

Job Description

Head of Retail

Function:	1711 Head of Department
Position:	Head of Retail
Job holder:	
Date (in job since):	
Immediate manager (N+1 Job title and name):	1711 by Ascot General Manager
Additional reporting line to:	
Position location:	Ascot Racecourse

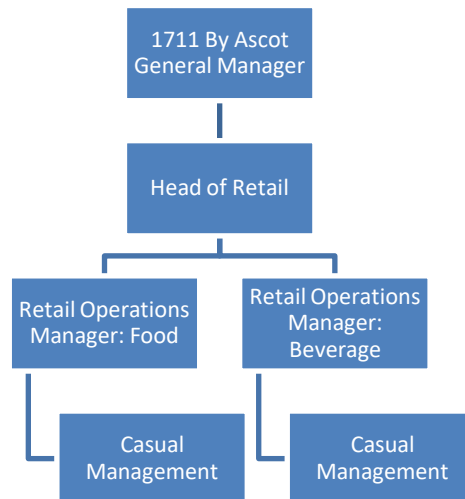
1. Purpose of the Job

- Responsible for producing and overseeing the on-site retail pricing model, that will in turn drive the budget for the trading year
- Be confident in building, signing off and delivering on annual overall budget and unit budgets
- Maximise the sales opportunity and in turn profitability of the Retail account in line with the agreed annual budget
- Deliver an exceptional Royal Ascot both from a customer experience and commercial perspective across the Retail portfolio
- To use key industry trends and innovative concepts to enhance the overall customer experience on Ascot race days within the Retail department
- Be the project leader of the long-term Ascot Retail Strategy ensuring it is creative and achievable in partnership with Ascot racecourse and Sodexo head office
- Use retail marketing tools to ensure our offers are designed with our target market in mind
- Ensure that all offers go through the correct thought process and SOP's are put in place before launching the aforementioned offers
- Ensure that the Retail Operations team deliver exceptional service standards & offers in line with the Retail Strategy
- Work collaboratively with the culinary team to develop exciting world class food offers for all public areas
- Seek out innovative new third-party concessionaires to ensure we have the best-in-class operators working at Ascot racecourse
- Work with the client to ensure our KPI's are achievable as well as challenging and to work with the Retail Operations Manager to ensure any failings are addressed immediately
- Work with the HR and Staffing department to bring in the best casual management work force available to work within the Retail department on Ascot race days
- Work with the HR department to design and deliver a comprehensive training plan throughout the Retail department, ensuring organic growth of casual workers
- Work with the Commercial department to provide and act upon analytical data on sales trends, average spends, labour productivity hours and other KPI data.
- Ensure the safe working practices are maintained within the Retail Food Operation
- Manage and implement retail food capital projects, overseeing the planning and execution stages of new onsite projects along with the continued management once projects are fully operational
- Manage and deliver the annual retail CAPEX plan, in conjunction with ARL's overall CAPEX plan
- Work up ROI's and investment models with the General Manager
- Manage and integrate Sodexo central projects into the current working retail structure on site, working with the wider Sodexo structure to make sure strategies and central policies are successfully integrated
- Support the retail department on new projects and planning
- Coach and guide the retail team to encourage progression and self-improvement

2. Dimensions -

- Sales budget for 2022 – £8.7 million

3. Organization Chart



4. Context and main issues

- This is an extremely prestigious venue and a primary focus of Sodexo Live in the UK. The business is managed as a profit-share, therefore the client is increasingly involved in all elements of the decision-making process. The person in the role needs to be confident at both presenting our offers to our client and ensuring that they are innovative, industry-leading and deliverable.
- The scope of the Retail department is vast and unpredictable, especially during Royal Ascot, and so the successful candidate must be familiar with designing retail offers of an exceptional standard across multiple sites and experienced at seeing these offers turn from concept to a commercially viable reality while under pressure.

5. Main assignments

Growth, client and customer satisfaction

- Identify organic growth opportunities through innovation and new marketing initiatives throughout the retail account
- Work with the client to design and deliver a world-class portfolio of retail offers which reflect our target market and our inline with the vision and values of both Ascot and Sodexo
- Develop and implement a Retail Strategy for Ascot racecourse both on a short and long-term basis
- Ensure all potential IT tools which could increase overall turnover or reduce costs are introduced to the racecourse
- Take overall responsibility for ensuring that the retail account is operated within budget
- Ensure that clients receive world-class service delivered within contractual terms and in a cost effective manner
- Oversee the recruitment and ensure the motivation of a strong Retail team using creative recruitment methods and incentive schemes

- Monitor KPI reporting for your account, reviewing contents of client meetings and delivering actions
- Assist in delivering and executing the agreed Training Programme in conjunction with the HR and Staffing department
- Work with the culinary team to put food at the heart of our operation
- Work with Ascot sponsors to deliver through the operation
- Support the wider retail team with any relevant execution of operational projects in conjunction with the Sodexo central team required to be integrated to the onsite strategy.
- Development of retail operational projects so to successfully launch and introduce new innovation and operational strategies to develop the working processes of Sodexo at Ascot racecourse

6. Accountabilities

- Ensure that the Company's accountancy practices and Project CLEAR guidelines are adhered to at all times and that business forecasts are carried out on a weekly basis to track performance against budget.
- Ensure that monthly results are accurate, and delivered in a timely manner with full back up and explanations
- Work with the General Manager to understand account variances and trends, then action plans put in place where necessary.
- Ensure that all areas under the retail operation fully comply with Sodexo's policies on Food Safety & Health & Safety and meet the standards set out within Safeguard audits
- Ensure that costs and expenditure in the Retail accounts are controlled in line with budget, utilising nominated suppliers and maximising labour productivity in line with the company's labour productivity models, policies and procedures. Specifically looking at Labour, Linen, Disposables and Equipment.
- Continually seek ways to enhance quality through innovation and cost efficiency by monitoring performance against existing standards and ensure that standards across the site are in accordance with the Service Level Agreement in place with the on site Client.
- To ensure the retail units fully comply with all legislation with regard to The Licensing Act 2003 & trading standards requirements
- To ensure meticulous planning is delivered to every aspect of the retail operation and fully document plans in line with the Head of Retail's expectations
- Manage the team to ensure that they meet their business and personal objectives through regular one to one meetings, EPA's and business reviews, ensuring that targets are met and monitored.
- Develop a motivated, respectful, trusted and stable team by giving them clear direction, sharing information and employee involvement.
- Develop long-term client relationships in line with the 'clients for life philosophy' to enhance the retention of current clients and customers, gain referrals for new business and attract new customers
- Liaise with external Catering Partners to ensure their understanding of the Ascot Brand
- Work with the culinary team to develop appropriate menu offers across the departments
- Deliver the marketing & promotional calendar in line with ARL for each Race day
- Understand the KPI's that are attached to the contract for Retail and ensure they are met
- Execute the Retail Plan in partnership with the Retail Operations team to ensure that offers are always best-in-class
- Work with the General Manager on temporary structures, power requirements, networking requirements and build up and break down for Royal Ascot
- Undertake Duty management shifts as required to support the wider business
- Support other areas of the business as appropriate
- Successful execution of retail led projects from Sodexo central.
- Understand the Business Continuity Plan to identify how this would be delivered if required: this is constantly reviewed and developed to include supportive material in conjunctions with both the client and central Sodexo policies

7. Person Specification

Essential

- Experience of managing multi million-pound profit and loss accounts and budgets
- Strong retail background operating multiple sites under extreme pressure
- Implementation of SOP's to achieve the desired retail delivery
- Good awareness of marketing tools and up-to-date industry initiatives to drive additional sales to the Retail account
- Operational knowledge, skills and experience in Retail Management to a world-class standard
- Proven track record of managing an experienced full time team
- Experience of leading and coaching others
- Experience at high-level client liaison
- Excellent communication skills both upwards and downwards, internally and externally
- Resilience to manage multiple tasks and prioritise importance
- Self-motivated and able to work on own initiative within a team environment
- Ability to interpret and utilise financial and commercial information
- Experienced in using Microsoft Office
- Good standard of literacy and numeracy

Desirable

- Background within the food and beverage sector
- Stadia and temporary site management
- Experience in planning and management of temporary structures

8. Competencies

▪ Client Growth and Customer Satisfaction	▪ Innovation and Change
▪ Rigorous Management of Results	▪ Brand Notoriety
▪ Leadership and People Management	▪ Planning and Organising
▪ Analysis and Decision Making	▪ World Class Service
▪ Industry Acumen	

9. Management Approval

Version		Date	
Document owner	Paul Oakwell		

10. Employee Approval