



JOB DESCRIPTION

Title:	Head of RBO Retail
Reports to:	Commercial Director
Responsible for:	Online Retail Manager, Retail and Buying Manager Overall responsibility for retail team and operation

The newly formed Audiences and Commercial division delivers £80M income per annum, through commercial activities including brand partnerships, catering, retail, streaming, global cinema programme, exploitation of content and box office.

With the support of a refreshed brand and purpose, and assets never before available, the Royal Ballet and Opera is open for business and on track to deliver a step change in revenue generation for the FY24/25 season. To support this approach, we are looking for an ambitious Head of Retail who will drive forwards both our in-store and online offering through innovative product development, smart use of RBO assets and inspiring team leadership.

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

To undertake a strategic review of RBO 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 Commercial Director:

Management of RBO 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 team to manage delivery
- Working closely with the 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 stock take (August)
 - All measures in place to support safety, security and data security for visitors and staff
 - Promotion of the RBO Retail brand through social channels and other PR, working with the Communications team
- Expand 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 RBO 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
- In line with the RBO Retail Strategy, develop a detailed business and delivery plan for all service lines, working with other colleagues as required
- Develop a continued 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
 - 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 Commercial Director and the senior team members
- Maintain an overview of other similar retail operations in the arts sector and other relevant business models to understand best practice and trends; work with the Retail 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 Audiences and Commercial
- 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 organisational 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 RBO 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
- Willingness to work sustainably and consider new or improved ways of working to reduce our impact on the environment.

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

