

Appointment Brief | March 2019



Head of Enterprise & Product Development

Ben Pountney

Director, Executive Search

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Welcome

Thank you so much for your interest in Effervescent.

We are a unique charity; a creative agency which develops campaigns and creative content for social-purpose brands, by collaborating creatively with children and young people who are most in need of nurturing, educational, exciting experiences.

Recent and current clients include Barnardos; Plymouth City Council; Coop Foundation; the Department for Digital, Culture, Media and Sport; Exeter University; and Hamoaze House. We've made campaigns about mental health; foster care; child sexual exploitation; living with addiction; and asylum – by working directly with children and young people who have lived through these experiences.



In the last six years we have delivered 5,200 hours of intensive creative work with 260 of the UK's most vulnerable children and young people, reaching approximately 10 million people worldwide, and live audiences of 75,000 people. We have intensively trained 36 undergraduates in socially engaged campaigning and delivered another 200 hours of university lectures. We have employed five of our young participants as full time employees. With one campaign alone we saved Plymouth City Council £800k last year.

With our support, children typically go on to feel happier; engage in safer behaviours; have a sense of purpose for their future; and do better in education or work than they otherwise would. We help brands reach target audiences they wouldn't normally reach; and engage supporters, customers, and ambassadors who are normally inaccessible to them.

To date, our main focus has been on perfecting our campaigning and creative work with children and young people. It's where our passion lies.

As a disruptive organisation with a very unusual model, we have recently received investment to grow; and we are now excited to welcome a team of senior leaders who will help us shape and grow the charity.

By 2024, we will support 18 socially motivated brands and organisations to reach new customers; engaging around 10 million people with life-changing campaigns around social issues each year. Together we will radically improve the wellbeing, happiness and future earning potential of 260 very vulnerable children and young people each year who, instead of dropping out of mainstream education and health services to survive traumatic childhoods alone and without a voice; will be nurtured through creative education and campaigning experiences to be the powerful, thriving social entrepreneurs and campaigners of the future.

You'll be a significant contributor to that success; becoming part of a passionate, skilful, playful team of people making the world a kinder and happier place.

I can't wait to meet you and get started.

Eloise Malone
chief executive + creative director

About Effervescent

What we do

We nurture and coach the UK's most vulnerable children and young people to create professional campaigns that trigger local, national, and international change towards sustainable societies and social good.

In partnership with socially motivated charities, public services, and commercial brands we give children and young people intensive learning experiences that not only help them recover from their difficult childhood circumstances; but create campaigns which are stunningly successful – on average, twice as powerful as campaigns developed by adult-led advertising agencies.



Our team

Established as a brand by sole trader Eloise Malone in 2004, Effervescent was registered as a limited company in 2012, and as a charity with Eloise as CEO in 2015. Currently, Effervescent has five trustees and seven full time members of staff, with twelve associate freelance creatives.

We are based in an abandoned bank in Plymouth UK which, with a budget of just £5k and 1,000 hours of community volunteering in 2014, we converted into a 6,500 sq ft studio, office, our own RumpusCosy café, and the UK's only showroom/art gallery curated by children and young people.

Successes

- In the last six years we have delivered 5,200 hours of intensive creative work with 260 of the UK's most vulnerable children and young people, reaching approximately 10 million people worldwide, and live audiences of 75,000 people.
- We have intensively trained 36 undergraduates in socially engaged campaigning and delivered another 200 hours of university lectures.
- We have employed five of our young participants as full time employees. With one campaign alone we saved Plymouth City Council £800k this year.
- In 2015 we were Plymouth UK Company of the Year and in both 2015 and 2016 we were finalists in the UK National Lottery Awards for outstanding Art.
- In 2017 Effervescent's foster parent recruitment campaign I.AM.NOT.A.ROBOT won the National Campaign for the Arts Prize for innovative local authority partnership working.
- In 2018 we have been case-studied as a ground-breaking UK creative agency by the Department for Digital, Culture, Media and Sport; Arts Council England; and Calouste

Gulbenkian Foundation; and our CEO gave a TED talk on collaborative campaigning with children and young people.

- Recent customers include Plymouth University, Exeter University, YMCA, Barnardos, Plymouth City Council and Cornwall NHS.

Funding

We are currently predominately project-funded by organisations such as Arts Council England, Big Lottery, Children in Need, and Esmée Fairbairn Foundation. We are Plymouth Royal Mail's nominated charity of the year 2018.

We are now embarking on the next phase of the charity's expansion by building on our solid foundations, enabling us to scale the business and take full commercial advantage of the assets we have built and continue to create.

Our Mission

We nurture and coach the most vulnerable children and young people to create professional campaigns which trigger local, national, and international change towards sustainable societies and social good.

Our business model with three distinct business units enables us to produce bespoke campaigns; spread the word through learning and teaching; and monetise our IP - providing income to scale our reach and our offer nationally and internationally.

Our Vision

The world becomes a kinder, happier, healthier place through creativity, innovation, and sustainable business practices.

Our Values

In everything we do, we hold these key values at our core:

- **Innovation** - We design transformation, we make extraordinary, beautiful campaigns that create real change.
- **Fearlessness** - We are brave, we engage with subject matter and ideas that challenge us, our clients, and the public.
- **Audacity** - We embrace the impossible, we research what is needed, and build whatever is necessary to make that happen.
- **Fun** - We are mischievous. Warmth, happiness, playful experimentation and hopefulness underpin everything we do.
- **Care** - We nurture. We provide clients, children and young people, campaigns, communities and our staff with exceptional resources, support and energy.
- **Collaboration** - We play nicely. We are welcoming, supportive and honest; we actively share resources, ideas and knowledge.
- **Integrity** - We prize truthfulness. We work honestly and with clarity, with clients we can genuinely benefit; our campaigns are authentic and impact-focused.
- **Resonance** - We build lasting impact. We design products, services, and experiences that ensure enduring positive change for children, brands, and communities.
- **Value** - We price our work fairly. We create robust campaigns that set a challenge to other design agencies. We generate real world return on investment, measured in pounds and pence.

Looking to the future



We are ready to take our work to a broader market in a structured way so we become increasingly sustainable and resilient; create innovative campaigns that are effective and valuable, continue to develop new talented practitioners; help more socially motivated brands and organisations to perform better; influence and train other organisations to use our techniques so they can do more social good; and create life-changing experiences for more children, not just in our home city but across the UK and, increasingly, internationally.

Prototypes have demonstrated that the campaigns we create with children and young people can be monetised. A new Enterprise Unit will make us more robust, able to generate additional surplus funds and broaden children's positive influence in the world.

There is a need for formal and informal training to meet future demand for this emerging sector both in the UK and worldwide. Our expanded Learning Unit will support us with sustainable income and build on our existing teaching relationships with UK based universities.

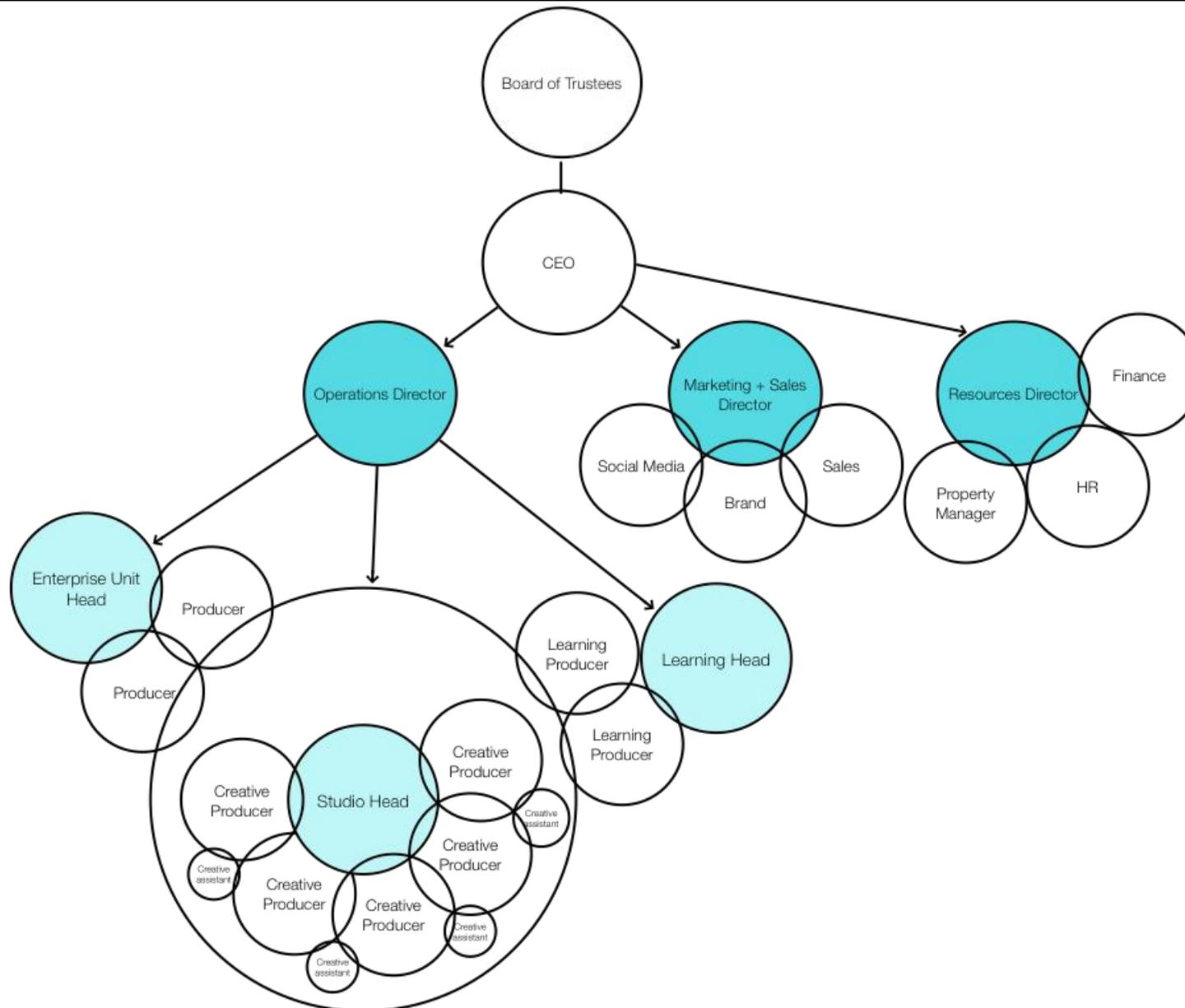
Our aims include:

- To generate profit through our business units that will enable us to meet our charitable objectives and Mission.
- To generate additional funds through grants and other fundraising initiatives to support specific projects and / or areas of operation.
- Always to be professional and credible in our business functions, continually striving for new opportunities in our field to generate additional sales, increase income and profitability, plus improve the quality and value of our products and services for our clients and beneficiaries.

When we have done this, we will be a charity:

- Supporting 18 socially motivated organisations each year to achieve more social good.
- Training more than a thousand people a year in socially motivated campaigning techniques.
- Nurturing 260 vulnerable children and young people each year to acquire the skills, self-belief, creativity, and connections to become the social campaigners, entrepreneurs, and educators of the future.

Proposed Organisation Chart



Job Description

Job Title: Head of Enterprise & Product Development

Responsible to: Chief Executive

We nurture and coach the UK's most vulnerable children and young people to create professional campaigns that trigger local, national, and international change towards sustainable societies and social good.

In partnership with socially motivated charities, public services, and commercial brands we give children and young people intensive learning experiences that not only help them recover from their difficult childhood circumstances; but create campaigns which are stunningly successful.



Job Purpose

The Head of Enterprise and Product Development takes creative content developed by the Studio, and looks for a wider audience for that work. Whether that's taking a stunt about Child Sexual Exploitation and looking for a market for it, or an interactive continuing professional development day for the children's workforce; the Enterprise Unit find ways to take the work created by children where Effervescent holds the IPR, and packages it to generate revenue and take children's important messages to the wider world.

We are looking for an experienced Head of Enterprise Unit to lead on -

- Driving the business to increase profits through sales of products and services
- Managing and coordinating enterprise product development, delivery, and production staff
- Working with the Head of Ops and the CEO to develop high value sponsors for monetised products
- Ensuring budgets are carefully managed and fundraising or contractual targets are met
- Working with HoMS and Enterprise Unit Producers to ensure communication, marketing and commercial engagement strategies for the Enterprise Unit are designed and implemented
- Overseeing sales and marketing for enterprise products
- Overseeing impact recording tasks and impact reporting
- Developing and writing pitches and funding applications to support franchising production including grants for creative touring schemes etc.
- Working closely with the Studio Director to help shape studio outputs into franchise friendly products and target investors or clients whilst the studio version is live

Duties and Responsibilities

The Enterprise Unit develop marketing campaigns specific to the product and the prospective client will be developed to co-ordinate both marketing initiatives and the sales process. This Unit is focused on selling products from our range.

Duties will include -

- Research into prospects and the people within the organisations
- Developing PR campaigns to raise awareness including digital awareness campaigns
- Presenting to prospective clients
- Continued negotiations and project refining to suit client needs
- Developing new and existing products that support the Enterprise Unit strategies for increasing supporter impact and income through the retention and recruitment of key supporting audiences
- Leading on developing supporter products to meet the need of each audience
- Contributing to the preparation, implementation and monitoring of budgets
- In partnership with other teams, develop income generation and engagement products to achieve agreed targets and KPIs. Including:
 - Producing operational plans
 - Developing marketing and communication plans
 - Project managing products
 - Managing budgets and reporting on and reforecasting income
 - Evaluating all complete products
- Working with wider organisations who manage relationships with key groups and supporters
- Ensuring that regular cycles of monitoring and evaluation take place
- In partnership with key stakeholders, develop and maintain effective systems for the management of all data to enable:
 - An excellent supporter experience
 - Effective and timely monitoring of progress
 - Effective evaluation of products
- Maintaining an understanding of leading-edge practice, market trends, competitor activity and regulatory requirements
- Working as part of a team, constantly striving for improvements and innovation, keeping abreast of relevant developments inside and outside the third sector and share those opportunities with the team
- Leading on assigned projects and undertake ad hoc activities as directed by Director of Operations
- Acting as an ambassador for the Enterprise Unit as appropriate across the organisation and externally
- Ensuring that opportunities for children and young people to have a voice and influence our work are prioritised



Person Specification

Essential - Experience

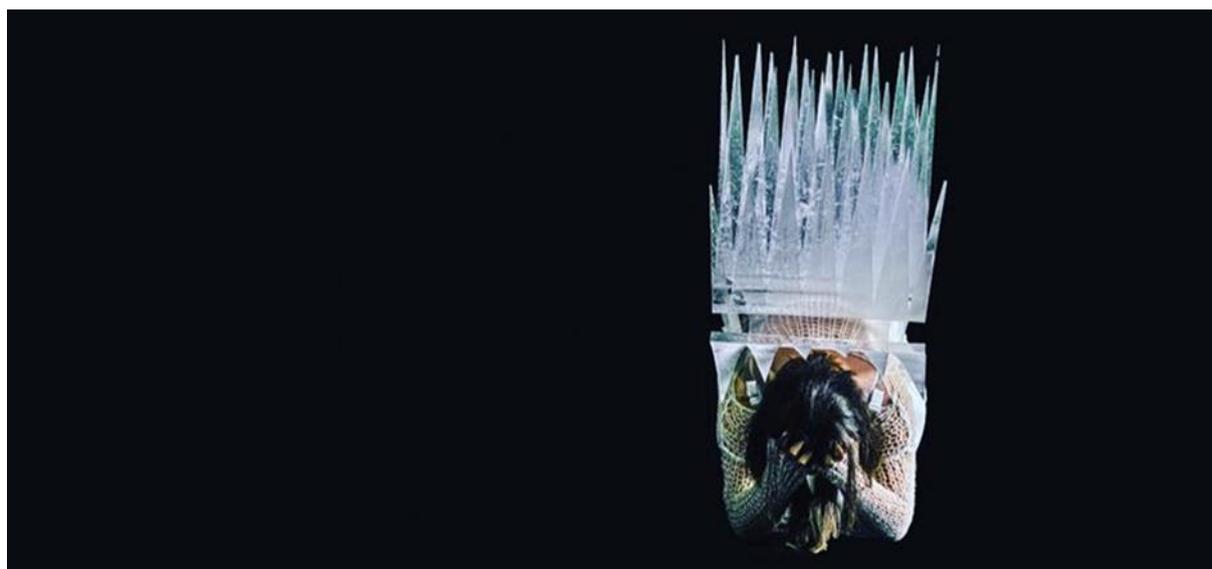
- Experience of project management and of managing multiple projects, including research, audience and product development, marketing and communications
- Experience of increasing net income through using direct mail, telemarketing and digital marketing techniques
- Experience of communicating directly with customers, supporters or volunteers
- Experience in working effectively with a wide variety of stakeholders both internally and externally, at all levels
- Proven experience of working with databases in a marketing, sales or charity context
- Experience of working collaboratively in a busy team environment

Essential - Skills

- Excellent time management, planning and project management skills
- Excellent written & verbal communication, with the ability to lead and influence
- Ability to develop excellent working relationships with staff, supporters, volunteers and other key stakeholders
- Excellent analytical skills and the ability to understand and interpret data and insights efficiently and adjust activity to account for insights
- The ability to write inspiring and compelling copy and influence verbally to encourage support
- At least intermediate level understanding of Microsoft Office packages, including Word, Excel, PowerPoint and Outlook
- Budget management and financial skills

Values

- Passion for working with disadvantaged young people
- Sees social enterprise as a force for good
- Honesty



Terms of Appointment

Job title:	Head of Enterprise & Product Development
Responsible to:	Director of Operations
Contract type:	Permanent
Location:	Plymouth
Salary:	£35,000 - £40,000
Working Hours:	35 hours
Annual Leave:	35 days including bank holidays (office also shuts down over Christmas)
Benefits:	Pension

Application Process

If you would like to apply for this position, please send the following:

- An up to date CV outlining your employment history, academic and professional qualifications, and contact details.
- A Supporting Statement (no more than 2 x A4 pages)
 - Demonstrating how you met the criteria outlined in the Person Specification
 - Outlining why you are interested in working for Effervescent
- A completed Harris Hill contact information form.

Please submit your completed application to ben.pountney@harrishill.co.uk to arrive ASAP. The deadline for application is **22nd April 2019**.

Next Steps:

Activity	Date
Closing date for applications	Monday 22 nd April at 09.00
Effervescent to agree on shortlist	W/C 6 th May
Effervescent holds first stage interviews	W/C 13 th May
Effervescent second stage interviews	TBC

Please state in your application if you have any commitments during the interview period that may coincide with these dates. If you require any further information, please call Ben Pountney at Harris Hill Executive Search on 07444 475 489.