

Cambridge Building Society

Job/Role Grade: Leadership Team
--

JOB DESCRIPTION

Job Title:	Head of Sales & Marketing			Job Code:	
Division:	Leadership Team	Department:	Sales & Marketing	Location:	Head Office
Accountable To:	Chief Executive		Direct Reports:	Branch Operations – 2 Cluster Sales Managers Distribution Channels – Branch, Broker, Telephone & Internet – 1 Manager Central Sales & Service Team - 1 Manager Marketing/ Consumer PR – 1 Manager Product – 1 Manager	
Team Size:	19 branches – Managed by 2 Cluster Sales Managers – with overall branch team of 100 FTE Marketing team – 1 Manager, 4 FTE Central Sales & Service Team – 1 Manager, 8 FTE Contact Centre Team – 1 Manager – 9 FTE Product Manager – 1 Manager		Geographic Working Area:	Greater Cambridge Regional Area and East of England.	
Peers (Own Dept.) :	None		Peers (Other Dept's.) :	Finance Director Head of Operations Head of People Head of Corporate Affairs & Secretary	
Budget Responsibility:	2009: Mortgage Target: £80 –100 million Other Income £500k Fees £500k Marketing £450k	Describe Budget Responsibility:	To take full responsibility for the division's budget by making representation to Budget Committee; undertaking monthly, quarterly review and ensuring that all aspects are as agreed.		

Job Purpose:	As a member of the leadership team the Head of Sales & Marketing will have responsibility for leading the strategic direction of all branch operations, sales streams and marketing/ consumer PR for the Cambridge Building Society. This will include leading and influencing initiatives to optimise sales and business opportunities that add value and impact on Society growth as well as developing strategic sales and marketing policies. In addition they will direct and lead the design and development of the Society's Product Strategy; delivering competitive products and services in line with the Society's brand and values. The Head of Sales & Marketing will need to ensure that business development meets all regulatory and board requirements, through the effective direction and leadership of the relevant departments
---------------------	---

Key Result areas:

<p>What are the Key Outputs of the Job? (What results do you leave behind)</p> <p>Action & Result</p>	<p>What are the Success Measures of your Job? (How will we know if you have done your job well)</p>	<p>What are the main Tasks that you do in your job? (What Skills are you required to have)</p>	<p>What are the main Decisions that you have to take in your Job?</p>
<p>1. Provide leadership and direction to the operational delivery of Branch Operations, Marketing, Consumer PR in line with Service Principles</p>	<p>1. Each department is sufficiently resourced to deliver objectives 2. Business plans have been incorporated from the Society's strategic plan 3. All agreed objectives are delivered on time and to quality standards and service principles 4. No non-compliance issues</p>	<p>1. Recruitment and selection of key staff 2. People Management via induction, performance review, coaching 3. Performance management for results and service 4. Creation of strategic business plans 5. Communication via one to one sessions, sales conferences, chairing of meetings</p>	<p>1. Recruitment and selection of direct reports 2. Selection of key suppliers 3. Target levels for sales and branch teams 4. Financial targets for IFA operations</p>
<p>2. As a member of the Society's Leadership team contribute to the creation and implementation of strategic plans.</p>	<p>1. Attendance and full contribution at relevant meetings 2. Feedback from Chief Executive and Board 3. Full understanding of the CBS model</p>	<p>1. Strategic thinking 2. Challenge 3. Strong communication skills 4. Financial awareness</p>	<p>1. Society strategic direction based on financial and market conditions – with the leadership team</p>
<p>3. To establish the strategic sales and marketing plan for the Society</p>	<p>1. Supported by Board 2. Delivered by operational management team</p>	<p>1. Research and evaluation of market – analytical 2. Review of past performance 3. Projection of future financial opportunity – strategic and financial planning</p>	<p>1. Correct approach determined by UK and industry economic climate 2. Fit with Society growth 3. Fit with Society brand</p>
<p>4. To ensure that the Society meets all sales targets for mortgages, third party products and savings.</p>	<p>1. Mortgage targets achieved 2. Third party targets achieved 3. Savings targets achieved 4. Financial ratios in balance and liquidity within board and FSA approved levels 5. TCF compliance 6. Service principles are recognised and demonstrated through all customer engagement via customer facing staff</p>	<p>1. Sales Management 2. Delegation 3. Motivation 4. Product knowledge 5. Third party product awareness 6. Financial management and general management information</p>	<p>1. Setting of achievable sales targets that meet strategic aspirations 2. Monitoring of outflow of products 3. Appointment of third party suppliers</p>

<p>5. Marketing initiatives support the Society's brand, products and member needs</p>	<ol style="list-style-type: none"> 1. Campaigns are designed that build brand awareness 2. New products are launched in a timely and appropriate style 3. Feedback from members 4. Products sell 	<ol style="list-style-type: none"> 1. Review of past performance 2. Challenge and champion suggestions and ideas 3. Creative thinking 4. Vision 	<ol style="list-style-type: none"> 1. Selection of proposed marketing style 2. Financial value of each campaign 3. Timing of campaign
<p>6. Consumer PR that supports and develops external messages for the effective promotion and development of the Society brand.</p>	<ol style="list-style-type: none"> 1. High level of local awareness in relevant media 2. Society brand is recognised and seen as positive by mystery shopping exercises 3. Right messages delivered at right time 4. All Society member communication is on time and relevant 	<ol style="list-style-type: none"> 1. Deliver consumer PR messages 2. Respond to press and other media requests 3. Provide input to corporate messages 4. All PR supports and enhances Society Brand 	<ol style="list-style-type: none"> 1. Message content 2. Which Society officer to deliver message 3. Timing
<p>7. Development and maximisation of strategic partnerships</p>	<ol style="list-style-type: none"> 1. Third party products that complement brand and product range 2. Products that generate required income levels 	<ol style="list-style-type: none"> 1. Research for appropriate partners 2. Financial planning 3. Contract Negotiation 4. Strategic oversight of partnerships 	<ol style="list-style-type: none"> 1. Who to appoint 2. Margin or fee structure
<p>8. To direct and establish the Society's Product Strategy and development delivering products to meet current and future member and customer needs.</p>	<ol style="list-style-type: none"> 1. Products are competitive 2. Products meet TCF requirements 3. Products meet financial margins 4. Increased sales from members 5. Increased sales from new customers 	<ol style="list-style-type: none"> 1. Review member feedback 2. Review market 3. Compare competitors 4. Challenge and champion suggestions and ideas 	<ol style="list-style-type: none"> 1. Which products are relevant at the time 2. The % of savings or mortgage to offer 3. Timescales for each product 4. Tranch value £

NB: This job description is developed as a general guideline for what is required in this role, and is not a definitive statement. The operational requirements of the business as well as annual objectives will influence the requirements of all jobs and employees. In other words, job holders will be expected to carry out any reasonable tasks required of them, over and above what is described herein. This job description is also subject to review and change from time to time, subject to consultation with employees.

Person Specification:

Requirement	Essential	Desirable
1. Education	<ol style="list-style-type: none"> 1. Degree or professional equivalent 	<ol style="list-style-type: none"> 1. Masters 2. ACIB
2. Experience	<ol style="list-style-type: none"> 1. Significant experience of directing diverse sales teams within financial services 2. Demonstrable experience of directing a sales and marketing function within significant organisational and industry change 3. Demonstrable experience within the Financial Services industry 4. Experience of marketing and PR operations 	<ol style="list-style-type: none"> 1. Building Society experience 2. Banking sector 3. Mutual sector 4. IFA
3. Knowledge	<ol style="list-style-type: none"> 1. Sales 2. Marketing 3. FSA regulatory 4. UK Housing Market 5. UK Mortgage & Savings Products 	<ol style="list-style-type: none"> 1. PR 2. Product Development 3. IFA 4. UK Company regulation/law awareness
4. Skills	<ol style="list-style-type: none"> 1. Change Management 2. Influencing – internal and external partners 3. Strong problem solving and decision making 4. Strategic awareness and planning 5. Leadership skills that align to a high performing team 6. Management of diverse teams 7. Communication – oral and written that enables complex information to be easily understood 8. Management Information – creation, interpretation 9. Service delivery to high quality standards 	