove £100 million revenues through the creation of the global brand licensing to its franchisees.
- Led customer service, distribution & marketing of Orange plc's relationships with its international brand and business expansion activities.
- Advised Orange legal counsel re IPR on brand and marketing.
- Advised Orange and Acquiring boards, following acquisitions by Mannesman and then France Telecom, agreeing future business and brand strategies for the new group structure.
- Managed global advertising campaigns with £10+ million budgets.

- Led the re-brand of Hutchison Telecom worldwide to Orange, overseeing the launch and management of new operations in Europe, Middle East and Asia: in the 6 months following the re-brand in Hong Kong, the company moved from No.3 to No.1 in the market.

### **Design & Communications Manager - Orange UK: 1995 - 1997**

Responsible for the Orange brand, strategy, design and communications across all sales, marketing and HR disciplines. 1 direct report, Budget £1m+. Achievements included:-

- Creating world's first mobile GSM video phone, shown at the first plc Annual Review.
- Supported UK board and merchant banks with UK IPO of Orange as the world's youngest FTSE 100 company.
- Creative lead and final sign-off for work for all external agencies supporting Orange branding, marketing, internal and corporate design and communications.(Wolff Olins, WCRS, etc)



### **Tesco Stores PLC - Design Manager: 1990 - 1995**

Responsible for design and planning of departments and formats across store portfolio in the UK. Creating customer centric service designs, working closely with Marketing director, Terry Leahy and executive team. Key achievements included:-

- Transforming the environment from 'pile it high' to the number 1 supermarket retailer in the UK.
- Creating the Metro and Express brands and early international expansion into Europe.



### **Knoll Furniture - Foligno, Italy. Head of Design for Knoll Europe: 1988-1989**

Knoll is recognised internationally for creating workplace furnishings that inspire, evolve and endure.

Activity and achievements: (Direct reports 20).

- Led the European design office in the design and manufacture of office furniture and systems to create better working environments for office's and homes across the world – & learned Italian very quickly!

### **EDUCATION & TRAINING.**

**Cranfield University School of Management:** Leadership and Senior Management Programme.

**Royal College of Art:** Master of Design - Industrial Design Engineering (MDes RCA)

**Imperial College:** Master of Science - Industrial Design Engineering (With RCA now Innovation Design Masters)

**University of Manchester:** Bachelor of Science - Aeronautical Engineering (BSc Hons 2.1)



### **HOBBIES, PASTIMES & OTHER INTERESTS:**

One of a small team of Design Associates recruited to the Design Council's Leadership programme, tasked with "helping UK businesses become more competitive, increase their profits and boost their performance through the strategic, effective use of design." Working with their Public Services by design team to help reinvent new public services with local authorities - e.g. at Whittington Hospital Pharmacy in North London.

I am a business and marketing mentor for start-ups at Wayra UK, Telefonica's incubator and for social entrepreneurs for UnLtd. Working with Social Entrepreneurs across London and the South east to help them grow their businesses in sustainable ways by attracting and retaining new and existing audiences.

I am Associate Staff Tutor for UCL's Mobile Academy lecturing on Brand and Design.

I have a deep passion for the natural world, science and technology and how it can inspire us to design and build a better future. I'm a keen walker and snowboard, ski and scuba dive. I read widely and often, am a keen movie and gig-goer as well as attending festivals when I can. I enjoy cooking and playing the piano. I speak Italian and can get by in French and Spanish. References available on request. (See also my profile and recommendations at [LinkedIn](#) and portfolio [here](#))