

Chief Marketing Officer with extensive digital, marketing and strategy experience across FSTE100 businesses through to PE and VC funded start-ups.

## Skills:

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**Digital marketing:** CRM, SEO, PPC, paid social, social media, content marketing, conversion optimisation

**Brand marketing:** brand development, customer insight, ATL marketing, TV advertising, PR

**Subscription marketing:** scaling acquisition, retention, reactivation cycles and leveraging LTV for ROI

**Ecommerce / Product management:** agile / scrum, lean start-up methods, user centred design, A/B and MVT

**Digital strategy:** analytical frameworks, focus group and survey research, competitive bench marking

**Data:** leading data science teams, advanced Excel, Google Cloud, Google Analytics, Quantrix, R

## Employment:

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### Chief Marketing Officer, SwyftHome.com

**Aug 2020 – Present**

Swyft Home is a fast growth D2C, VC funded start-up, which we've grown to £30m in two years. Swyft is rewriting the rules of the furniture market combining top end design, next day delivery and 'sofa in a box' convenience.

#### Key responsibilities

- Building a highly skilled in-house team to develop the Swyft Brand, Ecommerce and Marketing capabilities
- Supporting the Co-Founders with Commercial, Pricing, Product Development strategy and Investment Rounds

#### Key achievements

- Developing and executing Customer Insight, ATL, SEO, Brand, Performance and CRM strategies that have grown the business to £30m in 2 years
- Driving 70% uplift in target market Brand Awareness through TV advertising
- Creating a sophisticated 20 step CRM funnel that increased conversion rate by 25%
- Driving rapid revenue growth through SEO, delivering a 358% YoY in revenue in Q3 2022
- Driving a 20% increase in ROAS through efficiency optimisations to enable breakeven

### Non-Executive Director, Primrose.com

**Oct 2021 – Jan 2023**

Primrose is the UK's largest online garden retailer, owned by the RCP Private Equity firm. Non-Exec Board Member, brought on specifically to advise and support digital strategy. The Business was sold to Crocus in December 2022.

### Marketing Director, Wiggle & Chain Reaction Cycles

**May 2016 – Aug 2020**

WiggleCRC is the world's largest online cycle and tri-sports business. Reporting to the Group CEO I was responsible for Ecommerce, Digital Marketing, Data and CRM for Wiggle and Chain Reaction Cycles

#### Marketing Director

**Mar 2019 – Present**

Board Director, responsible for Ecommerce and Marketing for the Wiggle and Chain Reaction Cycles Brands.

#### Key responsibilities

- Leading a team of 94, responsible for performance of two brands across 30 international sites
- Responsible for brand, digital, CRM and Ecommerce
- Developing and executing digital strategy for two market leading pure play ecommerce brands

#### Key achievements

- Launched Wiggle+ next day delivery subscription, driving a 21% ACV increase from subscribers
- Turned around a -20% Organic growth rate, to +20% in 2019 and +40% 2020 through a new SEO strategy
- Lead a highly skilled international digital marketing team through ROAS efficiency projects that increased ROAS by 30%
- Developed and launched the Wiggle and CRC app, growing revenue by 35% in 2019 to 15% of total revenue
- Set up in-house Data Science function, using Google Cloud Platform to build ML models for propensity modelling, behavioural segmentation and rolling LTV calculation – driving a 14% increase in email CR%

### Director of Digital Marketing and Ecommerce

**Jun 2018 – Mar 2019**

Board Director, reporting to the CEO, responsible for customer experience across 30 international web sites

#### Key responsibilities

- Leading a team of 52 digital professions in a global, highly skilled in-house marketing function
- Responsible for £18m of marketing spend, managed through a fully in-house team
- Responsible for Data and CRM across an active customer base of 2.5m
- Responsible for new customer acquisition of 1.2m customers annually

#### Key achievements

- Removing two digital agencies, saving £500k annually and increasing sales by £8m through improved in-house management of campaign performance across 2m keywords
- Developed a fully mobile first strategy, launching responsive sites and mobile apps
- Increased conversion rates by 10% implementing a new single step responsive checkout
- Launched Data Science for segmentation and prediction models, integrated across all channels
- Created group CRM, Digital Marketing, Data and Ecommerce teams upon the merger of Wiggle and CRC

### **Head of Digital Marketing and Ecommerce**

May 2016 – May 2018

Joined Wiggle as Head of Digital, reporting to CMO

#### Key achievements

- Developed a ROAS based investment framework to manage £18m of digital marketing for optimum revenue performance across 50 country level accounts, based on country level margin
- Managed over £12m in CAPEX investment in UX improvements across all aspects of the customer journey
- Implemented Salesforce, growing weekly email volumes from 4m to 10m, growing email sales by 40%
- Grew new customer acquisition by 20% through introduction of Facebook, GDN and YouTube ads

### **Head of Digital, MORETH>N / RSA Group**

Feb 2013 – May 2016

Reporting into the MORETH>N Board and leading three agile scrum teams made up of analysts, UX designers, developers and project managers, I was responsible for the customer journey, digital product development and e-commerce trading.

#### Key responsibilities

- Leading a team of 21, responsible for digital performance of the morethan.com site
- Responsible for performance of price comparison site traffic (78 million quotes annually)
- Responsible for conversion performance of direct marketing traffic (£10m annual direct spend)
- Using Scrum / Agile methodology to manage trading, conversion optimisation and product innovation

#### Key achievements

- Beating 2013 and 2014 online sales targets through product innovation and conversion optimisation, earning 'Outstanding' scores on my 2014 and 2015 performance reviews
- Delivering a 30% reduction in CPA, through actions taken from deep analytical understanding of digital performance channels and user behaviour
- Delivering a 5x ROI on conversion optimisation (A/B, MVT) activities through site redesign, new online journeys and digital marketing performance
- Developing a successful web trading model that was rolled out in Canada and Scandinavia
- Product Owner for major project to move to in-house engineered Python application for cloud hosted web layer applications allowing rapid build and optimisation
- Product Owner for 4 product launches using agile / lean start up methods
- Successfully leading the SEO migration strategy for two major site re-launches onto the Django platform
- Completed RSA's Global Fast Track and the Brand Learning International Marketing Leaders Program

### **Head of Digital, Riverford Organic**

Nov 2010 – Feb 2013

Riverford Organic is the UK's leading Organic direct to consumer business, winning The Observer Ethical Awards across a number of years. I joined as Head of Digital to develop their online strategy and digital marketing.

#### Key responsibilities

- Leading a team of 11, responsible for digital marketing, new customer acquisition, CRM, social media / content marketing and customer services
- Growing the customer database and driving web traffic through integrated, cross channel programmatic on-and-offline marketing, email, direct mail and telephony
- Developing the businesses e-commerce strategy and re-launching the site on the Magento platform
- Supporting the board in developing the broader strategic planning process

#### Key achievements

- Growing sales by 5% and the customer database by 4% in a tough market that had declined by 25%
- New customer growth of 10%, through new strategies for SEO, PPC, press advertising and lead generation
- Developing a new CRM solution, increasing the number of customers reaching second purchase by 8%
- Driving an 12% increase in re-activation through direct mail, outbound and email marketing campaigns
- Launching a highly successful content marketing strategy, doubling YouTube and Facebook audiences
- Developing a highly successful app – ranked within the top 200 by The Daily Telegraph

### **Head of Customer Development, Direct Wines**

Mar 2009 – Oct 2010

Direct Wines is global wine retailer, operating in the UK as Laithwaites Wine, The Sunday Times Wine Club, Avery's and Virgin Wines. Whilst at Direct Wines I worked to develop their 5-year business strategy and later led their customer acquisition team.

#### Key achievements

- Created the 5 year business strategy, developing customer research programs and conducting market analysis
- Led the customer acquisition team in Marketing; responsible for customer recruitment for both the Laithwaites and Sunday Times brands
- Leading a team of 6, recruiting 150,000 new customers annually and a budget of £5m

#### **Co-Founder, Parcelcountry.com**

**Jul 2008 – Mar 2009**

Parcel Country was an delivery collection network for customers to use instead of receiving deliveries at home. We successfully sold the business in 2009. As Co-Founder I was responsible for e-commerce, marketing and product development.

#### **Manager, Business Development, Johnlewis.com**

**May 2005 – Jul 2008**

Originally joining John Lewis on their Management Development Programme I moved across to Johnlewis.com where I played key roles in their Data Analytics and Online Strategy teams, I also served three years on their Partner Council.

#### **Manager, Business Development - Online Strategy**

**Jan 2007 – July 2008**

Played a key role in the online strategy team tasked with developing John Lewis' 5-year multi-channel strategy.

#### Key achievements

- Leading the development of the customer strategy, identifying key segments and identifying opportunities to leverage valuable channel behaviours – developing a clear multichannel strategy
- Defining a highly successful merchandising and product category strategy paving the way for significant growth in online Fashions

#### **Education:**

**BA (Hons) Business and Management 2:1**, 2005 Oxford Brookes University

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