

# Auckland Theatre Company seeks a strategic marketing leader

## HEAD OF MARKET DEVELOPMENT & PARTNERSHIPS

A strategic leadership position at the Senior Management level to lead the Company's brand and market development, drive revenues and nurture corporate partnerships.

You must have...	We offer...	ATC is...
⇒ Arts & culture marketing leadership experience	⇒ High profile brand with 28 years history	⇒ Auckland's leading theatre company
⇒ A passion for data, analytics & research	⇒ Loyal & engaged audience	⇒ Resident at ASB Waterfront Theatre
⇒ Track record of growth & innovation	⇒ Technology investment in data, digital & CRMs	⇒ A major developer of new work
⇒ The desire to nurture & develop great talent	⇒ A brilliant team in place	⇒ Expanding digital content & capabilities
⇒ Exceptional organisational skills	⇒ A flexible workplace, competitive salary & benefits	⇒ Celebrating 30 <sup>th</sup> in 2023

### Recruitment enquiries ...

Richard Evans  
REĀ Consulting  
richardevans@rea-consulting.com

### Applications close...

Friday 19 March 2021

[www.atc.co.nz](http://www.atc.co.nz)

POSITION DESCRIPTION			
<b>TITLE</b>	<b>Head of Market Development &amp; Partnerships</b>		
<b>DEPARTMENT</b>	Market Development & Partnerships	<b>VERSION DATE</b>	February 2021
<b>TEAM</b>	Senior Management	<b>REPORTS TO</b>	Chief Executive Officer
<b>DIRECT REPORTS</b>	<input type="checkbox"/> Marketing & Audience Development Manager <input type="checkbox"/> Publicist & Content Producer <input type="checkbox"/> Designer <input type="checkbox"/> Other staff as may be assigned	<b>INDIRECT REPORTS</b>	<input type="checkbox"/> Development Coordinator (shared with CEO)
<b>KEY INTERNAL WORKING RELATIONSHIPS</b>	<input type="checkbox"/> Chief Executive Officer <input type="checkbox"/> Executive Director <input type="checkbox"/> Head of Finance <input type="checkbox"/> Head of Venue Operations <input type="checkbox"/> Executive Administrator <input type="checkbox"/> Ticketing Manager <input type="checkbox"/> Project Manager, CRMS	<b>KEY EXTERNAL RELATIONSHIPS</b>	<input type="checkbox"/> The arts sector <input type="checkbox"/> Peer arts companies <input type="checkbox"/> Current partnerships: Vodafone, Giltrap Audi, NZME, Dentons Kensington Swan, MiNDFOOD, QMS Outdoor, Journey, Villa Maria Wines, BDO, Monstavisoin, Canon & SecureCom <input type="checkbox"/> Other sponsors & partners <input type="checkbox"/> ASB Waterfront Founding Sponsors
<b>WORKING CONDITIONS</b>	<input type="checkbox"/> Based at ATC Studios at Balmoral <input type="checkbox"/> Access to pool cars <input type="checkbox"/> Regularly required to be at ASB Waterfront Theatre <input type="checkbox"/> Occasional out-of-town travel <input type="checkbox"/> Evening & weekend attendance at performances & events <input type="checkbox"/> Flexible hours and work from home as agreed	<b>KEY SUPPLIER RELATIONSHIPS</b>	<input type="checkbox"/> Contractors as may be engaged <input type="checkbox"/> Marketing service suppliers <input type="checkbox"/> CRM platform supplier <input type="checkbox"/> Baker Richards <input type="checkbox"/> And other suppliers as may be necessary
<b>INTERNAL MEMBERSHIPS</b>	<input type="checkbox"/> Senior Management Team <input type="checkbox"/> Budget Managers Group <input type="checkbox"/> Technology Work Group <input type="checkbox"/> CRMS Project	<b>EXTERNAL MEMBERSHIPS</b>	<input type="checkbox"/> Marketing associations <input type="checkbox"/> Arts industry forums and associations
<b>DELEGATIONS</b> The position exercises these delegations under the Delegations of Authority:	Clause 3 Manager of Annual Budget		Yes
	Clause 5.3 Approve Non-Salary Payments		Yes
	Clause 4.4 Domestic Travel & Accommodation		Yes
	Clause 8 Sponsorship Contracts		Yes - \$100k max
	Clause 9 Contractual Commitments of 18 months Value		Yes - \$60k max

## AUCKLAND THEATRE COMPANY

Starting out with a season of two productions in 1993, [Auckland Theatre Company](#) has gone from strength to strength, steadily increasing the number of annual productions, establishing dedicated literary, youth arts and creative learning programmes and touring nationally. As the Company grew so to the desire for a permanent home; so, after seven years of fundraising ATC built our own \$36 million state-of-the-art, five-Green Star-rated theatre in the Wynyard Quarter. The opening of [ASB Waterfront Theatre](#) in October 2016 has not only cemented the Company's reputation as a producer of outstanding theatre but also established its place in Auckland's arts scene and events industry as a premier stage of national significance.

After 28 years and more than 190 productions, ATC now boasts an annual subscription season, the Here & Now youth arts festival, extensive creative development work, some 120,000 annual audience engagements, a suite of arts industry partnerships, rehearsal studios at Balmoral and a 670-seat theatre to call home on Auckland's waterfront that, when taken together, represent a national cultural powerhouse.

## POSITION PURPOSE

A strategic leadership position at the Senior Management level reporting to the CEO to lead the Company's brand and market development, drive revenues and nurture corporate partnerships.

The Head of Market Development & Partnerships has responsibility and accountability for: the planning and implementation of marketing campaigns, subscription and membership programmes, meeting revenue targets, show publicity and corporate communications, the market development budgets, servicing and retaining existing corporate partnerships, delivering marketing services to clients of ASB Waterfront Theatre and care of brand ATC.

A market development focus is expected to grow the communities of ticket purchasers, social engagements, digital capital, sponsors and supporters. The agenda is *growth*.

This brief of responsibility will be fulfilled by proactively leading the Market Development & Partnerships team to achieve this through clear and consistent direction setting, utilising an empowering management style to nurture talent, with a focus on attention to detail and efficient systems.

By using bespoke partnerships, the Head of Market Development & Partnerships will maintain a suite of mutually beneficial sponsorships with corporate Auckland.

The work of the department will be data-led, with powerful and actionable insights developed from research and analysis.

The Head of Market Development & Partnerships is expected to cultivate an external profile within the broader arts and cultural sector and in the marketing community through board memberships, advisory groups, peer reviews, mentoring and attendance at key industry gatherings to both develop self, make a meaningful industry contribution and enhance the reputation of the Company.

## 1. WHAT YOU WILL DO....

### SAFETY & WELLBEING

KEY AREAS	KEY RESPONSIBILITIES	EXPECTED OUTCOMES
Health, Safety & Wellbeing Leadership	<ul style="list-style-type: none"> <li><input type="checkbox"/> Proactively take responsibility for self and others safety and wellbeing</li> <li><input type="checkbox"/> Adhere to and implement Company Health &amp; Safety policies and procedures</li> <li><input type="checkbox"/> Lead a culture of safety first, where people look after themselves and each other</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Policies are complied with</li> <li><input type="checkbox"/> People see a leader dedicated to safety and wellbeing, modelling exemplary attitudes and personal conduct</li> <li><input type="checkbox"/> A demonstrable contribution is made to the Company's culture of wellbeing</li> </ul>
Time Management	<ul style="list-style-type: none"> <li><input type="checkbox"/> Manage your time, workload and stress effectively to keep yourself well, addressing pressures with manager early to prevent burnout or overloading</li> <li><input type="checkbox"/> Proactively manage your peoples time and workloads and avoid work-related fatigue</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> You are in control of your work and your workload</li> <li><input type="checkbox"/> Neither you nor anyone working for you is chronically overworked or overstressed</li> <li><input type="checkbox"/> You and your team have a suitable balance between work and non-work life</li> </ul>

### PEOPLE

KEY AREAS	KEY RESPONSIBILITIES	EXPECTED OUTCOMES
People Leadership	<ul style="list-style-type: none"> <li><input type="checkbox"/> Bring people together, provide focus and give the team strength of purpose</li> <li><input type="checkbox"/> Be influential in the leadership of the Company</li> <li><input type="checkbox"/> Promote and maintain a culture that achieves a high level of morale and encourages</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Everyone is respected, valued and nurtured and they are happy in their work</li> <li><input type="checkbox"/> The team know what they are doing, why and consistently do it very well</li> </ul>

	<p>performance, productivity, openness, satisfaction and trust</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Work with the team to achieve the best possible results, supporting and empowering them</li> <li><input type="checkbox"/> Model and encourage team to have industry and external perspectives, broadening outlook and knowledge</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> You are respected and looked up to across the Company</li> <li><input type="checkbox"/> Team have the knowledge and skill to be expert at their jobs</li> <li><input type="checkbox"/> People are supported to identify and participate in professional development opportunities</li> </ul>
Culture & Performance	<ul style="list-style-type: none"> <li><input type="checkbox"/> Set clear and consistent standards, parameters and expectations and inspect to ensure they are maintained</li> <li><input type="checkbox"/> Proactively communicate with team, encourage same</li> <li><input type="checkbox"/> Nurture and empower people, grow talent</li> <li><input type="checkbox"/> Adhere to the Company HR policies and procedures</li> <li><input type="checkbox"/> Address performance-related issues, manage conflict and build an effective team</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> The team is cohesive, high-performing and resolves issues quickly</li> <li><input type="checkbox"/> Everyone knows where they fit in, what is expected and what success means</li> <li><input type="checkbox"/> The team is free to act, to innovate and work nimbly without constant management interventions</li> <li><input type="checkbox"/> People issues are sensitively and swiftly handled</li> </ul>
Communication	<ul style="list-style-type: none"> <li><input type="checkbox"/> Be open, tell people what is going on and what you are doing, encourage transparency</li> <li><input type="checkbox"/> Develop written policies and processes as may be required</li> <li><input type="checkbox"/> Keep the CEO abreast of important information</li> <li><input type="checkbox"/> If it involves money or contractual matters, make sure it's in writing</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> People feel informed and involved</li> <li><input type="checkbox"/> Each person has the knowledge and information they need in a timely fashion to do their jobs well</li> <li><input type="checkbox"/> There is a sense of openness and transparency within the workplace</li> <li><input type="checkbox"/> ATC people feel informed about your division</li> </ul>

MARKET DEVELOPMENT & PARTNERSHIPS		
KEY AREAS	KEY RESPONSIBILITIES	EXPECTED OUTCOMES
Market Development & Partnerships Strategy	<ul style="list-style-type: none"> <li><input type="checkbox"/> Develop and present a strategy for marketing and partnerships at ATC</li> <li><input type="checkbox"/> Undertake necessary research and analysis to base the plan upon</li> <li><input type="checkbox"/> Consult widely when preparing the strategy</li> <li><input type="checkbox"/> Annually review and refresh the plan</li> <li><input type="checkbox"/> Execute the plan</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Within four months of starting, a new strategy is completed, approved and introduced</li> <li><input type="checkbox"/> The plan demonstrates clearly how revenue growth will be achieved</li> <li><input type="checkbox"/> The plan is realistic, achievable but growth focused</li> <li><input type="checkbox"/> The plan is implemented as envisaged and is successful</li> <li><input type="checkbox"/> A refreshed plan is produced each year</li> </ul>
Programming & Revenue Targets	<ul style="list-style-type: none"> <li><input type="checkbox"/> Work with the CEO and Ticketing Manager on developing the annual box office revenue targets for each production and campaign targets</li> <li><input type="checkbox"/> Contribute to the programming process, bringing market intelligence and commercial judgements</li> <li><input type="checkbox"/> Make recommendations for pricing, packaging and other tactics</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> The Company is well supported to make creative decisions understanding the revenue realities</li> <li><input type="checkbox"/> Revenue and sales targets are met</li> <li><input type="checkbox"/> Our revenue and pricing model delivers maximum yield and is continuously improved using research and data</li> </ul>
Customer Service	<ul style="list-style-type: none"> <li><input type="checkbox"/> Act as the customer service champion at ATC, instilling at all levels a strong service ethic, focused on high levels of satisfaction</li> <li><input type="checkbox"/> Model and advocate for the culture of a warm welcome for all</li> <li><input type="checkbox"/> Make ATC best practice for accessibility and inclusion which should be threaded into all our programmes</li> <li><input type="checkbox"/> Lean in to customer issues and lead solutions</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> The service signature of ATC is a warm and friendly welcome; customers feel cared for, understood and appreciated</li> <li><input type="checkbox"/> The customer experience is seamless, frictionless and enhances the reputation of the Company</li> <li><input type="checkbox"/> Customer issues are identified and swiftly resolved</li> <li><input type="checkbox"/> Systems and processes are customer-centric</li> </ul>
Data	<ul style="list-style-type: none"> <li><input type="checkbox"/> Lead the CRM strategies, developing practices to meet business objectives, increase our community and drive increasing yields</li> <li><input type="checkbox"/> Proactively take steps to protect customer data</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> CRM system and outputs are well utilised to drive business value</li> </ul>
Revenue & Sales	<ul style="list-style-type: none"> <li><input type="checkbox"/> Sell the tickets, meet the targets</li> <li><input type="checkbox"/> Retain existing subscribers and cultivate new ones</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Pricing and sales strategies are well researched, innovative and nimble</li> </ul>

	<ul style="list-style-type: none"> <li><input type="checkbox"/> Build a dynamic sales culture within the team and ATC more broadly that increases ticket sales and mines the best yield from each relationship</li> <li><input type="checkbox"/> Develop and implement a comprehensive revenue maximisation model that is data led</li> <li><input type="checkbox"/> Work with Baker Richards to further the body of revenue data and refine approaches</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> The tickets are sold, the sales targets are met, yields improve and revenue increases</li> <li><input type="checkbox"/> Campaign expenditure is within budget, with savings pursued where possible</li> </ul>
Digital	<ul style="list-style-type: none"> <li><input type="checkbox"/> Be the owner of the Company's web platform and social and digital channels and content systems</li> <li><input type="checkbox"/> Maintain and develop all digital channels to create increasing value to customers and to ATC</li> <li><input type="checkbox"/> Work with the CEO and Creative Team to develop a digital creative content plan</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> ATC operates a suite of digital channels that are maintained, up-to-date and have clear purpose, creating value and results</li> <li><input type="checkbox"/> Innovative digital strategies are developed and implemented</li> </ul>
Campaigns	<ul style="list-style-type: none"> <li><input type="checkbox"/> Lead the team to plan and implement marketing, sales and publicity strategies for the annual programmes, each production and any other campaigns</li> <li><input type="checkbox"/> Lead the team to create materials including season brochures, production programmes, digital assets and corporate documents</li> <li><input type="checkbox"/> Using data-driven insights adjust campaigns in real time and inform future decision-making</li> <li><input type="checkbox"/> Ensure compliance with contractual obligations relating to sponsors, artist's credit and copyright of all marketing material</li> <li><input type="checkbox"/> Comprehensively evaluate campaigns and implement learnings</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> The artistic work of the Company is thoughtfully and carefully taken to market in a manner that builds the brand, communicates effectively the work of the artists and achieves the set targets</li> <li><input type="checkbox"/> The materials ATC produces are on brand and of the highest standard</li> <li><input type="checkbox"/> Data drives decision making, targeting investment to produce the best results</li> <li><input type="checkbox"/> Obligations are met</li> <li><input type="checkbox"/> Over time the cost of acquisition is flat or declines</li> </ul>

Media Relations	<input type="checkbox"/> Develop and manage positive relations with media <input type="checkbox"/> Lead strategies that gain comprehensive media coverage of Company activities <input type="checkbox"/> Oversee all media partnerships <input type="checkbox"/> Handle corporate communications including crisis response	<input type="checkbox"/> ATC enjoys close and positive relationships with the media <input type="checkbox"/> Our campaigns secure very high levels of high-profile coverage that drives sales <input type="checkbox"/> The Company has a suite of valuable media partnerships that extend our capability and save money
Research	<input type="checkbox"/> Lead strategic market research initiatives and make recommendations for programming and sales strategies, implement research learnings <input type="checkbox"/> Secure a research partner to undertake work on behalf of ATC	<input type="checkbox"/> Research directly informs decision-making to improve results, yields, knowledge and customer satisfaction
Brand	<input type="checkbox"/> Be the owner and champion of ATC's brand family <input type="checkbox"/> Determine corporate stationary designs and stocks	<input type="checkbox"/> The ATC brand family is maintained to the highest standards and enhanced over time
Partners (corporate sponsors)	<input type="checkbox"/> Build close relationship of trust with partners <input type="checkbox"/> Retain existing partners by devising bespoke relationships of mutual value <input type="checkbox"/> Oversee the work of the Development Coordinator to conduct day to day contract and relationship servicing <input type="checkbox"/> Negotiate renewals of agreements <input type="checkbox"/> Where valuable opportunities present themselves, seek to secure new relationships for ATC	<input type="checkbox"/> Existing partners are well cared for, their contractual and relationship needs are met, and they remain committed to ATC
ASB Waterfront Theatre Hirers	<input type="checkbox"/> Ensure ATC is delivering marketing and promotion services to non-ATC users of ASB Waterfront Theatre	<input type="checkbox"/> ASB Waterfront Theatre hirers get a satisfactory level of promotional support that is commensurate with the contractual undertakings ATC has made to them

FINANCIAL		
KEY AREAS	KEY RESPONSIBILITIES	EXPECTED OUTCOMES
Budget and Reporting	<input type="checkbox"/> Produce the annual budget for Market Development in conjunction with relevant colleagues <input type="checkbox"/> Manage expenditure and revenues, report and forecast, produce reports <input type="checkbox"/> Comply with budget policies, conventions and the delegations	<input type="checkbox"/> The annual budget is accurately produced on time <input type="checkbox"/> Monthly forecasts are accurately completed to deadline <input type="checkbox"/> Reporting is completed on time and to the required standard <input type="checkbox"/> Targets are met

TE TIRITI O WAITANGI		
KEY AREAS	KEY RESPONSIBILITIES	EXPECTED OUTCOMES
Cultural Competency	<input type="checkbox"/> Have knowledge of, or a willingness to develop knowledge of, Te Ao Māori/the Māori world view, tikanga Māori/protocols and customs, te reo Māori/Māori language and Te Tiriti o Waitangi/Treaty of Waitangi <input type="checkbox"/> Understanding of protocols and sensitivities of different Auckland communities	<input type="checkbox"/> Understanding of the Treaty of Waitangi and its principles <input type="checkbox"/> Accurate pronunciation of te reo Māori <input type="checkbox"/> Full participation in cultural training <input type="checkbox"/> Sensitivity and appreciation of the Auckland cultural context as it relates to ATC's work

CORPORATE		
KEY AREAS	KEY RESPONSIBILITIES	EXPECTED OUTCOMES
Policy	<input type="checkbox"/> Use and comply with Company policies, procedures, processes, systems and business conventions	<input type="checkbox"/> The team is led in such a way they and you are always in concert with Company policies

Artistic Sensitivity	<input type="checkbox"/> You have, or have a willingness to learn, a knowledge and sensitivity of the creative context of a theatre company	<input type="checkbox"/> You are knowledgeable of, have an interest in and are engaged in the mission of creating great theatre
Corporate Leadership	<input type="checkbox"/> Conduct yourself as a senior leader of ATC, supporting the senior team, working in collaboration with colleagues to run ATC successfully <input type="checkbox"/> Participate in the development of the Strategic Plan <input type="checkbox"/> Act as a Company spokesperson where required	<input type="checkbox"/> You openly take on other duties as reasonably requested of you <input type="checkbox"/> Play your part to successfully implement the Strategic Plan <input type="checkbox"/> You are a fair, balanced and accessible leader devoid of alliances or biases
Industry Leadership	<input type="checkbox"/> Engage with industry peers, associations and networks <input type="checkbox"/> Devise and/or adopt and implement industry standards and best-practice	<input type="checkbox"/> You are seen as an industry leader, with a reputation for being open and generous <input type="checkbox"/> ATC is widely regarded as a leader

## 2. WHAT YOU WILL BRING....

QUALIFICATIONS	
ESSENTIAL	DESIRABLE
Tertiary qualification in Marketing/Arts Management or similar or equivalent senior work experience	
EXPERIENCE	
ESSENTIAL	DESIRABLE
A minimum of ten years marketing experience within the arts and culture sector	Knowledge of arts customer relationship management systems
At least five years in senior arts marketing leadership positions developing and managing marketing and publicity strategies and campaigns, including subscriptions	An understanding of the principles of the Treaty of Waitangi and experience in tikanga Māori
Proven management experience and ability to demonstrate effective leadership including the ability to influence change	A network of media contacts
A successful track record of marketing and sales financial management, and the ability to establish and maintain relevant business systems	Experience implementing CRM platform change
Expert level data-driven methodology to develop insights that inform decision-making	Success securing favourable relationships with marketing services supplier/media
Excellent negotiation skills and experience in negotiating contractual arrangements	
Established networks of contacts in the arts and culture sector	
An artistic sensibility and appreciation of the creative environment and needs of those making theatre	
Deep understanding of ticketing methodologies in a high-volume arts sales environment	
CORE COMPETENCIES	
ESSENTIAL	DESIRABLE
Advanced problem solving and decision-making using flexibility and lateral thinking to create solutions and make decisions based on an understanding of the relevant issues, factual information and logical assumptions	Confidence with public speaking
High level competency with MS Excel, Outlook and Word, customer database, marketing insights applications	

The ability to influence people and bring stakeholders together	
Financial literacy, confidence with numbers and budgeting	
Ability to work well under pressure and prioritise tasks as directed as well as using own initiative	
Outstanding personal presentation and grooming standards	

...END...