

Head of Growth and Innovation

Team: Growth and Innovation

Location: Footscray

Date: February 2020

Status: Full time

Reports to: Chief Executive Officer

1. Position purpose

The *Head of Growth and Innovation* is responsible for developing and implementing On the Line's growth and business development and innovation strategies.

The role will also be responsible for commercial and government tender and proposal writing and development, and ensuring new revenue is generated and new B2B and B2C products and services are created.

You will be responsible for the development and delivery of end to end; innovation and new concepts, service and channel design, written proposals, pitches and relationship management to secure and renew funding.

The role is responsible for growing a market-oriented business. Using the existing strategic brand and marketing approach, leveraging research-informed content to develop partnerships and relationships; and conduct ongoing client and competitor research and profiling.

The Head of Growth and Innovation is a conceptual thinker that has the ability to design and articulate service delivery models, is customer focused and market orientated.

Reporting to the Chief Executive Officer and as a key member of the Executive team, this role is 'hands on' and responsible for growing a relevant and sustainable social health business.

2. Key results

Major activities

Measures

Growth and Business development

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| <ul style="list-style-type: none">• Identify opportunities for commercial growth aligned to OTL's strategic plan• Diversify services and income streams to enable long-term sustainable growth.• Design and cost service models to meet the needs of potential customers.• Identify potential business development opportunities, and evaluate the risks and/or impact of social, political and financial dynamics. | <ul style="list-style-type: none">• Implement existing business strategy and innovation strategies in line with OTL's strategic direction• Generate an annual increase in revenue as approved by the CEO• Minimum of two new commercial B2B contracts in place per annum• Minimum of eight proposals developed and pitched for per annum with a success rate of 60% |
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Major activities

- Proactively manage tender, bid and proposal opportunities and timelines, working cross-functionally with all relevant stakeholders to prepare and submit all proposals on time and according to OTL's templates, guidelines and market positioning.
- Lead the cross-functional bid management team; develop service proposals, tender responses, grant and other philanthropic proposals to secure funding.
- Ensure the tender and proposal process is developed and clearly articulated to internal stakeholders.
- Business pipeline and growth implementation plans in place and being implemented.
- Develop corporate and commercial relationship and stakeholder strategy, together with annual plan, targets and supporting collateral required
- Build and maintain commercial relationships

Measures

- 10 new commercial relationships developed per annum.
- Maintain register of progress and likelihood of success of new tender and business opportunity pipeline, and prepare monthly reports to the CEO. Updates provided to key internal stakeholders.
- All proposals are fully costed and financials agreed with the Head of Shared Services.

Marketing and communications

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| <ul style="list-style-type: none"> • Organisation focal point for all marketing, communications and business development activities • Implement the existing marketing and communications plan to deliver OTL's strategic objectives; effectively integrating brand, marketing, communications, stakeholder engagement and media relations to generate revenue and build a strong national awareness of OTL and its products and services • Develop both proactive and responsive marketing and communications strategies, plans and content for OTL, its products and services • Develop printed and online content and other collateral consistent with the OTL brand and corporate strategy • Manage copy, designer consultation, print production and stock supplies of collateral within budget ensuring supplies available for events and other requirements | <ul style="list-style-type: none"> • Marketing metrics established and signed off by CEO annually • Annual report delivered within budget and timeframes. • Campaigns delivered on time, within budget, and with integrated performance metrics • Collateral developed to a high visual standard, on time and within budget, and consistent within brand guidelines • Engaging internal communications that are consistent with OTL's strategic direction developed and presented to a high standard • All media enquiries responded to in a timely and effective manner as approved by the CEO • Agency and partner relationships recorded and updated in the CRM database |
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Major activities

Measures

- Provide marketing strategy and implementation support for new OTL and funder products and services
- Build agency and partner relationships to support brand and marketing objectives
- Oversee the development, implementation and review of messages to ensure consistent use across the organisation
- Oversee the design, content development and publishing of key publications such as the Annual Report
- Oversee the organisation's internal communications
- Research and write relevant policies and procedures.

Digital and Innovation

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| <ul style="list-style-type: none"> • Look for opportunities to exploit and use emerging technologies to respond to changing community needs. • Implement the Innovation projects in the Transformation Strategy to increase reach into the community and cost-effectively support more people to access the support they need using the channels they want. • As part of the Transformation strategy, work together with funders and end-users to co-design health and wellbeing counselling services leveraging technology and different service delivery channels • Identify opportunities for new product development and delivery for government, corporate and industry partnerships. • Develop new product and services on new channel and technology solutions. • Cost new products and services using the pricing methodology set by finance. • Conduct high quality market research, analysis and planning to identify service gaps, market segments and the potential for new business opportunities | <ul style="list-style-type: none"> • Market research conducted • New ideas and concepts presented to the CEO, Executive and/or Board according to the Delegations of Authority policy, using the Commercial Opportunity Assessment Framework. • Business cases and proposals developed and approved by the CEO. • New services costed • Design one new product or service fully costed and rolled out per year. • Costings developed for new services and products, including a 20% profitability target. • Conduct two new product trials online to test customer feedback and document evaluation reports. • Business models developed and in place. |
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Major activities

Measures

- Business models developed and evaluated annually.
- Identify emerging opportunities to upsell and cross-sell to existing funders (including channel extension)
- Lead service design and confirm tailored standard offering and service economics
- Write high quality project, product and service proposals and business cases
- Develop new prototypes for approved projects and conduct market testing
- Model pricing for agreed future products and services, and cost-benefit analyses for the technology and workforce implications of these future products and services.
- As part of the Transformation Strategy, work with together with funders and end-users to co-design health and wellbeing counselling services leveraging technology and different service delivery channels

Digital communications

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| <ul style="list-style-type: none"> • Implement existing digital communications strategy, incorporating web, online and social media channels • Implement the existing social media strategy to build a strong presence in the social media space for OTL and its products and services; grow, raise awareness and engage with target audiences • Oversee OTL's suite of websites to ensure that information is created, monitored and updated to keep the community and other stakeholders up to date with developments and provide comprehensive information about all products and services. | <ul style="list-style-type: none"> • Ensure all websites are functioning correctly and content is relevant and updated • Scheduled web analytics reports are delivered • Online communications are updated to a high standard, reflecting the organisation's strategic direction • Establish and report on agreed social media metrics. • Ensure all communications are developed within brand and messaging guidelines, and are delivered on time and within budget. |
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Team management

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| <ul style="list-style-type: none"> • Manage the Growth and Innovation department, including marketing and communications, business development, funder contract and relationship management, business intelligence and reporting, and service development and innovation, and teams. | <ul style="list-style-type: none"> • Mentor direct reports; establish KPI's and ensure they are implemented • Conduct annual performance reviews for all direct reports. |
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Major activities

Measures

Reporting and evaluation

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| <ul style="list-style-type: none">• Prepare monthly Board reports as required, updating key stakeholders about growth and business development, marketing and communications, and contract management and reporting activities• Manage a program of analysis and review of marketing of products and services to determine outcomes of initiatives and inform future planning and activity. | <ul style="list-style-type: none">• Reports written and submitted in a timely manner. |
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Budgeting

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| <ul style="list-style-type: none">• Develop and manage the annual marketing, communications and business development budget for OTL and its products and services. | <ul style="list-style-type: none">• Ensure all budget parameters are met. |
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Organisation responsibilities

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| <ul style="list-style-type: none">• Marketing, business development and innovation policies and procedures developed and reviewed within the set timelines and follow the approval process.• Comply with the ethical guidelines and policies of the organisation• Undertake other duties as directed by the CEO or their delegate. | <ul style="list-style-type: none">• Adhere to ethical guidelines and policies• Participate in annual cycles of the performance review process• Undertake all employment responsibilities professionally and efficiently. |
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3. Decision making authority

The position has co-authorisation and authority to meet with external representatives on behalf of On the Line. (Refer to the Delegations of Authority policy).

4. Selection criteria

Qualifications: essential

- Tertiary qualifications. Mandatory: MBA. Desirable: Tertiary qualifications in marketing and/or psychology.

Experience/knowledge

- Highly developed business development skills resulting in securing new growth and revenue.
- Demonstrated conceptual thinking, ability to design and articulate service delivery models and develop new business opportunities and possibilities.
- Exceptional writer with superior attention to detail, with the ability to write tenders and proposals for commercial and government stakeholders to secure revenue.
- Proven experience developing digital and innovation strategies to create new products, services and business models.
- Customer focused, market oriented and proactive.
- Experienced building and maintaining commercial relationships.
- A self-starter, ability to work autonomously when required and demonstrate initiative.
- Substantial leadership experience at a senior management or Executive level.

5. Job requirements

- Current National Police Records Check (or willing to obtain one)
- Current Working with Children Check.

6. Personal competencies

- **Conceptual thinking:** Demonstrated ability to develop and implement strategic, business and budget plans. Able to translate service delivery concepts into reality. Able to design and deliver new products and services on new technology solutions. Demonstrates sound cognitive and analytical skills.
- **Commercial capability:** Ability to drive growth. Understands the commercial drivers of the business, the levers of growth and how value is created within the business. Able to develop an agile and responsive department that can identify and respond to community needs quickly. Is market-driven and customer-focused. A keen awareness of current social health and mental health industry, and aware of social and political issues.
- **Strong communicator and influencer:** Demonstrated capacity to act quickly and decisively in response to business opportunities. Able to clearly articulate concepts, deliver presentations, and communicate to a variety of external government and commercial funders. Can both give and receive clear instructions and direction. Proactive and flexible, with a track record in developing strong commercial relationships.
- **Leadership capability:** Is results driven and able to get the task done. Demonstrated track record leading people and teams in complex and ambiguous environments. Is energetic, calm under pressure and objective. Demonstrates integrity and personal credibility and acts in accordance with beliefs, standards or values. Is a strong communicator and intellectually curious.

7. Dimensions and working relationships

Team members supported	Growth and Innovation Manager Policy Research and Bid Writer
Working relationships	Chief Executive Officer Head of Shared Services Head of Operations Commercial Relationships and Contracts Manager Marketing and Communications team (5 FTE) Other On the Line staff as required
Shift requirements	Not applicable

8. Positon description maintenance

Reviewed Last:	February 2020			
Conducted By:	Chief Executive Officer			
Approved By:	Chief Executive Officer			
Next Review:	February 2022			
Risk Rating	LOW	MEDIUM	HIGH	EXTREME