



Ellie Mickleburgh

Director of Marketing

London, UK

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Languages

English

About

FTSE 100 global Marketing Director consistently proven in transforming multi-channel B2B and D2C marketing output and results, as well as developing brands and products for numerous well-known names. Using a scientific approach to marketing with research and insight, tenacity, communications strategy and digital expertise, excels in building, connecting & motivating high-performance teams in complex matrix organisations. Excellent stakeholder engagement skills and abilities in managing multiple workstreams.

BRANDS WORKED WITH

- Ageas UK
- Aviva plc
- Blackstone
- Bourne Leisure
- Hays
- Jlt Group
- JLT Group
- Marriott Vacation Club
- RSA Insurance Group
- Towergate Insurance
- TUI

Experience



● Marketing Director

Blackstone | Mar 2021 - Aug 2022

Sage Homes is one of Blackstone's 16 portfolio companies and a 'For-Profit' Registered Provider of affordable housing across the UK. This role reported to the Chief Customer Officer and was responsible for positioning and promoting Sage as a leading brand in the affordable housing sector as well as developing the new shared ownership product and driving sales to grow the ownership base. Achievements:

- Directed and developed marketing and product strategies and external communications based on customer and audience insight to deliver against business objectives
- Development, management, and justification of overall Sage marketing budget performance
- Re-branded from Sage Housing to Sage Homes including company values, purpose and promise, visual identity, and tone of voice gaining Board approval and sign-off to bring a more mature, consistent and professional reputation to the brand
- Launched business purpose, promise, values, products and re-brand through organisation of the first-ever full company annual conference
- Improved Shared Ownership lead generation volume by 200%, CPR reduction of 15% and improved sales conversion from 2% to 6% in 12 months
- Website re-platformed to improve SEO ranking, capability and engagement through new content and optimised frictionless sales experience and conversion
- Customer Journey Mapping – identified 128 customer issues for action driving customer improvement plans to deliver customer satisfaction score improvements and develop new customer proposition
- Reputation improvement - Trust Pilot rating improvement from 1.5% to 3.6%; joint highest in sector
- Built marketing team with digital, brand and design, public affairs, and marketing acquisition capabilities delivering best in class marketing and comms.
- Overhaul of marketing and product process and measures – more efficient and effective marketing reporting, lead and sales conversion analysis, and continuous improvement



● Marketing & Propositions Director

Ageas UK | Apr 2018 - Feb 2021

Ageas is a leading provider of insurance with 35M+ customers and 45K+ staff. Reporting to CEO, leading implementation of UK marketing strategy to support commercial development in alignment with Board strategy (broker, direct retail, digital e-commerce and aggregator incl. new proposition development). Manage a team of 50 across B2B and D2C, driving profitable customer acquisition & retention, launch new products & grow the business.

- Built and delivered Ageas marketing, product and distribution strategy to deliver multi-channel growth
- Built a digital and e-commerce team with focus on developing UX and e-com performance
- Optimised digital journey via enhancements, reducing expenses and delivering £1.4M benefits
- Developed and deployed new B2B broker proposition and product set to re-establish market position & strengthen relationship with broker partners – delivering significant new broker deals 2019-2020
- Redefined broker CRM tool and developed ABM approach to deliver marketing qualified leads and improved conversion rates by c15% in conjunction with sales team
- Improved customer experience incl. lifetime relationship, beating retention targets av. 7%
- Agreed business case & launched new Direct Insurance products, leading to 50% direct business growth, market share rise 2-5%, brand awareness increase 19%-40% & consideration 5-9% in a declining market
- Created a new product and propositions team and, using design thinking, generated a pipeline of 60 new ideas, 12 experiments and 4 pilots to develop Ageas competitive position, with 2 full launches completed
- Launched the first Ageas TV ad and development of direct Ageas brand position
- Over-achieved new business targets 5% with quotes & sales YOY growth, and cost per sale reduction

● Global Director of Marketing & Design

Jlt Group | May 2016 - Apr 2018

JLT are a leading provider of insurance, reinsurance and employee benefits consultancy and brokerage. Promoted into this role to create and manage the first global marketing and design team within JLT Group, and share best practice Group-wide. Reporting to the Group CMO, managed a team of 30 providing B2B marketing services on a central shared service basis (Centre of Excellence) across all JLT's businesses. Included marketing comms, corporate brand and communications, research and insight, content development, sponsorship and public relations activity, across the JLT Group.

- Designed & implemented new global marketing team structure around specialist capabilities, populating with high-performing marketing experts - maintaining output levels and reducing costs 20%
- Developed insights and research programme, producing the JLT insights magazine and specialist content and communication for each specialty area across the business
- Delivered and implemented new brand positioning, value proposition and tone of voice increasing client engagement with communication over 6 months
- Initiated & implemented brand architecture, reducing brand investment costs £70K across 3 divisions
- Re-designed and produced the global Annual Report and Accounts
- Planned and managed crisis comms in the UK business and M&A comms across the global business
- Achieved JLT Group Exec approval on global marketing plans and strategy including delivery of a capability maturity model to achieve consistent levels of marketing and brand across the JLT Group

● Marketing Director - Employee Benefits

JLT Group | Jul 2014 - May 2016

Accountable for the execution of all B2B marketing communications, brand & public relationship activity for employee benefits and pensions. Combined 3 teams to build a marketing function, developed JLT Employee Benefits brand strategy and created an account based marketing and lead-generation marketing culture.

- Developed Employee Benefits brand positioning, value proposition and messaging matrix via use of client and member research and insight to demonstrate 'what we do well' and 'what we stand for'
- Built and structured a marketing function for optimal performance
- Led the vision for delivery which contributed to acquiring new clients worth £26M in a year



● Global Marketing Consultant (Interim contract)

RSA Insurance Group | Jan 2014 - Jul 2014

RSA Insurance is a FTSE 100 company providing insurance in 140+ countries through a network of partners. Reporting to the Group CMO, key focus was on driving sustainable improvements in worldwide marketing effectiveness, uplifting global performance & improving marketing activity ROI.

- Key role in shaping global marketing strategic framework as well as reporting & community development
- Transformed core marketing skills across countries via L&D and sharing marketing excellence best practice
- Drove business channels to deliver £7M+ value alongside teams in UK/Europe, Scandinavia & Canada
- Developed & implemented customer strategy including segmentation, targeting, retention, customer experience, digital channels and brand delivery



● Customer Experience Director (Interim contract)

Towergate Insurance | Sep 2013 - Jan 2014

Insurance intermediary and broker covering over 200 specialist insurance products. Reporting to the CMO, helped to shape a new central marketing team, designed Group Customer team target operating model to drive customer culture across the business, and had ownership of delivering 3 core work streams: conduct and TCF reporting and action planning (treating customers fairly); customer culture development; and operational improvement and delivery (customer experience and customer journey mapping).



● UK Marketing Director

Hays | Mar 2013 - Aug 2013

Hays is a FTSE 250 company providing specialist recruitment services across the globe; also a market leader in the UK&I. Within a matrix structure environment, reported to the Global CMO and UK&I CEO, delivering strategic marketing (online and offline, creative studio, and PR/internal comms) through a team of 35. Also a key role in developing the Hays brand, ensuring a consistent identity. Restructured the UK&I Marketing team from regional to capability-based to enable deeper technical skill sets and improve performance, synergies and efficiencies, whilst also saving c. £300K. Developed effective marketing campaigns delivering greater ROI & results - up to 50% improvement in 6 months and developed and promoted Hays brand in UK&I markets, adding c. £5M to bottom line in 6 months



● Global Head of Marketing & Customer Strategy

Aviva plc | May 2006 - Mar 2013

European Head of Marketing - Aviva Europe, Aviva Plc. Senior Marketing Manager - Aviva UK, Aviva Plc.



● Senior Marketing Manager

Marriott Vacation Club | Nov 2003 - May 2006



● Marketing Communications Manager

TUI | May 2001 - Nov 2003



● Brand Manager

Bourne Leisure | Nov 1999 - May 2001



● Direct Marketing Manager

Bourne Leisure | Aug 1998 - Nov 1999