

Richard Grainger

CRM, Loyalty & Digital Marketing Director



Consumer focused **CRM & Loyalty Director** with a **client-side** and **consulting** background, with deep strategic and functional expertise in marketing, specialising in leading data-driven CRM, loyalty, retention, e-commerce, and digital marketing change management programmes.

Experienced across the UK, global, and Africa, for **WeightWatchers, Yeo Valley, Heineken, Arla Foods, William Grant, Diageo, GSK, and Kellogg's**.

Focused on strategic consumer data-driven CRM, loyalty and digital marketing, **ran the UK's largest CPG loyalty programme** and delivered data-driven digital marketing plans for Yeo Valley and Arla.

Areas of Expertise

Data-driven digital marketing • Loyalty • Retention • E-commerce • CRM • Performance Marketing • Apps • SEM • Data analytics • Member marketing • Consumer engagement • Change management

Professional Experience

KEY ACHIEVEMENTS

- Through stakeholder engagement, directed a step-change evolution of **Yeo Valley loyalty, retention and digital marketing business case and strategy**: leveraging data to uncover insight and build segmentation, personalisation, and on-boarding: driving conversion, cross-sell and reactivation strategies, proving ROI of strategic activations
- Built **ecommerce**, digital marketing strategy, and engagement roadmap for **Karium Ltd**.
- Worked with stakeholders in 25 markets to lead delivery of **Heineken's** consumer data platform (CDP) strategy globally, to deliver a **single customer view**, drive **digital personalisation** and **performance marketing**
- Lead organisation **CXM change programme** for Arla to build the **data-driven digital vision**, identifying all Use Cases across the path to purchase and the potential consumer experience for each, along with the requirements for delivery (people skills, processes, data sources and tech)
- Lead **William Grant & Sons** global eCRM and digital team, building global strategy and selling this into markets through market workshops focused on strategy and retention capability
- Designed the data-driven marketing CRM strategy for **Kellogg's** Europe, developing the strategic proposition and connected social and email marketing consumer journeys
- Writing and delivery of **GSK's** global '*Marketing in a Digital World*' training programme
- Re-launched **Diageo's** ecommerce site, malts.com, growing it to profitability
- Sold in a 3-year strategic vision to the **Diageo** UK MLT to back the power of digitally enabled CRM for retention and to future proof the business against the risk of media blackout for alcohol

AUGUST 2021 – PRESENT

Head of Retention & Loyalty / WeightWatchers) \$1.5Bn turnover

Building the Retention and Loyalty Vision and strategy, leading markets to execute against this vision to extend the tenure of a Members subscription through engaging lifecycle comm's and cost efficient motivating loyalty incentives

- Global lead for Member Marketing, building and selling in the Retention & Loyalty vision and strategy to markets globally
- Leading the UK team to overhaul the member journey (e-mail, push, SMS, IAN) from sign-up with multi-channel targeted comm's by segment that engages, maintains and extends a members interest, ensuring longevity of subscription. Increased tenure from 8.5 - 9.3 months
- Strategic re-work of loyalty programme based on consumer insight and increased engagement, increasing membership tenure
- Leading and growing CRM & Customer Services team, comprising loyalty, retention, data management experts and customer service team and agency
- Leveraging ecommerce site comm's to increase a members spend and total ROI

JUNE 2020 – JULY 2021

Senior Digital Marketing Strategy Consultant (14 month contract) / Karium Ltd £52M t/o

Defining digital vision for company and individual brands; leading change management programme to launch ecommerce and loyalty, social advertising driving to pureplays, social media vision, brand websites, SEM and Email marketing for retention

- Development of a digital marketing engagement strategy and roadmap, employing an AS IS / TO BE methodology with key stakeholders to drive FY21-23 strategy
- Launch of DTC ecommerce (brand websites), building the media plan to drive traffic and retention programme to drive loyalty and purchase
- Deployed and evolved mix of PPC, display advertising and social advertising to drive consumers to purchase on owned ecommerce and pureplays (2-8% CTR, £0.04-0.20 CPC)
- Overhaul of social media strategy, reporting and metrics analysis, increasing reach and engagement by 45-55%, through targeting both efficiency and effectiveness

NOVEMBER 2018 – JUNE 2020

Digital, CRM & Loyalty Marketing Director / Yeo Valley (£300M turnover CPG)

Exec position, leading the development of a 3-year marketing strategy to drive sign-up to the loyalty scheme with a vision to become the pre-eminent CPG loyalty scheme in the UK

- Development and implementation of a 3-year marketing plan and roadmap, incorporating an analysis of all strategic pillars, determining today's strategic focus and where that focus should migrate to over 3 years, influencing stakeholders and putting steps in place to achieve this
- Ownership and re-launch of the Loyalty programme (vision, strategy), built on a data-driven consumer insight, with a personalised acquisition, on-boarding and retention strategy
- Significant stakeholder management with founder of business, MD, FD and Exec, to ensure consumer focused strategy and execution
- Testing of acquisition channels and building clear plan for acquisition, employing database profiling and look-a-like targeting to drive targeted cost efficient acquisition
- Implementation of a segmented and triggered welcome and on-boarding programme to drive first action, with an overhaul of loyalty mechanics at all levels (from new consumer to HVC)
- Built an integrated consumer journey working towards reach and engagement goals, driving consideration, brand loyalty, ongoing retention and cross-sell (improving conversion by 45%)
- Commercial responsibility for the consumer data asset, proving the business case by showing strong financial uplift by segment, via matching database to Nectar database

- Empowered Social Media Manager to step-change organic & paid reach & engagement
- Managed team of 5, including 2 Heads of departments, guiding team and collaborating on deliverables and PDP's, and successfully recruiting 2 high performing individuals

MAY 2016 – OCTOBER 2018

Senior Digital Marketing & CRM Consultant / The Customer Framework Consultancy

Leading Arla Foods vision of data-driven marketing as core to the growth of Arla's portfolio of brands; Delivering Heineken's global consumer data platform (CDP) initiative

- Defined Arla Foods (£10Bn revenue) global strategic agenda for data-driven digital marketing, using a world leading assessment and benchmarking tool, amongst key stakeholders, to define the internal view of current vs. required capability, defining the gaps to close: across data-driven foundations, performance marketing, business enablers and execution strategy
- This led to running an organisation CXM change programme project, defining all Digital consumer touchpoints across the path to purchase and identifying Use Cases and potential consumer experiences for each to drive purchase, recommending required skills, processes, data sources, measurement and technology for each digital media Use Case
- Proved efficiency and effectiveness of Data-Driven Marketing (DDM) e.g. targeted personalised social pilots achieved 3 times engagement vs. control
- Delivery of the global data privacy strategy for Arla, incorporating GDPR requirements
- Executed a 10-market digital marketing assessment for Heineken, identifying in-market barriers (people, process, policy, data, technology), and developing strategic recommendations for overcoming barriers to work towards CPG best-in-class data-driven marketing
- Employed Stakeholder engagement to define Heineken's CDP strategy globally (for D2C CRM + leveraging data to profile personas to acquire look-a-likes); building out all CDP Use Cases and Functional Requirements; vendor selection guidance; field and record level targets and metrics

JANUARY 2015 – MAY 2016

Global Head of Digital & CRM / William Grant (£1.2Bn alcohol FMCG)

Global digital strategy for priority brands (Retention, loyalty, ecommerce, social, search) with a remit to embed digital marketing strategically into the business (leading a team of 6)

- Sold in to the C-suite the vision and strategy of acquisition at scale to rapidly build the database globally and enable segmented and targeted cross-channel retention based consumer journeys
- Lead team delivering e-mail marketing, achieving proven UK/US sales through eCRM consumer journeys of x2.5 vs. the control, with an ROI of 2.2:1, and x2.4 advocacy rate
- Total database socio-demographic profiling and segmentation project through Acxiom
- Line managed and personal development responsibility for a team of six, investing in direct reports, working one on one, and as a team on individual empowerment and team development

SEPTEMBER 2011 – DECEMBER 2014

Independent Senior Digital Consultant / The Customer Framework Consultancy

Strategic development of digital, CRM and ecommerce programs across companies including Kellogg's, Henkel and GSK

- Created Special K's data-driven marketing CRM strategy, developing the strategic proposition, programme design, including multi-variate testing for Kellogg's Europe
- Employed vision shaping tool to set business vision and direction for Henkel's hair care portfolio. Built Social CRM loyalty strategy, roadmap and key enablers
- Development and delivery of GSK's 'Marketing in a Digital world' training to 20 markets
- P2P e-commerce solution for Celtic Gold, increasing conversion to sales from 18% - 40%

SEPTEMBER 2008 – AUGUST 2011

Digital, CRM & Ecommerce Manager / Diageo (Africa & GB Divisions)

Responsible for Diageo Africa's Loyalty & Digital Marketing Strategy

Responsible for GB's total Digital & RM business (team of 5), creating and selling in a 3-year strategic vision, future proofing the business against the risk of media blackout for alcohol

- Lead digital and mobile CRM strategy for the Guinness engagement marketing programme in Nigeria, recruiting and building a relationship with 1.2 Million consumers
- Re-launched Malts.com with SEM and online advertising strategy – achieved visitor numbers 148% above 60k target and quadrupled sales year on year
- Increased total CRM spend by 33% over one year from a shrinking total marketing fund; returned Guinness to CRM after several years; and initiated RM in the Smirnoff strategy
- Undertook database review, resulting in extensive clean-up project; data cleansing, rationalisation and archiving; consumer requalification, reactivation & re-segmentation

MAY 2007 – AUGUST 2008

Travelling in South America & Volunteering in Bolivian Big Cat Jungle Sanctuary

AUGUST 2004 – APRIL 2007

CRM Marketing Manager / Johnnie Walker GBT/ Diageo (Amsterdam)

Responsible for creation and launch of Johnnie Walker's Global CRM & Digital strategy across 38 markets in 4 regions. Lead new global website from agency pitch process to go-live

- Developed & launched global CRM strategy with a heavy acquisition focus
- Lead, managed & launched pioneering new Johnnie Walker website, providing over 40 markets the opportunity to strategically incorporate the website into marketing plans
- Launched the CRM & Digital strategy to 300 senior Diageo marketers in Asia, LatAm, USA & Europe at annual strategy workshops

AUGUST 2001 – APRIL 2004

CRM Exec / Manager / Diageo

Promoted in role. Responsible for strategy, creation & business sell-in of a pioneering insight driven CRM programme for the newly created Premiums portfolio of brands

- Delivered a new portfolio CRM programme across Diageo's range of super-premium brands, recruiting 120,000 high value consumers to a retention marketing strategy
- Doubled Gordon's and Bell's response rates (to 45% & 48% respectively), and achieved greatest attitudinal shifts and consumption increases in history of each programme

Education

Coaching Academy training / London

White Lion Leadership Academy / South Africa

SCHEMA® practitioner for The Customer Framework / London

Diageo Way of Brand Building I & II / London

IDM Diploma in Direct Marketing / London

CIM Advanced Certificate in Marketing / Colchester

Ba (Hons) Geography / Durham University

Conversational Spanish & French / Quito, Ecuador; A Level

Activities

Martial Arts (Black Belt & Assistant Instructor) • Worked on an environmental project in Costa Rica; a humanitarian project in the slums of South India; a puma / jaguar rescue sanctuary in the Bolivian jungle, and on lion re-population programmes in Zambia and South Africa. Most recently volunteered with 'Trees for Life', as part of a long-term goal to re-wild Scotland's Caledonian forest •