



Opportunity Profile

CHIEF MARKETING & DIGITAL OFFICER
COMPASSION CANADA

NELSON/KRAFT
AND ASSOCIATES

EXECUTIVE SUMMARY

Compassion Canada is searching for a visionary and strategic marketing executive to join their team as Chief Marketing & Digital Officer.

Compassion is a leading international child development organization, committed to releasing children from poverty in Jesus' name. The Chief Marketing & Digital Officer (CMO) is responsible for advancing the mission of Compassion through its brand, marketing, communication and public engagement initiatives to increase awareness, inspire generosity and deepen relationships with stakeholders across Canada.

As a member of the highly collaborative Executive Leadership Team (ELT), this role shares the responsibility of the organization's leadership and plays an active role in driving organizational performance. The CMO oversees integrated marketing, brand, product, communications and technology, ensuring that each strategy aligns with the organization's mission and vision and revenue growth initiatives.

If you are a collaborative and relational marketing expert with a passion for people leadership and an ability to plan and drive innovation, we would love to connect with you!





WHO WE ARE

As a leading child development organization, Compassion's mission is to release children from poverty in Jesus' name.

Compassion was founded in 1952 when a move of compassion ignited our founder's heart for children. Today, Compassion's proven holistic child development program is helping nearly 2.4 million children and youth overcome poverty in every aspect of their lives. We partner with over 8,600 local churches in 29 countries around the world to deliver our programs and spark generational change in families and entire communities.

1.7 million supporters around the world—including over 90,000 Canadians—are a part of this movement, making a real and tangible difference in the fight against poverty. Our invitation is simple: move with compassion to make an impact in the lives of children and youth living in poverty.



WHAT WE DO

We believe children in poverty need holistic care to reach their God-given potential. That's why we seek to know, love and connect them with a network of caring individuals—in our local program communities and around the world—who enable the positive development of children and youth.

- **Holistic:** Spiritual, physical, cognitive and socio-emotional. Compassion's development model follows the life cycle of a child, recognizing that all stages and areas of holistic development are crucial for growth.
- **Contextualized:** Frontline churches seek to meet young people's greatest needs—identified through participant survey data and informed by community stakeholder input, resources, capacity and availability of interventions.
- **Early and Long-term:** Age-appropriate interventions and seamless support equip Compassion and our frontline churches to start early and finish well in caring for children and youth. Our high-impact programming is designed to prepare young people for future success by keeping them learning, engaged and on track to meet concrete developmental benchmarks.

Holistic child development is a robust interdisciplinary approach that allows our global program teams to address child poverty with a comprehensive understanding of a child's development and the promotion of their overall well-being. Our model integrates disciplines such as psychology, sociology, education and medicine to seek comprehensive well-being for children. This model addresses each child's physical, cognitive, social-emotional and spiritual needs.

- **Physical:** Ensuring proper physical development is key to seeing children thrive. In Compassion's programs, pursuing the physical development of each child includes medical check-ups, nutritious food, clean water, sanitation solutions, dental hygiene kits, emergency food packs, health and wellness education, medical interventions and more.
- **Socio-emotional:** Healthy relationships are essential in a child's life. Children learn how to interact with others in a compassionate way, knowing they deserve the same. Socio-emotional development in Compassion's programs can look like playtime with other children, help understanding emotions, goal setting, letter-writing, safe play, ongoing personal support and more.
- **Cognitive:** When children are able to interact with, learn and think about the world around them, they have the chance to fully thrive cognitively. In Compassion's programs, cognitive development can look like age-appropriate learning activities, resources for formal education, vocational training, literacy workshops, leadership training, textbooks, computer skills, academic scholarships and more.
- **Spiritual:** Each child has the opportunity to hear the gospel in a culturally relevant, invitational way through Compassion's partnership with local churches. In Compassion's programs, spiritual development includes age-appropriate Bible lessons, a Bible, discipleship, connection to a local church, prayer with tutors, special workshops, encouraging letters from sponsors and more.

Our global outcomes framework is how we measure the impact of our program for each child —allowing us to analyze, assess and act on the outcomes achieved. The areas we monitor for every participant in our program include:

- **Capacity for economic self-sufficiency:** Having motivation, skills and education to economically support themselves and others.
- **Youth agency:** Having vision, skills and character to positively influence their context.
- **Spiritual development:** Growing in their spiritual relationship with God and contributing to and engaging with the community.
- **Well-being:** Being physically and mentally healthy as well as having positive self-identity and relationships.





OUR MISSION

Every child. Every Jesus follower.
Every life transformed.

OUR VALUES

In everything we do, we put Christ at the centre and seek to work with integrity, discernment, dignity, stewardship and excellence.

OUR STRATEGY

Strategic Anchors:

- Christ-centred
- Child-focused
- Church-driven

GLOBAL MULTI-YEAR PRIORITY

Scale our ministry to advance life outcomes with more children and youth more quickly.

DOMESTIC PRIORITIES

Multi-Year Goals:

- Steward our resources: Become a digitally enabled agile learning organization that continually improves and innovates to maximize effectiveness and efficiency.
- Love our neighbours: Deepen supporter engagement through personalized experiences across their journey and delivery of impact.
- Expand our reach: Engage new individuals and institutions to grow and diversify our supporter base and revenue streams.

PRIORITY BODIES OF WORK

- Increase brand awareness and reach.
- Grow private philanthropic revenue and engagement.
- Drive church partner engagement and growth.
- Advance public funding and advocacy.
- Renovate and innovate the sponsorship experience.
- Improve technology, systems and processes.
- Foster a healthy and high-performing organization.

KEY RESPONSIBILITIES

Organizational ELT Shared Responsibilities

Work closely with the President and Chief Executive Officer (CEO) and the Executive Leadership Team (ELT) in leading all aspects of the work of Compassion Canada across board governance, operating policies, organizational planning and prioritization, staff development and management and organizational communications.

This includes but is not limited to:

- **Board Meetings:** Prepare and deliver reports to the board at quarterly meetings and committee meetings as needed.
- **Organizational Planning:** Develop, execute, evaluate and improve the multi-year strategic plan and annual operating plan with focus on conducting research and advising the organization on competitive trends, threats and opportunities related to area of responsibility.
- **Compliance:** Ensure Compassion Canada remains compliant with legislative requirements related to functional area.
- **High Performing Culture Norms:** Model for our collective and individual productivity norms and high performing culture norms to drive effective and efficient operations.
- **Multi-Directional Feedback:** Deliver, evaluate, respond to and action feedback across organizational feedback channels to drive continuous personal and organizational improvement.





- **Effective Communication:** Communicate organizational and ELT information to division leaders and staff in a timely and effective manner; ensure ongoing clarity and alignment throughout the division while providing proactive, timely and transparent flow of data, information and analysis of the division to the CEO and ELT related to both people and performance.
- **Leadership Experience:** Help plan and deliver our leadership group journey including in-person meetings and virtual meetings. Coach and develop learning and growth tracks to drive healthy and high-performing leaders.
- **Staff Experience:** Help plan and deliver our overall staff journey including in-person staff events, staff gatherings, staff connections and ongoing formal and informal communication to drive a healthy and high-performing organization.
- **Global Coordination:** Work with Compassion International (CI) to advance Compassion Canada requirements and expectations while enhancing global effectiveness and efficiencies. Work with Global Partner Alliance counterparts to share best practices and resources as a global learning organization, and influence CI with a coordinated voice.
- **Global Representation:** Represent Compassion Canada in global functional meetings, communities of practice and ad hoc working groups and projects.
- **Networking & Partnership Development:** Network and leverage circle of influence to advance awareness of and engagement in Compassion's ministry while cultivating opportunities to co-create and collaborate with like-minded organizations.
- **Thought Leadership:** Develop relationships with other subject matter expert leaders to gain insight into opportunities, threats/challenges and best practices while contributing to thought-leadership in subject matter expertise through writing and speaking.

Divisional ELT Shared Responsibilities

- Drive the division's overall strategy, execution and ongoing evaluation and improvement to realize organizational multi-year goals and annual standard operating measures including managing the division compensation and non-compensation budget.
- Recruit and manage both internal human resources and external service providers needed for the division, while ensuring succession plans are in place for leaders and key roles throughout division.
- Plan and prioritize ongoing staff development and performance management through clear expectations and continuous feedback and coaching to realize staff growing self, growing relationships and growing results.
- Build an agile learning culture that encourages ideation and execution to continually test, learn and grow.
- Ensure division processes and systems are continually improving to build efficiencies and effectiveness.
- Plan and facilitate divisional leadership team meetings, departmental meetings, leader-once-removed meetings and ongoing 1:1 meetings to ensure ongoing clarity, connection and alignment.
- Throughout all aspects of this work, provide spiritual and personal guidance and support for all members of the team while fully living out the organizational values.



Marketing & Digital Growth Specific Responsibilities

- Develop and lead Compassion Canada's digital transformation plan, in collaboration with organizational stakeholders, to accelerate organizational performance and digital maturity.
- Develop and execute an organizational marketing plan, in collaboration with organizational stakeholders, that supports the generational awareness of Compassion, acquisition of new sponsorships and the raising of non-sponsorship revenue, leading to more engaged sponsors, donors and partners.
- Lead the organizational technology roadmap, in collaboration with organizational stakeholders, to optimize the internal and external customer experience, minimize risk, increase revenue and competitive advantage, reduce cost, improve speed and accuracy of strategy execution and derive actionable insights from organizational data.
- Provide fully collaborative marketing support for Partner Relations teams charged with acquiring new child sponsorships and raising non-sponsorship revenue through frontline relationships, experiences and events.
- Lead the Director of Brand & Product Experience to fulfill their department's functional responsibilities to oversee all brand marketing strategy and execution, including multi-neighbour and multi-channel campaigns, and customer journey management, product innovation and development and channel innovation and development.
- Lead the Director of Digital Marketing & Experience to fulfill their department's functional responsibilities of communications and public relations, creative design, and digital experience (email, web, SMS, digital advertising, social media) while integrating bespoke digital enablement for non-traditional digital channels.
- Lead the Director of Technology to fulfill their department's functional responsibilities of directing the organization's technology roadmap across architectural and integrative aspects while creating and delivering a secure and accessible tech stack.
- Lead the Director of Data & Project Management to fulfill their department's functional responsibilities of leading end-to-end data and insights practice while operationalizing the teams to deliver in market results through process management and project management.

ATTRIBUTES, SKILLS & ABILITIES

Executive Leadership

- Spiritually mature and completely committed to Compassion's Christian mission, values and beliefs.
- Values the holistic wellbeing of themselves and others and commits to living and leading in a way that cultivates overall holism.
- Kingdom-minded, mission-driven, neighbour-centred, data-informed, community-discerned, faith-filled and courageous in setting organizational direction.
- Committed to excellence, integrity, dignity, stewardship and discernment.
- Committed to building a Jesus-centred culture that promotes the principles of diversity, equity and inclusion.
- Proven ability to build a relationship-focused and results-oriented environment, where individuals flourish and long-term organizational health and performance are optimized.
- High emotional health and emotional intelligence (EQ), cultural intelligence (CQ) and intellectual intelligence (IQ).
- Proven leadership capabilities with in-depth people management and interpersonal skills.
- Honed communication, conflict and change management skills.
- Excellent planning, operational and analytical skills.

Role Specific

- Honed ability to lead and integrate brand management, product management, campaign management and project management efforts.
- Capability to grow aided and unaided awareness, trust and favourability with target market.
- Proven ability to grow the number of mass donors and amount of donations across multiple channels.
- Expertise in digital/technology disciplines, and their dependencies, with in-depth knowledge of modern approaches and methodologies.
- Skilled in leading a team of creatives, content developers and subject matter experts.
- Forward-thinking and innovative with a learning mindset.
- Data-driven and skilled in developing a results-oriented environment.

Requirements

Christian Leadership

- As a member of the ELT, this incumbent will be required to sign a senior leadership attestation by which the board and ELT are held to. This senior leadership attestation has a higher standard of Christian accountability given the Christian leadership ministry responsibilities. The ELT has the responsibility to create and maintain a Jesus centred ethos and organization.

Experience

- Minimum of seven years of proven experience in a similar or related role that includes marketing management, digital transformation, project management and people management.

Education

- Completed post-secondary education in marketing, computer sciences, project management, business administration or a related field.
- Continuous learning credentials in area of expertise.
- Agile leadership/methodology certification, an asset.

Travel

- Remote or hybrid position, as part of Compassion Canada's Flexible Workplace Philosophy and Policy.
- Moderate local, national and international travel is expected within this role.



OUR SEARCH TEAM



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MARK KRAFT LEADING THE SEARCH

Mark is a trusted and sought-after executive search leader, with over 20 years of combined experience in the public and private sectors. Bringing a deep level of care and commitment to his clients, Mark has successfully led over 100 executive talent searches across Canada, for roles ranging from CEO to CFO, to COO. With his breadth and depth of experience, Mark has become a respected advisor and go-to expert for non-profit, charity, and faith-based organizations looking to source top executive talent.



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SHAWN PLUMMER SUPPORTING THE SEARCH

Shawn is a senior executive who, after 22 years in international relief and development, most recently served as President & CEO of Food for the Hungry Canada. His career has led to deep relationships and respect within his broad network of non-profits and businesses globally and across Canada. With invaluable program and leadership experience, a history of managing large teams, as well serving as a board member himself, Shawn is well equipped to come alongside your organization to ensure you have the right leadership team in place to drive your future success.

ESTIMATED SEARCH TIMELINE

While every search is dynamic and time frames are hard to predict, the following is an overview of the expected timeline and details for this search:

Location: Greater Toronto Area

Application Deadline: September 26, 2025

Short List Interviews: October 2025

Start Date: TBD

HOW TO APPLY

Apply online at nelsonandkraft.com/jobs with your cover letter and resume. You must be eligible to work in Canada.

Nelson/Kraft & Associates Inc. is an executive consulting firm that specializes in working with not-for-profits and for-profit businesses across Canada, assisting them in the placement of senior executives and directors.

Nelson/Kraft & Associates Inc. welcomes and encourages all interested applicants to apply for this position and is committed to the principles of diversity and inclusion in its hiring practices, and will only make distinctions among interested applicants in accordance with the applicable Human Rights legislation.

Nelson/Kraft & Associates Inc. also welcomes and encourages applications from candidates with disabilities. Accommodations are available on request for candidates taking part in the selection process. If you require disability-related accommodation during the recruitment process, please contact us.