Bespoke by design.
Senior stakeholder interviews, workshops and process design.

Every challenge calls for a different approach. I've designed and led stakeholder programmes, facilitated workshops and developed structured processes for some of the world's largest businesses. From understanding the problem and engaging the right people to defining the stages, tools and responsibilities that turn thinking into action.

How I work

FIVE DISCIPLINES I DRAW ON, SHAPED TO EACH BRIEF



Identify	Immerse	Interrogate	Interpret	Implement
The need, the output required and the key people to involve.	Interviews and research, quant and qual, to see how things really work.	Test the findings and learnings with stakeholders in workshops.	Turn findings into a structured process, defining stages, ownership and decision rights (RACI or equivalent), resources and timings.	Socialise it into the business through ambassadors and key stakeholders.

Stakeholder interviews

IMMERSE · 26 SENIOR INTERVIEWS

01 Dormer Pramet

Global brand transformation

16 interviews · 10 markets

THE CHALLENGE

Eleven product brands covering thousands of tools had made the business complicated to understand, buy from and run.

HOW I RAN IT

One-hour interviews on Teams, with stimulus shared in advance as a pre-read. Findings synthesised to shape the brand architecture work.

WHO WAS INVOLVED

16 senior stakeholders across 10 markets globally, including the CEO.

WHAT IT SHAPED

Eleven product brands simplified into one global brand and two national hero brands, with experience and operations connected to one customer promise.

02 CHEP

Key account insight

10 interviews · North America & EMEA

THE CHALLENGE

Understand customer needs across key accounts, how CHEP's offer was sold, and what was holding growth back.

HOW I RAN IT

Interviews on Teams exploring each role, what worked and what didn't, customers' biggest challenges, the content they engaged with, and seasonal uncertainties.

WHO WAS INVOLVED

10 senior sales leaders across North America and EMEA, responsible for key accounts including Walmart, Carrefour, Target and Morrisons.

WHAT IT SHAPED

Findings informed the account-based experience (ABX) strategy for CHEP's key accounts.

How I approach stakeholder interviews

DESIGN AND STRUCTURE THE QUESTIONS

Open with straightforward questions to bring the stakeholder in. Then give each question stimulus: objects to move, boxes to fill, archetypes to choose, or the words their last three customers would use.

CONNECT THE EVIDENCE

Compare answers across functions and markets. If marketing calls the brand innovative and sales calls it dependable, that gap is worth exploring.

LISTEN BEYOND THE WORDS

Hesitation, response time, a sudden change of language. Treat them as clues to follow up, not conclusions.

FIND WHAT MATTERS

Separate one person's view from shared experience. The strongest quotes and snippets become stimulus for the workshops that follow.

Workshops

INTERROGATE · GLOBAL BRAND & INNOVATION

03

Shell

Go Well proposition

3 workshops · Global

THE CHALLENGE

Falling oil prices and fuel alternatives put pressure on Shell to unlock the commercial potential of its global retail network.

HOW I RAN IT

Three workshops on new product development, customer journey and partnerships, built on research I commissioned: people would rather do the washing on a Sunday afternoon or go to the gym on a Monday morning than visit a forecourt.

WHO WAS INVOLVED

Senior brand and marketing leaders.

WHAT IT SHAPED

The Go Well proposition: a unifying brand, retail and customer experience platform rolled out across all 43,000 Shell stations worldwide, supported by the Go Well guide I developed for activating it.

04

Mr Kipling

Product and format innovation

Innovation workshops · Premier Foods

THE CHALLENGE

Generate and develop new product and format ideas for Mr Kipling.

HOW I RAN IT

Opened with a warm-up: making a pink elephant out of plasticine. Then structured exercises to develop product and format ideas.

WHO WAS INVOLVED

Senior marketing team members and brand leaders.

WHAT IT SHAPED

New product formats, taken forward into BASES concept testing.

How I build a workshop

DEFINE THE PURPOSE

Agree the decision the session has to produce, and who needs to be in the room, including the ambassadors who will carry it afterwards.

DEVELOP STIMULUS

Vox pops, snippets from stakeholder interviews and commissioned research that puts the problem in plain sight.

LISTEN

Bring in stimulus throughout the session and listen to how the room responds: what excites people, what they resist and what they keep coming back to.

FACILITATE

Warm-ups that get people thinking differently, then structured exercises on bespoke templates, so ideas arrive in a usable form.

DOCUMENT AND PLAY BACK

Turn outputs into recommendations and play them back while the thinking is still fresh.

ITERATE

Refine with stakeholders and take the strongest ideas into the next stage, from propositions to formal concept testing.

Process design

INTERPRET · IMPLEMENT

05

AB InBev
Digital guidelines

12-step process

THE CHALLENGE

Develop a consistent, structured approach to identifying, planning and delivering digital requirements across the business.

WHO WAS INVOLVED

Digital and business leads. We also identified the ambassadors and key stakeholders who would socialise the guidelines as an asset. They became the people we interviewed and involved in workshops.

HOW I DEVELOPED IT

Worked with digital and business leads to identify their digital requirements, from websites and social to apps. Then mapped a 12-step process from identifying a need through to implementation, breaking each stage into numbered micro-actions (step 1.2, step 1.3.1 and so on), each with defined responsibilities, resources and timings.

WHAT IT SHAPED

A practical set of digital guidelines, supported by a handbook and step-by-step process charts defining the activities, ownership, resources and timings required to plan and deliver digital work.

06

Porter Novelli
Compass

8-step communications development process

THE CHALLENGE

Develop a consistent approach to creating communications ideas, from initial research through to tactical execution.

WHO WAS INVOLVED

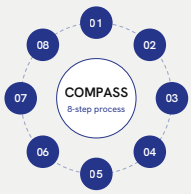
Client leaders, managing directors, and strategy and creative leads. We also identified the ambassadors who would socialise Compass across the network. They became the people we interviewed and involved in workshops.

HOW I DEVELOPED IT

Helped develop Porter Novelli's global eight-step communications development process, from research through to tactical execution. We audited existing resources, identified gaps, developed what was missing and removed duplicated activities. Each stage defined the tools, responsibilities and resources required. We piloted Compass before rolling it out across the network.

WHAT IT SHAPED

A global communications development methodology, supported by a handbook and step-by-step process charts connecting research, strategy, creative development and tactical execution.



PORTER NOVELLI · COMPASS

TOOLS
Defined for each stage

OWNERSHIP
Responsibilities clarified

RESOURCES
Required inputs identified

HOW IT WAS BUILT

Audit → Develop → Pilot → Global rollout

ILLUSTRATIVE · STAGES NUMBERED, NOT NAMED · NOT THE ORIGINAL COMPASS MATERIAL