

## Role Title

**Senior Marketing Manager, Exams**

## Role Information

Role Type	Pay Band	Location	Duration	Reports to:
Exams Marketing	PB7	SH	3 years	Head of Marketing (B2B)

This position will be employed by [WFOE] which is a Wholly Foreign Owned Enterprise under the British Council.

## Role Purpose

The overall purpose of this role is to lead the development and execution of marketing and sales strategy for exams and plans for East China, ensuring alignment to the national /regional and global marketing strategy and brand, and to build and grow a network of exams partners, distributors and clients, and work in partnership with SBUs to ensure that marketing programmes enable required business targets in East China.

## About Us

### British Council

The British Council is the UK's international organisation for cultural relations and educational opportunities. We create friendly knowledge and understanding between the people of the UK and other countries. We do this by making a positive contribution to the UK and the countries we work with – changing lives by creating opportunities, building connections and engendering trust.

We work with over 100 countries across the world in the fields of arts and culture, English language, education and civil society. Last year we reached over 65 million people directly and 731 million people overall including online, broadcasts and publications. Founded in 1934, we are a UK charity governed by Royal Charter and a UK public body.

### British Council in East Asia region

East Asia, with a population of around two billion people, is one of the most diverse and dynamic parts of the world, and is characterized by continuing economic growth. There is a strong demand for recognised education and English language skills, and an interest in many countries in exploring how creative, open and transparent societies can lead to greater prosperity.

We have operations in high-growth developing economies of China, Indonesia, Vietnam, Thailand, Malaysia, Philippines and Burma, and the major developed economies of Japan, South Korea, Hong Kong, Singapore, Taiwan, Australia and New Zealand. Our annual turnover across these 14 markets is more than £321 million and our employee population is approximately 2600. We have 18 country offices, each headed up by a Country Director, and supported by shared functions for human resources, finance and marketing which support all businesses.

In this dynamically diversifying region and in the context of a changing Government funding environment, our challenge is to maintain and develop the UK's cultural, educational relationships and influence. Central to this is our commitment to supporting links between East Asia and the UK, and the development of strong bilateral relationships for the UK with countries in East Asia. We do this by connecting people at Government, institutional, community and individual level.

We are funded through a mix of Government grant and earned income, which enables us scale our impact and best serve our UK stakeholders and those we engage with. Our business model is to lead surplus generating business in English and our multi-million dollar Exams business, and growing self-sustaining and partnership-driven programmes in Education, Society and Arts fields. We are increasingly focused on generating maximum impact with our audiences with minimum draw on UK government funds. The balance of programmes, products and services that we offer, and the scale of businesses that we operate in each country, varies in response to the specific markets of this diverse region. Increasingly, we are working across countries and business fields, to maximise impact and the return on investment.

Priorities for our strategy in East Asia to 2020:

- We will continue to focus on promoting English language because it is both a key enabler of cultural relations, and a source of opportunity for our customers and stakeholders. Given our lead position in this field, we will build English language capability across the region, whether supporting learners, teachers or governments, through training, assessment and policy development. Our work in this field in East Asia is dominated by our English teaching business in 14 teaching centre operations involving 95,000 students across 11 countries, and our Exams business which operates in 16 countries delivering one million UK exams every year. Both businesses make a major contribution to our overall cultural relations impact and to securing our financial sustainability globally. Our focus will be on an ambitious strategy for diversification and growth of these businesses over the next three years.
- As part of our commitment to create educational opportunities between the UK and other countries we will continue to internationalise the higher education sector by supporting policy development, and building joint programmes and scientific research between the UK and the countries we work in. We will build the experience of individuals to work internationally by supporting the two-way mobility of students, young people, academics, teaching professions and scientists in higher education. This includes our significant UK government-funded programme for marketing of the UK as a study destination.
- By working with countries to grow or maintain open, prosperous, creative and inclusive societies we will contribute to global and regional prosperity, security and stability. We will create impact in the markets we work in through tailored programmes in the, creative, justice and enterprise sectors. Throughout our work we will engage, and provide better outcomes, for women and girls and marginalised groups. By working together with countries on global social issues, we will continue to grow and nurture an open, prosperous, creative and inclusive UK.
- To build creative opportunities between the UK and other countries, we will develop the skills and international experience of those working in the creative sector. We will continue to support the creative sectors of the UK and the countries we work in to work together, and we will share the best of the UK's creativity.

The British Council has had a presence in China since 1943, and since 1979 we have been operating as the Cultural and Education Section of the British Embassy in Beijing and the Cultural and Education Section of the Consulate-Generals in Shanghai, Guangzhou, Chongqing, and Wuhan. In 2017 we opened our first English centre in Mainland China, based in Nanjing.

Our work in China is of great importance to the global British Council operation, both politically and commercially. With more than 750 staff across our offices in China, we operate a wide

range of programmes in English, exams, arts, and education in partnership with local authorities and partners.

We achieve significant impact and reach through our programmes which have engaged millions of young people and thousands of professionals and policy makers across China, including:

- 900,000 people who have taken an exam with us within the past year, be it an English language exam, such as the IELTS exam, or a professional exam, such as the ACCA qualification.
- 10,000 English teachers and one million students who have benefitted from our English language teacher training programmes in the past two years.
- Nearly 155,000 Chinese students who are currently studying in the UK, many of whom have engaged with our work encouraging and supporting student mobility.
- One billion people reached and influenced through our 2015 Year of Cultural Exchange, which comprised of more than 200 events across 14 Chinese cities, and our Shakespeare Lives campaign in 2016 achieved similar levels of impact.

### **Function Overview:**

Marketing at the British Council is a strategic function which drives awareness, understanding and engagement with us across our diverse audiences. We use insight, knowledge and analysis of our market and our customers to engage them with the British Council's international cultural relations mission, our products and services in the most impactful and effective way. We lead the development of our brand and use our expertise to tell inspiring stories to enhance our global reputation, build lifelong relationships, engage our staff and prove the impact of what we do.

The China Exams marketing team manages the promotion of exams products in China to meet strategic and business objectives. This post is a national role and responsible for marketing exams products and services in East China.

### **Main Opportunities/Challenges for this role:**

- Leading marketing strategy, planning and execution for East China, ensuring that it drives and supports the global strategic objectives for the British Council exams business in a flexible, cost-effective way
- Leading the development and execution of exams marketing strategies working with the Marketing Managers for exams business units, agreeing the delivery mechanisms, budgets and programmes with regional marketing and overseeing delivery to plan
- Ensuring effective, integrated and joined up delivery of marketing activity to maximise impact and return on investment in the market place.

### **Main Accountabilities:**

#### **Develop marketing strategy and detailed plan targeting at organisations and customers**

- Understand the dynamic and needs of the main segments of customers and the level of

their impact to exams market; Monitor market and competitors' movements and trends and lead on new products/services positioning and propositions in the market

- Identify opportunities and risks of working with each segment of customers;
- Develop strategy and detailed plan following China MAP
- Work with Area Exams Directors to ensure local needs are effectively reflected in the plan;

### **Implement marketing plan**

- Lead the marketing team to implement the above plan; manage/monitor the process to ensure the plan delivered up to the pre-set KPIs, timelines and with optimal efficiency;

### **Relationship & stakeholder management**

- Manage partners, key accounts, channels/ distributors and other key stakeholders in East China and establish sound and robust relationships
- Develop engagement plan and programs to effectively engage with above for the purpose of business growth
- Proactively builds and maintains excellent relationships with internal partners and stakeholders to ensure integrated, joined up and future-proofed approaches and solutions

### **Business development**

- Explore business opportunities, identify sales solutions, build up pipeline, manage the progression to meet business objectives
- Lead on distributor strategy development from identifying distributors, managing distributors and maximising the cooperation scopes with distributors
- Retain existing accounts by presenting new solutions and services to clients

### **Leadership & management**

- Line manage all the marketing managers in East China. Provides direction, advice and support to team members on strategies, plans and activities to achieve working excellence.
- Plans and prioritises team and own work activities to ensure effective delivery of marketing activities over a quarterly to annual time horizon.
- Shares intelligence, experience and ideas to support senior managers in marketing in identifying/developing new ways in which marketing could positively impact upon the British Council's operational efficiency and effectiveness.

### **Consultancy, analysis & problem-solving**

- Applies advanced marketing expertise to develop and enhance marketing strategies, plans and approaches for the cluster
- Applies core technical and professional knowledge to identify and assess current state of country marketing, define opportunities for improvement and design and develop new or improved practice to drive business growth and reduce duplication of activities and expenditure

### **Service improvement**

- Identifies and implements new marketing approaches and/or techniques which enhance efficiency and wider business impact, ensuring alignment across the cluster and to the regional exams marketing strategy
- Leads and drives a clear focus on audiences and market segmentation supporting the marketing managers to deliver
- Explains to customer and colleagues across the cluster the need for compliance with agreed marketing policies and processes and produces reports at cluster level to demonstrate compliance as needed.

- Champions the deployment of the British Council brand architecture, monitors compliance, and manages interventions to address and resolve reasons for non-compliance  
May participate as part of the regional marketing team to support implementation of change projects that are marketing led.

### **Functional expertise**

- Provides proactive professional advice and support to internal customers to ensure local exams specific requirements across the cluster are high quality, effective and compliant with marketing policy, process and governance.
- Ensure the development of high quality and effective exams marketing plans and solutions using and sharing their marketing expertise
- Proactively pursues an annual cycle of formally recognised Continuing Professional Development to maintain and deepen their professional expertise.
- Fully-qualified within CIM (or the equivalent by experience), combined with a track record of practice in the field.

### **Commercial & financial management**

- Using agreed corporate systems and processes, plans and manages the budget for the cluster of countries they support regarding country marketing plans.
- Conducts monthly and year-end reporting on progress against plan and deliverables, budget, and management of issues and risks.
- Shows an understanding of value for money/cost effectiveness in the advice, recommendations and service support they provide to colleagues in the business teams supporting them to achieve return on investment for the marketing budget.

Comply with all tenets of Quality Control and Assurance including local regulations as defined by Country Exams Director.

To ensure all duties are delivered in line with the British Council's policy on Child Protection and Equality, Diversity and Inclusion, and these is taken into account when planning and delivering activity.

Manage information created and received in compliance with the British Council's information management standards, policies, the UK data protection principles and local legislation.

## **Key Relationships:**

### ***Internal***

- National Exams Marketing team
- Area Exams Director in the assigned the region
- Aptis operation team
- Wider national exams team
- Regional marketing team
- Country marketing Team
- Regional exams leadership team
- SBU programme leaders
- Global Marketing Centre of Excellence leaders
- Community of Practice advocates and members

### ***External***

- Managers of overseas study agents, private training schools and JV programmes
- Chinese universities and foreign universities/schools

- Education promoters
- Marketing Agencies, Suppliers

## Role Requirements:

<b>Threshold requirements:</b>		<b>Assessment stage</b>
<b>Passport requirements/ Right to work in country</b>	You must have the right to live and work in the country in which the role is based.	Shortlisting
<b>Direct contact or managing staff working with children?</b>	Yes	N/A
<b>Notes</b>		
<b>Person Specification:</b>		<b>Assessment stage</b>
<b>Language requirements (DELETE IF NOT APPROPRIATE)</b>		
<b>Essential</b>	<b>Desirable</b>	<b>Assessment Stage</b>
<ul style="list-style-type: none"> <li>• Chinese C1 (HSK 6 or equivalent)</li> <li>• English Aptis B2 (IELTS 6.5 or equivalent)</li> </ul>		Shortlisting and testing
<b>Qualifications</b>		
<b>Essential</b>	<b>Desirable</b>	<b>Assessment Stage</b>
Relevant external professional organisations e.g. CIM, Melcrum, GCN, CIPR, WOMMA etc. (or equivalent experience in relevant discipline)		Shortlisting
<b>Role Specific Knowledge &amp; Experience</b>		
<b>Essential</b>	<b>Desirable</b>	<b>Assessment Stage</b>
<ul style="list-style-type: none"> <li>• Considerable experience in a marketing/ sales management position within a large and complex organisation.</li> <li>• Considerable experience in business development</li> <li>• Demonstrable experience of developing marketing strategies and plans, based on data and market insight</li> <li>• Demonstrable experience in managing key accounts and stakeholders</li> <li>• Demonstrable experience in project management</li> </ul>	<ul style="list-style-type: none"> <li>• Experience in a global organisation</li> <li>• Evidence of successful line management of a team</li> <li>• Minimum 5 years' marketing/ sales experience</li> </ul>	Shortlisting and interview
<b>Role Specific Skills (if any)</b>		<b>Assessment Stage</b>
CIM Marketing Competencies		Shortlisting AND Interview

<p><b>Insights (Level 4)</b> Ensures their country requirements for research are considered at regional level to contribute to greater efficiency and consistency in the commissioning of market research.</p> <p>Analyses and presents information from research and customer feedback as insights</p> <p><b>Integrated marketing communications (Level 4)</b> Creates integrated marketing communications plans using both physical and digital tools</p> <p><b>Partnership marketing (Level 3)</b> Reviews, establishes and develops channel/partnership marketing strategies to meet customer needs and achieve business goals</p> <p><b>Monitoring and measuring effectiveness (Level 3)</b> Collects, synthesises, analyses and reports measurement data</p>	<p>Implements integrated marketing communications plans using both physical and digital tools</p> <p>Manages and monitors the implementation of channel and/or partnership marketing plans to meet the needs of customers, channel partners and the organisation</p> <p>Participates in reviews of marketing activities using measurement data and analytics to identify improvements</p> <p>Uses social analytics and listening tools to identify improvements to organisational processes that will enhance social reputation</p>
<p><b>British Council Core Skills</b></p>	<p><b>Assessment Stage</b></p>
<p>Communicating and Influencing (Level 3) - Is creative and adaptable in communications: Able to use a range of non- standard and creative approaches to inform, and persuade others, extending beyond logical argument to influence decisions and actions in a way which is inclusive and engaging.</p> <p>Managing projects (Level 3) - Leads smaller projects: Analyses requirements with the sponsor/stakeholders, defining the specification with awareness of equality and diversity impact, planning, revising, implementing and evaluating on small-to-medium scale and/or low risk projects.</p> <p>Analysing data and problems (level 3) - Analyses patterns: Seeks out and examines a range of information to identify patterns, trends and options, to solve multifaceted and complex problems.</p> <p>Planning &amp; Organising (level 3) - Develops Annual Plans Develops and reviews the implementation of annual plans for a work group or function taking account of business and customer requirements and reconciling competing demands</p> <p>Managing risks (Level 2) - Supports a risk management culture: Has track record of identifying and highlighting risks and suggesting mitigating actions.</p>	<p><i>Shortlisting AND Interview</i></p>



British Council Behaviours	Assessment Stage
Creating shared purpose Inspiring others to want to take a specific role as part of a shared purpose (more demanding) Connecting with others Actively appreciating the needs and concerns of myself and others (more demanding) Working together Creating the environment in which others who have different aims can work together (more demanding) Making it happen Challenging myself and others to deliver and measure better results (more demanding)	<i>Interview</i>
Prepared by:	Date:
Tracey Lv– Director Marketing and Business Development China	June 2018