# CLEMENS FREDE

## CURRICULUM VITAE

**MARKETING LEAD | BRAND MANAGEMENT, DIGITAL TRANSFORMATION**

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## PROFILE

Marketing leader with over 20 years of experience in marketing, brand management and communications – at a global corporation (adidas), at leading advertising and digital agencies, and for 15 years as a freelance marketing consultant and interim manager.
Most recently Interim Marketing Director for Premier Inn Germany (Whitbread), leading a team of up to seven in strategy and execution across brand, campaigns, website, CRM, social media and media in close alignment with the UK headquarters. Previously nine years at adidas in global eMarketing and global brand identity.

My strengths are developing sound, results-driven marketing strategies for engaging brands, steering complex projects across hierarchies, departments and countries, and leading transformation and change with respect for the team culture. Industries: consumer goods and FMCG, cosmetics, sports and fashion, hospitality, automotive, healthcare, retail and media. I work conscientiously and with a solutions-oriented mindset.

## CORE COMPETENCIES

- Marketing strategy and brand management (brand positioning, brand identity, brand campaigns, brand awareness)
- Integrated 360° campaign management (strategy, concept, production, evaluation)
- Digital marketing: website launches and relaunches, CRM, social media, SEM, media, web analytics, KPI reporting
- Team leadership; agency, vendor and freelancer management
- Project and process management (classic, agile, hybrid)
- Change management and stakeholder management across all management levels
- Digital transformation: rollout of project management software (monday.com, Asana, Microsoft) and CMS (TYPO3, Confluence, WordPress, Shopware 6)
- Budget, resource and project controlling, budget forecasts
- Workshop and meeting facilitation, client presentations

## PROFESSIONAL EXPERIENCE

### Interim Marketing Director

**Premier Inn Germany (Whitbread) | Germany | 07/2024 – 09/2026** *(interim mandate, freelance)*

Strategic and operational leadership of marketing for Premier Inn Germany across all channels – brand management, campaigns, website, CRM, social media and media – reporting directly to the CEO and CCO, in close alignment with Premier Inn UK. Developed new brand campaigns to increase brand awareness, evolved the brand positioning, managed agencies, and coordinated between departments and Whitbread / Premier Inn UK.

- Led the marketing team (team of up to seven)
- Increased brand awareness from 17% to 22%
- Marketing strategy, consulting and marketing leadership
- Development and execution of marketing activities
- Management of agencies and service providers
- Process analysis and optimization

### Communications Coordinator

**Federal Institute for Drugs and Medical Devices (BfArM) | Bonn, Germany | 11/2023 – 04/2024**

- Communications process management
- Development and implementation of communication strategies
- Social media strategy and campaigns

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## Project Lead – Digital Marketing Transformation

**Cosnova | Sulzbach, Germany | 2022 – 2023** ***(freelance)***

Introduced a new digital project management tool, including change management, across several teams and departments; analyzed and optimized agile/hybrid processes and responsibilities for social media content creation and brand building (INAO brand). Project with 3 teams (approx. 10 people) and 15 additional stakeholders.

- Project management, cross-departmental process analysis and optimization
- Planning and management of the rollout, including internal meetings, workshops and training in agile use
- Tool setup and alignment of requirements with IT, including CMS integrations
- Project lead for the redesign of the essence brand badges, aligning internal departments, creative team and agency

## Project Lead – Process Management and Relaunch

**Bauer Media / Medical Health Experts | Hamburg, Germany | 2020 – 2022** ***(freelance)***

Client onboarding for AOK and delivery of AOK Refresh II: complete revision and consolidation of regional and national content on AOK.de and migration into a new CMS (TYPO3) in close cooperation with the technical service provider. Project with 7 departments/partners and around 20 key client stakeholders.

- Planning and project management (timing, budget, resource planning), cost estimates, proposals and project controlling
- Project-based team leadership of project managers, editorial team and CMS team
- Introduction and optimization of a digital project management system (monday.com and Confluence)
- Reporting of milestones, risks and status to all stakeholders; sprint planning with the technical service provider
- Sourcing, recruiting and management of external service providers

## Freelance Marketing Consultant and Lead Project Consultant

**Self-employed | Germany | 07/2011 – present** ***(freelance / interim)***

Marketing consulting, interim marketing leadership and senior project management for brands and agencies: marketing strategy, campaigns, website launches and relaunches, content production, social media, CRM, branding and identity, and process and tool optimization. Major mandates are listed separately above; the full project list is in the appendix.

- Agency-side project lead for integrated campaigns, brand campaigns and websites for Audi, BMW, Volkswagen, Opel, Volvo, IKEA, Unilever Knorr, Swatch, Sennheiser, Mövenpick, Nutricia and WWF – timing, budget, resources and supervision of creative, UX and development
- Unilever U-Studio: launch and build-up of the new in-house agency – project management, processes, controlling, budget forecasts and change management
- Cosnova / essence: process consulting, agency selection and onboarding, 360° campaign management (incl. "High Beauty" campaign)
- AOK (via Ressourcenmangel): management of the AOK website content revision, coordinating the regional AOK organizations
- EuroShop (via Feinripp Studios): consulting and project coordination for the website relaunch
- Gaia: German market launch of the online streaming platform (social media content, translation and freelancer management)
- IKEA: e-commerce campaign management, website tracking and analytics to monitor KPIs and optimize campaigns

Selected clients and agencies: Premier Inn, Unilever, IKEA, Cosnova (essence, Catrice, INAO), AOK, Audi, BMW, Volkswagen, Opel, Volvo, Swatch, Knorr, WWF, Bauer Media, thjnk, Scholz & Friends, Grabarz & Partner, Interone, Havas, Pilot, loved, Deepblue Networks, YeS-Ideas, Zum Goldenen Hirschen

## Senior Identity & Packaging Manager, Corporate Design & Events

**adidas AG | Herzogenaurach, Germany | 09/2006 – 05/2011**

- Senior project management lead for identity and packaging


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- Development and implementation of the global adidas brand identity, packaging strategy and processes
- Brand identity development for new brands and key projects, including the Y-3 and adidas SLVR launches (Sport Style)
- Led a team of three; management of corporate and brand identity design agencies and freelance resources

### Global Internet Project Manager, Global eMarketing

**adidas AG | Herzogenaurach, Germany | 01/2004 – 08/2006**

- Strategy and management of global marketing websites
- Research and implementation of innovative online marketing tools
- Production of global web and digital media assets

### Assistant Global Internet Project Manager, Global eMarketing

**adidas AG | Herzogenaurach, Germany | 06/2002 – 12/2003**

### Freelance Project Manager – Advertising

**Grey Worldwide; Scholz & Friends; Barci & Partner / Young & Rubicam; Demner, Merlicek & Bergmann | Vienna, Austria and Hamburg, Germany | 11/1997 – 09/2001**

### Graphic and Web Designer

**University of Washington, Department of Recreational Sports | Seattle, USA | 10/2000 – 06/2001**

### Internships (09/1995 – 02/2000)

Scholz & Friends, Vienna; P&P Link Saatchi & Saatchi, Port Louis, Mauritius; Grabarz & Partner, Hamburg; Damir Begovic (photographer), Hamburg

## EDUCATION

03/2014 – 01/2016 | **Master of Arts in Performance Psychology (with Distinction) – National University, USA**

10/1996 – 02/2002 | **Magister in Media and Communication Sciences – University of Vienna, Austria**

09/2000 – 06/2001 | **Study abroad – University of Washington, Seattle, USA**

03/1996 – 09/1996 | **Studies – University of Essen, Germany**

## TRAINING AND CERTIFICATIONS

02/2015 – 07/2015 | Rational Emotive Behavior Therapy (REBT) Primary and Advanced Practicum – Albert Ellis Institute, New York, USA

2009 – 2015 | Yoga Teacher (Yoga Alliance E-RYT 200 and RYT 500, Deutscher Standard Prävention)

## SKILLS AND LANGUAGES

Languages: German (native), English (fluent), French (basic), Latin

Tools: MS Office, Confluence, Jira, monday.com, Asana, SAP, TYPO3, WordPress, Shopware 6, HTML, CSS, Adobe Creative Suite

Interests: CrossFit, Taekwondo, Yoga, Tennis, Swimming, Food, Chocolate, Travel

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## APPENDIX: FREELANCE PROJECT PORTFOLIO 2011 – 2026

Complete list of freelance projects. The major interim mandates (Premier Inn, Cosnova 2022 – 2023, Bauer Media / AOK) are described under Professional Experience.

**2025 – 2026 | Feinripp Studios**

*Project Consultant – Website Relaunch.* Advisory support throughout the website relaunch for EuroShop, the international retail trade fair. Scope: Consulting and project coordination.

**2024 | AOK (via Ressourcenmangel)**

*Consultant – Process Management.* Managed the content revision of the AOK website in coordination with the regional AOK organizations; worked with 2 teams and around 15 further stakeholders from management and specialist departments. Scope: Consulting and project management; Process coordination.

**2020 – 2022 | Hotel Hohmann, Hilders**

*Consultant and Project Manager – Digital Brand Presence.* Concept and delivery of corporate identity and website for the Hohmann hotel and restaurant. Scope: Consulting and project management; Implementation and development in WordPress.

**2019 | YeS-Ideas, Hamburg**

*Account Lead and Project Lead – Campaigns for Cosnova, Hachez and Babor.* Marketing campaigns, including communication strategies for new products (Babor Ampoules) and brand positioning (essence). Scope: Consulting, planning and project management, including project controlling (timing, budget, resource planning); Strategy development and client consulting; Management of external service providers and freelancers; Internal workshops.

**2019 | Cosnova, Sulzbach**

*Marketing and Process Consultant, Campaign Management – essence.* Advised the essence brand team on optimizing internal processes and responsibilities and on collaboration with external service providers. Project with 1 team (approx. 10 people) and around 20 further stakeholders in marketing and specialist departments. Scope: Strategy and communication consulting; Process planning and optimization; Screening, selection and onboarding of agencies and service providers; 360° campaign management (timing, budget, resource planning), including the "High Beauty" campaign.

**2018 | Zum Goldenen Hirschen, Hamburg**

*Account Lead and Project Lead – Campaigns for Mövenpick and Bauer Molkerei.* Communication campaigns for Mövenpick and Bauer dairy. Scope: Consulting and project management, including project controlling (timing, budget, resource planning); Editorial and content planning for social media; Supervision of creative and production; Client alignment and presentations.

**2018 | Unilever U-Studio (by Oliver Agency), Hamburg**

*Marketing and Process Consultant, Head of Project Management – Launch of Unilever In-house Agency.* Launch and build-up of the new in-house agency U-Studio, including client onboarding, process development and campaign management. Project with 1 team (approx. 10–20 people) and around 20–30 further stakeholders (internal clients, service providers, freelancers). Scope: Consulting, planning and leadership of project management (timing, budget, resource planning); Controlling and budget forecasts; Process development and optimization; introduction and optimization of digital project management software; Change management (communication of measures, raising employee awareness); Campaign management and marketing projects (concept, strategy, production, evaluation) – packaging, print, photo/video production, social media content, out-of-home (OOH), Amazon content, asset management; Client consulting; Strategy workshops and presentations; Resource management, recruiting and management of external service providers.

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**2018 | Gaia, Denver (USA)**

*Marketing Consultant, Campaign Management – German Market Launch.* Launch of the online streaming platform in the German market. Scope: Consulting, planning and project management; Content planning for social media; Translation management; Resource management and freelancer recruiting.

**2017 | Havas, Düsseldorf**

*Project Manager – Website Optimization and Marketing Consulting for Volvo.* Various updates to the Volvo website and implementation of dealer websites within the Volvo system. Scope: Consulting, planning and project management (timing, budget, resource planning); Supervision of creative and development; Alignment with client and IT.

**2017 | Havas, Düsseldorf**

*Project Manager – Campaign and Brand Website for Eilles.* Scope: Consulting, planning and project management (timing, budget, resource planning); Strategy, website structure, UX and social media integration; Client alignment and presentations.

**2017 | Grabarz & Partner, Hamburg**

*Project Manager – Social Media Management for Volkswagen.* Strategic planning and production of social media content for Volkswagen. Scope: Consulting and project management (timing, budget, resource planning); Project controlling and budget forecasts; Editorial and content planning; Production planning and supervision; Client alignment and presentations.

**2016 | TRACK, Hamburg**

*Project Manager – WWF Campaign and Website.* Development and delivery of the WWF campaign to protect endangered species (snow leopard, rhino, tiger, elephant) with out-of-home posters, website, CRM and social media. Scope: Consulting, planning and project management, including project controlling; Supervision of creative, UX, development, production and delivery; Client alignment and presentations.

**2016 | Pilot, Hamburg**

*Project Manager – Nutricia Website Relaunch.* Relaunch of the Nutricia website with revised content and a new CMS (TYPO3). Scope: Consulting, planning and project management (timing, budget, resource planning); Planning and alignment with IT; Supervision of UX, development and IT; Client alignment and presentations.

**2016 | Pilot, Hamburg**

*Campaign Consultant and Project Lead – A-ROSA, CFP Brands/mentos, Cordes & Graefe/elements.* Various communication campaigns across print, out-of-home, mailings, SEM, online banners and social media. Scope: Consulting and project management, including project controlling; Supervision of creative and production (print and online); Client alignment and presentations.

**2015 | loved, Hamburg**

*Campaign Lead – Audi Q7 Launch and Audi Magazine.* Various activities for the launch of the Audi Q7, including mailings, website and features in the Audi Magazine. Scope: Consulting and project management (timing, budget, resource planning); Research and outreach to testimonials; Planning and supervision of content production.

**2015 | Deepblue Networks, Hamburg**

*Project Lead – Swatch Website Relaunch.* Relaunch of the Swatch website in responsive design, revision of the Swatch Magazine and introduction of an agile process. Scope: Consulting and project management, including project controlling (timing, budget, resource planning); Client consulting and presentations, including advice on agile ways of working; Supervision of UX and development.

**2015 | thjnk, Hamburg**

*Project Manager – Audi Brand Campaign "listen" (Pitch).* Pitch preparation for the Audi brand campaign "listen". Scope: Consulting and project management (timing, budget, resource planning); Client alignment on requirements and delivery; Topic research and evaluation.


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**2014 | Scholz & Friends, Hamburg**

*Project Manager – Opel Brand Campaign "Umparken im Kopf".* Nationwide communication campaign to reposition the Opel brand in Germany. Scope: Consulting and project management (timing, budget, resource planning); Supervision of creative and production; Client alignment.

**2014 | GGH – Grimm, Gallun, Holtappels, Hamburg**

*Project Manager – IKEA Christmas Brochure.* IKEA mailing on autumn and Christmas themes in print and online versions. Scope: Consulting and project management (timing, budget, resource planning); Client alignment and monitoring of client requirements; Supervision of creative and production.

**2014 | Philipp & Keuntje, Hamburg**

*Project Manager – Sennheiser Communication Campaign.* Delivery of communication activities to drive sales. Scope: Consulting and project management (timing, budget, resource planning); Client alignment; Supervision of creative and production.

**2014 | thjnk, Hamburg**

*Project Manager – ".hiv" Charity Campaign.* HIV charity project to generate donations, in cooperation with various project partners (partner agencies, technical service providers). Scope: Consulting and project management (timing, budget, resource planning).

**2013 | Interone, Munich**

*Project Manager – Website Launch BMW 2 Series.* Launch of the online showroom for the BMW 2 Series within the BMW website CMS. Scope: Consulting and project management (timing, budget, resource planning); Supervision of creative, UX and development; Client alignment and review of legal requirements.

**2013 | Interone, Hamburg**

*Project Manager – Website Launch BMW 1 Series Convertible.* Launch of the online showroom for the BMW 1 Series Convertible within the BMW website CMS. Scope: Consulting and project management (timing, resource planning); Client consulting, alignment and review of legal requirements; Budget forecasts and controlling; Supervision of creative, UX and development.

**2013 | Annette Grotkamp, Hamburg**

*Consultant and Project Manager – Corporate Identity and Website.* Concept and delivery for the Hamburg-based artist Annette Grotkamp. Scope: Strategic consulting, project management and WordPress.

**2012 | Deepblue Networks, Hamburg**

*Project Manager – International Knorr Relaunch "Avinash".* Preparation and migration of all content on knorr.de, including relaunch of the recipe section and content migration into a new CMS. Scope: Consulting and project management (timing, budget, resource planning); Supervision of creative, UX and development; Strategic client consulting; Alignment with technical service provider Infosys on international topics (database connections, data synchronization, technical implementation); Alignment with the client on technical requirements and corresponding content preparation.

**2012 | thjnk, Hamburg**

*Consultant – Development of the Digital Unit.* Supported the new digital/online unit with processes and workflows (onboarding and process development with the traditional departments to better integrate offline and online activities; internal project management of digital processes). Scope: Consulting and project management (timings, onboarding meetings and workshops); Management and delivery of campaigns.

**2011 | IKEA, Wallau**

*Marketing Consultant – Campaign Management and Website Analytics.* Campaign management, campaign tracking and website analysis to monitor KPIs and optimize campaigns. Scope: E-marketing campaign management (agency management, project delivery, internal alignment, planning, supervision); Website tracking and analysis (definition of tracking requirements, regular reporting and evaluation for implementation and optimization).

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