

Title:	Manager Marketing & Communication		
Business Unit:	Marketing		
Reports to:	Chief Executive Officer		
Purpose:	Responsibility and accountability for the implementation of dynamic marketing strategies with particular emphasis on the achievement of the desired corporate image, that will position the organization in relation to other sports federations, macro sports bodies, government departments and the general public as well as continuous improvement of own disciplines within SSA and service quality to own key stakeholders.		
Direct Reports:	Coordinator Website & Graphics; Coordinator Branding & Events		
Key Internal Relationships:	SSA CEO, SSA Management Team, Affiliate Members, Sponsors , All Marketing Staff; all SSA Staff;		
Key External Relationships:	Macro bodies, International & Local Media, National & Provincial Government, Affiliates; identified stakeholder groups		
High Interaction (with other functions, jobs, systems)	SSA CEO;CFO, SSA Management Team		
	Strategic Role	% Time	Performance Measure
	<ul style="list-style-type: none"> Understands & use the technical components which are not quickly or easily learned on the job. Recognise alternative technologies or methods for delivering own products & services. Review organisation reports or documents to stay informed of new development or strategies. 		<ul style="list-style-type: none"> SSA's performance against set targets: <ul style="list-style-type: none"> Growth in sponsors (% share of wallet) Growth in grassroots penetration Income generation for self-sustainability Supportive networks established SSA's position against appropriate benchmarks <ul style="list-style-type: none"> Growth in elite athletes Administration expenses as % of budget Rankings (as per BMI stats)
		% Weight	
	Leadership Role	% Time	Performance Measure
	<ul style="list-style-type: none"> Translate major new directives into individual performance expectations. Communicate major new directives from executive management to employees. Appropriate quality and quantity of employees attracted and retained within own business unit. Marketing unit supports vision, mission, values and 		<ul style="list-style-type: none"> Work Unit Climate Questionnaire Results People Management practices and processes implemented Personal Development plan approved in time and implemented
		% Weight	

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<p>strategy communicated to team and their commitment secured.</p> <ul style="list-style-type: none"> Establish strategies or methods & organisational systems for accomplishing major new directives. Regarded as consistent in word and deed, resulting in credibility with followers. Effective two-way communication practised within own unit and appropriate circle of influence within SSA and external to SSA. Displayed awareness of own development needs, and addressed as per plan. 		<ul style="list-style-type: none"> Balanced Scorecard Targets met Continuous improvement plans developed & implemented
Team Role	% Time	Performance Measure
<ul style="list-style-type: none"> Respected by peers. Communicated appropriately to target audience and input from other team members considered. Identified interdependencies between departments and sought to balance all relevant interests. Established and maintained constructive working relationships. 	<p style="text-align: center;">% Weight</p>	<ul style="list-style-type: none"> Peer feedback questionnaire
Technical / Functional Role	% Time	Performance Measure
<ul style="list-style-type: none"> Develop and implement a marketing strategy that will position the organization in relation to other sports federations, macro sports bodies, government departments and the general public: <ul style="list-style-type: none"> Marketing strategy reflects action plans with an appropriate focus on all the aquatic disciplines. Build the swimming brand locally and internationally and improve brand value within sports codes "structure". Establish an effective mechanisms to retain and attract existing and new sponsors. Create opportunities with national, regional and international stakeholders & potential stakeholders to enhance the financial viabilities & image of SSA as a marketing outcome. Conduct market research activities to identify targeted sponsors, NGO's, special interest groups, municipal, provincial and government departments. Advise management on marketing issues. Design, coordinate and present marketing programmes. Work in conjunction with the organizations commercial partners and assist where necessary. Assist in publicity efforts and advertising campaigns. Co-ordinate the communication activities of all areas of the organisation that are involved in delivering a service 	<p style="text-align: center;">% Weight</p>	<ul style="list-style-type: none"> Marketing Operational plan: <ul style="list-style-type: none"> Approved in time Achieved as contracted Balanced Scorecard Results met: <ul style="list-style-type: none"> Financial <ul style="list-style-type: none"> Reduction in average cost per elite athlete developed. Budget variances Level & retention of funding Processes <ul style="list-style-type: none"> # of athletes Media coverage Financial Policies & Procedures # facilities developed / upgraded Customers <ul style="list-style-type: none"> Sponsor feedback / evaluation Events quality (feedback by participants) Athlete satisfaction survey People <ul style="list-style-type: none"> Performance management # people trained Staff turnover

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<ul style="list-style-type: none"> to commercial partners, sponsors and other customers. • Expenses controlled as per budget • Staff management and development: <ul style="list-style-type: none"> - Own team's individual performance targets identified, feedback given and appropriate developmental or other corrective action taken. - Development plans for staff developed and implemented • Direction provided to own staff members, resulted in: <ul style="list-style-type: none"> - Sponsors & Stakeholders experience of the administration process met or exceeded. - Effective support of key performance areas (e.g. Marketing, Finance, Athlete Development & Human Resources) . - Average cost of development of elite athletes understood & clear guidelines given to stakeholders of priorities to develop the essential infrastructure for development strategies. - Cost effective, efficient and high quality regional services provided. • Position SSA for image growth and integrate all internal functions & initiatives into carefully considered external communication: <ul style="list-style-type: none"> - Establish rapport with National, Provincial & Local Governments & National sports bodies to influence positively and enhance the financial viabilities & image of SSA. 			<ul style="list-style-type: none"> - Employee Satisfaction Index
Project Role		% Time	Performance Measure
<ul style="list-style-type: none"> • Defined contribution to project and measures for success • Transformation <ul style="list-style-type: none"> - New SSA structure implemented - Performance Management process developed & implemented 		% Weight	<ul style="list-style-type: none"> • Operational cost reduction target met • Headcount targets met and capacity developed • Performance Management BSC • Staff Performance Management system
Knowledge	Skills		Behaviour / Other (e.g. physical, aptitude)
<ul style="list-style-type: none"> • Strategic and Operational Sports development knowledge, including global trends • Community development processes & structures • Marketing Management • Communication Management 	<ul style="list-style-type: none"> • Business Management • Budgeting & Financial control • People Management • Communication • Computer 		<ul style="list-style-type: none"> • Strategic Vision • Change Leadership • Teamwork & Co-operation • Client and Quality Orientation • Drive & productivity • Problem solving & Decision making • Impact and Influence • Negotiation • Good communicator, objective and assertive • Ethical transparency

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Previous Experience and Qualifications Required	
<ul style="list-style-type: none"> • Ideally a tertiary business qualification as minimum requirement or equivalent experience. Postgraduate general business qualification would be a distinct advantage. • Significant experience in a senior marketing management role in an efficient, dynamic and highly competitive environment. • Experience gained in a sports organisation would be beneficial. 	
Level of Authority	
<ul style="list-style-type: none"> • Powers assigned as per the prevailing delegation of authority, including: <ul style="list-style-type: none"> – Enter into and execute any agreement of lease in respect of movable and immovable assets – Institute or defend any action or other legal proceedings by or against the SSA in the RSA and neighbouring territories • Financial approval / signing power as part of EXCO (Limit: R ?) • Negotiate on behalf of SSA with potential suppliers / outsourcing vendors • Employee lifecycle events – hire, dismiss, reward, develop and promote. • Escalation procedure. 	
Outputs / Reports	
<ul style="list-style-type: none"> • Marketing Strategy • Financial Target Sets • Monthly BSC Report to CEO • Contribute to Sponsor Quarterly Report • Annual Budget • Contribute to Annual Operational Plan • Funding or in-kind sponsorships 	
Process Owner	
<ul style="list-style-type: none"> • The Manager Marketing & Communications is the process owner for: <ul style="list-style-type: none"> • Marketing, PR & communication processes • Sponsorship relationship management processes 	