CURRICULUM VITAE

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Summary:

Vodafone Netherlands	Knowledge portal manager	2001 – 2006
Vodafone Netherlands	Portal manager eCommerce & self-service	2006 – 2008
Vodafone Netherlands	Product manager eCommerce	2008 – 2010
Vodafone Ireland	Manager Online Operations & strategy	2010 – 2012
Vodafone Group	Manager Online strategies Partner Markets	2012 – 2013
Telenor Group	Global Director Digital Channels and Strategy	2013 – 2017
Telenor Group	Acting Vice President Digital Channels and Strategy	2017 – 2018
Ooredoo Qatar	Director Digital Transformation	2018 - today

Current role dimensions:
- Digital transformation, change management, business model innovation
- Digital product and touch point development
- Omni-channel strategy – digitizing the customer journeys and the telco-core
- Digital competence building – recruit, coach and develop the digital workforce (centralised teams servicing 13 markets in Europe and Asia)

Introduction

A Business Transformation manager with more than 15 years experience in the online domain.

Skill profile:
- A leading strategist in online and digital as a central capability for omni-channel distribution, personalisation and contextual marketing.
- An empowering people manager
- Performance driven and relentless to improve the customer experience.

Current responsibilities:
- Define and execute Telenor's self-care strategy as an enabler to the Digital Service Provider ambition for 2020.
- Redefine 'self-care' to become a personalised and contextual platform, both customer facing and a springboard for our strategic partners (namely OTT).
- Build and manage a centralized, end-to-end, development team (customer insight, design, development and operation of the self-care platform)

Online and digital:
I have acquired my initial experience in web-based knowledge management and moved to agile product & portal development for Vodafone Netherlands' online portals as an online business analyst and the business architect.

People management:
Working for Vodafone Ireland as Manager Online Operations & Strategy, managing a team of 12 FTE permanent Vodafone staff and 10 FTE on-site contractors.
Subsequently promoted by Vodafone Group as Vodafone senior consultant for online & digital for their 48 partner markets across 4 continents.
Most recently I have built a product development team, located in Bangkok. They build the MyTelenor apps and web capabilities for all 13 Telenor countries. The MyTelenor platform is the most prominent customer touchpoint in the Telenor strategy after the mobile network itself.

Digital transformation and strategy:
I have joined Telenor Group as Global Director Digital Channels & Strategy, where I have set up their care strategy, organisational transformation model and performance management for digital in 13 markets across Europe and Asia.
I have designed the model to execute on the omni-channel roll-out across our 13 business units in the Nordics, South-East Europe and Asia.
I have analysed and co-designed a comprehensive and agile enterprise architecture to enable advanced CRM and eCommerce.
Both my management style and my personal approach distinguish themselves by trust, empowerment and innovation build on motivation and diversity.

With 15 years of experience in the online & digital domain, I have a proven track record in providing a deep assessment, a comprehensive gap analysis and a sustainable roadmap in order to achieve the online acceleration required in today's eCommerce, self-service and social media domains.

I have consolidated the touch-point experience of all major channels into a customer journey strategy. The resulting 'omni-channel methodology' enables our Telenor markets to offer a seamless and connected user experience in which the different channels complement and support each other.

In order to transform the digital user experience Telenor has redefined MyTelenor and its smartphone app as the pivot capability of our value proposition. This implied a shift from channel development to digital product development. I have built the team, set up the governance and executed the development of the MyTelenor value proposition and associated apps.

Key skills and strengths

Strengths are analytical thinking and a problem-solving approach as well as an output driven management style for my team. My experience in online, eCommerce, eCare and app technology makes me a rounded professional in the digital domain. In recent months I have extended this experience across retail and call centre operations.

I have driven the roadmaps on both the marketing and the IT development side to achieve synergies between these traditionally polarised disciplines.

My expertise is best used in a transformational setting. Change management and business transformation are my key deliverables, by driving both cultural changes and functional capabilities.

Education

- Graduate education:
University of Maastricht, the Netherlands
Bachelor, Faculty of Culture Arts and Sciences
2002 – 2007
Faculty of Culture Arts and Sciences, Maastricht, The Netherlands
Track: 'political culture'. Conflict management and identity management

- Study abroad:
Queens University of Belfast, Northern Ireland
multiple courses in Conflict management, anthropology, philosophy and European studies
(2000 – 2001)

Undergraduate
Facility management, Heerlen, The Netherlands

Relevant work experience

June 2018 –
Director Digital Transformation
Ooredoo Qatar

Responsibilities:
- Assess and reform Ooredoo's Digital Touch point strategy
- Assess and reform Ooredoo's IT readiness for agile touch point development
- Introduce a data driven approach to channel analytics as an enabler for contextual marketing, personalisation and the Internet of Things (IoT)
- Deep knowledge transfer and coaching of local resources under the Quarterisation program

January 2017 – 2018
Acting VP Digital Channels Strategy
Telenor Group

Responsibilities:
- Building the Global Development Centre in Bangkok (recruitment, talent scout and coaching)
- Defining Telenor's mobile and digital touch point strategy (harmonisation, localisation)
- Executing on the product development for 'MyTelenor' self-care platforms (agile development)

Impact on the business

- MyTelenor is to become the primary touch point for all our customer interactions (online, in retail and call centre). We aspire to reach between 100 and 120 million smartphone users by the beginning of 2020. The current acceleration of the self-care platform's capabilities and features is key to Telenor's transformation program
- New Way-of-Work: introducing agile methodologies and a product development approach to complement their mature channel approach.

Achievements

- Consolidating 13 development teams into a single Global Development Centre that build a single platform for 13 markets is unprecedented in the telco industry.
- I have scouted, recruited an coached 8 direct reports and a team of 20 FTE to enable this transformation. We aspire to scale this team to 35 FTE by the end of 2017.

September 2013 – 2017
Global Director Digital Channels & Omni-channel Strategy, Telenor Group

Responsibilities:

Impact on the business

I have set the direction for the digital CRM-environment-of-the-future by transforming the organisation and its capabilities from a traditional telco to a customer centric approach.
- customer lifecycle & journey driven
- effective organisations
- efficient investment
- unambiguous performance management
- omnichannel with digital touch points at core

Achievements

- I have written the omni-channel strategy for 2015 – 2017
- I have designed the 14-week 'omni-channel methodology' by which Telenor markets assess their readiness and path towards omni-channel
- I have redefined the approach to performance management based on organisational goals, scientific metrics and incentivizing the right agent behaviour
- I have designed the organisational model for channel management to enable the transformation to a true omni-channel user experience
- I have written the eCare strategy for 2014 – 2016
- I have transformed the approach from cost deflecting self-care to an end-to-end customer dialogue, designed to engage customers with the Brand. Proactively hinting on customer's next best activities
- I have defined and designed the native app strategy as the new hub for Telenor's digital footprint for the period 2016 - 2018

August 2012 – September 2013
Manager Online strategies, Vodafone Group Partner Markets

Responsibilities:

Impact on the business

- Align Governance models with Group Partner Market team, to ensure effective progress monitoring across selected Partners
- Identify opportunities for enhancing Online capability improvement projects

- Support the senior management of Partners on optimisation of their online strategy and their organisational structure to achieve their objectives
- Roadmap definition and execution
- Launch customer behaviour tracking and Online satisfaction measurement systems
- Develop Online Organisational models for Partner markets

In numbers

- Strategic consultant to +50 markets on 5 continents
- Incremental revenue target of 1 Million per year
- Developed the in-depth assessment covering eSales, eCare, mCare, social media and operational excellence with +300 elements, weighting and visual representation
- Productized +10 components enabling the reselling of assets, internal intellectual property and best practice

Customers, supplier and third parties

- Support local online organisation through provision of timely and quality proposals, projects and ad-hoc requests
- Set-up regular review periods with key stakeholders – Partner Markets, Group online technology and Account Managers
- Act as a source of guidance and advice to senior stakeholders involved in implementing the change and support business owners who are responsible for owning relevant parts of online activities
- Share best practice with Partner Markets to ensure that value is retained within the online area of our Partner Markets
- Help to develop the proposal and agreement of KPI's for delivery of Online customer experience
- Guide Partner Markets through implementation and development of Online capabilities
- Ensure on-time delivery of Group Online deliverables for Partner Markets
- Support alignment of activities and objectives across Vodafone Partner Markets

Leadership and teamwork

- Direct reporting line to Marketing Manager – Customer Management in the PM team
- Manage the Online Partner Market team and manage engagement of Vodafone and 3rd party online experts with Partner Markets
- Manage internal stakeholders to optimise the impact of Online in Vodafone (Partner Markets)
- Lead and coordinate Pre-Sales activities regarding online with Partner Markets and third parties
- Thought Leadership in Online (website and mobile) and eTechnology to drive improvement
- Create a service mentality and strong relationship with Partners, sales and business development functions
- Build an extensive internal network across Vodafone Group and local online teams and related teams to be knowledgeable on the Vodafone online strategy, component deployments and results

- Manage multiple projects/partners at any one time, through developing strong relationships with relevant external suppliers and manage contractors and budgets diligently

Innovation and change

- Support transformation process, organisational development, capability and competence development across Partner Markets working with senior management
- Know what the latest thinking in the online space is and build / maintain an external network to facilitate this knowledge build
- Support development of / identification of Vodafone's online solutions that can be scaled to a range of market sizes
- Identify most efficient and engaging ways to transfer content / best practice to the customer
- Proactively input into ways of best servicing the Partner Markets

Communication

- Own and manage the Online Budgets and Business Planning processes for Partner Markets
- Influence the integrated Business Planning process to ensure Online is appropriately represented
- Execute and monitor agreed on go-to-market plans with Partner Markets
- Key interface between Vodafone and Partner Markets for Online

Achievements:

I have revised and re-engineered the Vodafone capability assessment that forms the basis of the Partner Market engagement. The analysis covers:
- Market conditions
- Functional capabilities (user journeys)
- Technical capabilities (IT enablers)
- Operational capabilities (building online teams)
- Organisation & strategy (accelerating the online domain to meet future requirements)

The assessment has been completed in several markets and led to the planning of their online acceleration roadmap.

In my role as the business analyst and strategic consultant, I have built strong relationships with our best-in-class vendors like Infosys, IBM, HP, Oracle Lithium and Adobe.

June 2010 – July 2012
Manager Online Operations & Strategy,
Vodafone Ireland

Responsibilities:

Impact on the business

Developing a best in class website user experience to ensure optimal sales conversions, reliability and intuitive navigation with ease of usability, managing a team of twelve FTEs by:

- Developing the product roadmap in-line with business requirements
- Owning the online CAPEX budget, developing business cases and overseeing the implementation of ODP projects through the management of consolidated roadmaps for online with prioritisation of resources e.g. Capex, Opex, strategic alignment, and projects
- Ensuring new and existing content is appropriately owned, reviewed and maintained by the content editor in accordance with content guidelines
- Ensuring that all web pages and other user interfaces are designed, reviewed and maintained by the user experience designer and contract team in accordance to Vodafone's usability, design and accessibility guidelines
- Maintaining industry and OPCO contacts to share and develop content and methodologies
- Developing and enhancing processes for the effective creation, maintenance and development of web content
- Gathering feedback from the team and the business to continually refine and improve business processes
- Exploring external and industry related systems and practices to keep abreast of latest web developments
- Being aware of and prepared for future CAPEX and OPEX requirements from other business units
- Ensuring all content provision tools, applications and software are maintained to provide the function intended
- Seeking innovation and design where new tools & applications can provide value to web content and systems
- Ensuring adherence to the site performance KPIs as agreed and developed by the webmaster
- Managing business project expectations to reflect the available team resources by adhering to appropriate team processes

In numbers

- Capex responsibility: € 2 Million
- Opex responsibility: € 1.2 Million
- Focus on:
  - Increase conversion >2%
  - Call deflection by online self-care >30% per year
- Delivered 8 major components in 2 years, ranging from eShop to Online billing and an mCare app.
- Staff responsibility: direct 12 FTEs / indirect 16 FTEs
- Raised people management index from 4.8 to 7.8 in two years

Customers, suppliers and third parties

- Seeking and receiving feedback from key stakeholders to develop, improve and grow the usage and acceptance of the web content channels
- Working with project and product owners across the business to define the future online capabilities for specific products and services
- Representing Online in the Change Delivery Board to discuss future business online requirements as appropriate

- Managing the external UE agencies

Leadership and teamwork

- Leading, educating and consulting the business in day to day activities
- A proactive member of the online team and work cross functionally both within the team and within the consumer and enterprise business units
- Creating a high performing team that is engaged, curious and proactive
- Leading the engagement with appropriate Technology stakeholders to ensure Online SLAs and services are consistently managed
- Working with and influencing the technology department to ensure online projects are priced correctly, developed to budget, tested to user standards and deployed within set timeframes
- Ensuring individuals are up-skilled to the level required by the business to complete BAU and project related tasks
- Providing leadership for the operations team and other members of the Online team to deliver an aligned, engaged and productive workforce that grows its capability into the future
- Working with Online sales team to ensure the future online sales strategy is matching the future online capability roadmap

Achievements:

- Build the Online team from the ground up
- Build an Online delivery track (web factory) on the basis of scrum and process standardisation
- Develop and deploy the Online roadmap in alignment with Marketing (commercial motivation) and IT (architectural integrity)
- Deliver ATG, replacing the existing bespoke eCommerce platform without taking the service offline
- Deliver Google Search Appliance without taking the existing search experience offline
- Design and deliver the FAQ strategy via eGain$^{©}$
- Deliver the Vodafone eBilling platform for enterprise users
- Design and plan Vodafone's social media presence via Lithium$^{©}$ eForum
- Deliver both Adobe Site Catalyst$^{©}$ and Adobe Target$^{©}$ for full web analysis and the roll out of the A/B test strategy
- Design, plan and roll out the Online NPS strategy for all Online use cases presently covered by Vodafone Ireland

2006 – June 2010
Online portal and product Manger,
Vodafone Netherlands

Responsibilities:

- Manage the Online roadmap on agile development for both eCommerce and eCare use cases

- Manage the commercial motivation of incremental change on both portals, including pre-investment business casing as post investment analysis
- Maintain the intercultural bridge function between onshore Marketing, onshore program management and offshore delivery tracks (HP web factory Cairo)
- Product delivery for ATG eCommerce© and the eCare portals

Achievements:

- Turning the agile delivery track into the highest scoring ROI project of all IT delivery tracks Guaranteed a 3-week delivery cycle for small and medium change on two parallel portals and delivered in an offshore model. This was the first successful HP project where the combination between agile development and an offshore model delivered against a proven ROI.

2001 – 2006
various roles
- Agent Libertel Network Operations (LNO)
- Advisor Vodafone Business services
- Knowledge Management

Responsibilities:

- Creating the knowledge base for Vodafone Netherlands Customer Care by aligning a range of information sources into one single platform where Online usability and information management are key.

Achievements:

The information is still used as the basis for Online FAQs on, end-of-life, feature phones.

Languages

- English: level of native speaker
- Dutch: level of native speaker
- German: working proficiency

Extra-curricular

I'm a keen cyclist, appreciative of foreign cultures and an enthusiastic reader of philosophy and sociology theory.