

# Mark Smith

MSc BA (Hons) DipM FCIM MloD CMRS DipCAM (DigitalM) Chartered Marketer



## PROFESSIONAL PROFILE

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Strategist specialising in brand turnaround with particular focus on industries that improve lives such as healthcare, pharmaceuticals, tourism and hospitality. Focus on insight-led thinking. Full mix experience with agency and in-house, underpinned by serious credentials. Personal passion for linking strategic thinking to the full customer/brand experience to create transformational moments in consumer lives. Senior capabilities having led marketing teams and boards of directors, always with an ethical sustainable bias. Developing passion for sustainable long-term brand impact through a Doctor of Business Administration (DBA).

## KEY ACHIEVEMENTS

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- **National Impact:** Selected for HM Government's pandemic recovery response to author the national 'Help to Grow: Management' programme's Marketing Strategy module being delivered to 30,000 businesses.
- **Brand Development:** Led brand repositioning and implemented service blueprint at national tourism brand through market research and analysis, brand positioning testing, consumer segmentation and targeting commercially aligned for delivery of financial 5-year plan. Activated consistently at all locations, on media (TV, PR, press, digital) & with colleagues – resulting in significantly improved metrics including +40% awareness.
- **Leading Change:** Delivered the integration of multiple out-dated or confused positioning post-merger business units at healthcare conglomerate, creating a purpose-led integrated consistent proposition. Crafted by careful stakeholder management and delivered across all B2C and B2B touchpoints for commercial gain; reduced costs, increased revenue & improved reputation. Enabled 90%+ 'very engaged' colleagues.
- **Brand Growth:** Achieved double digit brand growth at global brewer each year, bringing new brand positioning to market through insight and creative development, activated across media and experiential to secure listings across all major grocers and in strategically targeted bar outlets in line with brand growth plan.
- **Strategic Balance:** Deep strategic thinking, such as the development of well-known high street restaurant purpose and positioning, with marketing implementation roll-out at a national retailer
- **Turnaround:** Led recognisable international charity through a period of significant financial turnaround and strategic change, recruiting and briefing a new senior team including Chief Executive and developing new positioning to enable higher levels of engagement and increased fundraising capability.

## CAREER PROGRESSION

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### Brand Strategy Director, Freelance

Mar 2019 – present

*Developed change strategies for well-known and loved brands to reinvigorate and improve their performance.*

- **Brand Turnaround:** Overhauled Butlin's guest experience to increase retention and participation; opened up commercial opportunities to increase market share +400% for Greene King's Wacky Warehouse with brand positioning & proposition development; developed Slug & Lettuce campaign planning to deliver on monthly targets; Farmhouse Inns customer journey mapping improving basket spend; Café Rouge brand reposition.
- **Brand Strategy:** Set brand foundations for Frankie & Bennies through creation of purpose-led vision and mission; supported creative briefing with data and insight for national leisure operator; delivered proposition innovation for national high-street financial retailer grounded in market analysis and macro insight.
- **Strategic Planning:** Market entry strategy for Restube including stakeholder management and commercials; customer experience management for Live Nation; start-up business research, planning and brand launches.
- **Insight Led:** Qualified as Certified Member of Market Research Society; managed marketing research programmes including interviews, facilitation of groups, ethnography, surveys, secondary and more; find the nuggets of insight in data that others don't; working with large corporate, NGO, charity and others.

### Lecturer (part time), Nottingham Business School

Sep 2019 – present

*Develop students to deep marketing & leadership knowledge through workshop-style seminars & mentoring.*

- **Bringing real life experience:** Delivery of MBA, Masters and Final Year modules including Brand Development, Brand Management, Marketing in the Boardroom, Delivering Customer Value, Digital Customer Experience, Contemporary Issues in Strategic Market Management, Executive MBA Consultancy Project, Integrated Marketing Communications and others.

## Head of Brand Marketing & Customer Experience, Forest Holidays

Jan 2016 – Feb 2019

*Led a change programme through insight & brand strategy into internal rollout and consumer communications.*

- **Exceeding Brand Metrics:** Through insight-led brand development, implemented a consistent customer experience across all touchpoints, exceeding all metrics set by the board. This included increasing brand tracking objectives of awareness +40% and consideration up by +23% consideration. Materially, the work then supported the sales funnel increasing branded search by +38% and overall web visits by +12%.
- **Full Mix Marketing Communications:** Achieved consistent brand interactions at every touchpoint through creation of new Purpose, internal & external stakeholder management, creating a full suite of integrated brand marketing communications across TV, press, digital (web, social, PPC, SEO), radio, PR and on location.
- **Commerciality:** Created a financially driven strategic marketing plan mapped to deliver the corporate five-year private equity plan. Used five-year model to identify the marketing metrics such as awareness and conversion rates required for each new insight-led consumer segment, giving the board full confidence in the marketing investment plan. Gained approval for the company's highest ever marketing investment.
- **Adding Value:** Managed brand marketing and communications team, with additional responsibility as a member of the Leadership Team to head up brand development and customer experience reporting directly to the Executive Committee. Implemented significant shift in the targeting of consumers; through insight, analysis and stakeholder management. This created added value for consumers and improved profitability and return on marketing investment. Implemented brand tracking methodology, informing decision making.
- **Agency Management:** Delivered a full agency review resulting in strengthening of partnerships, terminating untenable historic arrangements and adding skills into the repertoire. Achieved vastly improved results including significantly more cost effective & better-placed media, doubled PR output at half the cost and enabled coordination of all channels to deliver the brand consistently to consumers and stakeholders.
- **Crisis:** Full overall operational and communications control of crisis situations, which ensured minimal impact on customer experience which in turn led to reduced refund costs & avoided any media criticism of actions.
- **Leadership:** Led, line managed & coached award-winning team in effective delivery of £1.5m budget.

## Marketing Communications Manager, Lloyds Pharmacy / Celesio UK (McKesson) Jun 2014 – Jan 2016

*Led the marketing team to create integrated marketing driving consumer reappraisal of new brand positioning.*

- **Integrated Communications:** Developed brand strategy and positioning of Lloyds Pharmacy in line with the overall corporate purpose-led proposition that I had previously launched. Created an integrated suite of materials including TV, TV sponsorship, press, radio and digital assets, aligned to a communications plan to deliver to both brand building and immediate sales objectives.
- **Team Management:** Responsibility for all marketing communications team (pharmacy, retail & healthcare). Retained corporate duties directing across the wider business to support the UK Managing Director direct.
- **Financial Control:** Demonstrated exceptional financial control of £11m budget, resulting in the Finance Director rolling out my tracking system and financial model to replace that of the finance department.

## Brand & CSR Manager, Lloyds Pharmacy / Celesio UK (McKesson)

Jan 2013 – Jun 2014

*Turned round complex business into cohesive brand with motivated workforce through aligned brand strategy.*

- **Leading Strategic Change:** Worked cross-functionally to lead definition and implementation of Celesio UK purpose; understood the complex business models within healthcare and worked with stakeholders across every level including international parent company.
- **Strategic Brand Management:** Took a complex array of brands and rationalised significantly, devising brand strategy for forward growth. Ensured very high standards across all consumer communication, confronting conflict when brand reputation and patient impact was at stake.
- **Colleague Engagement:** Developed a tool to enable B2B customer facing teams to tell the brand story consistently but tailored to their objectives, worked closely with internal communications to take the whole business on the journey, resulting in over 90% of colleagues being 'very engaged' with the strategic pillars.
- **Executive Support:** Daily advisor and sounding board for Managing Director on high level strategy, colleague engagement and marketing. Supporting M&A activity, strategic planning and marketing decisions.

## Brand Manager - World Beers, Molson Coors Brewing Company

Nov 2009 – Dec 2012

*Created propositions to disrupt category, delivering positive annual growth exceeding five-year growth targets.*

- **Brand Growth:** Delivered consistent brand growth through strategic marketing plan: +33% year one, +22% year two, +23% year three brand development, new product launches & £2.2m consumer communications.

- **Brand Development:** Led brand positioning and creative development programme, including semiotics, consumer research, identifying brand essence and values, through to insight-led creative development and rollout planning. Activated ATL media, digital, in bars & venues, on packaging & through multiple grocers.
- **Crisis Management:** Coordinated all aspects of crisis relating to international supply chain issues due to flooding, while ensuring booked marketing activity continued without interruption.
- **New Product Development:** Launched Singha on draught for the first time in UK, with responsibility for listings, overseeing supply chain and activation. Brought new World Beer product to market in off trade.

#### International Marketing Development Manager, Weetabix

Nov 2008 – Nov 2009

*Assessed local market issues, structuring a marketing plan for each territory; ranging from TV to education.*

#### International Brand Manager, Boots

Apr 2008 – Nov 2008

*Enabled a portfolio of exclusive licenced brands, ensured effective stakeholder management & coordination.*

#### National Marketing & Business Manager – Republic of Ireland, Boots

Oct 2007 – Apr 2008

*Coordinated all marketing activity & trading for No7 brand. Selected & negotiated terms of new distributor.*

#### Graduate Programme & Industrial (Sandwich) Placement, Boots

*Developed through brand management skills including full ATL mix, new product development & launches.*

*National Business Manager – Republic of Ireland*

Jun 2006 – Oct 2007

*Assistant Business Development Manager – Boots UK*

Sep 2005 – Jun 2006

*Project Manager – Boots Healthcare International*

Jul 2005 – Sep 2005

*Assistant Brand Manager – Nurofen & Strepsils (Crookes Healthcare)*

Jul 2003 – Sep 2004

#### PRO-BONO ACTIVITY

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##### Royal Life Saving Society UK

President, Chair (Charity Trustee, Non-Executive Director)

Oct 2019 – Oct 2022

Deputy President (Charity Trustee, Non-Executive Director)

Jul 2016 – Oct 2019

National Communications Chair (Charity Trustee, Non-Executive Director)

Jun 2012 – Jun 2015

*Inspiring members, volunteers & staff to deliver charitable objectives, while overseeing commercial interests.*

- Defining strategy, business plan and KPIs for 5-year plan, financial decision making and charity governance.
- Key decision maker in appointing senior roles including Chief Executive Officer, Chair and Finance Director.
- Figurehead of organisation, inspiring and motivating the thousands of members, staff and other stakeholders.
- Regular spokesperson in regional & national media, including national BBC TV news & The Times.

##### Colwick Park Lifeguards

Chair, Director, Company Secretary

Jan 2002 – Feb 2018

*Grew a small team into a respected national business turning over £100k+ with a workforce of 100+ people.*

- Detailed planning with local authorities, management of highly stressful situations, business management.
- Created Latitude's most popular non-musical attraction, with considerable multi-agency planning to activate.
- Significant turnaround of customer experience & safety at Secret Garden Party, Reading Festival & Wilderness.

#### EDUCATION & CONTINUING PROFESSIONAL DEVELOPMENT

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Doctor of Business Administration – Nottingham Business School

In progress 2020-2024

- Creating new knowledge to enable brands to create positive transformation in consumers' lives.

Marketing Leadership Masters Diploma (DipM) – Chartered Institute of Marketing

2019

- Leading Change, Contemporary Challenges, Managing Business Growth.

Diploma in Digital Marketing (Media & Branding) – Chartered Institute of Marketing

2017

MSc Management – Leeds Metropolitan University

2014

- Strategic Management, Impacts & Risks, International Strategic HRM, Innovative Communication Strategies, Operations & Quality Management, Creative Thinking, People Management.
- Achieved Distinction, awarded the Dean's Prize for Outstanding Academic Achievement.

Professional Diploma in Marketing & Chartered Marketer – Chartered Institute of Marketing

2008

BA (Hons) Business Studies – Nottingham Business School, Nottingham Trent University

2005