




# Andrew Williams

Brand Marketing, Digital Sales  
& Communications

 Riyadh Saudi Arabia

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## Languages

Irish

English

## About

### BRANDS WORKED WITH

du (Emirates Integrated Telecommunications Company)

Etisalat Group

lxl, Inc.

Jawwy From Stc

Nxt Plc

Orange Group

Orange Uk

Prudential plc

Saatchi & Saatchi

the Monday Lottery (Chariot Uk Plc)

Webcredible

## Experience

### ● Head of Digital Sales & Communications

Jawwy From Stc | Jan 2016 - Now

### ● Adviser, Retail Transformation & Experience

du (Emirates Integrated Telecommunications Company) | Jun 2014 - Mar 2016

Recruited to design, develop and deliver the transformation of du's retail stores across the UAE Adviser, Retail Transformation & Experience supporting VP Direct Channels

- Used market & customer insight, data & global best practice to design the 'to-be' du retail experience. Aligned strategy with key stakeholders then built the governance to deliver the program. Program covered People, Processes, Systems & Design with clear owners for individual sub-projects.

- People. Designed & delivered new management practices, training & evaluation methods; introduced new roles; added commissions to the pay scheme; and, improved productivity via IT & software changes. Pilot program saw 2x increase in PostPaid sales & 50 % reduction in waiting times.

- Processes. Assessed, prioritised and then changed key business processes to reduce service time & deflect low value transactions. Worked closely with other departments to push adoption of alternative channels (self-service kiosks, call centre, website and App) for key transactions in order to free agent time to do more, better quality sales & improve the customer experience

- Systems. Working with multiple stakeholders, designed the 'to-be' IT environment with emphasis on reduced transaction time, assisted selling & omni-channel capability. The IT business case highlighted 60m AED NPV, 85% IRR versus investment of 34m AED and was approved by the Board.

- Design. Agency selected to design a new store in line with new people, process & system capabilities.

### ● Vice-President, Brand & Customer Experience

Etisalat Group | Jan 2014 - Jun 2014

Headhunted to drive a better branded, more aligned customer experience across Etisalat Group Vice-President, Brand & Customer Experience reporting to Group CCO. Five direct reports.

- Co-managed a Group-wide retail transformation program with specific focus on customer experience

- Led a team of high performing Customer Value Management specialists to improve capabilities in the OpCos and where necessary provide direct support. Initiatives focused on improved analytics, including campaign evaluation & targeting as well as supporting the roll-out of NBA tools.

- Revised Group advertising agency relationship (Drive Dentsu), introduced internal governance to improve quality & consistency of creative output, reduce cost of delivery & improve speed to market

### ● Strategic

Webcredible | Jan 2012 - Jan 2013

Mid-sized User Experience consultancy specialising in digital design & development Member of Strategic Advisory Group



- Support the founder and his co-director with advice on company strategy, business development, governance and remuneration through ad-hoc meetings and quarterly board meetings

## ● Customer Experience Strategy Director

Orange Group | Jan 2008 - Jan 2013

Promoted to create a branded customer experience by developing a Europe-wide CEM strategy Customer Experience Strategy Director reported to successive VPs in dynamic, matrixed environment

- Led a transformation programme to introduce a user-centred design methodology & tools with the goal of building better branded, more consistent & useful digital products & services. Program consisted of eight projects with multiple stakeholders from multiple business units in UK & France.
- Developed the business case for investing in customer experience, established clear goals for the Group & introduced a single KPI to track progress. Goals and KPI endorsed by ExCom and OpCo CEOs and included in dashboards & bonus plans of executive teams across 11 countries
- Working with Group Market Research, introduced a survey in 11 countries to measure Orange customer experience, identifying pain points & areas of competitive disadvantage to support local action planning
- Managing consultancies, led reviews of the end-to-end mobile (UK) and broadband (Spain) customer experience across all channels, commissioning research, defining customer journeys, identifying moments of truth & building action plans with clear R.O.I. Contributed to +13% increase in NPS, Q2 2010 vs. Q1 2009 (UK mobile) and +11% increase in NPS, Q2 2011 vs. Q1 2010 (Spain broadband)
- Orange Moments: working with OpCos, led project to define and implement breakthrough brand experiences, that would surprise & delight customers and build greater brand advocacy.

## ● Head of Brand Planning

Orange UK | Jan 2006 - Jan 2008

Recruited to lead brand strategy & communications planning at Orange UK Head of Brand Planning reported to Brand Marketing Director

- Created a high performing and focused team of seven direct reports and introduced new processes that significantly improved the efficiency of communications planning. Total budget c. US\$ 100m.
- Partnered with marketing teams to conceive, test & launch mobile and fixed value propositions
- Initiated a review of Orange's brand health & communications activity, utilising qualitative, quantitative & econometric research to draw key lessons to support future strategy development & communications planning
- Led development of a new brand positioning, securing buy-in by all key stakeholders. The positioning was adopted by Orange Group for use in all Orange markets, globally.
- Developed Orange UK's 2008 communications framework & plan, negotiating with & securing buy-in from all key stakeholders. Agreed individual insight-led campaign briefs in conjunction with Fallon (advertising agency), covering all activity including ATL, BTL, online, offline & retail (indirect & direct).
- Developed and then briefed all relevant agencies on 2008 campaign requirements. Worked with Fallon as lead agency to develop a central creative idea and then drove its integration through-the line, covering all consumer touch-points. New campaign was rolled out across all Orange markets, globally, during 2008.

## ● Marketing Director

the Monday Lottery (Chariot Uk Plc) | Jun 2005 - Jul 2006

A market listed Internet start-up that retailed & marketed lotteries online on behalf of 70 UK charities. Marketing Director reported to Chief Executive

- Built & led a team of external agencies to conceive & launch the Monday Lottery in six months
- Designed & delivered the launch sales & marketing strategy, including: lottery game design, pricing, prize structure as well as the plans for getting, keeping and growing customers.
- Led the development of the launch communications plan working with agency teams led by M&C Saatchi. Included all PR, ATL, & BTL (on & offline). Attracted c. 260,000 registered customers with sales of £1.8m in

first 30 days. Brand awareness peaked at 85% and PR coverage included front page lead story on The Times newspaper (London).

- Part of team that built the eCommerce platform. Specific responsibility for optimising the customer journey for the online lottery game in the context of regulatory constraints & IT capabilities.

## ● Marketing Director

Nxt Plc | Feb 2001 - Jul 2004

FTSE listed, technology licensing company with unique flat panel audio technology Marketing Director reported to Chief Executive

- Improved efficiency, effectiveness & coherence of marketing activity, significantly reducing costs.
- Developed NXT as an "ingredient" brand & built communication strategies across multiple stakeholder groups including investors, customers and consumers. Implemented strategy across all media and channels
- Appointed head of business unit with zero sales and lack of market focus and in 18 months delivered significant business wins and on-going revenue stream.
- Refined value proposition & implemented roadmap to secure sales in toy & promotional markets, signing licenses with Mattel Inc. & Smurfit-Stone Container Corporation, respectively world's largest toy and packaging companies
- Developed "SoundpaX" loudspeaker product. Identified need to change the product design; co-opted NXT engineers and scientists; licensed manufacture in China at reduced cost; secured OEM to market product.

## ● Senior Vice President – Global Marketing

Ixl, Inc. | Jan 1999 - Jan 2000

Recruited to join Global Internet consultancy advising Fortune 500 companies on eBusiness Senior Vice President – Global Marketing, reported to the Chief Marketing Officer, managed team of 70.

- Built the global marketing operation. Managed its activities across the USA and Europe.
- Developed brand positioning and communication strategy, globally. Implemented strategy across all advertising, PR, design/collateral, thought capital generation, Internet and trade show activity.
- Developed positionings and business development strategies for five industry practice groups.



## ● Head of Brand Communications

Prudential plc | Jan 1996 - Jan 1998

Headhunted to develop and implement the brand strategy for the UK's largest insurance company. Head of Brand Communications reported to Marketing Director, managed team of eight.

- Launched "The Man from The Pru" campaign on-time and on-budget, ATL & BTL. Budget: US\$ 30m,
- Drove Prudential's sponsorship and branding of the 1998 Pru Tour, a round Britain cycle race,
- Developed communication strategy for Scottish Amicable following its takeover by Prudential.
- Part of team that developed the proposition and brand name for Egg bank.



## ● Management Supervisor, member of Agency Board

Saatchi & Saatchi | Jan 1988 - Jan 1996

Joined the account management function of one of the world's leading agencies as a graduate trainee. Management Supervisor, member of Agency Board

- Helped build the Visa brand across Europe. Managed its award-winning advertising account across Europe, overseeing the development of advertising on a Pan-European & country specific basis. Fee income US\$ 3m p.a.
- New business wins included: Diageo - Bailey's Irish Cream; Playboy TV & the Irish Food Board
- Other clients included: Procter & Gamble (Ariel); Mars (Snickers, Tunes, Locketts); Gillette (Right Guard); Lenscrafters; the 1992 Conservative Party election campaign; the Famous Grouse Whisky; Powergen. Other