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| **Adrian**  **Smith** | Brand strategy and marketing leader  A **Singapore based**, enthusiastic, results-oriented **APAC Leader,** with a strong track record over two decades of **transforming** industries such as agriculture, retail, services, and telecommunications.  Leveraging **cross-industry** exposure and an **MBA**, I seamlessly transition between sectors, **driving marketing and brand strategy, digital innovation** and **delivering measurable outcomes**.  With expertise in **local team management** as well as **global senior stakeholder engagement,** I excel in navigating **dynamic matrixed environments** to achieve sustainable success. | | |
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| adriansmith50@hotmail.com | +65 8883 5908 | | <www.linkedin.com/in/adrian-sm/> |
| **functional Skills**   * Strategic Marketing Planning * Customer Experience Design * Digital Marketing Integration * Commercial product Management, LCM and Launch * B2B / B2C Campaigns * Customer Loyalty and CRM * Brand strategy | **transferable skills**   * Team Leadership * Stakeholder Management * Adaptability and Versatility * Strategic Thinking, Problem-Solving * Innovation and Technology Acumen | **EDUCATION**  **Master of Business Administration**  *Melbourne Business School – AU*  **MSc in Information Technology**  *Aston University – UK*  **BA Hons – Geography**  *Oxford University – UK* | |

# EXPERIENCE

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| **Feb 2016 – Ongoing** | **APAC Brand Strategy and Marketing Communications Lead**  *Bayer Crop Science - Singapore*  Lead the overall development of brand strategies, value propositions, and marketing communications for launch and established products in with Customer Marketing teams across APAC. Improved employee brand building capabilities by +51% and engagement from 3.7 to 4.5 in 9 months. |
| **Oct 2009 – Feb 2016** | **Head of Consumer Mobility Marketing – Melbourne, Australia**  *Telstra*  Responsible for developing and executing the overarching three-year marketing strategy and full year commercial marketing plan and advertising campaign delivery for the consumer mobile products portfolio. Built the top performing marketing campaign of the year - exceeding activations by 130%. |
| **Aug 2006 – Oct 2009**  **Jul 2005 – Aug 2006**  **Sep 1995 – Jan 2004** | **National Marketing Manager: ICE – Melbourne, Australia**  *KPMG*  Developed and implemented the marketing and brand strategy for KPMG’s National ICE accounts, including thought leadership, events, sponsorships, industry groups, advertising, surveys, PR and business development. Delivered 11% year on year revenue growth.  **Consultant – Melbourne, Australia**  *GROWTH SOLUTIONS GROUP* (an advertising and marketing agency)  **Senior Analyst – London, UK**  *JOHN LEWIS PARTNERSHIP* (One of the UK’s leading retailers) |

# EXPERIENCE - DETAIL

**Bayer Crop Science – Singapore / Melbourne, Australia February 2016 – Ongoing**

***APAC Brand Strategy and Marketing Communications Lead - Singapore November 2022 – Ongoing***

* Providing the overall direction and development of brand strategies, value propositions, marketing communications, resourcing, and prioritization in partnership with Bayer Crop Science Customer Marketing teams across APAC.
* Demonstrated strategic thinking skills and ability to drive transformative initiatives as highlighted in a program to efficiently target mid-tier customers across multiple geographies with consistent, tested, and simple messaging.
* Advanced people skills, evident in my ability to build collaborative relationships with internal and external stakeholders to advocate for APAC considerations in the global organisation, and to steer centralised deliverables.
* Strong foundation in digital innovation, including the integration of traditional and digital marketing strategies, managing enterprise-level marketing software, and driving CRM strategies for small holder and account-based management with large corporate farms.
* Initiated market research to further understand the brand health of key products, collaborating with global teams and local agencies to deepen understanding, align KPIs and translate into actionable insights.
* Proven ability to lead and manage teams locally and across countries effectively, fostering positive work environments, and achieving results. Enabling them to develop and implement strategic marketing plans.
* Expertise in designing and implementing customer-centric marketing and brand strategies, essential for successful launch excellence to improve time to market with fewer ‘ghost’ launches, supported with the rollout of the innovative approach tailored to each country, product and audience.
* Built and ran an 8-week training program to upskill brand managers in SEAP and support the shift from Product to Brand led communications - the program had an NPS of 38 and participants boosted their capability scores by +51%.

***Customer Experience Manager – Australia October 2019 – November 2022***

* Delivered a customer centric marketing and brand strategy across the Crop Science organisation, to build a cohesive Bayer experience and strengthen the marketing connection to our commercial activities.
* Created both rational and emotional segmentations of our core customers. Mapped the customer journey for key crop segments aligned to product and business outcomes through the Transform to Win program.
* Led customer research to truly understand the current and expected customer experience, validated global personas and archetypes for the Australian markets to analyse potential solutions. Used the findings to shift the internal conversation and help transform the business.
* Collaborated with key teams within the business to develop and implement an integrated and competitive Customer Experience strategy; whilst optimising the customer experience of existing programs by focusing on the effectiveness of customer interactions e.g., improved knowledge sharing and training.
* Developed a CRM strategy that integrates through-the-line communications to drive incremental transactional growth and engagement- leading to an integrated customer experience. Work with local and global technical and IT teams on configuration, testing and deployment of CRM Marketing tools.
* Supported the marketing team to develop email marketing strategies, build content (with agencies) and re-engagement plans. Used marketing automation to achieved record open rates of over 60% and click through rates of over 28% on key email communications.
* Championed the concept that better utilization of CRM, digital marketing, data analytics and customer insights will lead to a more targeted and efficient marketing approach, creating more powerful connections to our customers.

***Marketing Communications and Customer Insights Manager - Australia February 2016 – October 2019***

* Drove change for Bayer through the integration of traditional brand communications strategies with next level digital maturity, customer engagement, and CRM solutions. Guided the team through all elements of the marketing mix and member of the Marketing Leadership Team.
* Led ATL, digital and BTL marketing communication plans and brand strategies that launched new products, drive acquisition, loyalty, and retention for crop protection products in the Australian agricultural sector. Managed Bayer’s agency relationships across digital, full service, and print agencies. Ensured adherence to brand guidelines, working closely with global and regional teams.
* Ownership of Bayer’s enterprise level marketing CRM software and web platforms including Salesforce, Pardot, SiteCore, ClickDimensions and Microsoft Dynamics.
* Provision of best available market data, analysed and converted to information relevant to the marketing team to support market assumptions and business decisions e.g. Brand health monitoring, farm gate pricing, competitor intelligence and ad hoc market research.
* Top 3 Global Innovation Coach, trained to assist the business in addressing challenges in alternative ways (e.g. Design Thinking, Systemic Inventive Thinking, Business Model Canvas) as part of Bayer’s cross divisional Innovation Agenda.
* Consistently rated as ‘High Performer’ – *“Adrian has great enthusiasm and an ability to quickly grasp the fundamentals of his role and the business strategy. He has a huge capacity to deliver a complex POW and brings a very strong digital and classical marketing expertise to the team.”*

**TELSTRA – Melbourne, Australia October 2009 – February 2016**

***Head of Consumer Mobility Marketing*  *January 2013 – February 2016***

* Responsible for developing and executing the overarching three-year 4P marketing strategy and full year commercial marketing planning for the consumer products and services portfolio including Telstra’s Youth, Music Streaming, Multi-Cultural, NBN, Network and AFL/NRL content offerings.
* Refined and optimised product, sales and offer value propositions across the portfolio to deliver to deep customer insights and segmentation analysis, working closely with Product, Pricing & Offer marketing teams.
* Direct management of a $14million annual marketing budget, including building business case justification for funds allocation, tracking ROMI, balancing P&L prioritisation, budget tracking, forecasting and reconciliation.
* Built new channel development frameworks and processes to support major project launches, including seeking out new opportunities that align with Telstra’s distribution strategy.
* Identified and incubated new opportunities, including conceptualising new models that deliver value to the business and partners, commercial negotiation and developing contractual agreements and input into due diligence of new or potential partners.
* Led analysis of relevant customer trends, internal and market data, and bespoke market research to identify key insights for customer centric product and service design. Worked closely with Channel stakeholders (Retail, Online, Call Centres) to deliver cohesion across all customer touchpoints for complex new go to market product launches.
* Direct line management of a team of 8, setting team and individual priorities and goals, managing workflow, reviewing performance, and resolving issues.
* Rated as ‘Exceeds Expectations’ in annual review for the final 3 years: *“Adrian is a cornerstone of the Consumer team, integral to the success of initiatives spanning the team, and is seen as a leader by his teammates and his peers. Adrian has a great ability to get to the heart of an issue, interrogating the data to identify root causes and see things through the lens of the customer. He is also very focused on deliverables, ensuring he meets commitments, and is ever willing to take on workload.”*

***Team Manager – Channel and Marketing Communications: Mobiles November 2010 – January 2013***

* Leveraged a strong understanding of customer needs and buying behaviour, to develop the overarching brand, marketing, and positioning strategy for the Mobiles portfolio. Ensured the program of work aligned with this overall brand strategy, building equity & brand consideration whilst providing initiatives for segment tactical promotions.
* Led a team delivering ‘Through the Line’ marketing and communications campaigns. Proud to have delivered the top two performing advertising campaigns in over this period of Telstra’s history on effective reach and consideration measures and exceeded business case activations by 110% and 130%, respectively. Campaigns were ‘highly motivating’.
* Provided mentoring advice, training, planning and support to team members, balancing effective leadership with fostering a positive work environment to deliver integrated marketing campaigns across Pre and Post Paid Mobiles - to approved expenses, budgets, resources, and timelines.
* Built collaborative relationships and managed multiple internal and external stakeholders (including advertising and media agencies) in a layered matrix structure, to ensure all party clarity and buy in to campaign outcomes. Quickly negotiated, resolved, or escalated issues and recommended appropriate solutions to bolster the performance of the campaigns, both during development and ‘in flight’.
* Used my formal project management training to guide the execution of multiple programmes of work to agreed milestones, and ensured measured outcomes were clearly reported and fed into quarterly planning reviews.
* Led contribution to the 3 year and annual category planning and budgeting process for consumer mobility marketing strategy, marketing plans and associated marketing campaign calendars. Ensured customer communications and segment insights were fully integrated up front in offer and product development, as well as championing the use of global best practice marketing communication strategy to maximise ROMI.

***Senior Marketing Specialist October 2009 – November 2010***

* Drove the simultaneous implementation of multiple advertising campaigns for Telstra Consumer Mobility Category (Pre and Post-Paid Mobiles and Mobile Broadband), to support the business growth objectives in acquisition, usage, and retention.
* Managed cross category integrated communications campaigns including PR, Press, TV, Radio, Online, Outdoor, Experiential, Bill Banners, Social Media, Point of Sale, Catalogue, DM and Email.
* Ensured the efficient pull through of ATL communications into the relevant channels (retail, call centres, Telstra shop online), including providing dealer advertising guidelines, Know How content and training materials. Worked with subject matter experts in the channel teams to enable the offers to be implemented efficiently from end to end.
* Developed targeted media plans across multiple channels to deliver the right message to the right people at the right time.
* Ensured effective campaign briefings to creative agencies. Reviewed, made recommendations, and signed off on appropriate media and creative placements for each campaign – balancing cross firm competing priorities and specific business objectives.
* Suggested improvements to existing go to market processes, which led to a secondment to DEAR process redesign project, a marketing process review and more collaborative working arrangements across Telstra.

**KPMG – Melbourne, Australia August 2006 – October 2009**

***National Marketing Manager – Information, Communication and Entertainment (ICE)***

* Developed and implemented the segmentation, targeting, marketing and brand strategy for KPMG’s National ICE accounts, emerging growth targets and industry vertical, including thought leadership, events, sponsorships, industry group involvement, advertising, surveys, PR, speaking engagements and business development activities.
* ICE achieved 117% of national account target – the top performing Line of Business against target, and 11% year on year growth in revenue across all ICE clients.
* Initiated and designed a market research project to uncover client perceptions of KPMG’s brand and ICE marketing activities and ways to improve ‘value add services’. Findings used to restructure and focus approach nationally, and translated into measurable initiatives to drive loyalty, brand connection and awareness. Project highlighted by the Global firm as innovative and world’s best practice.
* Developed and implemented both mass and 1-to-1 integrated marketing campaigns in print, press, events, and online media including the use of tools such a Facebook, to engage with both clients and staff on key strategic and revenue generating issues, whilst building KPMG’s brand equity in a highly competitive services environment.
* Commissioned and managed a regular Pulse Survey of a panel of industry experts to analyse trends in the Australia ICT market – regular coverage in Australian Financial Review and specialist press.
* Direct and indirect line management of a small team of marketing and business development professionals, and administrative support personnel, including creating, ‘selling in’, managing and reviewing the ICE budget to ensure maximum value across KPMG in a resource constrained environment.
* Regular contact and discussion with Partners, and other internal and external stakeholders both locally, regionally and globally on marketing and business development support to achieve account KPI’s - including revenue targets. Responsible for direct BD support for the ICE emerging accounts segment and number of KPMG’s National accounts.
* Achieved a performance rating of SP+ “*Your overall performance is very strong. The performance results you achieved are exceptional. Your demonstration of KPMG´s Global Values and Skills and Behaviours is strong. Your contribution is recognized and appreciated.”*

## GROWTH SOLUTIONS GROUP – Melbourne, Australia July 2005 – August 2006

A strategy and marketing consultancy that works in partnership with senior management to deliver profitable growth.

### Consultant

* Led a number of evaluation and positioning projects to develop and sell in marketing and strategic business solutions, for clients including developing a brand strategy for Zoos Victoria, analysing retail strategy for Australia Post, implementation of a marketing communication training program for the Victorian Government, creating brand extensions and new service offerings for PMP, and the implementation of new brand compliant signage for DHS.
* Developed and priced a private label ‘health check’ and solutions-based consulting offer for leading FMCG firms to strategically respond to the developments in the Australian “own label” market.
* Provided account service, strategic planning, and research analysis for Right Idea advertising agency.

## JOHN LEWIS PARTNERSHIP – London, UK Sept 1995 – Jan 2004

*John Lewis PLC is a UK company and the world’s largest industrial democracy with retail sales of over four billion sterling across both the Department Store and Waitrose (Grocery) divisions.*

### Senior Analyst Sept 2002 – Jan 2004

* Joined the Development Directorate to lead a team conducting strategic business analysis, building a company wide business case for a customer database and loyalty strategy (moving from mass marketing to 1-to1 marketing initiatives) affecting over one million account holders.
* Integral role in ‘Project Pyramid’ to analyse market research and strengthen the John Lewis brand, allowing them to understand key drivers by segment and grow market share using an integrated direct mail, TV and print campaign for a new targeted ‘fundamentals assortment’. As a result, saw a 26% increase in profit.
* Seconded to the John Lewis Department store division to scope, prioritise and build the business case for a multi-million pound Integrated Forecasting Planning and Replenishment project working with the Supply Chain Director and Deputy Finance Director.
* Worked with the stores’ senior leadership teams to develop the commercial models and analyse the impact outsourcing of call centres would have on the John Lewis brand, staff, customers, and revenue.
* Regular contact with board level management and co-ordination of teams, external marketing agencies and suppliers throughout John Lewis.

### Analyst and Programmer Sept 1995 – Sept 2002

* Responsible for developing Waitrose Direct - an online shopping service with over 50,000 registered users, including managing relationships with outsourced web development companies and implementing an online marketing and affiliate-based advertising strategy. Sales increased by 70% year on year.
* Implemented four Management Information Systems to over one hundred Waitrose Board and head office staff enabling them to improve margin and better target the product mix.
* Led the project team gathering user requirements, managing the system design, build, testing, training, and documentation for new and existing systems across IT and business departments - gaining an in-depth understanding of all aspects of an FMCG business.
* Attended in house and external project management courses. Trained in Neuro Linguistic Programming.

# EDUCATION

## UNIVERSITY OF MELBOURNE, MELBOURNE BUSINESS SCHOOL Melbourne, Australia

### Master of Business Administration

* Majored in marketing, including being trained by one of the world’s leading brand consultants. Project work included development of a positioning campaign for Melbourne Water and marketing strategy for Otway Estates Winery.
* Achieved H1 in Brand Management, Implementation of Strategy, Consumer Behaviour and Marketing Research subjects. Awarded Tourism Victoria Bursary for “best project across all programs”.
* Selected for the annual MBS / AGSM Deloitte Cup debate.

## ASTON UNIVERSITY Birmingham, UK

### Master of Science in Information Technology

* Studied the fundamental aspects of computing technology and the business impacts of IT.

## OXFORD UNIVERSITY Oxford, UK

### Bachelor of Arts Honours in Geography

# KEY ACTIVITIES AND INTERESTS

* Singapore Employment Pass.
* Producer of musicals for own theatre company.
* Volunteer work for British Scouting Overseas.
* References available on request.