

Job description

Job title:	Retail Services Manager		
Department:	Retail	Contract:	Permanent
Reporting To:	Chief Financial Officer	Hours per week:	30 (0.8FTE)

1. Job purpose

Lead and grow our retail operations – to manage and grow a successful and sustainable retail offering which reflects the values and creative vision of York Museums Trust (YMT) and delivers income and profit to York Museums & Enterprises Ltd (“YME”).

Work collaboratively across teams, ensuring our retail strategy aligns with the wider ambitions of York Museums Trust (YMT).

Drive profitability through effective stock management, financial planning, and strategic decision-making; to develop new products and new stock lines with the Retail Buyer and wider team

Develop processes, key systems and hardware that are functionally operational and can deliver accurate reporting

Provide accurate and engaging reports and interpretation for SLT and Trustees as required

Manage and develop a talented team, including managing our Retail Buyer Team and working with Site Operational Teams delivering the day-to-day retail operations on site to ensure excellent customer service in YMT's retail outlets

2. Dimensions

- Responsible for outlets on three sites with different retail offerings
- Current annual turnover of £500k income
- Placing orders for and overseeing the purchasing of goods for sale currently at a value of £250k
- Manage total expenditure budget of £400k
- Managing with the Retail Buyer and Product Developer relationships with 100+ suppliers
- Manage the Retail buyer and Buying Assistant
- Work closely with the three Site General Managers and their Site Operational Management teams to maintain and develop efficient and effective retail operations at each outlet
- Provide relevant knowledge and training to Operational Team Members within Site Teams with responsibility for day-to-day operation of the retail outlets
- Oversee purchasing and management of several thousand stock lines

3. Principal accountabilities

Team Management

- To Line Manage Retail Buyer and Buying Assistant, ensuring each is carrying out their general duties and duties specific to each site, through regular meetings and the PDR process
- Work closely with Site Operational Team managers in respect of Retail Specific Operations, Systems and Processes relevant to their role
- Involvement in recruitment of Operational Team Members, where appropriate, and devising work plans, organising relevant training in co-ordination with Site Operational Management Teams
- Setting and monitoring retail targets and appraising performance with Site Operational Management Teams.
- To develop teams to take a proactive and interactive sales approach
- Operate within organisation budgets and seasonal programme requirements.
- Work with the Volunteers Manager to actively involve retail volunteers into the operation using subject specialist knowledge regarding stock and merchandising

Stock

- To create commercial and venue appropriate ranges and themes which maximise sales and proactively meets customer requirements/ expectations, acknowledging the different audiences at each site.
- Manage relationship with suppliers and source new suppliers when appropriate
- Manage stock levels to ensure cash flow, changing seasonality and storage space
- Ensure stock systems and processes are up to date and functional

Merchandising

- To set the direction for the merchandising of stock to create attractive and commercially viable retail spaces.
- To be aware of current retail trends for merchandising and the retail experience

Sales

- To achieve forecast sales targets and work to stretch targets thorough correct stock and merchandising
- To influence sales performance by increasing conversion rate of visitors to buyers, spend per head and spend per transaction
- To review sales performance regularly and take appropriate actions
- To ensure cost margins are maintained
- Work with the YMT Marketing and Comms team to promote retail
- Utilise or implement Financial Schemes to assist with high value purchases – such as the Own Art scheme
- To lead the project to develop and implement an ecommerce platform including a long term online selling strategy that will extend our future retail offer, increase our profit return to the council and support our reputation as a world class visitor attraction.

Product Development

- To ensure that stock reflects current audience profile, will attract new customers, reflects exhibitions and trends
- To work with the curatorial team and other stakeholders in the creation of relevant stock ranges

Administration

- To provide information to finance for the purposes of forecasting
- To ensure EPOS system is up to date and providing accurate information
- To run reports to provide information and interpretation for decision taking, finance and audit
- To coordinate bi-annual stock count and resolution
- To ensure systems and processes are appropriate to the needs of York Museums Trust, visitors and suppliers, noting that the current EPOS system also currently incorporates visitor ticket sales

Other duties

- Ensure compliance with Health and Safety regulations so that YMT retail areas are safe for visitors and staff.
- To develop a network of museum/ heritage retail professionals
- Promote and develop equality and diversity in line with YMT Equality Statement
- Actively engage with own continuous professional development and to promote CPD within the team
- Other duties may be required from time to time which are consistent with the grading of this post

This role will be based across our sites in York. Occasionally there may be the opportunity for remote working.

4. Key performance measures

- Achieve continuous growth (within realistic expectations and inflationary forecasts) across retail sales and associated net profit contributions appropriate to the needs of YME budgets
- To keep stock loss at minimal levels and ensure quality control over product offer.
- Maintain a robust and accurate system of retail hardware and software, including tills, epos, online platforms.
- To devise and implement procedures and policies for the Retail department, to ensure security of stock and cash held, as well as other areas of the department
- Ensure Teams involved with Retail in YMT have clear and attainable targets and that these are monitored, with any necessary training delivered

5. Knowledge, skills, experience and behaviours

Knowledge

- Substantial knowledge of current retail practice and relevant heritage retail suppliers
- Commerciality in heritage retail environment
- Understanding of and ability to apply sales techniques
- Excellent knowledge of merchandising principles
- Stock management using Epos system
- Good understanding of history and art
- Producing publications

Skills

- Numeracy and analytical skills for comparing performance
- Proven negotiation skills

- Merchandising and display skills
- Forecasting trends and demand
- Ability to forge positive relationships internally and externally
- Ability to work under pressure to meet deadlines
- Ability to motivate team
- Sound judgement and decision-making skills

Experience

- Managing multi-site operations
- Recognising and responding to retail and social trends
- Stock management and shrinkage control
- Bespoke product development
- Achieving sales and profit targets
- Buying for heritage market
- Budget management

Behaviours

- Demonstrates the appropriate company values
- Motivated and sales driven
- Looks for solutions
- Communicator
- Team Player
- Trustworthy
- Fair
- Consistent
- Confident decision maker
- Good Listener
- Commitment to and advocacy of equality, diversity, inclusion and anti-racism and understanding how these apply to the role.

YMT Behaviours

In addition we expect all of our colleagues to live by and demonstrate our organisational values on a consistent basis and be able to evidence this as part of our annual PDR process. Those values are as follows:

- We are Curious - We ask questions, we don't assume, we learn and we encourage different perspectives
- We are Creative - We have fun being creative, driving positive change and exploring potential
- We are Generous - We care for people, collections and places inviting everyone to develop knowledge, to take delight in and enjoy our spaces
- We are Responsible - We make informed decisions today for a better tomorrow and for a sustainable future
- We are Supportive - We collaborate and seek connection to grow a thriving community where we celebrate one another, cheer on progress and are heartfelt with feedback

6. Key relationships

- YMT Visitors / Customers
- Retail team
- Suppliers
- CFO
- York Museums Enterprise Board
- Curators
- Marketing and Communications team
- Site Operational General Managers and Operational management Teams
- Finance team