

Sarah De Martin

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Summary

With over 20 years experience, I am a proven strategic and creative thinker, successful in building and driving growth for brands. I love the craft of strategy, discovering insights and always asking questions so I continue to learn and evolve my skills with every new client challenge. I have worked in both local and global strategic roles so I have a strong understanding of how to land a global strategy locally and equally how to build one from the ground up in market. Having a wealth of experience in digital, data and tech throughout my career, I combine that with the craft of strategy to offer a holistic and data driven approach to solving complex challenges and uncovering new opportunities, all brought to life through the art of storytelling.

Listed in the BIMA top100 leaders of 2019.

Experience

Global Head of Strategy and Planning: WPP January 2023 - March 2024

Led global planning and strategy for glo, one of the BAT (British American Tobacco) brands. BAT is one of WPP's top 5 clients globally.

Key Achievements

- Assigned to grow and develop the brand proposition and DNA of glo, a heated tobacco product, part of the 'new category' division within BAT. The new categories are vapour, heated products and oral pouches. These categories are designed to move people away from traditional smoking to a better alternative
- Re-positioned glo from a value brand to a premium brand by identifying and bringing to life the premium consumer that they needed to win over in order to achieve their brand goals.
- Guided the creative and design teams by providing the strategic platform for them to express and bring to life, the essence of the brand. This included a logo and design system change, creative expression, communication style and tone of voice being developed in line with the new brand position. Initial results from consumer testing demonstrate huge improvements to the point where we are on parity with nearest competitor. The product itself had improved dramatically which helps!
- Recreated the loyalty programs and digital consumer experience in order to meet the needs of a premium consumer
- Developed an SEO and content strategy in order to support the need for brand discovery, category education and build credibility in what is still a fairly nascent category in many markets
- Improved the client briefing process (and their skills in brief writing) with workshops each quarter to ensure that we we always starting from the best possible point, a clear, simple and concise ask - ie: the transformational question

Key Responsibilities

- Co-partnering with clients on writing the initial brief
- Writing the strategic response to all client briefs
- Writing the creative brief with strategic platform to guide and then working along side creative teams to ensure correct interpretation
- Partnered with the R&D product team to create new product concepts for the heated category (this is the incubation point of every new product. Identify the opportunity space, the potential consumer, create the concepts and prototypes then test
- Led multiple workshops with client to cover both digital and brand experience to ensure there was a holistic approach to the new brand story
- Supported GroupM markets where media was also involved
- Identified key strategic partnerships for glo that could be activated either globally or locally
- Led the global strategic council, monthly gatherings of all regional strategy leads to share work, challenges and ask for their input into global projects

Consultant Director of Growth and Brand Strategy: Shopkoin Pay January 2021 - December 2022

Shopkoin Pay is a fintech startup disrupting the payments and rewards category by offering more value to the customer and creating a product experience which drives loyalty.

Key Achievements

- Set the brand and growth strategy, developing visual identity, positioning, tone of voice and brand personality
- Engaged with commercial partners to build the consumer offering and grow revenue for the business
- Developed the go to market strategy, media activation plan including paid and organic media, influencer, social and content strategy. Engaged trade press and journalists to tell our story and create PR buzz
- Successfully engaged with Venture Funds and potential investors, developed the company story/pitch and actively led the fundraising process alongside the founder
- Created financial models to demonstrate feasibility, scalability and profitability of the product, applying appropriate due diligence and stress testing
- Led and motivated a growth team in order to create a culture of winning in a high energy fast paced environment, keeping it fun, purposeful and empowering each individual to reach their full potential

Global Client Lead, Mindshare/Unilever

July 2020 - January 2021

Key Achievements

- Created a transformation program which enabled significant growth unlock across key areas of the Unilever business for Mindshare and WPP.
- Partnered with the various data and technology teams within Unilever along side external partners such as Google/Adobe to enhance (and in some areas overhaul), the current ecosystem to deliver a more connected view of data and insight across multiple different areas of the business

- Developed a new agency solution to meet the needs of the Unilever business and the challenges they were experiencing. This included (but not exhaustive):
 - Automation
 - Agility programs to optimise resources geographically to support growth regions
 - Optimise the talent pool and inject skill sets where capability was needed
 - Deeper collaboration and integration between teams and specialists
 - Created a clear vision and plan for growth
 - Supported the reinvigoration of the strategic planning process which was underpinned by storytelling with a focus on business outcomes
- Led a global team across 43 countries covering client service, strategy and planning, data and technology, performance and commerce. Improved capability and quality of solutions across markets to ensure consistency globally

Key Responsibilities

- Lead and nurture client relationships at the CMO, CDO and COO level. Engagement and communication the across wider Unilever business and relevant stakeholders to ensure alignment on the growth plan
- Advise on key growth opportunities, particularly around commerce and performance revenue streams
- Advise and implement data strategy and technology solutions to enable better decisions faster across more Unilever teams which rely on business insight and intelligence
- Support the WPP/Mindshare team to ensure they delivered best in class solutions to Unilever globally, and demonstrated ability in critical areas such as commerce, performance and innovation
- Optimised the operating model to strip out unnecessary process, increase automation and create a more cost efficient structure for Unilever

Managing Director, Artefact UK

November 2018 - July 2020

Key Achievements

- Successfully led a company through M&A and significant structural change while retaining all existing clients
- Achieved growth within 11 months of over £1.5M in revenue from new business and existing clients
- Enhanced profitability across the P&L to ensure we delivered +20% profit margin and maintained a churn rate of less than 20% to ensure efficient productivity and service quality
- Successfully repackaged the products and services to align with market and client needs, to enable effective selling across the agency and empower teams at each level to drive business growth

- Successfully recreated a culture of people who were motivated, energised and embraced positive change and opportunity

Key Responsibilities

- Set the vision for the UK business and influenced global direction of company, shaped and led the executive team, ensured that new business and marketing were a critical driver for business growth
- Reported directly to the founders and board of investors
- Restructured to create fluidity across all business units resulting in increased productivity and cost efficiency, repackaged the agency products and services while successfully launched new products and services to capitalize on market growth opportunities
- Built strong relationships with CMO/CEO within client organisations, advised on business growth, brand, martech and digital media strategy. Implemented this strategy to deliver against the clients business objectives

Managing Partner, OMD EMEA, PEPSICO

October 2015 – November 2018

Key Achievements

- Increased revenue growth of over £2M for the business by upselling additional agency services in Data analytics, technology infrastructure, Digital Creative and SEO
- Successfully renegotiated the regional contract and scope of work for a following 3 year term
- Achieved annual productivity targets across the region, working with the Investment and Accountability team to ensure markets were delivering value across all possible areas
- Exceeded the 1st and 2nd year milestone goals of the PepsiCo digital and data transformation plan. Successfully developed a technology and data infrastructure to enable PepsiCo to reach consumers more effectively and efficiently across all markets

Key Responsibilities

- Reported into the EMEA CEO
- Successfully grew and led the OMD central EMEA client team following a restructure from local to regional marketing leadership
- Engaged with each local team on both client and agency side to ensure we were aligned to all strategic work, operating process and digital transformation initiatives. Built strong relationships locally to improve the way of working, communication and value perception of the central team
- Built strong client relationships and was a key influencer at CMO and CEO level in order to support the clients business through the change management process and ensure there was an operating model in place
- Built and led operational processes and governance frameworks across all EMEA markets to ensure consistency of agency product and delivery

Key Achievements

- Grew the Initiative International business from 4 to 11 accounts
- Achieved a 95% retention rate of clients for the period I was in this role
- Increased organic revenue across client group by 60% through selling in additional agency services (Analytics, Programmatic, Search, Social)
- Achieved all productivity targets set by clients and delivered further value through bespoke activation opportunities

Key Responsibilities

- Developed strong client relationships at senior levels and seen as their key advisor on all media planning and activation, demonstrated through retention rate and agency assessment scores
- Developed a consistent media planning and strategy process across each account to ensure quality output in all local markets
- Won awards and been shortlisted in a number of categories with M&M Global and FOM
- Actively involved and contributed to a number of new business pitches regionally and globally
- Promoted to GAD after 18 months in an AD role, reported to MD Mediabrands International

Education

Bachelor of Laws/Bachelor of Communications

University of Canberra, Australia