

Summary Personal Statement

An Interim Strategic Communications Director, loyalty and CX specialist that drives superior value across the end-to-end customer journey. Leading creative data-driven customer-centric transformation and annual marketing plans to drive both short term sales and significant long term shareholder growth.

As a marketing professional, I've directly influenced the creation of over £½ billion of value from customers, for four separate corporate brands – British Airways, AUSTAR Entertainment, Stagecoach, Cunard and P&O Cruises. And taken some of the world's finest brands to the next level in at-scale personalised communications, loyalty and CX including BBC, IBM and Vodafone.

I've led campaigns and launches, inspiring agency creative, data and account teams, senior clients and IT development partners to build commercially successful, award-winning customer experiences, driving insight, actionable customer data, digital and personalised communications across all channel and aligning marketing with CX across brand, retail, website, mobile, CRM, content, search and social.

Experienced in navigating complex organisations, reporting to board level stakeholders, working in agile programmes and cross-functional environments, my passion for CX and drive for rapid successful outcomes is supported by deep experience and qualifications in Computing, Marketing and Business.

Business Competencies

Marketing and Commercial

- Brand guardian.
- Customer orientation with commercial focus, able to lead on segmentation, CX and insight.
- Qualified CX practitioner and recognised CX expert - [No.15 in CXM top influencers 2019](#)
- Deep experience in brand strategy, product development, launch and integrated communications.
- Expert in taking CRM programmes to the next level, aligning strategy, data and creative comms.
- Ability to distil complex customer data, financials and analytics from BI teams into powerful insight.
- Aligns KPIs with organisational goals. Tracks results against targets, applies agile course-correction.
- Programme management, including budgetary management and progress reporting to Board level.

Team and Culture

- An inspirational team builder and an energising communicator.
- Senior stakeholder management within complex organisations, including coaching and mentoring.
- Global and regional brand experience across EMEA and AsiaPac.

Relevant Career Achievements

Remote advisory projects via 3RM CX, retail and loyalty strategy Oct 18 - date

Various remote CX advisory projects including:

- Customer value acceleration strategy to augment and cluster CX and communications initiatives and demonstrate the link to long term profit for Ikano Insight for IKEA's changing retail operational model.
- CRM communications strategy for direct and OTA channel bookings for Medium Hoteles Gestoria SL.
- Digital inclusion marketing strategy and insight for Good Things Foundation tool, Learn My Way.
- **Results:** Received thanks from IKEA management for clarifying the direct link between CX and profit.

Shell Global Retail for Wunderman, WPP Retail & loyalty strategy, global Apr 18 - Sep 18

Strategic advisory to Shell global leadership on retail loyalty and communications across 22 markets, within a team of 4 senior strategists, collaborating with account management, project, data and CX teams.

- Developed and **articulated the 3-year commercial plans and KPIs** for Shell Retail loyalty globally.
- Led creative, digital and CRM strategy for a new global brand playbook, with multiple agency teams.
- Developed a leadership, talent and training plan for marketing and loyalty teams across all markets.
- **Results:** strategy approved and presented at Shell annual general management conference.

Additionally, Wunderman for Samsung UK:

- **Retail direct digital CRM campaign and eCommerce plans** for the flagship UK launch of three new Samsung Galaxy products: the Note 9, S9 Smartphone and the Samsung Galaxy Watch.
- Transformation of global strategy and creative content into practical actionable plans for UK market.
- **Results:** Successful launch. Created new director level sign-off process for CRM comms and retail.

Radisson EMEA for Collinson Group	eCommerce strategy, EMEA	Nov 17 - Jan 18
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Led the annual eCommerce and campaign plans, including re-launch of Radisson Rewards, performance marketing and global plans with USA stakeholders, in the context of a changing target operating model.

- Developed annual campaign plans for EMEA, a customer base of 15m, with strategic aims to increase sales frequency, engagement, activation and brand preference, driving these KPIs and overall ROI.
- **Identified c.\$20m of immediate customer value profit** potential within the coming financial year.
- Developed an eCommerce channel management strategy for and collaboration with channel partner brands from Booking, Expedia and Ctrip given combined sales of \$22 billion and c.15-45% p.a. growth.
- **Results:** The loyalty programme was successfully relaunched as Radisson Rewards early in 2018.

Carnival plc for MRM McCann	Transformation & performance	Nov 14 - Feb 15
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For FTSE100 Carnival plc brands **Cunard** and **P&O Cruises**, I led a board-level £5m profit performance improvement programme with a cross-functional senior client team, to deliver incremental sales and yield.

- Created and designed **5 core digital initiatives to drive ROI**. Secured investment committee funding.
- Led an initial 1-month customer strategy review, to assess existing plans and define a roadmap of digital initiatives to achieve the £5m financial target, within a critical 4-month advance booking window.
- Steered early implementation via eCRM Microsoft Dynamics - personalisation, welcome, re-targeting, lapsed & digital acquisition - to drive purchase behaviour, tracked and informed by data and analytics.
- **Results:** Yield improvement reported for 20 consecutive quarters. Market cap. doubled 2014 to 2017.

Liberty Global for Creator ITG	Transformation & large-scale eCRM	Dec 13 - Aug 14
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Responsible as European Business Director for a €3m account, managing a 16 person eCommerce team to grow the **UPC** brand and customer value in 11 EU markets and to onboard **Virgin Media** in the UK.

- Oversaw teams **delivering output of 30 million messages per month** and agile digital development.
- Led data-driven eCRM and digital service marketing across 12 markets at varying levels of maturity.
- Improved campaign tracking, strategic test and learn plans and actionable insight, in UK, IE and NL.
- Account management of a rapidly growing account, introduced a standard rate card and contracts.
- Directly managed a team of 12 account services and 4 technical PM's. Oversaw recruitment of 5 staff.
- Built stakeholder relationships with Liberty Global digital marketing heads across Europe.
- **Results:** Successfully on-boarded Virgin Media and delivered mass campaigns across EU markets.

Head of Strategy MIG /Velti	Digital and mobile Transformation	Aug 11 - Sep 13
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Led client strategy for mobile agency MIG, acquired by NASDAQ-listed Velti. £10 million agency revenue. Built a high performing eCommerce and digital strategy team to provide high quality account planning, briefing and coaching services, that could lead and guide premium brand clients in mobile transformation.

- Built, line managed and coached a high-quality team of 4 digital strategists.
- Compiled [leading UK mobile research](#) on channels, devices and changing consumer behaviour to underpin client investment decisioning and assist in building their mobile first digital roadmaps.
- **Pioneered mobile-first strategy**, digital transformation and product roadmaps for clients: **Vodafone, O2, New Look, Argos, Sony PlayStation, MoneySuperMarket.com, PepsiCo** across channels, platforms (Facebook, Twitter, YouTube, Instagram) and devices (tablet, mobile, apps).
- Led strategy for **PepsiCo Walkers** £2m account (£30m media). Developed ground-breaking mobile first, multi-channel digital engagement strategy for Walkers 'Homegrown' brand relaunch. Led strategy and oversaw implementation of a new responsive mobile website and all major sales promotion briefs, introducing new [mobile retail technology](#) to drive impulse purchase in 'local' and convenience stores.
- Close collaboration with partner agencies AMV, OMD, Freud and TBK, leading mobile strategy.
- **Results:** Agency became PepsiCo Walkers' digital agency of record. Website return visits +68%, mobile visits +200%, dwell time on mobile +66%. The pioneering mobile 1st sales activation campaign exceeded key targets of 1 million brand experiences, increased 'brand love' and +9% sales uplift.

Vodafone for DAD Large-scale media & brand acquisition Jun 09 - Mar10

Senior strategy planner responsible for all brand response campaigns for Vodafone UK (sales, handset acquisition, SIM only) in TV, Radio, Outdoor, Press, online. Media budget c.£15 million.

- **Led creative planning** for **Vodafone** acquisition in B2C and B2B to achieve monthly sales KPI targets, working closely with creative, account teams and cross-functional partner agencies.
- Delivered innovative and clear creative briefs, messaging, hierarchy, media recommendations against complex business requirements, including results analysis and actionable feedback.
- Applied data and insight to optimise weekly in-market creative advertising results for direct-response in terms of sales volume, cost per acquisition (CPA) and conversion, working with media analysts.
- **Results:** received client thanks for over-achieving against monthly sales volume and CPA targets.

Full Career History

Lead Strategist	3RM Ltd Strategic Marketing	Dec 2013	-	Date
Various remote advisory projects	IKEA for Ikano, Medium Hotels, Good Things Fndn.	Oct 2018	-	date
Interim Strategy Director, Global	Shell Retail and Samsung for Wunderman, WPP	Apr 2018	-	Sep 2018
Interim Strategy Director, EMEA	Radisson Hotels EMEA for Collinson Gp	Nov 2017	-	Jan 2018
Interim Strategy Director	Exxon Mobil for DDB Tribal, WPP	Nov 2016	-	Dec 2016
Interim Strategy Director, Europe	Virgin Atlantic Airways for Naked Communications	Jul 2015	-	Oct 2015
Interim Strategy Consultant	Co-op Bank and VISA Europe for Lexden Gp	Mar 2015	-	Jul 2015
Interim Planning Director	Carnival plc – Cunard, P&O Cruises for MRM McCann	Nov 2014	-	Feb 2015
European Business Director	Liberty Global - Virgin Media, UPC for Creator Ltd	Dec 2013	-	Aug 2014
Head of Strategic Planning	MIG/Velti	Aug 2011	-	Sep 2013
Lead Strategist	3RM Ltd Strategic Marketing	May 2004	-	Aug 2011
Planning Director	AQA for WDMP Communications	Jul 2011	-	Aug 2011
Planning Director	Nokia Global for Carlson Marketing	Nov 2010	-	Apr 2011
Senior Planner	Vodafone for DAD, Digital & Direct Communications	Jun 2009	-	Mar 2010
Customer Expert Consultant	BBC for CVL, now Transform, Engine	Jun 2008	-	May 2009
Consultant Partner	IBM Global Services, British Gas for OgilvyOne, WPP	Feb 2008	-	Jun 2008
Interim Marketing Director	Arriva CrossCountry	Aug 2007	-	Feb 2008
Director of Data Strategy	Expedia, Telegraph Media Group, RBS for e-Dialog Ltd	Dec 2006	-	Apr 2007
Strategy Planner	South West Trains, Stagecoach for Communique360	May 2006	-	Dec 2006
Strategy Planner	The National Lottery, Camelot for Hicklin Slade	Mar 2006	-	Apr 2006
Head of Data Planning	Masterfoods, AOL, gsk for Joshua Agency, WPP	May 2005	-	Feb 2006
Global Strategy Planner	Star Alliance GmbH, Citibank EMEA for Y&R, WPP	Jun 2003	-	Jan 2005
Director	3RM Strategic Marketing, Sydney Australia	Jul 1997	-	Apr 2003
General Manager DataConsult	Ogilvy & Mather, WPP, Sydney Australia	May 1996	-	Jun 1997
Product Development Manager	The Business Database, Yellow Pages, BT, London	Dec 1994	-	Oct 1995
Brand Management Executive	British Airways, London	Jun 1992	-	Dec 1994
Finance Analyst, Mktg & Ops		Apr 1991	-	Jun 1992
Systems Analyst, IT		Oct 1987	-	Apr 1991
Student & Graduate Trainee	GEC Plessey Telecommunications	Oct 1983	-	Oct 1987

Qualifications

1998	MBA	AGSM, University of New South Wales
1992	CIM Diploma in Marketing	University of West London
1987	B.Sc. (Hons) Computer Science	University of York

Accreditations

2020	Agile.org – Professional Scrum Product Owner I	Spanish Advanced
2018	Google Squared – Digital Leadership Programme	
2017	CCXP Certified Customer Experience (CX) Professional	
2016	PRINCE2 Practitioner	
	Member CXPA - Customer Experience Professionals Association	
	UK CX Awards - Chair of Judges 2016, 2017, 2018	