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Your Global People Partner

Chief Digital Officer, Dior Parfums
September 2022

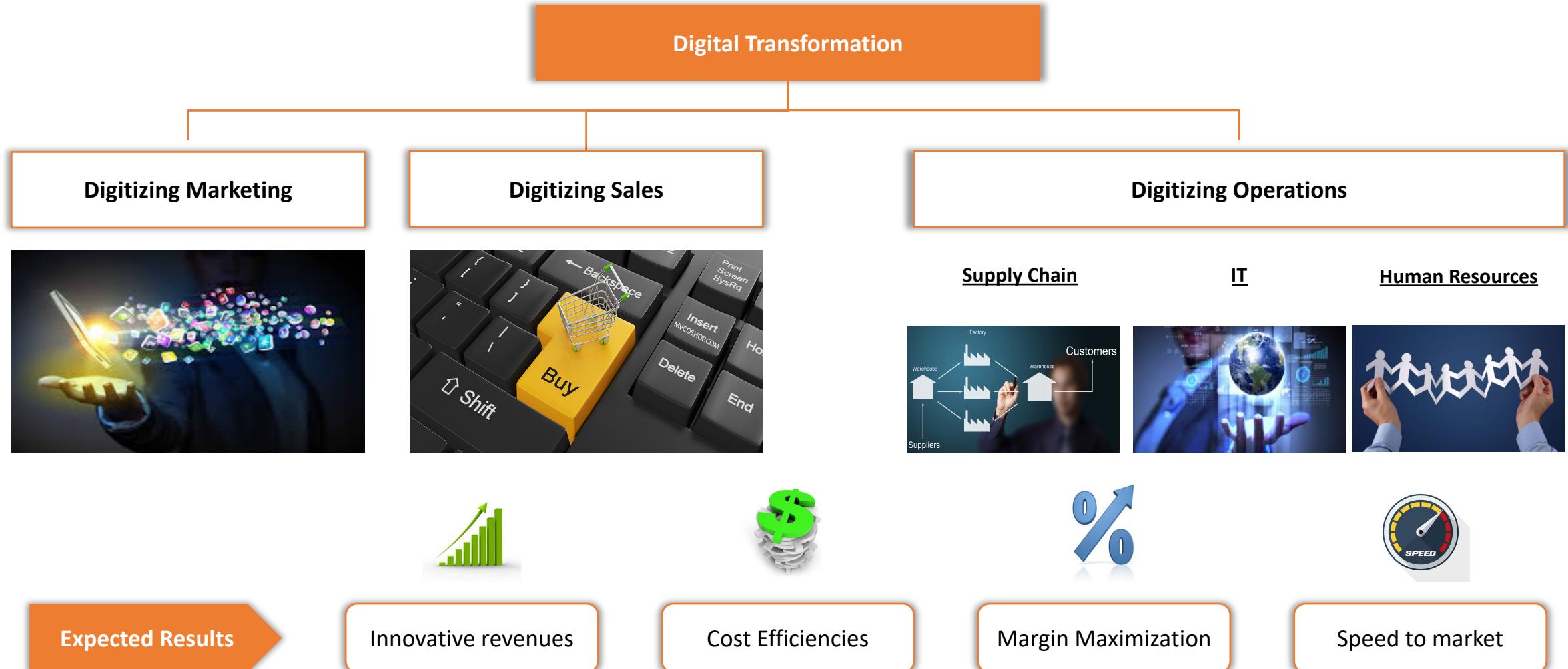


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Digital Transformation Strategy for Luxury Companies

Digital Transformation is driving the growth companies across the globe. The major digital strategies are being designed around three pillars –



The Digital Reality - Transformation and Trends

Customer Journey and Experience

- Customers increasingly influenced and enabled by digital channels. **Globally, 75% of luxury transactions were influenced by the online channel, and 20% to 25% of purchases were digitally enabled**
- Today, people expect to move freely and seamlessly across both digital and non-digital channels at every point in the buying journey

Implication for Dior: Customers expect a seamless, coherent relationship with brands across different touchpoints. Dior needs to completely own the brand experience leveraging its digital assets in consort.

Operating Model

- **A Luxury 4.0 operating model has begun to emerge:** brands and retailers use data to get closer to customers, capture emerging preferences, and streamline the process of turning ideas into new products.
- **Luxury has gone local :** growth is primarily driven by local consumption in almost every region

Implications : Digital will probably bring on further disruption—and players in the luxury market should prepare for it. **To survive and prosper, luxury players need to enhance the customer experience and transform their businesses for the digital era. Dior Parfums Brands will increasingly need to find newer avenues to create personalized ways of drawing in local consumers with localized messaging, themes and products and experiences that'll be seamless from one channel to another**

Product Innovation

- Leading brands are leveraging digital transformation **with focus on areas like chatbot customer service, visual recognition-based predictive technology, biometric wristwear and robotic technology that creates clothing customized for individual consumers' bodies, In store AR and VR installations**
- Brands focusing on **omnichannel shopping experiences**, enabling seamless experiences across different touchpoints to create a personalised experience for customers.

Digital Transformation and Trends in the Luxury Industry

Brand Engagement with Customers

- Independent/insurgent beauty players stand out for their remarkable performances in recent years, thanks to their unique customer-centric approach:
Between 2015 and 2019, the “indie” beauty segment grew at 25% per year on average, about six times faster than the overall luxury category.
- Tomorrow's luxury buyers already know what they want - **Gen Y and Gen Z will dominate the luxury market, with disruptive consumer trends arising from these younger generations.**
- Well beyond product considerations, **they seek personalization and alignment with their values, a strong voice on social issues, and real action and responsibility when it comes to sustainability.**

Sales and Distribution Channels

- **Retail channel has grown to the point that it now accounts for almost half the market (a forecast 49% in 2021)** and is poised to overtake the wholesale channel
- Among channels for online luxury sales, **brands' own websites gained share over e-tailers' and retailers' websites.** The personal luxury goods market benefits from having a higher online penetration
- **Online is set to become the leading channel for luxury purchases by 2025**, fuelling the omnichannel transformation.

Implication : Brands will need to adjust their footprints to the new map of luxury buying, evolve the store role and its ergonomics, and maximize the customer experience and think about effective omnichannel transformation.

NEXT-GEN Marketing Ecosystem

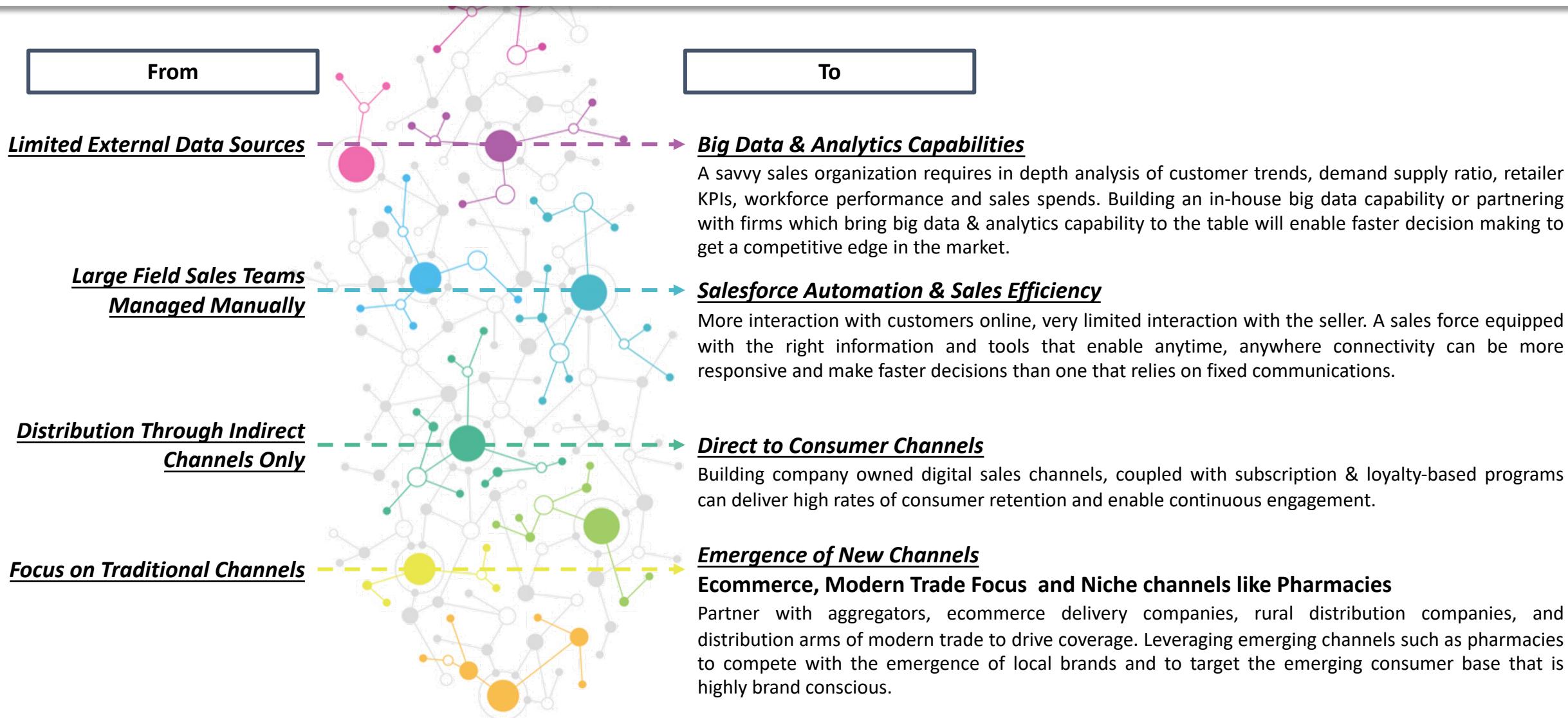


Founding Blocks of Modern Marketing

Direct to Consumer Marketing	Big Data, Analytics, Insights & Deep Learning	Personalization	Artificial Intelligence & Machine Learning
Performance Marketing	Experiential Marketing	Programmatic Advertising	Growth Hacking
Blockchain Technology	Social Media Marketing	Opti Channel Marketing	Conversational Marketing
Social Media Stories & Content Marketing	Influencer Marketing	Video Marketing	Voice Search
Geo-Fencing	Progressive Web Applications	Interactive Content & Gamification	Social Messaging Applications

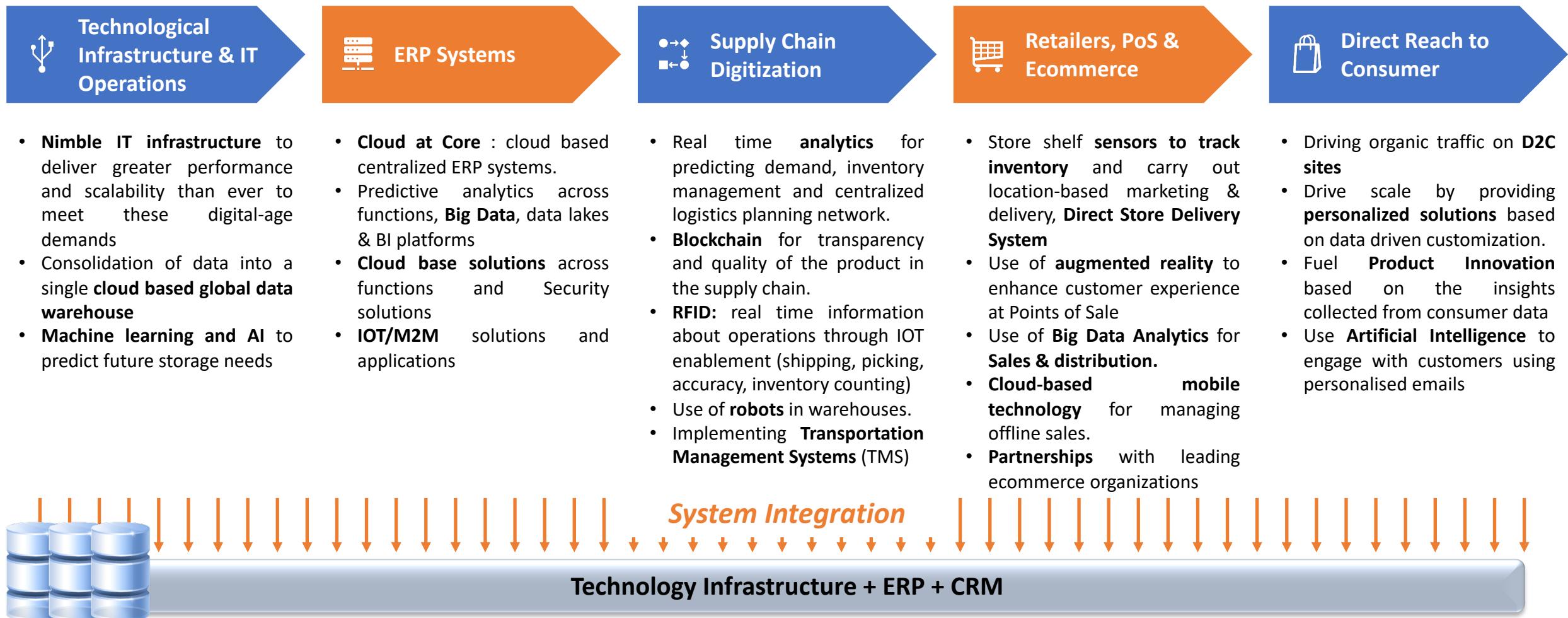
The Modern Network: Evolution of Sales and Distribution

The digital revolution, emergence of local & regional players and the advent of ecommerce has changed the consumer's purchasing habits. To stay ahead of the curve, a modern FMCG company needs to inculcate several new age solutions to ensure they are present where the consumers are buying.



Digitizing Supply Chain, IT & Support Functions

Building a strong digital foundation is essential for an organization to succeed in the modern age. This starts with a complete transformation of the technology stack, supply chain infrastructure and other support functions



Use of new age technology stack like predictive analytics, IoT, Big Data, cloud-based solutions, e-commerce partnerships, D2C sites and mobile computing are being increasingly used in all phases of the business cycle for immediate measurable impact on productivity.

Digital Talent Trends



Scarcity of Digital Talent

- ✓ Shortage of digital skill set / talent in the current marketplace is unprecedented.
- ✓ This skills shortage is creating a 'war for talent', where companies must compete for the best talent with new categories of players
- ✓ The growth in the number of positions in digital function like Big Data, Chief Digital officer is higher than the existing supply of talent

High Cost of Digital Talent

- ✓ The new age companies like Facebook, Amazon and Google are investing in specialized functions like Big Data, thereby grooming and upscaling the skill set of current digital talent.
- ✓ Attracting such rich talent entails offering higher compensations with more skew towards wealth creation/long term equity options.



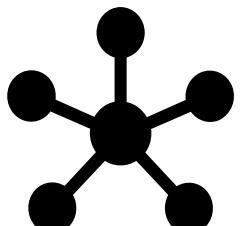
Younger Talent



- ✓ Most of the talent in digital space consists of Millennials and is comparatively younger.
- ✓ Companies must adapt their environments in order to hire and attract the younger talent pool at competitive cost.
- ✓ They also, must educate the environment in order to integrate this talent with the rest of the employee force.

Potential Source of Talent Pool

- ✓ Companies can source digital talent from new age digital companies or digital agencies like Twilio, 360i, Grey, Razorfish or ecommerce companies like Amazon & bellwethers like Google, Accenture or hire professionals who have led / been part of digital transformation journey of companies (across sectors) in the recent past.





Chief Digital Officer

Role Purpose | Strategic Priorities | Role Competencies

Role Overview: Chief Digital Officer

Role Purpose

The Chief Digital Officer will be a critical leadership role at Dior Parfums, as the organization looks towards accelerating their digital and growth strategy and position themselves as a leader in the luxury consumer market.

The Chief Digital Officer will be responsible for aligning a vision and strategy for the Digital Transformation of Dior Parfums and drive the organizations digital strategy by focusing on adoption of disruptive technologies, leveraging customers', channels and consumers' data, technology and new external partnerships.

This leader would be responsible for articulation and implementation of the end-to-end digital transformation footprint for Dior Parfums. She/he will be responsible for the transformation of business and adoption of digital platforms across the business.

A strategic, innovative and result oriented leader, this incumbent will be a part of the senior leadership team and report directly to the Chief Executive Officer in the US. The leader be a strong thought partner to the CEO & serve as champion and role model through agile ways of working and high velocity decision making in the area of digital. They will be responsible for implementation of digital strategy as well as evangelizing its potential to various stakeholders both internal & external. S/he will lead the digital enterprise, as the engine, in the digital transformation acting as a catalyst for change and transformation of the company into the new digital era

Reporting to: CEO

Location: United States

Our Understanding of the Brief : Chief Digital Officer

*For discussion and calibration purposes



Digital Strategy: Set and implement digital strategy by working with cross-functional partners to map and transition traditional processes to digital ones. Strategizes effectiveness of all existing digital operations and current needs based on new technology and market competition. Analyses and assesses organization needs and preparedness. Experimentation and learning mindset. **Remain up-to-date on current and emerging technologies & trends and how they can be incorporated into the existing business plans**



Digital Orientation: Demonstrates experience and proficiency in a wide swathe of digital technologies. The individual should be able to drive digital thought leadership within the organization. S/he would be responsible for choosing the digital technologies & partnerships for organizational engagement. Remains up-to-date on current and emerging technologies and trends and how they can be incorporated into the existing business plans. Motivates and manages a team of digital focused experts



Project Management: Assess and implement commercial/sales opportunities to maximize online revenue & profitability. Identify new opportunities beyond current organizational thinking by generation and usage of behavioural customer data & analytics, working with data management platforms, information security teams and decision management teams



Cross Functional Collaboration: Serve as a liaison and primary point of contact within the organization for cross functional partners, leading projects to evaluate, prioritize, develop, manage, implement and test digital initiatives. Ensures robust governance and alignment across the organization



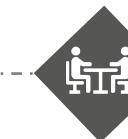
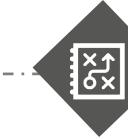
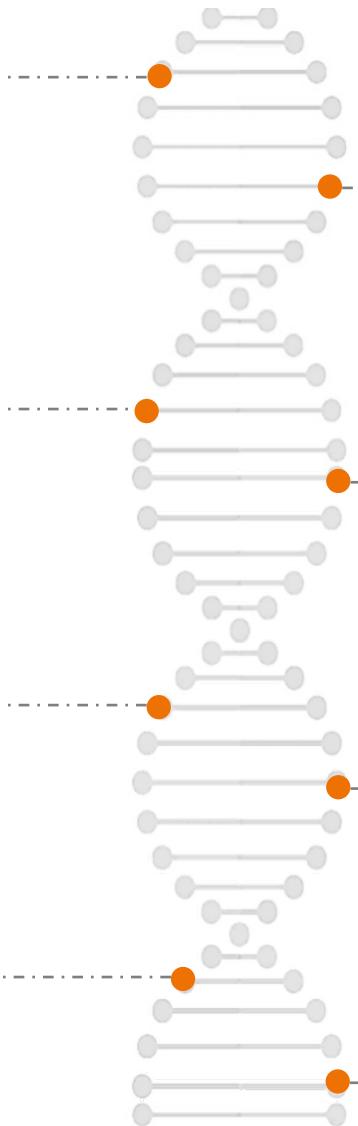
Commercial Acumen and Proven Track Record of Driving Revenue and Profitability: Motivate & manage a team of digital focused experts to deliver maximum revenue through online sales & profitability and marketing, by promoting teamwork & cross-functional collaboration. Plans and executes the selection, funding and development of the right projects among myriad initiatives: Identifies the right starting point and framework to compete.



Acts as an Evangelist: Act as an evangelist, partnering with all senior stakeholders, to synergize business requirements and delivery and to authorize incremental marketing/campaign spend through clear ROI justifications. Recognize the revenue generation potential by grasping and leveraging key business drivers

Role Attributes: DNA of a Successful Candidate

Proven experience in leveraging digital to drive transformation. Results oriented and displays ownership & commitment to improve outcomes and achieve growth. Can work in cross-functional teams



Entrepreneurial orientation with proven track record / experience in growing business. Highly driven and ambitious business builder; Gravitas; A winning mindset, can-do attitude, & keen eye for detail

Commercially astute; Prior experience of managing credible P&Ls, KPIs and building a high-performance organization
Results & Measurable Outcomes oriented

High Digital and Customer Orientation Focus. Strong Communicator, Executive Presence & Proven Interpersonal & Influencing Skills

Strategic, Astute, Understands the Big Picture but is Hands On and an Eye for Detail. Leverages New Technologies

Should have both built practices as well as, built and led a team of high calibre individuals. Proven change management capabilities. Project Management Expert, Adaptable, No Ego, Carries People Along

Our Assessment Framework – Chief Digital Officer

Focus Areas:

- Has proven credibility & experience in developing digital strategies and leading organization transformation towards digitization into the luxury or personal care industry. Should have Experience developing and executing tactical and strategic Digital plans including growth strategies
- Has knowledge of the Luxury Industry, strong consumer market orientation with a digital first mindset and a track record of leveraging technologies to innovate, create & deliver superior customer experiences

Focus Areas:

- Should possess functional understanding and in-depth experience of working within the space of disruptive technologies such as with- Cloud, Analytics, Mobile, Social, Internet of Things, Artificial Intelligence, Platform & Network Security and Augmented Reality
- Recognized as a ‘proven performer’ with experience in Luxury, Personal Care Product companies

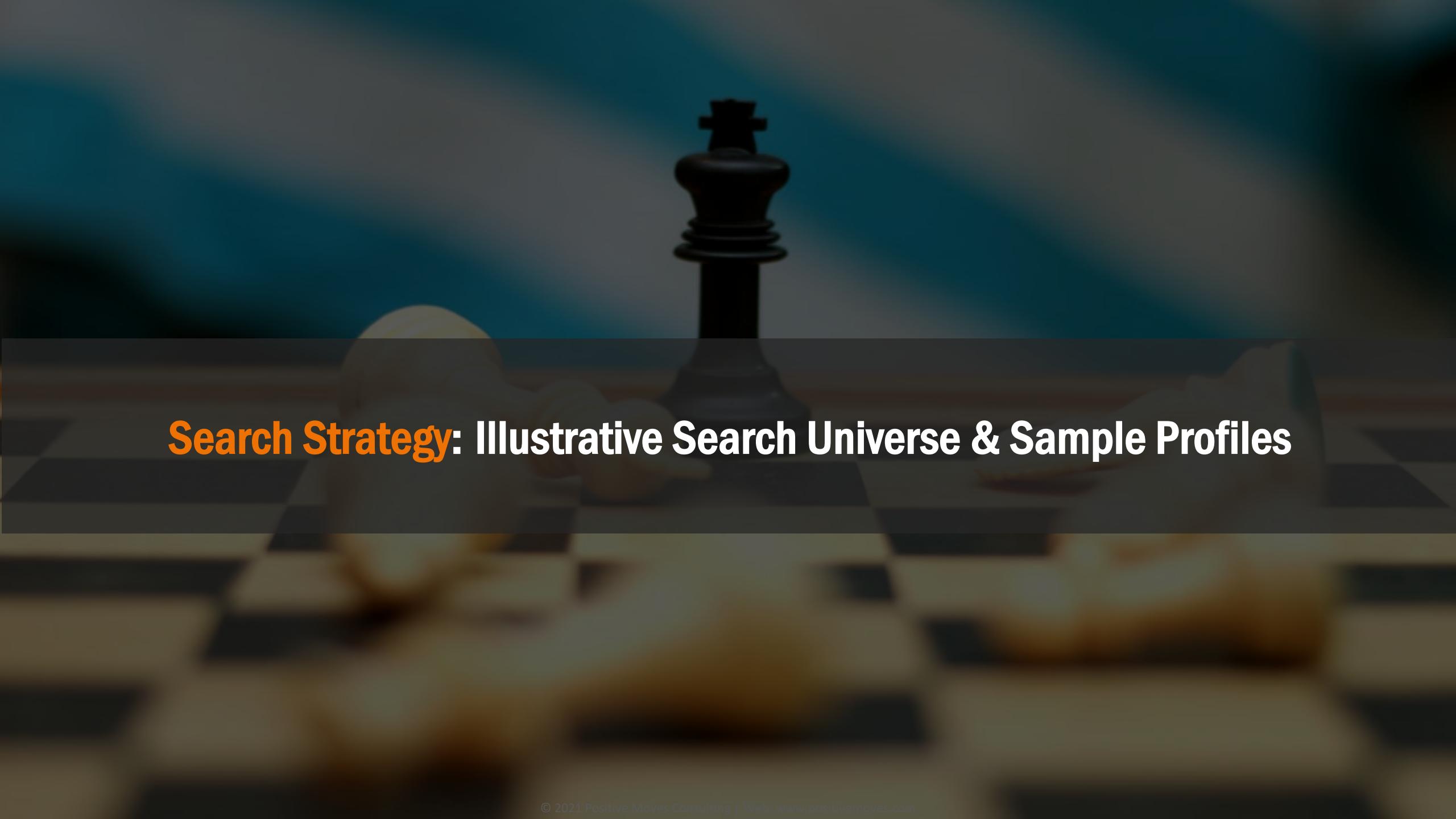


Focus Areas:

- Ability to uphold the values of **empathy, integrity, agility, excellence, and ownership**
- Is **authentic and relatable**; who listens with humility and can connect with people
- Upholds the **highest levels of ethics** and personal integrity; does what is right
- High level of resilience and tenacity; wants to **make an impact**

Focus Areas:

- **Collaboration** – fosters an open and inclusive team dynamic and possesses excellent stakeholder management skills
- **Performance Culture** – establishes clear, challenging performance goals and metrics for the year
- **Mentoring** to direct reports and the wider team in order to enable, empower and enhance cutting edge performance and development



Search Strategy: Illustrative Search Universe & Sample Profiles

Illustrative Search Universe – Dior Parfums

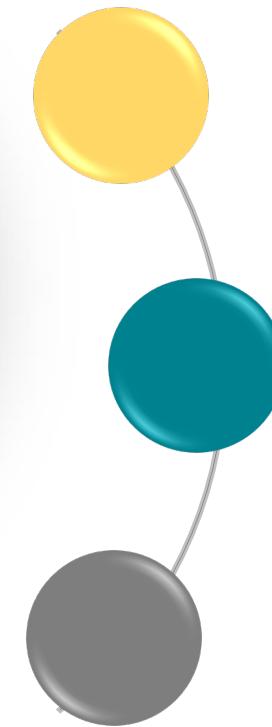
Extensive coverage of successful Leaders in **New Age Direct to Consumer, Digital Luxury, Leading Retail/Lifestyle/Personal Care Product Companies** in North America



Top New Age DTC and Digital Luxury Companies



Leading Retail, Lifestyle, Luxury or Personal Care Product Companies



Guiding Principles of the Search (to be added)

Focus on companies that manufacture ingredients that go into Personal Care Products and are undergoing rapid inorganic growth

Focus on surfacing entrepreneurial, growth mindset leaders that have successfully led digital and developed sales strategies

Identify candidates with diverse backgrounds, executive presence and integrity of purpose and mission



Prospect 1 – Alan Wizemann

Chief Digital and Technology Officer
Top Direct-To-Consumer Personal Care Product Company

24 Years

Los Angeles

Professional Summary

He is a highly accomplished and entrepreneurial digital, product and technology executive with a rich experience of establishing digital organizations and leading digital transformation in billion-dollar top consumer and direct to consumer brands. Currently he is the Chief Digital and Technology Officer at one of the top DTC brands in the US where he is responsible for the entire digital organization and strategy, including DTC, Mobile, Product, Product Design, Engineering, Infrastructure, Data, Retention, and Performance Marketing with full P&L ownership. Previously, he was the Interim Chief Digital Officer at a leading lifestyle brand where he handled a portfolio of \$100 million led and defined the overall digital organization as well as the overall 3-year roadmap and strategy. Prior to this, he has been the Chief Digital Officer at companies like Dollar Shave Club and Target and has created billions of dollars in incremental revenue by spearheading the digital initiatives and leveraging cutting edge technology.



Prospect 2 – Kim Waldmann

Chief Digital Officer
Entrepreneurial Retail Apparel and Fashion Brand

15 Years

San Francisco

Professional Summary

A strategic and results-driven technology & product management executive, she is currently the Chief Digital Officer at an Entrepreneurial Retail Apparel and Fashion Brand and as part of her role she leads digital from a customer point of view - includes site experience, content, online merchandising, digital marketing and media, CRM, loyalty, community and omnichannel experiences, with P&L responsibility for the entire ecommerce business. Prior to this she led ecommerce, digital innovation and community for SEPHORA, including P&L responsibility for US & Canada online businesses – she delivered record growth and market share figures while launching trailblazing initiatives across site experience, personalization and social commerce. The prospect also defined mobile strategy for mobile site and app and lead digital growth strategy by launching new digital businesses. Previously she was in various digital marketing, strategy and CRM roles where she led strategy, roadmap and execution across: Mobile, CRM, Loyalty, Digital-to-Store Initiatives, Customer Insights and Analytics. A graduate from Stanford Business School, she is commercially astute and known for delivering growth and transforming organizations from a digital perspective.

Experience

Top DTC Personal Care Product Company Chief Digital and Technology Officer	2021 – Present
Google DTC Advisory Council	2019 – Present
Leading Lifestyle Brand Interim Chief Digital Officer	2020 – 2021
Dollar Shave Club Chief Digital Officer, DTC	2018 – 2020
WebMD Health Services Interim Chief Product Officer	2017 – 2018
Target & Lululemon Vice President, Digital and Product	2012 – 2017

Experience

Leading Retail Apparel/Fashion Brand Chief Digital Officer	2020 – Present
Top 5 Beauty and Personal Care Brand VP eCommerce, North America Senior Director, Digital Marketing Director, Digital and Mobile Growth	2015 – 2020
Charlotte Russe Director, Mobile & CRM Manager, Strategy and Business Operations	2013 – 2015
TATCHA Digital Marketing and Strategy	2011 – 2012



Prospect 3 – Alice Delahunt

Chief Digital and Content Officer
Top Luxury Retail Apparel and Fashion Brand

15 Years

New York

Professional Summary

She is a seasoned technology and strategy executive with a rich experience of leading incredible teams driving Digital, Commerce, Marketing, Product, UX & UI, Virtual Economies (Web 3), Social Media and Brand strategy. Currently she is the Chief Digital and Content Officer at one of the Top Luxury Retail Companies where she is responsible for bringing the iconic brand to life on consumer facing digital platforms (website/mobile, Metaverse, Web3, Digital Marketing, Social Media etc), as well as leading the teams responsible for creative and advertising content for all channels. Previously, she had responsibility for the development, planning and execution of Burberry's Digital strategies. This includes 20 Social Media platforms with 50M+ fans, their largest retail store [Burberry.com](https://www.burberry.com), Email, SEO, messaging apps, digital partnerships and emerging technologies. She also launched Artificial Intelligence as a messaging capability, as well as Augmented Reality with Apple's ARKit. Under her leadership, Burberry became the top digital brands. A high-performance digital executive, she has had the privilege of transforming multiple legacy brands.



Prospect 4 – Luke Chatelain

Chief Digital Officer
Innovative Retail DTC Brand

17 Years

New York

Professional Summary

An entrepreneurial digital executive with experience in product/marketing/strategy/transformation, he is currently the Chief Digital Officer at an Innovative and Highly Rated Retail DTC Brand and as part of his role he leads the end-to-end digital strategy and transformation along with full P&L responsibility. Prior to this, he has led innovation and digital strategy for leading brands like J.Crew and West elm. He was the Director of Product Experience at a leading Technology Company where he led and guided the product and engineering teams in delivering a first in class product that is loved by hundreds of brands including Target, Wal-Mart, J. Crew and The North Face. The prospect also created digital products and strategy for Nike, MasterCard and Samsung - Focusing on Mobile and Social component. With strong technology, strategy, product credentials and business leadership and client relationship skills he has the ability to deliver results and has demonstrated success in leading global iconic brands.

Experience

Top Luxury Retail Fashion Company
Chief Digital and Content Officer

2018 – Present

Top Luxury Retail Fashion Company
Global Director of Digital & Social
Global Director of Brand Marketing and
Social Media
Global Senior Social Media Manager

2011 – 2018

JWT
Global Account Management Team

2009 – 2011

Experience

Leading Innovative DTC Company
Chief Digital Officer

2021 – Present

Top Retail Apparel and Fashion Brand
SVP, Chief Digital Officer

2018 – 2021

West elm
VP, Innovation and Digital Product

2016 – 2018

Olapic
Director of Product Experience

2013 – 2015

R/GA
Associate Director, Mobile and Social
Platforms

2012 – 2013

Invoke Media
Director of Strategy and Business
Development

2011 – 2012



Prospect 5 – Karilyn Anderson

Group Vice President, Digital marketing and CRM
One of the Largest Fashion Retail Groups

15 Years

Los Angeles

Professional Summary

She is data-driven, customer-centric senior digital executive with proven results driving profitable, fast growth for multi-channel mass and luxury global apparel and beauty businesses. Currently she is the Group Vice President – Digital Marketing and CRM at one of the leading Fashion Retail Groups. As part of her role, she drives the digital strategy and heads omnichannel eCommerce, growth marketing. Prior to this, she was the Vice President, Digital at an Entrepreneurial Personal Care Product Company where she was responsible to create, plan and manage strategy and sales/business performance for direct-to-consumer, lead multi-functional digital marketing team across digital media, sales, merchandising, creative services & content development. Previously she headed the Global Digital Marketing & eCommerce at L'Oréal, where she spearheaded all digital innovations and her responsibilities included owning the direct-to-consumer eCommerce P&L in partnership with 30+ countries, developing the over-arching eCommerce growth strategy and CRM. She is an experienced change-agent through a motivating, team-oriented approach and high energy presence.



Prospect 6 – Aaron Detrick

SVP, Direct to Consumer
Leading Digital Retail and Fashion Brand

12 Years

New York

Professional Summary

He is a digital leader skilled in e-commerce, digital marketing, conversion optimization, UX, SEO, strategy, analytics, and team building, currently working as the SVP – Direct to Consumer at a leading digital retail and fashion brand where he leads a consumer centric digital business and accelerates growth across all touchpoints. He is responsible for holistic P&L, platform, performance marketing, strategic roadmap, site merchandising, operations, fulfilment, customer service, UX, SEO, and digital product. Prior to this, he was the Director of eCommerce at a fast-paced growth start-up where he led the strategic vision and execution of digital growth. Previously, he was the Global Director, Digital Channel Strategy at Nike. Selected for his expertise in digital strategy, performance marketing, brand, and UX, he joined Nike to grow the global direct-to-consumer eCommerce business. Led both the global Nike.com channel strategy and SEO team within the global direct-to-consumer marketing organization. He was also responsible for Nike Football's eCommerce experience, digital marketing, and strategy during the 2016 European Championship where he launched a record breaking disruptive digital campaign with Neymar. He has a digital first mindset and know to deliver exponential results.

Experience

Top Fashion Retail Group Global VP Digital Marketing and CRM VP, Digital Marketing and CRM VP, omnichannel eCommerce and Growth Marketing	2020 – Present
Personal Care Product Company VP, Digital	2018 – 2020
L'Oréal AVP, Global Digital Marketing & eCommerce Director of Digital, Global Digital Marketing Manager, Global	2013 – 2018
Facebook Assistant to Regional VP of Global Marketing Solutions	2010 – 2012

Experience

Leading Digital Retail Brand SVP, Direct to Consumer VP, Digital	2019 – Present
Rumpl Director of eCommerce	2018 – 2019
Nike Global Director, Digital Channel Strategy Global Senior Manager, Digital Channel Strategy Digital Brand Manager Digital Retail Buyer, Nike Soccer Brand Marketing Specialist	2011 – 2018



Prospect 7 – Han Wen

Chief Digital and Marketing Officer
Top 5 Global Personal Care/Beauty Brands

17 Years

New York

Professional Summary

She is digital transformation leader with proven track record on ecommerce business development on a global scale. Currently she is the Chief Digital and Marketing Officer at one of the leading global personal care product and beauty brand. She spearheads digital strategy and oversees the digital transformation of the professional products division through the strategic pillars of ecommerce, e-retail, Amazon, media, data insights/customer experiences, content and paid partnerships, digital platforms and innovation. Prior to this, she was the Global Chief Digital Officer at Clarins where she transformed the brand ecommerce site, achieving double-digit growth for 3 consecutive years, launched and managed Clarins social media program, doubling fan base annually and was responsible for end-to-end digital transformation. She is a strong digital business executive and has a proven track record in large transformation programs, account management & consulting and can bridge technology and strategic objectives to provide transformational business solutions.



Prospect 8 – Cheris Ordlock Petsmart

SVP, Digital
Leading Digital First Retail Brand

21 Years

Arizona

Professional Summary

A strategic and results-driven technology & product management executive, she is experienced in leading global and complex digital initiatives across organisations. Currently she is the SVP Digital at a Leading Retail Brand for Pets in the US. She heads business transformation using a digital first approach and leverages cutting edge new age technologies to deliver exponential revenue and profitability numbers. Prior to this, she led digital at one of the most tech-oriented retail brands in America and was responsible for Digital and Omni-Channel business; Managed Digital P&L; Led Digital Strategy, Omni-Channel User Experience, Digital Merchandising & Site Monetization, Digital Analytics, and Site. She is commercially astute and spent the first 7 years of her career in a Top 3 Consulting Companies which gives her a very strong business, strategy and consumer orientation. High performance, dynamic and entrepreneurial, she is well known for driving technology transformations in leading companies and spearheading innovative campaigns.

Experience

Top 5 Global Personal Care/Beauty Brand
Chief Digital and Marketing Officer

2017 – Present

Clarins Group
Global Chief Digital Officer
VP, Digital and eCommerce Americas
Senior Director, Digital Marketing and CRM

2009 – 2016

Top 5 Global Personal Beauty Brand
Marketing Manager

2005 – 2007

Experience

Leading Digital First Retail Brand
SVP, Digital

2021 – Present

Tech-first Global Retailer
SVP, Digital
Global Leader in Retail Pharmacy
VP, Digital Commerce and Omnichannel
Senior Director, Strategy and Analysis

2017 – 2021

2010 – 2017

BCG
Project Leader

2001 – 2009

