

IAROSLAVA KOVALENKO

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PROFILE

Senior marketing executive with 20+ years' experience in Financial Services and Consumer Goods industries with a focus on driving behavioral marketing campaigns, designing digital strategies, leading large-scale international projects, and managing P&Ls of up to EUR 0.7bn and teams of up to 30 FTEs in Ukraine within globally operating corporations.

- Successfully drove large scale behavioral marketing campaigns in consumer banking, creating additional value to the customers and ecosystem partners, resulting in average revenue growth of 30%.
- Designed digital strategies on the ad performance base, managing digital accounts and diversifying the channels mix, translated into 40%+ conversion into sales as to the products. Extensively used MarTech tools, in particular CRM, GA, CMS, that prompted to improved retention (-50% in churn) and ROI (1:1,5).
- Excelled at project management, leading market entry projects of various sizes from initiation through to completion with detailed planning, fixed objectives and milestones in feasible time-frames and with exemplary communication.
- Justified the impact of "voice of customers" programs and integrated CX approach while creating the clients' interaction with the company, especially in digital environment, including Apps, Webs, messengers, that positively affected buying behaviour.
- Demonstrated deep analytical skills in assessing customer data throughout their buying experience/journey, respecting the cost/benefit balance, harnessing information to optimize sales and streamlining all processes to keep revenue growing.
- Transformative and collaborative leader focused on building high-performing, international and cross-functional teams based on a culture of diversity, inclusion and belonging.
- Open minded, empathetic and lateral thinker, with the test & learn attitude, positive affirmations, who communicates effectively across levels/cultures and passionately delivers creative results while being insightful and agile.

PROFESSIONAL EXPERIENCE

2014 – 2022 BNP PARIBAS

Kiev, Ukraine

One of the top banks in the European Union and a major international banking establishment, BNP Paribas offers capital markets, securities services, advisory & treasury solutions to clients. BNP Paribas is headquartered in Paris, France with 190k employees in 65 countries and EUR 46.2bn [FY 2021] revenues.

Ukrsibbank

Subsidiary of BNP Paribas, Ukrsibbank is a leading universal bank in Ukraine that offers a full set of banking services to individual clients, private entrepreneurs and LEs with 3.5k employees and EUR 0.3bn [FY 2021] revenues.

Head of Marketing

Reporting to local Retail Business Executive & Line Marketing Director in France. Managed a team of 15 direct subordinates & 3 project's teams of 10 members each, with an annual budget of EUR 2-4m. Brought innovative solutions in crafting and executing multi-platforms marketing strategy, designed client's journey in cross/up-sell and engagement actions, assessed data. Pioneered the "Start-Up Accelerator".

Achievements:

- Developed and introduced 3 years digital transformation strategy for key business lines.
- Successfully implemented the Start-Up Accelerator a pioneering initiative within the banking segment and the overall market.
- Implemented the SMEs clients outflow predictive model, using the Start-Up Accelerator resource, resulted in a churn decrease of 15% (-10%).
- Designed and implemented online LCM consisted on 645 campaigns per year for 3 m clients resulted in cards transactional activities growth +29% (27 % vs 21%) and fee income increase + 30%.
- Gained 30 k new clients remotely in 7 months in campaigns with 1,5% CTR (market average up-to 1%) and 22% CR vs 10% planned.
- Built and launched remote service echo-system in-terms of CX, incl. online banking, care center (internal messengers and chat bots) and online personal management.
- Shared best Start-Ups practices at a high-tech conference VivaTech, in Paris, reinforcing the perception of Ukrainian subsidiary as an advanced, tech-savvy bank driving project implementation in other markets.

2010– 2013 SWEDBANK

Kiev, Ukraine

One of the leading Swedish banks operating in the segments - Swedish Banking, Large Corporates and Institutions, Baltic Banking, and Group Functions and Others. Swedbank is headquartered in Stockholm, Sweden with ~15k employees and EUR 4.42bn [FY 2021] revenues.

Swedbank Ukraine had acquired a local universal and was operating in the market for 5 years under Swedish umbrella. At present, it performs as 100% Ukrainian organization with about 1k employees and EUR 0.12bn [FY 2021] revenues.

Head, Marketing & Communication

Reported to local CEO & MarCom Director in Sweden, supervised team of 17 professionals, managed annual investment budget of EUR 1m. Performed in-depth market, industry & trend analysis, pioneered marketing strategies, spearheaded new product development, designed advertising, sales and communication campaigns, crafted policies and procedures.

Achievements:

- Revitalized the public image and reputation of the company as "the most customer-oriented bank" by revamping communication strategies and improving processes. Earned employee award for providing exceptional, client-focused services for the organisation.
- Designed and rolled out marketing programs that grew 2 percentage points market shares (from 3% to 5%)
- Analyzed processes and recommended solutions to streamline and improve retail banking operations.
- Successfully created and fine-tuned the national brand strategy, facilitated local adaptation of large-scale campaigns, and ensured alignment with the global brand messaging and communications.

2007 – 2010 ING

Kiev, Ukraine

Global multinational banking and financial services corporation operating through retail and wholesale banking divisions. ING is headquartered in Amsterdam, Netherlands with 57k employees in over countries and EUR 4.7bn [FY 2021] revenues.

ING Ukraine operates, since 2010, as wholesale division offering specialized first-class financial services for corporations. It has 300 employees and EUR 0.03bn [FY 2021] revenues.

Vice President Marketing & Retail

Reporting to local CEO & Group Marketing Head in the Netherlands, led the team of 12 professionals, handled annual investments budget of EUR 5m. Designed and implemented comprehensive action's plan for the launch of retail division in Ukraine. Managed strategic initiatives related to the global & local marketing, communication, brand governance, PR, CRM.

Achievements:

- Skilfully branded, launched and marketed the retail banking division and immediately positioned the new business in the top-5 with 20,000 active clients generated in six months (despite a limited product portfolio).
- Served as integral member of international team that rolled out self-service retail banking operations, which earned recognition as "Best Self-Service Center Implementation in Ukraine" by Wincor Nixdorf for concept and implementation.
- Expertly managed corporate communications plan to prevent negative publicity and facilitate customer transitions during company shutdown in '09

2007– 2007 SKANDINAVISKA ENSKILDA BANKEN (SEB)

Kiev, Ukraine

One of the leading Nordic corporate bank financial services group operating through the divisions - Large Corporates & Financial Institutions, Corporate & Private Customers, Baltic, Life and Investment Management. SEB is headquartered in Stockholm, Sweden with ~15k employees and EUR 2.4bn [FY 2021] revenues.

SEB is the only Nordic bank with a presence in Ukraine, provides a wide range of banking services to home-region corporate clients, after 2012 with 51 employees and EUR 0.004bn [FY 2021] revenues.

Head, Brand & Communication

Reported to local CEO & MarCom Head in Sweden, managed team of 5 managers and annual investments' budget of EUR 0.8m.

Built brand DNA, awareness and publicity, prepared compelling content for the Media (including websites and social media sites), controlled the flow of information with internal and external stakeholders. Consolidated market data and tracked ROI.

Achievements:

- Developed brand positioning and image campaign that received 2nd place Effie Award in Ukraine and contributed to revenue and profit growth for the company.
- Expertly managed shareholder communications following the closing of significant merger deal.
- Steered communication actions, resulting in the positive evolution of awareness

2005 – 2007 THE COCA-COLA COMPANY

Kiev, Ukraine

The world's leading beverage company with 700k employees and EUR 38.53bn [FY 2021] revenues.

Coca-Cola in Ukraine constitutes *The Coca-Cola Comp and Coca - Cola HBC with 1.3k employees and EUR 0.243bn [FY 2020] revenues in total, introducing the best beverage portfolio with efficient execution.*

Marketing Manager

Reporting to Regional Marketing Director, led a team of 2 Brand Managers, managed a budget of EUR 2.5m. Defined innovative marketing solutions for flavored CSDs (Fanta, Sprite, Schweppes) and sport drink (Powerade), produced and executed 7Cs marketing plans, using global best practices.

Achievements:

- Increased CSD sales volume by 15% and drove market growth by 7% by creating consumer-centred branding and marketing programs.
- Revamped and revitalized the Schweppes retail channel strategy and packaging, which increased sales volume by 30%.
- Built the sports drink segment in Ukraine from the ground up. This included the communications plans, channel distribution strategy and tactics, CRM, sales and promotion activities.
- Exploited previously untapped opportunities by overseeing new product development, range extensions, re-launches and innovative packaging designs and changes.

2000 – 2005 IMPERIAL TOBACCO

Kiev, Ukraine/ London, UK, Germany

Leading global consumer-focused organization and the fourth largest international tobacco company operating across 120 markets. Imperial Tobacco is headquartered in Bristol, United Kingdom with ~27k employees and EUR 4.2bn [FY 2021] revenues.

Imperial Tobacco Ukraine occupies a 13.5% of market share, with 1.3k employees and EUR 0.3bn [FY 2020] revenues, representing the diverse brands portfolio that covers all existing cigarette formats and price segments.

Group Marketing Manager

Reported to local Marketing Director & Premium Brands Head in Germany - UK, supervised 2 Brand Managers and 3 international teams, with 5 members each. Managed annual investment budget of EUR 2m. Performed premium portfolio marketing strategy, including initiatives in products' taste, packaging, assortment, sales channels and communication.

Achievements:

- Produced channel strategy for premium brands that leveraged retail, hotel / restaurant / catering and other opportunities to reach targeted consumers.
- Creatively designed and executed brand line extensions and dynamic marketing programs that increased revenue by \$1M for the company.
- Doubled sales through strategic communications and marketing.

1998 – 2000 BRITISH AMERICAN TOBACCO

Kiev, Ukraine

World's largest tobacco company operating in multi-category consumer goods business in more than 175 markets. British American Tobacco is headquartered in London, United Kingdom with 52k employees and EUR 30.43bn [FY 2021] revenues.

British American Tobacco Ukraine is the first company with foreign investment in the tobacco industry in Ukraine, with about 0.8k employees and EUR 0.7bn [FY 2020] revenues,

Brand Manager, Premium Portfolio

Reporting to the local Marketing Director & Premium Group Manager in UK. Supervised teams of external agencies, managed annual investment budget of EUR 1m. Oversaw premium brands' portfolio, created and implemented integrated marketing plan, assisted brands' supply continuity, conducted conferences and trainings for up to 50 participants.

Achievements:

- Conceived and produced through-the-line campaign for Vogue brand, which contributed to 2% growth in premium segment market share.

EDUCATION

Chartered Institute of Marketing

Berkshire, United Kingdom

Strategic Marketing

- Master of Arts (MA), B

International Management Institute

Geneva, Switzerland

International business

- Master of Business Administration (MBA), A

National Pedagogical Dragomanov University

Kiev, Ukraine

Mathematics & Computer Science,

- Master of Arts (MA), B

ADDITIONAL SKILLS

- Languages: Ukrainian (native), English (business fluent), Polish (basic), Russian (fluent)
- Courses: Google Ads, Coursera, Project management, ITEA

PERSONAL

- Nationality: Ukrainian
- Marital Status: Married, daughter / 14 y.o.
- Interests: sport (tennis), health (health tech), science (artificial intelligence), arts & design, history, current affairs and human rights