Graeme Crossley

A senior marketing leader specialising in delivering step changes in marketing performance for consumer brands. Accelerates growth, develops propositions, strengthens teams and builds brands.

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EXPERTISE

- Growth & performance
- Marketing transformation
- Brand, proposition & marketing strategy
- eCommerce & D2C
- GTM & customer acquisition
- Digital marketing
- CRM
- AI & automation

CAREER HISTORY

Interim Marketing, eCommerce, Brand & Commercial Director roles

- Undertaken interim executive leadership roles in the UK and internationally for consumer brands, including several under private equity ownership.
- Typically brought in to fix/reset marketing strategies, develop brands, deliver profitable sales growth and develop/launch new products and services whilst building high performance marketing teams.
- Subject matter expert in marketing transformation, digital marketing, proposition development, ROI/performance measurement and customer insight.
- Qualified Scrum Master, PRINCE2 & Agile Practitioner.
- Provided consultancy services to several private equity firms.

Assignments have included:

Interim Marketing Director – Riverstone Living (Mar 2025 – Dec 2025)

Riverstone is a luxury hospitality company for the over-70s owned by Goldman Sachs. I joined to audit the marketing function's performance & capabilities and completely reset marketing for the business. This included:

- Launching a new web platform, growing site traffic by 240% and enquiry conversion by 11%.
- Tightening the brand proposition and validating this through a qualitative brand study.
- Launching two new large destinations (£400m sales value).
- Introducing a new creative direction to prompt reconsideration of the brand amongst lapsed customers, re-engaging 20% of those "lost" in the sales funnel.
- Building new demand & lead generation strategies and developing acquisition strategies for specialist target groups including high net worth individuals.
- Using AI to develop an attribution model to improve campaign forecasting.
- Introducing new CRM & automation tools, reducing resource requirements by 70%.
- Creating a new partnership programme with English National Opera, The Royal Albert Hall, English Heritage and Surrey County Cricket Club to grow the active database by 15%.
- Rationalising the agency roster and appointing a new digital marketing agency.
- Restructuring the marketing function and recruiting a permanent marketing director.
- Working closely with sales colleagues to extensively remap the customer journey to include broader family consideration, resulting in a Net Promoter Score of +80.
- Launching a new referral programme to leverage brand advocacy, which generated sales of £6milion.
- Introducing a marketing mix model to provide dynamic media channel selection, which led to a 9% increase in return on marketing investment.

Marketing Consultant/Advisor: consumer brand portfolio (Apr – Aug 2024)

Confidential assignment for a private equity firm, advising their consumer branded investments on digital marketing and brand strategy, in addition to supporting their due diligence ahead of a potential acquisition.

Confidential consultancy, personal development & study (*Nov 2023 – Mar 2024)*
- Broadened my skillset by gaining qualifications in PRINCE2, Scrum and Agile.
- Worked with a former British ultra marathon champion to improve my previous marathon performance, before racing with the US Marine Corps.

Interim Marketing Director – ARCO (Mar – Aug 2023)
ARCO is a £300m distributor of FMCG products. As a member of the operating board, I held overall responsibility for all areas of marketing, commercial transformation, internal communications (2,000 employees), ESG and corporate communications, whilst the business developed and implemented a value creation plan. My responsibilities included:

- Repositioning & relaunching the brand, which grew brand awareness by 27%.
- Leadership of a team of 26 delivering both BAU and transformation workstreams.
- Digital transformation, including the introduction of ROMI forecasting and evaluation.
- Developing a strategic framework that set the company vision, values & behaviours and drove the three-year business plan.
- Business case development and the subsequent implementation of new strategic initiatives to reverse the decline in the company's performance.

Interim Group Marketing & Commercial Director – Vibrant Foods (Aug 2021 – Aug 2022)
Vibrant Foods is a £250m portfolio of Asian food brands and is owned by Exponent private equity. I provided interim commercial leadership across marketing, sales (UK national accounts, independent channel & international), category management, ESG and D2C/eCommerce, with additional responsibility for organisational effectiveness and portfolio strategy. During my time with Vibrant I:

- Restructured the commercial function and recruited a senior leadership team.
- Set up a consumer marketing function, including brand management, digital/social and NPD.
- Established a category management function, working with IRI to build a bespoke 4,500-SKU database and reporting suite.
- Rationalised product portfolios and refined the propositions of three core brands.
- Brought in Brandbank's ECI tool to optimise listings on national account websites, improving conversion by 6%.
- Launched two new product ranges (snacking and spices) in Tesco.
- Delivered 8% LFL growth across Asda, Morrisons & Waitrose.

Interim Marketing & eCommerce Director – Diageo (Oct 2019 – Feb 2020)
Based in Bulgaria with general management responsibility for a D2C proposition for Diageo alcohol brands in seven markets. Before the role ended due to Covid, I:

- Led digital transformation across the business, growing LFL sales by 28% through the introduction of new digital marketing techniques and the definition & implementation of a new CRM system.
- Launched a new subscription proposition which beat business plan by 12%.
- Led the migration to the Magento 2 eCommerce platform.

Interim Marketing & eCommerce Director – Harveys & Bensons for Beds (Oct 2018 – Mar 2019)
Member of the operating board with responsibility for two leading national retail brands with 400 UK stores. I led a team of 45 and was responsible for a £40m marketing budget and sales of £350m.

- Led the development & implementation of campaigns for key trading periods (Black Friday, January Sale) beating LFL sales by 3% in challenging market conditions through a new brand communications strategy covering creative excellence & media.
- Increased brand recall amongst new target customer groups (e.g. first time buyers) to grow customer base.
- Brought in brand licensing partnerships (English Heritage, Louise Redknapp) to premiumise product offering & refresh core product ranges.
- Generated highest ever eCommerce ROI through conversion rate optimisation and by creating a new programmatic and SEO strategy.
- Moved from a design agency model, to a newly built & staffed in-house creative studio, which saving £400k pa & delivering a more consistent messaging across all media channels and customer touchpoints.
- Re-launched a portfolio of added-value services including extended warranties and insurance, which contributed £650k to EBITDA within three months of launch.

Interim Marketing & eCommerce Director - The Original Factory Shop (Feb 2018 – Sept 2018)
Private equity-backed value retailer of 220 stores in the UK. During my time in the business I:

- Launched “Everyday Essentials” – promotion of grocery basics to drive repeat visit frequency, resulting in a 30% increase in category sales.
- Launched a drop-ship range of higher priced homeware items to broaden the eCommerce offering.
- Introduced segmentation for email marketing based on CRM analysis, delivering a 5:1 net ROI.
- Grew social media engagement & reach by over 500%.

Interim Chief Marketing Officer – Pepco (three assignments from Sept 2012 – Jan 2018)
Pepco operates more than 3,300 apparel & homeware stores across sixteen European markets. I undertook three long-term interim assignments for Pepco, during which I:

- Launched the brand into seven new markets.
- Redefined the brand, including market position, pricing strategy and brand proposition.
- Designed & built a centralised marketing team covering all markets to support the brand, with localised teams for activation, market-level sales support and media selection.
- Developed a new store format, which grew average transaction values by 8% compared to the older estate.
- Delivered new social media, digital marketing & CRM strategies which grew repeat visit frequency by 5%.
- Developed a new own label and private label product strategy, setting pricing hierarchies and delivering a new packaging strategy for apparel & homewares.

EARLY CAREER

My career began at Sainsbury’s where I worked extensively on CRM, before progressing to positions of increasing responsibility at WHSmith and Amazon. I then spent five years in international roles for The Coca-Cola Company prior to joining Pizza Hut as UK Marketing Director.