



Sue France

Integrated Marketing, CRM, E-commerce & Operations Expert | Senior Marketing Leader | ex-eBay

Richmond, UK

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Languages

English

About

Marketing Strategy | Marketing Operations | E-commerce | Retail Marketing | Retention Marketing | CRM | Loyalty Marketing | Data & Insight | Customer Segmentation | Customer Engagement | Customer Journey | Employee Engagement | Coaching & Development | Business Transformation

A passionate and visionary Senior Marketing Leader with over 20 years' experience driving customer engagement for global brands in the UK and Australia. Expertise in CRM, data-driven digital marketing, e-commerce, and marketing operations.

Commercially minded, action focused and customer obsessed, with a proven and consistent track record of leading cross-functional teams to drive business growth and customer loyalty through inspiring and innovative marketing activity. A thought leader, passionate about creating a culture of trust, empowerment, collaboration and fun and known for building motivated, happy, and high performing teams who deliver with impact and pace.

Significant experience in managing complexity, breaking down silos and driving change in a matrixed global organisation. With deep technical expertise and strong intuition, I thrive on challenging the status quo and finding creative and simple solutions to complex business challenges and better ways to work. A culture carrier, I was co-lead on WeMind, eBay's mental health community, a LGBTQ+ Ally and mentor to other women within my team and in the broader community.

BRANDS WORKED WITH

- Best Western Hotels
- eBay Australia
- eBay UK
- Global Red
- Guardian & Observer Newspapers
- Kirklees Council
- Sydney Opera House
- Travelling
- UCI Cinemas

Experience

● Head of Buyer Engagement, Integrated Marketing & Ecommerce

eBay UK | Nov 2021 - Oct 2022

Established and delivered the strategy to improve buyer health, accelerate business growth and drive loyalty and lifetime value for eBay's 29m buyers and sellers. I led a cross-functional global team championing a customer driven approach across the business and directly managed loyalty, insights, owned channel marketing & marketing operations. Advised CMO and exec team, and served on the UK Management team. Key Responsibilities & Achievements

- Retention & Loyalty Marketing: Increased the impact of CRM and loyalty programmes including Nectar partnership for key customer segments with new innovative promotional mechanics.
- Data-driven decision making & sharp execution: Acted with urgency to identify quick wins in declining buyer frequency. Created a Tiger Team to gather customer insight and quickly launch test and learn campaigns, while developing longer term strategy.
- Creative problem solving: Overcame resource challenges, finding creative workaround for analytics and operational resources.
- Change Management: Established new roles and responsibilities across my team, coached for success and developed new operating rhythms and ways of working to maximise efficiency and collaboration.

● Head of Retail Marketing & Operations

eBay UK | Jul 2017 - Nov 2021

Owned Retail Marketing e-commerce strategy, \$24m budget & agency management. Oversaw marketing resource planning and end to end marketing operation.. Reported to the CMO and then directly to the

UK GM from March 2020. I orchestrated cross functional teams and agencies to create and deliver plans for daily trading, key retail moments, new propositions, and partnerships across all customer touchpoints. I championed a customer driven approach to ensuring our homepage was relevant and a cultural barometer for what was going on in the lives of our customers.

Key Responsibilities & Achievements

- Impactful Results: Annually delivering over \$1bn in sales attributable to marketing campaigns.
- Strategic Agility: Effectively pivoted team focus and adapted ways of working during lockdown to respond to the changing needs of the business and customers in an agile and efficient way.
- Marketing Innovation: Lead project team to deliver "Shirts for Heroes", partnering with premiership Footballers and raising over £1m for the NHS. A technical and complex project delivered at pace to ensure relevance.
- Global Transformation: Represented the UK in a global tech innovation project to drive customer centricity and increase automation and efficiency through technology. Advisor to VP stakeholders and elected to lead global pilot which successfully launched in March, 2021.
- Team building: Attracting and retaining the best talent, scaling team from four to 26 people & consistently outperforming company employee satisfaction benchmarks. March 2021 results: 96 (v 74 average)
- Recognition: CEO Award for going above and beyond to support eBay's COVID-19 response in support of customers, employees, and community. Recognised as Critical Talent.
- Global Relationships: Owned relationship with Global Buyer Experience and CRM to ensure strategic alignment
- with UK priorities. Represented the UK in European and global forums.

● Head of Retail Marketing & Promotions

eBay Australia | May 2015 - Jun 2017

Responsible for developing and implementing the Retail Marketing strategy and full accountability for end to end marketing plans including planning and prioritisation of retail calendar, channel plan, targeting, creative development, and execution. Managed a cross-functional team of 40, driving operational efficiencies and scaling retail promotions and incentives to drive business growth.

Key Achievements

- Commercial Impact: Delivered over \$500m incremental sales through retail promotions, product and store launches and 7 - 9pt of growth each quarter.
- Operational Efficiencies: Improved operating rhythms and output efficiencies across core streams of work to scale incentivised promotions by 4x (from 10 to 40 per Qtr) over 12 months.
- Identifying New Opportunities: Drove innovation and expansion of campaigns including new and reactivated buyers, new markets (New Zealand) SMB, Category campaigns & partnerships
- Data Driven results: Improved personalisation and targeting of campaigns, leveraging data and scaling marketing operations

● Senior CRM Manager

eBay Australia | Sep 2013 - Jul 2017

Responsible for developing and implementing programmes to engage buyers at all stages of their lifecycle to drive loyalty and improve customer lifetime value.

Key Achievements/Projects

- CRM Strategy: Developed and implemented CRM strategy and go to market plans, including acquisition, retention, loyalty and reactivation journeys
- Data driven innovation: Leveraged data to uncover actionable insights for ongoing campaign optimisation and new campaign opportunities.
- Email Marketing: Implemented email programme for new customers, delivering < \$12m of incremental spend in test period.
- Marketing Management: Managed end to end campaign delivery, ensuring effective targeting, delivery, evaluation & optimisation.

● CRM Manager

Sydney Opera House | Jul 2011 - Sep 2013

Responsible for creation and delivery of comprehensive CRM strategy driving customer engagement across events, membership tourism and



philanthropy, and end to end campaign management of customer life-cycle programmes

Key Achievements/Projects

- Marketing Strategy: Created customer acquisition strategy resulting in 22% growth in contactable customers in 6 months.
- Customer Segmentation: Managed creation of behavioural and attitudinal customer segments improving targeting and personalisation. Email revenue increased by 18% year on year.
- Agency Appointment: Leading RFP process to acquire and integrate a new email platform, enabling dynamic content, automation of emails and increasing efficiency of the digital marketing team.

- **Account Director**

Global Red | Nov 2010 - Jul 2011

Project managed the development and marketing of new product launches for Priceline, a health and beauty retailer, including B2B and B2C website development and data exchange. Developed and implemented a complex data strategy and multi-channel Marketing launch & CRM plan.

- **CRM Manager**

Best Western Hotels | Mar 2008 - Aug 2010

Reporting into the Head of Marketing, I led the CRM function for Great Britain and was responsible for developing and implementing a customer-centric, award-winning CRM programme powered by dynamic content. This included acquisition, retention, reactivation, and cross sell customer journeys for B2C, B2B and loyalty.



- **CRM Marketing Manager**

Kirklees Council | May 2005 - Mar 2008

Responsible for acquisition and retention of members of Kirklees fitness facilities, database management and end to end management of on and offline campaigns.

- **Travelling** | May 2004 - Apr 2005

Solo travel through South America, Australasia, and Asia.



- **Marketing Executive**

UCI Cinemas | Apr 2002 - Apr 2004

Managed project to launch online cinema ticket sales, including development of two new websites, creating emailable database and developing segmented contact strategy for key customer groups, driving 25% year on year increase in online bookings.

- **Marketing Assistant**

Guardian & Observer Newspapers | Jun 2000 - Mar 2002

Supporting central Guardian and Observer marketing activity. Responsible for sourcing and managing weekly Guardian Guide editorial competitions and annual Christmas Charity appeal and supporting brand marketing activity.

Education & Training

1997 - 2000

- **John Moores University**

2:1 BA Hons Media & Cultural Studies,,