

## Executive Director of Operations

**Reports To:** Chief Executive Officer

**Status:** Exempt

### Job Summary

Be responsible and accountable for planning, development, and implementation of all of the Organization's Production and Customer Service functions. Define and recommend the strategic direction needed to achieve long-term operating and profit goals as well as directing the administration of policies to provide best in class processes across the Organization. Formulate short and long-term operating objectives in areas such as marketing, sales, customer relations, manufacturing/processing efficiency, quality improvement, cost reduction, and new product development. Develop and implement plans to achieve appropriate production volumes and profit projections while ensuring that product quality and standards are met within budgetary limits. Lead and direct the efforts of the operations staff and coordinate at the strategic and tactical levels with the other functions of the Organization.

### Primary Relationships

The position reports to the Chief Executive Officer and serves as a member of the senior management team. This position participates with the Executive Advisory Committee, Chief Executive Officer, Executive Director, and other senior management staff in charting the direction of the Organization, assuring its accountability to all constituencies, and ensuring its effective and efficient operation.

- Within the Organization, the position has primary working relationships with the Chief Executive Officer, Executive Director, and other senior management team members.
- Outside the Organization, the position coordinates primarily with vendors responsible for producing the Organization's products, Merchant/Advertisers and Affiliates in a sales and consulting capacity and in maintaining good customer relations.

### Principle Accountabilities

#### Program Administration

1. Provide leadership in developing program, organizational, and financial plans with the Executive Advisory Committee, Chief Executive Officer, and senior management team members.
2. Establish a sound organizational structure and capacity. Ensure that an effective management team, with appropriate provision for succession, is in place.
3. Establish organizational and managerial areas of responsibility and clear lines of communication and authority at all levels of the Organization.
4. Plan, formulate, and implement basic administrative and management policies, processes, and procedures which will further the objectives of the Organization.
5. Ensure appropriate, adequate, and up-to-date record-keeping in all areas of the Organization, providing for security and confidentiality of paper and electronic records.

#### Customer Relations

1. Develop strategic and tactical plans to deal with rapid growth while ensuring a high level of customer service and customer satisfaction.
2. Develop and effectively communicate a vision for customer service that will place the Organization at the forefront of marketing and advertising services—the leader in customer satisfaction.
3. Coordinate closely with cross-functional teams to ensure the highest levels of customer satisfaction can be achieved for all programs, products, services, and projects.
4. Act as a customer advocate in determining decisions that impact customers, while maintaining balance between customer and Organization needs.

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5. Determine appropriate outcomes to customer issues and concerns by making sound business decisions, involving staff from all departments as appropriate, and following-up with customer to ensure commitments and resolution are satisfactory.
6. Ensure customer contract requirements are administered and enforced.
7. Organize and implement consistent customer relations including:
  - customer satisfaction surveys
  - customer development activities
  - customer service skills training
  - special events as appropriate

### Product Development and Production

8. Direct the establishment, implementation, and maintenance of operations and production standards for all programs, products, services, and projects to ensure that they conform to established customer and Organization quality standards
9. Oversee management of all areas of Operations to produce programs, products, services, and projects and direct activities such that all are on-schedule and within quality standards and budget objectives.
10. Ensure that all required resources (marketing, sales personnel, I.T. systems and support, administrative support, facilities, and the like) are available for all aspects of existing and new product development and production.
11. Prepare financial and business evaluation cases for feasibility, financial impact, and strategic fit, documenting cost and payback period for proposed programs, products, services, and projects or enhancements to existing ones.
12. Monitor rework and scrap data. Identify, recommend, and implement changes to improve productivity and reduce cost.

### Sales and Marketing

13. Research and benchmark key competition to determine new sales and marketing technology and productivity strategies.
14. In coordination with the Directors of Sales and Marketing, facilitate customer development and awareness through marketing strategies.
15. In coordination with the Director of Marketing, regularly evaluate the Organization's marketing policies, objectives, and initiatives. Assess whether the Organization's operations align with them. Recommend changes as appropriate.
16. In coordination with the Director of Sales, prepare pursuit and order capture strategies including most important requirements, competitive face-off, customer contact plans, and related action planning.

### Cost Savings and Process Improvement

17. Identify opportunities and solutions to increase the Organization's financial performance, including a relentless focus on process consistency and quality execution for "work of the Organization," including, but not limited to, sales calls and other sales activities, marketing events and production of marketing materials, Merchant/Advertiser graphics and website programming, Information Technology systems operations, and office administrative support and services.
18. Identify, design, recommend, and oversee cost saving programs, strategies, and productivity initiatives to implement operational enhancements.
19. Assess operational and technological opportunities that facilitate automation. Coordinate with the senior management team and the Director of Information Technology to implement as many automated solutions as appropriate.

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### Planning, Budgeting, and Controls

1. Be responsible for the achievement of the Operations Department mission, goals, and financial objectives.
2. Identify, develop, and evaluate an Operations strategy, based on Organization's objectives, global market characteristics, constituency needs, and financial factors.
3. Create a *Corporate Operations Plan* that covers a strategic multi-year outlook, assumes rapid growth, and addresses annual operations. Update at least annually and when necessary to align with the Organization's strategic direction.
4. Create a *Corporate Customer Relations Plan* that covers a strategic multi-year outlook, assumes rapid growth, and addresses annual operations. Update at least annually and when necessary to align with the Organization's strategic direction.
5. Develop short-term and long-term plans and budgets consistent with the *Corporate Plans*.
6. Plan and administer the Department's annual operations budget, including project specific budgets, to meet budgetary controls.
7. Prioritize and plan work to consistently meet commitments and deadlines.
8. Ensure that the Department's productivity is high and costs are acceptable by ensuring that the Organization's resources are planned and used in the optimum manner.
9. Develop project plans for Operations and Customer Relations activities, monitor progress, assure adherence, and continuously evaluate performance to schedule, quality, and budget goals. Regularly report project progress and status to the Executive Director.
10. Ensure that evaluation systems are utilized as related to these goals and objectives and report progress and status to the Executive Director and Executive Director of Operations.
11. Develop, implement, and monitor systems and procedures necessary to the smooth, efficient, and effective operation of the Department.
12. Plan, organize, implement, and evaluate special projects of benefit to the Organization.

### Interdepartmental Coordination

1. Actively promote communications and teamwork that result in a cohesive and collegial work force.
2. Maintain effective communications between and among senior management team. Ensure that senior management team members are kept informed in a timely fashion on relevant conditions, operations, and activities of the Organization that are deemed pertinent to the overall objectives of the Organization.
3. Create, support, and oversee Organization cross-functional teams as required for specific activities and projects.
4. Coordinate with the Director of Sales to ensure materials, services, and support, under the responsibility of the Department, are readily accessible to Sales Department staff and are being effectively utilized for sales activities and projects.
5. Coordinate with the Executive Director for management and financial reports needed on a regular or occasional basis.
6. Coordinate with the Director of Information Technology to ensure appropriate, prerequisite software (i.e. publishing, database, etc), hardware resources, and processing/procedures are accessible to Department staff for their activities and projects.
7. Coordinate with the Director of Information Technology to schedule, with adequate lead times and clear articulation of desired outcomes, any need for or use of software, hardware, technology, or personnel resources that are not already covered in routine processing and procedures or in existing projects.

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8. Coordinate with the Office Manager to ensure appropriate and adequate office equipment, supplies, space, and support personnel are accessible to Department staff for their activities and projects.
9. Coordinate with the Office Manager to schedule, with adequate lead times and clear articulation of desired outcomes, any need for or use of office equipment, supplies, space, or personnel resources that are not already covered in routine processing and procedures or in existing projects.
10. Recommend short-term and long-term Organization goals and objectives to the Chief Executive Officer and Executive Director.
11. Recommend to the Executive Director any administrative or operational policies, processes, and procedures that will facilitate the smooth running of the Department, especially as concerns interactions with other departments or reduces cost.

### Leadership and Management

1. Lead and direct daily operations of Department, analyzing workflow, establishing priorities, setting deadlines, assigning and reviewing work, and ensuring quality standards are met.
2. Recruit, train, appraise, supervise, support, develop, promote, and guide qualified personnel in the functions of the Department.
3. Ensure effective management within the Department with provision for succession.
4. Follow human resources policies and procedures to complete timely job performance appraisals and training and development plans for each staff member.
5. Maintain a climate that attracts, retains, and motivates top quality personnel in the Department, as well as throughout the Organization.
6. Develop collaborative and cooperative working relationships with staff and maintain them over time.
7. Calmly confront conflict, understanding another's point of view and work along with the other person collaboratively to resolve the problem.
8. Effectively enable all staff, within the Department especially and also across the whole Organization, so they can take action on behalf of the Organization by:
  - a) transmitting the Organization's values, vision, mission, and direction;
  - b) engaging people in the meaning of the Organization;
  - c) respecting and using the skills, expertise, experience, and insights of people;
  - d) providing direction and resources, removing barriers, and helping develop people's skills;
  - e) articulating expectations and clarifying roles and relationships;
  - f) communicating such that it includes helping people transform information into knowledge and learning;
  - g) encouraging people to question organizational assumptions and ask strategic questions;
  - h) ensuring quality decision-making;
  - i) anticipating conflicts and facilitating resolution;
  - j) engaging people in process as well as tasks;
  - k) encouraging people to use their power, practice their authority, and accept their responsibility;
  - l) modeling behavior; and
  - m) mentoring and coaching people to success.

### Organizational Strategy and Commitment

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1. Work with Executive Advisory Committee, Chief Executive Officer, Executive Director, and other senior management team members, to ensure the overall health and vitality of the Organization by:
  - a) developing and maintaining a strategic perspective in organizational direction and decision-making;
  - b) developing strategies, models, and pricing for the Organization's existing and future programs, products, services, and projects, balancing the Organization's objectives with constituent needs and customer satisfaction (particularly relevant to Merchant/Advertisers and consumer Members);
  - c) using forecasting and strategic planning to ensure the sale and profitability of the Organization's existing and future programs, products, services, and projects, through monitoring and analysis of business and market trends and technological advancements;
  - d) evaluating the financial aspects of the Organization's existing and future programs, products, services, and projects, through assessment of budgets, expenditures, research and development appropriations, and return-on-investment and profit-loss projections;
2. Ensure that the Organization's philosophy, mission, and vision are pertinent and practiced throughout the Organization.
3. Formulate and administer policies to ensure the integrity of the Organization.
4. Develop and coordinate means to seek regular feedback from the Organization's key constituencies regarding the quality of the Organization's programs, products, services, and projects.
5. Perform as a function specific (i.e., marketing, sales, technology, management, operations, etc) consultant with expertise to bring attention and solutions to Organizational priorities. Keep informed of developments and advancements in the function. Educate other senior management team members around the capabilities of the function and how to apply it so the Organization operates effectively and efficiently.
6. Maintain confidentiality of all internal matters pertaining to the Organization and its operations.

### General

1. Be responsible for creating, implementing, and measuring the success of a comprehensive operations program that will enhance the Organization's image and position within the marketplace and the general public.
2. Ensure articulation of the Organization's desired image and position, assure consistent communication of image and position throughout the Organization, and assure effective communication of image and position to all external constituencies.
3. Participate as the Organization's representative by membership in trade associations, business organizations, conferences, and so forth.
4. Represent the Organization at appropriate meetings, conferences, and functions to promote programs, products, services, and projects.
5. Build a robust network of business and personal contacts, expanding the breadth of recognition of the Organization.
6. Maintain professional growth and development through continuing education, participation in professional associations, reading journals, Internet research, and other activities.
7. Keep informed of developments in the fields management, operations, and customer relations, and the specific business of the Organization and use this information to help the Organization operate with initiative and innovation.

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8. Ensure that the Organization regularly conducts relevant operations and customer relations research. Coordinate and oversee this activity to monitor and analyze trends in these areas. Incorporate findings into the Organization as appropriate.
9. Lead projects as assigned and perform other duties as assigned.

### Qualifications, Experience, and Skills

#### *General Attributes*

- Keen creative, strategic, analytical, and organizational skills
- Entrepreneurial spirit, passion, and high energy level
- Effective and situational, flexible interpersonal skills
- Collegial disposition and ability to work effectively with diverse people
- Ability to work effectively with and present a professional image to multiple constituencies
- Ability to communicate effectively in writing by synthesizing complex topics and organizing and presenting material in a convincing manner
- Strong oral communications and polished presentation skills
- Ability to translate marketing or technical jargon depending on the audience
- Readiness to make decisions, commit to action, and accept responsibility
- Ability to work independently in a self-directed work environment
- Commitment to working as part of a collaborative leadership team
- Ability to contribute meaningfully in cross-functional teams
- Ability to organize priorities and practice effective time management skills
- Ability to facilitate focused, productive meetings
- Experience hiring, training, developing, supervising, and appraising personnel
- Experience developing and managing budgets and project plans
- Enough computer and technical skills to be self sufficient in effective use of the Internet and basic office applications: electronic mail, word processing, spreadsheet, and presentation software
- Ability to work in a highly dynamic environment
- Ability to handle multiple priorities and projects with good humor

#### *Director/Manager Requirements*

- Demonstrated successful experience hiring, training, developing, supervising, and appraising personnel who are motivated to exceed expectations
- Demonstrated successful experience managing projects that meet schedule, cost, and quality goals
- Demonstrated successful experience developing and managing budgets
- Demonstrated understanding of basic principles of business management, including strategic planning, operations, sales, marketing, accounting, and administration

#### *Function Specific Requirements*

### Environmental / Job Conditions

Work is performed primarily in an office setting. There may be occasional travel to customer sites, retail stores/establishments, meetings, events, and training.

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### Physical Demands

*The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of the position. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.*

Sitting for extended periods of time while at a desk or in meetings; Hearing and visual acuity within normal range; Manual dexterity to operate computer keyboard and office equipment; Occasional lifting of light to medium weight packages or boxes.