

JOB DESCRIPTION



This job description outlines the key accountabilities of, and output required from, the postholder. It is not a definitive list and the role may well change and evolve over time.

Job title:	Commercial Director
Department / location:	Commercial / Greenwich or Canterbury offices
Report to:	Managing Director

Main purpose of the job:

The main purpose of the Commercial Director role is to manage the Group's product and service life-cycles, and lead the sales, marketing and customer-facing teams, to deliver company growth through increased revenues and profitability leading to an even more extensive impact on the market that is consistent with Real Group's mission and values. The Commercial Director contributes to Real Group delivering on its vision and mission by strategically leading the commercial activities of the organisation, identifying opportunities for new product and service development, enhancing customer engagement and satisfaction levels, making suggestions for mergers and acquisitions, and developing effective and collaborative partnerships.

Key tasks and responsibilities:

Leadership, commercial strategy and planning

- An active member of the Directors' Committee, supporting and challenging the other Company Directors and the team as a whole to create value for customers and the community in line with standards for better business (aiming to create both a positive social impact and a profitable enterprise).

- Through effective line management and support of the Head of Products and Services, to ensure that new product service development is on spec, on time and to budget; and to identify opportunities and risks to inform the strategy for creating and reforming product and service developments.
- Ensure Real Group has an effective team and leadership structure across Sales & Marketing and Product & Services functions.
- Through effective line management and support of the Sales and Marketing leadership, to ensure all strategic sales and marketing objectives for the company are achieved, delivering on the profit and loss targets of the Group, working in close consultation with the Finance Director especially when it comes to controlling costs.
- In partnership with the Finance Director, produce internal reporting of monthly sales and marketing performance. In conjunction with the Products and Services leadership, monitor product and service development and delivery and report against the plan.
- Prepare and deliver reports to Real Group's strategy board meetings and contribute to the board decision making.
- Broker and create the relationships required across the Group to ensure effective delivery of product strategy and delivery, commercial partnerships and business plans. This is for existing parts of the business, as well as new areas that might come in via mergers and acquisitions.
- Support the executive board with ideas for investments, acquisitions or divestments, and become involved in the activity required to see these through.
- Ensure the continuing professional development of the Commercial team and managers.
- To maintain effective internal communications to ensure that all relevant company functions are kept informed of the Commercial division's activity and objectives, and in conjunction with the other Directors explore ways that the other functions can aid the Commercial division in working even more effectively and efficiently (and vice versa).

Commercial partnerships, PR and advocacy

- Prioritise excellent partnership working within Real Group and with external contacts and collaborators to ensure that opportunities deliver the expected impact on the top and bottom lines.
- To research and identify key strategic partner relationships for tenders opportunities, commercial partnerships and increased profile and impact. In partnership with the Finance Director to identify the potential value of these opportunities and prioritise those that hold most value and impact.
- Identify and communicate threats in the external environment to products and services and review with the Directors and Finance Director the risk profile within the product mix to ensure there's a spread and good management of risk.
- Develop a network of contacts, attend external influencing events, and become active within our major trade associations and representative bodies, further to develop Real Group's profile and standing in its markets and amongst policy influencers, in the UK

and internationally.

- Monitor mergers and acquisitions activity amongst our competitors and the commercial education services market generally, informing the Strategy Board and Directors' Committee as to the potential risks and opportunities these may present. Preparing, communicating and presenting pitches for investors and partners with the support of the Directors.

Sales and marketing

- To lead and line manage the Sales and Marketing function, taking overall accountability for the performance of the sales and marketing function by meeting and exceeding agreed key performance indicators.
- With the leadership of Sales and Marketing, to create and deliver a short, medium and long-term targeted sales strategy. To support the leadership of Sales and Marketing to lead the functions to do with lead generation, marketing and account management, to meet and exceed sales and marketing KPIs, including agreed sales targets.
- In conjunction with the leadership of Sales and Marketing, to plan and implement promotional campaigns in the right ways for identifiable market segments, measuring and reporting on return on investment.
- In conjunction with the leadership of Sales and Marketing, to ensure that the CRM system is fit for purpose, constantly updated, and sales and marketing initiatives are informed by and based on the effective and accurate interpretation of the CRM data.
- To monitor competitor activity, including potential mergers and acquisitions, developing plans to ensure the risks to the business coming from these are minimised.
- To share responsibility for corporate identity with the Directors, especially when it comes to mergers, acquisitions and partnerships.
- To be accountable for the company brand, including the sub-brands to do with other businesses within the Group, challenging and supporting the Head of Sales and Marketing as to the most appropriate ways the brand(s) should be used according to the needs of the market(s).
- To continually monitor the effectiveness of sales and marketing strategy and delivery, reviewing and updating plans on a regular basis in line with likely changes to the dynamic of our markets.

Products and services

- To lead and line manage the leadership of Products and Services, taking overall accountability for the performance of the product and service function by meeting and exceeding agreed key performance indicators.
- Support the leadership of Products and Services to conceive, develop, deliver and champion existing and new products and services developed across the Group.

- With the Head of Products and Services, to create and deliver a short, mid and long-term products and services strategy, taking into account the importance of the life-cycle of 'legacy' services, as well as the need to expand into new areas.
- To broker opportunities for the leadership of Products and Services to become involved in the decision-making processes for potential new services developed by the Group's other businesses/partners.
- To work with the leadership of Products and Services, and Finance Director, on the creation of templates required for seeking project approval, from strategic narrative, sales, brand and financial perspectives. To ensure that projects approved are on the basis of excellent quality but at the same time delivering the required margin.
- Together with the leadership of Products and Services, and Financial Director, to undertake an annual review of gross margins and profitability of legacy products and services, making decisions to excise those services that may no longer be relevant/required/profitable.

Budgeting, forecasting and communication

- To lead the Commercial Division's annual budget process, working closely with the Finance Director to ensure Commercial maximises potential growth of the existing businesses as well as new mergers and acquisitions. To consider cost reduction as and when appropriate, according to the external environment/potential affect of changes to the market.
- Work with the leadership of Sales and Marketing, and leadership of Products and Services and in conjunction with the Finance Director to review pricing annually, to ensure an appropriate gross margin, by providing information about market trends, economic factors and competitor pricing.
- Ensure the Commercial Division fulfils all its responsibilities relating to the Annual Planning Cycle.
- Ensure the Commercial Division maintains an excellent working relationship with the other Divisions across the Group, looking for opportunities to maximise cross-working and avoiding any potential duplication.
- Responsible for representing the Commercial Division at the Strategy Board and Directors' Committee meetings, at the same time looking for opportunities to increase the involvement of the Heads of roles in these meetings as and when appropriate.

Legal and Compliance

- Ensure Commercial's compliance with data legislation and best practices for products and services (eg ISO), and sales and marketing (eg GDPR) functions and activities. To work in conjunction with the HR, Learning and Development Manager to ensure that appropriate training is provided to the Commercial Division to ensure compliance remains up to date.
- To be responsible for ensuring all PR, advocacy, communications and ensuing

partnerships are consistent with Real Group's ethical and professional brand values.

Measurable outputs:

- Delivering a team that is high-performing in that it meets and exceeds measurable targets.
- Delivery of an annual costed Commercial business plan, to feed into the Group's overall budget to deliver year-on-year growth.
- Delivering on the agreed product and service creation targets.
- Delivering on the agreed sales and marketing targets.
- Reports for the Directors and Strategy Board as outlined above and as and when required.
- All staff reviews completed in a timely and comprehensive manner.

Person Specification

- Experience of commercial delivery, leadership and management and the ability to think strategically
- Experience of working commercially in the Education sector and public relations.
- Excellent communication and analytical skills
- Excellent track record of directly contributing to the growth or value of a business.
- The ability to interpreting complex financial information (assessed at interview, not shortlisting)
- An excellent understanding of marketing, sales and product functions
- An excellent understanding of the regulatory and legal context within which businesses operate

Practical requirements:

- Attend relevant activities to represent the Group, especially when it comes to influencing policy-makers and the developers of educational initiatives in our space.
- Attend forums, exhibitions and conferences, UK and internationally. If appropriate, to broker opportunities in advance to be a speaker at these to represent the Group. To undertake overnight stays as and when required.
- Attend meetings held by the Group mostly in Greenwich, but also Canterbury, Staines and Stevenage offices when required.
- 37.5 hours per week, taking a 30 minute unpaid break if working for a continuous

period of more than 6 hours.

The above job description is a guide to the work you may be required to undertake but does not form part of your contract of employment and may change from time to time to reflect changing circumstances.

Date: November 2021