



ROYAL
OPERA
HOUSE

JOB DESCRIPTION

Title: Head of ROH Retail

Reports to: Head of Enterprises

Responsible for: Retail Coordinators and Retail Buyer; overall responsibility for retail team and operation

Development and Enterprises Department

The Royal Opera House, home to the Royal Opera, the Royal Ballet and the Orchestra of the Royal Opera House, is one of the busiest performing arts venues in the world. In a normal season we present over 300 performances of opera and ballet on our main stage, and around 200 performances in The Linbury Theatre. In addition, our learning and participation team present a year-round programme of public performances, events and exhibitions. During this exceptional year when we have been unable to perform to live audiences we have grown a significant global digital audience including over 1M followers on YouTube.

The **Development and Enterprises Team** plays a critical role in enabling and realising the ambitions of the Artistic Leadership. The team works closely with creative teams and colleagues across the building to nurture business partnerships and encourage philanthropists to support our work and with retail, licensing and our catering partner to deliver secondary income. Despite challenging business conditions the department contributed £29M in the 19/20 Season.

This is an exciting time to join the Royal Opera House, as we look to build our e-commerce business which grew by 200% last season and rebuild our on-site retail trade following 18 months of closure.

Main Purpose of the Job:

To manage the retail function across current service lines (in-store and on-line) to deliver key strategic and operational priorities including:

- Total sales of £1.2M for 2021/2022 Season
- Building on the successful relaunch of the Covent Garden shop
- Rebuilding the business across in-store and on-line
- Management of all activities in line with required safety and security measures

To undertake a strategic review of ROH Retail and develop a robust strategy for the next phase of developing the business

To build and manage strong relationships with all stakeholders, partners, customers and suppliers

To manage and develop the Retail team to enable successful delivery to all objectives

To contribute to a culture of continuous learning and continuous improvement

Main Responsibilities

Working to the priorities set by the Head of Enterprises:

Management of ROH Retail to key priorities

- Develop a comprehensive understanding of the business and key operational and strategic priorities, working collaboratively with internal/external stakeholders, team members and others who can inform or support this process
- Work to develop a plan for all key dates, deliverables and targets and work with the Retail Coordinators and senior team to manage delivery
- Working closely with the Coordinators and retail team, ensure smooth and successful operational delivery for:
 - Management of the customer experience for our audiences and visitors currently with opening from midday daily
 - Effective management of the on-line fulfilment process and related workspace
 - Stock management and the annual stocktake (August)
 - All measures in place to support safety, security, data security and a Covid-secure environment for visitors and staff
 - Promotion of the ROH Retail brand through social channels and other PR, working with the Communications team
- Rebuild the business, drawing on evidence from data and customer insight, as well as planning for opportunities around events and the artistic schedule and strategic growth opportunities

Strategy and Business Development

- Undertake a strategic review of ROH Retail and the market opportunity for potential new service lines; review other business models and possible areas for growth or new services including licensing, wholesale, partnerships and any operational gains or efficiencies
- Based on supporting data and analysis, develop a robust strategy and performance KPI's for the next phase of developing the business
- Following review and approval of the ROH Retail Strategy, develop a detailed business and delivery plan for all service lines, working with other colleagues as required
- Develop a growth plan for the on-line business, with due regard to
 - Development of the on-line user experience, sign-in and purchase path, working closely with the Digital Products team
 - The outcomes of the Shopify audit (underway)
 - Sales patterns and seasonal opportunities
 - Maximising marketing opportunities, marketing channels and PR
 - How to deliver efficiencies and to maximise online sales, fulfilment capability and delivery options
- Track all sales and business development delivery to plan and review progress with Head of Enterprises and the senior team members
- Maintain an overview of other similar retail operations in the arts sector and other relevant business models in order to understand best practice and trends; work with the Retail Coordinators and senior team members on this and encourage development of networks and sharing of best practice

Relationship Management

- Develop strong relationships with all internal and external stakeholders (including working with Visitor Experience team) based on a good understanding of needs and priorities on both sides
- Act as the lead for supplier, licensing or partner relationships, either supporting or leading on introductions and negotiations as required
- Develop and manage relevant partnerships with peer organisations to inform best practice and support networks either within or outside the sector

Team Leadership

- Build and develop a high performing, multi-disciplinary team able to meet objectives and deliver across a range of services
- Manage and develop direct reports and encourage CPD or relevant skill development
- Encourage information sharing and feedback from team members and keep team informed on objectives, progress to plan, new products and other new developments
- Ensure staffing and operations allow for training and skill development at all levels, to support growth of relevant skills, knowledge management and business continuity
- Promote and foster a culture of high performance, learning and service excellence

Continuous Improvement

- Lead by example as a team head and team player in Development and Enterprises
- Keep abreast of best practice, trends and new technologies relevant to the sector
- Manage own learning and continuous professional development relevant to the role
- Promote and contribute to a culture of innovation and continuous improvement
- Uphold ROH values and behaviours: Treat each other with **R**espect | Be **O**pen | Value the **H**ighest Standards
- Promote and foster a culture of information sharing, collaborative working and cross-team working

PERSON SPECIFICATION

Essential skills and experience

Retail Management Experience

- A track record of proven experience in managing a small retail operation (in store and on-line) as part of a larger business
- Substantial experience of delivering a high quality service and customer experience both in-store and on-line
- Ability to manage all aspects of the retail operation successfully, from product development to customer communications and marketing, with experience and insight into which activities can add most value in the customer journey

Business Development Experience

- A strong understanding of key drivers for growth in developing a retail strategy, able to conduct supporting research and analysis of opportunities and risks
- Track record of successfully introducing new services that generate incremental growth in customers and sales
- Experience of growing an on-line business, drawing on data, customer insight, the user experience and market trends and opportunities

Relationship Management

- Credibility and influence as an ambassador for ROH Retail internally and externally, able to operate effectively at all levels
- Excellent relationship management and development skills

Team Leadership Skills

- Experience in leading a modern retail function with a multi-disciplinary team
- Track record of building teams with a range of skills and creating an environment where team members can do their best work
- Highly skilled in creating a collaborative work environment where all team members can thrive

Continuous Improvement

- Ability to work to and support a culture of continuous improvement
- Commitment to managing own learning and continuous development relevant to the role

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