



CANDIDATE PACK FOR DIRECTOR OF COMMERCIAL (SALES AND MARKETING)



WELCOME LETTER

Thank you for your interest in joining YHA as our new Director of Commercial (Sales and Marketing). As the Executive Director of Income, Impact, Operations and People, I'm excited to introduce you to this crucial role within our organisation. YHA is a charity and social enterprise that transforms lives forever through travel and real adventure.

We are at a pivotal moment in our journey. We're emerging from the challenges of the pandemic, the cost-of-living crisis and steep inflation and are embarking on an ambitious path to secure our long-term prosperity. Our mission to enrich young lives through access to nature, heritage, and meaningful connections has never been more important, and embedding our impact in our commercial strategies is fundamental to achieving our aims. We want more people – especially young people facing adversity – to benefit from connecting to nature, the outdoors, heritage and each other while staying in our c 140 amazing hostels across England and Wales.

We have made real progress delivering YHA's mission, with groundbreaking initiatives such as Generation Green, Outdoor Citizens and the Festival of Walking that generate income while putting equity, access and inclusion at the heart of everything we do.

In 2023 we set out our three-year plan to take the steps necessary to secure YHA's long term prosperity. A key part of this plan is YHA's commercial strategy to drive revenue growth and profitability balancing our commercial aims to support our social purpose. As Director of Commercial, you will shape the vision for transformation of the commercial and sales teams, implementing changes in ways of working, systems and efficiencies, to optimise the customer journey and reduce complexity

Over three years, we are reviewing the operating model of up to a third of our hostels where we are looking for partners to take over running and managing hostels as part of our franchise model. Those that don't become franchises will be sold and the money raised invested into the upkeep of our core strategic hostels which we expect to run at higher occupancy and efficiency.

If you're energized by the prospect of applying your commercial, sales and marketing expertise to make a lasting impact on young lives, we'd love to hear from you!

Jane Price
Executive Director of Income, Impact, Operations and People

ABOUT US

We are YHA. We believe in the power of travel and adventure to connect people to each other, to nature and the outdoors, to culture and to heritage.

Since 1930, YHA has operated a unique network of hostels throughout England and Wales — a community of shared spaces, open to all and for the benefit of everybody.

We provide inclusive adventures, in extraordinary buildings, in amazing places — welcoming over a million people each year. Yet we offer much more than accommodation.

YHA is a sector-leading residential provider, a champion of inclusive volunteering and work experience, and an Investors in People Gold employer.

We are a large social enterprise leading the way in sustainable social tourism and nurturing partnerships that deliver impact across multiple sectors and at every level — in our communities, in our regions, and nationally.

Over 90 years on from our pioneering beginnings, our founding principles and determination to achieve social good remain at the heart of what we do.

In the aftermath of the pandemic and context of multiple external crises we are forging ahead with our long-term strategy to increase the scale and breadth of our impact. Our business plan for 2023-26 is structured around recovery and growth through optimisation of resources and network change.

Join us and make your mark on this vital and energetic charity as we continue our journey towards prosperity and long-term sustainability for the benefit of present and future generations.

We are YHA.

Because where you go changes who you become.

OUR VISION

Everyone has access to the benefits of adventure, for the first time and a lifetime.

OUR MISSION

To enrich the lives of all, especially young people, by providing brilliant hostel stays and experiences that improve physical health, mental wellbeing and life skills.

OUR CHARITABLE OBJECT

To help all, especially young people of limited means, to a greater knowledge, love and care of the countryside, and appreciation of the cultural values of towns and cities, particularly by providing youth hostels or other accommodation for them on their travels and thus to promote their health, recreation and education.

OUR HEART VALUES

Helpful – Being helpful is about making life easier for other people, being hospitable and creating a pleasant work environment.

Efficient – Being efficient means being organised, thoughtful in decision-making, hardworking and committed to improvement. As a charity, it's our duty to make best use of our resources.

Authentic - Authenticity combines the qualities of honesty, trustworthiness, and transparency. It's about being genuine and straightforward.

Respectful – Respect is about valuing the time, energy, opinions, achievements and working styles of colleagues, volunteers, and supports. It's about promoting equality and inclusivity.

Team-spirited - YHA is one team. And for the health and success of the team, we take individual responsibility, show personal leadership qualities, and collaborate towards our goals.

OUR COMMITMENT TO DIVERSITY

As part of our 10-year strategy – 'Adventure. For the first time and a lifetime.' – we are ensuring that equity, diversity and inclusion is at our centre. Whilst our history is rooted in access – to nature, the outdoors, culture, heritage, and travel – we recognise that access to these public assets is not equitable.

And so, moving forward, we are taking great steps in:

- Ensuring that 'all means all'. Through feedback from a wider range of users, we can shape our service improvements to create access for everyone.
- Diversifying the make-up of our staff body. Through the development of a significant internal training programme and a focus on new recruitment approaches, we are growing the capacity and culture to support our EDI work.
- Focusing proportionately more resource on those who are both excluded but could also benefit the most from our services. By targeting special schools and alternative provision in our education programme and working closely with our Housing Association and Action for Children partners, we can grow access for those previously unable to reach us. Generation Green is only the start of these efforts.
- Amplifying the voices of a wider group of staff, users, partners and communities in support of the wider cause of EDI. This has been developed in our Outside Voices project.
- Contributing to and learning from the evidence base – of both challenges and solutions. Through collaborative work, we share our data and writing to feed into the work of others.
- Working with partners and community groups to develop the capacity of charities and networks led by those with a range of lived experiences. Through our partnership with Natural England, we have developed our community of practice, [Outdoor Citizens](#).

To learn more about our organisation's 10-year strategy: 'Adventure. For the first time and a lifetime', please visit [here](#).

A link to our annual report and accounts can be viewed [here](#).

Our hostels and services give access to nature to over one million people each year, and as an organisation, we are committed to protecting the environment for future generations to enjoy. To learn more about our sustainability goals and achievements, please visit [here](#).

JOB DESCRIPTION

Job title:	Director of Commercial (Sales and Marketing)
Reports to:	Executive Director – Income, Impact, Operations and People
Direct reports:	Interim Associate Director of Groups Transformation and Central Sales, Interim Associate Director, Commercial and Partnerships

RELATIONSHIPS

Internal: Executive Team, Board of Trustees, Peer Directors, All Heads of Department, Operations Teams

External: Corporate businesses, voluntary/public sector partners and stakeholders, Statutory and Strategic Funders, National Citizens Service, RAF, and a range of distribution and referral partners for Challenging Lives (e.g., FHC, Carers Trust, Action for Children).

FINANCIAL RESPONSIBILITY

Income generation for a c.£55m turnover organisation

ROLE PURPOSE

A key member of YHA's Senior Leadership Team, your core purpose will be to shape YHA's commercial strategy to drive revenue growth and profitability. The role of Director of Commercial has been created to drive a period of significant growth for the organisation as the SLT develops the strategic plan for the next 3 years. We are looking for an experienced leader who will play a key role in helping to shape and achieve our ambitions for income and impact in support of the YHA Ten Year Strategy:

As part of the SLT, you'll provide strong leadership and promote an ethos of high performance and continuous improvement, focusing on how YHA's commercial delivery will deliver YHA's 10 year strategy 'Adventure: For the first time and a lifetime' and YHA's long term commercial strategy to drive occupancy, revenue, growth and profitability.

As part of this you will have responsibility for managing a cross functional, largely office based team of around 70 covering the areas of Central Sales, Customer Experience, Trading, Travel and Group Sales, Analysts, Digital Marketing and E-Commerce, Brand and Campaign Marketing, and our Breaks bursary funding and commercial and impact Partnerships with key stakeholders such as the National Citizen Service.

MAIN RESPONSIBILITIES

- You'll lead and inspire the Commercial Directorate developing and supporting a high performing engaged team where resources are deployed effectively and clear and stretching plans, budgets, and KPIs are in place which are tracked and delivered.
- You'll work with the Executive Director, Exec Team, and Board to develop and deliver YHA's future growth plans.
- You'll shape the vision for transformation of the commercial and sales teams, implementing changes in ways of working, systems and efficiencies, to optimise the customer journey and reduce complexity.
- You'll identify sales strategies to maximise occupancy and segment business for our educational groups, informal groups and family and individual markets utilising the latent capacity in our hostel assets and develop the strategy for pricing and revenue management identifying where there is benefit in automation
- You'll set the vision, strategy and roadmap for excellence in the customer experience through central channels, refining end-to-end journey and offline sales-funnel to improve retention and conversion.

- You'll ensure that the use of our unrestricted fundraising income is optimised, prioritising breaks and bursaries for our beneficiaries within our Hostel network.
- You'll lead the YHA's strategic, tactical and digital marketing and communications plan to drive all income lines and develop awareness of YHA products, services and brand.
- You'll provide a framework for strategic business planning for marketing campaigns working closely with our External Affairs team to develop and enhance YHA's Mission and values as a leading youth charity.
- You'll be a key member of the Senior Leadership Team, attending weekly Director meetings and Exec, Board and Committee meetings as and when required.
- You'll have a passion and commitment to take forward YHA's mission to transform young lives, with a focus on improving access and outcomes to those who need it most.
- You'll ensure service excellence to all internal and external stakeholders, role modelling YHA's HEART values.
- You'll champion inclusivity and diversity within the Commercial, Sales and Marketing teams, developing a clear CRM/ Data strategy to support the growth of a diverse organisation.



PERSON SPECIFICATION

KNOWLEDGE AND EXPERIENCE

- Significant leadership and commercial, sales and marketing experience in a national level organisation of comparable complexity.
- Significant experience at senior level leading in revenue management and optimisation (rather than pure sales / marketing)
- Demonstrable experience and understanding of contemporary marketing channels, social media and digital channels.
- Significant experience from a hospitality / travel / outdoor education or similar background. Experience of Group sales would be a particular advantage.
- Highly organised and able to balance multiple conflicting priorities at pace, with an ability to plan, deliver and measure the impact of complex strategic plans.
- You'll have strong organisational development skills, able to identify and act on opportunities to drive performance in business process and operations

SKILLS AND ABILITIES

- You'll possess highly developed skills in negotiating and deal-making with senior commercial and public sector stakeholders, including funders and advisors.
- You'll be a strong written and oral communicator, comfortable bringing together financial, performance and technical information clearly and persuasively in support of your objectives.
- You'll have high energy and be a dynamic leader and manager, with the ability to inspire a team to establish and act decisively, and to manage performance effectively in support of strategic priorities
- You'll possess outstanding interpersonal and influencing skills with experience of building and sustaining senior stakeholder relationships.
- You'll be highly numerate, data driven and able to manage budgets effectively.
- You'll be expert at finding nimble and pragmatic solutions, enjoying moving quickly between strategic and operational as the situation demands.

STYLES AND BEHAVIOURS

- Creative, entrepreneurial, and innovative; you'll be a strong and confident networker who can inspire and influence whilst not afraid to take risks and ensure delivery.
- You'll be committed to embedding the values of equity, diversity, and inclusion in everything that you do.
- You'll be highly collaborative - able to empathise and appreciate alternative points of view and to work collectively to decisions that achieve organisational goals.



TERMS OF APPOINTMENT

SALARY

The package for this role is up to c.£80,000

CONTRACT

This role is on a full-time permanent basis.

LOCATION

Home based, but with the ability to travel periodically to our HQ in Matlock (min 1/month); to London and to our network across England and Wales

Pension

Pension is 3% & 3% contribution (Employer/Employee).

ANNUAL LEAVE

28 days excluding Bank Holidays increasing to 29 after 1 year with 2 additional days for 10 years' plus service.

ADDITIONAL BENEFITS

Private Health Care provided by AXA.

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 chris.milo@starfishsearch.com and we will be happy to arrange a call. To make an application, please go to <http://starfishsearch.com/jobs/yha-dir-comm-sal-mar> 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 actively encourage applications from candidates from underrepresented communities. YHA is committed to providing equal opportunities and creating an inclusive environment for everyone.

We would 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 26th August 2024
Preliminary interviews online:	w/c Monday 23rd September 2024
Final Panel interviews in person:	Friday 11th October 2024