# Director of Commercial and Operations

Holborn

£50,000 p.a

Closing date: 20 September 2019 10.00am

Founded in 1837, Sir John Soane’s Museum is the third oldest museum in London, and is widely regarded as the best house museum in the world, welcoming over 130,000 visitors through its doors each year. It is one of the 14 National Museums sponsored by the Department for Digital, Culture, Media and Sport (DCMS). Our commercial income, channelled through our trading arm, Soane Museum Enterprises (SME) is critical to the museum’s finances. Since the creation of SME, income has grown robustly , and the Director of Commercial and Operations has to work very closely in partnership with all of the museum’s staff to deliver commercial success.

We are looking for an exceptional individual to provide leadership of our SME related activities and of the operational activities that support our commercial success. These include:

* Retail, Publishing, Corporate Venue Hire and a licensing business. All of these have expansion potential, and we believe there is also scope to grow revenues from newer areas such as ticketed evening events and online sales*.*
* Visitor Services and Volunteer Teams. Much of the work required to ensure that these activities are successful is carried out by our visitor services and volunteer teams, who report to a Head of Operations, who in turn reports to this Director of Commercial and Operations post.

Thus the role of Director of Commercial and Operations requires an individual who can lead the creative teams while also providing guidance and leadershipto the Head of Operations.

In 2016, we completed a major 7 year restoration programme, *Opening Up The Soane*, which resulted in the opening of a third more spaces and rooms for our visitors. In 2016-17, we were also the recipient of an additional capital works grant from the DCMS, which has funded some key investments in back-office systems and facilities as well as enhancing our visitor offer. These investments have enabled us to develop an ambitious vision for the future, supported by a very exciting 3 year corporate plan. As a member of the Senior Management Team, you will be reviewing, validating and putting the commercial and operational strategies in place to deliver the plan.

## Major Responsibilities

As a member of the Museum’s Senior Management Team (SMT), you will play a major role in all decisions affecting the Museum, including strategy. You will report regularly to the Board of Trustees on your areas of responsibility and have semi-annual meetings with the Museums Team of the Department for Digital, Cultural, Media, and Sport.

**Commercial**

* Provide strategic leadership for the continued growth of all existing activity across retail and publishing, e-commerce, licencing and corporate venue hire, to reflect the quality and reputation of the Museum and to maximise the profit to the Museum from all commercial activities.
* Provide entrepreneurial and innovative leadership to develop new commercial activities, ranging from new licensees to our new programme of ticketed evening events – Soane Lates.
* Support the Museum’s ambition to enhance its financial resilience by identifying new third-party partnership and distribution channels in the UK and internationally for the Museum’s commercial products and services.
* Deliver against robust financial targets and effectively managethe budget for SME, providing regular updates to forecast.
* Lead and manage the team to deliver against this strategy ensuring all activities adhere to our conservation protocols.

**Operations**

* Ensure we continue to deliver an exceptional visitor offer, embedding a strong culture of customer service across our visitor services team.
* Provide leadership and direction to the Head of Operations, who will be responsible for developing the operational strategy and budget with you to support all our activities, from daily opening, commercial operations, cultivation events through to the learning programme.
* Continue to develop our volunteer programme to deliver against both our visitor service objectives and our ambition to reach out to new audiences and support skills development in the wider community.
* Work closely and collaboratively with the Deputy Director & Inspectress to ensure commercial and operational strategies are aligned with the conservation needs of the fabric of the building and the presentation and safety of the collection.

**Team Structure**

Your Reporting Line

You will report to the Director of the Museum and will be a member of the Senior Management Team. In your capacity as Director of Soane Museum Enterprises, you are also accountable to the Board of Soane Museum Enterprises (composed of Museum Trustees, senior Museum staff and two independent Non-Executive Directors.

Direct Reports to You:

* Head of Operations, Retail & Product Development Manager, Commercial Events Manager & Picture Library Assistant

Responsible for:

* Head of Operations manages a team of 35 including 2 Visitor Services Managers, a Volunteer Manager and up to 100 active volunteers
* Retail & Product Development Manager manages 10 part time Retail Assistants and Guidebook sellers
* Commercial Events Manager manages a Commercial Events Assistant

**Person specification**

* A successful background of consistent achievement in multi-channel commercial operations in retail, publishing, media or related organisations
* Excellent leadership, change management and influencing skills together with sound commercial and financial acumen
* Will have operated in a professional customer service orientated environment in strategic roles requiring bottom-line focus and budget management responsibilities
* Proven track record in managing third party relationships
* Understanding of the value of intellectual property and how to maximise returns
* Entrepreneurial, experienced and effective negotiator, with a record of forging new partnerships
* Interest in and empathy with architecture, art and design
* Understanding of the constraints and opportunities of working in a grade 1 listed building.

**Contracted Hours –** 35 hours per week with some flexibility required around a limited amount of evening and weekend working.

To apply for the role please submit your CV with a covering letter which addresses the person specification by email to [recruitment@soane.org.uk](mailto:recruitment@soane.org.uk) . Please also supply the contact details for 2 referees, one of whom should be your current employer. The deadline for applications is 20 September 2019 at 10 am

First interviews will be 27 September 2019