

Robert-Jan Noordegraaf

Technology & Digital Transformation Executive

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Creating clarity. Enabling transformation.

I create clarity in complex organisations by bringing business and technology together to enable transformation and deliver sustainable business value.

Executive Leadership

Lead Engineering (Interim)

Jumbo Supermarkten | January 2026 - Present

Guiding business and technology towards a shared vision for a future-proof Floor, Space & Assortment solution.

- Sharpening business value and future capabilities to support informed technology decisions.
- Leading the evaluation and selection of future-proof software for Jumbo's Floor, Space & Assortment domain.
- Aligning business, technology and suppliers around Jumbo's long-term vision for Space.
- Creating the conditions for informed, value-based decision-making through structured collaboration between business and technology.

Lead Engineering (Interim)

Jumbo Supermarkten | March 2025 - January 2026

Defined a clear implementation strategy for Jumbo's key Retail Media capabilities through conscious Buy and Build decisions and dedicated technology ownership.

- Built organisational support for conscious Buy and Build decisions by clarifying business value and market differentiation.
- Established dedicated technology ownership to create clear focus on Jumbo's multi-year Retail Media strategies.
- Successfully transitioned Jumbo's Retail Media programme into regular delivery.

Director - Strategic Projects

Sanoma | May 2024 - February 2025

Shaped Sanoma's strategic technology direction by demonstrating pragmatic approaches to simplify its international technology landscape.

- Demonstrated pragmatic approaches to accelerate business value delivery across Sanoma's international technology organisation.
- Secured strategic sourcing decisions to reduce organisational complexity and internal dependencies.
- Embedded business value assessments into technology investment decisions.

Director - Curriculum Learning

Sanoma | November 2021 - May 2024

Unified local technology organisations into one scalable European technology organisation for Secondary Education.

- Shifted mindset and culture from local operating models to a shared European operating model.
- Built organisational commitment across eight local business units for a shared European operating model.
- Established Technology Hubs in Poland and Spain to create engineering centres of expertise and expand access to cost-efficient engineering capacity.
- Established the engineering foundation for a scalable, loosely coupled technology architecture.

Digital Lead - Core Digital Services

Sanoma | April 2019 - November 2021

Strengthened Sanoma's international shared technology organisation by evolving its shared technology building blocks.

- Balanced competing international priorities through active stakeholder management and a value-driven roadmap.
- Established predictable stakeholder expectations for international shared technology delivery.
- Enabled Sanoma's first harmonised CIAM capability across multiple European business units.
- Embedded Security & Privacy by Design across all DevOps teams within the international technology organisation.

Leadership Foundation

Manager Application Development

Malmberg | August 2017 - April 2019

Improved engineering effectiveness across nine DevOps teams by facilitating continuous improvement and actively contributing to team development.

- Strengthened internal engineering capability by transitioning 16 externally staffed roles to internal employees while maintaining delivery continuity.
- Developed and locally rolled out a Team Health Assessment Framework to drive continuous improvement, which was later adopted across Sanoma.
- Actively facilitated and strengthened cross-team collaboration and knowledge sharing across engineering teams in the 's-Hertogenbosch location.

Product Owner

Sanoma | December 2016 - May 2017

Restored team effectiveness by establishing a clear roadmap, empowering the team and strengthening stakeholder management.

- Established a clear roadmap to provide direction and focus for the upcoming year.
- Improved team outcomes through clear priorities and empowered decision-making within the team.
- Restored predictable stakeholder expectations through proactive stakeholder management.

Earlier Career

Managing Director

Bluefield Solutions | 2015 - 2018

Co-founded a software company developing Parking Management and Property Maintenance solutions for hospitals, municipalities and commercial property owners.

Project Manager

Malmberg | 2014 - 2017

Managed an engineering team delivering digital learning solutions for Vocational Education and led a complex content migration.

Managing Director

WN-media & Prodomus | 2011 - 2015

Founded a web agency developing e-commerce solutions for clients alongside proprietary and client-specific software products.

Project Manager → Manager Online

Springer Media | 2009 - 2012

Progressed from Project Manager to Manager Online, leading a team delivering digital publishing initiatives across multiple online platforms.

Team Lead

Measuremail | 2006 - 2009

Led client projects while growing the commercial success of Measuremail's software platform.

Project Manager

The Digital Xpedition | 2002 - 2006

Managed digital projects by translating customer requirements into online solutions.

Education

Erasmus University Rotterdam

Economics