

Michael Williamson

Commercial architecture for CRM & AI transformation

The business operating model defined before the technology is chosen.

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OPERATING SUMMARY

Twenty-five years installing, rebuilding and governing the commercial operating model — the full customer revenue lifecycle, from first signal to renewal — beneath CRM, AI and digital transformation, at GM and CxO level across global technology and telecoms businesses. Full P&L accountability from £1.8bn consumer mobile to £12bn multi-market operations; £1.1bn of additional annual revenue delivered and 15 million customers added, with board and PE reporting throughout.

The discipline is consistent: define the commercial requirements and the operating model first — across the six dimensions of customer revenue flow — then specify what the platform must deliver, before an implementation partner is briefed. It is the inversion of the Technology-First Trap: the platform wraps around the business, not the other way around. For PE sponsors, that means a portfolio company's revenue architecture is diagnosed, rebuilt and governed before the build absorbs the budget and the value case is put at risk.



SEVEN ASPECTS OF COMMERCIAL-FIRST ARCHITECTURE TRANSFORMATION

The work is to define the operating model across the six dimensions of the customer revenue lifecycle — from first signal to renewal — then govern the build to it. The seventh aspect is the inversion that orders the other six.



Most firms choose the platform first, then force the business to fit it. The order is reversed: the commercial requirements come first, the operating model is agreed, and the technology is built to it — protecting the value case before a partner is ever briefed.

SELECTED TRANSFORMATION PROGRAMMES

Seven customer-revenue transformations inside world-class operators — architecture defined before the platform, and the board's benefits delivered.

Vodafone Defined the acquisition architecture for prepaid SIM-only across four markets — fraud, registration, provisioning and triggered comms on one platform. UK rank 4th to 2nd; operating revenue rebuilt.

Staples Europe Specified and built the European Microsoft CRM platform — 30,000 segments across 19 countries from a single hub. €400M+ online sales; digital +45% YoY.

Symantec EMEA Designed the full customer-lifecycle engine before the platforms, migrating \$390M off legacy retail. Reversed 11 quarters of decline; 5M customers added.

O2 UK Defined the end-to-end digital experience across web, mobile and IVR for a £1.8bn business. Self-service for 12M, 2.5M loyalty opt-ins, 4M acquisitions; JD Power award.

Equifax Europe Built ML customer-decisioning deployed in HSBC, Santander and Barclays, with the European GTM around it. ~11% of European revenue from new launches; \$5.7M won.

Helvar Built the marketing function, first CRM database and lead engine from nothing across 46 markets — architecture first. Cost-per-lead -60%, pipeline +180%.

DHL Service Logistics Validated a common Customer Journey Map across APAC, building on the EMEA pilots — directing service investment outside-in before the next platform decision.

CORPORATE OPERATING HISTORY

Chief Products & Marketing Officer (Global) · Executive Board

HELVAR · 2017–2018 · IOT SMART CONNECTED BUILDINGS · 46 MARKETS

Customer strategy, IoT propositions, pricing and go-to-market. Rebuilt international marketing from scratch. CPL reduced 60%, pipeline increased 180%.

Chief Products & Marketing Officer (Europe) · Executive Committee

EQUIFAX · 2016–2017 · FINTECH · LONDON

Product strategy, pricing and go-to-market. Developed ML decisioning services. Won \$5.7M new enterprise business (Sky, Virgin Media, First Direct, Shop Direct).

Vice President of Marketing & Analytics (Europe)

STAPLES · 2013–2016 · E-COMMERCE & RETAIL · AMSTERDAM · 19 COUNTRIES

165 people · €110M budget · €2.5bn regional sales. Centralised 19 country teams to a single hub (320 to 165). Fastest growth in 7 years; digital +45% YoY; €400M e-commerce, €750M e-business.

Vice President of Marketing (EMEA)

SYMANTEC / NORTON · 2011–2013 · CONSUMER SAAS · 12 SITES

110 people · \$650M sales · 71M customers. Reversed 11 quarters of decline into 8 quarters of growth. \$390M migrated to e-commerce; share to 52%; added 5M customers.

Global General Manager, Commercial Growth

VODAFONE · 2010–2011 · CONSUMER MOBILE · 30 MARKETS · £12BN REVENUE

Customer acquisition and distribution globally. UK share 4th to 2nd in six months. Added 2M customers across Europe.

General Manager, O2 Pay & Go · Progressive senior roles (7 years)

O2 / TELEFÓNICA · 2003–2010 · UK'S LARGEST MOBILE OPERATOR

End-to-end P&L of £1.8bn; controllable profit to £1.1bn (O2 UK's largest segment). Added 800K customers to 12M. Led the UK in customer and revenue growth. Built the complete commercial operating model — acquisition to renewal — from inside the business.

Head of Strategy, Product Management & Marketing · SLT

CASIO · 1995–2003 · CONSUMER ELECTRONICS · 8 YEARS

Casio's most senior marketer; CEO direct report. 7 product divisions. UK watch share 6th to 2nd.

NON-EXEC & EDUCATION

Non-Executive Director — NHS
Buckinghamshire (£1.2bn trust), 2009–2011.
Main board; turned 7 years of loss into surplus;
chaired the Patient Experience Committee.

- MBA — London Business School
- MA Marketing (Distinction) — Kingston
- CIM Diploma — Westminster
- CAM Diploma (Distinction) — UAL

SECTORS

- Banking & Capital Markets
- Payments, Fintech & Digital Identity
- Insurance
- Retail & Consumer Commerce
- Telecoms & Connectivity
- Software & Information Services

MARKETS

UK & Republic of Ireland mid-market —
companies of roughly £10m–£300m revenue
(50–499 employees), including PE-backed and
lower-enterprise businesses. Multinational
delivery experience across EMEA, the Nordics,
the Netherlands, the US and Canada.

Architecture Before Technology.

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