

Job Title: Commercial Director
Department: Office of the Vice-Chancellor

Job purpose

The Commercial Director will be responsible for leading the strategic and operational development of the University's commercial services, driving value and income for the University which supports its academic vision and strategic objectives, as well as making a strong financial contribution to University budgets. Through their leadership, energy and experience, the Commercial Director will shape and drive the University's commercial strategy to maximise the year-round returns from the University's physical assets and its commercially traded services.

The Commercial Director will actively lead the transformation of commercial services, fostering an entrepreneurial and innovative approach and supporting cultural change. The post holder will engage with a wide range of internal stakeholders to effect corporate change and will have an outward-facing role focused on developing innovative commercial relationships with suppliers and partners to ensure that the University is positioned to exploit current and emerging commercial opportunities.

Reporting line

The Commercial Director will be a member of the University's Executive and will report directly to the Vice-Chancellor.

Staff management responsibility

The University of Bath operates in a dynamic, competitive international higher education market. In response, the portfolios of its senior managers continually evolve to optimise institutional agility and effectiveness. The Commercial Director will initially have direct line management responsibility for Accommodation, Hospitality and Security (known as ahs) and Executive Education but will also provide additional leadership capacity to support a range of University operations with a commercial dimension.

MAIN DUTIES AND RESPONSIBILITIES

- 1. Ensuring effective delivery of commercial services:**
 - Establish clear performance targets and objectives aligned with the delivery of University strategy.
 - Ensure a culture of continuous improvement and service excellence is embedded across all commercially-oriented departments and services.
 - Engage with stakeholders to reach a shared understanding of the developing context for commercial services and the opportunities to deliver a significant increase in commercial revenue.
 - Develop the leadership skills and financial literacy of direct reports.
 - Work with the University's marketing teams to develop relevant marketing programmes to support commercial initiatives.
 - Develop new and innovative delivery vehicles for commercial activities, including the establishment of mutually beneficial agreements with partner organisations.
 - Oversee the formulation of contract specifications and tender processes and contracts, ensuring clear quality standards and are established, maintained and monitored.

- Ensure suppliers are effectively managed to deliver best service and the highest return to the University.
- Develop an effective and innovative digital strategy, spanning marketing, sales and delivery, to increase sales and maximise revenue.
- Develop effective relationships across the University and with partner organisations to promote an integrated approach to service provision.

2. Developing and implementing institutional strategy and corporate change initiatives relating to commercial activities:

- Develop an ambitious strategy for the delivery of the University's commercial activities, including income generation and diversification that involves increasing revenue from a variety of sources.
- Ensure that the opportunities for digital sales and delivery are fully considered and developed as part of the overall commercial strategy.
- Identify new and emerging commercial opportunities and drive business development activity to capitalise on emerging opportunities.
- Ensure that all commercial decision-making is supported by data/evidence-based business cases.
- Bring a commercial, entrepreneurial and ambitious approach to the delivery of services, focused on outstanding customer service and service delivery and effective and efficient operating models.
- Introduce new ways of working and new commercial offers based on a robust business case which clearly identifies a return on investment for the University.
- Identify multi-channel opportunities for provision of all commercial services, identifying relevant routes to market to maximise sales opportunities and profitability.
- Develop a strategy to maximise the usage of, and commercial income derived from, the University's estate.
- Develop innovative approaches to maximising contribution from all existing commercial functions.
- Provide financial and risk management oversight for commercial services.

3. Developing a commercial culture:

- Through leadership, management, influence and the role-modelling of behaviour, develop a commercial orientation across the University focused on ensuring that University activity is considered through a commercial lens and that commercial opportunities are identified.
- Develop an approach to decision-making based on evidence-based business cases that identify and quantify potential commercial benefit.
- Working with the University's marketing team, bring a commercial orientation to marketing and branding, ensuring that the University's commercial offers are appropriately promoted to target audiences (B2B and B2C).
- Build and support the development of a culture that identifies and exploits digital commercial opportunities.
- Work across the academic community to build support for commercial activity and harness the knowledge and relationships that exist across the academic community for commercial benefit.

4. Managing people and financial resources:

- Meet agreed income-generation and surplus/profit targets and ensure that commercial services budgets are managed in line with the University's financial procedures and regulations.
- Provide clear vision, leadership and management to all commercial services staff, engaging and developing them.

- Ensure cohesive and collaborative working practices and behaviours that reflect the University's values and demonstrate a culture of ownership and accountability.
- Develop benchmarked KPIs to ensure best in sector quality and commercial performance.
- Develop business cases for investment in commercial activity being cognisant of the University's evidence-based style of decision making.

5. Representing the University externally:

- Maintain professional networks on behalf of the University and develop partnerships with international, national, regional and local organisations, in order identify and exploit business development opportunities.
 - Represent the University on internal/external groups, forums and committees where relevant.
- 6. The post holder may be required to undertake such other duties commensurate with the nature and level of the post as directed by the Vice-Chancellor.**
- 7. The post holder will be required to follow all University policies and procedures at all times and take account of University guidance.**

PERSON SPECIFICATION

Qualifications

Degree/professionally qualified or equivalent relevant professional experience and evidence of continued professional development.

KNOWLEDGE AND EXPERIENCE

Essential

1. Substantial commercial experience at a senior level in an organisation of significant size and complexity with a demonstrable track record in delivery of commercial services.
2. A successful track record of developing and launching new commercial initiatives resulting in income and surplus/profit growth and diversification.
3. Experience of leading the development and implementation of a successful digital sales strategy.
4. Experience of leading innovation and change management.
5. Experience of leading and motivating multi-disciplined teams and leading new ways of working.
6. Experience of developing sales and marketing campaigns designed to maximise revenue.
7. Experience of a variety of commercial contractual arrangements and contract management.
8. Experience in developing evidenced-based business cases and investment appraisals.

Desirable

1. Knowledge of UK higher education sector.
2. Experience of the hospitality industry.

SKILLS AND ABILITIES

1. Proven leadership and management skills, including a commitment to high performance and continuous improvement.
2. An innovative and entrepreneurial thinker with the ability to identify new commercial opportunities.
3. Commercial acumen and the ability to shape investment decisions.
4. Ability to deliver excellent services in a complex environment.
5. Excellent written and oral communication skills.
6. Proven influencing skills and the ability to represent the University's commercial interests with customers, clients, partners and stakeholders.
7. Ability to build persuasive, evidence-based business cases.
8. Excellent negotiating, facilitating and relationship building skills.
9. Ability to work as part of a senior management team and the ability to work within the culture of a high performing university.
10. Ability to create an environment of accountability for results and actions, inspiring the cooperation of others in promoting change.
11. A positive energy capable of uniting diverse stakeholders to deliver common goals.
12. Excellent motivational and team-building skills.