

# Key themes

## Performance review meeting

### Theme 1: Brand storytelling as a strategic lever:

Oliver consistently returns to the idea that getting the brand narrative right is what drives commercial results. His most significant professional achievement, growing his current employer from \$800,000 to \$3 million in revenue, is attributed not to product changes alone but to a deliberate shift in how the brand was positioned and communicated.

*"The thing that moved the needle most was getting the brand story right. We'd been leading with the heat and the chilli varieties and it wasn't connecting emotionally. We shifted to leading with provenance and craft... and the response was very different."*

### Theme 2: Ownership and accountability across the full campaign lifecycle:

Oliver takes clear ownership of his work, from strategic brief through to post-campaign analysis. He is comfortable leading cross-functional efforts and managing external partners, and he is candid about where he would make different decisions in hindsight, which points to a reflective approach rather than a defensive one.

*"I owned everything from the creative brief through to post-campaign analysis... In hindsight I'd have shifted a bit more to paid social because that's where we saw the clearest return."*

### Theme 3: Clarity as the foundation of good management:

Oliver's view of leadership is grounded and practical. He frames effective management primarily as a function of clear communication and well-defined priorities, and he is open about the mistakes he has made when that clarity has been absent.

*"The thing I've learned is that the job is mostly about clarity. If people know what they're working toward and why, they don't need a lot of hand-holding. Where I've made mistakes it's usually been when I've been unclear about priorities."*

#### Theme 4: Transparency about working arrangements and personal priorities:

Oliver is upfront about wanting to maintain a four-day working week to support his family, and he frames this not as a demand but as something he wanted to raise honestly from the outset. He also demonstrates flexibility around the pattern, distinguishing between the overall arrangement and the reality of busier periods.

*"I want to be transparent about it rather than take a job and raise it six months in... If there's a launch week or a big event, I work the hours the job needs. I don't treat four days as a rigid thing during crunch periods."*

#### Theme 5: Genuine motivation for the role beyond career progression

Oliver's interest in Kahurangi is rooted in belief in the brand and a preference for being close to the product and the decisions, rather than simply seeking a larger budget or a bigger title. He has been following the company and articulates a clear point of view on where premium New Zealand food brands are headed.

*"I'd rather be part of building something that matters than manage a bigger budget for a brand I don't believe in. And honestly, the size of the team appeals to me. I like being close to the product and close to the decisions."*