



**English
National
Ballet**



**Director of Marketing
& Communications**



Starfish

Welcome

Dear Candidate,

We are delighted that you want to learn more about this exciting new role in our Leadership team of directors at English National Ballet (ENB).

The joy of ENB is that, as a small company it can act swiftly and in an agile way, whilst offering a breadth of opportunity often only afforded in larger organisations. We are competing with the best ballet companies in the world and are leading the conversations about the future of ballet. The impact of covid-19 on our ability to create and perform has been significant, but we were proud to win the award for Best Company Response to the Pandemic at this summer's National Dance Awards, showing we are working to ensure that the Arts are playing a dynamic and inclusive role in the nation's recovery.

The Director of Marketing & Communications is an important role for ENB, empowering us to better understand our existing audience and engage with new ones. You will play a key role in the delivery of our strategy as we emerge from the pandemic and continue to welcome people back to our performances. Part of this will include overseeing a brand refresh, as well as continuing to invest in our digital strategy.

We want to work with someone creative and commercial who can inspire a great team of marketing, digital and communications professionals and work collaboratively with our team of directors to deliver our new four year plan, which will capitalise on our international profile, artistic reputation and the transformational facilities at our new 93,000 square foot home in Canning Town.

As we look to the future, the opportunities to convert our reputation and profile into ticket sales and valuable audience insight are many and varied, and we have honed our skills as a producer of innovative and compelling digital products during lockdown. We are ambitious and open-minded and have a leadership that understands how vital our brand, and how we capitalise on it is to our sustainability and growth.

We believe that ballet should be accessible to all and are committed to building a truly diverse workforce here at ENB. If you value the arts' impact on society, have experience of making change happen and want to work for an inspiring, hard-working and fun company at the top of its game, we would love to talk to you.

With all best wishes,



Patrick Harrison
Executive Director

About Us

Founded in 1950 as London Festival Ballet by the great English Dancers Alicia Markova and Anton Dolin, ENB has always been a pioneering ballet company that takes world-class ballet to the widest possible audience, wherever they are and whatever their means. We tour annually to ten UK towns and cities, and prestigious venues worldwide like the Bolshoi and Paris Opera. Our significant and influential contribution to the evolution of ballet and the wider cultural sector is demonstrated by strong and diverse audiences (231,404 attendees in UK in 19/20 - 79% of capacity), impressive online engagement (206m impressions and 10m video views in 19/20), and the critical acclaim and international talent we attract.

In addition to live performances, we reach audiences through: our digital platforms [Ballet on Demand](#) and [BalletActive](#); our distinguished orchestra, [English National Ballet Philharmonic](#); and our position as a UK leader in creative learning and engagement practice, building innovative partnerships to deliver flagship programmes to around 40,000 participants a year, including [Dance for Parkinson's](#), [ENBYouthCo](#) and [Dance Journeys](#).

Under the artistic directorship of Tamara Rojo CBE, English National Ballet has introduced ground-breaking new works to the Company's repertoire whilst continuing to celebrate the classics. For example, in 2019, ENB commissioned a new Giselle with Akram Khan, reviving a classic ballet and retelling a relevant story. It was seen by 115,000 people in 12 cities (50% audience first-timers), digitally by 250,000 (21 countries) and enabled the pioneering Giselle Explored resource for KS3&4 in schools across East London. 21/22 will see two premieres; a second full-length work with Akram Khan, Creature and Tamara Rojo's own reimagining of a classic for modern times, Raymonda.

In 2019 we entered a new chapter in our history when we built and moved into a purpose-built, state-of-the-art home in east London, Mulryan Centre for Dance, bringing a renewed commitment to, and capacity for, creativity, ambition, and connection and collaboration with more people and more partners than ever before. As a charity, all our income from ticket sales, fundraising and commercial exploitation goes towards achieving our mission.

"Of all the UK's classical companies, English National Ballet looks most like a 21st-century outfit. Its director, Tamara Rojo, has an eye for new work that pushes the art form and connects with audiences. It's a gift."

- David Jays, *The Sunday Times*

"English National Ballet is firing on all cylinders these days. At every performance, the stages, from backcloth to footlights, achieve an excellence of which its founders Alicia Markova and Anton Dolin would be hugely proud."

- *The Sunday Express*, Jeffrey Taylor

"English National Ballet's move to east London has transformed the future of ballet, both in the capital and nationwide."

- Sadiq Khan, *Mayor of London*



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Our response to the pandemic

Whilst we lost nearly two thirds of our income in 2020 due to lockdown and the impact of the pandemic, we were fortunate to secure Emergency Funding and a Culture Recovery Fund grant from ACE and the Government. We were disappointed to close the doors to our new building so soon after opening them, but we mustered quickly, implementing an emergency plan that focused on remaining active throughout lockdown.

We moved swiftly to digital delivery - Tamara was sharing open access classes from her kitchen within 24 hours – and we repurposed our theatre-scale production studio for digital capture. The marketing, digital and communications teams created ENB at Home - offering different levels of activity to keep audiences active, fit, connected, entertained and engaged. We had impressive online engagement and social media reach before the pandemic, so the learning and increased online audiences from the last 16 months provide a powerful opportunity for the future.

Our industry-leading creative learning and engagement programmes – central to our mission – have also been challenged during the pandemic, but ultimately our insight is richer as a result and will enable us to contribute in a wider sense to the recovery. For example, our 10-year flagship project Dance for Parkinson's, with its five national hubs, is the focus of a King's College/UCL academic study, supported by the Wellcome Trust, researching the scalability of arts projects for social-prescribing. ENB is uniquely placed to lead the conversation around the role of dance for health.

We are immensely proud of how, as a team, we have responded to the pandemic at ENB and honoured to have been recognised at the recent National Dance Awards. As we emerge from the pandemic and restrictions hopefully continue to ease, we look forward to welcoming more people back into our performances and being able to fill our venues once more.



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Our Leadership

Tamara Rojo CBE

ARTISTIC DIRECTOR AND LEAD PRINCIPAL



Tamara Rojo was appointed Artistic Director of English National Ballet in 2012. She combines this role with her dancing career, performing as Lead Principal with the Company.

She is a member of the Board of Creative England and Creative Industries Federation, the Anglo-Spanish Society, a Patron of the Ipswich-based DanceEast Academy, Patron of the Flamingo Chicks and Adviser to Spain's Superior Council of Artistic Studies.

In January 2016 Tamara Rojo became D.A. Magna Cum Laude, presenting her thesis 'Psychological Profile of the Elite Dancer – Vocational Characteristics of the Professional Dancer' at Rey Juan Carlos University, and was awarded a CBE for her services to ballet in the Queen's 2016 New Year's Honours.

Patrick Harrison

EXECUTIVE DIRECTOR



Before joining English National Ballet as Executive Director, Patrick Harrison performed the same role at Cambridge Arts Theatre and was formerly Director of Commercial Operations at the National Theatre, where he oversaw the development of commercial and audience experience provision as part of the £80m NTFuture project, growing the National Theatre's trading company to an annual turnover of £13m.

Patrick is a Trustee of Battersea Arts Centre and chairs their Enterprises Board and has also supported the Bush Theatre and Bristol Old Vic with capital projects and income generation.

Grace Chan

CHIEF OPERATING OFFICER



Grace Chan is a chartered accountant who has spent her professional life moving between the profession, and the charity and performing arts sector. Her early career was spent at Deloitte as an advisor to growing companies before stepping into the charity and performing arts sector. She has since held permanent posts at the Royal Opera House, National Theatre, and London Theatre Company. Prior to joining English National Ballet, she was Finance Director at NESTA. She was also, until recently, a trustee of the Bush Theatre for nine years. Grace played a key role in the move to our new home in east London.

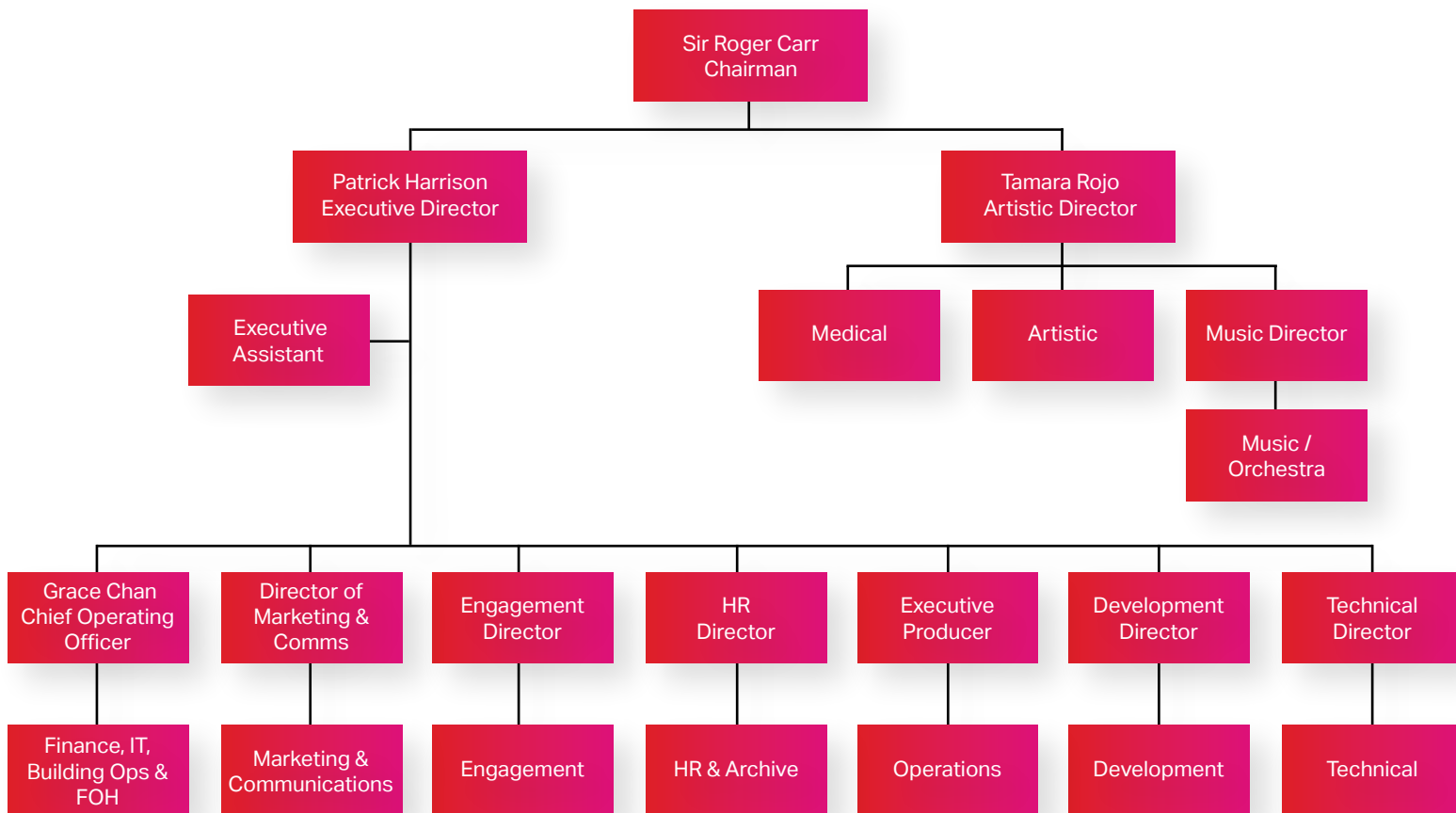


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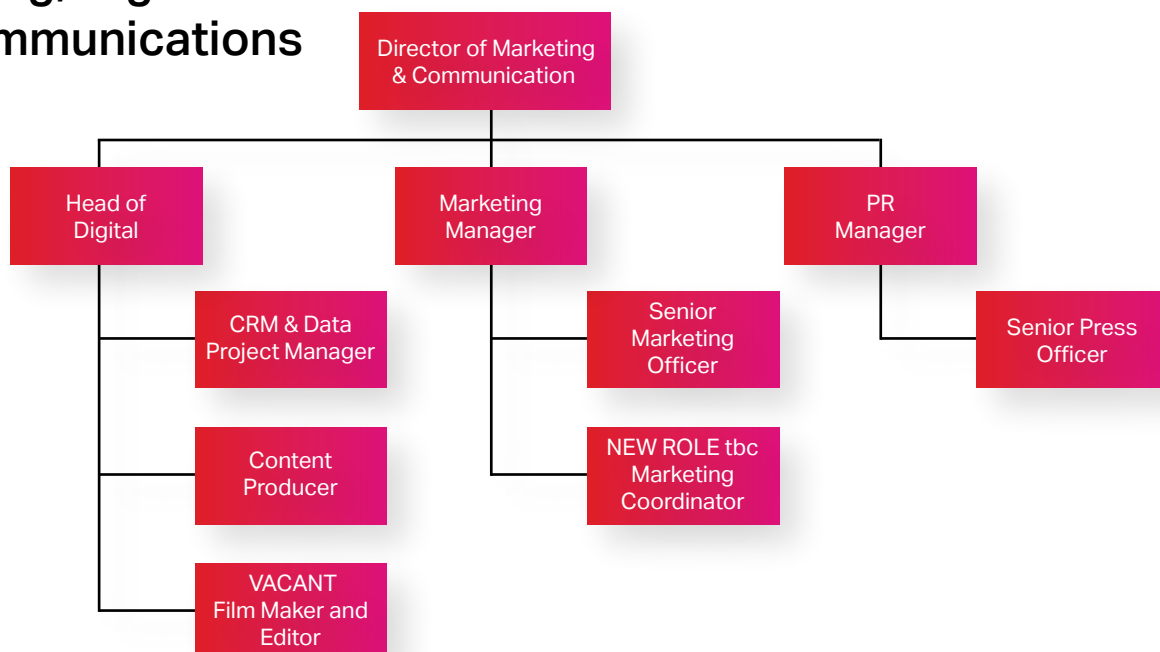


Team Structure

Executive



Marketing, Digital and Communications



Job Description

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|----------------------------|--|
| Job Title: | Director of Marketing and Communications |
| Reports to: | Executive Director |
| Direct reports: | Head of Digital, PR Manager, Marketing Manager (see organisation chart for full team) |
| Works closely with: | Artistic Director, Chief Operating Officer, Executive Producer, Development Director, other ENB Executive Team of departmental directors |

PURPOSE OF THE ROLE

ENB's Board and its Artistic Director want to inspire and be inspired by an ambitious and creative team of Directors who share their vision to realise the significant potential of ENB as the most innovative ballet company in the world.

The Director of Marketing and Communications is a critical role, at the heart of the organisation, that ensures that we: understand, expand and diversify our audiences and community of followers; remain financially sustainable by maximising ticket sales and taking every opportunity to grow earned income; communicate, advocate and present ourselves in a way which is authentic, clear and compelling; and harnesses the Company's energy and ideas as we shape the conversation about how digital and technology can enhance live performance.

KEY RESPONSIBILITIES

Strategy

- Develop an audience development and marketing strategy for the next four years which: supports, drives and enables the company's business plan enables sustainable income growth; delivers against the Arts Council's 'Let's Create' 10 year strategy; and works with the Marketing Manager to identify a framework for audience insight which is not dependent only on the limited primary audience data from our touring venues.
- Support the Head of Digital in the development of a four year Digital strategy which delivers against our artistic ambitions and audience development goals.
- Develop an effective communications strategy with the PR Manager, which streamlines our advocacy by focusing key messages and mobilising relevant staff, trustees and external champions, and includes scheduled plans for stakeholder engagement, press and media relationship-building and the exploitation of social media channels.

Creative and brand

- Lead a post-pandemic refresh of ENB's brand which amplifies its values, vision and mission to staff, peers and audiences, and builds on past success to articulate future potential as a company that is local to its new neighbourhood, but international in its reputation and impact.
- Ensure that the power and personality of our brand is manifested through innovative, dynamic and distinctive marketing and digital activity across multiple platforms and touch points.
- Work collaboratively with the Artistic Director and other key creatives and talent to create arresting marketing imagery and inspiring content.
- Support the Head of Digital in the production of largescale digital projects and broadcasts.
- Continue to strengthen ENB's social media profile and strategy, exploiting new and emerging channels of communication. Encourage participation from a diverse group of colleagues to tell interesting stories.

Job Description

Income generation and commerciality

- Lead the Marketing Manager and PR Manager in the creation of effective marketing and press campaigns that aim to exceed income and audience targets, amplify our brand and inspire people to experience ENB and value loyalty.
- Work with the COO and her team to develop sales and income targets and set campaign budgets based on analysis of past sales performance and market interpretation for future demand based.
- Review and direct the Sales process and channels, including pricing and discounting, incentives, yield management and maximisation, sales analysis, market research and the creation of new audience development programmes. Assess the potential of partnership with other touring companies to increase primary data.
- Support the Head of Digital and ENB's new Trading Committee to maximise commercial opportunities from distribution deals, licensing and income from streaming and BalletActive subscription.
- Work closely with the Development Director and Executive Producer to hone and exploit ENB's brand equity and support sponsorship and commercial partnerships.
- Collaborate with venues and ticket vendors to influence and encourage increased sharing of data to best understand audience participation.

Nurturing people and relationships

- Manage, motivate and inspire the Marketing, PR and Digital teams. Set clear objectives and provide constructive feedback and personal professional development.
- Work creatively and collaboratively with partner venues, promoters and international touring venues to maximise coverage, profile and audience insight.
- Actively contribute to making the Executive team of departmental directors a dynamic, collaborative forum in which to shape and plan, being an ambassador and champion of ENB.
- Support the company's profile by developing an external network of people in similar roles, senior volunteers or allies, service providers and channel experts.

Controls and reporting

- Define and deliver departmental expenditure budgets and establish SMART financial targets and a trackable ROI for marketing and digital spend.
- Maximise ENB's investment in Tessitura by developing simple but effective monitoring tools which help track yield and relevant CRM data, and share insight with other internal stakeholders, including engagement, development and finance, to inform future planning.
- Work with the Executive Director and the PR Manager to proactively manage communications risks and plan for crisis comms if necessary.
- Work closely with the Executive Producer and COO to ensure that strategic and operational marketing opportunities are maximised.
- Support the organisation's reporting requirements by keeping accurate records of audience data and qualitative surveys.

Person Specification

Experience and Knowledge

Essential

- A senior marketing professional, with experience of developing strategic plans for marketing, communications and digital activity and for communicating these with passion and clarity to colleagues and stakeholders.
- Extensive experience in leading effective campaigns across multiple platforms with proven track record in delivering against ambitious sales and income targets.
- As an inclusive leader, strong experience of developing collaborative and diverse teams.
- Experience and understanding of the workings of a major cultural organisation, with a track record of positive contribution to the development of business planning.
- Experience in managing large income and expenditure budgets, systems and processes required to effectively deliver complex marketing activity.
- A working knowledge of digital innovation, and ideally broadcast and exploitation.

Desirable

- Experience and understanding of the arts and creative industries.

Skills and abilities

- Ability to integrate future industry, media and sector opportunities and our current operational needs into effective business planning.
- Excellent at delivering to tight deadlines and working with cross-functional dependencies.
- Proven abilities to influence and work with multiple stakeholders.
- Excellent writing skills.
- Excellent business planning skills and experience.
- Excellent numeracy and analytical skills.
- Ability to operate effectively at a director level with internal and external stakeholders.
- Proven ability to organise and prioritise a demanding and varying workload.
- The ability to deal with complex and confidential information with the utmost discretion.
- Excellent at driving value for money.

Style and Behaviours

- Articulate, clear, inventive, creative and hard-working.
- A passionate advocate for the arts.
- A motivating and inspirational team leader.
- The credibility and authority to gain respect from those with whom you work.
- Resilient, able to work calmly under pressure in a fast-paced environment.

This job description is a guide to the nature of the work required of the prospective employee and does not form part of the contract of employment. It is neither wholly comprehensive nor restrictive and therefore does not preclude change or development that will inevitably be required in the future.

How to Apply

We hope you will consider making an application. If having read through the candidate brief you have any questions about the appointment, please contact Katy.Giddens@starfishsearch.com or Mark.Crowley@starfishsearch.com.

To make an application, please go to <https://starfishsearch.com/jobs/enb-dir-mark-comms/> and click on the apply now button, with the following prepared:

- Your CV (no more than three sides).
- A supporting statement (no more than two sides) that sets out why you think this role is the right move for you and how you meet the knowledge and experience criteria.

We would also be grateful if you would also complete the Equality and Diversity monitoring form on the online application process. This form is for monitoring purposes only and is not treated as part of your application.

Closing date Friday 6th August 2021

Preliminary interviews with Starfish w/c 16th August 2021

Interviews with English National Ballet w/c 30th August 2021





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