

Will Sandwick

CHIEF DATA OFFICER

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SUMMARY

I turn data into products enterprises depend on.

Chief Data Officer, VML North America. Lead a 200-person data practice serving 50 client accounts. Unlock commercial value by giving leaders across the enterprise the intelligence to spot opportunities and seize them. Build data and AI as products, each with real users, a roadmap and a recurring decision it serves.

- Unified separate data practices across North America into one Marketing Effectiveness & Intelligence practice with standardized offerings, tools and delivery.
- Lead a portfolio of 15+ data and intelligence products for a major automaker. Own the marketing-mix model that informs quarterly budget allocation and the executive scorecard for marketing leadership.
- Helped define and launch an agentic analytics offering, productized end to end and live or in build on 10+ client accounts.
- Scaled the intelligence team 3x while standardizing methods, the talent model and productized IP.
- Advise C-suite leaders at Fortune 100 companies. Executive sponsor on the top 30 client relationships.

Core strengths: Data and AI strategy · Data products and roadmaps · Marketing effectiveness and measurement · Agentic analytics · Team building · C-suite advisory

From reviews: **"Operates at the intersection of three capabilities rarely found in one leader"**: commercial strategist, technologist and innovator, organizational architect.

EXPERIENCE

VML

New York, NY

Chief Data Officer, North America

2024–Present

Lead Marketing Effectiveness & Intelligence for the region: 200 practitioners serving 50 client accounts.

- Unified separate data practices across North America into a single practice with standardized offerings, tools and delivery to accelerate growth and profitability.
- Lead a portfolio of more than 15 data and intelligence products for a major automaker. Defined what a data product is, scored every product, internal and vendor, on one rubric for value and productization, and built the roadmap to scale what matters and retire what doesn't.
- Own the marketing-mix model behind quarterly budget allocation and the executive scorecard for marketing leadership.
- Helped define and launch the agentic analytics offering: governed data, live dashboards and analytics agents mapped to the marketing workflow, with a 10-week pilot-to-scale path, a certified operating model with human validation, and pricing. Live or in build on more than 10 client accounts.
- Design data strategy and transformation roadmaps for Fortune 100 clients, aligning insight systems to growth priorities and operating models.
- Executive sponsor on the top 30 client relationships.

Chief Data Officer, New York

2019–2023

Ran intelligence for the New York office and built it into a function used across the network.

- Scaled the intelligence team 3x while standardizing methods, the talent model and productized IP.
- Developed customer insight frameworks and experience prioritization models, including methods adopted across North America to inform CX strategy.
- Advised C-suite leaders at Fortune 100 clients on growth, positioning and customer experience, with intelligence solutions tied to commercial outcomes.
- Led intelligence strategy in major new-business pitches and executive work sessions.

Head of Data & Analytics, New York 2017–2019
Managed directors and analysts across CPG, healthcare, fashion, ecommerce, spirits and financial services.

- Designed methods to measure advertising ROI, feed creative and consumer insight, and speed up optimization.
- Built a social brand-tracking and alert system and crisis-response plans with the CMO of a consumer electronics client. Brand sentiment on social rose 12 points.

Blippar New York, NY

Head of Insights 2016–2017

- Created ROI measurement methods for an early augmented reality and computer vision platform to grow marketing investment in it.
- Repositioned the advertising product and grew the case study library 10x, lifting business development win rate by 10%.
- Wrote the "State of AR" presentation that became core material for every sales pitch.

The Barbarian Group New York, NY

Director of Analytics 2014–2016

- Founded and led the Audience Intelligence practice and built systems to measure "return on creativity." Grew agency analytics revenue 93%.
- Delivered 11% more efficient programmatic bookings for Etihad Airways, and a new consumer segmentation and loyalty program for KIND Snacks.
- Nominated by agency leadership for Forbes 30 Under 30 in marketing and advertising.

Droga5 New York, NY

Associate Director, Data Strategy 2013–2014

- Designed attitudinal and behavioral tracking to spot cultural trends and seed campaigns for Coca-Cola, Under Armour and UNICEF.

R/GA New York, NY

Senior Analyst, Analytics 2009–2013

- Evaluated and optimized campaigns across web, display, search, PR and social.
- Promoted from a facilities role. First-ever transfer from the facilities team to analytics.

EDUCATION

Columbia Business School, MBA, Executive Program 2021–2023
Dean's Honors with Distinction (top 5%). Private Equity Program.

University of Virginia, BA, Economics and English 2005–2009
Echols Scholar.

SPEAKING AND RECOGNITION

Speaking: "The Essentials of AI for Your Future Career," VML Sparks Future Talent Forum, 2025. "CX Measurement: From Moments to Individuals," Wunderman Thompson TRANSFORM, 2020. "Partnering with GSK to Predict Flu Outbreaks Based on Social Data," Netbase LIVE!, 2019.

Awards: Cannes Lions 2023 (Silver, Bronze) and Effie 2024 (Gold, Silver, Bronze) for #StandUpToJewishHate. One Show Gold for Nike+ GPS, 2011.

Press: Work cited in Adweek, Advertising Age, Forbes, CNBC, Creativity Online, ClickZ and MediaPost.