

DIGITAL TRANSFORMATION

STEVE AXE
NOMAD FOODS
CHIEF MARKETING OFFICER



**IN THE
BEGINNING...**

IN THE BEGINNING...



A black and white portrait of Clarence Birdseye, an older man with glasses, wearing a suit and tie. He is smiling slightly and looking towards the camera. The background shows a wall with several framed pictures. One large frame behind him contains a photograph of a snowy landscape with a building. To the right, another frame shows a landscape with trees and a house. A small, dark, square-framed picture is visible on the far left wall.

**“I AM BEST DESCRIBED AS JUST A GUY
WITH A VERY LARGE BUMP OF CURIOSITY
AND A GAMBLING INSTINCT.”**

CLARENCE BIRDSEYE







TARGETTING CONSUMERS WITH SPECIFIC MESSAGES WHERE IT MATTERS MOST- AT SCALE

Research:



Sara is looking for something for some weekday meals that everyone will enjoy



Searches for deals online for meal ideas at different retailers—Online



Reported not wanting to purchase online, rather just to find meal ideas and then pick up in-store



Purchase:

Goes to Carrefour and **sees a promotions** on different meal options for family favourites that are on offer



She purchases all the items needed for 5 weekday family meals

Consumption:

She's browsing online and sees an advert for fish & chips for family meals & remembers she has some in the freezer



She prepares the Frozen Fish, Frozen Peas and Frozen Chips for on of the meals



30%

**OF OUR SPEND
IS IN DIGITAL**

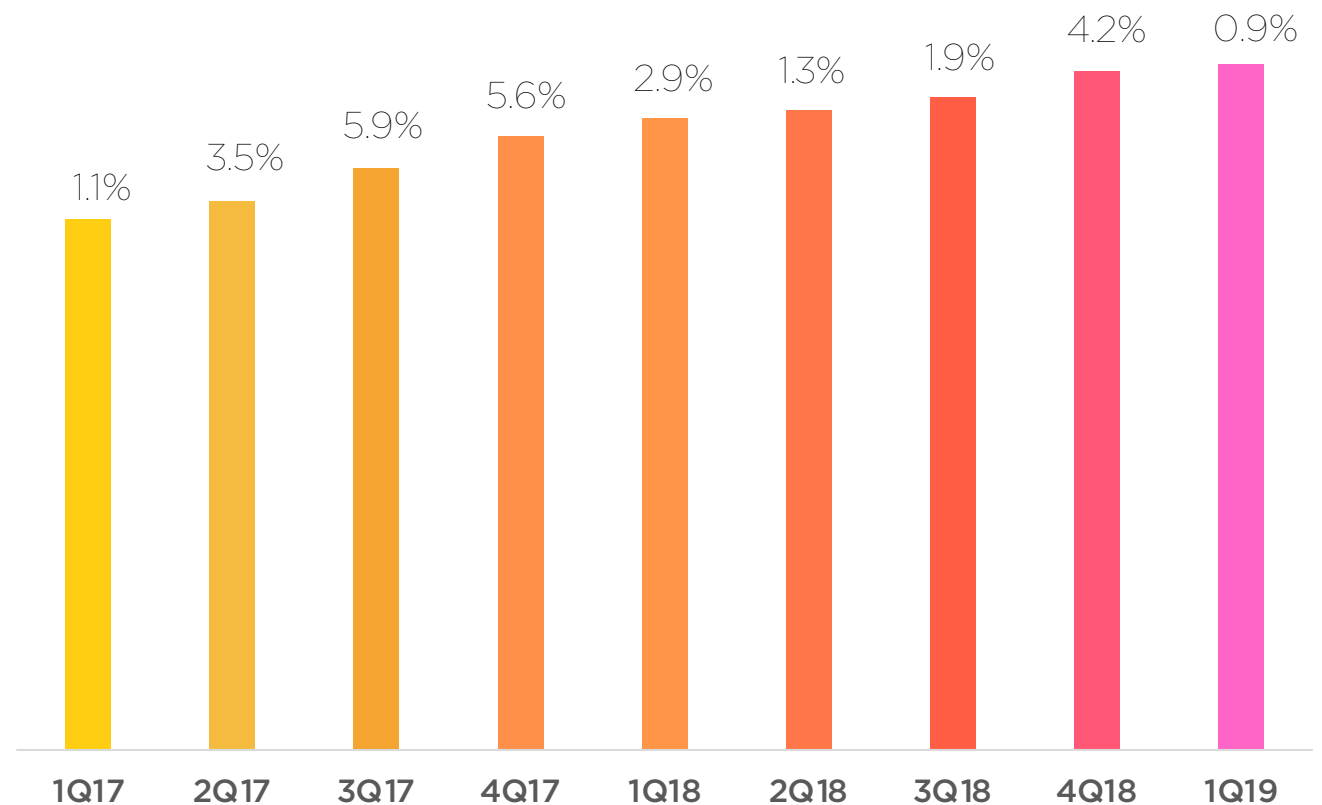
FROM 0% IN 2014

NOMAD FOODS

9TH QUARTER OF CONSECUTIVE GROWTH

2.6% ORGANIC GROWTH

Quarterly Organic Growth



**CONSISTENT
DELIVERY OF
RESULTS
LEADS TO TOP
QUARTILE
TOTAL
SHAREHOLDER
RETURN**



DIGITAL TRANSFORMATION





“GLOBALLY, OF THE \$1.3 TRILLION SPENT ON DIGITAL TRANSFORMATION IN 2018, \$900 BILLION WENT TO WASTE!!”

REFERENCE: HARVARD BUSINESS REVIEW – DIGITAL TRANSFORMATION IS NOT ABOUT TECHNOLOGY

**RESEARCH SHOWS
THAT LACK OF
SENIOR EXECUTIVES
BUY-IN USED TO BE
THE PROBLEM
NO LONGER THE CASE**

BIRDS EYE
VIEW TW14
1 NEW SQUARE FELTHAM



Stéfán Descheemaeker
CEO Nomad Foods

PROBLEM NOW: LACK OF ENGAGEMENT OF FRONTLINE STAFF



DIGITAL TRANSFORMATION IS ABOUT PEOPLE



BELIEF



SKILLS



TOOLS

A photograph of a group of people in a social setting, possibly a bar or club, with warm lighting. A large, stylized orange graphic, resembling a combination of concentric circles and diagonal lines, is overlaid on the left side of the image. The word "BELIEF" is written in white, bold, sans-serif capital letters across the center of the image.

BELIEF



INSPIRE THE RIGHT CULTURE

COMMUNICATION

EMPOWERMENT

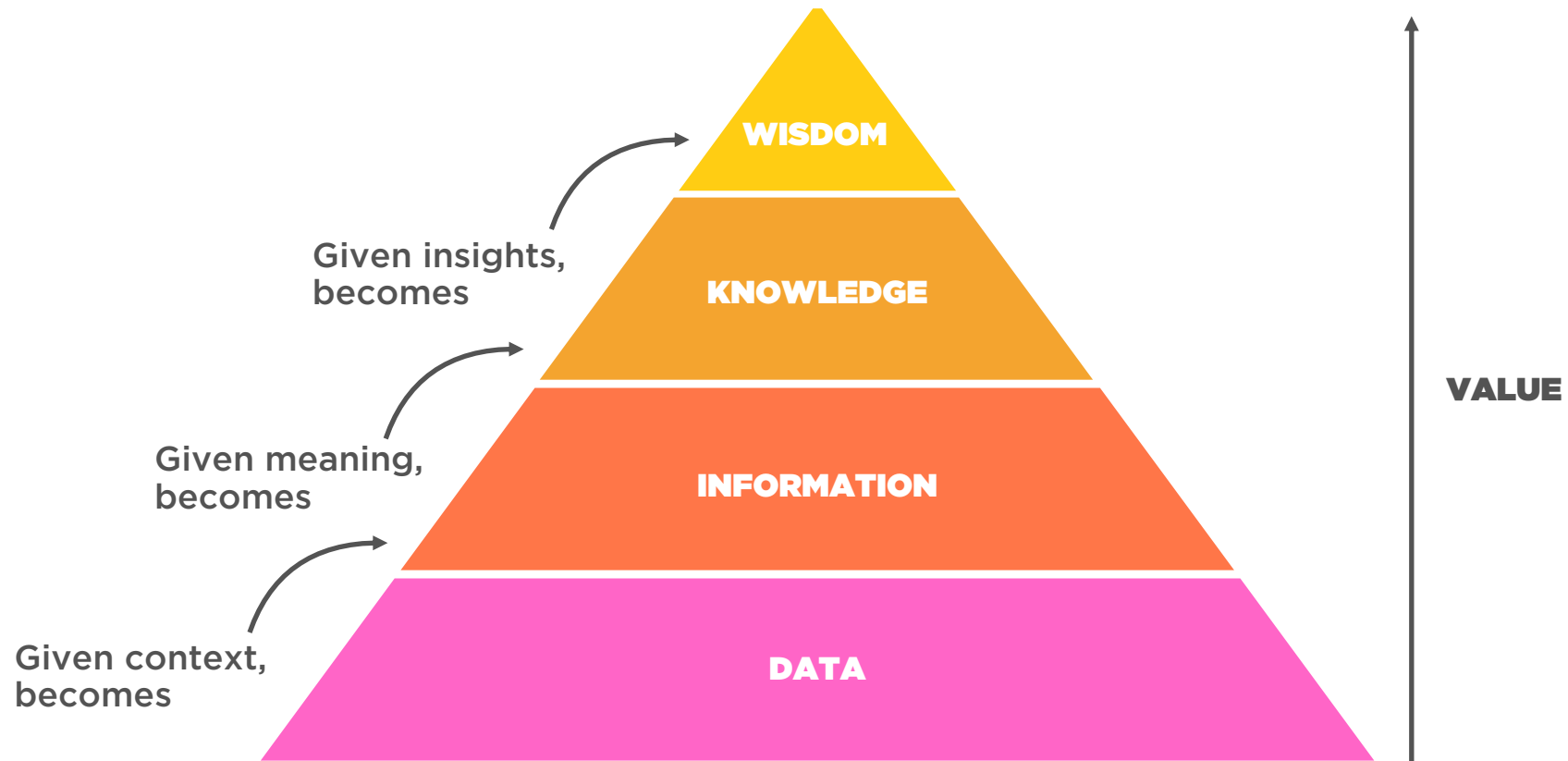
COMMUNICATE COMMUNICATE COMMUNICATE



STORYTELLING YOUR DIGITAL TRANSFORMATION



WHY STORYTELLING IMPORTANT: DIKW PYRAMID







EMPOWERMENT

**“BRING
SILICON VALLEY
START-UP
CULTURE INSIDE”**

Encourage and enable Intrapreneurship

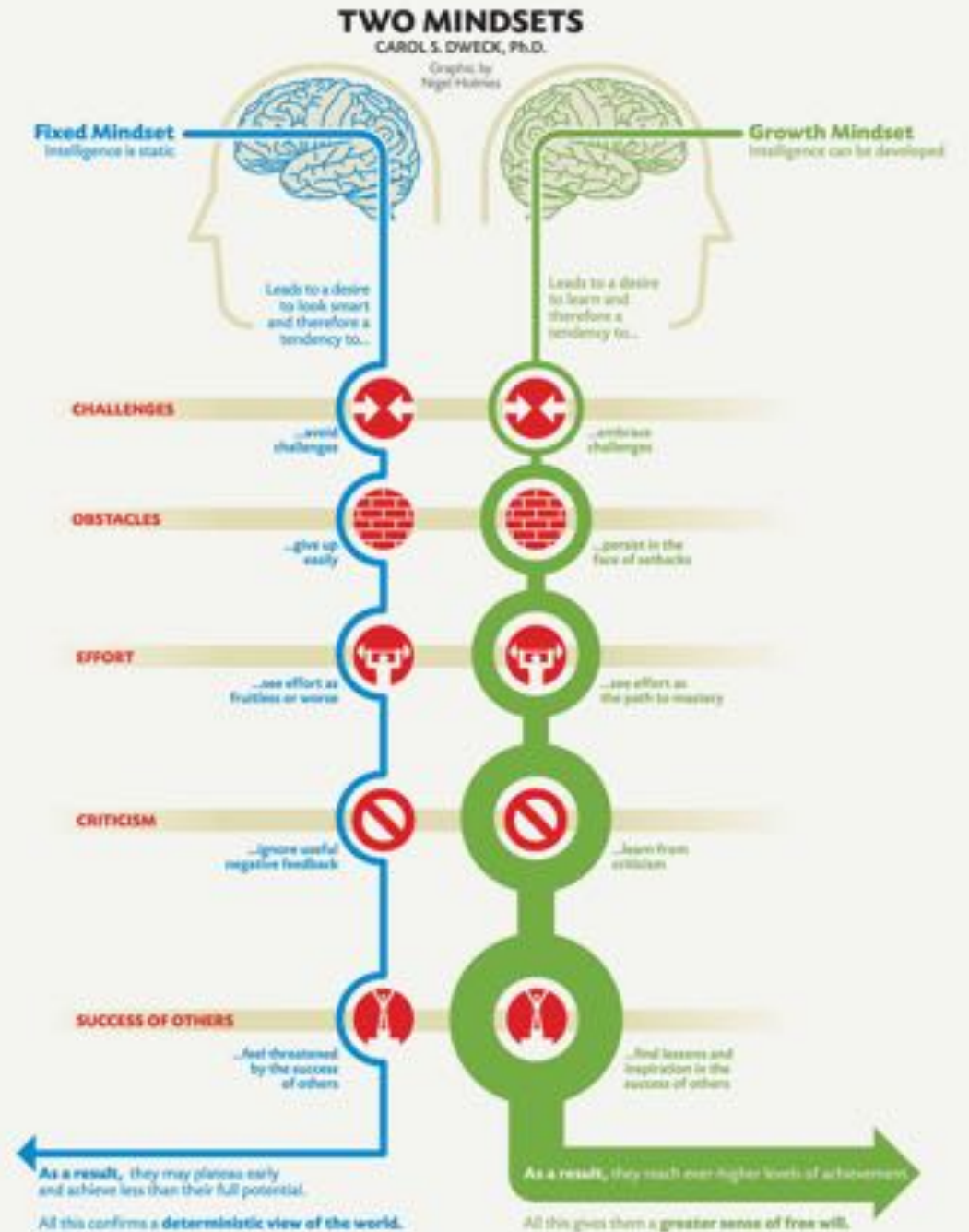
NOMAD VISION WHEEL



The background of the image shows a person in silhouette performing a trick on a skateboard on a ramp. The scene is set against a bright, warm sunset sky with orange and yellow hues. A long shadow of the person is cast onto the ramp. On the left side, there is a large, stylized pink outline of a person in a dynamic pose, possibly representing movement or skill.

SKILLS

GROWTH MINDSET



T SHAPE EMPLOYEES

CROSS-DISCIPLINE COMPETENCE

TECHNICAL SEO

UI/UX

CONTENT

PRESS & PR

ANALYTICS

**DEEP
DISCIPLINE
EXPERTISE**



**2-HR
FUCK IT TIME
PER WEEK**





T O O L S



**“TEAM WORK IS #1
TOOL IN DIGITAL
TRANSFORMATION”**

NOMAD SQUADS



Squadmaster



Digital Manager UK



Digital Manager Europe



Digital Manager DE



Creative



Insights



Strategic Planner



Media Planner

WHAT ARE THEY?

- Small multi-disciplinary agile teams
- T-shaped with growth mindset
- Using growth marketing techniques
- Driven by a focused objective
- Autonomy to deliver and experiment

AGILITY = SPEED



AGILITY = SPEED

Surprise surprise

CMO JOB DESCRIPTION

Chief marketing officer

From Wikipedia, the free encyclopedia

A **chief marketing officer (CMO)** or **Global marketing officer** or **marketing director** is a corporate executive responsible for marketing activities in an organization. Whilst historically these titles may have signified a legal responsibility, for example at Companies House in the UK, the titles are less strict/formal in the 21st Century and allow companies to acknowledge the evolving and increasingly significant role that marketers can play in an organisation, not least because of the inherent character of successful marketers. The CMO leads [brand management](#), [marketing communications](#) (including [advertising](#), promotions and [public relations](#)), [market research](#), [product management](#), [distribution channel management](#), [pricing](#), and [customer service](#).





LOW SELF ESTEEM

CONNECTED YET LONELY

LOW RESILIENCE



EI
FOR
AI
AGE





CMO

Chief Mentoring Officer

A Chief Mentoring Officer is THE catalyst for change in an organisation. Whilst historically linked to HR, this role is now critical for the (previously titled) Chief Marketing Officer in an organisation to take accountability for the continuous personal, team & cultural growth of the marketing digital natives in their businesses to drive innovation, creativity, & learning. They create connection and a sense of belonging for the organisation and the people within it

THANK YOU