- Curriculum Vitae -

Patrick Nobbs

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**PROFILE:** Senior-level marketing strategy, communications and customer expert, with strong transformational and leadership skills, gained with several global financial services and technology brands. Has extensive consumer and product marketing experience in the retail mobile technology sector. Using wide-ranging knowldege of B2C and B2B markets, creates integrated marketing and media strategies, campaigns and assets to deliver measurable results and cut-though. Uses effective, challenging and innovative planning and transformational processes to achieve the outcomes organisations want, and the KPIs that matter. Develops robust customer and purchase journeys that inform channel mix from awareness right through to advocacy. Has a notable track record delivering digital transformation alongside robust MROI (econometric) programmes. A delivery-focused, committed, decisive leader and influencer that equips businesses to attain their goals and mobilise change.

**EMPLOYMENT HISTORY, SKILLS & ACHIEVEMENTS**

**SONY MOBILE, 2013-present**

**Senior Leader, Marketing Strategy, Planning & Governance**

Reporting to the Director of Marketing Strategy and Planning. Accountable for re-structuring ATL marketing from a tactical creative process, delivering product launch platforms, into an effective, measurable and consistent brand-led strategic planning, measurement and governance framework. Creating a competitive brand proposition and customer purchase and decision journey, implemented in global and local contexts, this has maximised resources and investments to deliver the right marketing plans to meet challenging KPIs that have driven big increases in ROI, sales, and brand, advocacy and retention. Additional value stems from creating dynamic agency, supplier and partner performance management structures and leveraging campaign data to analyse and model increasingly informed channel, media, partner and investment strategies.

* **Strategic Brand Planning:** Re-aligned ATL strategy from product launch-focus to a comprehensive package comprising a brand-led strategy. This delivers a measurable ATL global communications strategy, campaign platform, assets and media archetypes, with actionable KPIs. Closely aligned to strategic business needs and regional sales targets this new process was agreed and implemented across 13 regions and throughout the senior leadership team.
* **Performance Management:** Re-structured marketing planning process and governance, consolidating agency, partner and internal resources from local practice into a global performance management process. Reduced ATL costs and created a level playing field based on consistent, actionable reporting across all markets. Created and implemented a game-changing agency, supplier and partner performance management process globally.
* **Measurement, Investment:** Created and implemented Marketing ROI model and process. This enabled the evaluation of campaign, agency and creative messaging, as well as channel investment against bottom line sales. Developed campaign and media dashboards identifying areas requiring re-assignment of funds and message testing. Creation of data-driven investment strategy and spend targeting analysis – reducing development and implementation costs by up to 30%. Partner campaigns analysis.
* **Governance & Audit:** Created a single framework for strategic planning, approvals process, creative development and product readiness ensuring all marketing process ran to budget and to deadlines. This eliminated duplication and ensured roles and decisions were clear. Managed agency delivery and handled regulatory and key business audits delivering the highest scores yet achieved.
* **Customer Strategy & Segmentation:** Worked with insights, retail, business strategy, creative, product and agency teams to deliver a brand-led customer engagement strategy and created a purchase and decision journey that identifies drivers and shapes channel, investment, product and brand strategy. This has enabled development of digital consumer propositions, aligned to new product segments and targeted group and company assets (Bond movies, FIFA sponsorship, Sony Music, PlayStation) and mobile technology products – leveraging centralised optimisation programmes and social assets.

**BARCLAYCARD, BARCLAYS BANK PLC, 2008-2013**

**Vice President, Global Business Marketing (2011-2013)**

**Head of Marketing, E-commerce (2008-2011)**

Reporting to the Director Global Business Marketing Strategy & Planning. Developed and launched a range of targeted B2B marketing strategies and plans across multiple stakeholders and clients. These included retail POS loans, e-commerce, corporate business, contactless implementation, card payments, fraud services and UK and international acquiring. Responsible for positioning and communication of the brand to corporate and SME segments in the UK and Europe. Created thought leadership programmes and developed and implemented performance management of a range of acquisition, retention and product and brand awareness campaigns.

* Strategic Planning & Investment Strategy: Developed and implemented a major change that increased efficiency by moving from product-led to targeted, needs-based customer propositions based on clear data. This enabled a robust targeting plan to drive accurate channel and market investment strategy for ATL and BTL assets
* **Campaign management:** Improved acquisition rates by 11% YOY through development of research/testing process to deliver effective digital marketing plans and assets. Leveraging Group digital channels (statements, display, PPC, SEO, across the full marketing mix) doubling SME base from 16 to 32K. Ran Contactless programme leveraging retail bank base, industry partners such as TFL, Starbucks and Co-op, exceeding targets with 50% market share and 13% YOY growth
* **Brand Positioning:** Initiated a series of targeted content-driven sponsorships and packages leveraging key corporate customer issues such as fraud, acquiring, e-commerce, and payment technology. Using PR, Barclays’ events, international exhibitions, on and off-line publications and digital content this resulted in a packed asset and activity calendar. Numerous significant corporate introductions were signed from this - over £16M in 2010.
* **Proposition Development:** Developed highly targeted retail POS, automotive and customer loans strategy and proposition and re-branded from Barclays to Barclaycard, driving over 50% growth in sales over 3 years. Also grew credit and card lending propositions for domestic and EU-wide markets. Also worked across operational, product, commercial, finance, fraud and risk propositions, based on key customer need, pricing strategy and margin data. Many of these were taken forward by leadership sponsors
* **Segmentation:** Created a corporate and SME segmentation and customer journey roadmap. This ensured campaigns were delivered to the right customers at the right time, enabling cost-efficiency
* **Governance and Regulation:** Accountable for statutory and regulatory compliance across all plans, structures teams and assets and developed core structures and processes to ensure best practice and compliance. Developed a reporting and performance structure to manage implementation, budget and performance collaboratively across the stakeholder spectrum. Agreed and managed budgets and funding, with on-going leadership performance reporting. Also accountable for agreeing key metrics and implementing econometric modelling.
* **People Management:** Built, developed and managed a high calibre marketing team from scratch

DIRECT DEBIT LIMITED, 2003-8

Head of Marketing, Brand and Communications

Reporting to the MD and Chairman. Delivered strategic marketing, business development strategy and advice to Board. Created and implemented the corporate brand from scratch. Also responsible for brand strategy, website creation, events, exhibitions and digital campaigns. Also accountable for handling regulatory issues, investment strategy and marketing planning. Recruited and developed a marketing team from scratch. Built and ran a major European professional association achieving over 30K members in three years.

* B2B Campaigns: Initiated a digital led Customer Acquisition programme leveraging conferences, exhibitions, PR and strategic partnerships. Increased acquisition by up to 60% YOY in 2006, contributing significantly to the bottom line
* Brand Development & Strategy: Built a brand and brand strategy, including all company assets and collateral, from scratch, implementing within 3 months. Managed all brand communications and assets
* Business Strategy: Drove business model change from software sales to needs-led consultancy and services package model,

. Significantly increasing revenue and sales. Achieved key account with Barclays for Direct Debit management system

* Commercial Development & Subscription Marketing: Developed proposition and commercial model for European Direct Debit Association. Recruited 30K member business subscriptions. Developed and ran highly profitable, bespoke international events, exhibitions, conferences, forums and publications for the association
* Relationship Management: Built key relationships with ECB, EU Commission and SEPA, regulatory organisations, partners and sponsorship programmes for events, conferences and representations for EDDA

BACS LTD (CONTRACT) 2002-3

Head of Marketing and Communications

Reporting to the Director of Marketing. Responsible for corporate PR, strategy and plans. Developed an innovative B2B and B2C strategy as well as lead branding and naming projects. Accountable for managing all key consumer and B2B acquisition and ATL campaigns.

* Strategy and Planning: Created multi-channel B2B and ATL B2C strategy and plan for awareness and acquisition
* Corporate Communications: Developed agreed and implemented corporate communications strategy for Voca and BACS
* Naming and Branding: Initiated, ran and delivered naming/branding brief and project for Voca brand
* Advertising and Sponsorship: Managed successful sponsorship and ATL programmes for BACS

JP MORGAN CHASE (CONTRACT) 2002

Assistant Vice-President, Marketing & Communications

Reporting to the Head of Marketing. Planned and delivered consistent corporate communications in EMEA across core brand and product offerings. Managed brand governance during merger with Chase Manhattan. Developed communications plan for the brand re-positioning for JP Morgan post Chase merger. Commissioned and reported on competitive insight programmes. Re-brand and packaged existing propositions and created and agreed a range of new product propositions.

* Strategy and Planning: Responsible for creating strategic marketing plan, segmentation profiles and core business propositions, as well as brand repositioning and process to evaluate and re-brand new and current propositions
* PR and Thought Leadership: Developed an acclaimed PR and thought leadership programme brand to help drive re-positioning
* Employee Communications Strategy: Managed a cross-functional, international employee communications strategy, plan and programme

TOYOTA MOTOR EUROPE, 2000-2002

Corporate Affairs Manager

Reporting to Head of Corporate Affairs. Built an integrated corporate, product and brand communications portfolio for Toyota in Europe. Re-branded Toyota corporate, including dealer showrooms and retail display, Motor Shows, press and consumer dimensions. Also responsible for developing a corporate, brand and internal communications strategy for Europe, key PR assets, partnership propositions and collateral and on and offline content.

* Brand positioning: Responsible for implementing brand positioning, brand values, design and implementation across Europe
* Dealer Investment Strategy: Drove a major EU-wide change across dealer network to invest (€1M) in new brand showrooms, policies and practices that increased footfall. Increased brand equity, market share and improved customer retention and loyalty
* Proposition Development: Created key marketing propositions from ‘green agenda’, key product initiatives and segment strategy, motor shows and brand communications
* Corporate affairs: Developed EU-wide corporate affairs, PR and brand awareness strategy and plans, agreed at leadership level (Tokyo and Europe)

MASTERCARD EUROPE, 1997-2000

Corporate Communications Manager

Reporting to the Head of Corporate Communications. Responsible for formulating and agreeing EMEA communications strategy for brand sponsorship, fraud, chip, issuance, processing and regional marketing stakeholders. Additionally accountable for managing an EU-wide integrated communications, media and PR agency network for 9000 member banks and their customers. Created external communications strategy (product, corporate, industry) for media and investors and developed and executed an EMEA employee, brand, product acquisition, issuance and volume generating communications programme and plan.

* Strategic Planning: Developed a thought leadership, PR, brand awareness strategy and plan, structure and assets across online and offline
* PR & Agency Network Management: Set up and managed a complex centralised PR and media agency network across EMEA and succeeded in elevating coverage across key corporate affairs and product issues
* Content & Publications: Wrote, researched and agreed Annual Report with senior EU and Global leaders as well as a range of bank-employee and customer publications. Developed and sourced content for the intranet. Also ran the employee communications programme
* Brand Guardian: Appointed EMEA brand Guardian briefing agencies, internal teams (marketing, fraud, card design) on guidelines, facilitating approvals and worked on a project with consumers and retailers to identify and update out of date signage
* Sponsorship Strategy: Developed a communications plan and set of assets to support sponsorship activity (FIFA & World Cup), working with stakeholders to promote messages for Pelé, FIFA’s football ambassador.
* Communications Planning: Responsible for an EMEA B2B2C corporate communications plan to drive product awareness, increase volumes and issuance across Banks and their customers

LEVI STRAUSS EUROPE 1995-97

European Communications Specialist

Reporting to the Director of European Communications. Accountable for driving product awareness, consistent messaging and brand values campaigns for Levis and Dockers. Provided editorial content for internal external communications, on and offline. Pioneered on development of Intranet and provided crisis communications and issues management support and media analysis for site closures and lay-offs.

* Digital Pioneer: Developed the first company intranet for EMEA; owned and managed content
* Press & Media Relations: Worked in press ‘war room’ during major period of closures and managed senior global media enquiries; drafted editorial
* Internal Communications: Worked on key internal communications infrastructure, projects and worked as publications editor for Levis and Dockers

LANGUAGE SKILLS

French: fluent

Dutch: fluent

Spanish: basic

EDUCATION

**Primary:** European School, Brussels, Belgium

**Secondary:** St. John’s School, Leatherhead, UK (3 A levels, 11 O levels)

**University:** Greenwich University, London, UK (BA Hons. History, 2:1)

**INTERESTS**

**Author:** My first book was published in 2015 and is now available internationally in 15 countries. I have written by-line articles for several national newspapers based on the book, including BBC History, Daily Express, Sunday Post, Daily Mirror, as well as appearing on BBC London and Sky News. My author website is www.patricknobbs.com

**Rugby:** I played in a SE league 2 team until a serious ankle injury but am an avid fan

**Travel:** I have travelled recently a great deal to Asia and enjoy outdoor camping

**Reading:** I have a particular passion for historical novels and murder mysteries