

JAN LIEBAUT

Senior Marketing & Commercial Leader

Brand & 360° Marketing · Trade Marketing · Go-to-Market Strategy · Interim Management

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PROFILE

Marketing and commercial leader with 25+ years building brands and driving growth across FMCG, telecom, utilities, and retail -in global corporates, challengers, and start-ups alike. I turn strategy into execution: brand positioning and 360° marketing, go-to-market and innovation pipelines, trade marketing, and data-driven commercial steering.

Equally effective as a permanent leader and as an interim hand brought in to launch, fix, or transform. Strategic by training, hands-on by instinct -with executive education at Stanford, MIT, and Harvard. The kind of marketer you hand a brief, a budget, and a deadline, and trust to deliver.

AREAS OF EXPERTISE

Brand & Marketing Strategy Positioning, distinctive assets, 360° marketing, storytelling, media & content

Commercial & Trade Marketing Go-to-market, sell-in / sell-out, channel & OOH activation, pricing, distribution

Growth & Innovation Stage-Gate NPD, portfolio & launch management, category growth, business cases

Performance & Data Funnel & conversion optimization, KPI dashboards, Salesforce / HubSpot / GA4, ROI

Leadership & Change Multi-country & cross-functional teams, change management, stakeholder & partner alignment

Sectors FMCG · Telecom · Utilities · Retail & OOH · Digital services

PROFESSIONAL EXPERIENCE

Independent Consultant - *Marketing & Customer Strategy*

04/2025 – Present

- Provide ongoing advisory and selective consulting on customer strategy, digital customer journeys, and marketing effectiveness for B2B and B2C organizations.
- Coach senior commercial leaders on marketing, communication, go-to-market, and team performance.
- Pursue continuous development in A.I., CRM, Salesforce Marketing Cloud, UX design, and customer-data strategy to keep methods state-of-the-art. Building www.brandqs.be for fun.

Herock Workwear - *Strategic Marketing Consultant*

10/2024 – 03/2025

- Developed a multi-market research framework analyzing buyer behavior, customer needs, and the competitive landscape to guide international expansion.
- Redefined brand positioning and go-to-market strategy with a sharper value proposition, clearer targeting, and stronger conversion and engagement.
- Designed a structured 2025–2028 market-penetration roadmap to maximize product adoption and long-term category loyalty.
- Built a sales-enablement framework equipping commercial teams with customer insights, competitive intelligence, and practical tools -improving conversion and retention.

Fluvius - Strategic Marketing Consultant

02/2024 – 07/2024

- Led the service design and development of the “One Stop Shop” initiative, creating a seamless digital experience and integrated service offering to lift adoption and reduce friction.
- Conducted in-depth market research and competitive analysis grounded in CX principles to shape a customer-centric digital service strategy.
- Designed interactive prototypes and UX mock-ups to visualize and optimize the end-to-end customer journey and reduce drop-off.
- Presented the final strategic blueprint and a digital-transformation framework to senior stakeholders.

Brouwerij De Brabandere - Strategic Marketing Consultant

01/2023 – 12/2023

- Built the 2024 marketing and brand plans across multiple brands, aligning brand strategy, customer relevance, and commercial objectives.
- Developed a market-driven go-to-market strategy for the new craft brand “Circus”, leveraging category and consumer insights across Benelux and France.
- Led the portfolio redesign of Petrus and Kwaremont, refining identity and messaging to better match consumer expectations.
- Drove commercial transformation by strengthening marketing – sales collaboration and implemented Salesforce analytics dashboards for data-driven steering.

Robi - Strategic Marketing Consultant

07/2022 – 01/2023

- Developed and executed the (digital) marketing strategy for the launch of ROBI, securing a strong market entry.
- Aligned brand positioning with customer needs, digital journeys, and conversion flows.

Duvel Moortgat - Global Brand Director a.i.

02/2019 – 07/2022

- Defined and executed a new 360° global brand strategy (2019–2023), ensuring brand consistency while strengthening customer relevance across international markets.
- Led successful product innovations - Duvel Distilled, Barrel Aged, and 666 -each supported by an integrated go-to-market to drive adoption and expansion.
- Transformed customer engagement through digital and in-store storytelling and extensive customer-journey mapping across touchpoints.
- Directed high-impact campaigns with creative, media, and digital agencies to optimize reach, performance, and interaction.

Gicom Advertising Agency - Strategic Marketing Consultant

01/2019 – 02/2019

- Developed and presented a C-level marketing strategy and business case, defining the positioning framework and value proposition.
- Led the successful market entry of an innovative content model, focused on clear value communication and smooth adoption.

Recupel - Strategic Marketing & Communication Manager

09/2018 – 12/2018

- Developed and executed a comprehensive business and MarCom strategy within a regulated take-back environment.
- Oversaw Salesforce platform development to improve customer-data usage, service follow-up, and stakeholder collaboration.
- Led the go-to-market for the digital solution “KMO Pick-Up”, focused on value communication, adoption, and service uptake.

I-Moov.be - Strategic Marketing Consultant

05/2018 – 08/2018

- Conducted a feasibility study for a real-estate franchise, building the business case, IT strategy, operations framework, and network plan for a scalable model.
- Developed brand-management guidelines and a brand & sales book, giving teams clear frameworks to improve customer interaction and conversion.
- Implemented an integrated digital sales & marketing approach using CloudTalk and Pipedrive to optimize lead management, structured follow-up, and conversion.

Goodlife Foods - Strategic Marketing Manager Benelux

02/2017 – 05/2018

- Led the development and expansion of the MyBeats app into a multi-brand platform, increasing customer interaction, engagement, and repeat usage.
- Defined and executed the marketing strategy for Bicky & Beckers, strengthening market presence and brand relevance.
- Pitched the brand and market strategy to the Egeria board, securing buy-in for refreshed positioning and an innovation pipeline.
- Drove a portfolio, channel, and activation differentiation strategy, and led rebranding with customer-journey mapping and storytelling.

Desperados / Craft Beers – Alken-Maes - Marketing Manager a.i.

10/2016 – 02/2017

- Delivered **+15% YoY volume growth** through a refined go-to-market combining activations, new formats, and targeted trial-and-repeat programs.
- Developed and executed the annual marketing strategy, integrating activation, media, PR, and sales toolkits to strengthen point-of-sale presence.
- Led the redesign and relaunch of Hapkin; managed creative, digital, PR, and event agencies plus importer Jet Import to extend out-of-home reach.

Lantmännen Unibake - Marketing Manager BE-LU-FR-IT-ES a.i.

10/2014 – 10/2016

- Built and structured a high-performing marketing organization across five countries, improving efficiency, collaboration, and commercial impact.
- Managed the transition from local brand Pastridor to global Schulstad, repositioning across markets with new design, storytelling, and go-to-market.
- Designed a Stage-Gate NPD process and 360° toolkits (POS, digital, catalogues); implemented a media, HubSpot, and PR strategy and redesigned the European trade-fair approach.
- Led stakeholder and change-management initiatives aligning local teams with global leadership.
- Co-led crisis communication during the Londerzeel plant fire and co-developed (with BCG) the factory-rebuild business case, safeguarding **300+ jobs** and operational continuity.

Morubel - Marketing Manager BE-LU-NL-FR-IT-ES a.i.

04/2014 – 09/2014

- Audited the sales, innovation, and marketing approach, identifying opportunities to improve alignment, efficiency, and customer impact.
- Defined and deployed a new, scalable NPD strategy aligned with market and customer needs.
- Led a change program to enhance sales effectiveness, introducing a KPI-tracking framework and advanced sales analysis.

Base Company (KPN) - Head of Marketing – Branded Resellers a.i.

01/2014 – 04/2014

- Led marketing and stakeholder management for multiple MVNO brands (Jim Mobile, Contact, Allo RTL, Türk Telekom) in a highly competitive telecom market.
- Managed a team of four Key Account Managers, coordinating brand HQs, agencies, suppliers, and internal stakeholders.
- Directed the launch and execution of new MVNO products and strategies, aligning marketing, sales, and operations for acquisition and retention.

Goodlife Foods - Sr. Product / Brand Manager – PL & Bicky Burger a.i.

03/2013 – 11/2013

- Drove brand growth through a comprehensive strategy, digital activations, and trade-marketing initiatives.
- Led Project "Atlas", rationalizing ~**350 SKUs** across three plants -clarifying the range and delivering significant cost savings.
- Optimized the private-label snacks portfolio and redesigned the NPD process for speed and alignment.

Bos IceTea (Jet Import) - *Strategic Marketing Consultant*

2013

- Developed and presented a strategic marketing plan to the South African brand owners, with in-field activation guidance.
- Led the successful Belgian launch of BOS IceTea, securing selective distribution and a strong retail presence.

VAB Media - *Head of Account Management a.i.*

11/2012 – 03/2013

- Led sales orchestration for VAB Media, driving revenue through innovative commercial concepts and customer-oriented marketing.
- Managed key media-partner and brand relationships, ensuring strategic alignment and business development.
- Drove change management within the account team, optimizing sales processes and follow-up, and launched a new media toolkit.

Aiken-Maes - *Activation Manager a.i.*

05/2012 – 10/2012

- Developed and executed OOH brand strategy with activation plans and trade-marketing initiatives to strengthen visibility and consumer engagement.
- Co-designed and launched the award-winning digital activation "Win een vat Maes als je Maes noemt".

Mondelēz - *Trade Marketing Manager a.i.*

05/2011 – 05/2012

- Developed data-driven promotion strategies for the LU cookies range and the Belgian chocolate portfolio, analyzing performance, consumer behavior, and market trends.
- Designed and implemented a large cross-category promotional campaign to lift visibility, engagement, and sales at point-of-sale.

Dr. Oetker - *Marketing Manager Frozen Foods a.i.*

03/2011 – 05/2011

- Conducted an in-depth chilled-vs-frozen sector analysis, defining ATL and BTL strategies to optimise market penetration.
- Developed the marketing plan for the full pizza portfolio and secured board approval, leading to a successful launch.

Vandemoortele - *Senior Brand Manager Margarines a.i.*

03/2010 – 02/2011

- Managed the Fama, Vitelma, Belolive, and Roda portfolio, driving revenue growth and profitability.
- Led the end-to-end innovation pipeline -from ingredient and consumer research to 60+ validated concepts and successful market launches.

Iglo / Birds Eye - *Sr. Brand Manager Frozen Foods a.i.*

11/2009 – 03/2010

- Led the launch of a new key category, Poultry, into the frozen Benelux-France market with a strategic entry plan to drive category growth and adoption.
- Managed the full go-to-market -from market research and product design to trade activations and campaigns.

Proximus & Belgacom - *Sales Channel Manager a.i. – Winback*

01/2008 – 10/2009

- Designed and implemented KPI dashboards to benchmark external partners, enabling data-driven performance tracking and continuous optimization.

- Managed and coached external teams, overseeing lead distribution and database composition to maximize efficiency and conversion.
- Secured **28,000 Fixed-Time Contracts for Proximus and 17,000 for Belgacom**; established the most profitable channel with the best ARPU and lowest churn.
- Built a new end-to-end Winback process and lifted cross-sell **+17%** without increasing acquisition cost.

Strategic Marketing Consultant - Sara Lee, Orangina & Alken-Maes

2007

- Sara Lee -ran in-market research to select distribution partners for the launch of Douwe Egberts Ice Coffee in Belgium and France.
- Orangina -conducted a commercial audit and built a new go-to-market strategy for the non-retail sector.
- Alken-Maes -led concept-to-launch product development, from research and positioning to packaging and route-to-market.

Chiquita Europe - Brand & Sales Activation Manager a.i.

03/2006 – 05/2007

- Acted as marketing and sales change agent within the EU Innovation Team, leading the launch of Smoothies, Just Fresh Fruit, and Single Finger Bananas.
- Defined packaging, branding, pricing, and an OOH sales-team setup, establishing a distribution network aligned with market needs.
- Tested cold-supply-chain feasibility for OOH markets and built the Single Finger Bananas business case for Benelux & Germany with in-market tests.

Belgian Championship Snowboard & Freestyle Ski - Owner

2006 – 2007

- Developed and executed the full marketing, communication, event-design, sponsorship, and brand strategy for high-impact activations.
- Secured and managed key sponsorship and media partnerships (Coca-Cola, Red Bull, Levi's, Nivea, Alken-Maes, VTM, VRT/Sporza, RTBF).

Jet Import - Marketing Manager Corona Extra & Sr. Brand Manager Red Bull

01/2000 – 12/2005

- Developed and executed annual 360° marketing plans across brand, media, events, digital, trade, POS, sponsorship, and sampling, with sales, finance, and global HQs.
- Delivered **+10% YoY growth**, expanding brands from niche to mainstream through strong presence and consumer engagement.
- Co-designed and delivered large-scale activations (Red Bull Soapbox Race, Flugtag, BMXTRA; 1,000+ events per year) with sampling and ambassador programs.
- Repositioned Corona Extra into a modern premium brand; recognized as Best Leader within the global organization.

De Kie Communications - Account, PR & New Business Manager

09/1999 – 12/2000

- Developed and executed ATL & BTL advertising campaigns (Spector, VUM, Canon, Euro 2000, Mexx Sport).
- Led new-business development, winning Immoweb and Carta Mundi as key clients.

National Political Party HQ - Assistant National Spokesperson

1997 – 1999

- Managed PR activities including parliamentary hearings, press conferences, and media interviews, ensuring clear messaging and stakeholder engagement.
- Authored a strategic paper on modernizing 0political communication through a data-driven approach to public outreach.

EDUCATION & EXECUTIVE PROGRAMS

Executive MBA - <i>Vlerick Business School & University of Amsterdam</i>	2008 – 2009
Stanford GSB - <i>The Emerging CMO</i>	2022
MIT - <i>Digital Marketing Analytics</i>	2022
Harvard Business School - <i>Driving Digital Strategy</i>	2018
Harvard Business School - <i>Strategic Marketing Management</i>	2016
University of Ghent - <i>Master in History</i>	
Vlekho - <i>Master in Marketing & Communication</i>	

ADDITIONAL

- **Languages:** Dutch (native), English (fluent), French (professional), German (basic).
- **Certifications:** Salesforce Marketing Cloud (ongoing), Google UX Design, Google Digital Marketing & E-Commerce, Google Analytics Advanced, Product Management (Kluwer).
- **Digital toolkit:** GA4, Meta Insights, Hotjar, HubSpot; Salesforce, Mailchimp, Zapier, CloudTalk, Pipedrive; Figma, Miro, WordPress/Squarespace, Google / LinkedIn / Meta Ads; Canva, AI tools.
- **Leadership foundation:** 9 months in a French-speaking elite unit (2CY Fusilier d'Assaut, >95% attrition) with commando training for UN peacekeeping -resilience and decision-making under pressure.
- **Community:** Volunteer at Modo Antwerpse Kempen, supporting family well-being and social inclusion.