



**SCOTTISH CHAMBER ORCHESTRA  
MARKETING AND COMMUNICATIONS DIRECTOR  
JANUARY 2021**

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## 1. Orchestra Biography

The internationally celebrated Scottish Chamber Orchestra is one of Scotland's National Performing Companies.

Formed in 1974 and core funded by the Scottish Government, the SCO aims to provide as many opportunities as possible for people to hear great music by touring the length and breadth of Scotland, appearing regularly at major national and international festivals including the Edinburgh International Festival and BBC Proms, and by touring internationally as proud ambassadors for Scottish cultural excellence.

Making a significant contribution to Scottish life beyond the concert platform, the Orchestra works in schools, universities, colleges, hospitals, care homes, places of work and community centres through its extensive Creative Learning programme.

The Orchestra performs regularly with the SCO Chorus which also gives a number of concerts each year in its own right.

An exciting new chapter for the SCO began in September 2019 with the start of dynamic young conductor Maxim Emelyanychev's tenure as the Orchestra's Principal Conductor. The SCO and Emelyanychev released an internationally acclaimed first album together (Schubert Symphony No 9 'The Great' / Linn Records) in November 2019.

The SCO has long-standing associations with many eminent guest conductors including Conductor Emeritus Joseph Swensen, François Leleux, Pekka Kuusisto, Richard Egarr, Andrew Manze and John Storgårds.

The Orchestra also enjoys close relationships with many leading composers and has commissioned almost 200 new works, including pieces by Associate Composer Anna Clyne, the late Sir Peter Maxwell Davies, Sir James MacMillan, Martin Suckling, Einojuhani Rautavaara, Mark-Anthony Turnage and Nico Muhly.

In response to the current restrictions on live performances in Scotland, the Orchestra has undertaken its first ever digital season of streamed concerts. These began in September with a performance of Bruch's Violin Concerto No 1 with Principal Conductor Maxim Emelyanychev and violinist Nicola Benedetti. Concerts are currently streamed every Thursday evening at 7.30pm on the SCO's YouTube channel and Facebook page.

## 2. Structure and Background

Overseen by a non-executive Board of Directors, the management team of the SCO consists of 20 full-time and 3 part-time members of staff. They are led by the Chief Executive, to whom the departments of Concerts, Creative Learning, Marketing and Communications, Development and Finance report. See attached organisational chart for further information.

The Orchestra has several named artistic positions:

**Maxim Emelyanychev** Principal Conductor  
**Joseph Swensen** Conductor Emeritus  
**Gregory Batsleer** Chorus Director  
**Anna Clyne** Associate Composer

The offices of the SCO are in Edinburgh. The SCO is the only one of Scotland's five National Performing Companies to be based in the capital city.

### **3. Marketing and Communications Department**

Working collaboratively across the whole organisation, the Marketing and Communications Department is responsible for maximising attendance and income for SCO promoted concerts, for audience development and for all areas related to the maintenance and development of the Orchestra's public profile. More specifically, work undertaken by the Department includes: gathering customer feedback through surveys and social media, tracking trends in customer data, monitoring competitors, delivering integrated multi-channel audience awareness campaigns including PR, indoor and outdoor print, digital (social media, website), direct mail and e-mail, in-house print production and distribution (including concert programmes) and merchandise management. The Department also provides some ticketing, box office and venue liaison, front of house cover, customer relations and research.

The Department has close working relationships with design and creative agencies, media buyers, mailing houses and the marketing, box office and operational personnel at each of its venues.

At least one member of the Marketing Department is usually present at all concerts promoted by the SCO.

The Marketing and Communications Director line manages the following posts;

- Data Services Manager
- Design and Publications
- Marketing and Digital Communications Officer
- Marketing and Customer Communications Officer
- Projects and Administrative Assistant

### **4. Purpose**

To provide strong leadership as a member of the Senior Management Team with the ambition, imagination, skills and experience to promote and position the Scottish Chamber Orchestra, its brand and all its associated activities to their best advantage. This reach and success will be demonstrable digitally, locally, nationally and internationally and result in achieving audience and stakeholder development, retention of existing audiences, and growth of income through box office sales and by working with SMT colleagues to develop new income streams.

#### **Key Responsibilities**

- To develop and implement a communications strategy that promotes and positions the SCO as an innovative and exciting company with a national and international reputation for world-class performance on the traditional concert stage, across digital platforms and through its award-winning creative learning activities, ensuring audience engagement, participation growth, retention and loyalty.
- To work closely with the Concerts Department to plan, schedule and implement an annual programme of summer and autumn touring across Scotland.
- To work closely with the Creative Learning Department to maximise participation in, and awareness of, a broad range of activities.
- To collaborate with the Development team, supporting key fundraising messaging across all channels and enabling them to deliver sponsorship agreements and maximise fundraising and development opportunities.
- To work closely across the organisation to continue the development of the SCO's digital strategy, playing a leading role in content development and dissemination across a variety of platforms.

- To be the organisation's first point of contact on matters relating to external press and media and work closely with the SCO's Press and PR agency to identify media opportunities.
- To manage and develop a high-performing marketing and communications team which achieves its annual sales and attendance targets.

### **Strategy**

- To contribute to the development and delivery of the SCO's five-year Strategic Plans, and to develop a communications framework that supports and reinforces them.
- To lead the development of an integrated Marketing and Communications strategy across all areas of the organisation's activities and plan and ensure that strategic aims and annual objectives are agreed, monitored and met through innovative marketing and promotional campaigns.
- To ensure the team's structure and skills keep pace with the changing environment, recommending appropriate roles, ways of working and professional development.

### **Marketing, Communications and Audience Development**

- To ensure integrated working across marketing, media relations, digital media and publications.
- To oversee campaigns which maximise audience numbers, diversity and ticket income at venues – regionally and nationally – for both concert-giving and Creative Learning projects.
- To champion audience development and participation, maximising the reach, range and diversity of engagement - on and off stage - and across digital platforms.
- To oversee reputation management and media relations, ensuring plans are in place for areas of sensitivity, and advising the Board, Chief Executive and other colleagues on issues of political, media or public comment.

### **Digital Engagement and Data Management**

- To work with SMT colleagues and across departments to develop a digital strategy, ensuring the SCO is at the forefront of innovation and audience and stakeholder engagement.
- To champion this digital content strategy and to work with colleagues across the organisation to oversee the ongoing development of the SCO's new website and ensure the continued success and promotion of its social media channels.
- To oversee the ongoing development of the SCO's CRM system Spektrix, optimising database and ticketing functionality, both in partnership with venues and suppliers and in-house and to support an ambitious range of new fundraising initiatives in the lead up to the SCO's 50<sup>th</sup> anniversary in 2024.
- To ensure the effective collection, analysis and use of market intelligence, audience research and sales data, to inform and track revenue and engagement goals.

### **Brand Management**

- To be the company's brand champion, leading the continuing strategic development of the SCO's brand and ensuring that communications across all areas and departments have a consistent message, visual identity and tone of voice.
- To take a collaborative leadership role internally to ensure the SCO brand and key messages are understood by all employees.
- Oversee the creation and evolution of key publications such as the Season Brochure, Annual Review, concert programmes and SCO News.

## Stakeholder Management

- To manage a range of positive external relationships including venue managers, media organisations, recording companies, designers and creative agencies
- Represent the SCO at external meetings and events.
- To work closely with all department heads, in particular the Chief Executive, Head of Development and Creative Learning Director to help shape and facilitate a strategic and proactive approach to stakeholder engagement and development.
- Ensure effective communications between the Department and the rest of the organisation.
- To report to the Board of Directors and attend Board meetings as required.
- To attend performances, undertake Front of House duties, meetings and events as required and support the organisation's work.

## Financial and Logistical Management

- To work with the Chief Executive and Director of Finance and Administration to set income targets and pricing and to monitor and report on same.
- To set and monitor Marketing and Communications expenditure budgets, ensuring that all departmental activity is achieved within budget and that finances are managed and reported on appropriately and in line with company policies.
- To ensure appropriate deadlines are set and met, and that quality and effectiveness are built into all outcomes, including print, digital and press materials.
- Assist in the preparation of funding applications and reporting to the Scottish Government, local authorities and other funders as required.

## Team Leadership

- To structure, recruit and line manage the Marketing and Communications team
- To guide team members' professional development, identifying and supporting training and other needs.
- As a member of the Senior Management Team, to work in close collaboration with the Chief Executive, Concerts Director, Creative Learning Director, Head of Development and Director of Finance and Administration.

Other duties as consistent within this job description or as directed by the Chief Executive.

## 5. Candidate Profile

You will be a creative thinker and natural leader with experience of managing and developing brands. You will have strong commercial acumen gained preferably within a cultural environment and experience of supporting a range of fundraising and creative learning initiatives. You will be qualified to degree level or equivalent, ideally with a marketing qualification, having worked at a senior level within an arts or cultural organisation. You will be used to operating both at a strategic and operational level in a fast-moving and highly collaborative environment. You will be an excellent communicator with strong verbal and written communication skills, and you will have experience of managing and developing high-performing teams.

Attributes	Essential	Desirable
<b>Skills and Potential</b>	<ul style="list-style-type: none"><li>• Demonstrable experience of working in a senior position in an arts or transferable business context in marketing, communications and sales</li></ul>	<ul style="list-style-type: none"><li>• Experience of working in the arts and cultural sector</li><li>• Experience of customer service excellence or similar quality</li></ul>

	<ul style="list-style-type: none"> <li>• Proven experience of leading teams and managing people at a senior level</li> <li>• High level skills and experience of planning and implementing marketing campaigns and plans</li> <li>• Brand management experience</li> <li>• Experience of managing digital and social media and website development for effective corporate communication</li> <li>• Experience of successfully developing and implementing internal communications plans</li> <li>• Experience in managing external data and data sharing agreements</li> <li>• Understanding of fundraising and sponsorship strategies and implementation</li> <li>• Experience of Customer Relationship Management systems</li> <li>• Experience of project planning, delivery and evaluation at a strategic and senior level</li> <li>• Experience of financial management and budgetary control</li> <li>• Experience of working positively with the media</li> </ul>	<p>management frameworks and standards</p> <ul style="list-style-type: none"> <li>• Experience of contributing to city wide marketing partnerships</li> <li>• Experience of events promotion</li> <li>• Awareness of environmentally sustainable marketing practices and initiatives</li> </ul>
<p><b>Skills (Generalist)</b></p>	<ul style="list-style-type: none"> <li>• Full, clean, driving licence</li> <li>• Enthusiasm for music and music education and a sound knowledge of the sector</li> <li>• Effective problem solver with the ability to think strategically and analytically in a fast-paced environment</li> <li>• Excellent ICT, organisational and admin skills</li> <li>• Ability to motivate and inspire</li> <li>• Excellent time management and proven ability to meet tight deadlines, prioritise and multi-task</li> <li>• Ability to treat colleagues, clients, customers and stakeholders in accordance with SCO policies on equalities and dignity at work</li> <li>• Outstanding verbal and written communication and presentation skills with excellent attention to detail and the ability to adapt style</li> </ul>	

	<p>to suit different communications media and audiences</p> <ul style="list-style-type: none"> <li>• Outstanding networking and advocacy skills; highly effective relationship builder, ability to work collaboratively and develop positive relationships both internally and externally</li> <li>• Proven listening and influencing skills and ability to influence decision making at a high level</li> <li>• Ability to manage strategic and operational planning</li> <li>• Skills in monitoring and evaluating projects</li> </ul>	
<b>Education &amp; Qualifications</b>	<ul style="list-style-type: none"> <li>• Degree and/or appropriate professional qualification or equivalent work experience</li> <li>• Evidence of continuing professional and personal development</li> </ul>	<ul style="list-style-type: none"> <li>• Professional marketing or communications qualification</li> </ul>
<b>Interpersonal &amp; Social Qualities</b>	<ul style="list-style-type: none"> <li>• Ability to champion SCO values</li> <li>• Highly creative and imaginative</li> <li>• A team player who can demonstrate team building and team development skills</li> <li>• Willingness to adapt to the requirements of the job</li> <li>• Resilient and able to cope with the demands of the job</li> <li>• Commitment to continuous improvement and personal professional self- development</li> <li>• Willingness to work additional and unsocial hours when required</li> </ul>	

## 6. Summary of Terms and Conditions

*The Scottish Chamber Orchestra is an accredited Living Wage Employer*

<b>Contract</b>	Full-time permanent, starting ASAP
<b>Salary</b>	Competitive remuneration, depending on experience
<b>Working Hours</b>	Normal working hours are Monday to Friday 09:30 to 17:30, with one hour for lunch. You will be expected to work additional hours as necessary, including evening

	and weekend work, to serve the requirements of the Company. A TOIL system is in operation
<b>Holiday</b>	25 Days plus 6 days public holidays, plus 3 days between Christmas and New Year
<b>Employee Benefits</b>	Company Income Protection Insurance Company Life Assurance scheme Cycle to work scheme
<b>Pension</b>	NEST workplace pension scheme including 10% Employer contributions

### 7. Application Procedure

Please submit your CV and a covering letter outlining why the post interests you and that you have the range of relevant skills and experience as set out in the job description.

Please include details of two referees, the Equal Opportunities Monitoring Form and a daytime telephone number and email address with which to contact you for possible interview arrangements. Referees will not be contacted prior to interview or without your permission.

Applications should be e-mailed to: [recruitment@sco.org.uk](mailto:recruitment@sco.org.uk) or can be sent to Heather Baird, Scottish Chamber Orchestra, 4 Royal Terrace, Edinburgh, EH7 5AB (please mark your application "Marketing and Communications Director – Confidential").

**The successful candidate must have the permissions to live and work in the UK. No Recruitment Agencies please.**

### 8. Recruitment Timetable

Deadline for Applications	5.30pm, Friday 21 January 2021
Interviews <i>First round by video-call</i>	w/b 31 January 2021

### 9. Further information

SCO Organisational Chart, SCO News, Equal Opportunities form.

Season brochures and other publications available from <https://issuu.com/scomusic>