



RHS

**Candidate Pack for
Head of Membership
Marketing**

Welcome

Thank you for your interest in becoming our new Head of Membership Marketing at the RHS.

As the UK's leading gardening charity, we are here to inspire a passion for gardening and growing plants, to demonstrate the vital role that our gardens can play to protect biodiversity and fight climate change and to bring the broad health benefits of plants to everyone. Our horticultural science, gardens and flower shows are recognised around the world. As we continue to face some of the most significant challenges of our times – environmentally, societally, and economically – plants will continue to provide solutions and at the RHS, we have an important role to play.

We have recently launched a new strategy that capitalises on a decade of substantial investment in our gardens and facilities, reinforcing our commitment to meeting key sustainability targets, and bringing the benefits of gardening to more people and communities than ever before. This position offers an exciting opportunity to deliver impact at a pivotal moment of change. Responsible for around £40m of income each year, you will play an important role in shaping and executing our membership growth strategy, creating engaging marketing and customer journeys to increase acquisition and retention and set the strategy and innovation around membership products, channels, and partnerships.

We are looking for a visionary and strategic thinker with a strong background in membership or subscription marketing who is results driven and passionate about customer journeys and growing our charitable income. You will be a strong and natural collaborator, working with cross-functional departments, and will lead a talented and experienced marketing and customer voices team. Leading on the launch of a new digital membership, delivered through our new [RHS Grow app](#), you will also be an integral CRM champion of our CRM change programme 2024, ensuring delivery and adoption of new tools and opportunities to serve our members better and increase our audience reach.

Already operating at a senior level, you will bring passion and energy with experience of leading and inspiring high performing teams and share a strong commitment to our work, to our values and to our Equity Diversity and Inclusion (EDI) principles.

We are actively encouraging applications from people of all backgrounds. If you believe you offer the skills and qualities we are seeking and you are motivated by our view that saving the world starts at our fingertips, I very much look forward to hearing from you.

Martine Parnell
Director of Membership, Marketing & Digital



About Us

The RHS is entering an exciting new chapter. Over the past year, we have launched a new strategy - A lifelong adventure with gardening.

Everything we do is built on the benefits gardening and growing plants brings to people, places and our planet. Known globally for our inspirational flower shows and five spectacular gardens, together they welcome over 3 million visitors per year, many from our base of over 625,000 members.

At a time when society is facing profound environmental, societal and economic change, the importance of plants and gardens to making people happier, bringing communities together and enhancing nature has never been greater. Our new strategy brings the benefits of gardening to more people and communities than ever before, and reinforces our commitment to sustainability and diversity.

Our work is diverse and includes connecting millions of children with nature through the RHS Campaign for School Gardening and the National Education Nature Park programme, through our education programmes in our gardens, working with communities through RHS Britain in Bloom and our community projects across the country, including our healing gardens at NHS hospitals. With over 200 years of heritage and scientific rigour our gardening knowledge and advice is world-renowned and drives our continued investment into environmental and plant health science in partnership with universities across the UK.

As the UK's largest gardening charity at a time of increased interest in gardening and horticulture, there has never been a more exciting moment to be part of our journey.

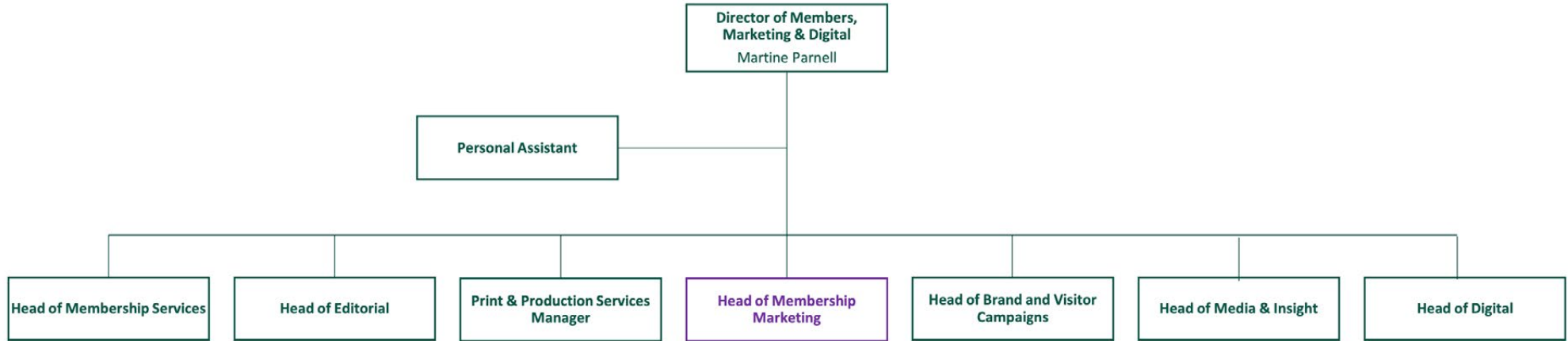
To find out more, please visit: [RHS - Inspiring everyone to grow / RHS Gardening](#)



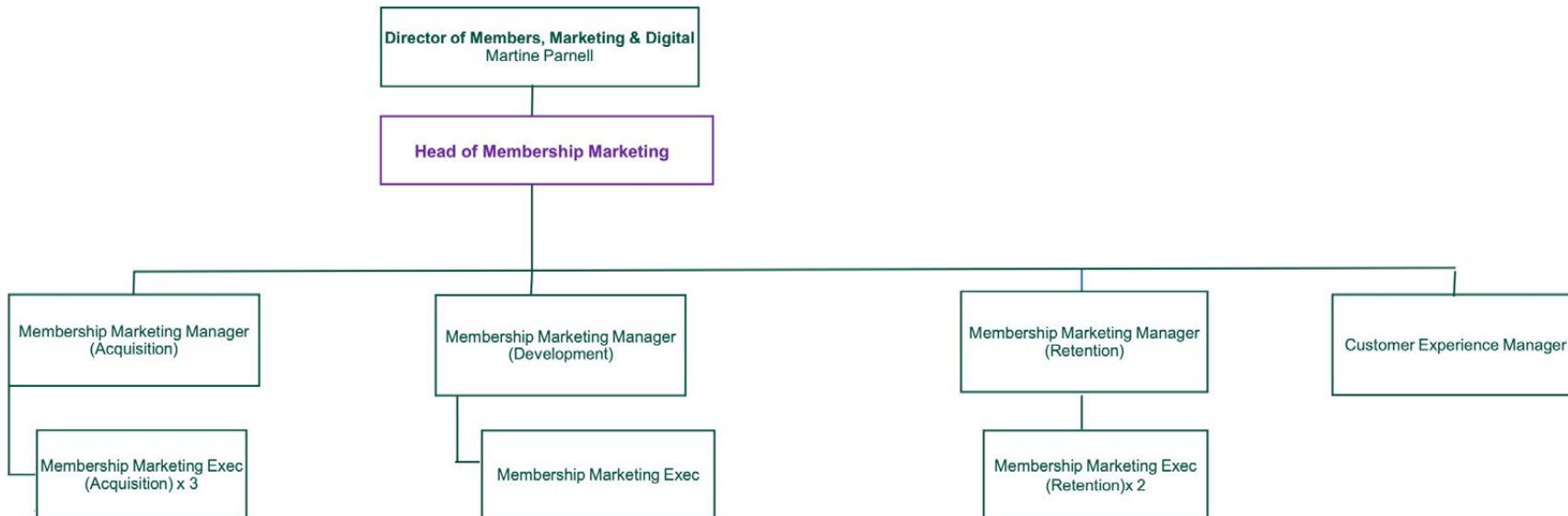
The Team

Members, Marketing & Digital

Vacancy



Membership Marketing



Role Description

- Job Title:** Head of Membership Marketing
- Department:** Membership, Marketing and Digital
- Reports to:** Director of Membership, Marketing & Digital
- Direct Reports:** Membership acquisition and retention teams; RHS Grow app marketing, customer voices manager.

Role purpose

To drive growth in membership through new joiner volumes and high loyalty and retention. To set the strategy and innovation around membership products, channels and partnerships to increase the RHS membership base and grow charitable income. To launch and scale RHS digital membership via RHS Grow. To ensure long-term sustainable membership income to the charity by providing the strategic leadership, direction and business priority input for the CRM Change Programme. To be an integral CRM champion among the change leaders on the CRM programme to ensure wide adoption of new tools and processes to deliver growth. To collaborate across the organisation as the voice of the member audience within the visitor and customer experience.



Accountabilities:

Membership marketing

- Deliver targeted growth in RHS membership base through membership acquisition and retention & loyalty improvements. Responsible for weekly, monthly and annual membership volume targets, pricing & optimisation of income.
- Responsible for all acquisition and retention marketing activity across digital and offline to deliver cost-efficient and sustainable membership growth. Working with Head of Brand & Visitor Campaigns to ensure creative fits within brand and key messages. Collaborate with Gardens teams to ensure strong conversion to membership onsite and to support retention through a garden proposition that stimulates repeat visits from members.
- Lead on setting and measuring membership KPIs and delivering data and insight on membership metrics including LTV, retention and engagement behaviour.
- Lead on the marketing launch and scaling of digital membership via the RHS Grow app and own the targets and KPIs for installs and paid digital users, in partnership with the Digital team.
- Be a driver and team-player for product innovation and testing new initiatives to maintain a relevant membership product for the future. Create a test, learn and fail-fast culture into a high performing membership marketing team.
- Collaborate with other MMD colleagues and wider RHS teams on the messaging to RHS members to communicate the RHS vision and to deepen engagement with the charity's work.
- Accountable for budgeting of membership volumes and marketing expenditure for the annual budget process, reforecasts and monthly KPIs including most effective deployment of spend.
- Enabled by the new CRM, lead the design, implementation and measurement of customer journeys and nudge messaging to deepen membership engagement and cross-sell.

CRM Change Programme 2024

- Provide clarity in the strategy, objectives, outputs, outcomes and measures for the CRM Change programme around membership and future membership audiences.
- Work with IT to deliver the vision of the CRM project to increase membership volumes over the next 10 years, join up our communications and activities to improve the customer experience and increase engagement, and simplify and reduce costs around our processes. Support Business Change and the Change Leaders to deliver the project to time and budget whilst managing risks along the way.
- Be the voice of the customer within the programme and encourage others to do the same, particularly the Change Leaders.
- Championing change to policies & procedures across the Society which will lead to more efficient processes, cost savings and / or a better customer experience.
- Inputting to the programme as necessary on which actions will deliver the financial and non-financial benefits of the programme to required timescales. Regularly track progress against programme benefits.



Person Specification

Experience

- Proven track record growing and maintaining a consumer membership or subscription base
- Experience of strategy, planning and implementation of omni-channel marketing to grow members/subscribers
- Proven expertise in both digital marketing and retail sales teams
- Experience in stakeholder management at a senior level
- Experience of planning and running membership volume and marketing expenditure budgets, including membership models/
- Experience of managing creative agencies, suppliers and technical partners

Desirable

- Experience of launching new products
- Experience in app marketing
- Experience of working in medium/large organisations to influence stakeholders within a matrix structure
- Experience of fundraising or charities

Knowledge, skills and traits

- A customer-centric view led by insight and data
- Strong commercial acumen, numeracy skills and solid understanding of the financial drivers of membership repeat billing models and LTV
- A strong innovation mindset with good creative thinking and the ability to identify opportunities to do things differently to save time, cost or improve the customer experience
- Digitally knowledgeable and curious with an appetite for continuous learning around new advances in technology and customer behaviour
- Excellent listening, questioning and communications skills and the ability to lead and collaborate with others both internal to the RHS and externally
- Resilience and problem-solving mentality, able to motivate and build a great team

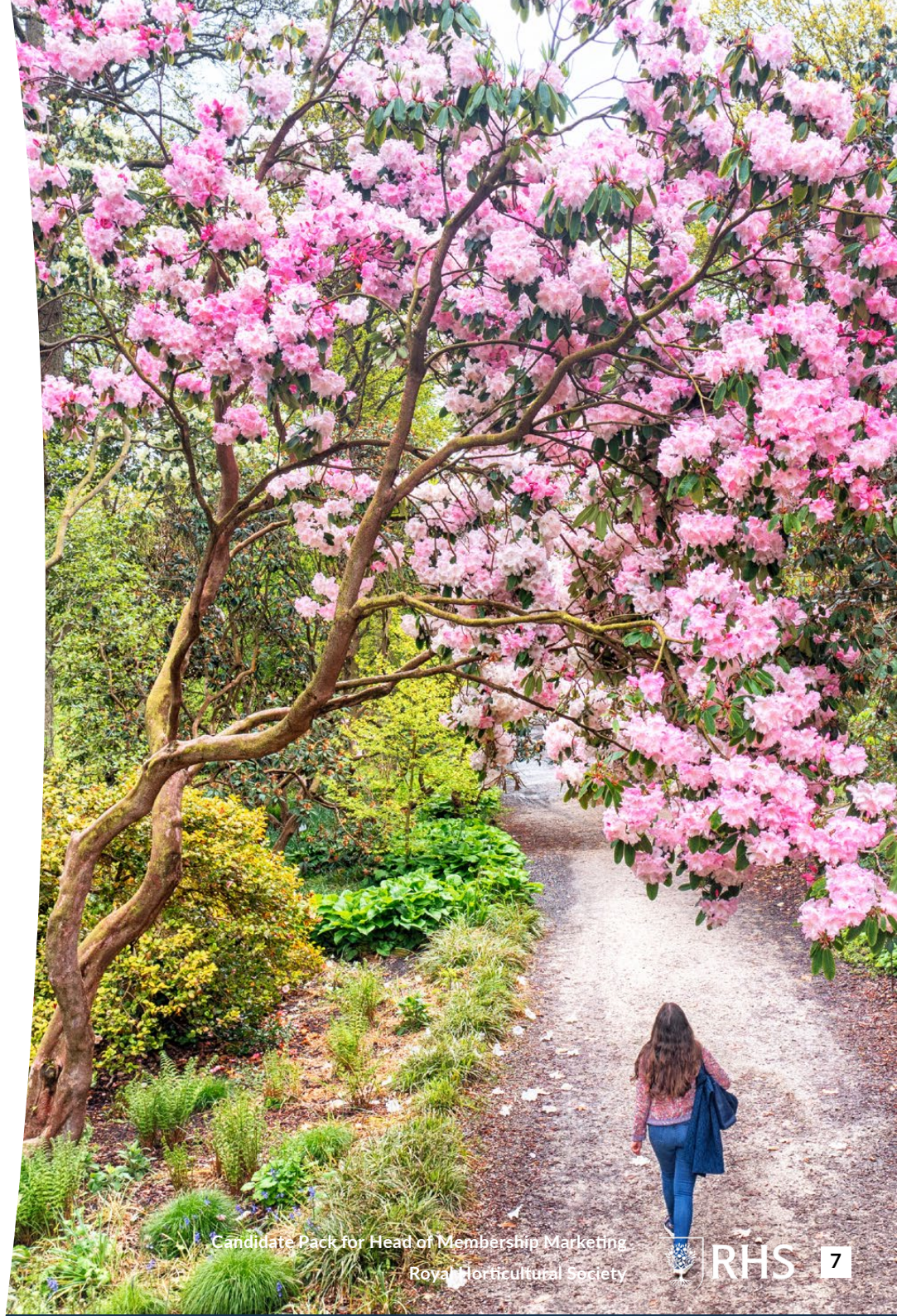
Desirable

- An interest in gardening and the key causes of the RHS of environmental sustainability health and wellbeing is desirable

Other Requirements

- Ability to travel to other RHS sites around the UK as required, on occasion requiring overnight stay away from home

The RHS is committed to safeguarding and promoting the welfare of children, young people and adults at risk and expects all personnel to share in this commitment. We are an inclusive employer and welcome applicants from all backgrounds.



Terms of Appointment

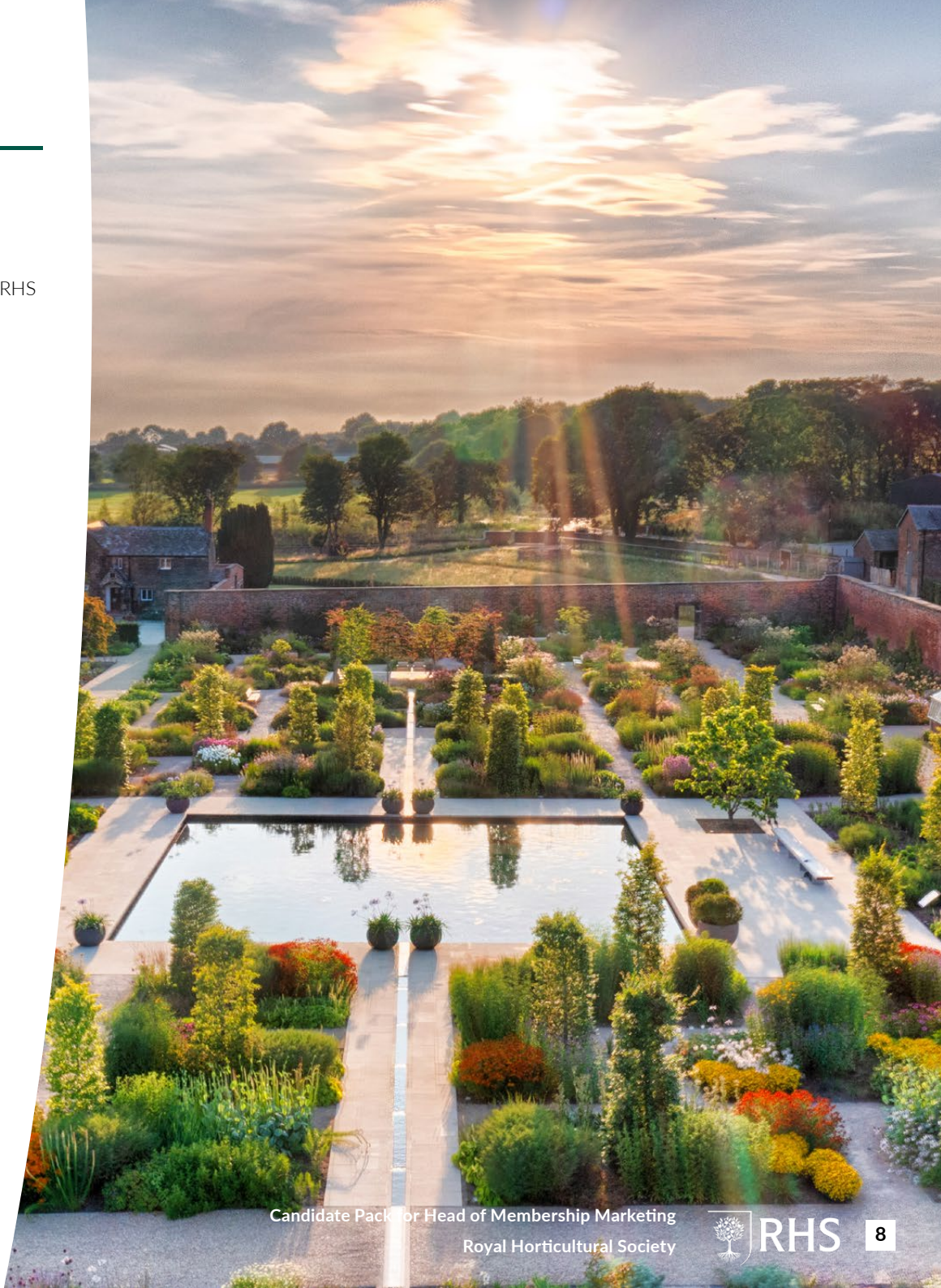
Contract type: This is a permanent appointment

Salary: circa. £85,000pa

Location: Hybrid with at least 2 days in RHS Wisley and a 3rd day in London or other RHS site

The RHS provides a number of great benefits for employees including:

- Hybrid working
- 25 days' holiday (increasing to 28 and 30 with service)
- Pension with employers' contribution that increases up to 10% after 5 years' service.
- Life Assurance and Group Income Protection
- Private Medical Insurance
- Employee Assistance Programme for staff and immediate family
- Interest Free Travel Loan and a Cycle to work scheme
- Focus on provision of Learning & Development opportunities
- Free access to all RHS Gardens and Flower Show Tickets
- Two free complimentary garden passes for friends and family to use at all five of the RHS gardens
- 20% discount in all RHS shops for all gifts and plants
- Discounted food and drink from the catering outlets at the gardens
- Monthly Garden magazine and access to gardening advice



How to apply

If you would like to discuss the role before making an application, please contact Hannah.Chapman@starfishsearch.com. To make an application, please go to <http://starfishsearch.com/jobs/rhs-hmm/> and click on the apply now button, with the following prepared:

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

Closing date: Monday 15th January 2024

Preliminary interviews with Starfish: w/c 22nd January 2024

First stage interviews with RHS: Friday 26th January 2024

