

## Role Profile

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# Head of Exams Business - Uzbekistan

### Role information

Role type	Pay band	Location	Duration	Reports to
<b>Business Development, Opportunity &amp; Pursuit</b>	<b>Local F band</b>	<b>Tashkent</b>	<b>Fixed Term Contract (2 year) renewable</b>	<b>Head of Business Development Central Asia</b>

### Role purpose

The purpose of this role is to develop and deliver the market led, integrated cross portfolio Business Development & Sales strategy aligned with Global/Regional Exams strategy working with other BC colleagues to leverage opportunities and create value. This role is ultimately responsible for building and managing demand, ensuring capacity fill, delivering income/surplus targets, ensuring excellent B2B Customer Service and overseeing quality of B2C customer experience. This role will also sit on Country Senior Leadership Team (SLT)

British Council is the UK's international organisation for cultural relations and educational opportunities. We create friendly knowledge and understanding between the people of the UK and other countries. We do this by making a positive contribution to the UK and the countries we work with – changing lives by creating opportunities, building connections and engendering trust. We work with over 100 countries across the world in the fields of arts and culture, English language, education and civil society. Each year we reach over 20 million people face-to-face and more than 500 million people online, via broadcasts and publications. Founded in 1934, we are a UK charity governed by Royal Charter and a UK public body.

## Geopolitical/SBU/function overview

Wider Europe is the region where Europe meets Asia and the Middle East. Spanning 15 diverse countries, it is both dynamic and turbulent, with fast emerging economies, young and still fragile democracies and deep-seated tensions which risk driving some countries back into isolation. It is important both to the UK and the EU, and to Asia and the Middle East. While most governments, institutions and individuals across Wider Europe are looking to develop new international partnerships, some are becoming increasingly suspicious of the rest of the world. Educational and cultural engagement with Wider Europe, based on the principle of mutual benefit, therefore contributes to building trust and promoting stability.

As Central Asia's largest country, 65% of Uzbekistan's ethnically diverse, Muslim majority population of 32 million people are under 30 years old. Uzbekistan's strategic position makes its stability crucial to the security of the whole region. Uzbekistan is opening up again after its relatively closed political culture of the past 20 years; it is reaching out to its neighbours and signalling to partners a desire for greater internationalisation. Ease of operating is improving at different speeds in all countries. Led in part by Uzbekistan's reform agenda, centralised governments in all Central Asia are driving ambitious reform programmes with a lot of emphasis on grand strategies and plans. However, translating these into action is difficult due to gaps between leadership ambitions and operational capacity/culture.

The president has made considerable and generally successful efforts to improve relations with neighbouring states; as well as with Russia and all other key players in the region (including the US). The longer term goal is to secure Uzbekistan as the regional lead; and while there's a way to go - the economic base is significantly lower than that of Kazakhstan - the demographics, diversity and geopolitics of the country make it one to watch in the coming years.

The country's young demographic poses urgent challenges for employment and education policymakers and places huge demands on the education system at all levels. It also creates clear opportunities for UK expertise: Westminster University has operated very successfully in Uzbekistan since 2004, and we are now in discussion with other UK universities interested in operating within the country.

Uzbekistan has a strong diaspora in many countries including Russia, EU and US; extensive networks mean that many young people have the aspirations and confidence to study abroad and this is partly responsible for our booming Exams services, which provides circa 50% of WE Exams surplus.

Our status is defined by a Memorandum of Understanding with the Ministry of Foreign Affairs who are our sponsors in country (we are the only cultural agency allowed to work under the MFA in Uzbekistan, others falling under the Ministry of Justice). Our license to operate has to be renewed annually and is dependent on the MFA approving our annual work plan. Our relationship with the Uzbek authorities is crucial to our operation – it is strong but needs to be nurtured on an almost daily basis.

## Main opportunities/challenges for this role

- Achieving Sales Targets by adding value to our key B2B accounts in a competitive environment. Seek potential partnerships for increasing our capacity to deliver exams business across a large and dispersed geography.

- Upholding a customer service culture
- Develop and diversify pursuit in Uzbekistan to increase B2G opportunities in support of government education agenda (English, TNE).
- Horizon scanning, gaining insight, identifying and articulating what the specific emerging opportunity is and when it will emerge.

## **Main accountabilities**

### **Commercial planning**

- As part of a wider SBU or country team, contributes to the development and delivery of customised, local business development initiatives (within a specific area of product/market/customer focus), which are capable of achieving agreed targets (e.g. on margin, income, impact and take up) and are aligned to relevant corporate and regional priorities.
- Analyses and assimilates multiple commercial data sets and indicators (e.g. profitability, market dynamics, competitive potential, volumes, sales effectiveness, fundraising/partnership targets etc) to produce tailored reports on performance and trends that assist more senior management in identifying areas for new, additional or modified business development activity.

### **Market & customer intelligence**

- Keeps updated and has extensive knowledge of the market within their area of focus, from both a supply and demand perspective.
- Monitors local market-, customer- and related information and feedback relevant to their area of focus, to support the maintenance of BC's commercial competitive edge and professional reputation. Highlights to senior management when remedial action is required and makes suggestions about possible solutions, based on previous experience and knowledge of standard business practices.
- Assess market, identify market opportunities/needs using marketing insights to develop & deliver audience led BD & Sales strategy, priorities & plan;
- Lead contribution into Demand Planning, achieving high levels of sales forecasting accuracy and embed Global framework at Country/Geography level
- Agree Marketing Plan and review effectiveness
- Agree Customer Services requirements and review effectiveness

### **Winning business**

- As part of a wider team, provides professional input to support the development of high quality, competitive and customer/market-focused bids, tender submissions, programme plans and

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sponsorship appeals, which are capable of generating specified commercial returns and cultural relations impact.

- Recognises limits of own knowledge and draws appropriately on the technical/professional/functional expertise needed from other colleagues to ensure local business development initiatives are based on high quality content, accurate costing, sound commercial/contractual terms, appropriate risk mitigation measures and are aligned to corporate priorities and plans
- Manage and review effectiveness of partnership (agency) model and input into physical foot print strategy

### **Account & stakeholder management**

- Assists in the planning, establishment and maintenance of nominated account/stakeholder/partner or sponsor relationships, in accordance with the relationship strategy and objectives set out by the designated Account Manager or SBU/country priorities.
- Deliver income/surplus targets, working with Operations on commercial feasibility

### **Brand/product knowledge & promotion**

- Builds effective working relationships with a variety of SBU and regional colleagues, and a range of information-gathering techniques, to maintain a full and current understanding of product/programme/sector developments and priorities.
- Contributes to the planning, monitoring, execution and evaluation of promotional, marketing, PR and outreach collateral/activities within their area of product/programme/customer/market focus.
- Lead and embed excellent Business Pursuit and Account Relationship Management aligned with Global/Regional frameworks

### **Leadership & management**

- Plans and prioritises own work activities to ensure effective delivery of diverse responsibilities and internal customer deliverables over a monthly to quarterly time horizon
- May contribute to the development, delivery or commissioning of externally supplied training support to maintain and improve business development effectiveness of colleagues on a range of commercially-related topics
- May be formal line manager to a small, local team of more junior staff
- Shares intelligence and ideas to support senior managers in identifying/ developing new business development strategies and plans.
- Embed effective Team performance and new ways of working on the ground and lead empowerment/decision making at the right level
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Key relationships		
<b>Internal</b> <ul style="list-style-type: none"> <li>Country Marketing</li> <li>Regional Commercial Team</li> <li>Country Director &amp; SLT</li> <li>Customer Services</li> <li>Finance</li> <li>Exams Regional Management Team</li> </ul> <b>External</b> <ul style="list-style-type: none"> <li>B2B/B2G/B2I Customers</li> <li>Exam agents and partners</li> <li>Exam boards, educational institutions, professional bodies, corporations,</li> </ul>		
Role requirements		
Threshold requirements		Assessment stage
Passport requirements/right to work in country	Right to work in Uzbekistan	Shortlisting
Direct contact or managing staff working with children?	No	Offer
<b>Notes</b>	Frequent domestic travel and occasional international travel required	
Person specification		Assessment stage
Qualifications		
Minimum/essential	Desirable	Assessment stage
<ul style="list-style-type: none"> <li>Written and spoken English and Uzbek/or Russian at graduate level</li> <li>Relevant work experience in a BD Manager role</li> <li>University Degree</li> </ul>	<ul style="list-style-type: none"> <li>University Degree in a relevant field</li> </ul>	Shortlisting
Role specific knowledge and experience		
Minimum/essential	Desirable	Assessment stage

<ul style="list-style-type: none"> <li>▪ Demonstrable experience of sustaining and/or growing a product/service in line with strategic priorities for income and impact</li> <li>▪ Significant experience collecting and analyzing client/stakeholder feedback and using the data to identify business needs and obstacles; works to resolve them.</li> <li>▪ Takes a pro-active approach to identifying ways in which service can be improved, and takes these forward</li> <li>▪ Significant experience of matrix management of a large team</li> </ul>	<ul style="list-style-type: none"> <li>▪ Business development experience in the English Teaching &amp; Examinations sector</li> </ul>	Shortlisting AND/OR interview
<b>Role specific skills (if any)</b>		<b>Assessment stage</b>
Language Aptitude: Written and Spoken Skills in Uzbek or Russian		Shortlisting AND /OR interview
<b>British Council core skills</b>		<b>Assessment stage</b>
<p><b>Communicating and influencing (level 3). Is creative and adaptable in communications</b></p> <p>Able to use a range of non-standard and creative approaches to inform, and persuade others, extending beyond logical argument to influence decisions and actions in a way which is inclusive and engaging.</p> <p><b>Managing projects (level 3). Leads smaller projects</b></p> <p>Analyses requirements with the sponsor/stakeholders, defining the specification with awareness of equality and diversity impact, planning, revising, implementing and evaluating on small-to-medium scale and/or low risk projects</p>		Shortlisting and Interview

<p><b>Finance and resource management (level 3) Supports budget management</b></p> <p>Monitors and controls an agreed budget within a defined area, producing reports and analyses and contributing to planning.</p> <p><b>Commercial and business development (level 3) Develops viable business</b></p> <p>Defines and develops products/programmes/services which deliver British Council goals on impact, income and surplus within a defined area of business that responds to market opportunities and aligns to wider corporate strategies.</p> <p><b>Account and partnership management (level 3) Builds account teams</b></p> <p>Identifies and deploys teams of British Council staff whose attributes match the stakeholder/ customer/partner's needs, and adapting proposals to accommodate the needs of the other party.</p>	
<b>British Council behaviours</b>	<b>Assessment stage</b>
<p><b><i>Being Accountable (More demanding)</i></b> Putting the needs of the team or British Council ahead of my own</p> <p><b><i>Working Together (More demanding)</i></b> Ensuring others benefit as well as me</p> <p><b><i>Creating Shared Purpose (More demanding)</i></b> Creating energy and clarity so that people want to work purposefully together</p> <p><b><i>Connecting with Others (More demanding)</i></b> Actively appreciating the needs and concerns of myself and others</p>	Interview

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