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Head of Marketing, G.Network | Demand generation, market intelligence and AI ways of working | Monthly sales 3× in six months

SUMMARY

Hired for the marketing. Kept fixing what stopped the business growing.

Four businesses, one job: find where the money is, then get the whole business to go and get it. Done as Marketing Director, as a C-suite strategy and data officer, and as a department of one. Available for a permanent role. Sector matters less than the problem: something that has to be built before it can be sold.

Data-led throughout. At Relish, customer data and demand signals decided where to build and what to fix; a customer experience programme cut refund requests by 94% and ran churn 0.7 points below the year before. At Spring Fibre I was a C-suite member and board observer, and built the commercial model behind a £150M investment. Now Head of Marketing at G.Network, running marketing AI-first: I build the analysis, tools and reporting myself with Claude, then teach colleagues to apply AI to their own work.

EXPERIENCE

G.Network | Head of Marketing (contract), reporting to the Chief Commercial Officer | May 2026 – present
London full-fibre broadband provider. I joined to no alignment between product and commercial, no single source of truth for data, no market analysis and no change governance.

- Tripled monthly B2C sales in six months (April to October 2026) and beat the weekly target for the first time in week 40, by refocusing direct mail, moving paid search to Performance Max and replacing the online order journey.
- Ran blended cost per sale 13% under target (April to September) and direct mail cost per sale 26 to 43% under target every month from June, by rebuilding direct mail as a weekly programme with fixed measurement rules.
- Grew brand-led web visits by about half against the pre-launch baseline, by launching above-the-line media with out-of-home sites chosen with AI.
- Gave sales, product and commercial their first view of where the business is strong and where it is not, by building G.Network's first market intelligence platform: district and building level footprint reports, an exclusivity finder and door-to-door planners.
- Created one source of truth for reporting by joining 33 data sources into twin performance and footprint reports, refreshed weekly and used for board reporting.
- Took product and propositions beyond the marketing remit: launched multi-gig and Wi-Fi add-ons, renamed the residential tiers, refreshed the B2B portfolio and built attach-rate reporting.
- Ran a three-agency media RFP to scored written responses, a brand refresh brief, and refer-a-friend and affiliate partner programmes.
- Rebuilt the marketing operation end to end with AI from September 2026, by building about 30 reusable skills and running weekly sessions that teach colleagues in Sales, Product and Customer Service to apply AI to their own work.
- Delivered all of this as a department of one, then built the team: hired a Direct Mail Marketing Manager and a Web Manager, brought direct mail in-house and took product and propositions reporting into the team.

Independent consultant | Marketing and analytics | May 2025 – Apr 2026

- Customer marketing and operations advisory for utilities and telecom infrastructure projects (under NDA).

Career break and family care | Feb 2024 – Apr 2025
Stepped away to care for a family member, including three months in Peru, with occasional consultancy. Returned to the UK in January 2025.

Spring Fibre | Chief Strategy, Data and Marketing Officer (Jul 2022 – Jan 2024); Consultant (Apr 2021 – Jul 2022) | Apr 2021 – Jan 2024
Wholesale FTTP broadband in underserved areas of the UK. Joined as a consultant to build the investment case, then hired into the C-suite to deliver it.

- Built the commercial model, customer targeting and market analysis that were crucial in securing the £150M investment, and wrote the investor presentations and commercial packs for partners and stakeholders.
- Signed three ISP contracts before the first customer was connected, by designing the partner customer journeys and support model.

- As a C-suite member, held full commercial responsibility and ran customer operations, online, product and propositions, with a direct team of two.
- Created the Spring Fibre brand, brand guidelines and brand strategy, and the marketing support plan for partner ISPs.
- Built the socio-economic and demographic targeting model that chose where to build and directed the FTTP investment programme.
- Replaced the early-stage plan with a commercial and customer operating model, ready for launch.
- Board observer: board reports, management information and tracking of all business KPIs.

Independent consultant | Marketing and analytics | Oct 2020 – Mar 2021
- Short-term marketing and analytics projects after leaving Three UK, including the customer targeting model and commercial forecasts for Spring Fibre ahead of full funding.

Three UK | Marketing Director and 5G lead | May 2019 – Sep 2020
The UK's fifth national mobile network. Joined with the acquisition of UK Broadband's spectrum and commercial assets.
- Switched on 5G in 65 locations on one day (27 February 2020), by leading go-to-market on the 5G steering committee across network, commercial and marketing. Presented the launch at investor relations events and trade shows.
- Rebranded Relish Broadband as Three Broadband ahead of 5G, giving fixed and mobile one consumer identity and retiring a legacy brand.
- Ran proposition development across contract mobile and SMARTY, leading five senior proposition managers across several product lines at once.
- International contact for Hutchison Telecoms brands, linking UK strategy to group stakeholders across markets.

Relish / UK Broadband | Marketing Director (from 2017); previously Director of Online | Sep 2013 – May 2019
Fixed wireless broadband, launched from scratch in London. UK Broadband was owned by PCCW, a Hong Kong telecoms group.
- Took Relish from zero to 5% of London's available coverage in under four years, by launching a fixed wireless brand and choosing where to build from demand data. Acquired by Three UK in 2017.
- Led the customer experience programme from the Nov 2018 research: automated refunds (refund requests down 94%, about 79 a month to about 4), changed how collections worked (payment success 79% to 91%) and fixed billing (billing calls down 10%). Churn ran 0.7 points below the same months a year earlier.
- Held full P&L across commercial, marketing, digital and customer operations, and oversaw the call centre and billing. Senior management team member.
- Built the Phase 2 site selection model, grading live sites on households and sales and scoring all 4,835 London areas using Experian Mosaic and coverage-check demand (40,000+ checks a month).
- Led commercial development and launch of Relish in Swindon, a BDUK-funded rural broadband initiative.
- Led commercial analysis, long-term vision and investor materials for the financing rounds, working with investment agencies.
- Recognised with multiple awards including uSwitch, ISPA, Broadband Genie, IPM, Field Marketing and Transform Marketing.

As Director of Online (2013–2017)
- Led the digital launch of Relish in 2014: website, online sales and self-service, search, display and social, as part of the core launch team.
- Lead for strategy and direction, including sign-off on the Phase 2 expansion and additional cities.
- Ran all online operations, sales optimisation and P&L for the residential and SME products.
- Led business sales and the P&L for the DBI carrier-grade business proposition.
- Commercial reporting and MI, including geographic and single customer view.
- Ran marketing and product delivery through agile sprints for more than five years.

Stream:20 | Senior Consultant | Nov 2010 – Aug 2013
Client-side consultancy specialising in digital optimisation and upskilling departments.
- Sky Germany: built the 2012 and 2013 budgets for the online acquisition team and CRM, and the justification and plan for the full website redevelopment. Onsite in Munich Sept 2012 to Aug 2013, overhauling team structures, reporting, operations and website optimisation for the SVP of the customer group.
- Experian Interactive: Interim Head of Online (Nov 2010 to May 2011). Recruited and managed a team of 9, including 4 senior managers, and took online sales to its first target hit in over 12 months, then kept overachieving.

- EA Origin: operational review and roadmap, audience segmentation and targeting, and mentoring for the senior commercial team.
- Now TV (Sky): brought in after an underwhelming launch to review online activity, planning, analytics and MI, and to build reports and insight for planning and acquisition.
- Which?: built a single customer view model, from first online contact to sign-up, re-contracting and customer life, adopted into the SaaS data centre. Reviewed the responsive design project.
- Orange Romania: end-to-end online marketing review.
- Built in-house tools for online attribution, analysis and operations, packaged and sold to clients as services.

Optimalprint.com | Head of UK | Sep 2010 – Oct 2010
- Led the UK expansion of Optimalprint's online print business.

TalkTalk | Online Marketing Manager, then Ecommerce Manager | Nov 2007 – Aug 2010
Broadband and voice provider, then part of the Carphone Warehouse group.
- Ran the e-commerce strategy that won new broadband and voice customers, with full channel and P&L responsibility for online acquisition across all TalkTalk group brands, including AOL Broadband and Tiscali.
- Responsible for digital strategy across online, inbound and outbound response: 30% of TalkTalk's new customer acquisition.
- Part of the senior commercial team for residential acquisition, monetisation and the Sales, Marketing and Loyalty division.
- Led analytics from Omniture to Webtrends, and multivariate testing across the commerce platform.
- TalkTalk affiliate campaign shortlisted at the IMAA awards 2008 and e-Consultancy Innovation Awards 2008, and shortlisted for A4U Technology and Telecoms Advertiser 2010.
- Business sponsor of theforeverstory.com, a charitable website for treehouse.org: winner of IAB Creative Showcase and Unthink Your Brand 2008.

RealNetworks | European Product Manager, Games | Aug 2005 – Oct 2007
Digital media services and software, including Rhapsody, RealArcade and the Zylom casual games service.
- Led consumer marketing across Europe for the casual games services, including Zylom.com (9 million unique users, two-time winner of UK Website of the Year).
- Responsible for financial forecasting for the European game services, and product merchandising and marketing in every European region for titles including Luxor, Diner Dash, The Da Vinci Code, Scrabble and Trivial Pursuit.

Dial-a-Phone | e-Marketing Manager | May 2000 – Aug 2005
Direct mobile phone retailer with a marketing budget of over £30M a year and over two million customers.
- Held overall responsibility for digital, new media, online marketing and advertising.
- Took the website from zero to more than 50% of the business, changing the mix of customer response channels.
- Ran all the websites (Argos Mobile, Comet Mobile, Threestore, BT Mobile) and negotiated key advertising contracts and partnerships, including the Middlesbrough FC sponsorship.

British Telecommunications | Indirect Channels, Sales Support | Oct 1999 – May 2000

Media Measurement | New Business Manager and Senior Analyst, Marketing | Jul 1997 – Jul 1999
Media evaluation and corporate reputational analysis consultancy.
- Managed teams of analysts and accounts, including Woolwich, Volvo, 3Com, Bulletin International, Rolls-Royce, IBM, Siemens, Rhone Poulenc, Abbey National and Philips.
- Sales presentations, negotiation and pipeline management; product and analytical methodology development; client reports and media analysis.

KEY SKILLS

Brand, proposition and go-to-market | Customer lifecycle, retention and CRM | Customer insight, segmentation and analytics

P&L, budgeting, forecasting and ROI | Commercial strategy and investment cases | Agency and partner management

AI-enabled marketing operations | Marketing technology: Salesforce, Marketing Cloud, GA4, Claude, Tableau, Jira, Confluence, Asana | Agile delivery | Excel modelling

Leadership of cross-functional teams | Board and C-suite stakeholder engagement | Direct marketing, paid media, SEO, social and email | Market intelligence and geospatial analysis | Demand generation

EDUCATION

BSc (Hons) Product Design, Innovation and Marketing, University of Derby, 1994–1997. A-Levels in Business Studies, Design and General Studies, The Radcliffe School, 1992–1994. 7 GCSEs including English and Mathematics, 1988–1992.

INTERESTS

Cooking, especially barbecue; Formula One and football; learning Spanish. I go to Peru every year with my wife, who is Peruvian.