

# Appointment of Retail Director

August 2019



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**'There's no other organisation like it. There are extraordinary buildings and extraordinary colleagues, and you can apply your skills in a unique way that enriches you.'**



# INTRODUCTION

The Royal Collection is one of the largest and most important art collections in the world. It comprises almost all aspects of the fine and decorative arts, and is spread among some fifteen royal residences and former residences across the UK, most of which are regularly open to the public.

Royal Collection Trust is charged with the care and preservation of the Royal Collection and its presentation to the public. It comprises almost all aspects of the fine and decorative arts, runs to more than a million objects and is spread among some fifteen royal residences and former residences across the UK.

Royal Collection Trust is a department of the Royal Household and the only one that undertakes its activities without recourse to public funds. It incorporates a charity regulated by the Charity Commission and the Office of the Scottish Charity Regulator, The Royal Collection Trust, and its wholly owned subsidiary trading company, Royal Collection Enterprises Limited.

Royal Collection Trust is responsible for the management and financial administration of the public opening of Buckingham Palace (including The Queen's Gallery, the Royal Mews and Clarence House), Windsor Castle (including Frogmore House) and the Palace of Holyroodhouse (including The Queen's Gallery). The monies generated from admissions, and from associated commercial activities are invested in the care and conservation of the Royal Collection and the promotion of access and enjoyment through exhibitions, publications, loans and educational activities.

The Retail Director is responsible for all retail activities, whether on site, off site or online, as well as wholesale and licensing, and all commercial catering at the Occupied Royal Palaces.

Retail	Turnover of £24.5m (incl. VAT) Net profit of >£6.5m	8 shops across three locations (plus several 'pop up' shops)
Ecommerce	£1.3m	<a href="http://www.royalcollectionshop.co.uk">www.royalcollectionshop.co.uk</a>
Wholesale	£0.6m	10 Accounts
Catering	£2m - BPSO (£1.2m) / PHH (£0.8m)	Functional head of outsourced catering activities. New outlet opening at Windsor Castle in 2019.
Staff	120 Retail employees 5 direct, plus 11 indirect reports	Plus full accountability of retail central (London & Stoke-on-Trent), shop (all sites) & warehouse staff (Windsor)

The Retail Director is a Director of Royal Collection Enterprises Ltd, which is responsible for ensuring that there are effective strategies and processes for maximising revenues for the benefit of The Trust, and for the use of resources to deliver The Trust's Charitable Aims.

As a Director of Royal Collection Enterprises Ltd, the post-holder reports to the Commercial Director and will be invited to attend the Strategic Development Committee, which agrees the strategic direction and priorities of Royal Collection Trust.

BUCKINGHAM  
PALACE ROAD SW1  
CITY OF WESTMINSTER

## BUCKINGHAM PALACE SHOP



# THE ROLE

Reporting to the Commercial Director, the Retail Director directs, controls and develops the retail, operational and creative strategy of all retail activities in order to optimise revenues for The Royal Collection Trust, whilst protecting the reputation of the Monarchy and the Royal Household.

They deliver a world-class retail operation, providing inspiration to the Retail team in order to maintain consistently high standards of customer service.

Their responsibilities encompass all retail, wholesale, online, catering and export and licensing activities, both on and off site, ensuring that agreed financial and presentational objectives are achieved, and a multidisciplinary team across a number of UK sites are effectively led and motivated.

### Principal Accountabilities

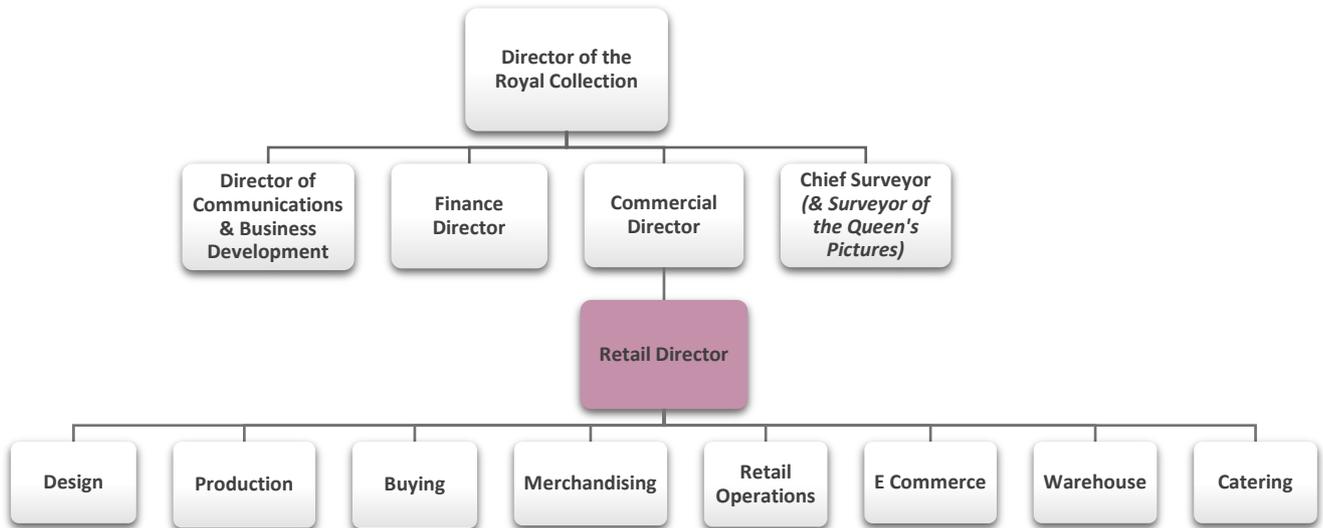
- To deliver a world-class retail operation that entices and inspires, thus enhancing the visit, increasing visitor dwell time and encouraging spend
- To ensure that the retail offer complements and enhances the visitor experience through interesting and unique products, arresting visual displays and excellent customer service
- To provide leadership for all retail operations (including product development, merchandising, warehouses, retail shops, e-commerce, wholesale and catering), working collaboratively in order to develop and deliver a commercial strategy covering all revenue streams that responds to the changing needs of the retail, heritage and visitor attraction markets and increases income in a highly competitive environment.
- To develop and lead a cohesive and responsive retail team, developing the leaders of the future and encouraging innovation and creative thinking.

- To develop a deep understanding of existing and potential customers and ensure that the whole retail organisation is focused on the different types of customers - how they shop, what they like and how best to serve them.
- To ensure the effective interoperability, interdependency and clear linkage between all retail activities, developing effective relationships across the Royal Household and Royal Collection Trust in order to ensure appropriate commercial opportunities are maximised.
- To work closely with the Director of Communications and Business Development to develop a Retail Marketing Strategy for consumer and B2B audiences, both domestic and international, and to work collaboratively towards achieving a 'single view' of Royal Collection Trust's customers at every touchpoint, to maximise cross-selling opportunities and increase understanding of customer motivations.
- Working alongside the Commercial Director, to pay careful attention to Royal Collection Trust's retail activities, providing analysis and insights into business performance against budget and strategy, ensuring that the retail function can act upon, pre-empt and exploit changing events and trends in as short a timescale as possible.
- To keep abreast of trends, opportunities and expectations for the future in the gift market (and related markets), both domestically and internationally, directing product development to ensure that merchandise meets the required financial, aesthetic and commercial criteria without compromising the reputations of Royal Collection Trust, the Royal Household or Principals through poor taste, value or interpretation.
- To provide assistance in the negotiation and review of contracts for services, ensuring the highest standard and best value for money by taking advantage of synergies between all sites and ensure compliance with regulatory requirements, trading standards, modern slavery legislation and Royal Household Procurement Guidelines.
- Overall responsibility for managing the contracts for the catering outlets across the sites, ensuring existing relationships are well maintained, and the catering provision to visitors is of the highest possible standard.
- To lead by example in upholding the highest professional standards to protect the integrity and reputation of The Royal Household and the Royal Collection Trust at all times. Ensure that suppliers, policies and practises have the highest standards regarding sustainability, work practices and ethical sourcing.
- To oversee the preparation, agreement and monitoring of budgets for all retail activities, including sales, margins, and stock levels, open to buy, plus capital expenditure items and ensure that appropriate financial controls are maintained within the cost centre.

### **Decision Making Responsibilities**

The post-holder has authority for all decision-making regarding the running of their section and would only refer decisions of a very high value, a potentially sensitive nature, or that might have a wider impact on the organisation as a whole.

### Organisational Chart





# PERSON SPECIFICATION

Candidates will bring all or most of the following qualities:

- A demonstrable passion for retail, with substantial experience of working in a design- and brand-led retail environment, ideally in the luxury/high-end market, which develops and sells a wide range of products. Experience in the museums, galleries or heritage sectors would be an advantage.
- Experience of working at a senior level in a complex matrixed organisation, with a large number of stakeholders, and the ability to develop trusting and influential relationships through a naturally collaborative style.
- A proven track record of contributing to and implementing strategic plans through multi-disciplinary teams across several locations, sometimes without a regular visible presence, through strong leadership and influencing skills.
- A strategic thinker, with great business acumen and curiosity, widely networked and in touch with the latest developments in best practice retail operations.
- Outstanding commercial awareness with ability to balance the needs of the retail performance with the ethos of the organisation. A results-oriented approach, and excellent financial and analytical skills, with the ability to prioritise key objectives and deliverables.
- A confident decision-maker, with sound judgement and credibility, who is resilient, agile, driven and able to manage the day-to-day detail whilst leading change, implementing improvements and supporting the wider aims of The Trust.
- A visible leader and catalyst of people change and improvement, able to manage robustly the performance and career development of senior team members, whilst embedding a positive culture of open communication, engagement, recognition and high-performance team working.
- Strong communication and listening skills; the confidence to challenge constructively, to manage a variety of situations, and the ability recognise the importance of supporting collective decisions and of balancing challenge with assurance and support.
- Demonstrable commitment to innovation and continuous improvement, with the ability to develop and track metrics for success.
- Politically astute, able to quickly grasp the environment in which Royal Collection Trust operates, and balance its unique position as part of the Royal Household, and as a charitable Trust with commercial ambitions and opportunities.

# TERMS OF APPOINTMENT

The post-holder is currently based in St James's Palace, but will work regularly at Windsor Castle and will be a regular visitor to the Palace of Holyroodhouse. A degree of foreign travel is also involved when visiting trade fairs, suppliers etc.

There is a comprehensive benefits package, including 33 days holiday (inclusive of Bank Holidays), a 15% employer-contribution pension scheme, lunch, opportunities for professional development, as well as a range of recreational facilities.

## HOW TO APPLY

Saxton Bampfylde Ltd is acting as an employment agency advisor to The Royal Household on this appointment.

Candidates should apply for this role through our website at [www.saxbam.com/appointments](http://www.saxbam.com/appointments) using code **EQQC2**.

Click on the 'apply' button and follow the instructions to upload a CV and cover letter, and complete the online equal opportunities monitoring\* form.

The closing date for applications is noon on **Wednesday 11 September 2019**.

### GDPR personal data notice

According to GDPR guidelines, we are only able to process your Sensitive Personal Data (racial or ethnic origin, political opinions, religious or philosophical beliefs, trade union membership, genetic data, biometric data, health, sex life, or sexual orientation) with your express consent. You will be asked to complete a consent form when you apply and please **do not** include any Sensitive Personal Data within your CV (although this can be included in your covering letter if you wish to do so), remembering also not to include contact details for referees without their prior agreement.

*\* The equal opportunities monitoring online form will not be shared with anyone involved in assessing your application. Please complete as part of the application process.*



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