

How to keep driving digital value

As organisations continue along their well-trodden path of adopting digital approaches and tools, their leaders find themselves at a perpetual crossroads of challenges, opportunities and ambitions. What are the factors which can successfully propel their onward journey?

Digital transformation. Rarely does one phrase enjoy such resonance across the private and public sectors. But at the same time, its very mention can also provoke something of an eye roll or weary sigh. Such reactions should come as no surprise.

Organisations large and small have been jostling for digital advantage for years. From using data to break down silos to delivering a more intuitive customer experience, there are many prime areas of focus.

But at the same time, when we speak about ‘digital’ there is significant diversity of need, ambition, and opportunity. Roles, responsibilities, and even expertise, merge and demerge in varying combinations, often leaving organisations — and their leaders — in a state of flux. And that’s not even mentioning the ecosystem and market in constant evolution around them.

This is all happening against a backdrop of dizzying technological change. From all the possibilities of artificial intelligence, the cloud and the metaverse,

technological advances continue to reshape our world at breakneck speed. It’s only natural that leaders want to reap the dividends that can transform their businesses. But how do they make the right choices and turn such a lofty goal into everyday reality?

After all, ‘digital transformation’ has become so prevalent that it is now a potentially overused term. That’s certainly the viewpoint of Edwin Erckens, chief digital and technology officer at UCB. “It’s a buzzword that nobody can reject as it’s not seen to be cool to be against it,” he said.

But as methodologies proliferate and technologies abound, how do leaders know which path to take, which talent to recruit, and which objectives to prioritise? There is no one universal solution — it all depends on the nuances of each individual organisation, their culture, their ambition and the market they are operating in.

At Spencer Stuart, lots of organisations want to talk to us about the evolving leadership challenges of digital transformation. As a result, we have developed different lenses through which to consider the optimal choices and help identify the key factors which can help organisations adopt the right digital flavour.

We have sat down with leaders from a variety of industries to consider these issues and discuss their collective experiences. We would like to thank all of them for taking time out of their busy schedules to share their reflections and insights.

Pursuing sunlit digital uplands

High inflation, increasing customer expectations, sustainability — the number of issues facing today's generation of business leaders sometimes seems never ending. But when it comes to transformation, Manasi Bhalerao, Tesco's online and digital group product director, believes that recent years have also seen a profound shift in how digital is valued.

“Legacy companies typically are used to having IT as a support function,” she said. “But now, technology teams now have UX researchers and designers to get under the skin of user needs, which when combined with strong product management, data science and analytics capabilities is a powerful mix to creating a product led organisation. And there are changes in skillsets too — technology leaders are now expected to be great storytellers who empower and motivate their teams by focusing on team culture, user pain points and business value. And finally, leaders are asking how they can get the benefits of the instant and data driven nature of digital to every part of the business, which is a very powerful and transformational.”

This evolution has been occurring at the same time as the repercussions of the pandemic have continued to linger. Although Covid-19 had necessarily, and not always painlessly, accelerated how technology can be used to address the needs of both customers and employees, leaders are now reflecting upon where they are now and what this means for their suite of technologies, organisational structure and ambitions for growth.

Digital success factors

Alignment

The CEO must be fully committed to a company-wide transformation and there must be alignment across the executive team about ending the status quo as not everyone wants to be a digital player. There also needs to be careful analysis about where the company is in terms of its digital maturity and cultural readiness.

Empowerment

Leaders tasked with driving the tech transformation must be given the opportunity to be more than mere evangelists and truly enabled to deliver value by accessing the necessary investment support and data.

Culture

Digital transformation is about change. Things will need to be broken but the process needs to be respectful of existing culture and underpinned by trusted relationships with key stakeholders.

Thomas Nielsen, senior advisor to several PE firms and former chief digital officer for Tesco and Deutsche Bank, believes organisations sometimes become too focused on the technology. If they are looking at a technology-led transformation, they need to hire digital leaders with real experience of the nitty gritty of both technology and operational transformation.

“They need someone who has transformed not just the technology landscape, but the underlying operating and organisational model,” he said. “This is especially important for businesses that did not grow up as technology-first businesses. This is because they can easily get blocked by the existing organisation and related processes. A very small number of people have done that and so the CEO needs to have clarity around the operating model perspective and the organisational impact.”

To this end, and when looking at their overall approach to the transformation, a balance needs to be struck between deploying a central or local approach. The centralised option offers a fundamental baseline set of tools and capabilities driven from the centre, whereas a more localised focus better enables consumer-facing and direct-to-customer skills, while also shifting the pace of decision-making and phased iteration.



Digital advances continue to reshape our world at breakneck speed

This focus on the consumer is key for Tricia Wilber, board member and former chief marketing officer for the World Disney Company in EMEA. “What is critically important is someone who can think holistically about the organisation’s goals and objectives and can really think through the consumer journey and the consumer,” she said.

“In retrospect, I think digital is almost a wrong focus. Instead, remember that consumers are your customers and you have to reach them most appropriately. Right now, digital is the medium but it has become a function as opposed to a way of thinking. And so for me, you should be media agnostic and you should be really understanding how to reach your consumers and how to influence them in terms of what you want them to do.”

So where is there significant room for improvement? When considering the broader area of focus, are you trying to address a technology gap or a customer centricity gap?

It is not unusual to find organisations where both of these areas are in good shape with passionate teams. However, what is often missing is the connective tissue between technology and the customer; a technology roadmap truly informed by the customer voice, data and insights. Together, organisations open the door to value creation and smart customer touchpoints through informed, customer sympathetic products, seamless, connected experiences and services. But you can’t do this without solid foundations.

Getting the organisational structure right

A lean and autonomous team, with strong senior leaders, can achieve quick wins, deliver credibility at pace, and grow over time. But this approach can also make it harder to implement pervasive change, and it rarely integrates into the broader organisation. A larger team, by contrast, can offer leaders the opportunity to critically assess talent. On the other hand, its very size can be its undoing — too cumbersome, consensus driven and slow-moving to rapidly harness new opportunities.

Some of this uncertainty stems from the sheer speed of the technology advances which continue to ricochet all around us. Unfortunately, seeking to harness the power of this emerging technology is one thing, genuine transformation is quite another. It's an unwelcome fact that most of these change programmes fall short — some 70 percent according to McKinsey.

These failures are rooted in many factors. Elizabeth Theophille, former global chief technology transformation officer at Novartis, says that transformations often founder because there is an assumption that it will be a simple process when in reality it's anything but. "What I have witnessed time and time again across organisations is digital transformation being seen like it's the Holy Grail — a shiny object that's going to resolve all business problems," she said. "There isn't a silver bullet. It doesn't exist. There is a successful path, but it's a really rocky path, which means that the executive team and the board really need to lean in, get engaged and keep a pulse on what is happening."

It's certainly easy to be bewitched by the siren call of a gleaming new technology. But actually, what leaders really need to do is to stop and consider whether it is truly needed or scalable.



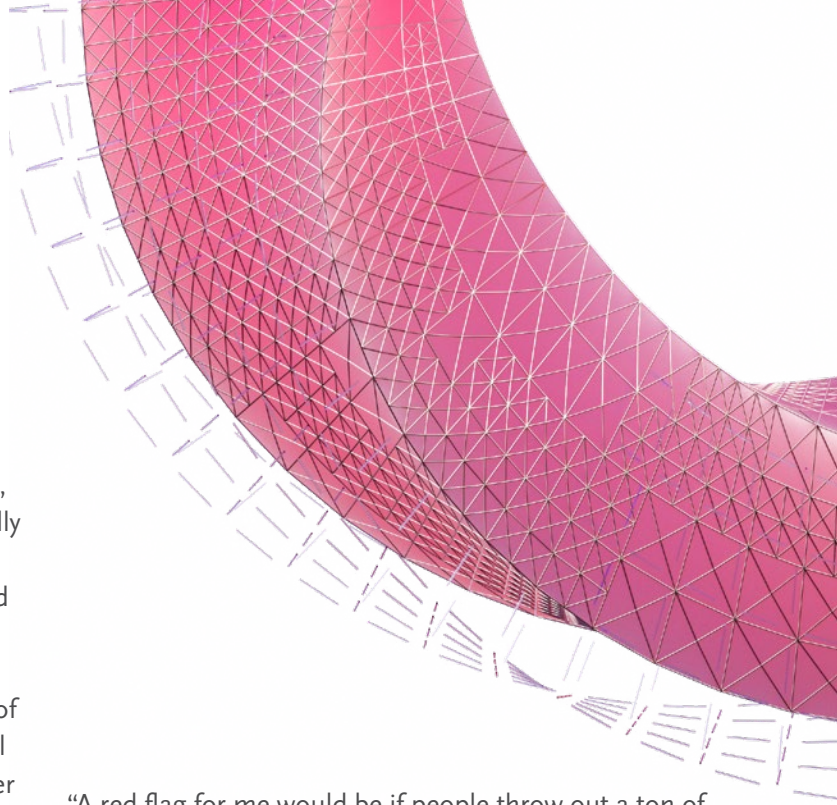
**There isn't a silver bullet. It doesn't exist.
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"A red flag for me would be if people throw out a ton of buzzwords, but actually can't articulate why they think a digital transformation is important for their company," said Amy Landucci, chief digital and technology officer at Haleon. "If they're just saying things like 'but of course we need generative AI' but can't articulate what they are trying to accomplish through the digital transformation — they're just not going to be successful."

Transformations are also by the very nature difficult to manage and seldom straightforward. Often, they can take so long that they risk being rendered out of date by the arrival of new technologies. On other occasions, new leadership teams can take over and fail to provide the necessary backing.

Then there are those times when the proposals themselves mean different things to different people — such as those on the delivery frontline and their colleagues in the back office. And this is precisely why leaders need to ensure that teams are aligned across the organisation.

Making sure this happens, however, is not always easy.



Amplifying alignment

The CEO has a key role to play here — both in terms of visibility and technical expertise. “A good starting point is ensuring that the CEO is fully and visibly committed to the digital journey,” said Ingo Elfering, CIO at Fresenius Group.

“It also helps if they can call on a level of technical knowledge themselves. I am convinced that digitalisation has become a critical success factor for every CEO. For the role of the CIO/CDO, this means establishing an even stronger strategic partnership with the CEO and other C-Suite members to align with the long-term vision of the business.”

After all, it is they who can provide the spark of inspiration that helps teams move seamlessly from idea to impact. Durdana Achakzai, former group managing director for digital transformation at Vodafone, believes that the strategy for digital must also be fully aligned with the big picture business strategy.

“For any digital transformation to be successful, I think first and foremost, it has to align very tightly with the business strategy,” she said. “It’s about knowing what the objective of the digital transformation is — such

as achieving efficiencies, increasing the top line, trying a new market or improving customer experience. It’s an agenda that the CEO must own; he or she must be a champion of it, even if they’re obviously not directly executing on it.”



A good starting point is ensuring that the CEO is fully and visibly committed to the digital journey”

Deep Bagchee, chief product officer at ITV, agrees. “Alignment can come from changing the organisational structure so you don’t have different teams, with different silos, marching towards their own vision,” he said. “All digital work is about alignment and breaking down silos because digital is such a big change in how businesses do their work. Also, where digital transformations go wrong is that digital transformation becomes the *thing*, rather than making the product launch or strategy the main end goal and digital transformation as an enabler of that.”

COMMON GOALS OF A DIGITAL TRANSFORMATION: BE CLEAR ON YOUR PRIORITIES

Data is key — breaking down silos	Speed. Ways of working	Customer centric culture	Automation & Tooling	Repeatable
Creating something more holistic across businesses or regions or both. Do you have the joined up data and insight that you need to enable data driven decision making across the ecosystem? Is access to this data democratized across the organization?	A desire to move to a build, learn, iterate model. Less risk averse and one that is comfortable to move even if something is not “perfect”. Digital first businesses can move at pace with few barriers to entry; getting products and services to market in days instead of months.	Increasing the customer focus in the organisation, across the board. Listening more closely to customers and making product and service decisions based on direct customer insights and behavioural data. Better customer segmentation	Saving costs and time by reducing manual effort on processes that can be automated. Increasing efficiency for employees and customers. Self-service models. Have you empowered the workforce with the tools they need?	Moving away from placing efforts purely on bespoke products and services in response to customer needs. Wishing to be more proactive; creating repeatable, better managed products and solutions that can be leveraged by larger segments of customers.

Highlighting the importance of alignment is particularly useful when it comes to considering the different goals that can sit under a digital transformation agenda. Organisations need to align and commit to the priorities. What is the starting point?

There are some common priorities which need to be addressed. For example, achieving alignment ideally requires the entire board to be engaged with the opportunities, with the executive team clear on how technology is interlinked with business objectives. The board also needs to have more than one non-executive director focusing on the many shades of digital — a medley of voices will help fuel this agenda.

For Marco Ryan, former senior vice president for digital at BP, it comes down to understanding the shared priorities of the business and ensuring that separate divisions aren't behaving differently. "It's really important that people understand and agree," he said. "It's all about relationships, communication and value creation — it doesn't matter where people sit, it matters that people are *aligned*."

To help confirm that this happens, there also needs to be shared digital KPIs across the stakeholder groups, with performance metrics updated when needed. Mark Steel, former digital director at Argos, recalls that this is exactly what happened during his time there.

"During our digital transformation, the KPI of store-based teams was changed so that they were equally rewarded for e-commerce sales as they were for sales in their store," he said. "They were measured and rewarded in exactly the same way so that people felt like they were part of that plan."



All digital work is about alignment and breaking down silos"

Rules of empowerment

It's clear that no one person can shoulder such a transformation by themselves. The challenges are too complex, the responsibilities too varied. Leaders, such as the CDO, need to be empowered by their CEO while also achieving buy-in from all across the organisation by delegating and motivating their colleagues.

Rajesh Ramachandran, global CDO at ABB Group, believes that it's a case of teamwork, starting from the top. "It needs to be a top priority for the organisation and the CEO," he said. "Digital needs to be driven through well-defined business KPIs and should be a key part of the portfolio and performance management programme of the core business. Digital leaders need enough empowerment and support on their role, including direct reporting to CEO. It is then guaranteed to bring the desired business impact and value creation. The same is not possible if positioned just as a 'nice to have functional expert' role."

This reflects the reality that digital transformation continues to evolve and change in different directions. Thought we'd be done with it by now? It would seem not. We're now increasingly focused on different ecosystems, connections and communities, all underpinned by the knowledge that each organisation has its own unique evolution and relationship with technology and data.

This all demands a combination of actions, a mindset and approach, that leaves more junior colleagues better placed to develop their capabilities and independently flourish.

Carl Grebert, vice president and general manager for Nike in EMEA, is in no doubt that catering to evolving employee needs should always loom large — and this starts from the top.

“An organisation’s most senior executives need to have a clear vision that allows for clear prioritisation and that empowers leaders across teams to know which problems to tackle and where they can pause or edit work,” he said.

“At Nike, people want to collaborate with teams across functions and end to end projects. At the same time, there is also a transformation underway about where and how we work. CDOs — and other leaders — must serve the employee desire for flexibility with the need for building a distinctive culture through in-person interactions when and where it matters. It is important that companies are also strategic about which functions are centralised, and where there is clear consumer connectivity, talent access or business agility that would benefit from more decentralisation.”

The past perception of a CDO is that they are an evangelist, someone who promotes an agenda internally and with the board in order to educate and build consensus on the need for a digital strategy. Today, though, things are different.

Nowadays, the talent in this space would not be interested in a role without sufficient levers or resources, otherwise they would feel more like a “consultant”. Increasingly, there are models where they have full commercial responsibility for savings and revenues generated by the transformation and own the related value creation and growth agenda.

Likewise, they are more and more accountable for ensuring that digital is fully embedded in business units with a developed understanding and strong capabilities to a point that even their own role could be rendered

obsolete. At the same time, it is now acknowledged that they are increasingly partnering with the CEO and leadership team around the future growth and diversification of the business.

Andrew Brem, general manager of Uber UK and former chief commercial officer of British Airways, believes that the most effective CDOs are those who can call upon a variety of skills, experiences and traits. “The best CDO is a natural change agent,” he said. “It’s someone

who is passionate about technology, its potential, as well as good at making stuff happen and organising his or her team to make that happen.”

How they do this can take many forms. One way could be to bring together different teams to boost productivity and

strengthen impact. That’s because some people are strong brand developers but lack digital experience, and vice versa.

Achieving this type of change doesn’t happen with the flick of a switch, however. Leaders need to be able to pull the necessary internal levers, have sufficient resources and attract in-demand talent. This doesn’t come cheap, particularly as senior leadership experience of this kind remains comparatively rare, which further pushes their price up. They also need to have the ability to make data-driven decisions at pace, something that for Kriti Sharma, chief product officer for legaltech at Thomson Reuters, underlines the importance of organisational agility.

“You need to be able to test, learn and iterate,” she said. “It is how we build and also how we make decisions. We were shipping updates to customers once or twice a year but we now ship twice a month. Products and customer experience need to improve regularly, and so you need change the processes across the business to enable that pace.”

And you can’t do that without having the right culture.



An organisation’s most senior executives need to have a clear vision that allows for clear prioritisation”

Culture shock

Every single person we spoke to during the course of our research reported that the technology is the easy part of a transformation. What's hardest, by contrast, is getting the culture right. Leaders need the ability and licence to impact their organisation's culture because it is intrinsic to their individual effectiveness. Without the right culture, even the best digital strategy will struggle to be implemented.

For Paul Willmott, chief digital advisor at LEGO, it comes down to the process. "Digital transformation is, in essence, an organisational process, where the whole organisation needs to make a shift to a new way of working," he said. "The company has to have the right board that is keen to sponsor the transition — ideally this would involve a couple of board members who have seen digital transformations before — and it also needs to be willing to invest. At LEGO, our annual spend on digital technology nearly doubled whilst we paid down technical debt and upgraded our capability. This has been paid back through automation efficiencies and more productive sales and marketing."

Entrenching long-term cultural change also reflects the reality that digital transformation is not something that happens overnight. As well as requiring the necessary IT infrastructure to be in place, it is also a journey which should always be ongoing. It is also one that has many twists and turns and many frustrations along the way — as Amy Landucci attests.

"You need to have in place a team of change agents and people who are really hungry to drive the change but who have the patience of a saint," she said. "There are days where you just literally feel like you're hitting your head into a wall because you're trying to explain a future to people who think that the current is working just fine. So you need a lot of tenacity and resilience to continue forward, even when it feels like some days you're going backwards."

Former ICE and Red Bee Media CEO Thorsten Sauer agrees that true transformation is not just about harnessing the latest tech coming down the pike. "A key thing for me is actually the mindset that it's a holistic

What gets in the way of successful culture transformation?

Lack of clarity and alignment on cultural vision and desired outcomes. What are the priorities? Where do you first put your resources and energy?

Lack of follow-through in executing culture initiatives introduced to the organisation, including meaningfully challenging and evolving existing ways of working

Short-term cultural improvements will diminish over time without foundational infrastructure — tools, process etc

Manifestation of siloed culture initiatives will cost the organisation over time and deter desired outcomes

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approach," he said. "I think transformation and digital transformation is not a department and it's not a project. It is a culture." Unfortunately, from siloed working to risk aversion to skills gaps, there are many potential barriers which can prevent a digitally-enabling culture from taking root.

Overcoming these hurdles requires trusted stakeholder relationships. Take the chief people officer, for example. Without their support there will be little chance of changing working patterns, implementing the requisite learning and development resources, and other major workforce changes — which is a point echoed by Kajsa Hofvendahl, former vice president of technology at IKEA and current CDO and vice president, digital and IT, with Volvo Trucks.

“Strong HR is necessary because you are going to affect a lot of people, change their ways of working and the mindset,” she said. “The transformation people shouldn’t just sit in their office; they have to be sitting in the teams that they would like to transform. Place them across the organisation to learn the things that they would like to change. You can then shift it into a self-selling thing that others want to sell, which makes it bit of an organic change that can then be scaled.”

There also needs to be a strong partnership with the CFO and other P&L leaders as this will help demonstrate the financial value of proposed changes — which isn’t always straightforward, as Maciej Kranz, CTO at KONE, attests. “Technology adoption is often straightforward but turning it into high margin revenue generating is actually hard,” he said. “Such a transformation is not easy; it takes a holistic approach to the entire value chain, including the right skills, competences and business model — co-creation.”

These leaders also need to tread carefully. Rather than go in all guns blazing, a more effective course would be to be respectful of the existing organisational culture and knowledge. With this in mind, they should ensure that their teams are made up of new arrivals working



Transformation and digital transformation is not a department and it’s not a project. It is a culture”

in conjunction with longer term employees who can provide the necessary historical ballast to support and explain any new digital initiative to potential sceptics across the workforce.

This is an approach that Karen Florschütz, executive vice president, Connected Intelligence, and former CEO for customer service at Siemens, is familiar with. “Digitisation is communication and baby steps,” she said. “Everyone will be cynical. So you need to have the right people and access to the key players in the right organisations, and ambassadors in the other parts. They are part of that convergence — otherwise you are a lame duck.”

Solutions to make culture change stick

A holistic approach to culture transformation drives accountability across all levels through systemic and behavioural reinforcements to drive day-to-day behavioural change and long-lasting organisational change.

Leadership

Drives culture through modelling behaviours, decision-making, and setting expectations of the workforce

Talent

Brings culture to life from consistency across the full employee experience; from recruiting and onboarding to retirement

Infrastructure

Reinforces the culture via organisation values, structure, policies, tools, technology, and facilities

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Shaping tomorrow's digital leaders

There are several different types of leader: the evangeliser, the executor and the general manager. This should lead to a business where digital is so embedded there is no need for a leader with specific responsibility for the area. Many expected us to already be there by now.

The role of this leader and their team is continuing to evolve but should always be seen through the unique lens of each organisation. It will now be difficult to find talent that is willing to take on a pure evangeliser role; they have seen the challenges and have the scars. What is clear is that these leaders are no longer just executing strategy. Increasingly they are informing and in some cases defining the broader strategy.

Arjun Purkayastha, senior vice president for e-commerce at Reckitt, believes that digital is so all encompassing, it is better to spread the responsibility across different leaders. "I would not necessarily silo the role and hire a CDO," he said. "If I were to design an organisation, I would think of the objectives you want to achieve or jobs to be done — because digital is just a medium. Simply calling someone a CDO is not enough anymore."

These leaders can come from a variety of backgrounds, including, CIO, CTO, CDO, CMO, CPO and/or strategy consulting. For each organisation it is about where you

need the spikes in experience and how you can build a strong leadership bench and broader team under this leader to ensure a well-rounded approach that will help you see opportunities and risks before they appear from around the corner.

While each organisation is unique, these leaders share similar priorities. As we have observed, they will all require a mandate for culture change, for example. They will need to be gifted people leaders, with a focus on and ability to attract and develop talent, creating in-house 'schools' and external partnerships to market and accelerate knowledge and innovation. They will also need to be able to use data to inform their decision-making. And they should all take advantage of the cross-organisational heft that their roles enjoy; engineering, marketing, IT, digital product — their areas of influence and oversight are extensive.

But as they do so, they should also take the necessary time to carefully map their planned approach, based on both the current level of digital maturity and the goals. Where are the gaps that matter and how do you address these? They also need to be aware that this is no overnight process. Indeed, Christoph Homann, CEO of Wunschgutschein and former corporate vice president, digital, for McDonalds, likens digital transformation to training for a marathon.

"Many people initially thought CDOs would disappear once digital was ingrained," he said. "But this assumption overestimated the ability of companies to quickly

WHAT ARE THE DIFFERENT TYPES OF DIGITAL LEADER?



adopt digital capabilities. There are hard trade-offs to make that will result in painful moments and results will take time to materialise.”

Certainly, there’s no shortage of key decisions that need to be taken. Consider the role of marketing. Should all marketeers, including those working on digital marketing, sit under the purview of the chief marketing officer? This is how it works at LEGO, for example, and it means that digital moves at pace while also staying connected to the broader marketing team.

Then there’s the role of data and how it can be best deployed. To empower teams to make informed and customer centric decisions at pace, democratised and pain-free access to data and insights is key.

Chris Poad, Google’s managing director of retail solutions in EMEA, is in no doubt about data’s pivotal role. “In digital organisations, decisions should be made by data,” he said. “In most large organisations, however, data is not organised in a consistent manner. Customer data should be in a single location in order to be able to use — such as through machine learning. Access should also be democratised across the organisation and not just be for the data analytics team.”

Edwin Erckens agrees. “The one thing that is a pre-requisite is the data,” he said. “Whatever you digitally transform into, data will always be the basis; you can’t really be digital unless you treat data as the foundation.

So, strategically, if I had to pick one thing as crucial to a digital transformation then it’s data — you cannot split them.”

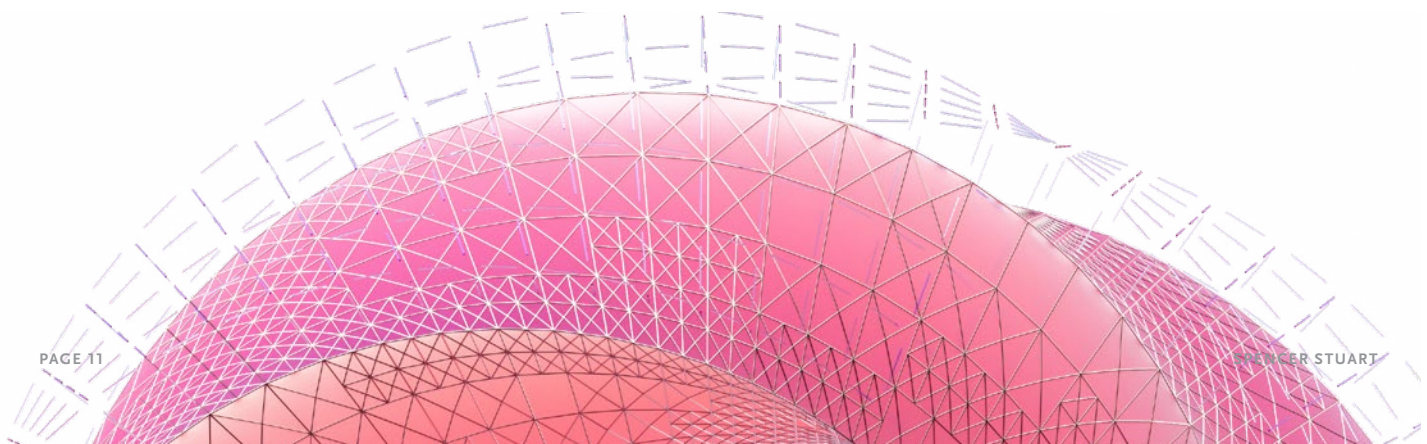
Product leaders also have a key role to play. These are an organisation’s quintessential ambassadors, joining all the dots to define what needs to be built. Their approach is heavily influenced by having the customer’s voice on their shoulder, which helps them define the ‘digital front door’ and create consistent customer touch-points.

And no such ambition is complete without seeking to build deep connections to start-ups and the emerging tech ecosystem. Building a bridge to these disruptors and innovators will help fuel the creation and delivery of new solutions and strengthen the connective tissue between technology and the customer. But this also means that choices will need to be made around acquisitions and partnerships. Certainly, there is little doubt that leaders value having entrepreneurs and strategists on their team.

At the same time, though, boards will need to adapt to this new reality as well. As mentioned earlier, gone should be the days where there is just one digital voice as part of a company’s executive team. Instead, there ought to be a chorus of experts who understand and recognise the challenges and potential which is inherent in any transformation programme, not to mention someone who grasps the ever circling and evolving threat from cyber attackers.



Whatever you digitally transform into, data will always be the basis; you can’t really be digital unless you treat data as the foundation”



Completing the digital jigsaw

“Digital” is an umbrella term that must be unpicked at every opportunity to help organisations understand their best market approach, USP and related talent needs.

As we have seen, there is no magic wand to bring together the abundant spinning plates that form any digital transformation programme. Complexities abound and success is far from guaranteed — leaders can embark on the process fired up with reforming zeal only to run into plenty of barriers along the way.

Avoiding these pitfalls is by no means easy but it *can* be done. Focusing on the three core priorities of alignment, empowerment and culture will leave leaders best placed to deliver the huge value that digital technology can offer any organisation.

While many twists and turns no doubt await, the prize of a digitally enhanced future will continue to fuel the journey ahead.



Our thanks to

Durdana Achakzai, former group managing director for digital transformation, Vodafone

Deep Bagchee, chief product officer, ITV

Manasi Bhalerao, online and digital group product director, Tesco

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Asmita Dubey, chief digital and marketing officer, L'Oréal

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Karen Florschütz, executive vice president, Connected Intelligence, and former CEO for customer service at Siemens,

Carl Grebert, vice president and general manager, EMEA, Nike

Kajsa Hofvendahl, CDO and vice president, digital and IT, Volvo Trucks

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Jenny Merry, partner, Kincentric

Thomas Nielsen, former chief digital officer for Tesco and Deutsche Bank

Chris Poad, managing director, EMEA, Google

Arjun Purkayastha, senior vice president, Reckitt

Rajesh Ramachandran, global CDO, ABB Group,

Marco Ryan, former senior vice president for digital, BP

Thorsten Sauer, former CEO, ICE

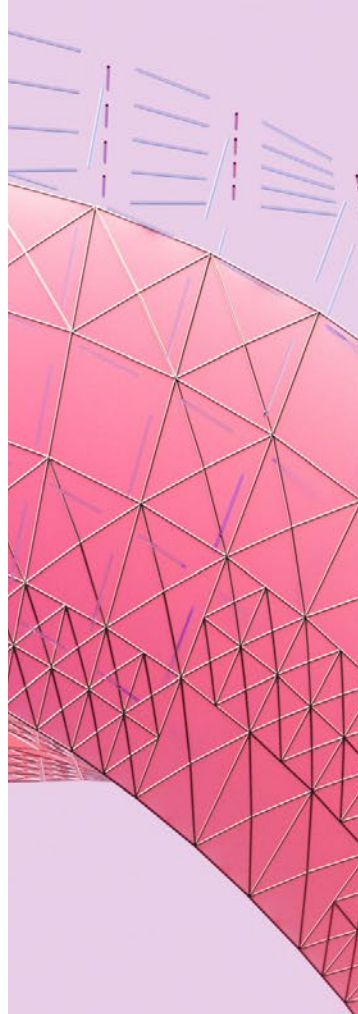
Kriti Sharma, chief product officer for legaltech, Thomson Reuters

Mark Steel, former digital director, Argos

Elizabeth Theophile, former chief technology transformation officer, Novartis

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