

Schedule 2 - Job Description



1. Role:

Position: Group Director of Commercial

Job Description No.

Department: Head Office

Reporting to: Chief Executive Officer

Summary:

The Group Director of Commercial is a pivotal executive appointment responsible for defining, directing, and delivering the commercial strategy across the company's portfolio. This role carries full accountability for driving revenue growth, strengthening market position, and maximising commercial performance across all business segments, including accommodation, leisure, events, food and beverage, memberships, partnerships, and ancillary income streams.

The successful candidate will be a strategic and results-driven commercial leader with the authority, vision, and discipline to shape profitable growth across multiple resort locations. This is a high-impact role requiring exceptional leadership, commercial acumen, and the ability to align sales, marketing, distribution, revenue management, and brand strategy under one cohesive growth agenda.

2. Responsibilities:

Strategic Commercial Leadership

- Develop and execute the group-wide commercial strategy in full alignment with the company's strategic objectives and long-term growth ambitions.
- Identify and capitalise on market opportunities that enhance revenue, profitability, brand equity, and customer lifetime value.
- Lead the commercial planning process across all resorts, ensuring robust annual revenue budgets, forecasts, pricing strategies, and performance targets are established and achieved.
- Drive strategic decision-making through market intelligence, competitor analysis, customer insights, and performance data.

Revenue and Profitability Management

- Take ownership of all revenue-generating channels and ensure optimal performance across direct, digital, OTA, corporate, leisure, group, and partnership channels.
- Oversee pricing, yield, demand forecasting, and inventory control to maximise total revenue and margin.
- Ensure commercial initiatives are financially disciplined and deliver measurable returns on investment.
- Monitor performance against budget and implement corrective actions where required to safeguard and improve results.

Sales Leadership

- Lead and inspire the sales function to deliver ambitious growth across key markets and business segments.
- Build strong relationships with corporate clients, travel trade partners, event organisers, leisure operators, and strategic accounts.
- Shape and direct high-value negotiations, contract strategies, and partnership development to secure long-term commercial advantage.
- Ensure the sales team is equipped with the structure, tools, and targets necessary to perform at the highest level.

Marketing and Brand Development

- Provide executive oversight of the marketing strategy, ensuring all activity supports demand generation,

brand distinction, and market penetration.

- Champion integrated campaigns that enhance awareness, drive bookings, and strengthen the resort company's reputation in target markets.
- Maintain a strong and consistent brand presence across all customer touchpoints, digital channels, and communications.
- Ensure marketing investment is aligned to commercial priorities and delivers clear business impact.

Distribution and Digital Commercialisation

- Lead the optimisation of all distribution channels to improve reach, conversion, and profitability.
- Oversee digital commercial performance, including website conversion, content strategy, online merchandising, and performance marketing.
- Ensure the company remains competitive and agile in a rapidly evolving digital and booking environment.
- Work closely with technology and data teams to improve customer acquisition, retention, and booking efficiency.

Cross-Functional Leadership

- Work in close partnership with resort general managers, finance, operations, and central support teams to ensure commercial strategy is fully integrated into business execution.
- Provide clear direction and alignment between commercial priorities and operational delivery.
- Influence and support property-level leadership teams to deliver commercial excellence consistently across the portfolio.
- Act as a senior executive presence across the organisation, setting standards, expectations, and accountability.

Performance Management and Reporting

- Establish and monitor KPIs that measure revenue, margin, conversion, market share, customer acquisition, and other critical commercial indicators.
- Deliver regular commercial reporting to the CEO and executive leadership team with clarity, accuracy, and actionable insight.
- Use data-led analysis to identify performance risks, emerging trends, and opportunities for accelerated growth.
- Maintain rigorous governance over commercial plans, forecasts, and performance reviews.

Team Leadership and Culture

- Lead, develop, and retain a high-performing commercial team built on excellence, collaboration, and accountability.
- Create a culture of ownership, ambition, and continuous improvement across the commercial function.
- Identify future talent, build leadership capability, and ensure succession planning is actively managed.
- Set a commanding standard of professionalism and commercial discipline throughout the department.

3. Key Performance Indicators:

Strategic Goals Aligned to Group Plan

- Priority Area 1: Be Resilient and Adaptable
- Priority Area 2: Ensure Sustainability
- Priority Area 3: Build Brand Equity
- Priority Area 4: Enhance Guest Experience
- Priority Area 5: Develop and Value Our People
- Priority Area 6: Improve Operational Frameworks
- Priority Area 7: Ensure Compliance

In addition, the following KPIs apply:

- Revenue growth across all business segments and channels
- Improvement in profitability and commercial efficiency
- Growth in market share and brand strength
- Enhanced sales conversion and channel performance

- Delivery of forecast accuracy and budget achievement
- Strength of team performance, capability, and retention

4. Experience:

Essential Criteria

- Significant senior-level experience in commercial leadership roles within resorts, hotels, hospitality, leisure, or related multi-site environments.
- Demonstrable success in driving revenue growth, market expansion, and profitability.
- Extensive experience in sales strategy, revenue management, marketing, and distribution.
- Strong understanding of consumer behaviour, channel performance, and commercial planning.
- Proven ability to lead cross-functional teams and influence senior stakeholders at executive level.

Required Skills and Attributes

- Exceptional strategic thinking and commercial judgement.
- Strong leadership presence with the ability to inspire confidence and deliver accountability.
- Highly analytical with the ability to interpret data and translate insight into action.
- Outstanding negotiation, communication, and stakeholder management skills.
- Resilient, decisive, and capable of operating effectively in a fast-paced, ambitious environment.
- A disciplined, performance-led mindset with an unwavering commitment to results.

5. Qualifications:

Essential Criteria

- Bachelor's degree in business administration, Marketing, Economics, Finance, Commerce, or a closely related discipline.

Desirable Criteria

- Professional training in Sales, Marketing, Distribution and Revenue Management in a Hotel and Resort Environment.

6. Core Competencies:

Business Awareness

- Exceptional strategic thinking and commercial judgement.
- Strong leadership presence with the ability to inspire confidence and deliver accountability.
- Highly analytical with the ability to interpret data and translate insight into action.
- Outstanding negotiation, communication, and stakeholder management skills.
- Resilient, decisive, and capable of operating effectively in a fast-paced, ambitious environment.
- A disciplined, performance-led mindset with an unwavering commitment to results.

Relationship Management

- A natural ability to connect with key stakeholders and maintain productive partnerships.
- Provides visible and trusted leadership that sets direction, builds confidence and reinforces accountability across properties.
- Leads and develops high-performing teams, ensuring capability, succession readiness, engagement and alignment with current and future business needs.
- Manages complex and competing priorities effectively, balancing stakeholder expectations while promoting inclusion, diversity and respectful workplace practices.

Communication

- Communicates with clarity, confidence, and authority, adapting style and messaging to suit Board, senior leadership and operational audiences
- Engages confidently with senior leadership, constructively challenging ideas and contributing to informed, high-quality decision-making
- Influences outcomes through effective, tactful, and credible communication, balancing advocacy with collaboration
- Manages complex, sensitive, or high-risk situations with professionalism, discretion, and emotional intelligence
- Maintains objectivity and composure in difficult conversations, ensuring issues are addressed respectfully and effectively

Planning & Execution

- Translates strategy into clear plans and governance frameworks that enable disciplined execution and delivery of Group objectives

	<ul style="list-style-type: none"> • Anticipates risks, analyses complex issues, and makes timely, well-reasoned decisions in ambiguous or high-pressure environments • Balances short-term operational demands with long-term strategic objectives, adapting approach as required to maintain momentum and focus • Establishes and maintains structured processes, controls, and operating frameworks to promote consistency, efficiency, and quality across the business
<p><i>Results & Quality Focus</i></p>	<ul style="list-style-type: none"> • Sets clear performance expectations, monitors outcomes, and ensures delivery against agreed objectives, standards, and timeframes • Maintains high standards of quality, accuracy, and integrity across all areas of responsibility, reinforcing disciplined performance and accountability • Identifies and drives improvements to processes and ways of working to enhance efficiency, effectiveness, and productivity • Champions a culture of continuous improvement, innovation, and learning to strengthen commercial capability and long-term performance
<p><i>Company Values</i></p>	<ul style="list-style-type: none"> • Integrity – Be honest, sincere and have strong moral principles with absolute confidentiality in all actions and dealings • Accountability – Be responsible, reliable and take ownership of your actions • Commitment – Be the best you can be • Teamwork – Be supportive, cooperative and inclusive • Respect – Be humble, take pride and value others

This Job Description sets out the main duties of the post at the date when it was drawn up. Duties may vary from time to time without changing the general character of the post or the level of responsibility entailed. Such variations are a common occurrence, and all Raffe Hotels & Resorts employees are expected to be flexible in undertaking the duties and responsibilities attached to their role, and may be asked to perform other duties, which reasonably correspond to the general character of their role and level of responsibility.

I acknowledge that I have read and understand the above job description in its entirety and am capable of performing all of the stated requirements.

[Signature]

[Name]

Group Director of Commercial

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