

## SUMMARY

**C-Suite Leader:** significant experience at the Executive Leadership Team level, from large businesses to smaller start-ups

**Digital Native:** from transformational traffic acquisition strategies to the design and implementation of web platforms

**International Experience:** proven track record of leading large global teams to successful delivery of challenging goals

**Experienced Marketer:** analytical approach, with a focus on marketing to deliver commercial growth

**Strategic Change Agent:** multi-industry experience, with ability to build teams, communicate a clear vision, and inspire action

*Now seeking: Board / Non-Exec position, providing opportunity to leverage experience of strategic, marketing-driven growth.*

## SELECTED ENDORSEMENTS

<b>Jeannine Haas</b> CMO at Gulfstream Aerospace	James is a strategic, highly analytic, high performing digital marketing executive. He is a terrific story-teller who has mastered the art of translating a strategic vision into a compelling plan. James is a big-picture thinker who appropriately balances the ideas with practical solutions, always mindful of meeting business objectives and targets. James made significant positive contributions that were revolutionary for our business.
<b>James Briscoe</b> Executive Chair at Canton	James has one of the finest marketing minds I have ever encountered. He has both a firm grasp on numbers and commercials as well as a deep understanding of the consumer.
<b>John McIvor</b> Head of International Communications at Bank of America	James is a tremendous fellow. Exceptionally passionate about work, he is extremely astute, happy to get into the weeds when necessary and equally comfortable in the board room. His marketing prowess is only surpassed by his encyclopedic music knowledge. A genuinely good bloke, his teams love him and rightly so.

## PROFESSIONAL EXPERIENCE

**Project50, UK****Oct 2018 – Present**

*Project50 is a strategic marketing consultancy, designed to unlock the very best of agency and client-side thinking. Project50 sits client side, unlocking the commercial needs of the business, and then delivering a growth strategy through a network of agency partners.*

**Founder**

*One half of the founding team, driving significant early stage interest in the model & acquiring new business. Engagements include:*

**Appreciate Group plc**

*A 50-year old Financial Services firm (previously known as Park Group plc), focused on pre-paid gifting, planning and corporate benefits.*

- Built a customer-focused transformation agenda, identifying multi-million pound revenue opportunities, and a delivery roadmap.
- Re-branded the business – a project which halved the incumbent agency costs and delivered in a three-week window.

**Jaja Finance (interim Chief Commercial Officer)**

*Revolutionary, digital/mobile first credit platform – a Fintech start-up with significant industry buzz.*

- Identified and corrected for over £100M of exposure in initial commercial modelling surrounding co-brand activity.
- Developed the communication strategy for the business surrounding a circa £600M transaction.

**Voy Travel**

*'The next generation of travel rewards' – a technology business grown out of Surf Air, the US-based subscription airline.*

- Built the core messaging around a nascent business proposition, ultimately targeting initial funding rounds.

**118 118 Money, UK****Apr 2018 – Sep 2018**

*118 118 has ubiquitous brand awareness in the UK; 118 118 Money spun out from the parent business as a financial organization.*

**Chief Marketing Officer**

*Brought into the business as a member of an entirely new leadership team. As the first ever Chief Marketing Officer, the remit was to build a new Marketing function, delivering transformational customer-focused growth.*

- Overhauled digital marketing, both reducing spend & growing volume by 50% by month two. By month six, the increase was 100%.
- Solved gaps in the marketing plans as inherited. Plans had a volume shortfall of 20% vs expectation, and a cost gap of over £500k.

**MBNA, UK****2015 – 2018**

*MBNA is a leading credit card lender in the UK market. In 2017, ownership for MBNA transferred from Bank of America to Lloyds Banking Group (LBG), in a sale worth £2Bn premium to loan book value.*

**Strategy & Innovation Executive (de-facto Chief Customer Officer)**

*Executive Leadership Team member, with direct reporting line to CEO. Exceptionally broad role, with a team of 70+ covering Brand Marketing, Customer Experience, Business Insight, Partnerships (200+ affinity relationships), Social Media, Strategy & Innovation. Significant influence across business.*

- Revamped brand strategy for MBNA, establishing a new brand from the ground up. After three months of above the line activity, communications awareness increased threefold to a record high. In addition, brand recognition moved from #7 to #3 in the market, beating larger competitors such as HSBC & Santander on materially lower spend.
- Delivered a comprehensive NPS agenda throughout the business, from complaint reduction through to relationship-based measurement. Net result: MBNA is the most improved credit card brand, year-on-year, for NPS in the UK.
- Choreographed all communications relating to the LBG acquisition, driving up staff engagement and a positive sentiment.
- Achieved market leading spend to awareness ratio. A deliberate, multi-year strategy, delivered sustained improvements.

# James Michael Poole

Dual UK/US citizenship

+44 7494 425 119 (UK)  
+1 917 520 0785 (US)

jamesmpoole@mac.com  
www.linkedin.com/in/jamespoole

- Established a new marketing partnership with The Walt Disney Company, combining Disney IP with MBNA marketing reach through owned and earned channels. Results indicate a 2x improvement in target brand equity statements.
- Pivoted the 'affinity' strategy, the heart of MBNA's past success, to leverage the 200+ affinity relationships for new sources of value. This includes negotiating deals with both Liverpool FC & Arsenal FC in order to gain enviable partner channel access.
- Placed the customer at the heart of the internal agenda. Used new brand and associated guidelines as a means of bringing the importance of the customer relationship to life, charting a course for a step-change in customer experience rankings.

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## Avis Budget Group, USA

2011 – 2015

### Vice President, International & Marketing Strategy (2014 – 2015)

### Vice President, International Marketing (2011 – 2013)

Responsible for marketing North America to all other markets globally. In addition, responsible for all marketing in Canada. Role expanded to include Partnership Marketing (\$1.5Bn book of business) and Marketing Strategy for North America.

- Winner: Company-Wide 'Best In Class' Award, 2013. Awarded for outstanding performance in exceeding challenging revenue targets, driving significant change in digital marketing, and recognition as being a 'Leader Among Peers'.
- Delivered a transformation for digital marketing activity. This involved the selection of new digital vendors, spearheading a new investment model and a realignment of all marketing across the digital funnel. Initiative acknowledged by Google as being an example of pioneering digital strategy. Year One benefit: incremental \$100M revenue on flat investment.
- Guided content and positioning of sales pitch to secure Jet Blue as an airline partner, winning the business from Hertz.
- Delivered continued revenue growth across four years, worth in excess of \$200M on a cumulative basis.
- Developed and delivered digital marketing activity (paid, organic and display) across Europe, Canada, Asia and Latin America, accountable for driving an incremental \$40M in revenue during 2012, and a further \$30M in 2013.

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## American Express, USA

2009 – 2011

### Marketing Director, Business Travel

Responsible for all marketing to the most profitable B2B segment: the mid-market. My role was expanded to include global leadership of a major 'subscription' product, generating revenue of over \$25M in fees.

- Championed and delivered a complete overhaul of online marketing activity for American Express Business Travel, integrating marketing messages through paid and natural search, driving a 600% increase in conversion rate.
- Pioneered the launch of a major new offering to the mid-market, succeeding in driving over 25% of the strategic revenue target for the Business Travel operation in 2010, personally delivering the keynote global launch presentation.

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## GTA by Travelport, UK

2007 – 2009

GTA was the world's largest hotel wholesale operation. It has since been acquired by Kuoni.

### Chief Marketing Officer, Octopus Travel (2008-2009)

### Director of Global Strategy, Octopus Travel (2007-2008)

Responsible for the consolidation of disparate functions into a single Strategy team, including Revenue Management, Business Intelligence, Sourcing and Strategic Planning. On delivery of a consumer-facing business, became CMO to lead it, with an \$80M B2C P&L. Led a team of 20+ based in London, Singapore, Madrid, Sydney & Rome.

- Designed and delivered a new business model, based on i) the radical expansion of hotel inventory, ii) a re-focus of the company to the B2C market and iii) the development of a new web platform to support the change.
- Negotiated with multiple suppliers to increase inventory available on the Octopus Travel website. Led to a tripling of inventory, with commercial terms that exceeded those secured by our major rivals.
- Drove the business case and delivery of new web platform. This involved securing an \$8M infrastructure investment from the Private Equity backers for the business. Led the 'business transformation' relating to the infrastructure investment, covering all aspects of the business, from back-end integration through to the delivery of a new customer-facing engine.

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## BT Retail, UK

2005 – 2007

### Head of Consumer Channel Strategy

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## British Airways, UK & USA

1997 – 2003

### World Sales Systems Commercial Manager (2002-2003)

### Manager, Commercial Analysis & Performance, North America (2000-2002)

### Senior Operational Research Analyst (1997-2000)

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## EDUCATION

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### Manchester Business School, UK

2003 – 2005

### Masters in Business Administration – Distinction (graduated in top 5% of class)

- Consulting projects for AstraZeneca (in China & Taiwan) & American Express (in USA & UK).
- International Exchange Program (New York University, Leonard N. Stern School of Business – USA).

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### Lancaster University, UK

1993 – 1997

### Bachelors in Business Administration (Hons), 2:1 (graduated in top 10% of class)

- Received highest attainable grade for a dissertation on the practical use of neural network forecasting for British Airways.