

# Role Description

## Head of Performance Marketing



Cluster	Department of Premier & Cabinet
Division/Branch/Unit	Sydney Opera House
Location	Sydney CBD
Classification/Grade/Band	
Kind of Employment	Ongoing
ANZSCO Code	511112
PCAT Code	1223364
Role Number	W02748R02590
Date of Approval	
Agency Website	<a href="http://www.sydneyoperahouse.com">http://www.sydneyoperahouse.com</a>

### AGENCY OVERVIEW

The Sydney Opera House is an Executive Agency of the NSW Department of Premier & Cabinet. The Opera House is operated and maintained for the Government of NSW by the Sydney Opera House Trust, which is constituted as a body corporate under the Sydney Opera House Trust Act 1961.

The Opera House is an iconic Australian institution that embodies beauty, inspiration and the liberating power of art and ideas.

Our vision is to be as bold and inspiring as the Opera House itself.

Our mission is twofold:

- to treasure and renew the Opera House for future generations of artists, audiences and visitors; and
- to inspire, and strengthen the community, through everything we do.

### PURPOSE OF THE ROLE

The Head of Performance Marketing is responsible for leading three key areas:

- the strategic development and performance management of SOH's digital channels and activities (including website, email, social channels, and paid media platforms) to meet SOH's commercial and marketing objectives;
- the effective utilisation of SOH's martech solutions in line with our strategic growth ambitions; and
- customer relationship management

### KEY ACCOUNTABILITIES

- Collaborate with the Marketing Leadership Team on setting the direction of the SOH Marketing Strategy in response to business, customer and industry insights.
- Develop and implement a SOH Digital Marketing Strategic Roadmap which delivers on engagement, conversion and ROI objectives through the utilisation of appropriate and available martech, resources, data and platforms.
- Lead the Performance Marketing team to deliver on set KPIs by developing enabling strategies and actions that are data driven and based on customer insights.
- Senior relationship management of marketing technology platform suppliers and digital agencies/stakeholders to enable platform utilisation, enhancement and integration .
- Lead the integration of SOH digital platforms and activity with the CTO and Technology team, and Head of Insights, with the aim to gain a holistic view of customers and deliver them real-time, personalised and engaging content.
- Manage and implement a customer lifecycle strategy that delivers on acquisition, retention, engagement, ROI and brand positioning goals. Design, deliver and manage SOH's loyalty program as part of this strategy.
- Collaborate with the Technology and Insights team to manage and enhance the SOH website as the

primary ecommerce platform, to improve engagement and conversion.

- Manage, implement and optimise cross-channel digital campaigns to deliver revenue and ticket goals for SOH's performing arts, tourism & retail product campaigns.
- Lead the development of engaging cross-channel on brand social and video content in collaboration with the Head of Creative.
- Manage the Performance Marketing team budget and prepare financial and performance reporting as relevant.

## KEY CHALLENGES

- Drive customer engagement and return in an uncertain external environment.
- Manage legacy systems in parallel with implementing new marketing technology solutions.
- Work across the entire business as a thought leader and innovator bringing the latest digital trends and opportunities to the attention of the business and where appropriate implementing.

## KEY RELATIONSHIPS

WHO	WHY
<b>Internal</b>	
Director, Engagement	To receive senior level guidance on the achievement of the organisation's key objectives.
GM of Marketing	Role manager. To collaborate on the development of strategies, sign off, and provide advice on operational issues.
Marketing Leadership Team	Collaboration across key projects, communication and alignment to deliver on Marketing/Portfolio strategy, operational matters.
Chief Technology Officer	To align team strategies and priorities, in order to effectively deliver on business outcomes.
Directors & Senior SOH Stakeholders	To keep fully involved and informed of performance marketing strategies.
Wider Marketing Team	To ensure effective campaign prioritisation and delivery.
Performance Marketing Team	To lead, manage, allocate work and ensure campaign delivery and reporting.
Ticketing Services	To deliver website content and content planning to deliver shared KPIs.
Technology team, Business Solutions, and Other Relevant Departments	To work as a key coordinating member of a cross-departmental team to drive delivery of website development.
<b>External</b>	
Marketing technology platform suppliers.	Senior relationship management, contract negotiation and value realisation.
Industry Bodies	To network and keep abreast of trends.

## ROLE DIMENSIONS

### Decision Making

The Head of Performance Marketing manages the implementation of agreed strategies for Sydney Opera House working closely with the GM of Marketing. Head of Performance Marketing manages a set annual budget.

### Reporting Line

GM of Marketing

### Direct Reports

Customer Engagement Manager  
Social Media Manager  
Digital Video Manager

## ESSENTIAL REQUIREMENTS




- Marketing Tertiary qualifications coupled with minimum 10 years commercial marketing experience in senior or managerial positions.
- Extensive experience and demonstrated track record of success in managing and utilising marketing technologies (e.g. Adobe Marketing Cloud, Google Marketing Platform), ad-serving platforms, digital monitoring and listening tools, email and campaign platforms, and customer data platforms.
- Demonstrated practical experience with digital performance platforms (incl. Google Ads, DV and Search 360, FB Ad Manager, Tag Management)
- Extensive experience and demonstrated track record of success in developing, implementing and optimising CRM, customer acquisition and ecommerce strategies across digital channels to deliver ROI (e.g. website, email, social).
- Demonstrated experience managing E-commerce performance optimisation including SEO, UX and CRO, data driven CX, IA, and CMS operations.
- Extensive experience in managing and developing strategies to positively affect cross-online channel engagement and brand representation.
- Passion for the marketing and entertainment industries, coupled with outstanding knowledge of marketing trends and proven agility in responding to business challenges creatively.
- Exceptional analytical skills with strengths in delivering customer insights and trends.
- Excellent written and verbal communication skills.
- Demonstrated project management expertise, including the ability to lead or participate in a number of different projects at once in what can be pressured environment.
- Proven ability to lead, develop inspire and motivate a team.
- Excellent relationship management, communication and presentation skills.



## CAPABILITIES FOR THE ROLE

The NSW Public Sector Capability Framework applies to all NSW public sector employees. The Capability Framework is available at [www.psc.nsw.gov.au/capabilityframework](http://www.psc.nsw.gov.au/capabilityframework)

### Capability Summary

Below is the full list of capabilities and the level required for this role. The capabilities in bold are the focus capabilities for this role. Refer to the next section for further information about the focus capabilities.

NSW Public Sector Capability Framework		
Capability Group	Capability Name	Level
 Personal Attributes	<b>Display Resilience and Courage</b>	<b>Advanced</b>
	<b>Act with Integrity</b>	<b>Adept</b>
	Manage Self	Intermediate
	Value Diversity	Adept
 Relationships	<b>Communicate Effectively</b>	<b>Advanced</b>
	<b>Commit to Customer Service</b>	<b>Adept</b>
	Work Collaboratively	Adept
	Influence and Negotiate	Adept
 Results	<b>Deliver Results</b>	<b>Advanced</b>
	Plan and Prioritise	Adept
	Think and Solve Problems	Adept
	<b>Demonstrate Accountability</b>	<b>Adept</b>

NSW Public Sector Capability Framework		
Capability Group	Capability Name	Level
 Business Enablers	Finance	Adept
	Technology	Advanced
	Procurement and Contract Management	Intermediate
	<b>Project Management</b>	<b>Advanced</b>
 People Management	<b>Manage and Develop People</b>	<b>Adept</b>
	<b>Inspire Direction and Purpose</b>	<b>Adept</b>
	Optimise Business Outcomes	Intermediate
	Manage Reform and Change	Intermediate

## Focus Capabilities

The focus capabilities for the role are the capabilities in which occupants must demonstrate immediate competence. The behavioural indicators provide examples of the types of behaviours that would be expected at that level and should be reviewed in conjunction with the role's key accountabilities.

NSW Public Sector Capability Framework		
Group and Capability	Level	Behavioural Indicators
<b>Personal Attributes</b> Display Resilience and Courage	Advanced	<ul style="list-style-type: none"> <li>Stay calm and act constructively in highly pressured and unpredictable environments</li> <li>Give frank, honest advice in the face of strong, contrary views</li> <li>Accept criticism of own ideas and respond in a thoughtful and considered way</li> <li>Welcome new challenges and persist in raising and working through novel and difficult issues</li> <li>Develop effective strategies and show decisiveness in dealing with emotionally charged situations, difficult and controversial issues</li> </ul>
<b>Personal Attributes</b> Act with Integrity	Adept	<ul style="list-style-type: none"> <li>Represent the organisation in an honest, ethical and professional way and encourage others to do so</li> <li>Demonstrate professionalism to support a culture of integrity within the team/unit</li> <li>Set an example for others to follow and identify and explain ethical issues</li> <li>Ensure that others understand the legislation and policy framework within which they operate</li> <li>Act to prevent and report misconduct, illegal and inappropriate behaviour</li> </ul>
<b>Relationships</b> Communicate Effectively	Advanced	<ul style="list-style-type: none"> <li>Present with credibility, engage varied audiences and test levels of understanding</li> <li>Translate technical and complex information concisely for diverse audiences</li> <li>Create opportunities for others to contribute to discussion and debate</li> <li>Actively listen and encourage others to contribute inputs</li> <li>Adjust style and approach to optimise outcomes</li> <li>Write fluently and persuasively in a range of styles and formats</li> </ul>

NSW Public Sector Capability Framework		
Group and Capability	Level	Behavioural Indicators
<b>Relationships</b> Commit to Customer Service	Adept	<ul style="list-style-type: none"> <li>• Take responsibility for delivering high quality customer-focused services</li> <li>• Understand customer perspectives and ensure responsiveness to their needs</li> <li>• Identify customer service needs and implement solutions</li> <li>• Find opportunities to co-operate with internal and external parties to improve outcomes for customers</li> <li>• Maintain relationships with key customers in area of expertise</li> <li>• Connect and collaborate with relevant stakeholders within the community</li> </ul>
<b>Results</b> Deliver Results	Advanced	<ul style="list-style-type: none"> <li>• Drive a culture of achievement and acknowledge input of others</li> <li>• Investigate and create opportunities to enhance the achievement of organisational objectives</li> <li>• Make sure others understand that on-time and on-budget results are required and how overall success is defined</li> <li>• Control output of business unit to ensure government outcomes are achieved within budget</li> <li>• Progress organisational priorities and ensure effective acquisition and use of resources</li> <li>• Seek and apply the expertise of key individuals to achieve organisational outcomes</li> </ul>
<b>Results</b> Demonstrate Accountability	Adept	<ul style="list-style-type: none"> <li>• Assess work outcomes and identify and share learnings to inform future actions</li> <li>• Ensure that actions of self and others are focused on achieving organisational outcomes</li> <li>• Exercise delegations responsibly</li> <li>• Understand and apply high standards of financial probity with public monies and other resources</li> <li>• Identify and implement safe work practices, taking a systematic risk management approach to ensure health and safety of self and others</li> <li>• Conduct and report on quality control audits</li> <li>• Identify risks to successful achievement of goals, and take appropriate steps to mitigate those risks</li> </ul>
<b>Business Enablers</b> Project Management	Advanced	<ul style="list-style-type: none"> <li>• Prepare scope and business cases for more ambiguous or complex projects including cost and resource impacts</li> <li>• Access key subject-matter experts' knowledge to inform project plans and directions</li> <li>• Implement effective stakeholder engagement and communications strategy for all stages of projects</li> <li>• Monitor the completion of projects and implement effective and rigorous project evaluation methodologies to inform future planning</li> <li>• Develop effective strategies to remedy variances from project plans, and minimise impacts</li> <li>• Manage transitions between project stages and ensure that changes are consistent with organisational goals</li> </ul>

NSW Public Sector Capability Framework		
Group and Capability	Level	Behavioural Indicators
<b>People Management</b> Manage and Develop People	Adept	<ul style="list-style-type: none"> <li>• Define and clearly communicate roles and responsibilities to achieve team/unit outcome</li> <li>• Negotiate clear performance standards and monitor progress</li> <li>• Develop team/unit plans that take into account team capability, strengths and opportunities for development</li> <li>• Provide regular constructive feedback to build on strengths and achieve results</li> <li>• Address and resolve team and individual performance issues, including unsatisfactory performance in a timely and effective way</li> <li>• Monitor and report on performance of team in line with established performance development frameworks</li> </ul>
<b>People Management</b> Inspire Direction and Purpose	Adept	<ul style="list-style-type: none"> <li>• Promote a sense of purpose within the team and enable others to understand the strategic direction of the organisation</li> <li>• Translate broad goals into operational needs and explain the links for the team</li> <li>• Link team performance goals to team/unit goals to ensure implementation of government policy</li> <li>• Ensure team objectives and outcomes lead to implementation of government policy</li> <li>• Recognise and acknowledge high individual/team performance</li> </ul>