



Brief for the appointment of

Chief Marketing Officer



ODGERS BERNDTSON

Contents

Dean's welcome	3
Our vision	4
Our values	4
Research strategy	5
Programmes	7
Executive Education	8
Executive MBA	10
Degree programmes	11
Careers	12
Oxford Saïd Organisation Chart	14
The role – Chief Marketing Officer	15
Job description	16
Person specification	19
How to apply	20



impact *from within*

'Solving the world's challenges is no longer the preserve of government; business has growing power, influence and responsibility. So, business needs leaders primed for that task.

Our School is uniquely placed to answer the call. We develop future leaders, who go into business with purpose, because only then can business make meaningful impact on the world – the kind of impact that helps address the most pressing issues of our day, from the climate crisis to the AI revolution.

This proposition – educating leaders, who transform businesses, which impact the world positively – is what we mean by *impact from within*.

Set within the world's greatest university, our excellence in programmes, world-class research and an engaged global alumni network create a powerful catalyst for change.

We all have a stake at the table. We can all effect positive change.
We can all deliver *impact from within*.

Thank you for your contribution.'

A handwritten signature in white ink, reading 'S. Dutta'. The signature is fluid and cursive, with a large 'S' and a stylized 'Dutta'.

Professor Soumitra Dutta
Peter Moores Dean

Our vision

To become one of the world's leading business schools, delivering impact *from within* by educating leaders, who transform businesses, to have a positive impact on our world.

We seek to shape the future of business education to help address key global opportunities and challenges.

Our values

Transformational

We challenge constructively, provoke thought, and influence and inspire others to develop.

Collaborative

We are stronger together. We are inclusive, approachable, and value good communication.

Respectful

We are caring, supportive, appreciative, embrace difference, and value each other's opinions.

Purposeful

We are a community that believes in sustainable growth, and are responsible, principled and transparent.

Entrepreneurial

We embrace and encourage change and innovation. We are creative, flexible and brave.

Excellence

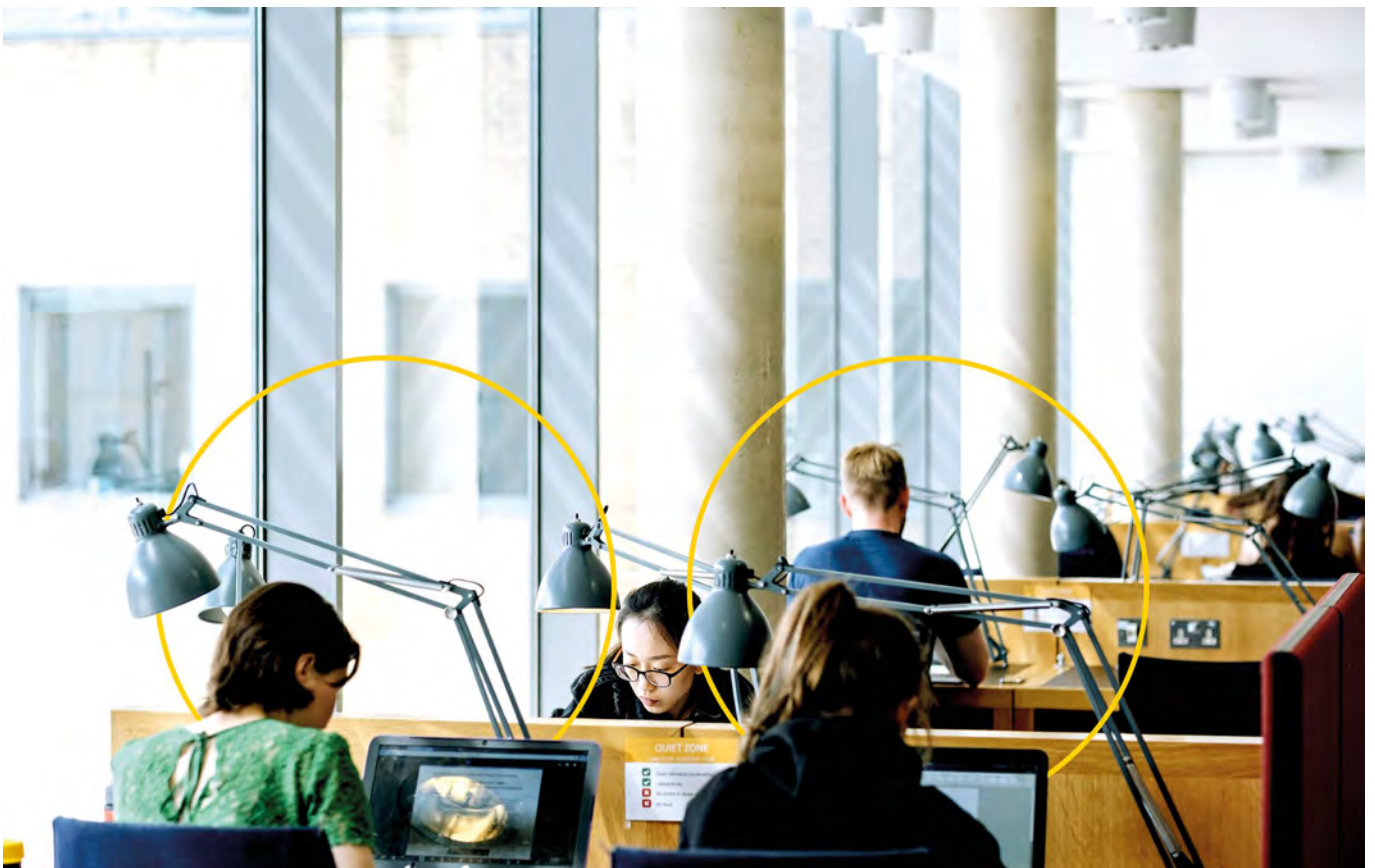
We are professional, focused and aligned, and have a responsibility to do the very best we can.

Research strategy

Research underpins everything we do at Oxford Saïd.

It's of the highest academic quality. It's imaginative and innovative. It's future-facing yet grounded in the past and the present.

It informs our teaching and inspires our work with business and industry partners. And it's a fundamental reason the business leaders of today and tomorrow choose our school to probe, explore and understand our world's most pressing topics.



Our research record

Embedded in one of the world's greatest and oldest universities, the vibrant Oxford Saïd academic community has produced excellent and impactful research for decades. We have a particularly strong record in the following areas:

- Applications and implications of artificial intelligence, algorithms, data science and machine learning for business and society
- Accountability of and trust in business and institutions, including the financial industry, central banks, multinational corporations and governments
- Emerging technologies, such as fintech or augmented/virtual reality, and how they impact consumers, employees, leaders and society
- Healthcare, including issues pertinent to leadership, operations, data and patient management
- Senior executive leadership, including corporate governance, diversity, corporate reputation and strategy
- Sustainable development, with a focus on how companies transform and align their decision making, assets and activities to the United Nations Sustainable Development Goals
- Major societal issues such as climate change, cybersecurity, diversity, privacy, politics, shifting demographics and automation, and their associated business and leadership challenges

Priority development areas

Our research culture is underpinned by a strong belief in academic freedom and Oxford Saïd values all contributions to our greater understanding of business and industry. Within this broad remit the School is particularly keen to encourage research that tackles the most critical issues facing the business world today. These priority areas address major global challenges and have inspired communities of researchers within the school to collaborate and innovate together. These research communities have forged invaluable connections with colleagues across the wider University, providing opportunities for critical interdisciplinary work and knowledge exchange.

Programmes

Our MBAs, degrees, executive diplomas and executive education courses seek to transform individuals, develop leaders and inspire a new generation of purposeful, impact-focused entrepreneurs.

We are a powerful business school that produces powerful ideas. We challenge our lecturers, researchers, students and participants to think expansively and engage thoughtfully. They will consider these fundamental questions which underpin a Saïd Business School education:

- What are the rules of the game: how do written and unwritten rules affect the performance of business?
- What types of organisations, whether high growth, high impact or high scale, will fundamentally change the business landscape?
- How do we map the trends that will define the future of business?
- How do we educate and energise a community that can address these huge issues?

Business has to respond to an ever-changing global context; similarly, our courses adapt and grow to respond to the most pressing issues of the day, ensuring the impact we deliver is timely and relevant.



[Learn more](#)

Executive Education

We provide life-changing learning experiences that transform thinking and understanding around the complex issues facing business leaders today.

Led by Oxford academics and expert industry practitioners, our executive education programmes develop participants' knowledge and understanding, empowering them to make an immediate and long-lasting impact in their organisations to help them thrive through turbulent times.

Our participants make rich connections and benefit from valuable networking opportunities via a diverse global cohort, opening their minds to new ways of thinking and varied perspectives that will help them transform their understanding, setting them apart from others.

**100+**

Programmes

**223**

Nationalities

**70,000+**

Participants

**Flexibility**Oxford, online and
global locations

Tailored learning

Participants can learn with us in a way that suits them and their organisation, whether that's in-person at our Oxford campus, a bespoke learning solution that addresses critical business challenges, or a flexible online programme.

Online programmes

Our online programmes bring together best-in-class pedagogy, a tailored syllabus and an unmatched networking opportunity with a global cohort, encouraging participants to consider different perspectives.

Dedicated support networks are in place, including peer-to-peer discussion and success advisers, that will guide and encourage participants throughout their study. In addition, each online programme is updated regularly to align with topical and current industry challenges, ensuring real-world post-course application.

Through one of our online programmes, participants gain access to the life-changing experience of learning at Oxford, wherever they are in the world.

In-person programmes

Our in-person programmes are designed to ensure a practical learning experience that will challenge and engage participants, as well as equip them with the skills they need to excel.

In-person study allows participants to benefit from access to some of the greatest minds in various industries, as well as real-time feedback and tailored coaching from acclaimed mentors. Through team

discussions with a global and diverse cohort, simulations and practical sessions, participants will embark on a learning journey that will prepare them to thrive in the workplace.

Through an in-person programme, participants can transform their perspective and understanding, helping them achieve a vision for the future that ensures success.

Programme topics



Leadership



Finance



Strategy



Entrepreneurship
and innovation



Sustainability, ESG
and social impact



Executive MBA

Global impact. Personal achievement.

The Executive MBA is a part-time modular general management programme that runs from January and September every year. We have developed a flexible format that allows participants to tailor their studies – through elective modules and integrative project work – to themes important to their organisation.

The programme reflects the University of Oxford's global reputation for academic excellence, combined with an emphasis on practical problem-solving for business leaders. It's an intensive, unique and transformational learning journey.

The programme is taught over 16-18 immersive one-week modules. It's delivered over 22-24 months, depending on the intake and electives chosen. Most modules run from Monday to Friday and take place in Oxford, with at least one module taking place internationally. This structure allows senior executives to apply their learnings and project work immediately to their organisations, enhancing both corporate and individual capabilities for maximum impact.



*'A true voyage of discovery ...within the world's
best university. I can already see the positive impact.'*

Gemma Spence, Vice-President of Commerce Transformation, WPP, UK

Degree programmes

We offer full-time degree programmes at undergraduate, postgraduate and doctoral levels covering economics, law, management and finance.

The challenges facing business today are global, complex and connected. Our degree programmes are designed to help students develop the skills and insights needed to make a meaningful impact on business and, by extension, the world.

The courses help people at different stages of their career learn how to make tangible impact through transformational thinking; in many cases, they offer people the opportunity to gain an accredited qualification from the University of Oxford, without interrupting their career.



Careers

Empowering our students to achieve their career ambitions.

With more than 20 career experts, our dedicated team offers professional coaching, hosts career development and sector-specific workshops, spearheads leadership development initiatives, organises career fairs, and welcomes on-campus recruiters, providing support to both full-time and part-time degree students throughout the academic year.

The careers team at the school, work closely through partnerships with the student-led Oxford Business Networks (OBNs/Clubs and employers) to put together a programme of activities that includes on-campus recruitment presentations and webinars, careers fairs, treks to company offices and case competitions.

The team cultivates relationships with organisations in sectors such as consulting, finance, tech, healthcare, media, retail, space, government, as well as careers and recruitment at the executive level. They provide students with the advice, training, connections and preparation to excel in every stage of the job application process, from understanding their goals, to CV writing and interview preparation.



In 2022, post-pandemic resilience saw our **MBA graduates** achieving a **rise in overall average salaries** across all sectors and **more students** than ever **secured roles in consulting firms**.

**87%**

Employed after three months

**58%**

Switched sector

**66%**

Switched location

**64%**

Switched job function

**27%**Switched sector, location
and job function**£63,251**

Average base salary

In 2022, our **MSc in Financial Economics** was named **best in the UK by the Financial Times** and our **careers support** was **ranked number five globally**.

**14.5%**

Increase in mean finance salaries

**63%**

Secured a job in UK and Europe

**79%**

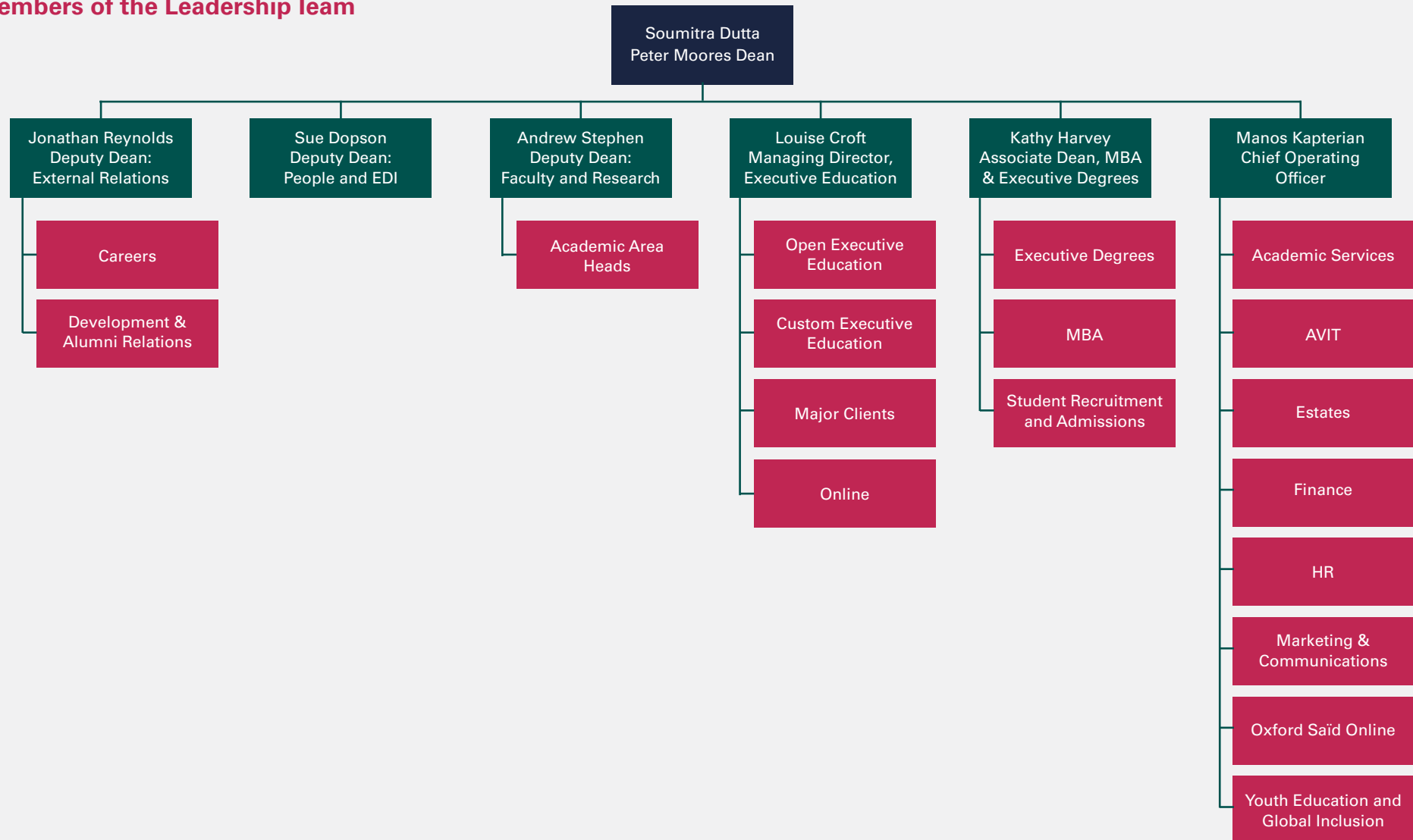
Secured a job in finance

**93%**

Accepted job within six months

Oxford Saïd Organisation Chart

Members of the Leadership Team



The role – Chief Marketing Officer

Saïd Business School has laid out an ambitious strategic plan aiming to position itself as one of the top business schools globally, particularly striving to be among the top three in Europe.

The strategy is centred on excelling in three core areas: research, programmes, and impact, with robust brand development and sustainable financial and operational foundations underpinning these efforts.

Oxford Saïd is actively enhancing research support and hiring top-tier faculty to bolster its academic reputation which has been endorsed and agreed by the Division. Programme excellence is also a priority, with a strong focus on improving career outcomes and maintaining high standards across all degree programs and in Executive Education. Enhancements in online education capabilities and ongoing reviews of the DPhil programme are part of the comprehensive approach to programme development.

Impact excellence is another cornerstone of Oxford Saïd's strategy, reflecting the School's commitment to making a positive global impact through faculty engagement with government and industry, lifelong support for alumni and robust corporate partnerships.

The School makes a significant investment in marketing and communications across direct (staff) and indirect costs to support student recruitment in our degree programmes and for our executive education and online activities.

As the School looks to grow, the demands on marketing will increase and we are already seeing requests for additional staff and budget. In late 2023 the School commissioned an independent review in order to benchmark spend and assess the effectiveness of the existing decentralised structure.

The recommendations, which were accepted and are being implemented, are to bring all marketing spend and organisation under single leadership and create accountability for product/programme, content, PR/ media and digital marketing as well as optimising earned, owned and paid media.

The Chief Marketing Officer (CMO) will be responsible for overseeing the strategic planning, development and execution of the School's marketing, media and communications activities.

We are seeking to recruit an experienced CMO with a demonstrable track record of leading a multifaceted and complex MarComms organisation with exposure to HEI/business school environment alongside industry/ commercial experience.



Job description

Hours:	Full-time ie 37.5 hours per week. Flexible working requests will be considered.
Location:	Hybrid working with at least two days per week in Central Oxford. However, the working pattern may change according to business need.
Reporting:	Chief Operating Officer

The Chief Marketing Officer (CMO) is responsible for overseeing the strategic planning, development and execution of the School's marketing, media and communications activities. The primary responsibility is to facilitate revenue generation, increasing sales by successful marketing of the entire School through market research, product and digital marketing, marketing communications, advertising and public relations. This will be achieved through close collaboration with cross functional teams across the School.

The CMO will play a pivotal role in achieving our ambitious growth plans. By building our digital and data intelligence capability we will be able to use far-reaching marketing methods that will convert leads into business opportunities and income growth. In addition, it will be done in such a way that the growth attributed to marketing and communications will be directly traceable.

The role holder will have outstanding commercial acumen and will elevate our marketing/communications from its current service provider model to one that is at the core of our income generation goals. The job holder will therefore be directly supporting the School's strategic ambition of growing Saïd Business School in terms of business development, commercial opportunities, student numbers, revenue and ranking.

The role will provide strategic leadership in transitioning resources into a new operating model and ensure that our resources are aligned and focused on the School's vision, purpose and ambition.

The Chief Marketing Officer will lead this refocused function, embed its purpose, nurture our talent, increase its reputation with its stakeholders, internally and externally, and will deliver stretching KPIs/targets for ensuring significant return on our investment. Those KPIs/targets will include a matrix comprising of (but not limited to):

- Customer acquisition cost
- Cost per lead
- Customer lifetime value
- Customer retention rate
- Lead-to-customer ratio
- Form conversion rate
- Marketing ROI

Role dimension

The role holder is responsible for a total pay and non-pay budget of approximately c£7m+ which includes a current headcount of c40 people. The job holder will keep under review the efficient and effective performance of this significant investment.

Main areas of responsibility

The main responsibilities of the Chief Marketing Officer are:

Leadership

This is a key leadership position within the Business School and as such the postholder will be required to role model and exemplify the School's values and leadership behaviours.

The leadership role is significant, both in leading the function, but also in its development, heightening its standing and ensuring it is an effective mechanism for growth. With responsibility for recruiting, developing and nurturing the marketing and communications team for continuous improvement and efficiency.

In addition, the leadership role includes being a member of the School's Senior Management Team (SMT), chaired by the Chief Operating Officer, to whom the job holder will report.

Strategy/business plan

In order to ensure the School's ambitious growth plans are realised, the job holder will design, implement and evaluate the impact of a 3-5 year strategy for marketing and communications. In doing so, they will engage with key stakeholders, including the School Board, the Leadership Team, Faculty and other stakeholders as well as their own team, ensuring that the deliverables are based on evidence as to where resources and effort should be focused to best effect.

The underpinning annual business plan will translate the strategy into deliverable objectives, with clear KPIs and targets. It will also include the means by which monitoring of the function's work will be undertaken and in particular the ability to measure and report on the return on investment.

The progress of the strategy and business plan will require robust reporting to the Senior Management Team, Business Units, the Leadership Team and School Board. Such a report will include proposed remedial interventions for any outcomes that are, for instance, not producing the expected outcomes, are delayed, and/or are over budget. Evaluating the success or otherwise of the strategy and business plan will be central to any reporting.

Stakeholder management

Engaging with stakeholders will be an important part of designing the strategy, delivering it, and ensuring expectations are both managed and met.

It will also be important to manage external stakeholders, including in the wider University of Oxford, other similar institutions, and the larger network of marketing/communication specialists in the wider economy in order to keep pace with developments and best practice.



Marketing/Growth

As part of the approach to facilitating the development of the business and ensuring financial growth, the CMO will optimise a variety of organic, paid and earned channels such as content creation, content curation, pay per click campaigns, event management, publicity, social media and lead generation campaigns.

Strategically plan, organise and oversee the effective operation of the marketing function to align campaigns with brand, voice and resources.

With regard to our website and social media, the CMO will continuously produce valuable and engaging content that attracts and converts our target groups. There will be a clear data path that provides the information to ensure the requisite conversion is happening and/or provides the information on which digital omni channels are optimised.

The CMO will ensure the School capitalises on digital opportunities as part of our growth ambition. We will not only deploy best practice digital techniques but we expect to be at the forefront of emerging new practices.

In addition, the CMO will build strategic relationships outside the School and the University of Oxford by partnering with key industry players and agencies.

These strategic relationships will include the marketing suppliers and vendors, with particular focus on the major digital advertising platforms with the pay back

being that their sales and tech teams support us as we attract credit from them for our appetite for innovation.

The jobholder will measure and report on the performance of marketing campaigns, gaining insight and assessing success against delivery of the intended goals.

Budget Management

The CMO will ensure they monitor the management information they are provided with regarding the performance of their budget. They will prepare and present a quarterly marketing and communication report to the SMT and a full end-of-year outturn report. These reports will provide evidence that the CMO is optimising digital marketing spend to drive maximum return.

Media & External Relations

The CMO will be responsible for ensuring that our external messaging is not only on point but enhances the School's brand. This will include supporting all media appearances of our senior people as well as the Dean, and that we run an effective 'press desk' so that we are proactive rather than reactive in promoting our work and successes.

Internal Communications

The job holder will ensure exceptional internal communications are available to all senior stakeholders, and that new internal channels are identified with the purpose of our people having access to the information they need to not only do their job but are well informed about developments and initiatives across the School.



Person specification

Skill/experience	Essential	Desirable
First degree in a related subject or equivalent experience.	✓	
Additional qualification in digital marketing or similar.		✓
Proven track record that demonstrates exceptional stakeholder management.	✓	
A successful track record of increasing an organisation's bottom line through innovative marketing.	✓	
Able to demonstrate strong people skills that have ensured potential is realised and performance optimised.	✓	
Has worked in another business school in a similar role.		✓
Has worked successfully at a senior level.	✓	
Has improved year-on-year the efficiency of a similar function whilst increasing its effectiveness as demonstrated by increasing income generation with less overhead.	✓	
Proven experience in identifying target audiences and in creatively devising and leading across channels, marketing campaigns that engage, educate and motivate.	✓	
Up-to-date with the latest trends and best practices in online marketing and measurement, and area sighted on emerging developments/cutting edge innovations in marketing.	✓	
Be expert in marketing/comms technology, with the focus being on making evidence-based decisions about where to deploy resources.	✓	
A strategist who delivers a clear set of goals, KPIs and a demonstrable record that ensures the growth of a business through targeted outcomes.	✓	

How to apply

Saïd Business School has engaged the services of Odgers Berndtson, to whom applications should be sent at your earliest convenience but no later than 5pm Friday 6 September 2024.

In order to apply, please submit a comprehensive CV along with a covering letter setting out your interest in the role and how you match the required criteria. Please include in a separate document, the names and addresses of three referees. Referees will not be approached until the final stages and not without prior permission from candidates.

In line with GDPR, we ask that you do NOT send us any information that can identify children or any of your Sensitive Personal Data (racial or ethnic origin, political opinions, religious or philosophical beliefs, trade union membership, data concerning health or sex life and sexual orientation, genetic and/or biometric data) in your CV and application documentation. Following this notice, any inclusion of your Sensitive Personal Data in your CV/application documentation will be understood by us as your express consent to process this information going forward. Please also remember to not mention anyone's information or details (eg referees) who have not previously agreed to their inclusion.

The preferred method of application is online at:
www.odgers.com/91921

If you are unable to apply online please email:
91921@odgersberndtson.com

All applications will receive an automated response.

All candidates are also requested to complete an online Equal Opportunities Monitoring Form which will be found at the end of the application process. This will assist the University in monitoring selection decisions to assess whether equality of opportunity is being achieved. Any information collated from the Equal Opportunities Monitoring Forms will not be used as part of the selection process and will be treated as strictly confidential.

Queries

For a confidential conversation about this opportunity, please contact:

Joseph Whittaker, Researcher
joseph.whittaker@odgersberndtson.com
020 7529 6323

We are committed to ensuring everyone can access our website and application processes. This includes people with sight loss, hearing, mobility and cognitive impairments. Should you require access to these documents in alternative formats, please contact
kylie.jtaylor@odgersberndtson.com





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