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# MARION KHENAFFOU

## MARKETING DIRECTOR

*Digital Acquisition • Branding • ROI • Communication • International Development*

Executive Marketing Leader shaping scalable, sustainable growth across SaaS, B2B, B2C, FMCG, and MedTech. I transform marketing into a true business driver, blending strategic vision, operational excellence, applied AI, and a strong ROI mindset. Experienced in leading international teams across 35+ countries to build responsible, high-impact growth.

## EDUCATION

### HARVARD BUSINESS SCHOOL

*Sustainable Business Strategy*  
Certificate: March 2024

### NEOMA BUSINESS SCHOOL

*Bachelor of Science - Marketing*  
Diplomated: May 2004

### OLYMPIA HIGH SCHOOL

*High School diploma - USA*  
Diplomated: June 1998

## KEY COMPETENCIES

- Strategic Marketing Leadership
- Go-to-Market
- International Team Management
- Digital Acquisition, CRM & Performance
- Brand Strategy
- ROI-driven Acquisition
- Sales Enablement & Commercial Excellence
- AI for Marketing Optimization
- Ethical & Sustainable Marketing (ESG)

## TOOLS

Salesforce • HubSpot • GA4 • Google Ads • SEMrush • Trello • Asana • Canva Pro • WordPress • AB Tasty • ChatGPT  
Agile methods & lean marketing • Budget tracking • P&L management • Panel studies (Nielsen)

## HOBBIES

- Decor and DIY
- Genealogy (writing a book)
- Eco-friendly travel

## PROFESSIONAL EXPERIENCE

### Transition Lead Trade Marketing AFH & Export – Mondelēz International

2024 (freelance) | FMCG | Team: 5

- Led go-to-market strategies for Food Service, covering pricing, CGP, and promotions.
- Developed a custom ROI Builder for channel prioritization and profitability analysis.
- Collaborated with marketing, finance, and commercial teams.
- Managed third-party agencies for POS visibility, retail activations, and promotional campaigns.

### Marketing & Digital Acquisition Director – Allurion Technologies

2022 – 2024 | MedTech | Multi-markets | Budget: 10 M€ | Team: 20

- Member of the *Corporate Leadership Team*, shaping global go-to-market strategy.
  - Built and led a marketing center of excellence (CRM, paid media, content, analytics) with a hybrid team across Europe and the Middle East.
  - Designed and optimized data-driven customer journeys with persona-based lead scoring and CRM integration.
  - Developed a multi-market performance dashboard (CAC, LTV, ROAS, CPL)
- ✓ ROI x2 – MQL x10 – Shortened acquisition cycle by 10%

### B2B Marketing Strategy Director – Sodexo / Pluxee

2017 – 2021 | CSR | 35 countries | Budget: €2M | Extended team: 150 marketers

- Member of the *Global Marketing Transformation Board*, driving strategies across 35 countries.
  - Built a Group-level marketing center consolidating CRM, digital acquisition, content, and brand strategy.
  - Deployed global frameworks for campaigns, launches, and KPI tracking.
  - Structured and led a multi-country team of 150 marketers across EMEA, LATAM, and APAC, in collaboration with agencies and tech/data teams.
- ✓ -30% budget | +10% performance | + international synergies

### Product & Services Marketing Manager – RELX Group

2014 – 2017 | Publishing / Event Management | Budget: €1M | Team: 14

- Offer structuring, range redesign, product strategy, and content
  - Product performance management and enhancement of sales support materials
- ✓ +10% participants | +4% digital revenue

### EARLY CAREER: DISNEY, MICROSOFT, ENTREPRENEUR

2004 – 2014 | Branding, Digital, UX, Project Management

- Managed B2B and B2C digital marketing campaigns.
- Built an ethical e-commerce brand: UX, SEO, CRM, content creation.
- Developed strong international project management and branding skills.

## MANAGERIAL VALUES

Empowering leadership | Strategic marketing and growth vision | Scalable, sustainable organization builder | Board-level influence | Operational and partner agility | Customer-centric innovation and impact culture