

Job Profiles - New Products & Strategies

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Overview of Findings

In our research on job descriptions for developing new product and revenue streams, we looked at existing structures at music schools and conservatoires, as well as a broader range of education institutions.

Across all the roles we discovered, there were certain soft skills that any individual working in this capacity will need to have:

- **Collaboration:** a deep understanding of and ability to partner with all departments in the organization to best represent their interests when developing new product lines.
- **Influence:** all of these roles require getting buy-in from both internal and external stakeholders to move new strategies or projects forward.
- **Creativity:** while there are differences in the level of execution that certain roles are responsible for, all require the creativity to create realistic, yet innovative, ideas.

Beyond these similarities, however, there appeared to be three distinct structures for this type of role. Picking a structure will depend on the primary skill gaps you find in your team that you are looking to supplement by hiring this new role.

1. **Strategy & Innovation:** ideation and understanding of opportunity in the market relative to potential offerings of your organization



2. **New Product Development:** understanding of the full product lifecycle, project management skill set, and knowledge of how to market products more widely
3. **eLearning Program Development:** proficiency in online learning philosophies, best practices, and technologies

Below we have shared the general profiles of each of these structures, as well as an example job description from the broader education industry that fits each profile.

Structures at Other Music Schools

Below are the staff structures found at some of the other leading music schools.

There was not one consistent structure across schools, rather a mix of roles focusing on strategy, products, online learning, and revenue streams. While no school appeared to have all three of the profiles listed above, some had 1-2 or combined two into a single role. This could be due to resource constraints or strategic focus.

Online Education Only:

- [Berklee College of Music](#) is much more departmentalized around content, with a Senior Vice President of Online Learning & Continuing Education and a Director of Summer Programs.
- [San Francisco Conservatory of Music](#) has a specific department for Pre-College and Continuing Education, with an Executive Director and staff.

Online Education + New Revenue/Product Development:

- [The Juilliard School](#) has a Director of Earned Revenue and a Senior Director of Education & Strategy that both work on various angles of strategy around programs that can bring in revenue.
- [New England Conservatory of Music](#) appears to include the development of new business initiatives in its Advancement & Engagement department, which includes a Director of Strategic Initiatives. Their summer program only has a registrar, and there is no centralized role for new digital ventures.
- [Royal Academy of Music](#) has a Deputy Principal of Advancement who is responsible for fundraising, communications, marketing and alumni relations. She also plays a key strategic role on the Senior Management Team, identifying new income streams and planning celebrations and a campaign for the Bicentenary in 2022.



Profile 1: Strategy & Innovation

The first potential profile for this type of role is focused on developing new strategies and ways the organization can innovate in its offerings. As the name suggests, this role operates at a more strategic level, identifying avenues for expansion and then working with the appropriate departments to initiate execution of approved ideas. While they are involved in the beginning stages of development for new projects, they do not often take a tactical management role.

This role is the broadest of the three, as strategy and innovation could encapsulate not only new products, but also new partnerships, demographics, and other, less tangible offerings.

- **Key skills:** A key aspect of this role will be developing a deep understanding of the full organization, including collaboration with all departments, to be able to identify all possible routes for expansion at an organizational strategy-level.
- **Organization:** Across both the music schools we explored and the wider education field, this type of role was often a part of the Advancement team, as it combines many aspects of both development and marketing.
- **Background:** Many roles require business backgrounds for this type of position, as well as expertise in finance and economics (given the necessary evaluation of financial risk for new ventures).

Example Job Descriptions (From Online Research)

Director of Innovation and New Ventures

[Whittier College](#)

The Innovation and New Ventures Office at Whittier College seeks a Director.

Reporting to the Vice President, the Director of Innovation and New Ventures is responsible for identifying, recommending, and launching new revenue initiatives for the institution.

This Director will identify new innovative opportunities in higher education. The individual will conduct industry research on higher education to identify opportunities to consider that will impact colleges and universities in technology, new demographics, new distribution channels, new and high demand courses, and new business models such as revenue share. This role will conduct research on innovative industry trends in higher education. The role will attend higher education industry conferences to gather information on the latest new educational concepts in higher education.

Based on research and data, the Director will evaluate the financial viability of new opportunities to present to the College. The individual will conduct comprehensive strength, weaknesses,



opportunities, and threats (SWOT) analysis of new initiatives to assess how it will help the College gain a competitive edge. The Director will prepare detailed financial analysis to determine the long-term viability, sustainability and scalability of the new opportunities.

The Director will develop an ongoing process for a cross functional team evaluation and go/no-go decision of new initiatives. This role will work with a cross functional team including, but not limited to, academic affairs, student affairs, technology, marketing and communications, finance, and the president's office to evaluate new opportunities and recommend funding for the opportunities. Upon approval, the individual will launch pilot programs of the initiatives. The Director will collaborate with the marketing team to develop an advertising, branding, and promotion campaign to attract prospective students to enroll in the programs. The Director will also prepare and review financial performance of the programs to recommend continuing, improving or discontinuing initiatives.

Responsibilities:

- Research leading-edge trends in higher education to identify new opportunities for revenue growth.
- Evaluate cutting-edge education technologies with the potential to disrupt the higher education marketplace.
- Conduct peer college reviews to gain a better understanding of the Colleges competitive position in the marketplace.
- Assess ground-breaking new business models and innovative approaches to conducting business in higher education.
- Prepare detailed financial analysis and reports to determine the viability of new initiatives.
- Monitor key performance indicators against benchmarks of organizational success for new initiatives.
- Provide leadership and oversight for the development, direction and coordination of new revenue initiatives that expand the reach of the College and deliver its educational programs to a broader adult professional audience.
- Collaborate with campus leaders, marketing, finance instructors across academic departments shape new revenue opportunities and apply market research and business analytics to maximize success.
- Champion new opportunities across the organization, working collaboratively to execute plans for developing new business, maintaining existing client relationships and developing new business products and models in concert with campus leadership.
- Identify and recruit faculty and external experts to provide experiential and skill-based learning opportunities to a larger adult professional market.
- Performs other duties as assigned or requested.

Previous Experience



- 7-10 years' industry experience in venture capital, business development, marketing, consultative sales, new ventures, and strategic planning.
- At least seven years of leadership experience building, nurturing, and motivating highly talented cross-functional teams.
- Demonstrated experience in successfully launching new initiatives and in developing strategic partnerships.

Knowledge and Education

- Master's degree in business or related field required.
- Educational background in strategy, finance, economics, and marketing preferred.
- Demonstrated knowledge of financial forecasting and budget development.

Director for Product Innovation and Commercialisation [The Open University](#)

The Open University is a world leader in innovation and has pioneered new approaches to higher education for more than 50 years. We are the largest UK university by student population and the only university with headquarters in Wales, Northern Ireland, Scotland and England.

Our new Director for Product Innovation and Commercialisation will provide oversight and strategic leadership in our expansion of educational products, apprenticeships, microcredentials, business-to-business opportunities and our global activities in validation and partnering. The University is in an exciting period of expansion with a new strategy for 2022 that continues to deliver our mission to be open, ambitious, innovative and inclusive.

This new role will leverage and enhance the University's existing portfolio by leading the development of new product opportunities and channels in partnership with the Faculties to meet the needs of learners, communities and employers in the UK and abroad. The role will be expected to be a member of the Vice-Chancellor's Executive (VCE) and lead acquisition and strategic partner opportunities, commercial and other income generation from the University's estate and facilities.

Providing strong leadership to a commercial team including the Open University Worldwide and collaborating with staff in all four UK nations, our new Director will continue to increase our impact on global education and diversify our income.

Key Responsibilities



- Line management of OU commercial teams including our Business Development Unit, OU Validation Partnerships and Microcredentials.
- Achieve expansion of our apprenticeship programmes and increasing income from business training opportunities and other opportunities.
- Develop strategies for international partnerships and validation programmes.
- Supporting our microcredentials programme including the growth of FutureLearn.
- Identifies and exploits higher education trends and market opportunities.
- Ensure the full potential of the Open University's presence in Wales, Ireland, Scotland and England is realized in the range of products and approach to commercialization.
- Responsible and accountable for a set of growth performance and financial targets agreed by VCE.
- Driving the growth and diversification of the University's income streams by Identifying and realizing new product opportunities across the Open University's portfolio of innovation in education and research.
- Work in partnership and collaboration across the University and with external partners, potential customers and new generations of students to lead the research, design, production and promotion of new and innovative educational products.
- VCE lead for acquisition and strategic partnership opportunities, commercial and other income generation from the University's estate and facilities, strategic development opportunities for the University's course portfolio , working closely with the Director of Marketing and Communications on the development of new recruitment channels such as local centres and further education partnerships.
- The role holder would also undertake other duties as requested that are aligned with the overall purpose of the role and act with collective responsibility and a corporate approach as a member of VCE. These duties include senior representation on key University committee such as the Curriculum Partnership Panel.

Skills and experience

- Combine commercial acumen with knowledge of higher education
- An entrepreneurial, commercial, target oriented and delivery focused mind-set
- Mature leadership judgement, professional credibility, deep business insight and effective communication skills in order to foster strong team work;
- Customer focused with sensitivity to a variety of internal and external stakeholder views;
- Demonstrable intellect and creativity in developing innovative approaches and the ability to add value to strategic thinking and debate, coupled with a strong and pragmatic approach to financial management;
- Demonstrable ability to create strategic and collaborative partnerships that develop new products, leveraging the University's knowledge and expertise.
- Deep understanding of client needs and translating them into educational products.
- Ability to reach into businesses, organisations and communities and seek out opportunities.



- Knowledge of university structures and the roles of academics.
- Experience of leading large teams, preferably at executive level.
- Ability to lead and influence through a matrix approach to a broad range of senior leaders across the Faculties, units such as Learning and Discovery Services (LDS), research and scholarship centres, and partners including Futurelearn.
- Experience of operating at an executive level in a large and complex organisation, preferably a UK higher education institution.
- In-depth knowledge of UK, each of the four nations and international markets for tertiary education products.
- Ability to lead change in the people diversity of the units for which the role is responsible.
- Commitment to the values and mission of The Open University.
- Work in collaboration with the Director of MarComms to strengthen the Open University brand within the innovation and commercial space.
- A strong commitment to excellence in working with a diverse staff and student population.

Profile 2: New Product Development

The profile focused on new product development includes some of the ideation responsibilities of the strategy and innovation-focused role, but is much more heavily involved in project management of new offerings.

- **Key skills:** The main responsibility of this role is to manage the entire lifecycle of a new product, which can mean not only creatively identifying opportunities for expansion, but also deep involvement in daily project management.
- **Organization:** At some arts institutions, this role may be tied to concepts of earned revenue or commercial opportunities — building creative new ways for organizations to bring in additional finances.
- **Background:** Backgrounds of individuals in this type of role tend to be much more focused in product or project management, but also includes the financial expertise included in the strategy and innovation role (especially regarding earned revenue potential).

Example Job Description (From Online Research)

Vice President of New Product

[The National Society of Leadership and Success \(NSLS\)](#)

The Vice President of New Product will join a team of over 90+ purpose-driven staff members in a friendly, focused, fast-paced entrepreneurial environment. The NSLS is the largest collegiate



leadership honor society in the United States, with over 700 chapters and more than one million members, who collectively have completed over 282,000 hours of community service.

As the VP of New Product, you are the leader taking us towards our BHAG (Big Hairy Audacious Goal) of “Everybody knowing somebody positively impacted by the NSLS.” While we are at 1 out of every 6 colleges in the nation, you will lead us into high school, international, corporate, subscription, and other arenas to diversify our impact and revenue. You will hold full P&L responsibility for our new product lines, which are targeted to be a key revenue source as the NSLS grows. You’ll also ensure direct results by pitching in, project managing, and executing as necessary to ensure results. An ethos of “roll up your sleeves and get it done” is shared by all here.

Responsibilities:

- Manage the full product lifecycle from concept to launch of all new product(s).
- Identify, map and launch NSLS products into new revenue generating markets.
- Build and deploy the company's new product solutions.
- Identify opportunities that lead to the growth of existing product lines through innovation.
- Use and maintain data and reports to drive evidence-based decisions for new product launches.
- Lead, define, represent and communicate product strategy to all stakeholders and company.
- Partner with departmental leaders to align and execute product strategies, providing proper support of new product launches.
- Build and manage a cross functional team towards department KPIs.
- Manage teams, projects, resources, outside vendors, consultants, and other consultants.
- Hold profit & loss responsibility

Your Characteristics:

- You are a leader and a manager. You see what needs to be done and can map out who and how it can be done effectively within the given competencies of your team and available resources.
- You have a passion for innovation, with the ability to initiate ideas and lead initiatives from inception.
- You are efficient, with strong prioritization skills, attention to detail, and ability to manage many projects concurrently.
- You are adept at performing effectively in a fast-paced environment, thinking strategically, and meeting deadlines in a timely manner while maintaining professionalism and product quality.
- You have a can-do, get it done, let's make it happen, “bootstrap it if necessary” mentality. You're good at delegation but you can also get it done as you quickly build and grow your team across time.



- You have an instinctual knack and love of the art of persuasion, with a demonstrated ability to influence stake-holders at all levels.
- You have the ability to hold a strong point of view, combined with a flexible and open mind that accepts input and adapts gracefully.
- You possess an inquisitive, active, quick and sharp mind that grasps both what is being said, while being able to detect the nuances of what is being shared between the lines.
- You have a high emotional IQ and can navigate complex human dynamics with grace and ease.
- You're an exceptional listener, who comprehends, negotiates and loves a back and forth that ultimately creates something better than where you all started.

Your Mindset:

- You have an entrepreneurial mindset with a focus on ROI. You think about the resources available and the way to maximize them. You likely have a parking lot of best practices and good ideas that you will fold into workflow across time as you grow the team.
- You have a love of optimization and continual improvement. You frequently ask, "What can be seen in the data and in the results, and how could it be made better?" You then act, observe, repeat.
- You have a holistic mind that looks at the whole puzzle as well as the individual pieces. You see how all the pieces can best fit together so there is flow and congruence across all platforms (which coincidentally makes the marketing and sale of the given program or product easier).
- You are a natural at strategy – how do we do X and Y now such that it not only generates immediate results, but also sets up step Z for later. You also find opportunities that serve multiple goals – not just better ROI, but also in ways that drive new product introduction.
- You have a gifted mind for details, planning, workflow, systems and process.
- You are mission driven and have purposefully found ways to make a difference, give back, and contribute through your work or personally.
- You have a strong interest in personal growth and development – you've taken courses, read books, created regular practices, etc. to expand, improve and refine yourself.

Qualifications:

- Minimum BA or BS required; MBA preferred.
- 15+ years of experience in marketing and/or product management.
- 5+ years of experience managing a product management team.
- Experience with high-volume, low-cost subscription products preferred.
- Experience in strategic planning and execution.
- Experience working effectively with management, team members, outside vendors and collaborators.
- Experience in direct response marketing with heavy digital marketing experience.



- Experience marketing an information/content product preferred. If not, material product (non information/content product) marketed/sold online is acceptable.
- Experience in managing and prioritizing product management activities.
- Held responsibility for full P&L of a product basket.
- Conducted hands-on management of products from beginning to end of their life cycle.
- Facilitated communications efforts across various teams through a life cycle of a product launch.
- Proficient in MS Office (Word, PowerPoint, Excel).
- Proficient in products sold with a strong focus on leveraging digital/informational marketing tools to sell to consumers (ex: websites, web optimization, e-marketing).

Profile 3: eLearning Program Development

While the previous two profiles are broader in focus, encompassing all forms of new strategies and offerings at a school, we also explored roles that are specifically focused on online learning. Leaders in this department often also manage a variety of extensions to an organization's main courses — at conservatoires we saw roles that led online learning, continuing education, and summer programming, sometimes all at once.

- **Key skills:** An understanding of digital curriculum development and trends/challenges in online learning environments will be most important for success in this type of role, as this individual will be managing much of the design and daily maintenance of online courses.
- **Organization:** Most organizations designate an online learning manager or director whose job it is to collaborate with faculty across a variety of disciplines to adapt their coursework. Collaboration will be key in this role.
- **Background:** This role may require the most knowledge in specific software applications; if this is a choice the organization has not yet made, it will be necessary for this individual to have an understanding of the industry offerings and be able to be in a decision-making capacity.

Example Job Description (From Online Research)

Senior Manager Learning Programs, Content and Instructional Design

[Collibra](#)

The highly strategic role of Senior Manager, Learning Programs and Instructional Design will be the cornerstone of our learning growth strategy - supporting our sales and go-to-market teams to build competency, knowledge, skills and ability to influence customer buying through their buying journey. Reporting to our Director of Sales Enablement, this leader will create engaging



educational experiences for Collibra sales, partners and engineers worldwide through web-based, interactive courses and will play a pivotal role in building a culture of learning at Collibra - as we scale our business globally.

This multifaceted role requires systematic planning & organization, creativity and proficiency in adult learning, storytelling, and UX Learning Design to execute on complex and multiple regional and global design projects along with leading a team of learning experience designers and design specialists.

The Senior Manager Learning Programs, Content and Instructional Design at Collibra is responsible to:

- Bring expertise and thought leadership to our learning strategy across all go-to-market sales roles; helping to design and deliver a comprehensive competency model that aligns with our People Team's vision of Collibra learning
- Design learning programs and content to help new and experienced sellers understand our products, markets, positioning and build sales skills to solve customer business problems
- Create exceptional content under tight timelines and across a broad range of topics, while managing the design, development and production
- Partner with Subject Matter Experts to identify goals, audience, and objectives; create course outlines, storyboards, and scripts that meet learning objectives
- Build and deliver an assessments that measure objectives, organize course materials in a learning hierarchy and identify content delivery strategies that provide the best learning experience
- Collaborate with Marketing to develop a company-wide content strategy and understands its interrelationship to learning consumption and effectiveness

You Have:

- 7 + years of experience in learning & development with a minimum of 4 years of experience in design and development of learning programs with an understanding of business and technical language
- The ability to relate to the sales environment, designing sales competencies, related content, leveraging learning management systems and tools with a tendency to think holistically
- Experience developing online training and performance improvement materials using e-Learning authoring tools such as Captivate, Articulate, or similar products
- Knowledge of and practical application of Adult Learning Theory and instructional design principles and a passion to create innovation and experimentation into your program(s) to achieve high levels of engagement, efficacy and application by our learner audience.

You Are:



- Highly collaborative and empathetic
- A change agent who is comfortable operating in a growth environment
- Focused on impact, through enabling the success of others with a team mentality
- An excellent communicator and lifetime learner
- A problem solver, excited by the opportunity to create and influence a developing organization

Measures of success are:

- Within your first month, you will help inform a sales skills competency strategy
- Within your third month, you will have a working knowledge of the content landscape and begin to build a cross-functional strategy on content governance with learning as a goal
- Within your sixth month, you will have orchestrated and delivered skills and technical training content, mapped to the competency model as well as have delivered and assessed results of a competency assessment by sales role