

# Case Study

## Appointing an NED to support a strategy of growth and customer centricity



### Key Points

- With the retirement of a highly regarded Non-Executive and the imminent departure of another, our client, a FTSE 250, was keen to use this opportunity to onboard consumer facing and digital transformation experience, skills which were somewhat lacking in the existing matrix of board skills
- Working closely with the risk-averse Chair, we needed to be innovative and sensitive to the cultural balance of the Board. Chemistry with Board colleagues was going to be of paramount importance in this appointment
- We ensured that we stayed in close contact with the Nominations Committee and our cohort of candidates to mitigate against any unwelcome surprises



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### CHALLENGE:

Our client, a FTSE 250, engaged Norman Broadbent to support them in their appointment of a Non-Executive Director. They were looking for a new perspective on strengthening the customer journey as well as supporting customer engagement through a digital transformation. The client also had a strong commitment to ESG, so it was vital this appointment support that agenda. They were committed to a truly diverse appointment – be that of background, education, gender, age, ethnicity, experience or thought.

Our client had realistic ambitions of entering the FTSE 100 within the next 2-3 years, so the candidate needed to have an immediate impact. Deep experience gained in a consumer facing industry was essential, but to have experienced an array of industries was also very attractive to our client. They were also happy to look at first time Non-Executives, provided they also brought with them the varied commercial background the client was looking for.

### SOLUTION:

We identified a long list of candidates who all had a history in B2B *and* consumer industries. We narrowed our focus further to candidates who had shaped strategic change and transformation within their businesses, and who would suit the collegiate and low-ego style of the current Board.

Having presented a diverse shortlist, six candidates were taken through the process. It was a difficult decision for the Nominations Committee as each candidate was so different from the one before, yet each could have made a genuine contribution to board discussions.

### OUTCOME:

Following a brisk and rigorous round of interviews, a decision was reached with input from the NomCo, the Board and the executive team and an announcement made to the shareholders at the Annual General Meeting a few weeks later. The successful candidate offered great diversity, as an out-of-sector first-time NED, and offered a fresh perspective to their customer and digital strategy for the next phase of their growth and ongoing transformation.

If you would like to learn more about this project, please contact **Andrew Smith** at [andrew.smith@normanbroadbent.com](mailto:andrew.smith@normanbroadbent.com) for an initial confidential discussion.