



**POSITIVE**  
**MOVES**

*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

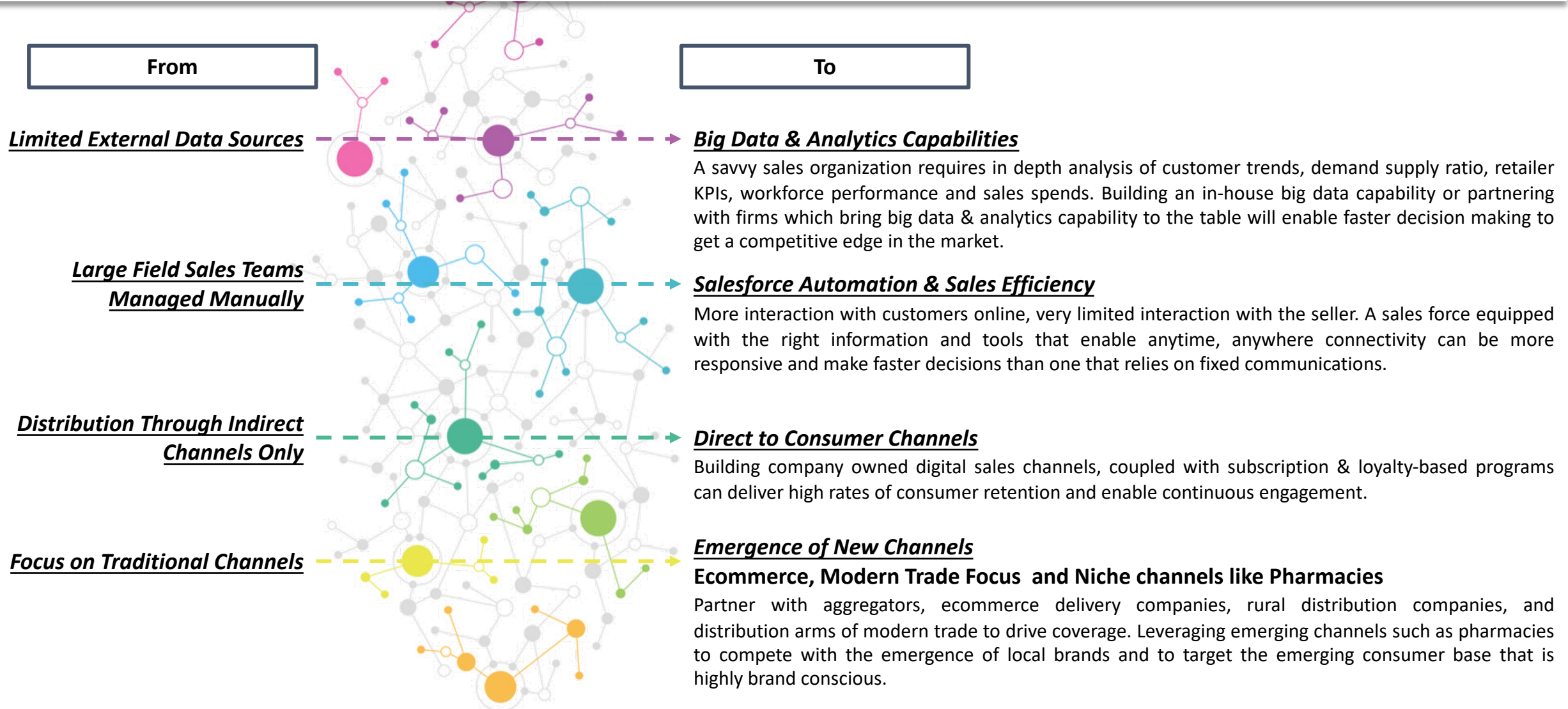


## Founding Blocks of Modern Marketing

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

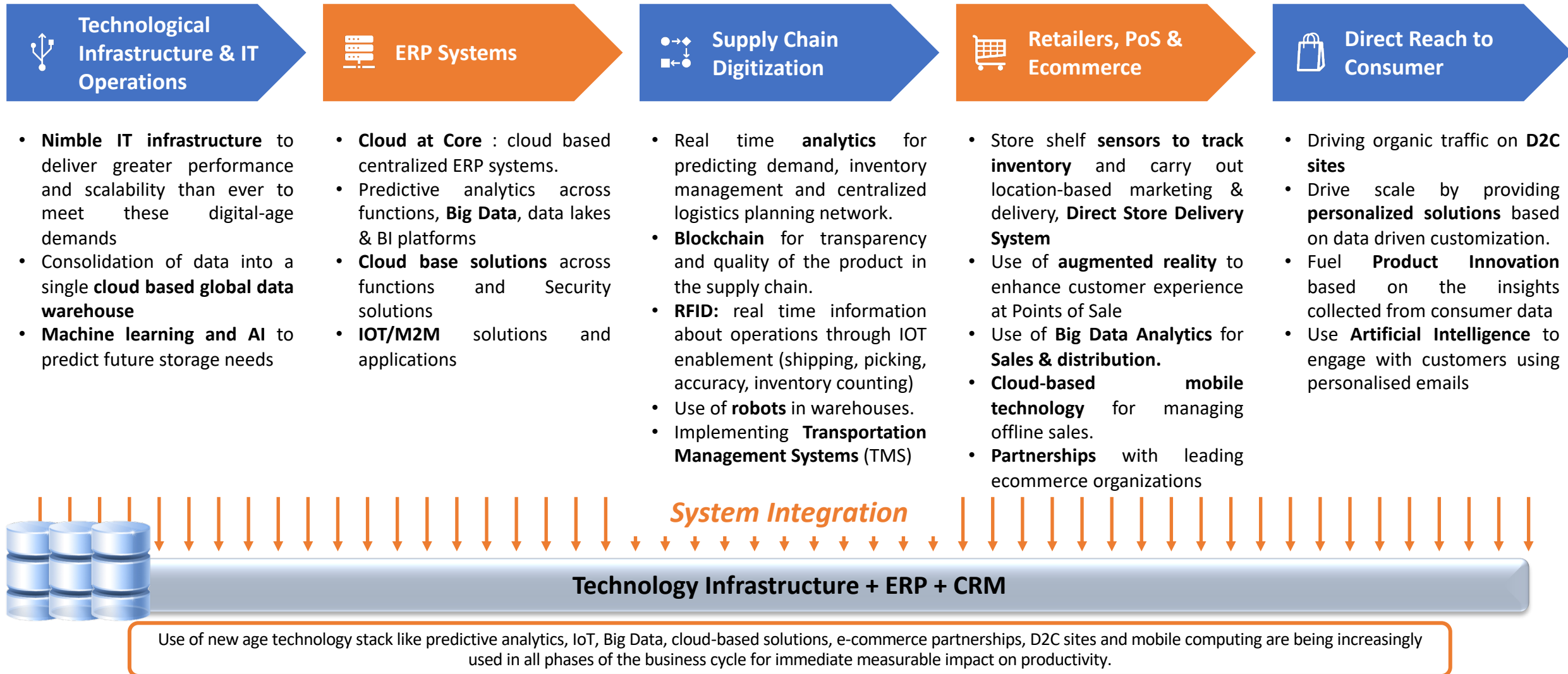
# The Modern Network: Evolution of Sales and Distribution

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



# 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.



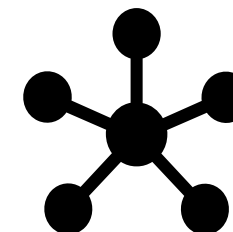
## *Younger Talent*



- ✓ 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

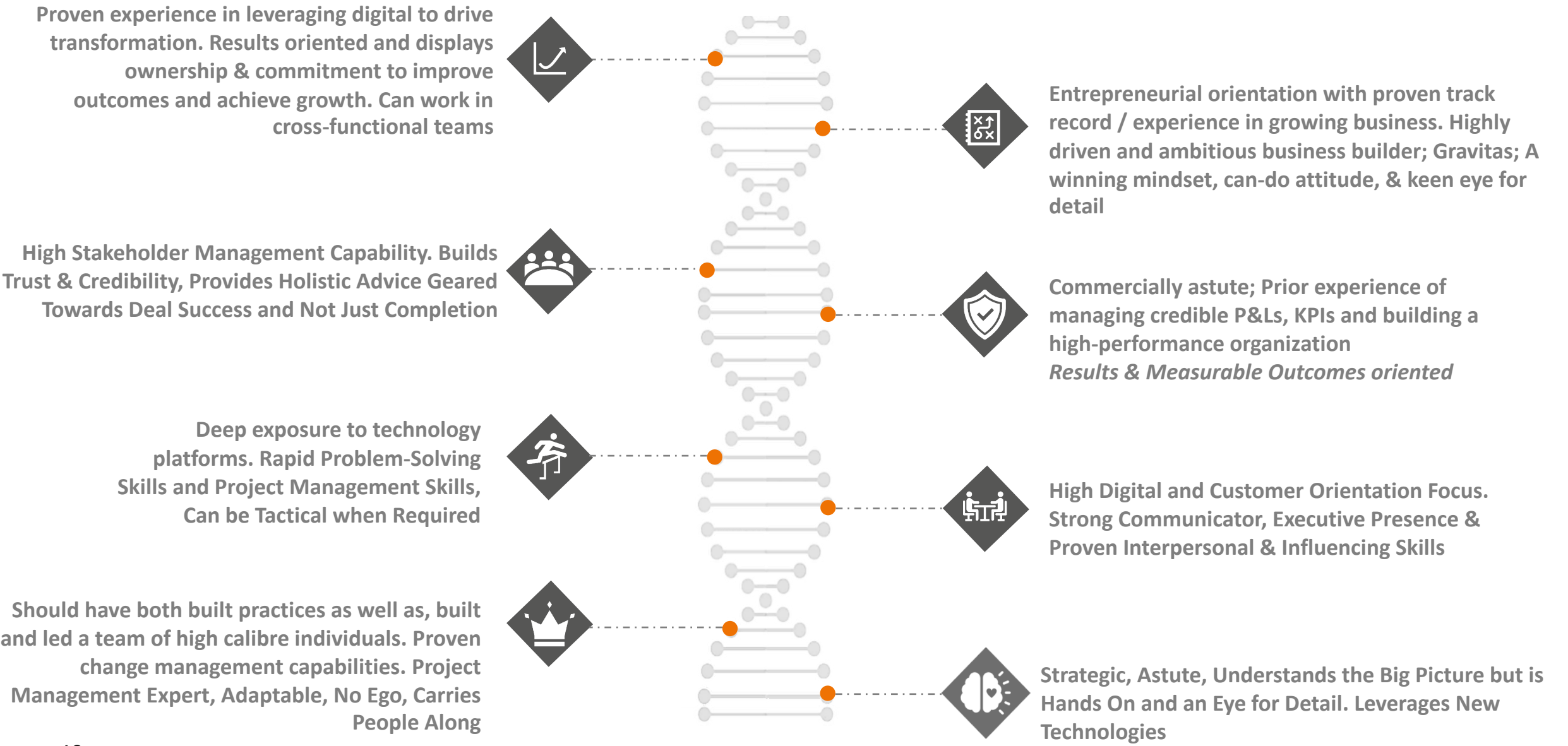


**Commercial Acumen and Proven Track Record of Driving Revenue and Profitability:** Motivate & manage a team of digital focused experts to deliver maximum revenue through online sales & profitability and marketing, by promoting teamwork & cross-functional collaboration. Plans and executes the selection, 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



# 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

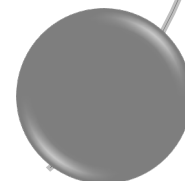
## Guiding Principles of the Search (to be added)



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



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

#### Experience



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



<b>Top 5 Global Personal Care/Beauty Brand</b> Chief Digital and Marketing Officer	2017 – Present
<b>Clarins Group</b> Global Chief Digital Officer VP, Digital and eCommerce Americas Senior Director, Digital Marketing and CRM	2009 – 2016
<b>Top 5 Global Personal Beauty Brand</b> Marketing Manager	2005 – 2007

### Experience



<b>Leading Digital First Retail Brand</b> SVP, Digital	2021 – Present
<b>Tech-first Global Retailer</b> SVP, Digital	2017 – 2021
<b>Global Leader in Retail Pharmacy</b> VP, Digital Commerce and Omnichannel Senior Director, Strategy and Analysis	2010 – 2017
<b>BCG</b> Project Leader	2001 – 2009