

# POSITION DESCRIPTION



**Job Title:** General Manager Guest Experience

**Responsible To:** Director

**Direct Reports:** Direct reports: Visitor Relations Leader, Conservation & Education Leader, Tour & Entertainment Leader, Community Engagement Officer

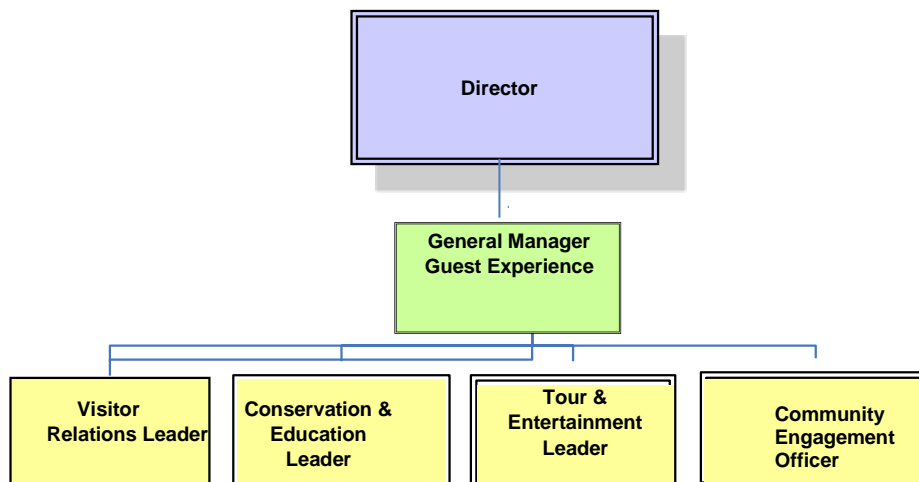
**Position Purpose:** The General Guest Experience is responsible for the strategic overview of all on-site visitor and external engagement at Zoodoo, including communications, marketing, learning and visitor experience, and managing the development of learning, marketing, visitor and community engagement, commercial operations as well as the development and management of key business partnerships and relationships to support the Zoo. The overarching responsibility for the role is to strategically lead the generation of the Zoo's revenue and maximise opportunities for revenue growth. The role is accountable for the delivery of revenue budgets for the financial success of the Zoo. This role will be the manager of reputational risk for Zoodoo providing strong leadership and support in this area to the Director. This role is responsible for the positioning of Zoodoo as a well-respected and trusted conservation enabling organisation.

The General Manager Guest Experience will provide strategic leadership across the whole organisation in the above areas and ensure a strong and integrated visitor and conservation focus in all Zoo activities. This role is responsible for the aesthetic appearance of the Zoo and must work closely with SMT to provide best practice holistic experiences for all visitors.

The role encompasses strategic management of the Zoo's sales and service functions (including the main entrance, visitor services, commercial products, retail, venues/functions etc.) and partnerships functions (including fundraising, grant-seeking, relationship management, sponsorships etc.). The General Manager Guest Experience will provide strong leadership across the whole organisation in the above areas. Additionally, as a member of the Strategic Management Team (SMT), will support the Director with holistic leadership of the entire Zoo. This will include the leadership of specific strategic projects as and when required that impact the entire Zoo, such as the leadership of strategic people and culture projects.

**Date:** January 2021

## Interim Organisation Context



## Important Functional Relationships

### External

- Zoodoo guests and customers
- Media
- Department of Education
- Designers and Consultants
- Local and International Zoo colleagues
- Other relevant agencies and professionals

### Internal

- Zoodoo Strategic Management Team
- Zoodoo managers and staff

## Key Result Areas:

The position of General Manager Guest Experience encompasses the following functions or Key Result Areas:

- Strategic Leadership
- Strategic Outcomes
- Guest Learning and Experience
- Customer Service and Sales Leadership
- External Engagement
- Research and Analysis
- People Leadership and Coaching
- Health, Safety and Sustainability
- Strategy and Planning
- Relationship Management

The requirements in the above Key Result Areas are broadly identified below:

Jobholder is accountable for	
<b>1.</b>	<p><b>Strategic Leadership</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Provide effective leadership of the Guest Experience team, ensuring delivery to visitors of a high quality, consistent, seamless experience from first awareness of the Zoo to completion of the visit.</li> <li><input type="checkbox"/> Provide expert leadership across the organisation for the key result areas.</li> <li><input type="checkbox"/> Provide effective leadership to bring together our conservation initiatives, engage with the community and position Zoodoo as a respected sustainable business leader and conservation organisation.</li> <li><input type="checkbox"/> Provide expert input to ensure the integration of the commercial perspective into the Zoo strategic direction.</li> <li><input type="checkbox"/> Support the Director with development and leadership of specific strategic projects that impact the entire Zoo, such as strategic people and culture projects.</li> <li><input type="checkbox"/> Provide team members with leadership, clear expectations, support and personal and professional development opportunities.</li> <li><input type="checkbox"/> Provide SMT and Director with expert advice and leadership on communication, experience and social sustainability and conservation matters.</li> <li><input type="checkbox"/> Ensure the Zoo's key strategic emphasis on financial success and commercial outcomes is "top of mind" at all levels of the organisation.</li> <li><input type="checkbox"/> Represent the Zoo externally as and when needed, especially in the areas of community, learning and social sustainability.</li> <li><input type="checkbox"/> To promote and support the work of the Zoo through funding, engagement and understanding of the projects important to the Zoo.</li> <li><input type="checkbox"/> Actively contribute to SMT's promotion and implementation of the Zoo's strategic directions including conservation, sustainability, visitor experience and animal welfare.</li> <li><input type="checkbox"/> Act as a role model for other staff and a motivator at the Zoo, in order to deliver the Zoo's overarching strategy and live the Zoo's values.</li> </ul>

**2. Strategic Outcomes**

- Develop and implement a strategic action plan for communication, experience and conservation at Zoodoo to support the overarching Zoo strategy including conservation, sustainability, experience and animal welfare.
- Lead the creation and leadership of Zoo messaging across internal and external channels ensuring messages are cohesive, complementary and purposeful.
- Lead the creation, development and evaluation of communication, experience and conservation programmes and products (e.g. Encounters, animal talks, informal and formal learning programmes, volunteer activities.)
- Create and lead cross-functional project teams for effective Guest Experience delivery.
- Develop and implement a strategic action plan for Business & Partnerships to support the Zoo's overarching strategy. This include sales, business development and fundraising plans that drive revenue growth and financial success for the Zoo, both across the Business & Partnerships portfolio and holistically across the entire Zoo.
- Develop and implement quality improvements to systems, policies, processes and procedures that enhance performance and, as appropriate, reduce costs.
- Lead the annual revenue budget setting process (working closely with the GM Corporate Services).
- Develop and implement plans for growing revenue from visitation, commercial products, retail sales, venues, fundraising and commercial partnerships/sponsorships.
- Sustain and grow fundraising revenue set in both operational and capital budgets.
- Lead all commercial aspects of the business.
- Identify new opportunities to grow the commercial aspects of the business and continue to improve the bottom line.

**3. Guest Learning and Experience**

- Lead the creation and development of plans for all visitor experience including signage, wayfinding, interactive experiences, face to face talks, presentations.
- Lead all visitor experience development, interpretive budgets, management of external interpretive consultants and visitor integration on capital projects.
- Lead the development of visitor learning elements and programmes in line with interpretation strategies and learning theory.
- Lead the management and development of the formal learning programmes including management of School Holiday Programmes.

**4. Customer Service and Sales Leadership**

- Set and monitor processes and procedures that ensure the Zoo's customers and visitors are provided with excellent service in person, on the phone, and in written communication.
- Sustain and grow all commercial revenue set in the operational budgets; including retail sales, venues and commercial products (Encounters, Zoo Crew, Holiday Programme.).
  - Ensure the development and implementation of ongoing sales promotions in the Zoo and across other sales channels.

**5. External Engagement**

- Provide expert advice to the Director on any external engagement matters e.g. media issues.
- Lead management of reputational risk for Zoodoo including awareness of trends in attitudes towards Zoos, and potential issues from around the world.
- Responsible for attracting visitors to the Zoo and ensuring steady growth to set targets.
- Lead the positioning of Zoodoo as a must-see visitor attraction in Hobart.
- Lead the positioning of Zoodoo as a progressive, world-class Zoo.
- Lead the development and planning for effective use of Zoo promotional channels including social media and the Zoo's website.
- Lead the development and implementation of marketing and communications plans within approved budgets.
- Manage development of cost effective advertising and promotions campaigns for the Zoo.
- Lead development and planning of communicating Zoo issues and activities to target audiences e.g. media, key stakeholders, community and visitors.
- Manage media relations and external communications in a timely and appropriate manner, including crisis management.

**6. Research and Analysis**

- Keep up to date with trends in the Zoo and visitor attraction sectors for commercial growth opportunities.
- Manage the analysis of key business and sales data by the Visitor Relations Leader and the GM Corporate Services and the production of reports for the Strategic Management Team.
- Keep up to date with trends and innovations in the fundraising, social enterprise and sustainable business sectors.

**7. People Leadership and Coaching**

- Set goals and define expectations for direct reports and team members.
- Coach and develop direct reports and team members.
- Work with other members of the Zoo team to develop business thinking and capabilities.
  - Support team members to be involved with the Zoo's conservation and sustainability initiatives.

**8. Health, Safety and Sustainability**

As part of the Strategic Management Team contribute towards:

- Ensuring that health and safety policies, practices and performance of the organisation are monitored and periodically reviewed.
- Ensuring a risk based approach is adopted for the management of health and safety and all reported incidents are fully investigated and preventative measure implemented.
- Ensuring adequate budgetary provision is made for Health and Safety resourcing, programmes and initiatives.
- Ensuring managers and staff receive training and have appropriate knowledge to meet our regulatory health and safety responsibilities.
- Ensuring health and safety is a regular agenda item and discussed regularly at SMT and all staff meetings.
- Ensuring responsibility for health and safety are assigned, executed and included in performance reviews.
- Driving a culture committed to the health, safety and sustainability

**Note:** The above performance standards are provided as a guide only. The precise performance measures for this position will need further discussion between the jobholder and manager as part of the performance management process.

## Person Specification:

**Knowledge/Experience**

- Appropriate tertiary qualifications in marketing, communications and/or education- learning
- Demonstrated excellence in complex project management
- Demonstrated excellence in managing cross functional teams
- Experience in developing and leading marketing and communications in a complex and unique environment including crisis management
- Demonstrated understanding of social marketing and behaviour change
- Demonstrated excellence in developing contextual, innovative, fun and message-driven experiences
- Experience in developing and implementing policy, plans and projects
- Experience in visitor engagement using variety of media and understanding of the most recent trends in interpretation and learning in zoos
- Excellent time management skills and the ability to effectively manage multiple requests and priorities
- Demonstrated excellence in communication and relationship skills across a number of stakeholders
- Demonstrated understanding of progressive zoos and the complexity of the work of Zoos
- Demonstrated ability to solve problems collaboratively with a focus on achieving the best outcome for all parties
- Drive for results and demonstrated ability to make things happen
- Strong analytical and research skills and experience in providing strategic advice and operating within a collaborative framework consisting of internal and external stakeholders
- Experience with business management and commercial thinking
- Familiarity with market research and satisfaction survey methodologies
- Experience in developing and implementing strategy, policy and/or plans
- Strong relationship management skills with emphasis on building and maintaining strong partnerships with external stakeholders
- Demonstrated excellence in analytical and strategic thinking
- Demonstrates excellent oral and written communication skills

**Key Job Competencies**

- Decision making & Problem Solving - identifies hidden problems, probes all relevant sources for answers, uses rigorous analysis, logic and methods to solve difficult problems with effective solutions
- Planning & Organising - accurately scoping out length and difficulty of tasks, developing schedules, plans and task/people assignments, anticipating and adjusting for problems and roadblocks and measuring and evaluating performance against goals
- Relationship Management - ability to relate well to all kinds of people and develop constructive and effective relationships
- Risk Management – identifies and manages all risks associated with the business
- Resource Management – makes effective and efficient use of allocated resources
- Business Acumen – has a comprehensive knowledge of their business and the sector it operates in
- Highly developed conceptual and planning skills
- Drive for Results - commitment to personal and organisational growth and improvement

Donna Cuttriss-Director \_\_\_\_\_

Date: \_\_\_\_\_

Position Holder \_\_\_\_\_

Date: \_\_\_\_\_