

## Head of Marketing and Membership

### Background

Whitechapel Gallery is the artists' gallery for everyone.

For over a century we have engaged young and diverse audiences by premiering world-class artists from modern masters such as Pablo Picasso, Jackson Pollock, Mark Rothko and Frida Kahlo to contemporaries such as Sophie Calle, Lucien Freud, Gilbert & George and Mark Wallinger.

We are proud to continue this tradition today. With beautiful galleries, exhibitions, artist commissions, collection displays, historic archives, education resources, inspiring art courses, dining room and bookshop, the expanded Gallery is open all year round, so there is always something free to see.

The Gallery is a touchstone for contemporary art internationally, plays a central role in London's cultural landscape and is pivotal to the continued growth of the world's most vibrant contemporary art quarter.

### Role

This is an exciting time to join Whitechapel Gallery; our audience development, membership, data and digital strategies are transforming our brand, with major gallery-wide initiatives planned over the next three years. We are looking for an experienced Head of Marketing and Membership to play a key role in driving our ambitious change agenda.

The Head of Marketing and Membership at Whitechapel Gallery is responsible for developing the Gallery's brand and creating audience acquisition and retention strategies. They will drive visitor growth and membership with young and diverse audiences by effectively engaging them with all aspects of the Gallery and what makes it unique - from its location, history, and programme of exhibitions to its diverse public events and community initiatives.

This is senior position with an opportunity to shape Whitechapel's future and success. We are looking for a creative, experienced marketing and

### Job description

communications leader, able to bring fresh strategic thinking and sound planning.

The Head of Marketing and Membership line manages two positions: Marketing Officer (Campaigns), Marketing Officer (Membership). Together, the Marketing and Membership team sits within the Audiences and Communications Team, comprising a Design and Production Manager, Head of Press and Corporate PR, Communications Assistant, and project freelancers.

### **Accountability**

The Head of Marketing and Membership is accountable to the Director of Audiences and Communications

### **Duties and Responsibilities**

#### **Brand Strategy and Management**

- Work with Whitechapel Gallery Directors to lead on the development and implementation of a fresh approach to the Gallery's brand, values, visual identity, key messages and tone of voice to launch in 2020/21
- Lead on the strategy to re-launch the Membership brand in Spring 2020, including proposition development, managing the delivery of data management and a new Marketing and Membership creative
- Ensure that the brand blueprint is effectively communicated and style guidelines are rigorously adhered to internally and externally on a day to day basis across all visitor touchpoints
- Develop and regularly review guidelines for all Marketing activity with the Director of Audiences and Communications and Design & Production Manager

#### **Audience Acquisition Strategy**

(New Visitors; Exhibition Campaigns; Exhibition Ticket Sales)

- Create the strategy for and line-manage the Marketing Officer, Campaigns to deliver creative, targeted, and timely marketing campaigns using the full marketing mix (paid, owned and earned channels) to increase:
- New Local, National and International Visitors to the Gallery (Destination Marketing)
- Audience diversity and young audiences

- Ticketed and Free Exhibition Attendance
- Annual Summer Festival, The London Art Book Fair and Awards Attendance
- First Thursdays Attendance; Create a new strategic approach to the marketing of First Thursdays, with plans to be delivered by the Marketing Officer, Campaigns

### **Audience Retention Strategy**

(Repeat Visitors; Events/Public Programmes; Membership)

- Create the strategy for and line-manage the Marketing Officer, Membership to cultivate relationships with audiences using the full marketing mix (paid, owned and earned channels) to increase:
- Repeat Visits to the Gallery
- Membership Acquisition and Retention using analysis of Member data and behaviour, developing and managing direct marketing communications, delivering against set KPIs
- Public Programme Event Attendance
- Professional Development Course Bookings
- Education Programme Engagement for Schools, Youth and Community Programmes
- Secondary Spend in the Gallery Cafe and Bookshop, and Limited Editions
- Venue Hire Booking

### **Internal Stakeholder Engagement and Management**

- Build effective working relationships and processes with the Audiences and Communications team
- Strategically plan effective internal communications to support Whitechapel Gallery's evolving brand, its values and vision, and all stages of Marketing activities.
- Collaborate with Visitor Experience teams to plan, roll out and continually deliver outstanding visitor experience and customer relations to support audience and membership development
- Collaborate with the Managing Director, Visitor Experience team, Development, external IT support and external fulfilment agencies to develop the Gallery's data strategy, IT systems and processes - to ensure that we have the backend services to effectively support audience development, customer and membership journeys

- Collaborate with Visitor Experience teams to set up effective and actionable monitoring, evaluation and reporting of performance against targets (audience development, income ROI), analysing data from multiple sources including market research, audience data, ticket sales and membership retention rates presenting in dashboards and reports on a daily, weekly, monthly, quarterly and annual basis to stakeholders as required
- Develop Marketing plans to support sponsorship proposals and major donor prospects generated by the Development team
- Support the Gallery's international curatorial projects
- Build effective working relationships and processes with stakeholders across the organisation including the Directorate and Exhibitions, Education and Public Programmes, Visitor Experience, Development and Whitechapel Gallery Ventures departments.

### **External Stakeholder Engagement and Management, and Advocacy**

- Develop and manage strong relationships with Artists (and their studios, galleries, estates, publishers) and Audiences, putting them at the heart of everything that we do
- Develop and manage strong relationships with Agencies (Brand, Design, Media, Membership Fulfilment), Influencers and Advocates, Media and Promotional Partners to continually raise the profile of the Gallery
- Report on Marketing activities to Sponsors and audience development progress to Statutory Supporters as required
- Maintain and develop relationships with east London galleries participating in First Thursdays
- Continually develop Peer Networks to maximise opportunities for collaboration

### **Audience Insight**

- Identify opportunities for growth by continually developing the Gallery's understanding of trends and the market for arts and culture
- Manage ongoing market research for the Gallery, and commission targeted research for specific projects as required

- Support the development and delivery of a new Gallery-wide data strategy, with specific responsibility for driving visitor data collection, management, reporting and compliance
- Use and analyse this data and market research to create actionable insight

### **Team Building and Management**

- Build and develop a professional, collaborative and multi-disciplined Marketing and Membership team, ensuring that staff are challenged and motivated through objectives which are set and assessed on a regular basis

### **Budget Management**

- Prepare Marketing and Membership budgets annually and seasonally for approval by Director of Audiences and Communications
- Maintain consistently accurate and efficient budgeting records for all Marketing and Membership activity throughout the financial year

### **Reporting**

- Update on seasonal plans, key deadlines and progress against agreed Marketing and Membership KPIs at:
  - Weekly Comms Team Meetings
  - Bi-Weekly Team Leaders Meetings
  - Monthly Visitor Experience Meetings
  - Monthly Digital Working Group Meetings
  - Data Group Meetings
  - Seasonal Programme Review Meetings
  - Seasonal Finance Meetings
  - Quarterly Trustees Meetings

### **Other**

- Assist in the organisation of events, meetings, media views and private views and attend as required.
- Help and support the department as required.
- Any other duties requested by the Director of Audiences and Communications

## **Personal Specification**

### **Essential**

- At least five years of proven experience of delivering strategic, timely and effective marketing campaigns and membership schemes at a senior level
- Experience of brand management and a strong understanding of design
- Excellent interpersonal, communication and influencing skills with demonstrable leadership/people management experience - able to inspire, motivate and lead teams with clear objectives in place
- Experience of audience development, particularly with young and diverse audience
- A commitment to and understanding of the principles of diversity and the ability to take an active role in supporting Whitechapel Gallery's diversity objectives and creating a positive and inclusive working environment
- Demonstrable experience of using performance and customer data to develop and deliver effective and creative acquisition and retention strategies
- Understanding of Not for Profit sector and its legal regulations (including gift aid)
- Knowledge of data protection legislation
- Excellent knowledge of direct marketing
- Practical experience of budget planning and management
- Knowledge of membership and digital technologies and trends and how they can be used for effective communications
- High IT literacy including website, CRM databases, spreadsheets and word processing
- Excellent communication skills; tact, confidence, and maturity to liaise with a wide range of people
- Strong analytical, administrative and organisational abilities with close attention to detail.
- A commitment to audience development in arts and culture and the activities and policies of Whitechapel Gallery

### **Desirable**

- Experience working in both commercial and public sectors
- Formal qualification in marketing
- Experience working in marketing in the arts or creative industries
- Knowledge and experience of Raiser's Edge database
- Experience of working with a Customer Relationship Management system

- Understanding of the landscape of Whitechapel and East London and connections with communities
- Experience in a BAME focused environment

### **Conditions of Work**

- Permanent contract
- Hours of work: 9.30am – 5.45pm, Monday to Friday, plus some occasional weekend and evening work, which will be compensated by time off in lieu.
- Starting salary: £30,000 to £33,000 per annum depending on experience
- The period of notice is 3 months in writing on either side, 2 weeks during the probation period
- Probation period: 6 months

### **In addition, the benefits you are eligible to receive are, subject to availability:**

- 25 days annual holiday (pro rata for part-time staff)
- Option of 5% of your gross salary provided as employers' pension contribution
- Discount from the Gallery bookshop
- Discount from the Whitechapel Café/Bar
- Discounts on editions (one per edition) and publications
- Training opportunities
- Annual research/travel grant of £200 (pro rata equivalent for part time staff)
- Option to participate in the Childcare Voucher scheme.