

Position Description

Title:	Retail Manager	Reports To:	Head of Commercial
Directorate:	Enterprise, Finance & Property Services	Direct Reports:	Assistant Retail Manager, Retail Assistants (Permanent and Casual)
Status:	Permanent 1.0 FTE	Date:	July 2023

About The Museum

Tāmaki Paenga Hira Auckland War Memorial Museum is New Zealand’s largest museum, caring for more than 4.5 million taonga. We are Auckland's home of commemoration, New Zealand’s oldest research institution, an education facility, and a major tourism destination. We employ approximately 280 people and have over 200 volunteers who kindly donate their time to us.

We offer a rich and fulfilling work life where we embrace diversity and nurture our bicultural capability as demonstrated in our Teu le Vā and He Korahi Māori strategies. We also offer a great range of benefits such as flexible work and leave, insurances, and an award-winning wellbeing programme.

Purpose & Context for the Role

Working in conjunction with the Head of Commercial, the Retail Manager is responsible for leading the profitable growth of the omnichannel Museum retail business through development and execution of the Museum retail strategy and business plans that are aligned with Tāmaki Paenga Hira Auckland War Memorial Museum’s brand strategies - “inspired by our collections, Tamaki Makaurau and Aotearoa.

This position will lead the team to develop and deliver an integrated day-to-day retail experience profitably through retail products and services that resonate with the Museum, inspired by the proud history, passion and spirit of our iconic brand.

The Retail Manager is also responsible for managing and inspiring the team, working closely with Museum staff to ensure that new product development opportunities are maximised and profitable, and playing a lead role creating fresh opportunities to develop the museum’s overall business performance, identifying and responding to new markets.

The Museum requires accelerated and sustainable self-generated revenue growth and in line with its Five-Year Strategic Plan and future business requirements. New business development strategies are required across the Museum and this role is tasked with the profitable growth of the retail business to contribute towards our strategic commercial objectives.

As the Museum’s retail lead, this role will have a strong understanding of all aspects of an omnichannel retail business, managing Hokohoko the Museum store, the Special Exhibitions store, and the Museum store online, as well as a strong understanding of interdependencies with other Museum departments such as Visitor Experience, Hospitality, Marketing and Brand and the broader Museum Directorates.

The Museum Retail Manager will be accountable for delivery in the following areas:

- Driving growth of the retail business through innovative strategic planning and marketing integration
- Developing and being accountable to annual and long-term retail business plans, budgets and targets
- Retail product planning/development, pricing, merchandising and inventory management through a “curated” collections-led philosophy for Hokohoko the Museum store, the Special Exhibitions store, and the online store.
- Delivering targeted results as shown in daily, weekly, monthly and annual metrics
- Running the business with agility and proactively based on leading indicators and taking swift corrective action when needed
- Researching and developing plans to grow the business through traditional and non-traditional retail opportunities
- Demonstrating strong leadership and active people management
- Enabling a premium and seamless customer experience across all Museum retail channels
- Actively collaborating and ensuring alignment across broader AM Enterprise, Finance and Property portfolio and AM directorates.

Occasional weekend work and non-standard hours will be required from time to time.

The Museum is a bicultural workplace and the person in this role will uphold the principles of He Korahi Māori and Teu Le Vā.

Accountabilities

Key Tasks:	Key Activities:
Revenue Growth	<ul style="list-style-type: none"> • Achieve revenue goals and performance metrics across all retail channels through implementation of revenue building strategies and initiatives, efficient management, and execution. • Coach and develop staff to exceed store/channel goals by modelling sales and customer service behaviour, sharing product knowledge, and providing training on ways to connect the Visitor’s museum experience to our unique curated products. • Drive sales by identifying and acting upon opportunities to include in-store and off-site events, add-on promos across all channels • Ensure merchandise displays are curated, effective and aesthetically pleasing and relevant to our customers' needs and wants • Set effective pricing structures to maximise the profit margin • Provide advice and support for customer complaints and ensure resolutions are reached • Provide customer service support on the shop floor and in response to online queries as required
Operations and Profitability	<ul style="list-style-type: none"> • Achieve profitability goals through control of operating costs, including staffing and cost of sales, as well as optimised stock management and buying practices. Review and put in place operational processes and procedures which are right sized and meet the needs of an effective omni-channel retail operation

	<ul style="list-style-type: none"> • Control cash management and stock shrinkage, and ensure effective stock structuring processes are in place • Develop and maintain an effective stock structure and merchandise mix - ensure all stock is "curated" in order to share the stories of our collections, Tamaki Makaurau and Aotearoa
<p>Strategy, Planning and Reporting</p>	<ul style="list-style-type: none"> • Working with the Head of Commercial to develop the Museum's omnichannel retail strategy to support profitable growth, including product & pricing strategies that reflect Museum's brand and positioning and key performance measures. • Working with the Digital Marketing team, formulate Digital Marketing Strategy for all retail sales channels, with an emphasis on increasing online retail spend to agreed targets • Develop annual operational business plans and budgets to support the retail strategy Implement, monitor, review, and report on key performance indicators • Responsible for project management, ROI calculations and data analysis • Ensure compliance with relevant Museum policies, including procurement, cash handling, and inventory management.
<p>Product Development</p>	<ul style="list-style-type: none"> • Accountable for sourcing and selection of all merchandise available for sale across all points of sale • Develop and maintain supplier relationships to ensure the manufacture and/or provision of all merchandise is consistent, of high quality, and meets range planning targets • Develop and deliver Museum branded merchandise strategy in conjunction with the Museum brand team to create a range of unique retail products that are relevant and appealing to a wide range of purchasers. • Establish and maintain collaborative relationships with other Museums and entities to understand market trends for retail products relating to BAU, Exhibition specific and touring Special Exhibitions <p>Ensure Special Exhibitions store and merchandise is sourced/produced and curated to maximise sales and to minimise level of un-sold stock</p>

People Management	<ul style="list-style-type: none"> • Set the pace for a results-focused team, leading them to set demanding targets and deliver high performance • Build a cohesive team by providing training, coaching, support and opportunities • Set individual and team objectives in line with the business plan • Conduct regular reviews of staff performance • Address and resolve any issues of non- performance • Create a positive, energized store environment in which to shop and work. • Provide effective and exemplary leadership, management and co-ordination to direct reports including recruitment, learning and development, performance development, talent management/succession planning and retention. • Coach and mentor team members as appropriate and identify and respond promptly to any performance issues and learning and development opportunities and needs. • Set the pace for a cohesive results-focused team, leading them to set stretch goals and delivering to those targets. • Set individual and team objectives in line with the business plan and conduct regular reviews of staff performance providing proactive and effective performance feedback.
Social Media and Promotion	<ul style="list-style-type: none"> • Working with the Head of Commercial and Marketing & Brand team to develop a social media and promotion plan (including promotional plans and activities, special events and other projects that can help to develop markets and market share) • Work alongside Marketing & Brand to deliver the annual marketing and PR plans for the retail offering • Work alongside digital colleagues to create a social media presence which results in increased online sales to agreed targets.
Digital Capability	<ul style="list-style-type: none"> • Uses best practice knowledge management processes for the creation, retention and distribution of digital content and assets, making them searchable, shareable, usable, and relevant across multiple digital channels

Important Relationships	
External:	<ul style="list-style-type: none"> • Suppliers and designers of merchandise • Individual independent artists • Colleagues in other GLAM-sector (Gallery, Library, Archives, Museum) organisations, and attractions catering to a similar audience-mix, for networking, sharing ideas and on-selling and purchasing merchandise
Internal:	<ul style="list-style-type: none"> • AM Enterprise portfolio and AM directorates • Marketing & Brand team for promotional support • Digital Marketing team for promotional and operational support of the online channel • Public programmes team for information on temporary exhibitions, educational and visitor programmes

- Broader Museum team for development of museum-related product
- Security staff for security advice/support of shop operations and merchandise
- Finance staff for debtors/creditors processing

Our Expectations of our People

Ensure a healthy and safe work environment

- Takes reasonable care of their own health and safety and ensures that their actions don't cause harm to themselves or others.
- Complies with any reasonable instructions, policies or procedures on how to work in a safe and healthy way.
- Understands and adheres to emergency and evacuation procedures.
- Speaks up about health and safety matters that could affect them or their workmates.
- Actively participates in hazard identification and reporting.
- Makes suggestions on how to improve health and safety at work.

Cultural awareness

- Proactive awareness and engagement with a wide range of cultures and associated protocol and traditions within Auckland, with particular reference to the Māori Dimension (He Kōrahi Māori) and Pacific Dimension (Teu le Vā).
- Understands and demonstrates the principles and application of the Treaty of Waitangi and the implications for the work of the Museum.
- Demonstrates a thorough understanding of the Museum's specific obligations in Auckland's cultural landscape and actively contributes to its evolution from a colonial institution to a future museum.

Digital capability

- Almost every role at the Museum depends upon technology to fulfil its purpose, we also use technology to create, store, protect, use, and share our digital assets. All Museum workers are responsible for the appropriate use of technology, compliance with all cybersecurity instructions, and the wellbeing of our digital assets.

Develop self for current and future employment

- Knowledge and skills are developed and maintained for competent performance of current position.

He Waka Eke Noa – Values & Behaviours

He Waka Eke Noa describes our unique identity and how He Korahi Māori and Teu Le Vā underpin how we think, act, and feel as employees of Auckland Museum. It is a leadership competency framework which sets out how we lead, behave and work with each other, our visitors, and communities.

- **Authentic** – Understanding our purpose, practicing our values, leading with our hearts
- **Customer Centred** – Creating memorable positive experiences for each other and our audiences
- **Respectful** – Honouring each other, valuing our differences
- **Connected** – Connected to each other, our work, and our communities

- **Growth Mindset** – We treat challenges as opportunities

Core Competencies Required – Leading Others

Self-awareness

- Creates a team culture of feedback and self-awareness. Is approachable, and actively listens to direct reports ensuring they feel heard.

Connected

- Role models collaboration, cooperation and a 'one museum' view.

Integrity

- Practices what they preach, rewards behaviour aligned with shared organisational values and principles and disapproves of behaviour that isn't.

Manaaki

- Role-models manaakitanga and teu le vā through the quality of service they deliver and by the care demonstrated to their colleagues, direct reports and manuhiri.

Resilience and Optimism

- Remains calm and doesn't become defensive, keeps things in perspective for their people. Keeps a positive mental attitude when the going gets tough.

Authentic

- Champions and enables team members to connect with the Museum's vision and goals delivering on our commitments to Te Tiriti Ō Waitangi, He Korahi Māori and Teu Le Vā.

Accountable

- Takes personal responsibility, will tackle challenging issues and take a tough stand when required.

Inclusive

- Respects that people are free to be themselves and express their identities.

Generosity

- Enables others to succeed by providing appropriate information, resources and autonomy. Actively seeks opportunities to encourage and develop their people.

Additional Competencies Required for this Role

Success in this role requires the following additional competencies:

Building effective teams (Collaboration)

- Avoids silos by collaborating with peers, setting unifying team goals, rewarding co-operation, and celebrating collective success.
 - Involves the right people in meetings and on projects.
 - Demonstrates a "one-Museum" approach by holding people to account for collaboration between teams and departments.
 - Ensures their people are working cooperatively as ambassadors of the Museum internally and externally.

- Puts the good of the Museum over individual or functional area gains.

Business Acumen (Accountable)

- Demonstrates an owner's mindset towards the Museum's resources.
- Follows the Museum's processes and procedures, ensuring they don't put themselves, their colleagues or the organisation at risk.

Customer Focus (Connected to our mahi)

- Connects with people by providing manaakitanga and excellent service.
- Understands the Museum's history, its vision for the future and how their work contributes to achieving it.
- Understands the Museum's obligations to tangata whenua and works in the spirit of partnership and goodwill envisaged by Te Tiriti o Waitangi.

Innovation Management (Curiosity)

- Fosters curiosity by giving their people time and resources to explore their interests.
- Encourages people to be curious and view tough situations creatively to generate innovative solutions.
- Helps their people adopt a learning mindset by rewarding them not only for performance but also for the learning needed to get there.
- Champions and enables constructive and respectful conflict in order to reach the best decisions for the Museum.

Strategic Agility (Authentic)

- Leads their people to demonstrate ownership, responsibility and accountability when things go wrong; discourages blame, excuses and denial.

Skills & Experience Required for this Role

Success in this role requires the following foundations.

- An experienced retail manager and business leader with retail management and merchandising skills, preferably in the GLAM sector or a high-volume visitor attraction environment
- Proven ability to lead, motivate and build sales and service through exceptional store management across all channels
- Demonstrated ability in sales marketing and promotions including in store and online
- An understanding of the retail environment, and the broader domestic and international tourist environment
- Experienced in use of social media to generate retail sales and translate that into an innovative strategy for the retail operation
- Ability to build and develop relationships within the museum and with key suppliers and customers
- Proven experience in stock purchasing, management, margin control and pricing
- Experienced stock merchandiser and a keen eye for design
- Proven experience in the analysis of sales figures and reporting and the developing of action plans to address
- Experience in the use of Microsoft Office applications, and Shopify online sales platform, and preferably in Advance Retail POS system

- Sound business acumen and commercial acuity
- Strong strategic planning capability (retail industry)
- Understanding of Omnichannel strategies
- Strong track record of communicating complex findings clearly and succinctly, both verbally and in written form and in the preparation of written proposals and operational reports

Personal Attributes Required for this Role

Success in this role requires the following attributes.

- Recognised as someone who lives kaitiaki and manaaki
- Builds and operates as a member of a team – builds strong mutual peer relationships for organisational success
- Fosters collaboration and an organisational approach
- Self-motivated with Continuous improvement mindset
- Analysis and data focus

He Oranga Tangata ka ao
Enriching lives. Inspiring discoveries