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Marketing Innovation manager with substantial experience managing and leading new products and service development, voice of customer research and UX, portfolio management, market research, project management, innovation strategy, digital transformation.

Marketing innovation manager

Summary

Marketing innovation manager, strong at identifying market opportunities to enhance product portfolio and create value for people and businesses. Managed regional innovation program and portfolio for business segments such as hospitality, industry and homes (150M EUR sales value).

As a marketing innovation manager, I created and delivered end-to-end propositions for new products, services or systems. I initiated projects and was responsible for project budgets (2M EUR) and transferring Idea to Market. I managed global cross-functional and cross-organizational teams. Additionally I identified partners for innovation to drive the innovation roadmap, speed up time to market and integrate end-to-end.

Prior to the marketing innovation role, I managed pricing for a 300M EUR product portfolio as a pricing officer. I improved the portfolio management and gross margins through new pricing methodologies, analysis and provided training to product marketers.

With a background in economics, business administration and marketing I combine deep business performance insights and evolving market opportunities to develop the best portfolio that drives sales and outperforms competition through product-market fit and innovation.

Work experience

Resume

Marketing director and Start-up founder, DESIGN INDULGENCE, HONG KONG 2016-present

Responsibilities

Member of Management Team at Design Indulgence leading marketing and project management.

Defining Idea-to-Market approach including business model, brand, market analysis, competitive benchmarking, translating user needs (emotional and functional) into brand characteristic and user specifications on technology, scouting partners in innovation (distribution and production), developing marcom touch points, pricing waterfall, business simulation and channel development.

Key projects:

Bring Light to Life: People-centric digital lighting with professional flexible LED linear.

Sound Art-Works: a design proposition to 'connect you with more than Sound'. This is a high-end HomeAudio system that delivers a totally new proposition to invigorate a mature market. Together with design I worked on the full idea-to-market approach.

American Audio YOU: a multi-room wireless speaker product family to affirm that 'anytime with music it is better'. Conducted market research, developed business case and validated the proposition at the largest trade show in Asia. This range is the first category for the consumer line at the professional entertainment brand.

Design Indulgence is a design start-up in Hong Kong. It creates crafted moments of beauty. Its HomeAudio products were shown at the CES2016, NAMM2016, HES2016 and HKTDC2017.

Segment innovation manager and Project manager, PHILIPS LIGHTING, SHANGHAI, CHINA 2012 – 2016

Responsibilities

Identify and develop new system-, service- and product-portfolio for new markets with sales potential of 5M-25M EUR and drive a regional innovation program targeting 100M EUR sales value.

Create and test new product propositions based on business needs and people needs combined with technology- and science-developments. Ensure implementation into global product portfolio to achieve commercial growth objectives.

Plan all aspects of product innovation development, including market-understanding, co-creation, competitive analysis, budget (2M EUR), product differentiation and algorithm design, resource allocation and time horizons for each task.

Manage and mentor a team of 7 scientists, hardware engineers, software engineers, designers through product development, testing, and launch cycles.

Manage key-account as a partner in innovation in order to build truly end-to-end propositions, speed up time to market and achieve strategic business objectives.

Annual Business-Market strategy: Provide marketing innovation inputs for yearly and three-yearly strategic plans in key business segments. Develop business cases for innovation, understand business value and attractiveness of need-spaces, propose projects and align with business stakeholders.

Key projects:

System portfolio innovation: created new benefits with light to help people sleep better. Initiated partnership on innovation project with Starwood Hotels & Resorts – the world largest hotel chain.

Created a strong market-pull from hotel chains worldwide. Report to Chief Strategy and Innovation office for key milestones

Service innovation: Developed the global standard for business case proposal methodology for large professional service projects, selling Light as a Service (LaaS). These projects have an average sales value of 0.5-5M EUR. It helped Philips to be more data centric using multi-phase planning, financial modelling, risk analysis and visual dashboards.

Work experience cont'd

Resume

New product category: In a saturated market, developed a new product category for Industrial lighting and made Philips the first-mover to introduce the category to the market. The concept was productized and sold to carmakers such as BMW and AUDI. The sales target was set at 100K pcs and resulted in 10% higher gross-margins than average.

Created strategic insights to develop market leadership: Lead many market understanding and voice of customer research. Understand end-user and stakeholders' needs by interviewing architects, property developers, facility managers, end-users. Using design thinking tools such as observations, context mapping and experience flows to develop and craft insight platforms. Worked on multiple projects e.g. Philips HUE (first IoT light-bulb), schools, offices and retail.

Pricing Officer, PHILIPS PROFESSIONAL LIGHTING ASIA PACIFIC (2011-2012)

Responsibilities

Manage a >10.000 SKU portfolio with 300M EUR sales for Asia Pacific to support growth objectives and report directly to the head of marketing at the regional business unit. Recommend sales and marketing actions on new product development

Develop pricing methodologies for more value-added innovations and develop business cases for innovation

Key projects

Portfolio management and segmentation: Propose and recommend portfolio enhancements and business plans. Initiated and transformed the largest business segment into a needs-based segmentation with clear translation of benefits, monetary value of those benefits, features and specs on product.

Improved gross-margins with low single digit percentage in this 300M EUR business through better value-based pricing strategies for our products and pricing analysis on key-runner products, top 50-customers and channels.

Build pricing capabilities in the organization by conducting workshops within marketing curriculum. Trained all marketers in Lighting China and ensured pricing was embedded in End-to-End business plans

Philips is a technology company with >\$20bn sales and 105.000 employees. It is the world's largest in lighting industry and in a number of healthcare and consumer lifestyle domains.

Innovation Consultant, NBDA ASIA, SINGAPORE, 2010 – 2011

Responsibilities

Develop business audit tool for innovation consulting business, focusing on Singapore SMEs.

Key project:

Developed 'Innovation Tool & Handbook for SMEs' in collaboration with the largest association for SMEs and over 10 SMEs in Singapore and SPRING Singapore, which is a government agency under the Ministry of Trade and Industry. The tool and methodology has been instrumental to accelerate growth and innovation for clients in retail and manufacturing.

NBDA is an Innovation Consultancy and a top consultancy for Singapore SMEs

VARIOUS PROJECTS:

- **Market analysis and development** for a new retail format for automotive (Singapore, 2017)
- **Manage collaboration with University** to create benefits for people with air (Netherlands, 2017)
- **Manage app development** for contacts-journal app and Air Quality Index app (Netherlands, 2016)
- Develop new ways of **interaction for IoT** (China, 2015)
- Develop **wearable light concept** (finalist in innovation competition, China, 2013)
- **Business- and scenario planning** for high-growth SME (Netherlands, 2008)
- **Market exploration** of residential real-estate in Ukraine for Dutch private investors (Ukraine, 2008)
- **Business planning and internal control** assignments at SME (Curaçao and United Kingdom 2007)

Academic background and various

Resume

ACADEMIC BACKGROUND

Master of Science Business Administration, University of Groningen, Netherlands 2008– 2010
Specialization: **Business development/ Innovation management**

Appointed member of program committee, advised faculty board about study-programme to ensure that quality- and accreditation standards were reached.

Bachelor of Economics, Hanze University of Applied Sciences, Netherlands 2004– 2008
Specialization: **Finance & Accounting**

Elected student members at the faculty council, representing 650 students. Assessed and approved faculty strategy. Enabled changes to make programs more international.

LANGUAGES:

Dutch (native)

English (professional)

Mandarin (beginner)

PATENTS & AWARDS

PATENTS: co-inventor to make lighting installation and maintenance easier (2014); co-inventor for sleep and wake-up scenes (2015), co-inventor for personal circadian rhythm device (2016)

OTHER AWARDS: “role-model” at Philips in past 3 years, “exemplary project management skills”

FITNESS & PROPRIETY

Allowed to supervise policy of financial institutions in the Netherlands according to the Central Bank and ministry of Justice.

Present council member at Univé. Approve the annual financial reports and appoint board members and board of directors.

The 20 council members represent one million members at a Dutch insurance cooperative.

WORK VISA

European Union

Hong Kong

China

Capabilities and skills

Portfolio & Product management, Innovation management, Project management

MARKETING/ FINANCE

Portfolio & Product management

- Business planning
- Product management
- Market and user research
- Decision making model
- Market Segmentation and product-market fit
- Develop Value proposition
- Market validation
- Voice of customer research & User requirements on technology
- User experience research & design (UX)
- Develop Business case
- Pricing management (pricing setting, strategy, analysis)
- Service profitability and risk analysis

MARKETING/ CONSULTING

Innovation management

- Develop strategic insights
- Create New product Roadmap
- Create pilot projects
- Identify partners in innovation
- Manage claim/ differentiation development and design
- Drive Design Thinking methodology
- Lead application research
- Explore new value-spaces and emerging technologies
- Program management for coherent and business relevant innovation portfolio

MANAGEMENT

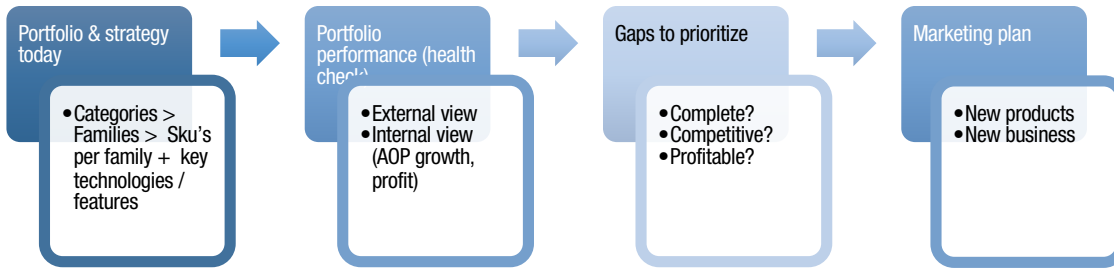
Project management

- Start and execute projects using agile-, lean-, scrum- and traditional project management methodology
- Organize and manage work-packages
- Manage competence and resource
- Manage stakeholders
- Manage risks and mitigate risks
- Manage global and cross functional teams

Methodology and tools

Illustrative

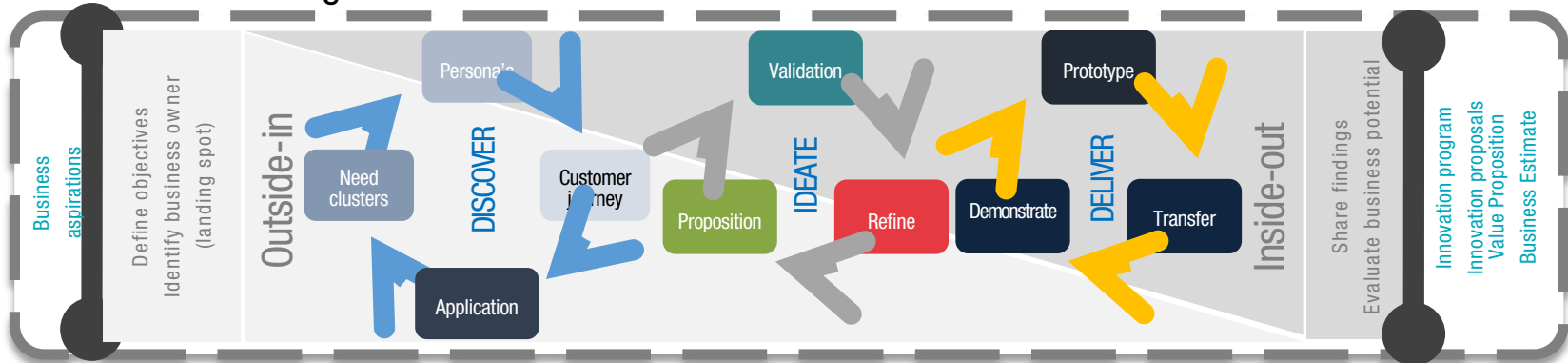
Portfolio management



Pricing management



Innovation management



Total brand experience

Sound ART-WORKS

Together with design, I defined the value proposition, the ingredients for the experience, the right design direction, product strategy, portfolio, roadmap and market communication.

I am a start-up founder and marketing director for this brand.

The product was shown at the CES2016, HES2016, NAMM2016 and HKTDC2017



DESIGN
INDULGENCE



New product category for industry clients

Improving comfort & productivity with light

My role

End-user value propositions create value for people and businesses. This is an example proposition to enhance comfort and productivity in automotive factories. I was application researcher and project coordinator of a project with 4 team members

Impact

The product resulted in 3-5 times faster installation and maintenance, and 30% more energy savings.

Easy installation & maintenance

Professional solutions business

How to drive growth with category creation

case: New product category for industry clients

Products that deliver exponentially better benefits, experience, and economics can become a powerful growth driver in any portfolio. Researching and introducing new product categories that are close to the current portfolio can deliver a good return on investment; it requires market understanding, workflow research and a willingness to relook at what a portfolio is about.

In 2013 I was asked to lead an innovation project for Industry. This segment was the largest segment in sales volume. Whilst the portfolio was in good shape, we wondered what could we do more at the high-end to strengthen undisputed innovation leadership.

Market understanding

First I analyzed some of the most advanced factories including automotive factories. My team conducted market research to understand their value drivers and needs. Not only from the factory owner, but also their clients and staff.

In this research we identified easy installation and maintenance as an attractive opportunity in industrial lighting. Poor lighting or faulty lighting can lead to increased errors and more downtime. Maintaining lighting is an important issue as well as easy installation. Yet it was always considered something that should be solved by design. However in an era where Industry is becoming much more digital, a more flexible factory and layout is needed. This means lighting should also be much more flexible to adapt and change.

Internal validation

Before I went further with this research, I discussed with sales, marketing and dealers to validate if they recognized the need space and problems. Product marketing agreed that we would research a new product category and confirmed their interest in this opportunity. For new product category creation this is an important step. We might target the same customer as they had before, but solve the needs in a different way. It could lead to cannibalization of other products and it meant we might need to change platforms and system architecture which means increased R&D costs. However we agreed on the size of the opportunity that justified these changes and we went ahead.

Workflow

With the team we went to actual automotive factories to see the industrial process, the various workshops, and spoke with several facility managers. We also visited a factory that was under construction to see how things were designed, ordered, delivered, installed and made ready for the first time use.

Voice of the customer

Based on observations we found 17 attention-areas that are important to achieve easy installation and maintenance. We also learned that installers complained about long installation time and that our sales people found the existing solutions troublesome, as they received many complaints from customers about installation.

This was one of the reasons why sales in the existing product were flat. Installers do not make purchase decision, but could influence the choice and after one bad experience they might seek to avoid our product.

From insights to product concepts

With the results of market research and onsite inspections we crafted the key customer insights and requirements. With these requirements we brainstormed several product concepts and made several demo's. We leveraged the experience of global development teams that developed for European and North American market. We then invited installers to install the demo's and we tracked the time they needed and how easy it was for them to understand without any guidance.

Outcome

Product marketing prioritized the proposition on their roadmap. The final solution was at least 3-5 times faster in installation & maintenance vs. existing alternatives. Thus significantly slashing installation costs and maintenance. It also saved 30% or more energy costs. BMW was the first a launching customer with a newly build factory.

Learnings

// Customer are open for new products if it offers them significantly better benefits, experiences, and economics. We delivered a product that was priced at the high end, but it drastically outperformed alternatives with ease of installation, maintenance and energy efficiency.
// In addition to selling to industry, the product also created interest from retail customers.
They were charmed by the straight light lines together with the economic benefits.
// Creating more preference over any other competitor starts in solving customer problems across the whole user-journey. It will ultimately convert into great sales performance.

Light as a Service (LaaSS) Business model innovation



As innovation manager led a Business model innovation project to transform the business model from hardware sales to service sales

My role was to;

- Develop the business case development approach for LaaS and sales tools for large service projects.
- Developed, demonstrated and specified sales tool modules:
 - Multi-year investment
 - Financial modeling
 - Risk exposure
- Convert methodology into an online tool

Impact

- Match clients budget with Light as a Service
- Provide best ROI and NPV for both client and Philips
- Enable growth in LaaS service projects 0.5-5M EUR
- Global rollout across the market groups NA, EMEA, GR CHN, RoW

How B2B products are turning into digital services

case: Light as a Service (LaaS)

Technology corporations that relied on strong product sales face disruption with the digitalization of everything. They must adapt their business model and develop service offerings in order to stay relevant.

Lighting was one of the main inventions from the 19th century. While the light-bulb has become a synonym for creativity and breakthrough innovation, the companies that controlled the market have remained stable for decades. Barriers to enter were high due to CAPEX investments, strong intellectual property and wide-spread distribution channels.

But with LED technology and digitalization there are new value-spaces that left tech giants in the dark as they did not yet know how to capitalize on new possibilities and services.

LED the first disruption

LED technology has been around for decades but only since the last decade general lighting products with LED technology became competitive. Promising increasing energy efficiency, long product lifetime and quality of light it was only a matter of time until LED lighting was adopted in mainstream markets. This created a challenge to established lighting companies. They traditionally relied on predictable and repeatable purchases of products.

Suddenly they were faced with a prospect that the purchase cycles would last much longer, depriving sales in the future. In

addition new entrants were flocking to enter the 100Bn lighting market that traditionally has had attractive margins. As a result market share pressure increased, R&D costs increased tremendously, every 6 months a new generation was launched promising even more energy efficiency with improved light quality. Cost-down projects were essential,

but over time it became clear that increasing the value of the product was even more needed.

DIGITALIZATION

The other industry that already moved away from traditional technology to more electronic technologies was TV. A business that was familiar to key lighting players. Most hardware brands were lossmaking, but new tech companies such as Telecom companies and content providers such as NETFLIX understood that the value of the TV was in the content of what people watch not the hardware that use to watch.

SERVITIZATION

As an innovation manager in the largest lighting company, I spoke often about value-added innovation and the need to develop services with light, since the digitalization enables content- and service-delivery.

From Products based to Outcome based

Based on the sales I analyzed that the best opportunity for service development in short

term was in professional project sales. These projects can be huge and often have a long and phased approach. I wanted to transform some of the current project sales into service sales. In essence making a one-off sales into a recurring sales. Clients were interested. They wanted light, but not the lighting investment. If we could make a proposal to

pay for light as a service (outcome) then that would help to start developing service sales and gradually a service portfolio.

Developing business case methodology

Service contracts are long term commitments and requires a different approach to business model, risk management and accounting. A global project team was set-up to develop this concept further and specify the functionality of the associated tooling to empower sales and finance in the design and assessment of lighting services contracts.

My role

In 2014 I was assigned to join this project because of my background in the commercial organization as pricing officer, my educational background in finance and substantial innovation experience.

Shortly after I joined I was appointed as regional project leader for the Asia Pacific market-group. This market group made the largest sales commitment towards services.

I steered a local project with four team-members in China and worked with other projects in Europe and North America.

Approach & results

First I ensured strategic alignment with global headquarter and made close links with the sales organizations across various country organizations. We assessed previous contracts and templates to define what information is needed to support an informed decision-making. In close alignment with corporate functions and Philips Capital we started to propose what information would be needed to design and assess these service contracts. I defined three sales modules to support energy commitment contracts, a module for multi-phase investments and financial modeling to match clients budgets and an overview of risk-exposure. We delivered mock-up demo's in excel. These demo's were presented in global user-groups and steering committee. After one year we had the three key modules developed and handed it over for iOS development and closed the project.

Professional service sales has now become a multi-million business, fueling future growth and innovation.

Key learnings

// Digital transformation can enable products to become services with recurring revenue and higher margins
// Outcome based business models appeal to clients and could disrupt multiple industries

Guest room experience solution – Hospitality

A proposition with the end-user experience in mind by researching aspirations and by using technology to empower the end-user experience. I led this project and the client loved it.

Nature Inside

More natural fall asleep and wake up



How the best luxury brands personalize, not standardize

case: Guest room experience

Hospitality is about caring for people. Yet the industry is disrupted by new business models and new technologies.

Brands need to reinvent hospitality in this new reality. Human-centered technology could help people to stay well and travel well.

Shift in hospitality

The hospitality sector is facing major shift in the market. On the demand side the millennials are becoming the largest demographic group and the way they book and stay in a hotel is different compared to previous generations. In addition the number of people that travel is increasing and in particular in Asia.

On the supply side the sharing economy with platforms like Airbnb have an impact not only on the business side, but also on the expectations that people have. Brands that once delivered avant-garde experiences might now be perceived as outdated and lost some of their novelty and appeal.

Hospitality an innovation & design lab

For me as an innovation manager and avid traveller, I viewed hotel as a playground for innovation. As a place where people live, eat, work and gather it is the ideal place to test innovations. And given that hotels are built in dynamic value-chains with investors, property developers and creatives it is the breeding ground of partnerships in innovation.

Creating benefits for end-users

As an innovation manager I wanted to create benefits with light and create value for

people and business. I wanted to focus on a core need that is a revenue driver in that industry. A core need in hospitality is a good night sleep. It is why a hotel business is different than just a restaurant or a wellness center or a conference center. For a long time hotels have been at the forefront of sleeping innovation ranging from pillows, to duvets, to mattress and other bed-related products.

Partners in innovation

In China on average every three days a new four or five star hotel was opened in the last few years. The most active group is this aggressive expansion is the Starwood & Marriott combination. Working with a hotel on group level will ensure scalable project sales with a good project pipeline. Getting one of the key industry players onboard would help to build upon their industry expertise and make the business case more attractive.

As an innovation manager I studied the brands, the strategies, visited hotels, did research into the business models in hospitality. I then made some video's of demo's that I showed to architects and hotel designers. From them I understood that concepts about light & sleep were the most relevant and I presented this to Starwood in Asia Pacific. They loved the concept and helped me to set-up a pilot with the best wellness hotel in China.

Guest-experience

I broke down our work into four work-packages and the first one was Experience

research UX design. This package was to understand the experience of guests, staff and hotel management. Three team-members joined on this assignment and we conducted interviews and did observations on all aspects of a hotel stay. We then designed the envisioned new experience and proposed UI mockups.

Differentiator & Algorithm design

The purpose of this package was to develop a framework and algorithm. Then gather proof to underpin the solution and potential claims. In this way we could ensure that we not only had a nice story, but also a strong scientific foundation and a differentiator that would set us apart from competition. I managed two PHDs on this work-package and I tasked them to translate fundamental scientific principles on light and sleep into an algorithm. This algorithm could then be implemented in software and deliver the intended experience.

Technology requirements and demo

Learning by doing is the best way to innovate and another package was to create a flexible system architecture and realize demo. It is very important to ensure a smooth demo-experience and gather relevant feedback on user requirements on technology and technical specifications. We made many demo-iterations to test and refine.

Pilot, proposition, project

The overarching work-package was to co-create with a hotel chain on hotel corporate level as well as local hotel management. I created the value proposition for guests, hotels and our own company and drive project execution.

Outcome

We piloted with the largest hotel chain in the world and attracted attention from other brands and clients in Gr. China, Asia Pacific and Europe. A Sr. VP told me that 'this is the innovation we like'. My project became a global innovation project and was a key input for the global system portfolio for the Hospitality segment. Hotels saw potential, now they could offer personalized sleep environment, linking with loyalty programs and deliver more value with less.

Key learnings

// Customer journey research will lead to new insights and helps to redesign the journey.
// When everything becomes digital, software can change the behavior of products. We must research and develop differentiating use-cases with compelling claims.
// Scalable solutions are key. Everyone wants marginal value without adding marginal cost. Platform thinking outsizes growth.
// Brands are experts in their own field, but in this connected world we need partners for innovation. Only then truly E2E innovations can be created and integrated. It delivers huge business value for both partners.

Identifying the 100M EUR future innovation opportunity

Innovate in Asia for Asia and the world

Smart specialization

Human centric lighting Asia strategy

My role

Making the Asia innovation portfolio more coherent and impactful. I proposed the first regional strategy that closely aligned with business targets, ongoing innovation projects and competence.

Impact

Defined innovation strategy targeting 100M EUR with clear market potential across all business segments while building upon company brand, aspiration and long-lasting competitive differentiation. SleepWell and EyeCare were two spearhead programs.

Portfolio management

Portfolio performance tracking & marketing planning

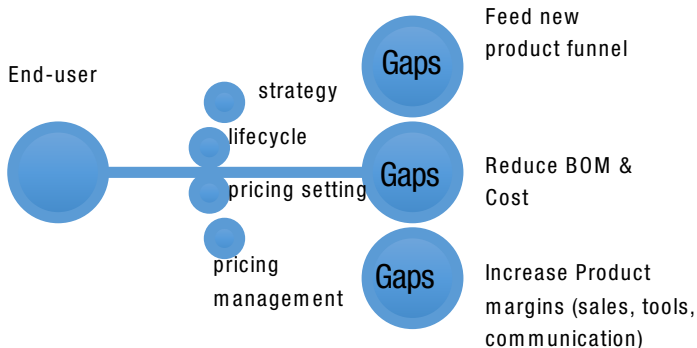


Gap analysis

Professional lighting

Manage pricing for the professional lighting portfolio for Philips Regional Business Asia Pacific, with over 10K SKUs and 300M EUR sales.

- Pricing and margin analysis (monthly reports)
- Product categories, families, (>10.000 SKUs)
- Channels (trade and prof)
- Countries (Asia Pacific)
- YTD, planned vs actual
- New product pricing waterfall
- Value based
- Competitive pricing
- Cost pricing



Impact

- Improved Gross margins +1% (3M EUR bottom-line)
- Improved Portfolio market fit
- Identified New product development (Gaps)
- Marketing sales target strategies
- Improve NPS

Scenario planning retail

Prepare for the unexpected

Making flexible long-term business plans

Global Professional systems strategy

My role

Global Lighting wanted a forward looking strategy and portfolio. We used scenario planning to envision a wide range of future possibilities. I led scenario planning for Asia and also researched scenario's for shopping malls and other hubs.

Impact

Influence the global systems strategy, drive towards more integrated and flexible systems roadmap.



Transforming products into experiences

Increasing product value

Immersion & entertainment

Connected Home business

My role

Lead market research and application research for Asia, scout potential partners and develop relevant use-cases

Impact

Increase value of products from things to experience

Increase in user adoption with new use-cases and integrated eco-systems



Car body inspection light – automotive

Improve comfort & productivity with light

More value with less hardware

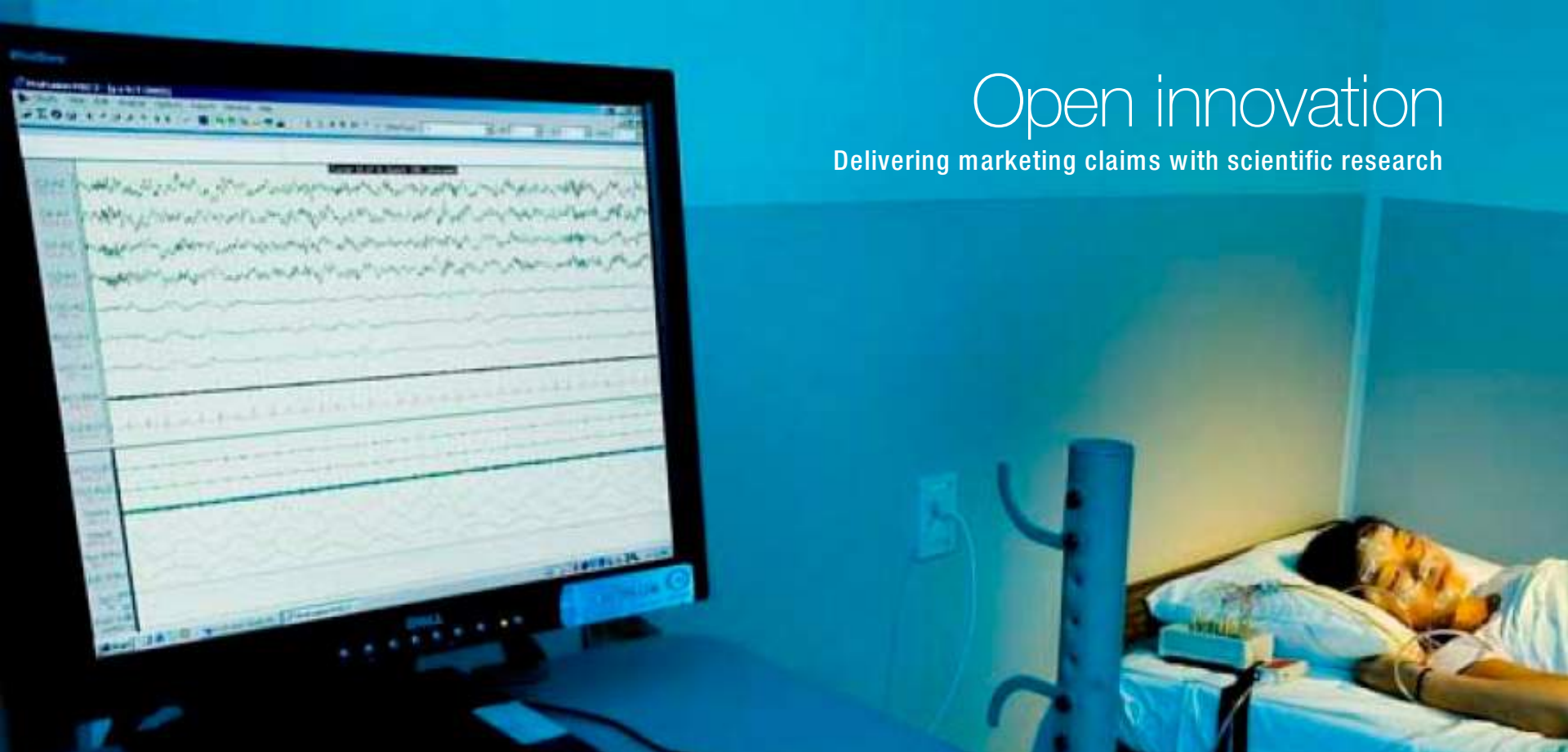
Professional solutions

My role was to find opportunities that go beyond satisfying functional needs and increase product value in new ways.

I worked on the Business case, Market- & Business attractiveness. I made the workflow and use-case and bundled hardware + software into portfolio solutions

Impact

Enhance workers comfort and productivity with light
Develop dedicated solutions for automotive factories, based on software, while re-using hardware
Driving End to End innovation



Open innovation

Delivering marketing claims with scientific research

Credible claim

Credible claims with differential value

My role

Lead collaboration with university and shape their research proposal into business value. Initiate claim development roadmap.

Impact

Own the domain space and build a body of evidence to underpin envisioned marketing claims.



Sleepwell

Human centric light - program, for long lasting differentiation at PHILIPS

Developing a program that pursues potential innovation opportunities in the next three to five years, based on benefits for people and businesses. With this program the organization can build its capability to long-lasting differentiation, brand-value and partnerships.

I initiated the formation of a program, after having led several individual projects.



Human centric light

using light (and darkness) the right way

Partners in innovation

Research & insights, product concepts for hospitality industry

High-end hospitality brands care about guests wellbeing and productivity.

I managed the team that developed end-user propositions with the end-user experience in mind. We did observations, guest- and staff interviews to craft new insights and discover potential innovation opportunities.

This research points to at least three directions in which brands can adapt their offering to create new value that end-users love and brands can differentiate with.



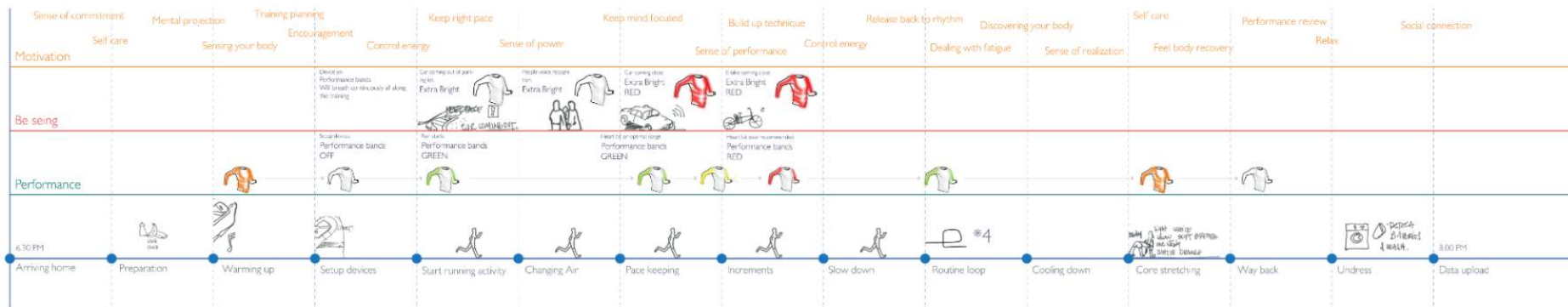
Proposing new product categories

Light skin

Based on social trends and a remap of existing technology, we researched behavior patterns on healthy urban life, we found the rise of running in city population, after an experience flow we came out with a new category of wearable light adding to meaningful use of light for customers. I led this project from the innovation side, while closely working with design.



Urban runner Journey



A photograph of a spa room. In the foreground, there is a bed with white linens. To the left, a small table holds a white orchid. In the center, a tall black floor lamp with a white, textured shade stands next to a window with white blinds. To the right, a glass-paned door or window looks out onto a balcony with a hanging light fixture. The lighting is soft and ambient.

PHILIPS

Lighting

Staff

Multi-sensorial
experiences for SPA

Client engagement for marketing innovation

Crafting insight platforms to increase brand- and business value

My role

I was the domain expert for hospitality and industry. In prior projects I build a deep understanding into the industry. It enabled me to scout partners to drive innovation

Impact

Developed directions that fit innovation strategy based on brand, impact and scalability. Educate clients on potential possibilities and increase the value of lighting.

Revenue enhancement

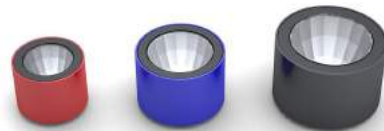
Bring brands to life



Surface mounted



Semi recessed adjustable



My role

Translate voice of customer into user requirements specs and value-drivers and pricing.

Impact

Pricing range based on customer value for this high-end product in APR portfolio.

Total cost of ownership

Return on investment

My role

Develop total cost of ownership models and tools in order to present attractive business cases to customers. Ensure superiority of new products over existing portfolio in order to transform the product portfolio to desired future portfolio.

Impact

Focus on target pricing and target cost-efficiency with clarity of client profile and application
Expansion of the Asia product portfolio

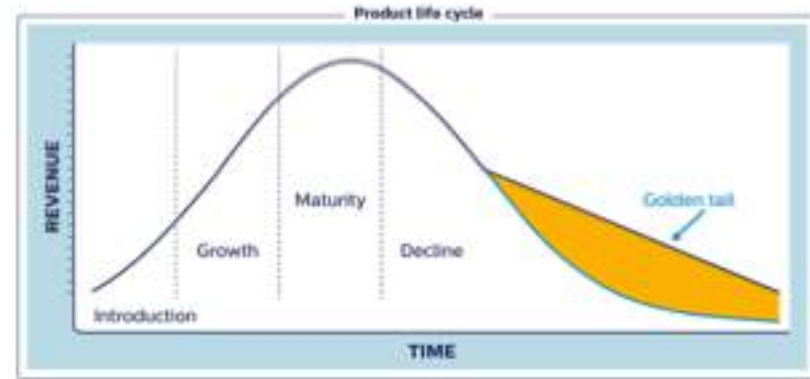
A man with dark hair, wearing a green polo shirt, is holding a large, circular, white LED light fixture. He is looking down at the fixture with a focused expression. The background is a large, industrial warehouse with a high ceiling, metal trusses, and numerous other light fixtures hanging from the ceiling. The floor is polished and reflects the overhead lights. The overall scene is brightly lit, emphasizing the industrial and professional nature of the product.

**Capturing
value from
cost savings**

Professional solutions

Managing golden tail

Product life cycle strategy



My role

As pricing officer work out the best lifecycle management with product marketers. I encouraged future growth and new portfolio development, while maintaining profitability with informed decision making

Impact

Maintained higher than average margins, prolong the golden tail.

Portfolio & Segmentation research

Improve product - market fit

Needs-based

Professional lighting

For the largest growth market at Philips lighting globally conducted a market-research to drive needs-based marketing segmentation that gives guidance to product portfolio, marketing communication and pricing.

I initiated this research, developed the methodology and aligned with local and global business stakeholders and managed the 100K EUR budget, responsible for final delivery and translating into market impact.

Description

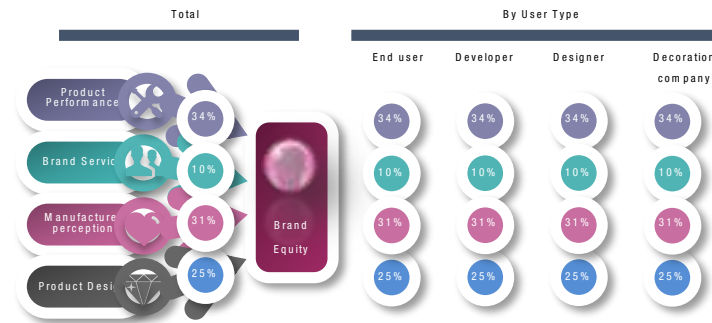
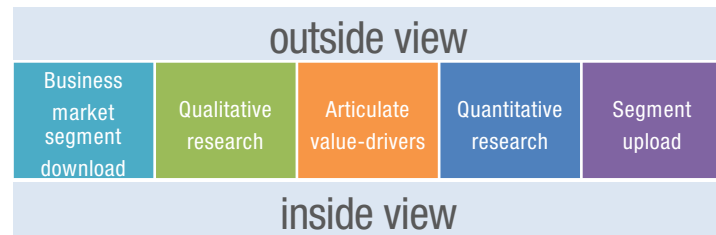
Translate Market opportunity and Business strategy into a new needs-based segmentation.

In #1 growth market

For the largest lighting segments (office and industry, 100M EUR business)

Across the full value-chain (from end-users to developers) and regional areas

Qualitative and quantitative research on value-drivers and product attributes with architects, developers, owners, end-users as well as product managers, sales, dealers and distributors.



Impact

- Identify directions for new product development
- Effective MarCom
- Clear understanding of needs into benefits sought, features needed, monetary value created and pricing premiums
- Improved positioning of products in portfolio based on good, better, best with monetary translation of differences in performance and benefits

Pricing innovations based on value

Value Based Pricing, profitable growth with customer centricity

Smart pricing

Professional solutions, B2G sales

My role

New-to-the-market innovations need to be benchmarked against alternatives and be priced based on value rather than costs. I managed the pricing strategy and target pricing for innovative products with value-based pricing methodology to understand and capture differential value.

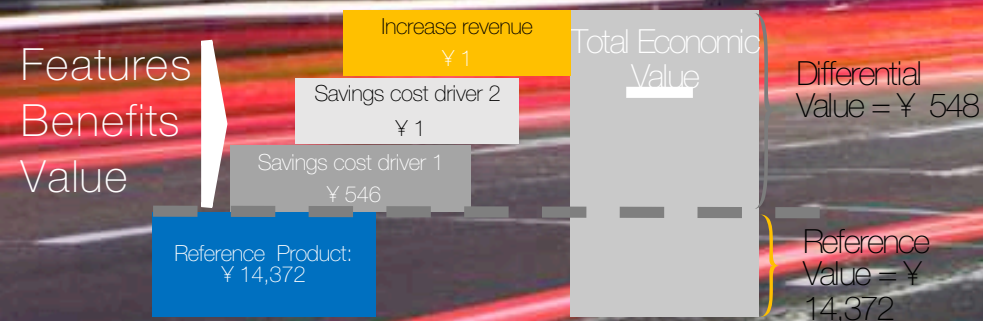
Description

Create profitable growth with innovations and discover the economic value

- Learn customer business model & value drivers
- Translate benefits into economic value
- Product innovation
- Bundling into portfolio solutions

Impact

- Increase sales
- Dedicated solutions
- End to end innovation
- Created differential value



Capturing brand premium

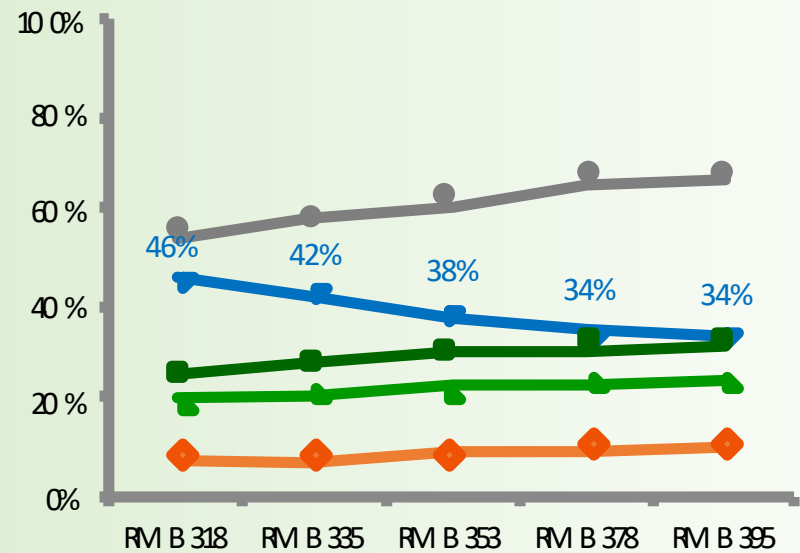
Pricing premium research

My role

For the most affordable branded product range we wanted to stimulate sales growth and a competitive positioning,

Impact

- Clear pricing strategy and competitive understanding
- Double digit sales growth
- Improved NPS



Positioning End-user pricing

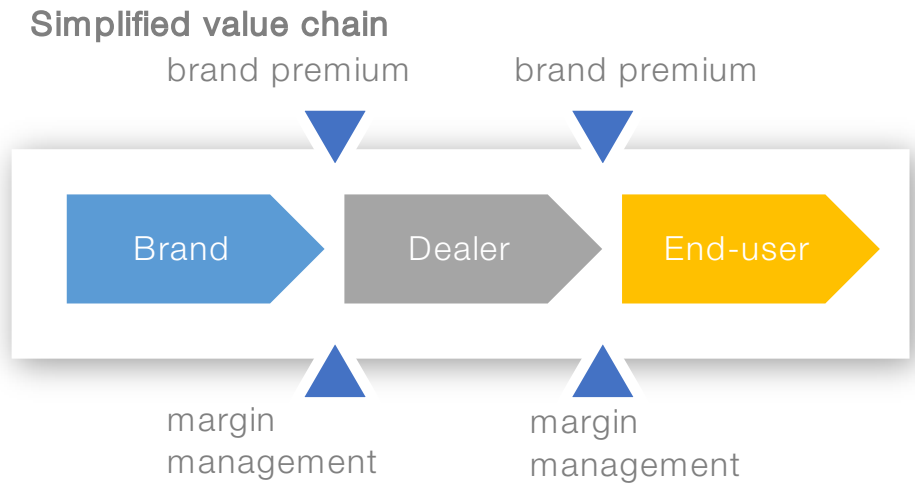
Pricing management across value-chain

My role

Initiate pricing management methods and tracking. Analyze mystery shopping prices and recommend corrective actions

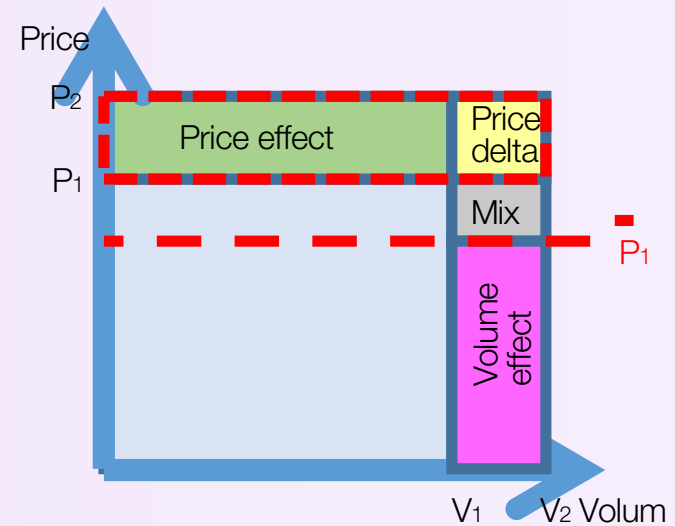
Impact

- Better pricing and margin-management and transparency along the value-chain
- Improved Net Promoter Score (NPS)
- Faster growth in the most affordable range of the brand



Margin analysis

Pricing as a profit lever



Professional Lighting

My role

Initiate Price, volume, mix, currency (PVMC) reporting for regional Asia business, recommend actions for top management on overall strategy

Impact

- Understand impact of P, V, M, C on EBIT and drive fact-based discussions
- Easily accessible, granular reporting with clarity on pricing as a profit lever.

Driving marketing excellence

Pricing capability enhancement

Training

Professional Lighting

My role

As the regional pricing expert in the market-group with the highest growth we initiated a pricing course. Developing the course material and workshop to enhance the pricing capabilities.

Enhance pricing capability as a profit and growth lever

Develop & roll out pricing training material

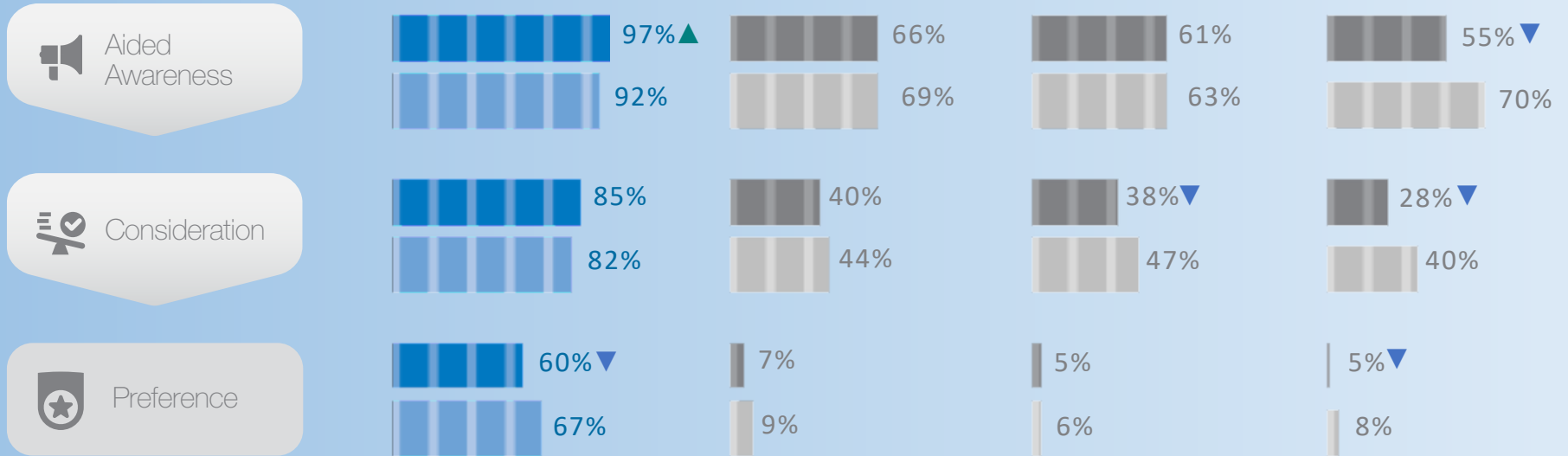
Embed pricing training in Philips corporate curriculum at market group Gr. China

Impact

- 20 marketing people trained over 2 days
- Course included in smaller scale lecture and webinar for Gr. China with a few hundred attendees from corporate and commercial functions

Increasing advantage over competitors

Main Competitors' Purchase Funnel Performance



My role

Analyze Net Promoter Score results and brand health results. Recommend corrective actions

Impact

Corrective actions that improved competitive positioning by better pricing management, pricing tracking and new product development to fill portfolio gaps.

Next generation control

Application research

User requirements

Business unit

My role

Find pains & gains for meeting room control devices. I directed the qualitative research methodology including sample size, respondent profile, criteria, discussion guides and analysis.

Impact

Defined use-cases, end-user needs and requirements on technology for new controls

Creating benefits with IoT

Application research

Use cases

Professional lighting

My role

Context mapping of preschool and discover potential use-cases for lighting, review research methodology

Impact

Inspire a story-telling approach to sell systems.



Voice of the customer research

From strategic insights to market leadership

5 year segment innovation plan

Professional Lighting

My role

Conduct voice of the customer research and craft strategic insights that help to win market leadership.

Conduct ethnographic research, on-site visits and engage with architects and designers to understand design intent, conduct end-user observations and research. Lead cross-functional workshops in which we inspire, create and conclude on 5 year innovation plan.

Impact

- Strategic insights to win market leadership
- Defined 5 year innovation plan

Application research

Customer experience research and user experience design (UX)



Outdoor areas



Reception & lobbies



Corridors & transitions



Guest rooms & suites



Ballroom



Bars, restaurants & lounges



Wellness & work-out



Conference & meeting

My role

Managed customer experience research and UX design for online, physical world or hybrid products and services.

Impact

Products that fulfill people needs and match activities and space. Understanding what is critical to quality and what should be the user-flow and experience.

End-user driven propositions

Creating customer value

Home



Industry



Healthcare



Office



Outdoor



Retail



My role

For various applications developed end-user driver propositions, based on application research, people research, product benchmarking, trend research.

Impact

Developed multiple propositions for each segment that are relevant, credible and unique.

Explore new sub-segments

From analysis into business case estimates and product concepts

My role

As innovation manager I explore emerging and adjacent business value spaces. If there are opportunities that are relevant I explore and evaluate them based on strategic direction, business model and potential.

I managed and set-up cross-organizational teams of functional experts.

Impact

Identified 50M EUR sub-segment sales opportunities, including success factors that are needed to win.



New consumer line

American Audio

Focus on you

Adjacent opportunities for brands

My role

Conduct market analysis and product analysis to recommend what product category and what product archetype would support brand entrance in a B2C approach.

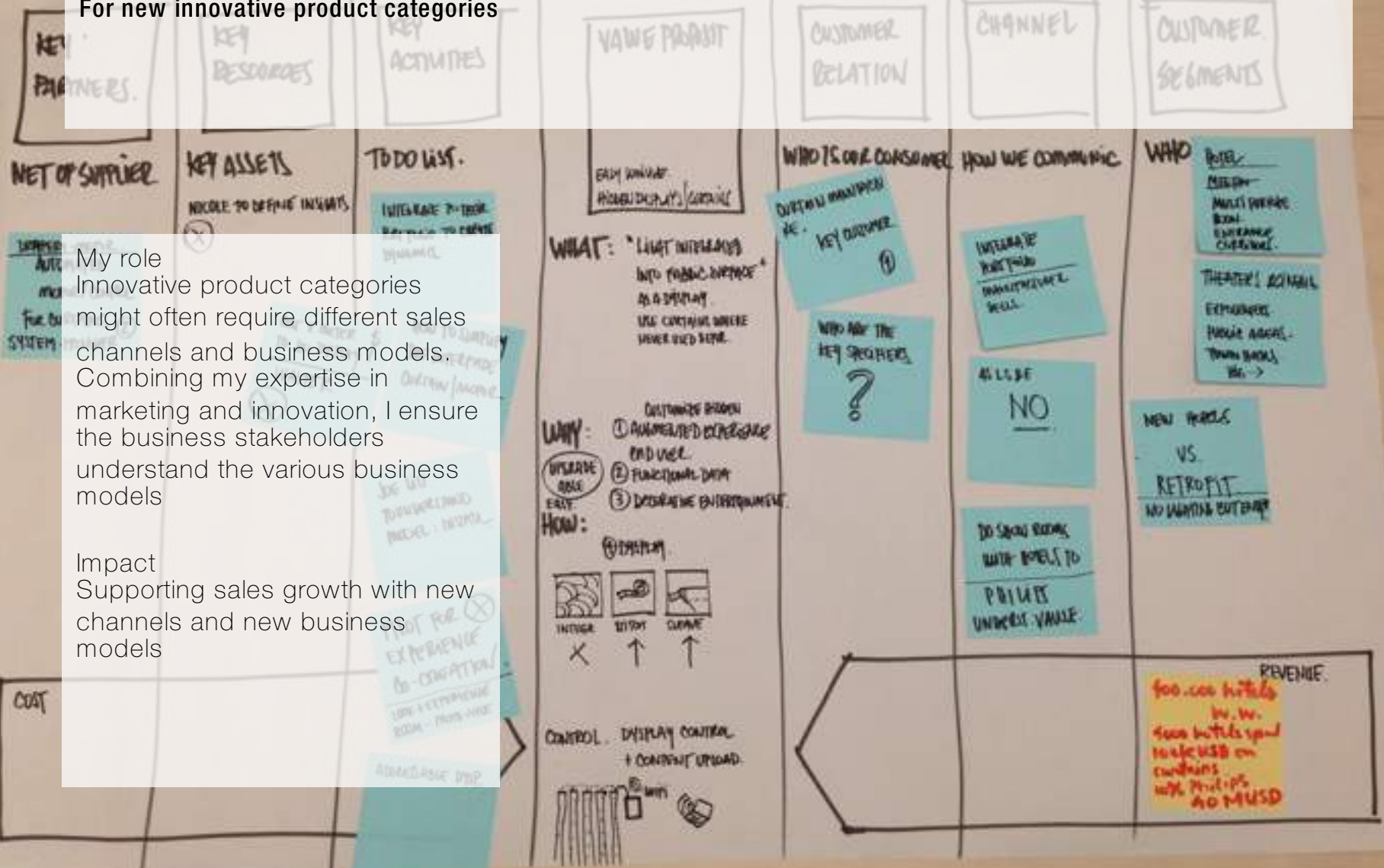
Impact

Validated proposition for the consumer line branding and product categories.



Business model simulation

For new innovative product categories



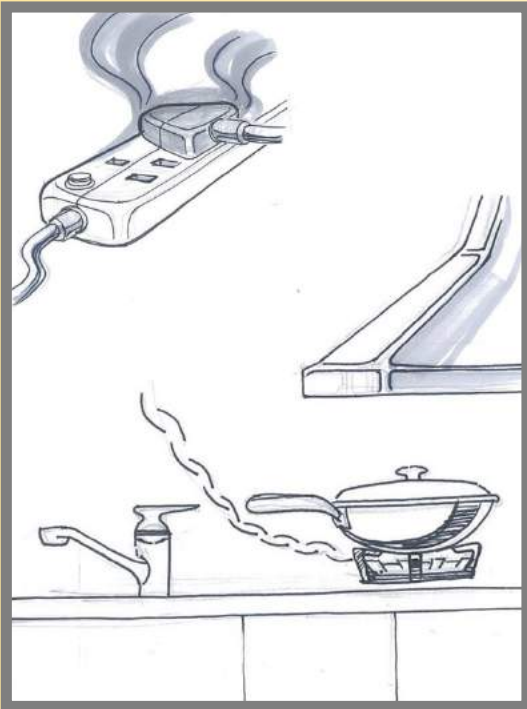
My role
 Innovative product categories might often require different sales channels and business models. Combining my expertise in marketing and innovation, I ensure the business stakeholders understand the various business models

Impact
 Supporting sales growth with new channels and new business models

Ideate/ brainstorm

From people insights into product concepts

WHY



HOW



WHAT



My role

For explorative projects, I led brainstorm with cross-functional teams. Based on innovation themes, need-spaces, trends and opportunity questions I drive teams to build upon ideas and raise the quality and quantity of the ideas and get the best use-cases with promising technologies.

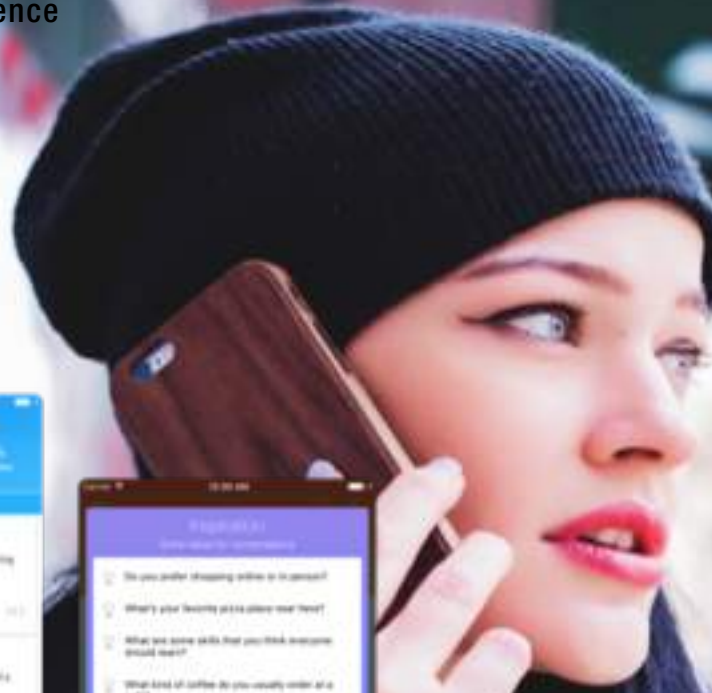
Impact

Worked on numerous ideas that became commercial products and added intellectual property.

Mobile

Relevant functionality, easy to experience

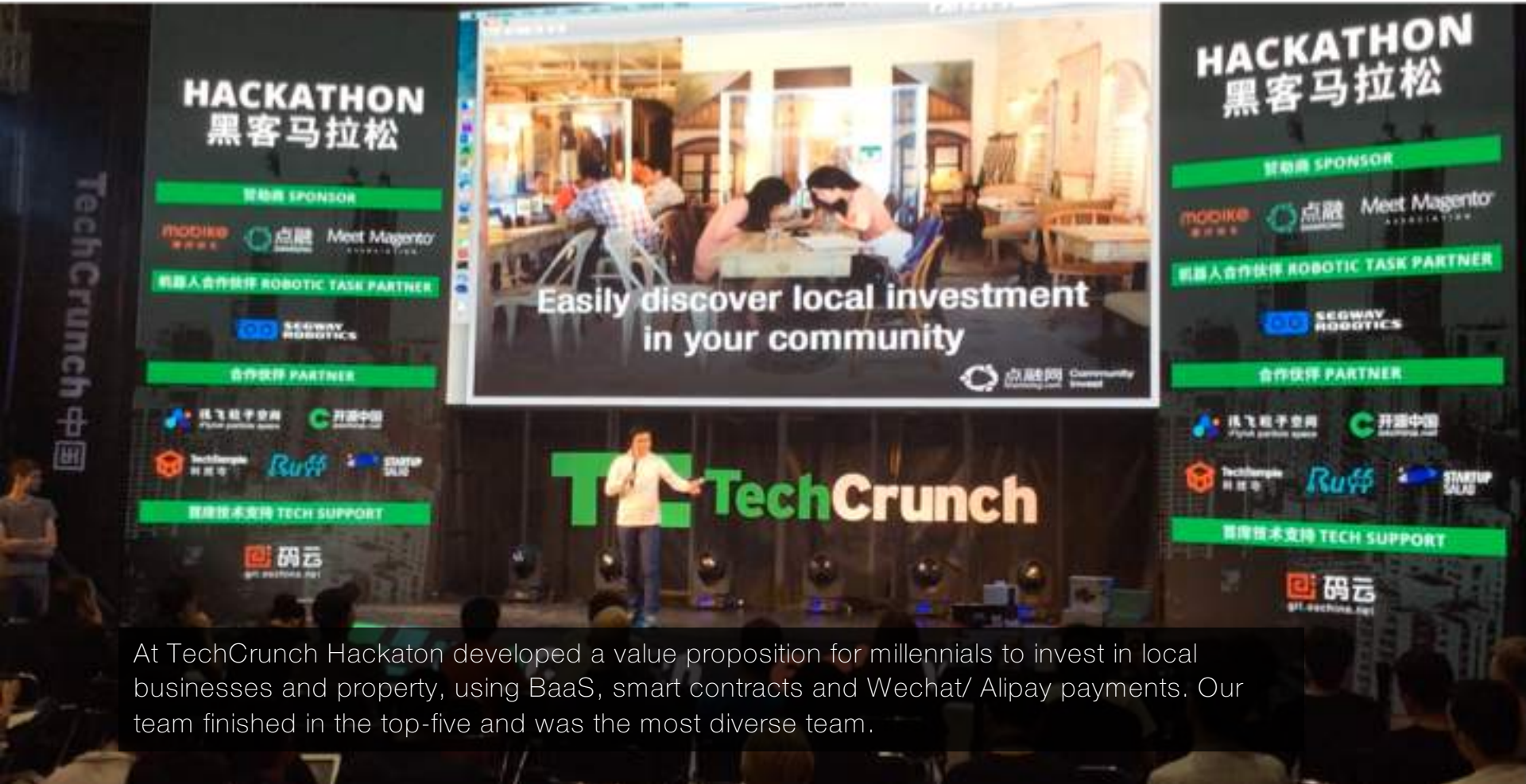
I developed persona's, use-cases and project management to ensure the app will engage users and stay relevant over time



Stay Relevant

Use-case BaaS (Block-chain as a Service)

TechCrunch Shenzhen 2017



At TechCrunch Hackaton developed a value proposition for millennials to invest in local businesses and property, using BaaS, smart contracts and Wechat/ Alipay payments. Our team finished in the top-five and was the most diverse team.

Business transformation for travel agents

Experience staging for travel agents



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Thank you for your time and I look forward to connecting about opportunities to work together. I usually reply within 12 hours.