

**Head of Friends  
Development Department  
Up to £60,000 plus attractive benefits**

The Royal Academy of Arts is one of the UK's foremost arts institutions, famous for our world-class exhibitions including *The Real Van Gogh*, *David Hockney: A Bigger Picture* and *Sensing Spaces: Architecture Reimagined*. It is a particularly exciting time in our history. As we approach our 250<sup>th</sup> anniversary in 2018, we are embarking upon a series of major investments that will transform our physical and digital infrastructure, our public and private programme, and our engagement with our visitors and supporters.

As part of this exciting change, we are creating a brand new role for a Head of Friends. Our 90,000 Friends are special to us; their support ensures the RA's future. The post holder will be a leader in the membership strategy field; accountable for the development of the Friends membership offering, you will implement a strategy for ambitious growth and high percentage retention of existing members. With an unrivalled track record of translating strategy into action and successfully growing memberships, loyalty schemes or similar; your goal will be to ensure a deep and long lasting relationship with the RA.

Highly numerate, you will bring strong commercial and fundraising acumen to the role, and take ownership for a large P&L account. With strong analysis skills, you will review large amounts of data and respond effectively to trends.

You will apply a system to ensure all new members are assessed for future donor and customer potential. Paramount to this role will be a genuine understanding of excellence in customer service and visitor experience; you will ensure that our entire visitor-facing staff excels at providing best-in-class customer service. This will include delivering training to visitor-facing staff to increase awareness of philanthropy to ensure they treat all visitors as if they may ultimately be major donors.

This is a unique opportunity to lead one of the largest membership schemes in the UK, within one of the UK's most celebrated arts organisations. In return for your hard work and expertise, we offer an innovative and stimulating working environment with attractive benefits.

All applicants must fill in an application form to apply for this role. Please see the 'How to apply' section of our website <http://www.royalacademy.org.uk/careers-at-the-ra>

<b>Closing date for applications:</b>	<b>13 February 2015</b>
<b>Interviews to be held week commencing:</b>	<b>23 February 2015</b>

## **JOB DESCRIPTION**

**JOB TITLE:** Head of Friends  
**DEPARTMENT:** Development  
**REPORTS TO:** Director of Development

### **Background to the role**

Visitors, members and supporters are the life blood of the Royal Academy of Arts. Since we receive no government subsidy the income from the Friends acts as the backbone of our business model and are key to our survival. The Friends are an independent charity and the income we receive from membership means that we can continue to achieve our vision, to be a clear, strong voice for art and artists. This role demands the best in the business, a leader in membership, strategy and message to steer the oldest scheme of its kind towards our 250<sup>th</sup> anniversary.

### **Key Objectives**

- To be accountable for the development of the membership offering and a large P&L account
- Devise and implement the strategy for ambitious membership growth whilst achieving and constantly improving challenging retention targets
- Ensure members have a long lasting relationship with the RA and are encouraged to explore a deeper one as a Patron, Corporate Supporter, Major Donor or art buyer
- Own the relationship with Friends and ensure the outperformance of targeted finances

### **Main Duties**

- Develop and implement the Friends strategy for the next 5 years that will inform the messaging, delivery and growth of the scheme across the Academy. Implement approved recommendations and track performance against agreed KPIs.
- Weigh up and consider the opportunities around our impending 250<sup>th</sup> anniversary in 2018 and how to maximise further income from the group around that celebration.
- Determine the short, medium and long-term goals for Friends growth, through volume, yield and demographic.
- Manage the Friends Board of Directors, channelling their expertise and knowledge to the greatest benefit the Academy
- Collaborate closely with colleagues in other areas of Development to ensure cross selling and maximum revenues are achieved (Patrons, Capital, Corporate etc.) Assess all new members for future donor potential and ensure appropriate follow up according to the processes you put in place.
- Ensure the strategy is adhered to and carried out across Development, Finance and Public Engagement. Analysing sales and trends and ensure that the Friends strategy steers successful and innovative marketing initiatives that will grow the membership and revenues.

- Work with the Head of Visitor & Friends Experience and HR team to introduce a best in class training programme for all visitor-facing staff that ensures a consistently high standard of visitor experience as well as actively upselling membership, philanthropy and other services and products at the RA.
- Work across the RA to shape and implement a CRM strategy that place our most loyal customers at the centre of all that we do.
- Explore with all relevant stakeholders (Friends Board, Trustees) ways to maximise the value exchange with our Friends, gain support for new value packages and effectively deliver such.
- With Finance, deliver a risk and opportunity review on an ongoing basis identifying mitigation strategies to deliver targeted results
- Take responsibility for all strategic membership administration and the P&L account for the Friends scheme.
- Undertake any other duty which may reasonably be allocated by the Director of Development
- Ensure that Health & Safety policies, procedures and regulations are known, understood and complied with by yourself, your team and any contractors, suppliers and all others who work with the team.

### **Person Specification**

- Educated to degree level or equivalent
- Enviably track record in strategic and operational membership development and achieving positive results
- Strong track record of working in cross functional teams in a matrix structure and achieving results through people
- Experience of being part of a project team implementing a CRM solution highly beneficial
- Innovative and creative approach to membership product development
- Experience of working in an ethical consumer role
- Prior ownership of P&L account, strong budget management expertise, highly numerate
- Excellent analytical skills, ability to review large amounts of data and respond effectively to trends, data and research.
- Collaborative approach to working, able to build strong relationships with colleagues to produce brilliant results
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- High-level presentation skills