



## Profile:

Over 18 years of experience across FMCG, Consulting and Healthcare. International business marketer with a strong growth mindset. Primarily worked in marketing, digital, ecommerce, retail and business transformation in local, regional and global roles as well +4 years internationally in greater New York City. My mission and drive is to ignite others by becoming more customer centric and deliver valuable impact. Intrapreneur that inspire and lead teams by being comfortable with the uncomfortable of the ever changing landscape of customer demands, trends and ways to build meaningful relations. In the last 5 years I have been determined to focus on (Digital) Healthcare and my mission is to contribute with impact with a focus on wellbeing and prevention to live happier and healthier lives.

## Work experience:

01/'24 -  
present

### CMO NL (Head of Marketing) & Member LT (on garden leave per may)



Impact:

Member LT and reporting to GM NL. Beter Horen is a Dutch market leader in hearing impairment and prevention with 200 contactpoints (140 shops, Shop in Shop, at home) and part of Amplifon (AMP Euronext Milan) serving nearly 50k customers on yearly basis. Leading a team of 14 across Category&Product management, Brand&Media, Retail experience, Data & Performance, Digital & eCommerce. Biggest responsibilities and impact to date:

- 2024 marketshare growth vs competition in a stable / light declining market with stable TOMa, SoV and ROMI (overall ROI flat while growing competition and increased costs)
- Responsible for monthly sales fcst cycle through granular understanding and prediction (retail=detail) with HQ/Emea
- Drove a more inclusive leadership culture by involving N-2 with setting strategy and engaging HQ & Field
- Retained and energized (new marketing) talent through capability building on data & digital
- Evolution on MarketingPerformance through deeper analytics (e.g. attribution model to deepest level, pricing & promo elasticity and adjusted strategies)
- Set-up more boldly the hearing protection category with new proposition and influencer marketing (growth vs prior)
- Launched 2x new TVC & Radio concept, intensified digital production and spends (doubled 3rd party lead gen with profitable sales e2e)
- Elevated new store concept experience incl. quarterly marketing updates to have one experience across all channels
- Getting back to eCommerce growth through establishing 3rd party logistic.

03/'21 -  
31/12/'23

### Director of Marketing Retail & Digital Transformation



Impact:

Member MT Commerce of Alliance Healthcare NL (1.2bn rev with 1900fte). Leading a team of 25 across Marketing & Communication (int/ext), Category, Brand, Data & Innovation, eCommerce, Retail and Omnichannel. At the start including healthcare insurance brokers/negotiators and manufacture services. Biggest responsibilities and impact to date:

- Modernize our pharmacy and retail to increase number of owned stores, franchisees and ultimately more patients/consumers. Drive improvement and Omnichannel transformation with in total +200 stores among our owned Boots stores and franchise formula [Alphega](#). Delivering hybrid care through digital / e-health (e.g. App) to serve patiënts (Rx and health services) and campaigning with self-serve consumers (OTC Health & Beauty). Accomplished exponential eCommerce growth (+7m) with positive operating income, launched a fully [online pharmacy](#) model acquiring new patients, onboarded a scale-up to deliver digital medication guidance with an A.I. driven digital human ([Pharmi](#)). Installed marketing automation & journeys (eCRM) with beauty shoppers (40k) and patients (450k) for healthcare services.
- Grew Retail Over the Counter (OTC) category with 5% YoY in volume (Sales EUR20m) in a declining market for pharmacy.
- Re-positioned brand & retail experience (new store designs) to increase shopper relevance and trade funding.
- Re-positioned our corporate proposition from plant to patient with one Purpose; to help people lead healthier and happier lives that resulted in a clear and unified proposition. Led and facilitated 3year corporate strategy plan with leadership resulted in a solid strategic house. As core ESG member contributed to sustainability goals with Greendeal 2.0.
- As part of the acquisition of Cencora (former AmerisourceBergen) transitioned Boots NL from Wallgreens Boots Alliance into a license agreement with a new contract and exclusivity of Boots UK and global brands (e.g. [No7](#))
- Integrated first wave of Alliance Healthcare into [Cencora](#) to become one global brand in 2024. (COR, #11 of Fortune 500)

01/'21 -  
03/'21

### Unilever NL - Head of Marketing & Business Transformation NL



Impact:

Member of LT Unilever Food Solutions NL: Guided a team of +15 marketers ranging from brand, category, channel, digital, data, trade & ecommerce. Responsible to deliver a more future fit portfolio, more co-creation with food chain & partners, more B2B2C customer journeys (demand / lead generation) with smarter use of data. Responsible for delivering quarterly business results and measurement framework (OGSM) for running calendar.

12/'19 –  
01/'21

### Unilever North America HQ - Head of Marketing (FoH) & Digital / eCommerce



Chapter lead FoH. Promoted with extended role as head of Front of House / Out of Home Marketing with market leading brands like Hellmann's (#1) and Teas (Lipton (#1), Tazo) to drive brand awareness and consumer engagement through winning consumer campaigns nationwide in and around restaurants/chains nationwide. As results new restaurants and existing converting to Hellmann's and Lipton/Tazo driving significant volume increase.

Impact: During covid we saw 70% volume decline of a USD500m business and therefore needed to go in recovery mode. I initiated and led 2 strategic recovery programs; 1) new business model with [food delivery platforms](#) and dark kitchens, resulting in first ever manufacture led programs on behalf of restaurants to bring back volume and 2) introduce new menu items on restaurants with our ice cream business to have add-ons like Ben&Jerry's driving consumer demand to restaurant menu's and increasing AOV. Launched new formula (single portions) to deliver upon new consumer demand (take-out) with brands Hellmann's & Sir Kensington. First year results on par with business case. Co-launched Plant Based Category (The VegetarianButcher) in the USA in difficult competitive environment.

09/'16 –  
12/'19

### Unilever North America HQ - Sr. manager Digital & eCommerce



Promoted to take on an International assignment as Head of the Digital & eCommerce team (6FTE) for Unilever Food Solutions North America (USA& Canada) with Brands; Hellmann's, Knorr, Maille, Lipton, Pure Leaf, Tazo, Pukka.

Impact: Build a new local team and deploy and develop upon the global strategy (former role). All aspects of digital marketing. From the ground-up building the eCommerce strategy across 4 pillars (e.g. Pure Players like Amazon, Trade Partners, Office Suppliers, New Business models, Direct To Consumer (DTC Tea & PureLeaf). Responsible for P&L with combined sales volume of 10m+ USD and indirect online sales of +100m USD through trade. Most proud and learned of being co-responsible to buy a scale-up (M&A of +10m USD) [Foodservicedirect.com](#) with underlying business case to deliver exponential growth. From M&A, refreshed proposition, building team, onboard in Unilever. Still successful.

08/'12 –  
09/'16

### Unilever Global HQ - Global Digital CRM & Data Science Manager



Transitioning the B2B Foods division (UFS) business model from a B2B and Offline only, towards Omnichannel via a personalized digital first approach to increase global reach, awareness and engagement and conversion to sales with individual customers (chefs) and diners (consumers). From the early start as Global eCRM manager responsible of the implementation of the basics of CRM in more than 40 countries (e.g. email marketing, lead management). Responsible for the personalization strategy on the first ever digital platform ([UFS.com](#)) and other 1:1 channels; email, social and later App funneled through variety of online sales channel (owned and/or partnered) that caused channel shift and incremental sales. eCommerce became a key business model since then. In 2015 I've set-up and lead the first ever Data Science team in becoming more data driven and operator centric with an underlying single customer data base (from negligible to +2m in 3years) with advanced analytics/science to run; recipe, service and product recco's distributed through campaign management, and visualized performance through dashboarding. Driving country adoption with in-country workshops to build capabilities among marketeers and salesreps. This propelled my ambition to work and live in North America, #1 foodservice market. Learned big time from this executive strategic program working along SVP's to day2day operations. This success has led to ramping up a first ever Center of Excellence (CoE) from 3fte to 50fte and increasing marketing / digital jobs in countries. Within Unilever this UFS journey has won prestigious awards.

06/'11 –  
08/'12

### Danone Baby - Digital Marketing Manager & eCommerce



Online manager and responsible for managing the contact strategy for mother's during their journey; -9m until 36 months (+400k contactable base) through a hyper personalized approach. Secondly to launch the new online platform [nutriciavoorjou.nl](#) and [nutriciavoorprofessionals.nl](#). Launched new platform OTIF, incl. services; mijnnutricia (your unique moments) babykwaaltjes and ecommerce integration with no1 PurePlayer Wehkamp.nl. Increased media effectiveness and reduced cost of acquisition. ROMI along the overall contact strategy improved in year1. Budget responsibility of 1mio.

08/'06 –  
06/'11

### Business Consultant Digital | CRM | eCommerce | Marketing Transformation



Impact:

Worked 4+ years as Business Consultant Digital & Marketing Transformation including eCommerce and Sales transformation, first within CRM Technology and later Management Consulting helping organizations with their transformation to become more operator centric. Team Emerging Services. [Variety of assignments](#) in different industries and companies; Wehkamp.nl, ZiggoZakelijk, Politice dept NL, TNT, AkzoNobel.

## Education:

2004-2006

### Master in Science, Business Economics - Marketing (FEW) at Erasmus University of Rotterdam

Master thesis: Benefit Based Market Segmentation in the healthcare industry. In assignment for Danone.

Active member of the Marketing Association (MAEUR) and organizer of business events / company visits.

2000-2004	<b>Bachelor of Science, Business Economics at INHolland hogeschool Rotterdam</b> Bachelor thesis: Marketing Research & Marketingplan for TNO & Koppert Cress to launch functional benefit food in retail. 6 month International assignment / internship at Marktplaats.cw in Curacao (Dutch Antilles), an eCommerce start-up.
2008	Masterclass, Customer Intelligence & Customer Experience / CRM at Nyenrode Business University.

### **Training / Courses:**

2021 - current	Profile dynamics (yellow, orange, green/red), company based courses (leadership, agile, change), participating in events/webinars/cmo dinners
2012 - 2020	Always-on learning (70-20-10) as part of Unilever learning programs & courses From leadership & coaching, MBTI, Data Science, Financials incl. M&A to Agile/scrum technology Speaker at external events about primarily Digital Transformation
2006 - 2011	2 year Management Trainee program of Ormit / Ordina Consulting, Register Marketeer (RM) Nima, CRM SAP certified, Prince II certified

### **Hobbies & Interests:**

Family: Making memorable adventures with my wife Elma and our kids Binck, Jade and Faya  
 Building & Expanding; our own modern barnhouse from scratch (2022), Gardening, Architecture & Interior design  
 Lifestyle & Sports; Padel, youth soccer trainer/coach, Marathon NYC, Fitness/Bootcamps  
 Business interest: aspiring angel investor / partner / coach to start-ups and scale-ups in eHealth (2023)  
 Reading: Currently; Disruption in Action (SparkOptimus), Green On (Daan Dohmen)

*References: MD Alliance Healthcare, Kalman Petro. Mete Gumus, GM FoodserviceDirect.com, Joris Broekmans, former line manager Unilever and/or any other on request where deemed necessary.*