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| **ROLE TITLE:**  | **Director of Consumer Retention**  | **DATE:**  | **Feb 2025** |
| **ROLE CODE:**  | **Head of (Hof)**  | **BUSINESS UNIT:**  | **Consumer Roadside**  |

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| **Organisational Context**Nearing its 130 year anniversary, the RAC is one of the UK’s most successful, recognised, and trusted brands – today providing complete peace of mind for the driving needs of c14 million members in the UK.With 4,000 colleagues based in landmark sites in Birmingham, Bristol, and Manchester as well as the iconic ‘Orange’ roadside patrols, 78% of UK consumers state they would trust the RAC to meet all of their motoring needs. The RAC group strategy is to continue to grow the membership base by providing excellent service, rewarding loyalty and expanding our proposition to move from #1 for breakdown to #1 for driving services; a solution for all of the driving needs of our members. The ‘Complete Peace of Mind’ will be increasingly digitally fulfilled, driving an even better and broader member experience while delivering new levels of efficiency, as well as improving engagement and loyalty to reduce churn further. The RAC is PE owned with 3 strong partners in CVC, GIC and latterly, since 2022, Silver Lake Partners; a leading global technology investment firm, focused on investing in technology-enabled businesses with high growth potential and a strong role for digital technology in its business model. Organisationally, the RAC is structured into market facing divisions of Consumer Roadside, Business Roadside, SMR (Service, Maintenance &Repair) and Motor Insurance; all supported by group functions. Of the Market facing divisions, the most significant is Consumer Roadside, delivering subscription and branded services to our individual and small business membership bases, nearing some 3million direct to consumer members. **Role Overview**We have an opportunity for an exceptional candidate to join into the vacant role of Director of Consumer Retention, in the RAC Consumer Roadside division. The core purpose of this role is to provide commercial leadership for the retention of the RAC consumer membership base, across multiple products and retention channels/ member interactions. The role holder will balance volume and value targets, optimising retention rates while delivering ARPU and LTV targets within a regulated ‘Consumer Duty’ framework. They will set the overarching retention strategy then deliver the product, proposition and trading plans required to underpin this.Operating in an agile, squad based organisational model, the role holder will lead a cross functional team of c30 individuals (direct and indirect reports) to set and deliver the retention plans, including representatives from finance, pricing, call centre and digital teams. |

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|  **Role Purpose**: Direct Retention Squad (team of commercial professionals) to define and deliver the strategic retention plan for the Consumer Roadside base of approaching 3m members. **Role Dimension:** **Financial:** * Value: Ongoing P&L management and ‘trading’ of all UK & European product retention performance, working closely with the Pricing Director to set our pricing strategy to optimise ARPU and LTV and operational colleagues to maximise revenue released.
* Volumetric: Deliver ambitious retention (churn) % targets to maximise LTV, driving member loyalty
* Cross Sell and Upsell: Supporting value and volume with in life cross sell & up sell as well as engagement programmes to drive loyalty and revenue.

   **Non-financial:** * Deliver and Champion the member, delivering compelling value add retention initiatives/propositions/loyalty schemes to drive engagement, satisfaction and retention rates.
* Ensure strong Regulatory compliance in line with SM&CR commitments, across an evolving regulatory landscape, anticipating and driving plans against Consumer Duty Obligations.
* Own overall existing customer management and contact strategy throughout the membership lifecycle working with stakeholders across the entire member lifecycle (eg roadside patrols leadership team, complaints team) to maximise retention outcomes..
* Manage squad of high performing professionals.

 **Reports to:** CEO, Consumer Roadside  **Relationships** * Manage relationships with key stakeholders including: Insight, Pricing, Member Value, Finance, Acquisition, Brand & Marcomms, Business Services, IT & Change Management, Legal & Compliance. Complaints, Roadside Operations
* Relationships with all channels, as product owner including; Contact Centres (Bristol, Bescot & Stretford), Service Delivery (including Patrols), Digital, Affinity & Corporate Partnerships.

 **SM&CR:** * Undertake control & Influence over a regulated area.
* Management and accountability of Duty of Responsibility under Section 66A Financial Services Markets Act 2000.
* Accountability to ensure where breaches occur this is managed in line with regulations. Demonstrate where “reasonable steps” to support or prevent breach occurrences.
* Adherence to conduct rules, accountable in line with FCA & PRA

  **Committees/Forum Membership:** * Weekly/monthly trading performance meetings
* Breakdown Customer Committee
* Sales Operations and Digital performance meetings
* Weekly Programme Delivery Board
* Any other ad-hoc or relevant project related meetings
* Ad-hoc Executive / Board meetings, as invited

  |  **Outcomes - the role needs to deliver:** Commercial management: * Ongoing delivery of Retention Volume and Value targets
* Annual budget and quarterly re-forecasts covering: persistency, ARPU, revenue, EBITDA & LTV
* Contribution to the overall RAC 1 and 5 year business plans
* Manage & optimise a combined marketing budget of >£5m

 Customer management * IM retention, loyalty and engagement strategy
* Customer lifecycle annual marketing plan and integrated CRM programme managing Breakdown customers.
* Work with pricing lead to balance and optimise both ARPU and retention within regulatory framework
* Driving data capture, marketing opt-in and the move to digital fulfilment.

 Product and proposition management * P&L management for all relevant products
* Strategic go to market development of consumer needs led propositions to increase value and loyalty.
* Ownership and management of the RAC membership proposition including loyalty recognition & member benefits
* Ensure all products, propositions and promotions are clear, fair and not misleading, are designed to meet the needs of consumers and are targeted and marketed accordingly.
* Ensure that products perform as the RAC has led consumers to believe and that the service provided is of a high standard.
* Any subsequent customer complaint or feedback should be used to continually refine and improve RAC's product and promotion portfolio
* Act as a figurehead within the business, whilst ensuring colleagues have the processes and environment they need to achieve and/or exceed business targets.
* Provide teams with guidance and support to achieve industry and service compliance, meet RAC standards and lead in customer service.
* Lead a high-performing highly-engaged team and help drive leadership of wider RAC group as key part of SLT.
* Manage expense control across all projects and initiatives within agreed budget levels and ensure projects are within agreed time, cost and quality parameters.

  |  **Skills/Knowledge/Experience:** * Deep experience of consumer marketing gained within high-profile services brands
* Deep experience of retention, CRM, and database marketing strategies
* Deep experience of product management, proposition development and sales promotion management
* Proven ability to drive and transform commercial KPIs with high degree of commercial acumen
* Ability to lead in a fast paced, intensive environment, ideally with experience of working in a Private Equity backed entity or similar.
* Knowledge of financial services sector and/or consumer services sector
* Experience of driving customer insight from a range of sources (traditional research, frontline touch-points, data analysis etc.)
* Experience of working in a regulated environment.
* Knowledge and or passion for motoring services industry
* Experience of presenting to and operating at Executive and Board level

 **Qualifications/FSA:** * Preferred: degree plus marketing qualifications (eg. CIM or IDM)

 **Location/Travel:** * Able to travel and work across RAC’s different locations, particularly Bristol, and Stretford.
* Flexible Working- a minimum of 2 days a week from the Bristol Office.

  |  **Capabilities/Strengths:** Core competencies:* Leadership – Level 5
* Achievement Drive – Level 5
* Judgement and Decision Making – Level 5
* Team Working – Level 5
* Commercial Awareness – Level 5
* Customer Focus – Level 5
* Interpersonal and Influencing – Level 5
* Leading Change – Level 5
* Continuous Improvement – Level 5
* Building Relationships – Level 5

  **Values**A role model who demonstrates the highest standards of ethical and professional behaviour consistent with RAC HERO values:**Handle it Together**Cares about impact on others, shares ideas and positively challenges others**Exceptional Service**Has best interests of colleagues and customers at heart, goes the extra mile to enhance customer experience, understands business strategy**Raise the Bar**Driven and ambitious, challenges self and others, continually learning**Own It**Leads by example, trusted to achieve right outcome, passionate |