

Director of Brand, P&O Cruises

Role Description (purpose):

Provide the brand vision and direction to maintain (cruise) category leadership and reposition P&O Cruises as Britain's #1 holiday choice by 2023. Ensure the successful long term strategic development of the P&O Cruises brand, in line with the needs of our target audience (current and future) and the short & long term commercial objectives of the business. Grow brand health and the overall market value of the P&O Cruises brand.

Leverage new build launches in 2020 & 2022 to drive brand re-appraisal and attract the next generation of holiday makers to P&O Cruises. Define refit ship concept documents to drive Product and Hotel Design Teams and guest experience delivery on board.

Budget responsibility (Direct): Promo/partnerships +£2m, plus Capex/OPEX stakeholder

Budget influence (Indirect): New Build programme +£1bn (Iona & XL Class II)

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| RUI: (if updating existing JD) | | Grade: CUK05 | DBS check required | Standard | |
| Directorate: (Operating Company where Applicable) | P&O Cruises | Reports to: | Vice President, Brand & Product Development – P&O Cruises | | |
| Function: | Brand & Product Development | Team: | Brand Development | | |
| Direct reports : | Job Titles & Level <ul style="list-style-type: none"> • X1 Senior Brand Development Manager / CUK06 • X2 Manager, Brand Development / CUK07 • X1 Manager, Brand Development - Special Projects / CUK07 • X1 Senior Executive, Brand Development (CUK11) | | | | |

Accountabilities

Strategic Leadership

CHAMPION THE GUEST

Customer Insight Strategy: Monitor evolving travel market conditions and brand health to ensure the long-term financial and reputational success of the P&O Cruises brand. Develop and lead brand commercially aligned briefs to the VP, Insight to enable a clear understanding of our target audience and include guest & fleet persona initiatives

DEFINE THE BRAND VISION & PROPOSITION

Guest Brand Proposition Strategy: Develop and maintain a distinctive, differentiated and engaging guest brand proposition, including visual identity, tone of voice, product and service style that informs 'what we do' across the entire customer journey. Defining a rolling 12 month plan of brand development initiatives/propositions to drive reappraisal, consideration and familiarity

COMMUNICATION – OUR GUESTS

Communication Strategy: Provide brand direction to Sales & Marketing, to influence campaign strategy and develop key brand messages to be incorporated into integrated communications (both internal and external). Evolve brand assets (visual identity & tone of voice guidelines) and positioning to retain differentiation in the market

PROVIDE BRAND ARCHITECTURE & GUIDELINES

Brand Architecture Strategy: Working with VP, Brand & Product Development, VP, Insight, VP Sales & Marketing and Product teams, use insight to evolve and periodically refresh the brand architecture to retain relevance to our target audience and retain long term brand equity

DRIVE PRODUCT & NEW BUILD DEVELOPMENT

Product Development Strategy: Continue to drive the development strategy for P&O Cruises, based on guest and competitor insight and in line with our desired market positioning, to fulfil the brand proposition and delivery of innovative 'best in class' new products and services at all guest touch-points.

Act as Brand lead on all New Build projects, leveraging guest insights to create the vision, strategy and concept documents in line with programme plan – for two ships by 2022. Ensure final GA and Hotel Design concepts deliver against the brand vision and ship proposition

DRIVE PRODUCT IMPROVEMENT

Continuous Product Improvement Strategy: Provide direction to the Product Team, Guest Experience and Customer Services to develop a continuous improvement programme which is guest focussed, robust and commercially viable, addresses the full guest journey on board and ashore, and is prioritised by insight findings. Provide strategic direction to Refit Programme to ensure our ships maintain 'brand' standards and continue to evolve guest experience on board

Ensure all product launches are effectively managed through the Commercial Planning & Guest Experience Change Load processes in order to manage impact on guests, channels and deliver excellent execution in channel

BRAND PARTNERS & ACTIVATION

Manage and maintain core Brand Partner relationships to increase (P&O Cruises) differentiation, consideration and drive brand reappraisal

TRADE BRAND PROPOSITION

Trade Brand Proposition Strategy: Working with the Partnership Team, develop and maintain the brand offer to engage our trade partners, recognising the changing dynamics of the market place and provide compelling reasons to advocate P&O Cruises over the competition (land & cruise based holidays)

MEASUREMENT / TRACKING

Measurement: Working with the Director, Insight ensure the brand's performance (currently GfK) and guest satisfaction (NPS) is monitored against key criteria, and recommend action to correct shortfalls, sharing best practice throughout the fleet

COMMUNICATION – OUR PEOPLE

People and Culture: Working closely with the CUK People Team to align brand and culture and provide guidelines and behavioural frameworks that enable our people to 'live the brand' both ship and shore and establish measures of success for the brand scorecard

Health, Environment, Safety, Security (HESS) Responsibilities

- Lead by example by taking care of the health and safety of you and others
- Report all accidents, 'near miss' incidents and work related ill health conditions to your manager/supervisor/team leader
- 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 Experts as required to review and approve risk assessments
- Actively promote safe working within your team and encourage safe behaviours
- Demonstrate safety leadership in accordance with our safety leadership behaviours

General Responsibilities

Adheres 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 (list not exhaustive).

To undertake ad hoc duties as required.

Scope:

Problem solving:

Expectation that this role exhibits significant problem solving acumen in the context of the ongoing evolution of the brand to increase brand equity and internal advocacy. Creative thinking, pragmatic application and collaboration are critical facets of the role.

Impact (what impact will the role holder have on the team/ department/ function/ stakeholders):

Director of Brand is a highly influential role within the team, department and organization - with a large number of diverse stakeholders from Sales & Marketing, Guest Experience to New Build and Maritime. Acting as a strategic partner, this role must be a credible and engaging leader

Leadership (what level of management is required, ie multiple teams, or small teams) :

Expected to have high level of interaction with Executive Leadership Team (SVP), Senior Leaders (VP), Sales & Marketing Department, Commercial Product, Finance and external agencies for brand development / marketing communications. Plus refit, new-build architects and shipyard stakeholders. Experience of direct and indirect team management essential to role.

Budget Management / Financial Responsibilities / Revenue / Sales / Cost Management:

Accountable for Level 2 P&L A&P budget, including brand partnerships & brand development

Contribute to the overall A&P budget management, monthly forecast commentary, identifying areas for efficiencies and improvement in the way the brand managed

Take into account the cost impact of all proposals and ensure cost efficiency of all brand products and services, to match guest budgets and meet brand commercial objectives

Construct sound commercial based business cases for any changes necessary to the brand specification

Administration Responsibilities:

Compile a monthly report covering the principle activities/achievements against plans of the department

Ensure all areas of responsibility meet with legal and regulatory protocol

Manage all admin responsibilities linked to budget, planning and team management responsibilities

Other Responsibilities:

Lead or represent the P&O Cruises brand across all relevant projects / initiatives with accountability to provide brand direction and specification

Attend Department Meetings and Product/Marketing Meetings and develop good working relationships with key Operations and senior shipboard personnel

Liaise closely with key commercial planning & governance through agreed work flow processes

Foster a close relationship with Sales & Marketing to ensure correct delivery of the brand through all channels

Demonstrable Behaviours (what needs to be demonstrated in 'how' to be successful in the role) :

- Demonstrable customer focus
- Brand practioner & credible subject matter expert
- Enthusiastic, driven & motivated
- Excellent 'story' teller and compelling communicator
- Proficient influencer
- Creative thinker
- Good planner
- Problem solver
- Experience of managing agency relationships
- Intuitive people manager
- Team player, yet able to work on own initiative
- Good motivator
- Decision maker
- Excellent attention to detail
- Organised
- Solid and demonstrable commercial acumen & budget management
- Ability to work well to tight deadlines
- Logical & analytical thinker with ability to translate data/insights into action
- 'Can do' attitude
- Intellectually astute

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| Knowledge, Experience and Qualifications required: | | | | |
| Qualifications – essential: <ul style="list-style-type: none"> • Business Management or Travel & Tourism Management Degree | | Qualifications – desirable: <ul style="list-style-type: none"> • Chartered Institute of Marketing Diploma/Certificate • MBA | | |
| Knowledge/ Experience – essential: <ul style="list-style-type: none"> • Experience of leading Brand strategy and development for a significant service based brand • Significant blue chip brand management experience developed in a BtoC environment • Experience of managing, developing and implementing brand and customer centred strategies • Relevant legislative understanding i.e. brand partnerships, IPR management • Use of research to evidence and plan • Experience of product development • Experience of influencing at a senior level • Team Management • Experience acting as a strategic partner/internal consultant • Commercial cost /quality understanding | | Knowledge/ Experience – desirable: <ul style="list-style-type: none"> • Hotel/hospitality/leisure category experience • Matrix organisation re-branding process • Internal brand advocacy programmes | | |
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| Issue Date: | | Issued by (name): | | |
| REWARD ONLY | Grade: | RUI: | Date Approved: | Initials: |