

David Ewen

Analytical, commercial, hands-on.

CONTACT

Phone: 07795 641968

Address: West London

Email: david@david-ewen.co.uk

- Senior commercially focused roles (permanent and interim), mainly in the consumer mobile tech space: pricing strategy and proposition development, pricing and margin optimisation, commercial analysis, and customer base insights/analytics
- Vast experience in analysis, pricing, commercial thinking, and constructing solid cases built on data
- Hands-on, data-driven approach: expert Excel user, adaptable, flexible, and focused on getting things done

Skills

Pricing Strategy, Pricing Optimization, Proposition Development, Commercial Analysis, Data Analysis, Cross-functional Team Leadership, Team Management. Expert Excel/Power Query/PowerPivot user. Also familiar with Tableau, Business Objects.

Experience

Consultant, Analyst, Interim Manager

2005-PRESENT

David Ewen Ltd - Self-Employed

Worked for many satisfied clients in the commercial/analytics space as an interim manager, consultant and analyst. These roles are shown as 'Contract' or 'Freelance' in the detailed work experience below. Types of assignment have included:

- Consultancy and interim management, with a commercially focused and analytics-based approach
- Sophisticated analytics and modelling of large data sets using Excel, Power Query and PowerPivot
- Producing reports summarizing findings, interpreting results and developing strategies based on data analysis
- Building and maintaining efficient and robust Excel workbooks for various operational purposes, eg sales tracking, forecasting, data dashboards
- Stepping into operational product management roles to manage development and launch of new propositions

Consultant, Data Analyst, Excel Fixer

AUG 2021-PRESENT

Gothic Storm Music - Freelance

- Developing large scale analytics models using relational database techniques in Power Query and PowerPivot, linking raw royalty data with metadata to identify the success factors for hit production music tracks and albums
- Providing operational Excel expertise: improving and streamlining workbooks used for managing the business, such as the USA royalty tracker and reporting dashboard
- Analysing the growth in YouTube royalties and producing a report summarizing findings

Retail Product Pricing Manager

AUG 2019-FEB 2020

BT - Contract

- Implemented the annual price increase for corporate customers: managed implementation with billing platform vendor (Amdocs), analysed results, dealt with operational issues, made recommendations for future executions
- Developed, gained commercial approval for and, working with billing platform vendor Amdocs, implemented 100+ new price plans targeted at Public Sector customers
- Specified billing system fixes correcting misconfiguration of price plans, working with internal customers and billing platform vendor Amdocs.
- Maintained and updated complex Excel deal tool supporting Sales in quoting bespoke corporate customer pricing deals for BT OnePhone

Career Break - MA in Professional Media Composition

2017-2019

ThinkSpace Education/Chichester University - Student

Graduated with Merit.

Lead Student Rep, representing the interests and viewpoints of students taking the various media music MAs and MFAs offered by ThinkSpace (accredited by University of Chichester)

The course consisted of writing and producing professional-standard music for TV, Film and Games and developing advanced skills in music tech. Course modules included writing in teams, writing to a brief, writing to picture, and researching and analysing the history of film music

Analyst/Report Writer

Nov 2015-Sep 2016

Mobile Market Development Ltd · Freelance

Part of a three-person team which produced an in-depth benchmarking report on mobile data pricing in the African market. Responsibilities included:

- Research: primarily online, to understand pricing levels and proposition design across African markets
- Preparing data and building comparison models
- Generating insights
- Making meaningful pricing comparisons across African markets
- Writing the final report using the inputs generated by the team

The work was very well received by the client, who used it to successfully defend their pricing position against regulatory price pressures

Analytics, Pricing and Forecasting Consultant

Nov 2013-Nov 2015

Lebara · Contract

- Led a project to recommend optimized pricing structures and levels, based on a segmented analysis of customer base revenue and usage. Key recommendations: price increases on least profitable routes; resizing free voice minutes bundles to cut out very high usage unprofitable users; rationalizing the overall pricing lineup so that marketing effort was focused on the best-performing price plans
- Developed in-depth analysis of the customer base from both a revenue and margin perspective, uncovering cohorts of high cost/negative margin and, conversely, highly profitable customers
- Built several large-scale analytical models in Excel/PowerPivot driven by per-customer data from the data warehouse: these were used for gross margin analysis, pricing decision support, and revenue forecasting

Principal Pricing Manager

Jul 2009-Oct 2013

Vodafone Group · Full-time

- Internal consultancy role, working with Vodafone operating companies to develop and implement pricing strategies which addressed the threats and opportunities posed by a combination of emerging seismic market changes. These were smartphones and mobile data, virtual operators (MVNOs), and over-the-top (OTT) players in messaging and voice apps such as WhatsApp, Skype, and Facebook messaging. This combination was a perfect storm for mobile operators, all of which made changes in strategy to protect against potentially catastrophic collapses in revenue
- Vodafone Red was the core pricing strategy which aimed to defend against these threats and maximise the opportunities of the smartphone age
- I was a member of the team which took Vodafone Red to market across the Vodafone European footprint, contributing to Vodafone's successful defence against the threats of commoditization and voice revenue erosion.
- Developed and managed the new wholesale pricing strategy and approval process for MVNOs, working across European operating companies and with senior Group team: this aimed to enable greater selectivity regarding which MVNOs to take on, and also better manage the ability of MVNOs to create highly aggressive retail pricing. Strategy was agreed at Board level and successfully introduced across European footprint, along with Group wholesale pricing approvals process to ensure adherence to strategy

Head Of Pricing and Analytics

JUN 2008-JAN 2009

Three Ireland · Contract

Interim management position, responsible for all pricing and analytics activities:

- New proposition development, working with Marketing and Sales teams to develop quarterly promotions including Xmas
- Setting monthly competitive device pricing
- in-depth analytics reporting and customer insights, both regular and bespoke reporting
- Managed a team of 3 analysts and participated in recruitment

Senior Brand Manager, Prepay

MAY 2007-MAY 2008

T-Mobile · Contract

- Led the development and implementation of proposition changes to underpin growth and revenue targets via innovative proposition design, based on insights and analytics. For instance, a key insight from research was that prepay customers couldn't relate to price points (e.g. 6p/minute) as value indicators, but associated value for money with how long a top up lasted, and what rewards they got for topping up. This drove a fundamental change in proposition and marketing comms, from focus on pence per minute to focus on rewards for top up
- Contributed to forecasting and business reviews producing analysis from Marketing's perspective on likely usage and revenue trends

Head of Pay As You Go

JAN 2006-JAN 2007

Three UK - Contract

- Championed development of prepay: produced forecasts to show the opportunity in the prepay market and got Board support for investing in improvements to the proposition. Prepay had not been a focus for the business and this was leading to customer dissatisfaction and loss of market share
- Greatly improved the prepay customer experience and proposition, through changes to prepay voucher structure, simplifying customer touch points such as the IVR and other topup routes, and refocusing the proposition towards the actual needs of the prepay market identified through research

Permanent senior-level positions and contract consultancy projects

JAN 2003-DEC 2005

O2 UK - Full-time and Contract

- Head of Pricing at O2 UK: managed a team of 3, developed strategy and ran the pricing process
- Interim Head of Customer Insights: managed a team of 10 delivering detailed bespoke analytics to briefs from internal clients
- Pricing consultancy project with O2 Ireland focusing on price competitiveness per market segment and optimizing the price plan portfolio to attract target segments

Head Of Pricing

JAN 2000-DEC 2002

Vodafone UK - Full-time

- Designed, gained Board approval for, and launched price plans for prepay and postpay, including Vodafone's very first Integrated price plan range, with voice, text and data bundles all included as standard. Vodafone's Strategy Director called this 'the most important price plan launch in Vodafone's history'
- Provided decision support and managed the pricing approval process for new product development
- Managed a team of 3 high-performing Analysts

Head Of Pricing

1996-1999

T-Mobile UK (One 2 One) - Full-time

- Successfully rebalanced the pricing portfolio away from the launch offer of 'free off-peak local calls' which caused huge network congestion and threatened brand reputation and network rollout plans, to 'free weekend local calls' and an improved focus on prepay and small business plans
- Achieved this through a combination of market research to identify the best alternative propositions, coupled with exhaustive scenario modelling to predict the impact on demand, revenue, peak network utilisation and capex, and margin

Early career highlights

1984-1996

T-Mobile UK (One 2 One) - Full-time

Various roles, including Brand Manager, Customer Service Product Manager, New Product Development

BT - Full-time

Various roles, including Account Executive (BT Telemarketing), Channel Marketing, Product Management, Customer Loyalty, New Product Development (BT Mobile)

Education

ThinkSpace Education (University of Chichester)

2017-2019

MA in Professional Media Composition. Graduated with Merit.

Royal Academy of Music

1979-1982

Performer's Course. Principal Study: Bassoon, Second Study: Piano.