

Brand strategist – providing planning for marketing and communications, product development and identities. I have added value to FTSE100s, SMEs and Not-for-Profit brands. My key focus-points are on behaviour, communications and change. I work seamlessly between B2B and B2C markets by applying insight into how people work, live, aspire and purchase. Hands-on approach – my strategies are deliverable – I often run campaigns/developments I set strategies to. P&L and ROI responsibility. Client-side [FTSE100s] and creative integrated agency background.

Articulates complexities simply.

Not a passenger, gets involved; makes things happen.

Creative problem solver – Blue sky thinker, pragmatic doer.

Achievements –

► **Shell Group:**

- i. Major contributions toward the Group's brand development; increase value from £4Bn to £22Bn.
- ii. Founding member of Corporate Communications, 'Creative Centre of Excellence'.
- iii. Unified branded communications for the World's 4th largest energy provider.
- iv. *Diversity & Inclusion* [UK]; set a benchmark standard in how to endorse diversity within a corporate culture. Increased awareness and active support (x600%). Changed perceptions of diversity.

► **British Land:** Successful rebrand campaign for *British Land* [see case studies]. Engaging staff, stakeholders and public with a re-energizing rebrand that captures a new, younger market with a more 'British' personality.

Market experience (B2B / B2C / FMCG / Retail / Not for Profit)

B2B: Energy | Life Sciences | Software | HR Engagement, Incentives & Change programmes | Automotive | Property

B2C: Retail (store & POS design) | FMCG | Travel | F1 Motorsport | Merchandising | Packaging | Fitness | Entertainment

B4B/B4C: Publishing (lifestyle & corporate) | Technology | Retail | Charity and NfP | Banking | Telecoms | Corporate Reporting

2020–CURRENT | EvolvingWaze Consultancy | Brand Strategist Branding & Technology Agency

Ad-hoc, voluntary capacity during the Covid-19 Crises. Providing brand strategy (reason for being, positioning, offer, identity and values), design direction and pitch/investor pack generation for start-ups.

2012–CURRENT | Arctic Woolf | Brand Marketing & Communications (Freelance to Creative & Brand Agencies)

- Brand strategy. Planning, design and creation of consistent and effective branding, communications and campaigns.
- Stakeholder management, 'end-to-end' from brief with budgeting, P&L and ROI responsibilities.

Clients: Addison Group (now SuperUnion); British Land, London Stock Exchange, Essentra. Hogarth Worldwide; Santander, TK Maxx. Design Motive; Vitec Group, IMI plc. Tesco. John Lewis & Partners. BCA Group. Pretzel Films. EvolvingWaze Consultancy (NDA). Stormbrands (NDA). Wordbird (NDA).

Case Studies / Sample Projects:

- i. **British Land** – Strategy & Implementation – A two-fold project. Addison Group (aka SuperUnion) had won their first fully in-house bid for a major rebrand with a FTSE100 client, *British Land*. Aimed to attract new audiences and be more contemporary, more 'British'. My core task was to ensure this project was delivered from concept to finish by harnessing their own in-house talent. Establishing a self-sufficiency culture for Addison to enhance their credentials to direct future business. This part of their strategy had been pre-set.

For *British Land*, my task was set a working strategy to draw their people into the new branding. For such a radical re-brand, winning over the internal audiences needed compelling employee engagement. I worked with their Investor Relations, Corporate Communications, Board and HR teams to produce new brand guidelines, their Annual Report design and new [HR] staff definition guides. An internal campaign for the rebrand was prepared and launched to *British Land* staff. This culminated with a special employee engagement event prior to public announcement to win advocacy [viz ADKAR model].

The results were a re-energized staff, fully committed to the programme. The public release was well received by external stakeholders and UK media

- ii. **Tesco Stores Ltd** – Implementation – An own-brand packaging rebranding programme. Worked across five category ranges, managed two external agencies (Harlequin, Schawk!) plus, six in-house creatives and three (direct team) project managers to redesign and apply their new visual identity to 10,000 product lines.

1999–2012 | Shell International Ltd | *Global Brand & Communications Consultant*

Founding member of *Corporate Communications*, *'Creative Centre of Excellence'*, an internal integrated full-service agency providing consultancy and project direction to 14 Business Divisions operating within 350+ companies across 144 countries. Major contributions developing and leading the engagement of their visual identity and corporate branding.

- Brand strategist providing product development, brand identities and communications campaigns. Working across the full spectrum of businesses in B2B and B2C markets.
- Diplomat/Consultant between Masterbrand IP owners and senior leadership of businesses regarding all aspects of brand strategy, governance and trademarking. Foremost branding consultant for the Group.
- Wrote corporate and sub-brand branding policies, architecture and guidelines. Ran global activation programmes.
- Introduced, designed and promoted branding control systems.
- Managed ATL/BTL multi-channel marketing communications and campaigns. Interviewed stakeholders, wrote briefs, scheduled plans, resourced creatives, printers, and logistics. P&L and ROI responsibility. Managed external agencies and internal [dedicated] design teams. Averaged 30+ projects monthly, in addition to on-going large-scale campaigns.
- Project direction of employee engagement/awareness campaigns and events [**EG**: Diversity & Inclusion programmes].

Case Studies / Sample Projects: These are legacy case studies. They remain active within the Group.

1999: *Shell's* CEO, Sir Mark Moody-Stuart introduced a new strategy for the Group to embark on a single brand programme. A dedicated company was formed to manage the asset. A new proposition was initiated; to be a World-leading innovator and environmentally safe energy supplier. Joining the Group in 1999, I managed numerous targeted national and global campaigns to support senior stakeholders across 14 corporate divisions in EMEA, Americas, Africa and Far East to support this strategy and add value the brand.

- **Global Rebrand** – As a member of the Global Brand Audit team (2007–09), I researched user behaviour of branding. This contributed to the development strategy of the Group's current visual identity. I also provided research and feasibility testing, plus editing of guidelines for Group Visual Identity Team (2009–10). My insights helped overcome technical, cultural, language and user skill issues to ensure the programme was adopted globally. I ran global campaigns (2010–12) to raise awareness of changes to their identity. I ran workshops geared towards application of branding in the field to break routines that led to poor practice.

- **Branding control systems** – As an early strategy to develop adoption of the first phase of branding within a 20-year programme, I created a global helpdesk [*askbrand@shell.com*] to champion the brand for all brand and IP related enquires to businesses and consumers. Mentored its international team of expert brand advisors (2001–12). It became a source of research and insight into how branding is applied in the field. As leading consultant, I provided Group Brand Div. with a global platform to activate a new visual identity and control it centrally.

Equally supported by the mandatory *Visual Identity Checkpoint*; an approval process required before any materials may be released to either internal or external audiences. I developed and beta-tested this service.

- **Diversity & Inclusion** – Strategy & Implementation – Part one of my strategy was to become a proactive ambassador for UK Diversity & Inclusion. I applied my 15 years' experience in changing perceptions and increasing opportunities and ambitions for people of all backgrounds. Second part of my strategy was to create interchangeable branding for D&I programmes (African & Caribbean Interest, LGBTQ+, Age, Gender, Asian and Disability networks). By visually unifying these networks [whilst ensuring individuality] I increase awareness and membership grew (600%). Part three of my strategy was to show clear Return on Investment to the business. I changed perceptions of diversity. This was recognized by external peers (EDF Energy) and influencers (Baroness Scotland / Sir Jackie Stewart) as a benchmark standard in how to endorse diversity within a corporate culture.

- **Unifying Communications / Gamechanger Innovation** – Strategy & Implementation – From Group CEO 's brief: "make everyone use the same PowerPoint templates" – I researched and developed a user-centric APP programmed directly into PowerPoint. Analysed how people used PowerPoint and pre-empted issues with a pending Operating System upgrade. Designed templates to average user skills and cross-functional business needs. Applied learnings from Diversity Groups to ensure legibility across physical and cognitive disabilities. The APP automates slide creation to brand compliance. Converts slide-packs to new identity in seconds. Convinced Global IT to script the APP for 400,000+ MS Office accounts as an auto-upgrade extension; spanning 144 countries.

Launched with workshops, social and blogs to promote use, backed with a series of direct marketed email campaigns. Won advocates. Within first 100 days, over 140,000 people were actively using the APP. Unified branded communication standards on a global scale. Saved £3–5M in costs during the visual identity roll-out (2010–11). **ROI**

27:1 / Y1.

- ▶ **Real Estate / Behavioural Change Campaigns** – Strategy & Implementation – *Shell Real Estate* development of **Interiors Branding** global programme [see also, below, Re:Newal]. Incorporating major relocation programmes (EG Southbank to Canary Wharf) and refurbishment communications (Shell Centre Re:Newal Programme 2004–10). A series of awareness campaigns spanning 7 years to advise facilities management teams and their clients about physical and behavioural changes to/in their workplace. Stakeholders needed to understand how people used their office spaces. Campaigns returned data to help develop a definitive guide on how to build productive office environments.
- ▶ **Real Estate [Re:Newal] UX** – Virtual meets physical: Shell Workplace UX – Redefining the ‘desktop’ within a physical office environment. Researched and co-wrote group policy on journey planning. This programme applies wayfinding signage, interior artwork planning with customer journeying, leading to and throughout offices and large complexes and joins them with IT operating systems to combine virtual with physical workplaces. Applied colour psychology and interior design disciplines to produce benchmark installations in HQ sites at Shell Centre & Canary Wharf (2005–12).

Set global standards for interior artworks in branded premises. Advised refurbishments (EMEA/Asia/USA, Canada and Russia). Improved morale and productivity in general workplaces. Improved sales results via enhanced meeting rooms. Imagery and colour psychology combined to dispel precognitive perceptions of the brand(s) and opened minds to new ideas.
- ▶ **Employee Engagement Campaigns & Events** – Strategy & Implementation – Managed *Shell’s* inaugural Safety Day campaign. An experiential day of workshops, social and on-line activities aimed to reduce accidents in office environments. Directed concepts, production, distribution and post analysis.

Launched simultaneously [same day] in 90 countries, to engage over 300,000 staff and contractors. Produced 200,000+ adhesive graphics, 5000 pop-up stands and 100s of workshop kits [13 languages] for country leaders, regional and category managers – all arriving in good time to go live.

Active participation saw over 40,000 ‘pledges’ placed on a dedicated social site for individuals to make suggestions of improvements to safety. Success led to it being adopted as a permanent corporate calendar event.
- ▶ **Heritage Branding** – Strategy & Implementation – Understanding customer loyalty. Researched and challenged perceptions of historic *Shell* logos. Produced digitized anti-counterfeit artworks for retail merchandising. Created and market tested new products. Edited corporate history. Published white paper branding guide on the *Shell* Brand 1900–92. It supports enthusiasts who refurbish memorabilia and enables royalty earnings through merchandising and intellectual property channels (EG *Iron Man II* film rights). Generated royalties based revenue stream (£25Mpa).

1998–99 **DMZee Marketing Ltd** | B2C / B2B Design Publishing agency | Marketing Director - Lifestyle Magazines

1997–98 **Kodak FM Ltd** | B2B Design agency | Studio Manager

1989–97 **Jencons Scientific Ltd** | B2B Life sciences & pharma | MarComms Designer

Voluntary / Charity Experience

2020–21 Voluntary brand marketing for EvolvingWaze Consultancy. Helping start-ups during the Covid Crisis.

2013–15 Parish Councillor for Wyboston, Chawston & Colesden Parish Council.

2014 *SUSTRANS*. Lead/mentored a street fundraising team to sign up support for the *National Cycle Network*. Raised over £22K in direct funding and more than £100K via Match-Funding.

2008–12 *Starehe Future Appeal*. Marketed and created brand identity and campaign materials. The charity raised £10M to build and maintain an Oxbridge standard, scholarship driven girls’ school in Kenya; overcoming poverty through education. Received recognition (2010) by their patron, *HRH Princess Royal* – www.starehe.org.

2011 *Action for Blind RNIB*. Team of 285 fundraisers. Raised £11,900 by simulating a swim of the English Channel.

2001–07 Volunteer with the *Trust for Conservation*. Environmental NfP Sector.