

## JOB DESCRIPTION

<b>Job title:</b> Head of Product: CRM	<b>Accountable to:</b> Digital & Technology Director, Group Services
<b>Contract length:</b> Permanent	<b>Hours per week:</b> 37 <b>Weeks per year:</b> 52
<b>Salary:</b> £75,000 to £85,000	<b>Grade:</b> Individual Contract
<b>Service:</b> Digital & Technology	<b>Location:</b> High Holborn, London/Hybrid

### Purpose of the role

Working to the Digital & Technology Director, University & Corporate Services and with key senior business partners, the Head of Product: CRM will be responsible for leading the development of the digital and technology vision and strategy for CRM products in line with UAL CRM strategy and business priorities, as well as the definition of successful outcomes and the delivery of the development roadmap, ensuring that UAL has the right capacity, capability and culture to deliver the agreed roadmaps.

### Duties and Responsibilities specific to Head of Product: CRM

- Digital & Technology lead for the development and re-fresh of UAL's overarching CRM Strategy
- Lead on the development of the CRM solution landscape to meet UAL's CRM strategy
- Lead on the development of the CRM data strategy in line with the organisational data strategy.

### Duties and Responsibilities common to all Digital & Technology Head of Product roles:

#### Strategy & Governance

- Build strong strategic relationships to develop jointly agreed service and product strategies to meet audience/user needs in line with UAL strategy.
- Work with senior partners and stakeholders to identify developments that will provide the most impactful outcomes in line with the UAL strategy.
- Ensure outcomes are identified and tracked, demonstrating the value achieved through delivery of the roadmaps.

#### Partnerships & Collaboration

- A key/and where appropriate lead member of Service governance groups, providing visibility of progress, and highlighting significant risks and issues to delivering the Service.
- Work with the Group Service Director to resolve conflicting priorities and complex problems impacting the delivery of the Service strategy.
- Develop partnerships with suppliers to be fully aware of product roadmaps and assess opportunities for maximising value from our products in line with identified needs, and developing service and product roadmaps.
- Lead the commercial engagement and on-going relationships with third party suppliers,

holding regular review meetings and benchmarking to monitor performance.

- Communication of agreed priorities and ways of working outwardly into the organisation and within Digital and Technology, including to University governance boards.
- Lead on showcasing and celebrating the successes from the Service area, with a focus on explaining how value has been added from a user's perspective.

### **People**

- Build, lead and develop a high-performing multi-disciplinary team to deliver the maintenance and continuous improvement of products, ongoing iterative development and transformational change and innovative initiatives.
- Develop the multi-disciplinary teams to be fully embedded in the needs of the service, understanding the audience and the problems that need resolving in line with the organisational strategy.
- Lead, manage and develop staff within the assigned portfolio, and champion a cross-department service centred working culture to support operational services, deliver the roadmaps and resolve problems.

### **Service Delivery**

- Lead and champion a value/outcomes driven approach within service delivery.
- Lead and champion a user centred approach, overseeing the full embedding of service design, solution design and iterative development for the delivery of the roadmaps within the assigned portfolio.
- Responsible for the delivery of the detailed roadmap for the assigned portfolio of services. This will include continuous maintenance and improvement of products, ongoing iterative development and transformational change initiatives.
- To own and manage a backlog of prioritised requirements, features and initiatives for the portfolio of services in line with the agreed service outcomes.
- To work collaboratively with Heads of Products/ Services and Group Directors of Digital & Technology/ Head of Portfolio to ensure any dependent development is coordinated and prioritised at a portfolio level.
- Develop supplier relationships and effectively manage supplier performance across the assigned portfolio of services. Lead on the benchmarking and management of supplier's performance against agreed SLAs/KPIs.
- Work effectively with the Head of Portfolio and Group Services Directors to enable cross Digital & Technology planning, reporting and communications, and resolve capacity and skills gaps across Digital & Technology to deliver the agreed priorities.
- Lead on the engagement with 'business' partners and the Technology Group to ensure robust business continuity/disaster recovery plans are in place for the products within the portfolio.
- An escalation point for high impact/high risk operational issues with products and services,

leading the problem solving, and a core member of the response team in the event of a Major Incident.

### **Budget**

- Work with the Group Director to identify and justify investment for the on-going delivery of service roadmaps.
- Lead the drafting of investment business cases.
- Manage the allocated funds for the delivery of the portfolio of services, overseeing the forecasting of budgets and expenditure.

### **Planning & managing resources**

- Oversee the detailed definition of ongoing development and large-scale change initiatives.
- Identify and justify the capacity and capability (people and skills) needed to deliver the portfolio of services.
- Work with the other Heads of Service/Products, Group Directors and Head of Portfolio to pool the right skills/capacity from across the delivery teams to deliver high priority change initiatives.

### **Other Conditions**

As a senior member of the University the following applies:

- You are expected to work such hours as are reasonably necessary to fulfil the duties and responsibilities of the role.
- You may be required to work such additional/different hours as may from time to time be necessary for the proper and efficient discharge of duties which may include evenings, Saturdays, Sundays and bank holidays.
- You will be required to regularly travel to other sites as necessary.

### **General**

- To perform such duties consistent with your role as from time to time may be assigned to you anywhere within the University.
- Undertake health and safety duties and responsibilities appropriate to the role.
- Work in accordance with the University's Dignity at Work Policy and the Staff Charter, promoting equality and diversity in your work.
- Undertake continuous personal and professional development, and to support it for any staff you manage through effective use of the University's Planning, Review and Appraisal scheme and staff development opportunities.
- Make full use of all information and communication technologies in adherence to data protection policies to meet the requirements of the role and to promote organisational effectiveness.
- Conduct all financial matters associated with the role accordance to the University's policies and procedures, as laid down in the Financial Regulations.

### **Key Working Relationships**

- Directors of Group Services
- Chief Digital Officer
- Directors, Associate Directors and Heads of Department across UAL

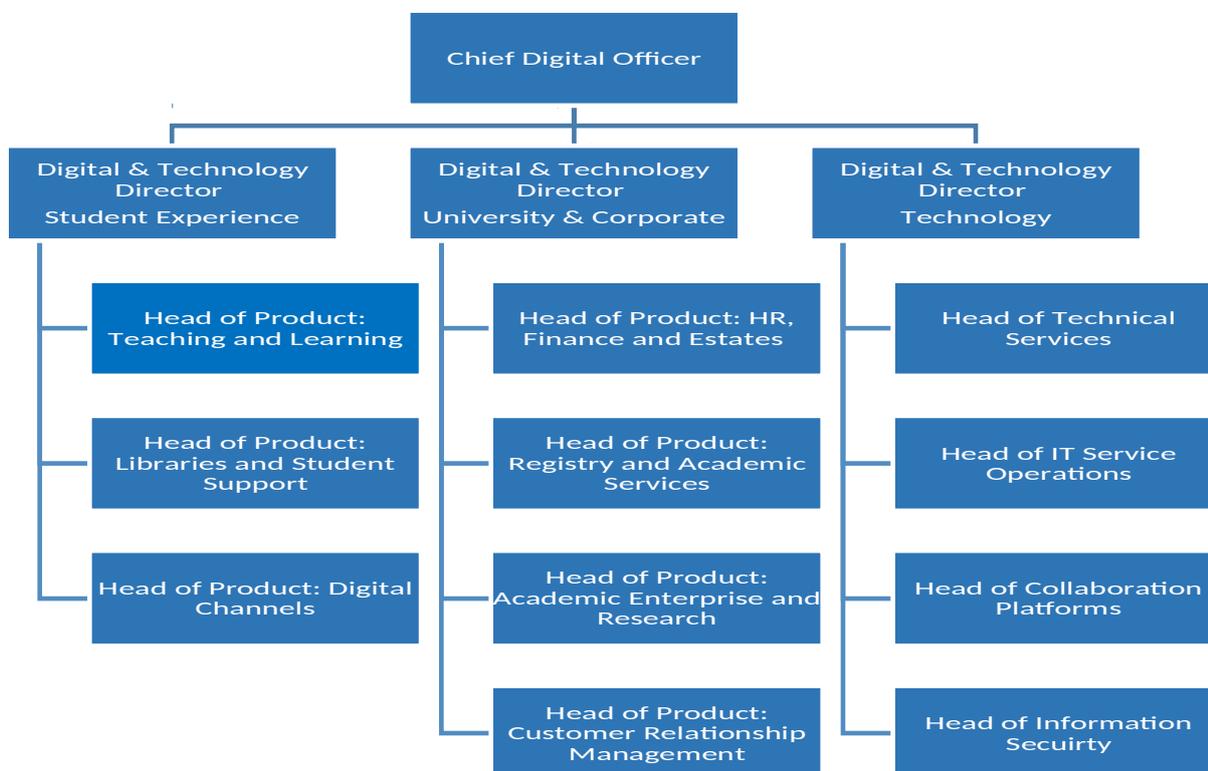
- Finance Directors
- Director of Architecture & Data
- Head of Portfolio
- Head of Information Security
- Head of User Experience
- Head of Business Operations
- Procurement Team
- Other Heads of Service/Product within Digital & Technology
- Service Delivery Team members
- External Digital providers

### Specific Management Responsibilities

Budgets: Delegated authority for service budgets

Staff: Senior Delivery Manager, Senior Business Analyst, CRM Manager (team structure to be developed following appointment of this role)

Manage contractors/ agency staff when required



**PERSON SPECIFICATION**

<p>Specialist Knowledge/ Qualifications</p>	<p>Knowledge of the value of CRM to meet organisational strategic priorities</p> <p>Knowledge of effective product lifecycle management</p> <p>Knowledge of effective development and delivery practices in digital environments</p> <p>Demonstrable knowledge and experience of service management good practice</p> <p>Relevant qualifications for delivery e.g. Portfolio and Programme disciplines (e.g. Agile, MSP)</p>
<p>Relevant Experience</p>	<p>Development of CRM strategy and associated CRM data strategy and technology roadmap</p> <p>Significant experience of developing CRM products in line with organisational strategy and priorities</p> <p>Significant experience of working with multi-disciplinary digital teams to deliver value</p> <p>Demonstrable experience of Agile, as well as other software and product development methodologies</p> <p>Significant experience of working in partnership to drive user focused development of services/products</p> <p>Proven ability to prioritise and make decisions based on research or usage data</p> <p>Experience of building and leading high-performing multi-disciplinary teams</p> <p>Significant experience of working with external partners/suppliers</p> <p>Demonstrable experience of successful business cases and delivering to tight timelines and budget</p>
<p>Communication Skills</p>	<p>Communicates persuasively and with gravitas adapting the style and message to a diverse internal or external audience in an inclusive and accessible way.</p>
<p>Leadership and Management</p>	<p>Motivates and leads effectively, setting the strategic direction and promoting collaboration across formal boundaries</p>
<p>Professional Practice</p>	<p>Contributes to advancing professional practice/research or scholarly activity in own area of specialism including external networks and conferences.</p>
<p>Planning and managing resources</p>	<p>Effectively plans, prioritises and manages the delivery of complex projects or activities to achieve long term</p>

	strategic objectives.
Teamwork	Contributes effectively to a senior leadership team, setting the strategic direction for one or more function and fosters constructive relationships across the organisation.
Student Experience or Customer Services	Provides effective strategic leadership for enhancing the student or customer experience to promote an inclusive environment for students, colleagues or customers
Creativity, Innovation and Problem Solving	Initiates innovative solutions to problems which have a strategic impact

Last updated February 2023