

MELISSA GOSLING

Chief Marketing & Audience Growth Executive
Brand Strategy + Organizational Transformation

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Executive marketing and growth leader specializing in scaling organizations and connecting strategy to business growth. Led teams up to 30 and multimillion-dollar budgets across startups, nonprofits, and enterprise organizations. Combines strategic vision with operational rigor to build brands, grow audiences, elevate customer experiences, modernize operating models, and drive measurable business results across digital and physical channels. Repeatedly hired to build or rebuild marketing functions, lead transformation initiatives, and help organizations navigate growth, change, and long-range planning.

Strategy & Leadership

- Brand & Growth Strategy
- Go-to-Market & Integrated Campaigns
- Executive Messaging & Stakeholder Alignment
- Cross-Functional Leadership
- Agency & Partner Management
- Budget & Investment Strategy
- Public Relations & Communications

Growth, Digital & Operations

- Performance Marketing (SEM, Paid Social, SEO, Affiliate)
- Customer Lifecycle & CRM (Email, SMS, Subscription)
- Omnichannel & E-commerce Strategy
- Audience Segmentation & Personalization
- Conversion Optimization & Funnel Strategy
- Marketing Operations & Process Design
- Analytics, Dashboards & ROI Measurement

SELECTED ACHIEVEMENTS

Managerial Excellence: Honored with Chairman's Award – JCPenney's Highest Award for managerial excellence for leadership demonstrated in a pilot omnichannel project team that combined three core businesses (brick-and-mortar, e-commerce & catalog) into a single enterprise.

Growth & Performance Marketing: Increased web traffic by 75% and revenue by 25% YOY through SEM, PPC, SEO, affiliate, and social strategies while maintaining ROAS above 4.

Organizational Optimization & Design: Collaborated with HR and C-Suite to successfully implement a comprehensive team reorganization for the marketing/creative organization, resulting in a 50% reduction of SG&A costs and improved efficiency to align with the company's digital-first needs.

PROFESSIONAL EXPERIENCE

SENIOR DIRECTOR, MARKETING STRATEGY & OPERATIONS (MAY 2023 – FEB 2026)

INTERIM CHIEF MARKETING, COMMUNICATIONS, AND DIGITAL OFFICER (AUG 2024 – MAR 2025)

CRYSTAL BRIDGES MUSEUM OF AMERICAN ART & THE MOMENTARY | MAY 2023 – FEB 2026

Recruited as the senior strategic and operational partner to the Chief Marketing Officer to build and scale marketing strategy and brand performance for a multi-site organization with multimillion-dollar marketing investments.

- Led **integrated, persona-driven go-to-market strategies** for flagship exhibitions and experiences, delivering **record-breaking results**, including **the largest indoor exhibition in museum history** (*Exquisite Creatures*) and the **#4 most visited exhibition overall** (*KAWS: Family*), with 40% of visitors under age 25 and **expanded audience diversity**.
- Designed and implemented an enterprise customer segmentation and persona framework adopted across marketing, programming, and guest experience teams **to drive acquisition, retention, and lifetime value**.
- Led marketing strategy and execution for Geena Davis's **Bentonville Film Festival** partnership, supporting filmmaker engagement, audience development, sponsor activations, and integrated promotional campaigns.
- Launched high-performing membership and subscription acquisition campaigns that **exceeded targets by 49%** through funnel optimization, targeting, and creative testing.
- Rebuilt marketing intake, workflow, and project management operations, **enabling a 200%+ increase in program volume** without additional headcount while **improving speed to market** and execution quality.

- Led integrated marketing for **major cultural programs**, performances, festivals, and community events, partnering across programming, education, development, and guest experience to deepen audience engagement and expand institutional visibility.
- Partnered with senior leadership on brand and **crisis communications** during a major operational disruption (2024 tornado), protecting customer trust, brand equity, and revenue continuity.

VICE PRESIDENT, CONSUMER MARKETING

A+E NETWORKS | SEPTEMBER 2021 – MAY 2023 (Contract Role)

Served as VP, Digital Audience Development during maternity coverage, later extended three times to lead consumer marketing for The HISTORY Channel, Special Projects, and Marketing Operations across a global entertainment portfolio.

- Drove **22% viewership growth** for HISTORY's top-rated show using audience insights, content strategy, and cross-channel campaign planning.
- Modernized the consumer email and lifecycle program, **improving CTR by 34%** through refreshed creative, segmentation, and content workflows.
- Built performance measurement frameworks to guide media investment, improve channel efficiency, and strengthen audience engagement.

VICE PRESIDENT OF MARKETING

REBECCA PAGE, LTD. | NOVEMBER 2020 – SEPTEMBER 2021 (CONTRACT ROLE)

Hired to formalize and operationalize the company's first structured marketing organization, bringing structure, strategy, and operational rigor to a global creative education and digital content business serving an international craft community.

- Developed new product bundles and pricing strategies, **driving a 220% increase** in average order value (AOV) and strengthening long-term customer value.
- Led end-to-end lifecycle strategy across email, social, paid, and community channels, resulting in **16% year-over-year audience growth** and deeper community engagement.
- Managed and scaled a global marketing team of **seven employees across four continents**, ensuring consistent brand voice, content standards, and audience messaging.

VICE PRESIDENT OF MARKETING

CLI STUDIOS, INC. | DECEMBER 2019 – SEPTEMBER 2020

Recruited as the company's first Marketing Leader to establish a full marketing function and expand the brand beyond dance education for a global B2B SaaS and DTC platform serving studios, schools, and dancers in 150+ countries. Built company's marketing function from the ground up.

- **Doubled monthly recurring revenue (MRR)** by launching a new direct-to-consumer product and repositioning the brand for broader appeal during COVID-19.
- Developed high-impact partnerships with major music labels, creating viral video campaigns that generated more than **+6 million views** and expanded national reach.
- Grew the brand's digital footprint by **375% on Instagram**, strengthening public visibility and community engagement.

SENIOR DIRECTOR, DIGITAL MARKETING, CREATIVE, & CRM

BALFOUR | JANUARY 2018 – DECEMBER 2019

Recruited to modernize and rebuild a 100+ year-old legacy company losing market share by building a scalable e-commerce and growth marketing engine for a \$350M+ Class Ring, Yearbook, and Graduation Products business serving students and families across 130,000+ schools nationwide. Led the marketing, creative, and CRM organizations of 16 employees.

- Built and led the company's first formal growth marketing organization, integrating DTC strategy, KPI governance, and cross-channel execution, driving 25% YOY revenue growth.
- Expanded the email audience from 10,000 to **500,000+**, resulting in a **766% increase** in attributable revenue while maintaining strong engagement.
- Strengthened brand presence across 400+ campuses by developing coordinated omnichannel programs that delivered **100%+ YOY growth** in the college segment.

HEAD OF MARKETING

HerRoom.com/HisRoom.com (dba Andra Group) | AUGUST 2016 – NOVEMBER 2017

Brought in to relocate and reconstruct the marketing organization for a \$70M+ luxury lingerie e-commerce business operating herroom.com and hisroom.com and to prepare company for potential sale.

- Increased marketplace channel performance by **20% YOY** across Amazon, Walmart, and eBay through improved content, merchandising, and partner alignment.
- Led the relocation and rebuilding of the marketing organization, redesigning infrastructure, workflows, and team structure to support business transformation and future growth.

VICE PRESIDENT OF MARKETING | ARTERIORS HOME | MAY 2015 – AUGUST 2016

DIRECTOR OF MARKETING | BSN SPORTS | MAY 2012 – MAY 2015

SR. MERCHANDISE MARKETING MANAGER – FOOTWEAR | JCPENNEY | MARCH 2007 – MAY 2012

DIRECTOR OF MARKETING | JACUZZI WHIRLPOOL BATH | MARCH 2004 – MARCH 2007

ACCOUNT EXECUTIVE | FIRM DE+CO | MARCH 2003 – MARCH 2004

SR. MARKETING COORDINATOR | TOTO USA | AUGUST 2000 – MARCH 2003

CONSULTANCY EXPERIENCE

FOUNDER & PRINCIPAL

BABY GOOSE STUDIO / GOSLING HOLDINGS, LLC | 2020 – PRESENT

Fractional marketing and business strategy consultant partnering with organizations navigating growth, transformation, and long-range strategic planning. Advises executive teams on marketing modernization, audience growth, operational alignment, and cross-functional planning across brand, digital, guest experience, and revenue-driving functions.

- Leading enterprise **strategic planning** and **organizational transformation** initiatives for cultural and mission-driven organizations, connecting audience growth, operational priorities, and long-range business objectives.
- **Advising executive teams and founders** on growth strategy, positioning, go-to-market planning, organizational design, and operating model development.
- Designing **integrated operating frameworks** across marketing, digital, communications, and guest experience functions to improve organizational alignment, execution, and scalable growth.
- Providing fractional and project-based executive leadership across marketing strategy, audience growth, lifecycle marketing, marketing operations, and organizational transformation, with recent engagements including the **Perot Museum of Nature and Science**.

EDUCATION

BACHELOR OF ARTS | Mars Hill University