

## Director, Digital & CRM Analytics

### Role Description:

This is a newly created and pivotal role within Carnival UK for a thought leader who can influence the business in leveraging the rich data we hold and create a strategy to optimise our guest interactions and create truly personalised experiences.

Part of an influential and growing Insight team, you will lead and develop the Carnival UK CRM & Digital Analytics capability. The role will be responsible for improving our digital experience across all Global markets through insight and for transforming our UK CRM programme.

The business has recently invested heavily in digital infrastructure utilising Adobe (Audience Manager, Analytics, Target and AdCloud) and Hybris technologies and is supported by strong Data Science and Guest Insight capability. The purpose of this role is to lead a team to maximise the value we generate from our CRM & Digital activity, by using data to offer increasingly relevant and tailored communications to new or existing Guests.

We are looking for a dynamic, guest orientated individual as we move to establish our guest at the centre of all our activity.

<b>RUI:</b>	<b>1594</b>	<b>Grade:</b>	<b>CUKo5</b>
<b>Directorate:</b>	Carnival UK Strategy & Data	<b>Reports to:</b>	VP, Business Analytics
<b>Function:</b>	Carnival UK Business Analytics	<b>Team:</b>	CRM & Digital Analytics
<b>Direct reports :</b>	<b>Job Titles &amp; Level</b> <ul style="list-style-type: none"> <li>CRM optimisation Manager, 3CRM Analysts</li> <li>Senior Manager Digital Insight, Technical Analyst, 2x Digital Analyst, Analytics Agency</li> </ul>		

### Accountabilities:

- Work cross functionally with the P&O Cruises and Cunard stakeholders to co-develop a strategic roadmap that defines our CRM & Digital vision [e.g. real time / event driven / Omni-channel / dynamic messaging] and the major steps to achieving it
- Lead the CRM Optimisation and Digital Analytics teams to deliver all areas of accountability within the strategic roadmap aided by pragmatic, but effective planning and prioritisation of workload
- Establish strong working relationships with stakeholders to facilitate implementation of innovative ideas and movement from Campaign led to truly Guest Orientated communications
- Develop a compelling case to ensure the CRM & Digital solutions and Single Customer View are continuously developed, embracing new technologies and innovations
- In tandem with Data Science team, develop ability to identify shortfall or over delivery vs. Guest Expectation models and determine most effective remedial CRM / Digital action and activity
- Lead and develop the Digital Analytics capability ensuring the world class Adobe and Hybris Digital technologies are set up to optimise the desired Digital experience
- Develop Audience Data Strategies that ensure data generated online and offline is leveraged to create maximum value for the business and our Guests
- Classify bespoke, customer segments and develop strategies to maximise realised £value vs. customer potential
- Identify new opportunities to maximise customer £value across the entire customer journey through the likes of conversion, upsell, cross sell or retention
- Link various forms of segmentation and customer data models to deliver increasingly personalised, relevant and consistent experiences for the customer across all elements of the 'Journey'
- Use analytics to optimise flow of communications to our Guest and Prospect database through 'Air Traffic control'
- In close collaboration with Data Science, Market Research and the Brand Marketing teams, size the market opportunity and have relevant and appropriate propositions developed to acquire new guests and enquirers
- Establish engagement scoring to track prospects through the key stages of the sales funnel
- Drive adoption of a Test & Learn culture, measuring, learning and refining to ensure continuous improvement
- Establish high quality insight capability and reporting to monitor database health and track both tactical and strategic performance
- Source and manage 3<sup>rd</sup> party suppliers, for the management of data and analytics, ensuring high standards and service levels are met
- Accountable for the CUK Customer database and mitigating Guest data issues, in particular related to GDPR

### Scope:

- Lead two teams (Digital Analytics and CRM Optimisation) of subject matter experts establishing standard, 'best practice', methodologies and approach
- Truly influence the business in putting the customer at the heart of decision making, to support continued evolution from product to Guest led strategies
- Plan, coordinate and prioritise the team activities, to create maximum value for the business. Introduce a governance structure to maximise effectiveness and form a seamless coordinated approach with stakeholders
- Provide thought leadership, as well as innovative and constructive challenge that enables CUK to become a recognised leader in Guest Centric CRM and Digital capabilities
- Influence, inform, collaborate and build strong relationships with a wide array of stakeholders, from Exec down, including the P&O Cruises and Cunard Brand CRM, Marketing & Sales teams, Revenue Management (On Board & Ticket), Contact Centre, IT and 3rd party agencies
- The role will be responsible for all UK market insight, as well as, for Cunard, guiding best practice across other key markets (namely North America, Australia and Germany), to develop a truly Global perspective
- Through provision of high calibre insight, an ability to leverage value from Data and genuine subject matter expertise, develop reputation as a trusted advisor across the whole of our business
- Exercise high level problem solving ability in relation to technically complex and conceptually abstract problems
- Set appropriate rules, values, and ethics for the team that respect diversity of the individual, working arrangements, styles and approaches
- Digital technologies include Adobe (Audience Manager, Analytics, Target and AdCloud) and Hybris; CRM Apteco suite (Peoplestage, Faststats) and Adestra; Analytics in Domino DataLab

#### **Demonstrable Behaviours:**

- A genuine passion to inspire change through both practical and thought leadership
- Determined to deliver benefits to the business and our guests
- Dynamic, courageous and decisive, prioritise effectively, maintain a clear focus and see action through to delivery
- Ability to communicate complex data concepts and make them easily understood and applied by the business
- Highly analytical, commercially minded, with an innovative approach to solving business problems
- Build trust and demonstrate integrity, credibility and maturity in all circumstances. Diplomatic and able to influence at all levels
- Positive, proactive, tenacious and resilient

#### **Health, Environment, Safety, Security (HESS) Responsibilities:**

- Lead by example by taking care of the health and safety of yourself and others. Encourage safe behaviours
- Report all accidents, 'near misses' and work related ill health conditions and follow safety rules and procedures
- Use work equipment, personal protective equipment, substances, and safety devices correctly
- Take part in safety training & risk assessments and suggest ways of reducing risks
- Appoint shore side risk assessment Subject Matter Expert's as required to review and approve risk assessments
- Demonstrate safety leadership in accordance with our safety leadership behaviours

#### **General Responsibilities:**

- Adhere to Corporate Policies and Procedures, including Code of Conduct, Audit Procedures and any control related responsibility for financial data entered, stored, or reported via business systems within employee's control.

#### **Knowledge, Experience and Qualifications:**

##### **Qualifications – essential:**

- Educated to degree level or similar, preferably in a numerical field

##### **Knowledge/ Experience – essential:**

- Proven Digital and CRM experience
- Solid experience in a senior management role
- Evidence of commercialising data, through insight
- Creating information and reports in a simple and impactful manner, drawing actionable conclusions
- Demonstrable success in making impactful change happen

##### **Qualifications – desirable:**

- Digital / CRM qualification

##### **Knowledge/ Experience – desirable:**

- Omni-channel integrated journey development and application
- Online/offline integrated strategy

**Issue Date:**

Nov 2019

**Issued by:**

Michael Whales

REWARD ONLY	Grade:	RUI:	Date Approved:	Initials:
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