



CANDIDATE PACK FOR HEAD OF CRM

WELCOME

Dear Candidate,

Thank you for your interest in becoming our new Head of CRM and for considering PDSA for the next step in your career.



This is a fantastic opportunity to work in a special organisation that touches the lives of pets and people the length and breadth of the UK. What we do matters. We exist to provide compassionate vet care for those in need. We're here for the person and their pet, as a family.

With 48 PDSA Pet Hospitals providing more than 2.7 million veterinary treatments a year, there is no other charity comparable to PDSA in terms of the scale and the impact we have on animal welfare for those most in need. Our expertise and huge national presence evidenced by our iconic **PAW Report** means that we touch the lives of more pets and their owners than any other animal charity. However, although we do great things every day, we need to make sure that more people know, love, and support us in the work we do.

PDSA does not receive any government funding – we rely entirely on public support, through donations, gifts in wills, and via our retail network and trading activities to meet the annual cost of our services, which is £75m million per year. As demand for our services increase, we need to find new ways to engage with supporters of all ages, and to share with them the breadth of what we do and the impact we have on the lives of people and their pets.

To ensure that we are a modern and future-focused fundraising organisation, able to succeed in our ambition to be better known, loved, and understood, we are undertaking significant work to implement a new CRM system, along with maximising the audience segmentation work and behavioural insight that has been completed as part of our recent strategic review.

We are looking for an experienced project manager and CRM expert to be our project lead and work alongside the Marketing, Fundraising and Engagement team and the Digital, Data and Technology team to implement and champion our audience-led, data-enabled strategy, and foster a culture of innovation and transformation.

You will bring strong, hands-on experience in delivering digital transformation, with the skills to influence and communicate effectively with a broad range of internal and external stakeholders. In addition, you will be an experienced self-starter with previous experience of data migration and implementation.

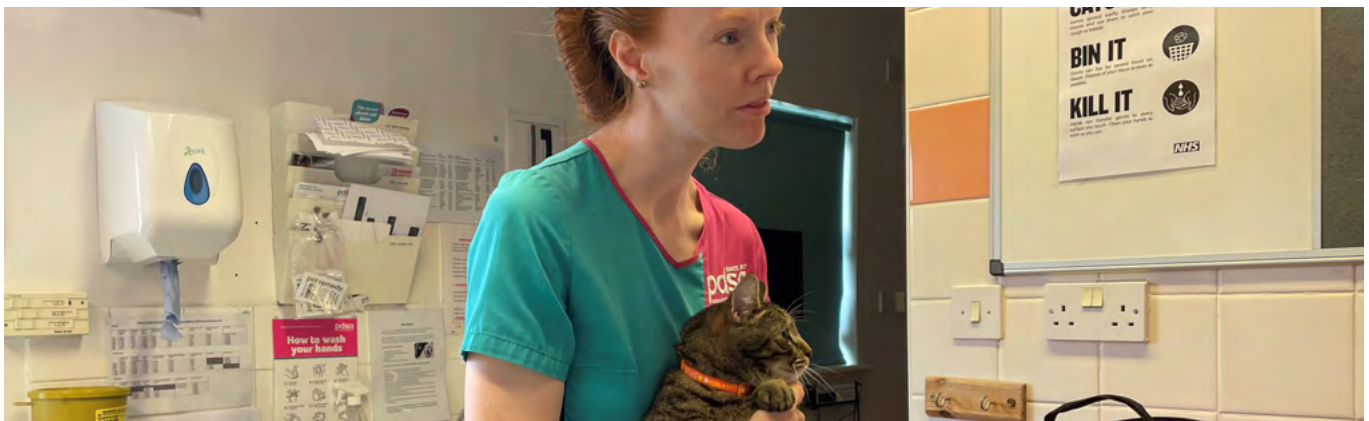
This is an exciting opportunity to make a real difference to a unique organisation and to the people and pets we are here to serve. We truly believe in our core values; that we achieve more when we are 'better together'.

We are committed to building a diverse workforce and leadership group and are taking positive action to increase diversity throughout our charity at all levels. We welcome applications from a range of backgrounds and experiences.

If you are inspired by this role and the information provided, we look forward to hearing from you.

I wish you all the best in your application.

Jan McLoughlin
Director General



ABOUT US

PDSA is a national charity. We have been taking care of pets in need for over 105 years

We believe that everyone, no matter what their circumstances, has the right to experience the unique bond – the love and companionship – that comes from owning a pet.

For so many people and pets, PDSA is a lifeline when they can't afford veterinary treatment. Our aim is for a fairer society where social inequality is no barrier to the love and companionship of owning a pet.

PDSA is entirely self-sustaining. We generate income from a number of sources, including public donations, gifts in wills and via our retail network and trading activities.

More information can be found in our [2022 Annual Accounts](#)

OUR HISTORY

PDSA has been a lifeline for sick and injured pets since 1917 and we owe it all to one truly inspirational woman: PDSA's founder, Maria Dickin.

Maria was born in London in 1870. The daughter of a Free Church Minister, she was an independent-minded young woman, never afraid to voice her beliefs.

When she went to visit the poor in the East End of London, she was horrified by the terrible poverty she witnessed – especially the sight of their sick and injured pets who were in desperate need of veterinary care. Dogs and cats had no choice but to scavenge from the gutters, many in pain and suffering – raw with mange and often dragging their broken limbs. All because their owners simply couldn't afford to pay for treatment.

So on Saturday 17 November 1917, during the First World War, Maria opened The People's Dispensary for Sick Animals of the Poor, providing a free service for pets in need, in a Whitechapel basement.

There was so much demand that she soon needed larger premises and established a fleet of mobile dispensaries to travel around the country.

Maria devoted her life to improving the welfare of the pets she loved. Her determination, enthusiasm and pioneering spirit define PDSA to this day.

We're proud to continue her work, ensuring that today, and in the years to come, people who, through no fault of their own, can't afford to pay for private veterinary care still have somewhere to go for emergency help and treatment.

OUR VISION

PDSA's vision is a society in which no pet is denied veterinary care, because their owner can't afford it. We work hard every day to keep pets healthy and protect the special bond between pets and their owners.

OUR VALUES

Our values are the qualities that bind us and make us who we are. They're our DNA; always there guiding our actions, behaviours and our decision-making process. Our values are:

Head and Heart - Expertise with understanding. At PDSA, we combine expertise with understanding to help deliver a happier and healthier future for pets and their owners.

Better together - Empowering through unity. We can achieve more if we work in partnership with everyone who touches the life of a pet. Working together, PDSA, owners, supporters and the public can all have a positive impact on pets' health and happiness.

Passion with Purpose - Driven in our dedication. We can all make a difference in creating a world where no pet suffers. We must improve and deliver more today than yesterday, making every pound deliver even more benefit. Our passion and dedication drive us to continually achieve more.

Helping people & their pets

PDSA's year in numbers


We treated over
390,000
pets.



We treated
10 pets
every
minute
across our
48 Pet
Hospitals.



We provided
2 million
treatments.



We saved the lives of
141,000
pets with life-
threatening
conditions.






We provided veterinary
care to the pets of over
330,000
people in
financial hardship
across the UK.



We have over
2,200
members of staff and
3,000
volunteers.



We are supported by over
1,600 veterinary staff.

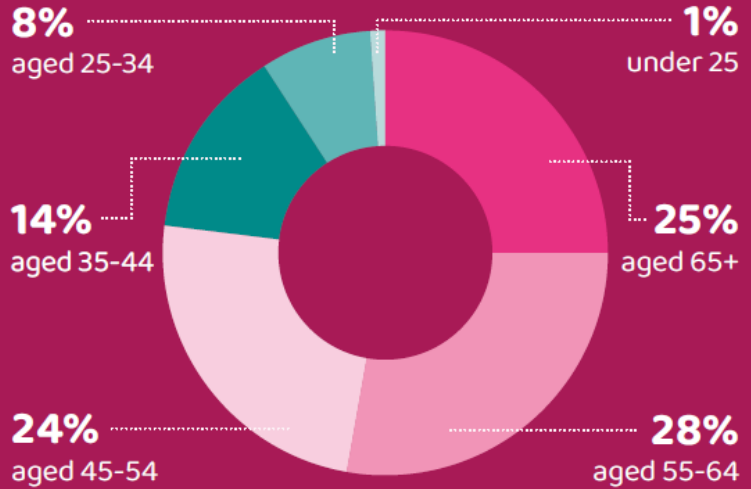
 480 vets	 440 vet nurses	 700 veterinary support staff
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37%

of the pet owners we support are **disabled** or living with a serious **health condition** that makes everyday tasks **difficult**.



The pet owners we support are aged



We cared for

4,600 pets every working day.

That's an average of:



3,335 dogs



1,106 cats



36 rabbits



We provided **help and advice** to over

6.1 million

people through our digital channels.



We have

48 Pet Hospitals.



28%

of the pet owners we support are **retired**.



We reached over

165,000

children with our **pet education** messages.



We have over

100 Charity Shops.

Our **veterinary services** cost over

£75.4 million to run.



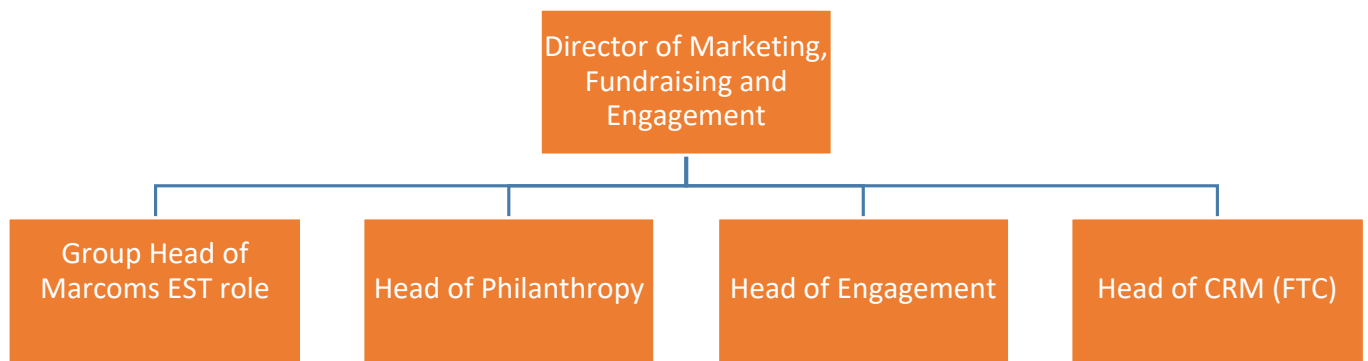
OUR MARKETING, FUNDRAISING AND ENGAGEMENT TEAM.

As a national charity with an annual income of £106m PDSA has the biggest impact on the lives of animals within the UK. Yet our brand is not as well recognised as we would like it to be. Our hospitals provide expert emergency support to more than 2.7 million people and their pets every year, but too few people really know about the incredible work we do or how it is funded.

All of our income comes from public support, through donations, gifts in wills and via our retail network and trading activities. Our sustainability relies on effectively managing change and we are currently modernising our marketing and fundraising approach. We know that we need to be better known, loved, and understood. To do that we need to have a clear message which conveys the breadth and depth of what we do, and we must use new approaches to communicate with our audiences. We are reshaping our Marketing, Fundraising and Engagement team and seeking four new experienced leaders of change to join the teams in this directorate.

The Director of Marketing, Fundraising & Engagement, Group Head of Marcoms, Head of Philanthropy, and Head of CRM will all be new roles and are identified below.

MARKETING, FUNDRAISING AND ENGAGEMENT ORG CHART



The Head of CRM is a new role that will work alongside our current Head of Engagement and our Digital, Data & Technology teams to support us in building our future aspiration to be audience-led and data-enabled, through the implementation of a new CRM system. Innovative customer journeys and data-led decision-making are at the heart of the project.

As project lead, you will utilise the skills and knowledge across the organisation, along with your own expertise, to ensure a successful transition to a new way of working.



JOB DESCRIPTION

Job title: Head of CRM

Reports to: Director of Marketing, Fundraising and Engagement

ROLE PURPOSE

Champion the audience-led, data-enabled strategy through co-authoring and delivery of a new CRM strategy and system, putting innovative customer journeys and data led decision-making at the heart of the project.

MAIN RESPONSIBILITIES

- Working with the Director of Fundraising & Engagement, Head of Engagement and the Director of Data & Technology to define and develop the strategic CRM plans to supporting our strategy to be audience-led and data-driven.
- Co-author the CRM strategy and deliver the change required in fundraising processes and practices to maximise the opportunities of a new CRM system, articulating requirements and needs through close working partnership with DDaT to deliver the transformation in capability to support modern customer journeys, engagement and drive stronger LTV.
- Bring industry best practice into ways of working, supporting the adoption of audience-led and data-driven practices across the directorate.
- Support the development of PDSA's data strategy and customer data models/augmentations to enable more relevant and personal communications, for example, customer segmentation and digital behaviour/intent models.
- Driving continuous improvement by staying up-to-date with the latest CRM trends, technologies, and best practices.
- Identify new opportunities for customer relevant automated communication programmes and triggered communications, ensuring that all programmes are optimised for performance using a robust test and learn approach.
- Develop change plans to support the integration of new ways of working across the directorate contributing to training needs analysis, design and/or delivery to reinforce the change.
- Comply with all PDSA policies and procedures.



PERSON SPECIFICATION

KNOWLEDGE AND EXPERIENCE

ESSENTIAL

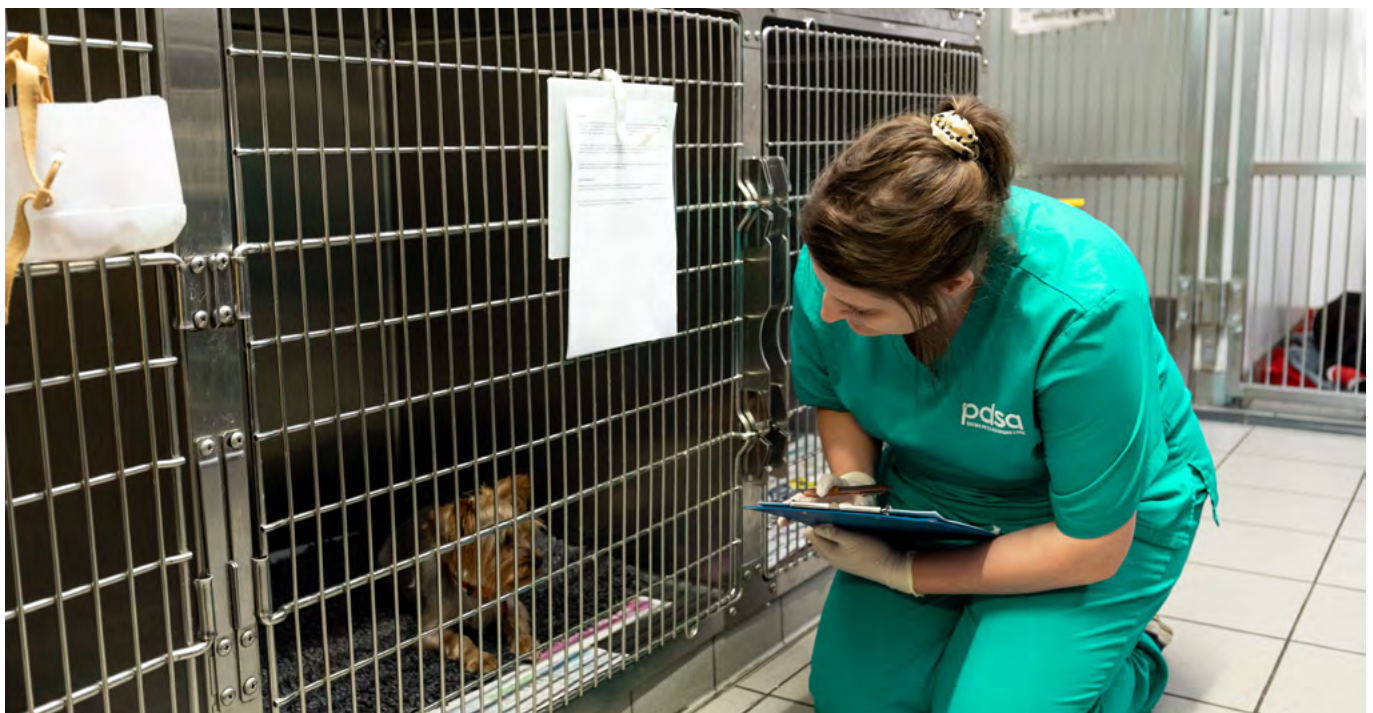
- Strong hands-on experience in digital transformations.
- Strong understanding of data and customer journeys.
- Proven project management skills.
- Experience of stakeholder management with a range of departments, internally and externally.
- Data migration/implementation experience.
- Experience in a range of digital communication methods.
- Experience of budget management, financial analysis and a track record of optimising resource.

DESIRABLE

- Demonstrable experience and knowledge of change management principles, methodologies, tools, and approaches.
- Previous experience of matrix management.
- Previous experience of using and implementing Microsoft Dynamics 365.

SKILLS AND ABILITIES

- A demonstrable commitment to PDSA's values.
- Highly motivated and proactive, with excellent interpersonal skills.
- Ability to work within a high-performance environment and to deliver KPI's as defined.
- Excellent communication skills.
- Ability to work autonomously with limited support.
- A logical thinker with strong problem-solving skills.
- Accurate, with excellent attention to detail.
- Discreet, with an understanding of the need to maintain confidentiality.
- Respect for equality of opportunity, diversity, and inclusion with practical ideas for their implementation within the scope of post.



TERMS AND CONDITIONS OF APPOINTMENT

SALARY

The salary for this role is c.£70,000 per annum on a two-year, full-time fixed-term contract.

LOCATION

Remote and flexible working options.

PENSION

Generous Auto-Enrolment pension and/or Contributory pension schemes available starting at an enhanced rate of 5% contributions up to 10%.

ANNUAL LEAVE

In addition to public holidays, we'll give you 25 days holiday per year with the option to buy and sell up to 5 days holiday each year.

ADDITIONAL BENEFITS

We are really passionate about being a great place to work, where people feel connected with what we do and where they feel they can make a genuine difference. This commitment has resulted in us being rated as one of the top 25 big organisations to work for in the UK according to Best Companies survey. In addition to being a great place to work, we offer a wide range of benefits, including:

- You will be covered by our Life Assurance policy payable to your named beneficiaries (4 x Annual Salary)
- 25 days holiday (excluding Bank Holidays), increasing with length of service and with the option to buy and sell up to 5 days per year
- An additional Wellbeing day to help recharge your batteries
- Discretionary days leave given by the Director General
- Generous Auto-Enrolment pension and/or Contributory pension schemes available starting at an enhanced rate of 5% contributions up to 10%
- Life Assurance policy (4 x Annual Salary)
- Employee Assistance Program and Online Wellbeing Centre available 24/7, giving you the ability to speak with a professional in confidence about a range of issues
- Wide range of discounts for Retail, Holiday and similar organisations on our fetch platform

PDSA is committed to embedding a culture of diversity and inclusion within our teams to reflect the communities we serve. We aim to create a working environment in which all individuals are able to make best use of their skills, free from discrimination or harassment, and in which all decisions are based on merit. We offer a range of family friendly, inclusive employment policies, and opportunities for flexible working arrangements to support team members from different backgrounds.

If you have any questions or concerns regarding accessibility, please contact us and we will be happy to discuss via email or telephone reasonable adjustments that you may require throughout the recruitment process.

We are committed to safeguarding and promoting the welfare of children, adults at risk and all our colleagues and expect everyone who works for us to also share this commitment and to treat people with courtesy and respect.

To support this commitment, our recruitment & selection processes are robust and rigorous. All appointments will be subject to satisfactory references and appropriate background checks.

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HOW TO APPLY

We hope you will consider making an application. If you have questions about the appointment and would find it helpful to have an informal conversation, please contact Hannah.Chapman@starfishsearch.com and we will be happy to arrange a call. To make an application, please go to <https://starfishsearch.com/jobs/pdsa-head-of-crm/> 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: Monday 30th October 2023

Preliminary Interviews with Starfish: w/c 6th November 2023

PDSA Final Interviews: w/c 20th November 2023

