Position Specification

Ordnance Survey

Managing Director, Commercial Business

December 2019

Private and Confidential
Our Client
Ordinance Survey (OS) is the National Mapping Authority of Great Britain. It creates, maintains, distributes and serves definitive and authoritative geospatial and cartographic data, products and services. Its digital products and services are relied on by government, businesses and individuals, and support innovation across a variety of markets and new technologies. Location data has the power to create new and exciting opportunities as we move towards a connected digital society. OS uses its valuable data and expertise, built on over 225 years of experience, to contribute to the future success of Great Britain and other nations.

OS is a public corporation of the Department for Business, Energy & Industrial Strategy. In June 2019, Steve Blair was appointed as chief executive and is implementing an ambitious strategy to accelerate revenue growth, drive further digital transformation and expand OS’ international commercial activities. It operates through three market facing units supported by expert delivery and corporate functions.

These business units are:

**OS Ventures** – The commercial arm serving businesses throughout Britain and offering professional and managed services internationally. OS products are served to customers across energy, utility, property, and retail sectors and they rely on OS data to enable efficiencies in the services they provide their customers. It keeps transport flowing, ensures online shopping is delivered to the door, and underpins every property sale in Great Britain. Last year, over 25,000 business customers accessed its products.

**OSGB** – OS provides the UK Government with geographic information that is used to provide essential public services. Under the Public Sector Mapping Agreement and One Scotland Mapping Agreement, every arm of government can access OS’ geospatial data. This data is used by more than 5,000 organisations to deliver value and services to citizens across the country in areas such as housing, the natural environment, connected transport and national security. There are approximately 400 relationships with commercial partners and the business fulfils on average 140,000 custom data orders a year.

**OS Leisure** – A £10m business supporting citizens through paper maps and digital products. While OS produced 1.7m paper maps in 2017-18, it has increasingly prioritised the development of innovative digital products. The mobile application, OS Maps, saw a 94% increase in downloads in 2018 and its augmented reality features enables people to visualise the landscape before they explore it. In March 2019 it was awarded ‘Digital Product of the Year’ by the Outdoor Industries Association.

In 2018-19 OS generated record revenues of £157m with an EBITDA of over £49m. OS’ growth strategy focuses on ensuring that Great Britain remains a global showcase for geographical information, while developing the next generation of dynamic geospatial data and services. It is a mature organisation undergoing a significant transformation – operationally, commercially and culturally – as it pursues its objectives of growing revenues more widely and building a world leading digital economy of the future.

Further information on the company, including biographies of the current management team, can be found at [https://www.ordnancesurvey.co.uk/about/index.html](https://www.ordnancesurvey.co.uk/about/index.html)
The Role
OS is looking to appoint a Managing Director (MD) Commercial Business to support the business’ ambitious growth strategy. She/he will be responsible for delivering sustainable and profitable growth of the OS Ventures business in Great Britain and internationally, strengthening its market position, developing commercial relationships, enhancing the OS brand and driving significant revenue growth.

The MD Commercial Business will report directly to the Chief Executive and will be a key member of the executive team. He/she will create and implement a commercial business plan focused on two principal areas: growing B2B revenues from enterprise clients in Great Britain and developing an international business targeting government and enterprise customers.

Success for the MD Commercial Business will come through the execution of the evolving OS strategy, i.e. identifying and attracting new business and international customers, supporting the delivery of new products tailored to diverse global markets and closely aligned to customers’ requirements, and driving the cross-selling of OS’ products and services.

Key accountabilities include:
- Initiate and lead the development and growth of a revenue generating B2B business exploiting geospatial data and services across Great Britain and internationally. OS provides data to a range of UK enterprise customers, but there is a real opportunity to further develop new products and value-additive services.
- Implement a five-year strategy for the international managed services offer that draws on OS’ technical capabilities to serve international governments and enterprise customers; set and implement an actionable plan to achieve growth targets.
- Develop and refine the end-to-end systems and processes to enable the effective execution of new business development, including establishing a compelling customer value proposition and innovative go-to-market strategy.
- Build a strong culture of commerciality, underpinned by a clear sense of entrepreneurialism. Create and embed a high performance-oriented dynamic of personal accountability, collaboration and shared success.
- Create and establish a global brand presence leveraging and enhancing the reputation of OS as the next generation national geospatial agency of Great Britain.
- Transform OS to be truly customer-led and focused.
- Develop and grow a network of strategic go-to-market partnerships that enable profitable growth.
- Establish and embed a data driven, market and customer insight led culture within a matrix environment.

The role is based at OS’ headquarters in Southampton, but the MD Commercial Business will devote a high proportion of her/his time to building and maintaining strong relationships with new and key clients and other important actors in key markets around the world.
Candidate Profile
The MD Commercial Business will be a proven, dynamic business leader who can drive the rapid expansion of the business in Great Britain and internationally. She/he should bring prior experience of designing and implementing a growth strategy in a relevant technology, industrial or B2B service-led business. Candidates must be motivated and energetic self-starters, with a focus on sales growth, business development, delivering commercial results and building a high-performance commercial team.

In terms of the performance and personal competencies required for the position, we would highlight the following:

Setting Strategy
- Inspirational and credible leader with a proven background in creating and implementing long term, international growth strategies and translating these into actionable plans and roadmaps to deliver the growth of profitable businesses.
- An entrepreneurial and creative approach to developing new, innovative ideas that will stretch the organisation and push the boundaries within the industry.
- Experience in initiating and building strategic partnerships with customers, governments, regulators and potential investors for mutual benefit and to realise long term business outcomes.
- The inclination to seek and analyse data from a variety of sources to support decisions and to align others with the organisation’s overall strategy.
- The ability to effectively balance the need for broad change with an understanding of the organisation’s heritage, public mission and current capabilities to create realistic goals and implementation plans that are achievable and successful.

Executing for Results
- Experience of working within a global business and creating a substantial market presence that translates into ROI.
- The ability to set clear and challenging goals while committing the organisation to improved performance; tenacious and accountable in driving results.
- Comfortable with ambiguity and uncertainty; the ability to adapt nimbly and lead others through complex situations.
- A risk-taker who seeks data and input from others to foresee possible risks or unintended circumstances from decisions; someone who takes smart risks.
- A leader who is viewed by others as having a high degree of integrity and forethought in her/his approach to making decisions; the ability to act in a transparent and consistent manner while always taking into account what is best for the organisation and its stakeholders.
Leading Teams

- Proven ability to motivate and lead a lean technical and professional team, based domestically and internationally, to achieve business objectives and establish an engaging, agile and successful environment.

- The ability to attract and recruit top talent, motivate the team, delegate effectively, celebrate diversity within the team, and manage performance; widely viewed as a strong developer of others.

- The ability to persevere in the face of challenges and exhibit a steadfast resolve and relentless commitment to higher standards, which commands respect from followers.

- A leader who is self-reflective and aware of her/his own limitations; leads by example and drives the organisation's performance with an attitude of continuous improvement by being open to feedback and self-improvement.

Relationships and Influence

- Engaging and dynamic communicator, comfortable evangelising at industry events and leading negotiations with key customers and potential strategic partners around the world.

- Naturally connects and builds strong relationships with others, demonstrating strong emotional intelligence and an ability to communicate clearly and persuasively.

- An ability to inspire trust and followership in others through compelling influence, powerful charisma, passion in her/his beliefs, and active drive.

- Encourages others to share the spotlight and visibly celebrates and supports the success of the team.

Applications

OS has retained Russell Reynolds Associates to advise on this appointment.

To apply for this post, please email applications to responses@russellreynolds.com by no later than 23:59 on Thursday 9 January 2020. All applications must include:

1. The role title and reference 1909-084L in the email subject line.

2. A CV setting out your career history, with key responsibilities and achievements. Please ensure you have provided reasons for any gaps within the last two years.

3. A completed Diversity Monitoring Form. Please note that the panel may not consider your application if this form is not returned. If you do not wish to provide a declaration on any of the characteristics, you will have the option to select ‘prefer not to say’.