

# Job Description



<b>Job Title:</b>	<b>Head of Marketing and Digital</b>
<b>Reports to:</b>	Commercial Director
<b>Grade:</b>	SLT 1c
<b>Date:</b>	November 2019

## 1. Job Purpose

To develop and lead a marketing and digital strategies that supports the delivery of a three-year business planning process to re-shape, innovate and drive YPO's future across a wide range of products and services within Education and Public Sector.

The role is about developing clear channels of revenue return and ever improving ROI's by delivering an expanding range of marketing activities whilst coaching and nurturing the marketing teams.

The role involves developing & implementing marketing plans across the business working in conjunction with the Head of Education Business and the Head of Public Sector to achieve growth in key areas, including retention and new business, that will achieve the targets set across supplies and services into both markets stretching the business remit into new strategic growth areas identified within the Business Plan whilst maintaining existing business.

The role includes full responsibility for the mix of channel activity with a heavy commercial focus. This includes, database development, literature and creative production, catalogue and innovations in direct mail that exactly match the needs of the current business whilst stretching the business remit into new strategic growth areas identified within the Business Plan. The role is responsible for the digital strategy and embedding this within the marketing team and the wider business.

It is imperative that the post holder has experience of developing robust, reliable client profiling and market segmentation strategy; backed with a record of consistent and clear ROI measures that can be shared throughout the organisation.

Experience of driving business in an ecommerce/digital environment and proven success with digital marketing initiatives are critical to the success of this role. The post holder will be expert at working within sales and procurement environments and with key supplier partners to devise effective sales and marketing programmes that raise the organisation's profile, drive revenue and deliver strong ROI.

### 3. Dimensions

- Direct Reports – 7 (full team of 33)
- Catalogue revenue of £118m pa, framework revenue approx. £1bn
- Budget is £4m per annum including discretionary budget and people, plus £400,000 digital budget plus people.
- Management of key suppliers relating to marketing activity
- Control of external partnerships/alliances
- Direct marketing plans including creative and agencies
- Catalogue production
- National events across education and public sector
- Digital marketing plans and responsible for the total digital team
- Database responsibility for approx. 70,000 customers
- Responsible for stock, directs and food targets and income rebates across all sectors
- Lead generation for all modes of supply

### 4. Principle Accountabilities

- Develop, implement and manage marketing plans that will be instrumental in supporting the YPO strategy of increasing revenue at a positive ROI.
- Lead all elements of digital strategy, planning and execution - from initial concept to final delivery and ROI measurement
- Deliver new ideas and innovation to maximise revenue, conversion and profitability.
- Working closely with the Senior Management Teams & Board to ensure a coherent and effective marketing strategy is followed across the business and within the parameter of the Business Plan.
- Manage the marketing budget using the most appropriate channel mix to deliver the strongest ROI's with clear understanding of the cost/benefit of all marketing activity within tight financial controls.
- Develop and protect the YPO brand.
- Develop and direct the catalogue production cycle
- Develop and direct the national events plans
- Develop and extend customer database activity to support business development activities across YPO, with emphasis on the encouragement of joint working, customer satisfaction, segmentation, profiling and continued service quality.
- Support YPO's framework and partnership recruitment and retention programme with suitable marketing material, initiatives and insight.
- Lead the development, learning and recognition of the marketing team with the overall aim of nurturing innovation and understanding of what makes YPO unique and effective amongst its stakeholder community particularly across digital channels.
- Direct the delivery marketing and e-commerce initiatives that can be tested and reported. The overall aim is to increase the number of high quality leads flowing into the sales function and traffic onto the YPO web site in line with the digital strategy
- Develop and maintain exceptional standards relating to the quality of the marketing and activities. Furthermore, as a member of the Senior Team, develop, maintain and champion a customer focus internally and across the network of public and private sector partnerships and business alliances.
- Develop appropriate performance indicators in order to provide management information for the Commercial Director and Board to illustrate progress against the Business Plan targets.
- Manage the workflow and delivery of external agencies and the internal team following clear tactical roadmaps alongside agreed and proven KPI measures.

- Ensure the continuous development of the marketing team through consistent review of performance and support for personal development and belonging.
- Provide coaching and one-to-one mentoring as needed and set a high standard for people development within the marketing department to ensure that individuals achieve outstanding levels of expertise, skills and experience.
- Develop the marketing strategy to support the digital channel, using multichannel marketing strategies and ensuring digital is at the heart of all marketing initiatives.
- Actively recognise, advise and respond to the different needs of each YPO department to ensure our marketing activities support them in reaching their target markets or stakeholders.
- Achieve best value for our marketing spend with clear business wide understanding of cost/benefit of all activity and ongoing tight financial controls.
- In conjunction with procurement, drive and own partnership-marketing activities with key suppliers to drive revenue
- Budget responsibility of approx. £4.5m per annum
- To work co-operatively with colleagues to ensure that the function operates consistently and effectively in the implementation and application of all departmental procedures and policies.
- To keep up to date with information, training and development opportunities appropriate to maintaining and developing professional service standards.
- Ensuring that services are delivered in line with relevant legislation, YPO objectives and policies including those relating to Equality & Diversity, Customer Care and Health and Safety
- To undertake such other duties as may be required from time to time that reasonably fall within the scope and grade of the post.

## 5. Planning and Organising

Development of a three year marketing planning cycle (and annual) – developed on a market sector basis.

Management reporting to include: clear ROI and database measures, analytics reporting, forecast sales revenues, CRM activity.

Report, measure and promote tactical programmes of activity and campaigns to ensure a culture of testing.

Budget management and reporting to ensure marketing delivery is within budget and the right channel mix.

Target suppliers within the marketing planning to deliver 'best value' against spend.

Overall responsibility for team's personal objectives, and action plans to ensure growth and development.

## 6. Decision Making

Decisions on the development of the overall business plan to achieve medium to long term objectives across all areas.

Decisions on the development of the overall communications plans to meet defined objectives in support of retention, reactivation and recruitment.

Decisions on which approved partners to use.

Decisions on formats and channel options to use to maximise return on investment.

Key decisions on customers to target, communications channels and press/media contacts to maximise return on investment.

Decisions on customer/market insight requirements and activities to effectively advise the organisation for medium term development.

Decisions on any new markets/areas of business to target.

Decisions on structure and routes to market.

## 7. Internal and External Relationships

### Internal

- This is a high-profile role within the YPO business and experience of presenting at Board and Chief Exec level is a pre-requisite.
- Significant contact with the Commercial Director, Managing Director, Board members.
- Day-to-day contact with sales and marketing team, Trading, IT and customer service teams.

### External

- Lead contact for campaign, digital, print, design, and PR agencies.
- Senior executives of stakeholder organisations, strategic partners
- Member and associate member authorities. Heads of Central Government departments.

## 8. Knowledge, Skills and Experience

Area	Essential	Desirable	Assessment
<b>Knowledge</b>			
Relevant degree together with a professional or management qualification.	X		AF/Interview
Strong commercial and ROI focus	X		Interview
Thorough understanding of public sector purchasing organisations and the current social, economic, legislative and political environment they operate in.	X		AF/Interview
Able to demonstrate an approach to managing business operations which is strategic and taking a holistic view of	X		Interview

YPO's services with respect to internal and external factors.			
Able to demonstrate an understanding of what is happening in the wider business and of the impacts and the implications of local decisions and actions on other parts of the organisation	X		AF/Interview
<b>Skills</b>			
Meticulous & demonstrated attention to detail	X		AF/Interview
Strong numerical skills	X		AF/Interview
Strong presentation skills	X		Interview
Strong research skills	X		AF/Interview
People and performance management skills	X		Interview
Highly organised, team player who can prioritise, estimate project time, and work to deadlines. Accuracy, speed and high standards are also essential requirements	X		AF/Interview
Innovative and driven with proven entrepreneurial skills	X		AF/Interview
Proven analytical and reporting skills	X		AF/Interview
Able to use appropriate interpersonal and motivational styles and methods to inspire individuals and groups through which business goals will be achieved	X		Interview
Ability to enable self and team to identify and implement changes in work processes, styles and environments	X		AF/Interview
The ability to analyse and interpret information from a number of sources in a timely manner and to determine its potential use and meet any appropriate deadlines	X		AF/Interview
<b>Experience</b>			

Proven marketing experience in commercial environment	X		Application
Proven experience of developing and delivering a marketing strategy	x		Interview
Demonstrable experience of leading marketing team in a large multilevel and politically complex organisation.	X		Interview
Budget management	X		Application
Experience of developing the skills and competencies of others through appropriate development activities	X		Interview
Experience of developing CRM systems organisation wide		X	AF/Interview
Multichannel marketing experience		X	Application
Strategic thinker – experience of developing and implementing marketing strategy	X		Interview
Brand management	X		Interview

## 9. Special Features

As a senior management appointment this role requires a flexible approach and will involve travel away from the YPO head office in Wakefield, periods of overnight stays and unsociable hours.

The role requires adherence to tight working deadlines and a flexible approach to managing projects and information.

**Jobholder Signature:**

**Manager Signature:**

Jo Marshall, Commercial Director

**Date:**