

# Consultant

Recruitment Pack, April/May 2021

The image features a group of people in silhouette, standing in a meeting room. They are positioned in front of a large, curved screen that displays various charts and graphs. The scene is lit from behind, creating a strong backlight effect that silhouettes the individuals. The overall color palette is dominated by shades of pink and purple, with the background being a deep, dark purple. The people are engaged in what appears to be a collaborative discussion or presentation. The screen shows several data visualizations, including bar charts and line graphs, though the specific details are not clearly visible due to the lighting and silhouette effect.

**BAKERRICHARDS**

# Equipping cultural organisations for a resilient and ambitious future

The Baker Richards Employee Ownership Trust creates strategies to unlock commercial potential, fueling the artistic / curatorial and social mission of our clients.

We are proud to apply cutting-edge practice developed from working with more than 700 organisations, all around the world.

## Contents

1. Introduction .....	4
2. Role & Person Specification .....	5
3. How to apply .....	9
4. About Baker Richards.....	11
5. The Insights Alliance .....	12

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© Baker Richards Consulting Ltd  
14/15 Orwell House, Cowley Road  
Cambridge, CB4 0PP, United Kingdom

+44 (0)1223 242100

[www.baker-richards.com](http://www.baker-richards.com)

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Company No. 04840675, VAT Reg No 750 9064 32

# I. Introduction

**Baker Richards helps cultural organisations and visitor attractions grow earned income, enabling their artistic and social missions. We are proud to have worked with over 700 cultural and heritage organisations internationally.**

## About Baker Richards

Baker Richards was founded in 2003 and in 2020 entered employee ownership. We are governed by an employee ownership trust. Based in Cambridge, UK but working around the world, we share a passion for the cultural sector and are committed to supporting it to thrive through software and consulting services.

Our areas of expertise include admissions pricing, segmentation, memberships, subscriptions and donations, sales forecasting and primary research.

Clients include BFI, Edinburgh International Festival, English Heritage, London Symphony Orchestra, Metropolitan Opera, National Theatre, Royal Academy of Arts, Royal Danish Theatre, Royal Opera House, Royal Shakespeare Company, San Francisco Museum of Modern Art and Sydney Opera House (a full [client list](#) is available on our website).

We have a number of partnerships, including a close relationship with Jacobson Consulting Applications Inc, based in the US and we are the joint developers of a data warehouse that powers a number of software applications.

Our reputation for high quality products and services, and for delivering a quantifiable return on investment, is the result of our guiding principles:

- We are driven by adding value and delivering a return on investment for our clients.

- We are passionate about quality standards, including methodological rigour and obsession with detail.
- We believe in continually challenging ourselves and encouraging intellectual curiosity to develop our products and services.
- We work in partnership with our clients, combining our experience and expertise with their organisational knowledge to test interpretation, exchange ideas and evaluate options.
- We act with integrity – delivering results and keeping our promises.

We are a small team, and everyone contributes in many different aspects of the company's work. Each individual is given lots of responsibility and the opportunity to be self-directed in their day-to-day tasks.

We encourage people to grow and develop their roles within the company. Commitment earns respect although we try to encourage work-life balance too!

As a small company working in the not-for-profit sector, our resources are limited, but we aim to provide a stimulating, flexible working environment and a friendly atmosphere.

When not working from our respective homes, we are based in Orwell House in Cambridge, adjacent to the Business Park and 10-15 minutes' walk from Cambridge North railway station.

## About You

This role could suit an experienced, data-driven individual working in a cultural organisation who would welcome the opportunity to work with a range of organisations, or someone who has prior experience in business development in an agency and/or consulting role. However, we would welcome an application

from anyone who feels they meet the person specification, regardless of the nature/direction of your career to date. Prior experience directly relevant to Baker Richards' products or services would be advantageous but is not essential.

## Role Specification

As a new position, there is an opportunity for the Consultant to shape the remit of this role in line with their skills, interests and experience, also considering the key competencies of the existing team. The highly specialised nature of our work means that initially you will spend a large part of your time learning about our software, methods and clients.

Main purpose: to support new and existing clients to adopt software products to increase income, develop audiences and improve their CRM, and to support the consulting team.

The holder of this post will work particularly closely with our Data Architect and Data Analyst as well as the consulting team to champion client use and uptake of the Segmentation Engine, Revenue Management Application, and custom visualisations and dashboards usually built with Microsoft Power BI.

The post holder will report to the Deputy CEO, David Reece.

### Software Consulting

- Identify, scope and develop new business opportunities.
- Develop and deliver consulting, training and client support using Segmentation Engine (SE), Revenue Management Application (RMA), Microsoft Excel, Microsoft Power BI or other appropriate third party technology.

- Support clients to optimize their use of CRM and analytics tools in their organisation at a strategic and operational level, through retainer relationships and training.
- Develop and deliver thought leadership content, training content and case studies for potential and existing users.
- Build the profile of the SE, RMA and Power BI / dashboard visualisations
- Contribute to the development of new products.

### Other

- Work with the company's partners in respect of software products (JCA and others) and act as the point person in respect of the company's data warehouse.
- Oversee software testing and quality assurance.
- Participate as required in the general promotion and development of the company.

Although this provides a guide to duties, please be aware that, as we are a small company, a high degree of flexibility is required.

## Person Specification

While learning opportunities can be provided, candidates invited to interview will have demonstrated the following essential skills, knowledge and experience:

- An enthusiasm for technology and for helping others use data and software.

- Commercial acumen, experience of revenue generation and/or business development skills, including the ability to build networks/relationships.
- An ability to define problems, collect and interpret data and draw valid conclusions to inform implications and strategy.
- An ability to think logically and systematically.
- Evidence of a commitment to excellence, delivering work to high quality standards with precise attention to detail.
- Excellent written and verbal communication skills.
- A high level of numeracy.
- An independent self-starter with strong organisational skills including juggling multiple priorities, meeting deadlines and working with minimal supervision.
- Some personal or work experience in managing projects and/or people.
- An interest in the cultural sector.

One or more of the following would be advantageous, but we do not expect any candidate to have all of these skills:

- Knowledge/experience using Excel, databases or box office systems (knowledge of Tessitura would be particularly advantageous), or experience in a data-oriented role.
- Some systems admin, systems support or IT knowledge/experience.
- Experience or skills in research, data manipulation and visualisation or data analysis.
- Any IT languages e.g. SQL, VBA, HTML, etc.

- A driving licence.

#### Essential Personal Attributes

- A belief in and passion for the work of Baker Richards.
- Commercially astute and results-focused: for Baker Richards and its clients.
- A confident professional with presence, an ability to build rapport and a 'can-do' attitude.
- Intelligent, with an eagerness to learn and the ability to exercise good judgement.
- You will relish responsibility and use your initiative to solve problems.
- An active listener, with the ability to interpret and respond to client needs.

## Terms of Employment

We envisage this as a full-time (40 hours per week) role. However, as an employer which supports flexible working, we are open to considering proposals e.g. for compressed hours or alternative patterns of working subject to these being sufficiently flexible to meet the requirements of the job. Relocation to Cambridge is not necessary (although welcome), but travel, once it restarts, is an essential requirement of this role. This will include meeting existing and potential clients and travel to conferences (mainly UK, but potentially some international). In some cases, this may mean travelling in the early morning, evening or at the weekend and occasionally staying away from home. A location with access to good transport links is therefore preferable.

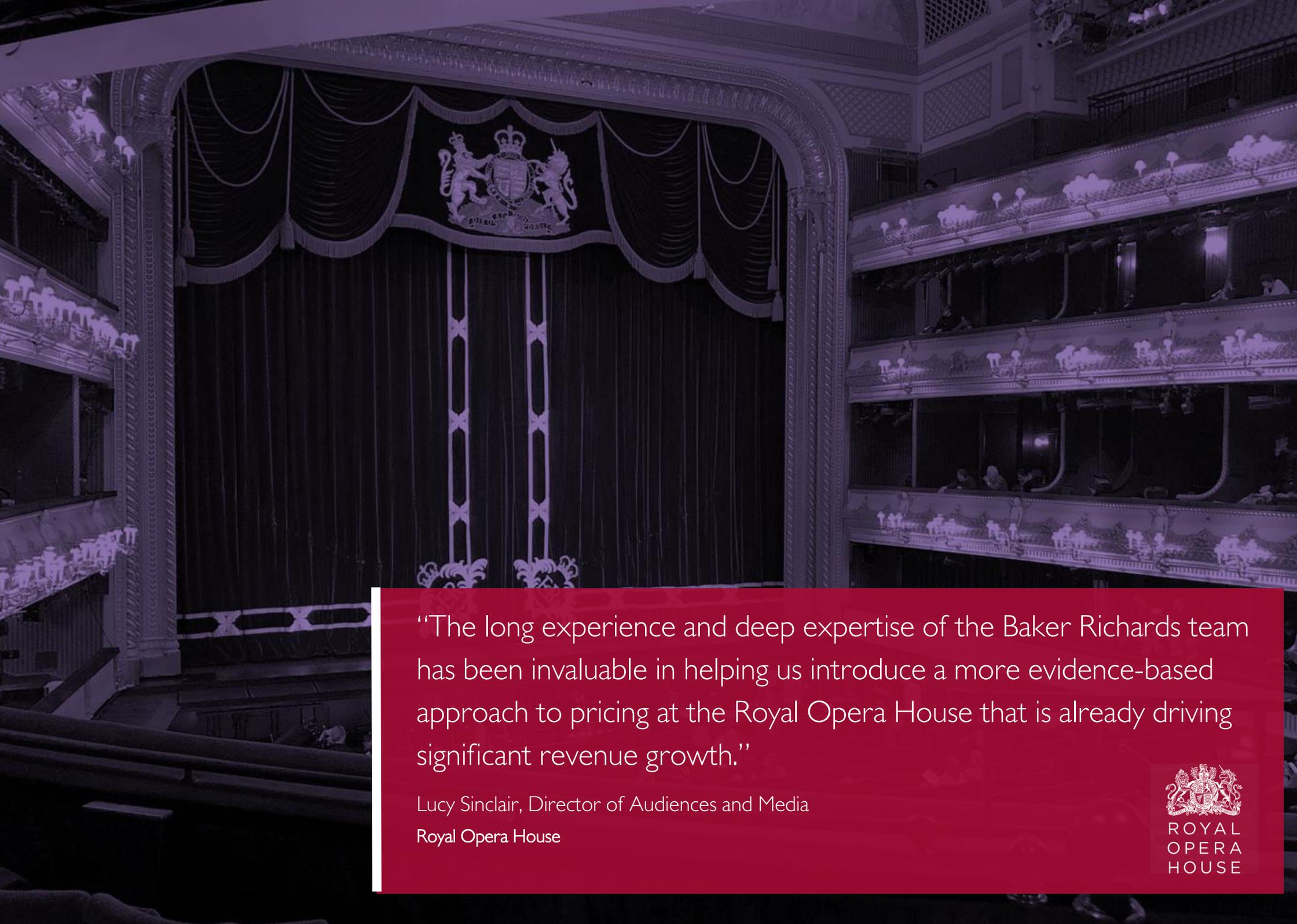
You will also need to spend some time in our Cambridge office which is easily accessible from the A14 or a 10-15 minutes' walk from Cambridge North station.

### Remuneration & Terms

The base salary for the role is £32,000 per annum. Note that, as an employee ownership trust, from their second year of service staff become eligible to benefit from bonuses related to the company's performance.

There is a six-month probationary period, with one months' notice of termination required from either party, rising to two months after one year. Paid annual holiday entitlement starts at 20 days per annum plus all statutory/public holidays (usually 8 days per year) plus any Christmas office closure at the company's discretion. Holiday entitlement increases with length of service.

We would like the successful candidate to start as soon as possible, but there is a small amount of flexibility around start date for the right candidate.



“The long experience and deep expertise of the Baker Richards team has been invaluable in helping us introduce a more evidence-based approach to pricing at the Royal Opera House that is already driving significant revenue growth.”

Lucy Sinclair, Director of Audiences and Media  
Royal Opera House



## 2. How to apply

If you would like a confidential conversation about the role, please email Robin Cantrill-Fenwick, Chief Executive – [robin@baker-richards.com](mailto:robin@baker-richards.com) - to arrange a time for a telephone/online conversation with Robin or David Reece, Deputy CEO.

If you decide to apply, the process is outlined below.

Your application should include:

- A Covering Letter (maximum 2 pages, addressed to Robin Cantrill-Fenwick, CEO) which explains how your competencies and experience fit the job description and person specification.
- A copy of your CV.
- A completed Applicant Details Form: this can be downloaded from <http://www.baker-richards.com/careers/>
- Although it is not a compulsory part of your application, we would be grateful if you would also return a completed Monitoring Form in order to help us monitor our recruitment practice: this can be downloaded from <http://www.baker-richards.com/careers/>. If you return the form with your application, we guarantee that it will be removed before your application is considered and that the details will be stored anonymously and the form itself will be deleted.
- Please apply by email c/o [careers@baker-richards.com](mailto:careers@baker-richards.com) with the subject line “Consultant”. Please ensure that your attachments are in MS Word or PDF format.

- The deadline for applications is 1pm on Thursday 13th May. Initial interviews will take place online w/c 17th May.
- The information you provide is used to assess your suitability for employment and we may use the contact details you provide to us to get in touch with you to progress your application for employment. For more information about how we process your Personal Data please see the privacy notice on our website – [www.baker-richards.com](http://www.baker-richards.com)



We engaged Baker Richards to implement a variable pricing strategy that influenced visitor behaviour, addressed capacity challenges and maintained accessibility. The quality of the analysis and their expertise stretched our ambition and gave us the confidence to fully implement their recommendations.”

Simon Addison, Heritage Business Manager  
The Roman Baths, Bath

THE  
ROMAN  
BATHS  
BATH

### 3. About Baker Richards

Baker Richards is a leading international consulting and software firm that aims to foster a thriving cultural sector by helping organisations achieve their commercial potential. Founded in 2003, our areas of expertise include admissions pricing, affiliation and customer segmentation and we are extremely proud of the return on investment we deliver for clients. We are a team of consultants, researchers, developers and culture lovers based in Cambridge, UK.



We have now worked on over 700 projects, including for many of the world's leading cultural institutions and attractions. Visit [www.baker-richards.com](http://www.baker-richards.com) for a full client list as well as Insights published on key topics and case studies.

Clients include:

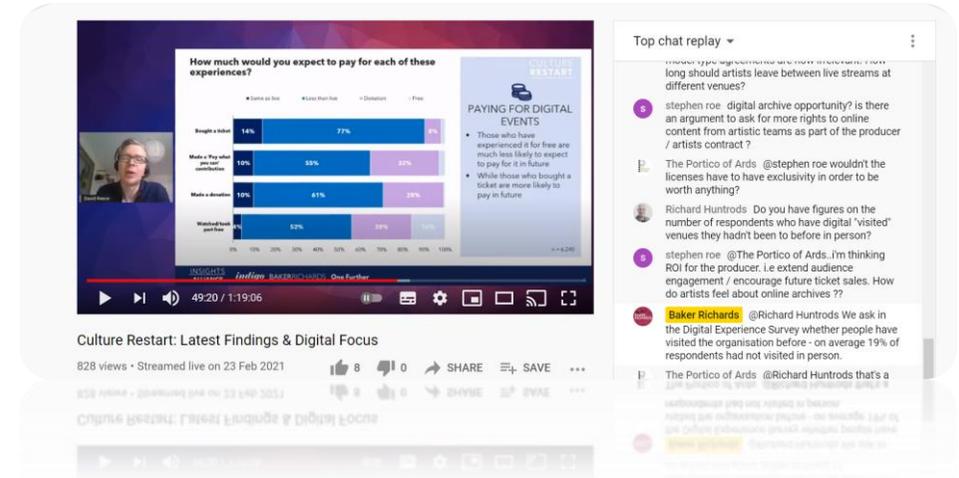


# 4. The Insights Alliance

Baker Richards partners with two other prominent UK agencies Indigo Ltd and One Further, to create the **Insights Alliance**.

Together, the Alliance delivers a free nationwide audience and visitor research programme **Culture Restart**, tracking audience sentiment in the context of the COVID pandemic, and reporting on in-venue and digital experiences.

Together, the Alliance offers an unrivalled breadth of expertise in analysis, strategy and tactics for maximising revenue and developing audiences in person and online.



See the latest Insights Alliance updates at

[baker-richards.com](http://baker-richards.com)