



Position Specification

Ordnance Survey

Director, Propositions & Innovation

July 2020

Private and Confidential

Our Client

Ordnance Survey (OS) is the National Mapping Service of Great Britain. It creates, maintains, distributes and serves definitive and authoritative location 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 229 years of experience, to contribute to the future success of Great Britain and other nations. OS helps governments make smarter decisions that ensure citizens' safety and security. It shows businesses how to gain a location data edge and helps everyone experience the benefits of the world outside.

The future of OS is exciting as the company has embarked on achieving high levels of commercial growth alongside its agreement with Government and the Consumer business. This will see OS operate globally, continue innovating and leading the way in the geospatial industry.

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 business units supported by expert delivery and corporate functions.

These business units are:

OS National Mapping Services – OS provides the UK Government with location data that is used to provide essential public services. Under the Public Sector Geospatial Agreement (PSGA), every arm of government in England, Wales and Scotland can access OS' location data. This data is used by more than 5,000 public sector organisations for critical infrastructure and services to citizens across the country in areas such as housing, the natural environment, transport and national security.

OS Geospatial Solutions – The commercial arm serving businesses throughout Britain and developing its offering internationally. In Great Britain, 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.

OS Consumer – 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.

OS is a Government owned company and the Department for Business, Energy & Industrial Strategy (BEIS) is its shareholder. 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.

It aims to be recognised as a world leader in geospatial services, creating location insight that achieves positive impact and makes the world a better place. Further information on the company, including biographies of the current management team, can be found at <https://www.ordnancesurvey.co.uk>

OS Purpose & Values

OS has a clear vision and a distinctive purpose – to show the world how to get to a better place.

Its people are passionate about the four core values that underpin everything they do:

- **Think Customer:** actively listen to understand customers' needs and put them at the heart of everything OS does, creating real value and tangible outcomes
- **Thrive Together:** work as one team to deliver for customers, learning from each other, embracing different thinking and fostering true team spirit
- **Stay Ahead:** set the standard as a global leader by delivering certainty for customers today, anticipating their future needs and innovating to lead the way tomorrow
- **Seize The Moment:** be focused, disciplined and committed to turn ambition into action, delivering with pace and energy, inspiring others with passion and enthusiasm

Hear from some employees about their experiences of working at OS [in this video](#).

The Role

OS is looking to appoint a Director of Propositions and Innovation (P&I) to develop and deliver a market-led and prioritised proposition, product and services strategy. She/he will lead the proposition creation, product development and innovations disciplines across the business. Innovation has always been at the centre of what OS does. This role will support the delivery of its commercial aims and its public task – creating, maintaining and disseminating consistent, definitive and authoritative geospatial and cartographic data in the national interest.

The Director, P&I will report directly to the Chief Executive and will be a key member of the executive team. She/he will create the necessary structures and innovation processes to develop strong customer relationships, understand their requirements and develop world-class products and services that address those market opportunities. She/he will drive commercial value for the organisation by ensuring the timely development of new products and services. She/he will provide professional rigour and oversight to teams in all business units and lead and manage the innovation capability and portfolio on behalf of OS and the Geovation Hub.

Success for the Director, P&I will come through the effective design and implementation of a proposition, product and innovation roadmap that delivers customers outcomes, targets sustainable growth for OS and improves return on investment (ROI). As a functional leader, the Director, P&I will consistently challenge the status quo, drive new ways of working and dynamically upgrade the business' technology and people capabilities. They will evaluate and embrace available, emerging and future technologies to accelerate the development of the P&I function.

Key accountabilities include:

- Drive revenue growth by further deepening the organisation's understanding of market opportunities and customer requirements across OS' diverse and international client base, translating those unmet needs into product and service development priorities.
- Lead and direct OS' product and service development strategy in the delivery of a coherent, unified and prioritised roadmap that provides customer benefit, develops business capability and delivers sustainable growth.
- Work closely with the business lines to introduce new products and processes, as well as improve and troubleshoot existing products and processes within the propositions and innovations domain.

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- Develop the business' innovation and testbed functions, implementing a robust and repeatable approach to innovation and proposition lifecycles and lead consistent and effective implementation through embedded proposition and product management capability within business units.
 - Successfully lead the Geovation Hub (London) in delivering insight and increasing value to OS both through ROI and strategic communications.
 - Collaborate across relevant functional units to bring together capabilities and teams in the delivery of an effective prototyping service for OS that takes concepts and ideas through incubation, and validation into products and services that can be scaled into the production environment.
 - Successfully execute and oversee the businesses innovation pipeline process ensuring strong links to a sustainable business strategy.
 - Support the ongoing transformation of OS to be truly customer-led and create strategies that will motivate the organisation to deliver against agreed objectives, putting its customers at the heart of what OS does.
 - Develop and protect the core geospatial capability for OS by delivering strategies that enable its people to thrive and technology to be exploited.
 - Create and embed a high performance-oriented dynamic of personal accountability, commerciality, collaboration and shared success.
 - Establish and embed a data driven, market and customer insight led culture within a matrix environment.
 - Utilise own network and in-depth industry knowledge to track and understand emerging trends in products and functionality.
 - Skilfully develop effective and cohesive teams and leaders.

The role is based at OS' headquarters in Southampton, but the Director, P&I will devote a high proportion of her/his time to building and maintaining strong relationships with government, commercial and international customers, partners, key stakeholders and other important actors in relevant markets.

Candidate Profile

The Director, P&I will be a proven, dynamic business leader with experience of leading the proposition, product development and/or innovation capabilities of an established B2B technology-led business. They should bring experience of serving a diverse client base with multiple a complex range of products services and services with multiple applications. International experience would be an advantage. Candidates must be motivated and energetic self-starters with a focus on customer service, innovation, 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:

Background & Experience:

- Proven success in a proposition development or product management leadership role in agile, technically complex, product-led organisations, preferably in a B2B model with strong focus on user experience.

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- Experience of developing an organisation's innovation capabilities to focus on supporting customer outcomes and creating client and business value.
 - Proven ability to translate commercial goals into a customer-focused product strategy and roadmap.
 - Track-record of fast-pace execution, driving high-growth and disrupting markets by delivering industry leading products and services.
 - Experience of increasing technology readiness levels within an established international business.

Setting Strategy

- Inspirational and credible leader with a proven background in creating and implementing long growth strategies for businesses delivering complex contracts. and translating these strategies 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

- Successful track record of designing and delivering product development roadmaps and innovation strategies for a broad portfolio of technology products and services in a business of relevant scale and complexity to OS today.
- 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 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 considering what is best for the organisation and its stakeholders.

Leading Teams

- Proven ability to motivate and lead a lean technical and professional team to achieve business objectives, delight customers 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.
- Enables the mobility of talent and innovation across business units and works collaboratively as

a member of senior management to embed clarity of commercial intent across a business.

- 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 building strategic partnerships with customers, governments, regulators and partner bodies for mutual benefit and to realise long term business outcomes.
- Naturally connects and builds strong relationships with others, demonstrating strong emotional intelligence and a commitment to the business' values.
- 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.