



Telegraph Media Group: CIO 2010



## 01. Background

Newspapers are arguably the fastest moving of all consumer goods, and the Telegraph Media Group is the owner and publisher of some of the most dynamic brands in this space globally. Its current owners, Sir David and Sir Frederick Barclay have invested substantially not just in the new offices but also in printing processes and technology. Today, cutting-edge technology is a lynchpin for TMG, underpinning all other functions; it also has a crucial part to play in differentiating the brand and amplifying its voice within the print vs. online arena. Indeed, TMG has substantially invested in technology for digital platforms, which is and will continue to be a core strategic priority for the group.

## 02. Engagement

When their high-profile CIO resigned to join a competitor, TMG engaged Augmentum to find a successor. Our long-standing relationships within the industry and track record in the technology/digital space made us a natural choice. The most senior technologist in the group, this individual reports to the CEO, and is a key member of the senior management team.

## 03. Search principles

Our challenge lay within the tough combination of:

- A narrow talent pool: the search drew on a relatively small talent pool, in an industry where everyone is facing similar issues; true innovation and thought leadership – both attributes high on the Telegraph's brief – are hard to find.
- The equal importance of 'hard' technical skills and 'soft' skills: technical ability is crucial to the success of the role and function, with strong skills across digital product development, digital and technology strategy all essential. Culturally the Group is fast moving and dynamic with a focus on results. Candidates needed to demonstrate their ability to thrive and contribute against a complex interplay of personalities and the day-to-day pressures of the industry.
- Time pressure: with the outgoing CIO's resignation, and given the fundamental importance of this role, the clock was ticking to find candidates and facilitate an agile recruitment process.

- Starting with newspaper groups and expanding into adjacent industries such as publishing, media and technology, our 'talent pool' in this instance was broad and our mapping of individuals within it, meticulous. Once complete, we moved onto a stringent but swift interview process to determine both technical and cultural fit.

## 04. Outcome

The smooth, well managed process on the client side, combined with our strong network and thorough groundwork stood us in good stead: the search progressed rapidly and the shortlist was presented and accepted within thirty five days of brief approval, with an offer accepted just thirty eight days later. Overall, the search was complete in just over 10 weeks. The new CIO, whose career history includes, leading the online launch of a global international affairs publication, will spearhead the Telegraph's drive to remain at the forefront of the digital advances in the multimedia sector