

JONATHAN H.L. COBB

new perspective that delivers business growth

A successful INTERIM MARKETING DIRECTOR with a proven track record in business acceleration to maximise brand awareness, develop customer propositions and drive marketing initiatives. Experience spans the **Retail, Software, FMCG, Financial Services, Public Sector, Utilities and IT** sectors in both B2B and B2C in the UK, Europe and Globally. Numerous assignments have required the management of internal client resources and external suppliers with full P&L responsibility. Excellent leadership skills with the vision and perception to transform an organisation utilising acknowledged insight. Capability to work under intense pressure within a competitive market place to add immediate value.

Key skills:

Strategic review: commercial awareness enabling the structure and implementation of revenue enhancing strategies for customer retention and acquisition

Brand strategy: creative ability to evaluate and construct new brand propositions to reposition and achieve 'break-the-rules' results

Channel maximisation: skilled in the segmentation of markets, customer profiling and construction of effective new channels to market

Product development: research and planning experience of full product life-cycle strategy for growth and short-term rapid turnaround in crisis situation

Affinity, partnerships and loyalty: experienced negotiator of partnerships, JVs and construction of loyalty propositions

CRM: intuitive ability to rapidly distill real value from technology to secure customer insight

Career Summary:

1993 to date	Lewis Cobb Limited INDEPENDENT CORPORATE ADVISOR Recently contracted to: TXU Energi, Ernst&Young, Norwich Union, Silicon Graphics, Apple Computer, Alliance & Leicester, Thales, Girobank, EdF, Abbey, Barings, Close Brothers, Wolseley, BskyB, Coca-Cola, Sony, Arcadia, ATS Euromaster
1988-93	Catalyst Limited , Marketing Consultancy MANAGING DIRECTOR (40% Shareholder)
1985-88	Maritz UK Limited , Performance Improvement Consultancy ACCOUNT DIRECTOR
1983-85	Bonusplan Limited , Incentive Agency ACCOUNT DIRECTOR
1982-83	Tefal UK Limited , Electrical Appliance Manufacturer INTERNATIONAL PROMOTIONS MANAGER
1980-83	Procter & Gamble , Household Products Manufacturer SALES MANAGER

Contact details:

Address: 47 Napsbury Lane, St Albans, Hertfordshire, AL1 1DU

Telephone: 07770 672633

e-mail: jonathan@lewiscobb.co.uk

Recent positions:

Interim Group Marketing Director – ATS Euromaster (Since Feb '07)

Initially brought in for crisis cover, this current project has been extended twice (until June 08). I report to the UK Managing Director and also have a functional reporting line to the European Board. The role covers marketing strategy for the B2B market (truck, leasing, large business customers and SME) and includes full P&L responsibility for the viciously competitive retail market. ATSE is wholly-owned by the Michelin Group.

- Restructured the marketing team and improved operational communications
- Recruited specialist retail and B2B market managers
- Designed, and continue to implement, an ambitious new retail strategy for 490 centres
- Improving understanding of the consumer market, customer segments, competitor activity and market trends
- Creating and implementing a B2B contact strategy for 40,000 trade customers
- Member of the European Marketing Leadership Team

This continues to be one of the greatest challenges of my interim career with much yet to be achieved during the first half of 2008. I expect to be available from Q3/08.

Mentor to the Brand Management Team - Wolseley UK ('06)

Appointed by the Marketing Director to work with their six Brand Managers to add new CRM perspective to each trade channel, including Build Center and Plumb Center, I was able to focus effort and introduce new customer engagement concepts. Additional specific responsibility was taken for project managing the repositioning of Plumb Center bathroom showrooms nationwide in a £2m refit; identifying significant opportunities to reduce a £20m shortfall in ytd profits; and overhaul of the £10m per year trade loyalty programme.

Interim Marketing Director - Champion Timber ('06)

In a crisis situation following the departure of the existing Marketing Director, I was able to rapidly integrate into this very profitable, third-generation independent trade supplier to stabilize and maintain marketing activity in an extremely competitive market. I finalized the assignment after nine months by recruiting a successor to the permanent post.

Interim Sales & Marketing Director – Albany Software ('04-'05)

This privately-owned, financial-services software company, which has enjoyed a record of success and profitability for many years, appointed me for six months (extended to twelve months) to create a strategic business plan to double the turnover.

- Created a new Corporate ID and branding for internal and external communications
- Built customer segmentation, predictive modeling and measurement metrics
- Identified new channels to market and helped develop new product opportunities with an industry-changing pricing strategy
- Launched a bold yet robust marketing strategy to take the company from £5m to £12m turnover in one year and continued growth thereafter

There have been implications for all facets of the company structure, customer support and systems, however, the Board and employees have achieved a significant shift in confidence and commitment to very ambitious plans for the future.

Customer Contact Strategy Consultant – Nottinghamshire County Council ('03)

I was appointed to work with the Director of Communications to improve customer contact performance and to bring private sector techniques to branding, communications and measurement.

- Managed the analysis and mapping project of all services and channels
- Supported the design of the initial pilot contact centre and CRM infrastructure

- Documented the processes for an 80 seat in and outbound contact centre

The first review of customer perceptions indicated that Nottinghamshire citizens have recognised an immediate change in customer service and culture.

Interim Marketing Director – Quantum Gas ('02-'03)

I was placed by Barings to work with the Group Managing Director and Board to review and accelerate the strategy for this independent gas company. The project introduced commercially driven customer management techniques to the sales and marketing team for the first time.

- Intense evaluation of the existing customer base and the highly competitive market opportunity followed by implementation of CRM capability
- Retention and precision-targeted acquisition programme set in place to double the size of the company within two years
- Each phase fully identified and scoped the impact, cost and payback for the organisation prior to implementation
- Based on my recommendations to the Board, the customer service provision was enhanced, along with a complete restructure of the sales, telesales, marketing and service operations into a customer-centric team with planned retention strategy and professional account management
- Created and managed partnerships to explore new channels to market through retail contracts, financial services companies and other third parties

With the operational challenges resolved, the focus of the project altered to begin attracting new investment or a strategic partner to extricate the company from financial crisis. I worked with BDO partners to prepare a business plan and to secure external funding to help successfully rebuild the company.

Interim Channel Marketing Manager – Thales Contact Solutions ('01)

Bridging the technologies within CRM, telecommunications and VoIP, Thales is one of the world's leading exponents of voice and data recording and replay. With all of the major leading banks and contact centres as clients, this role included the profitable expansion of solutions and products globally through an active dealer channel and the management of connectivity alliances with Lucent, Avaya Siemens and other leaders in the field. Directly responsible for 2001 improved net revenues approaching £5 million.

Sales & Marketing Director-SME – TXU Eastern Energy/Norweb Energi ('99-'01)

Reporting to Roger Partington, President of TXU, I was appointed as head of a project team to recommend, develop and implement radical propositions to arrest attrition and rapidly acquire new business customers in an increasingly competitive market.

- Scope covered competitor research, product diversification and strategy, branding, pricing strategy, enhanced service delivery definition and implementation, sales channels and partnerships, advertising and communications
- Created several JVs and partnerships with leading providers (business insurance, fleet contract hire, banking, telecoms, business travel)
- Constructed a specialist b2b telesales team and CRM function
- Planned customer acquisitions of 300,000 and increased turnover of £200m within three years
- Successfully transferred knowledge to a permanent Marketing Head
- Brought to market a sophisticated e-commerce portal to enhance the business offering with additional revenue potential of £100m+

I also created two innovative new brands for the consumer division and implemented a consumer loyalty programme that aimed to retain consumer customers during fierce price competition.

EMEA Marketing Manager – SGI Consulting ('99)

Working with an international team of solution consultants and systems architects to create a new consulting methodology for European and later, global adoption, this project required the construction and diplomatic internal communication of an entirely new solution-selling

philosophy. Launched the pan-European advertising and marketing programme to support corporate objectives of \$50m second-year sales.

Head of Marketing - Norwich Union Investment Funds ('98-'99)

Seconded by E&Y to recommend and build a comprehensive marketing campaign to support the launch of a new division, initiate new corporate identity, form high-level marketing strategy and build sales capability. Applied experience of Unit Trust product development, industry compliance and implemented cost control procedures. Completed handover to the Sales & Marketing Director and Head of HR within critical time deadlines.

Marketing Workstream Leader - Ernst & Young ('97-'98)

Assigned to work with a team of E&Y personnel to build sales, service and marketing processes in a new operational division for a financial services client. Achieved critical deadlines to ensure the client was able to launch on schedule with full capability. Formulated marketing plan and future state business objectives for marketing team. The new division achieved sales of £500m plus within five years.

Channel Communications Consultant/New Product Development - Apple Computer ('93-'97)

Project to create and manage performance measurement systems for the dealer channel throughout Europe to improve stock availability, incremental turnover and profit. European product development for hand held computer including product pricing, research of the target market and building the marketing and sales strategy to achieve targets of £40m.

Revenue Enhancement Consultant - London Energy (EDF) ('93-'97)

Strategic development of profitable revenue streams outside the core business generating over £2m + profit. Numerous brochures for staff and consumer.

Channel Management – Sony ('93-'97)

Researched the automotive market to define new initiatives for specialist in-car-entertainment dealers to work in closer partnership with target customers.

Sales Incentives - Coca Cola ('93-'97)

Devised and managed programmes for internal sales force and distributors including database measurement and performance systems.

Customer Acquisition and Retention - Alliance & Leicester ('96)

Customer segmentation programme to recognise and disseminate the data profiles of over half a million credit card account holders ultimately improving transaction turnover by 17%.

Corporate Banking – Girobank ('95)

Commercial customer relationship marketing project targeting the needs of corporate buyers in a £12bn market segment.

Change Management – Abbey National Property Insurance ('94-'95)

Project managed, with a team of hand-picked external consultants and internal staff, the transformation of the managerial structure within one of the UK's leading banking institutions. The results achieved a fundamental change in every aspect of the business and a significant improvement in performance, motivation, and productivity at all levels.

Customer Service – Arcadia Group ('94)

Seconded into the HR department to define the need for and project manage the implementation and measurement of a customer service improvement plan generating additional £20m profit p.a.

Customer Acquisition – BskyB ('93-'94)

Developed and managed subscriber acquisition and retention promotions for new subscribers against fierce market conditions.

New Product Development – Olivetti ('93-'94)

Product development of new printer range for UK and European markets.