



# ROYAL OPERA HOUSE

## **JOB DESCRIPTION**

**Title:** Head of Audience Labs  
**Reports to:** Director of Audiences and Media  
**Responsible for:** Audience Innovation team

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### **Summary:**

The ROH's newly forming Audiences and Media Department aim is to grow love, advocacy and demand for the ROH's art, such that we are also able to grow our audience-generated revenues.

In this brand new role, you will be responsible for leading the ROH's creative and artistic approach to developing and engaging a new audience with the artforms of opera and ballet, beyond those who already engage online, come to our live events on stage, cinema, BP Big Screens or our learning events or participation opportunities in our venues.

This role seeks to enable ROH to develop immersive storytelling and new expressions of our art forms, whether long-form "art" or shorter-form "artistically valid marketing", specifically conceived to reach and connect with new and different audiences, made possible through the new technologies of our age.

The team will also be responsible for working with the Marketing Communications and Creative Studios teams to evangelise, initiate and test the potential of cutting-edge new technologies and platforms for marketing and audience development purposes, trialling and analysing ROI and assessing whether and when new techniques, products or platforms could become part of the core marketing and audience engagement tool kit.

*Note that this team has a different core purpose from ROH's existing Learning and Participation programme which targets "schools, community groups, families and life long learners" or offers deeper participation opportunities to existing core audiences.*

For reference, the other teams within Audiences and Media are:

- Broadcast and Distribution
- Marketing Communications
- Digital Products and Creative Studios
- Strategic Analytics and CRM

## **Main purpose of the job**

To lead the ROH's creative and artistic approach to developing and reaching new audiences in the digital age.

To set up a structured Research and Development programme for commissioning, creating and producing trials of new ideas and techniques, assessing all projects against clear objectives and leading our understanding of what we take forwards as part of our core business (and a plan for the rights and resourcing based on the ROI potential)

To bring a deep, analytical understanding of audiences, and define who to target and how new projects and ideas will reach and appeal to audiences beyond those who already come to our live events on stage, cinema, BP Big Screens or who come to our learning events or participation opportunities in our venues.

To be a close, trusted, innovation partner with the performing companies and artistic directors.

To be an evangelist within the Audiences and Media team, helping to enthuse, share knowledge, train and inspire the whole team with the potential of digital and new audiences.

To ensure that all audience development activities are created and managed with audience data collection and a longer-term relationship-building plan at the heart.

To ensure that all projects and activities are aligned to the ROH brand, and are optimally promoted to generate positive PR of ROH as an exciting digital leader and relevant brand.

To build a new team, and create the business case for growth based on demonstrating success and ROI from attracting a broader new audience to ROH

## **Main Responsibilities**

### ***Audience Innovation Labs***

#### *Research and Analysis*

- Work closely with the performing companies and other key internal stakeholders to understand the priorities and objectives for developing and growing our audiences, including but not limited to
  - Target areas for diversity and audience reach
  - Successful audience development initiatives to date
  - Brand and PR requirements
- Track and make effective use of our audience metrics across multiple products, services and digital platforms, to understand audience behaviour and response to all new initiatives and to inform and direct the programme of audience innovation labs work
- Develop a structured process for digital tech trials that assesses their ROI and viability to become part of our routine tool kit

#### *Concept and Delivery*

- Define and develop a programme of work, agreed with key stakeholders, to drive the audience labs portfolio, focussed on a programme of innovative trials that analyse and assess new digital techniques, products, kit and platforms to add to

our audience engagement toolkit and/or our artistic programme. The programme may include, but is not limited to:

- Commissioning strategy and business model for immersive storytelling to attract a broader, new audience
- Commissioning strategy and business model for digitally enhanced performances and digital and live performance work, designed to attract high profile PR and pique the interest of a broader audience beyond our existing core fans (as well as delight existing fans)
- Idea generation, production and delivery of approved new digital-only events
- Testing of ideas to develop new content with commercial potential and revenue development opportunities

#### *Audiences and Data*

- Develop a Research and Development programme that explores how and which new platforms or partners could be beneficial to the ROH's marketing strategy.
- Ensure that all new projects have digital marketing techniques included and budgeted within the plan in order to acquire audiences to the new initiatives
- Ensure that use of all audience data is compliant with current Data Protection rules
- Review audience, sales and marketing data and work collaboratively with colleagues to ensure that all audience innovation projects and initiatives are positioned for success, and especially for maximum PR value
- Identify metrics to measure the success of new projects or initiatives, and ensure that projects are set up to support data gathering

#### ***Relationship Management***

- Develop strong working relationships with key internal clients and stakeholders, particularly the performing companies and maintain a good understanding of their needs and priorities
- Develop strong and collaborative working relationships with other Audiences and Media team heads, to leverage our digital content and products and social media presence effectively
- Develop an excellent working relationship with the Head of Marketing Communications and the other Audiences and Media team heads to understand how best to reach and communicate with new audiences, alongside the other marketing programmes that are constantly underway.
- Build a network of external contacts to support new initiatives, and understanding of new concepts or trends in or relevant to our sector
- Ensure effective relationship management across all stakeholders, and regular communication on project priorities, work in progress and feedback on measures of success

#### ***Team Management***

- Provide direction to the Innovation Labs team on the strategy for audience development and allocate resources according to agreed priorities
- Develop successful working relationships with direct reports and encourage the development of their skills and talents in line with team objectives
- Promote and foster a culture of innovation, learning and data driven decision-making
- Promote and foster a culture of information sharing, collaborative working and cross-team working
- Support a culture of innovation and continuous improvement across all work

## **Key Performance Indicators**

- A good understanding of the ROH audience data in relation to the sector and social trends
- Development and commissioning of a programme of audience innovation labs work
- Delivery of the agreed programme of work to objectives and targets set
- Successful relationship management with internal client groups and stakeholders
- Effective planning, scheduling, budget management and overall use of resources
- Effective management, development and retention of key creative and highly skilled staff
- Foster a culture of information sharing, collaborative team working and service excellence across all team members

## **PERSON SPECIFICATION**

### **Essential Skills, Knowledge and Experience:**

#### *Audience Innovation*

- A thorough understanding of audience and social trends across platforms, and an analytical approach to validating hunches and hypotheses
- A track record of delivering successful audience innovation projects and initiatives
- Highly entrepreneurial, resilient and a strong self-starter
- Highly creative with a unique blend of both artistic and marketing credibility
- Ability to initiate new concepts and explore art form development and enhancement, and deal with knock-backs or failures with good humour and a learning mind-set!
- The ability to plan or commission work from partners
- Ability to define the strategy and business model for these new concepts and art form development and deliver a comprehensive strategy
- Excellent planning and project management skills with ability to prioritise and drive forward a programme of work
- Ability to use systematic approaches for measuring the success of programmed work
- Demonstrated ability in working with creative/innovative skills and analytical tools
- Experience of using audience or customer data analytics to track and inform audience behaviour and trends

#### *Relationship Management*

- Credibility and influence as an ambassador for the Royal Opera House internally and externally, able to operate effectively at all levels
- Excellent relationship management and development skills
- Ability to work collaboratively and encourage a collaborative working style across multi-disciplinary teams
- Strong leadership skills with the ability to engage others and meet objectives through a small team

#### *Team Management*

- A good track record of team management and development

- Generous and open with knowledge – shares and inspires others to grow
- Ability to lead by example and inspire individuals and teams to deliver outstanding work and to get behind new ideas and concepts
- Ability to set objectives and allocate workload and resources effectively
- Ability to support a strong team ethic and culture of innovation and continuous improvement

*Note: This Job Description reflects the current situation. It does not preclude change or development that might be required in the future.*