



Commercial Director

Open Data Institute

Application Pack



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1 About the Open Data Institute

The Open Data Institute (ODI) is an independent, non-profit, non-partisan, Limited by Guarantee Company. The ODI was co-founded by the inventor of the web, Sir Tim Berners-Lee, and Professor Sir Nigel Shadbolt to connect, equip and inspire people around the world to innovate with data in an unprecedented age of data. The ODI board includes Baroness Martha Lane-Fox and Neelie Kroes.

The ODI has secured £10m over five years from the UK Government (via the UK innovation agency, Innovate UK), and \$4.75m from Omidyar Network, and is working towards long-term sustainability through match funding and direct revenue.

With global reach, hundreds of members, thousands of people trained, dozens of start-ups incubated, and a 5,000 square feet convening space based in the heart of London's thriving Shoreditch area, we partner with organisations and businesses that are interested in developing open data. The ODI works across the Data Spectrum with world-leading companies such as Arup, Deutsche Bank and Thomson Reuters to deliver open innovation.

About Open Data

Open data has proven benefits for our economies and citizens. The Shakespeare Review identified £6.8bn of total value in UK public sector data, a report in 2011 estimated that the EU market for public sector data would grow to €40bn per year, while McKinsey estimated a global market powered by open data from all sectors would create an additional \$3tn and \$5tn a year.

The Open Data Institute has identified open data-driven UK companies with a combined annual turnover of over £92bn employing over 500,000 people. Transport for London alone has identified a 58:1 return on investment by releasing transport data, in the process helping create global leaders such as Citymapper. Denmark has seen a 70:1 return on investment by choosing to publish address data openly. In the US, an open data company has sold for \$930m and Landsat data create savings of \$350m to \$436m per year, while at least 84% of American smartphone owners use an application powered by open data every single day.

Our focus

We focus on sector themes to bring open data's benefits to specific areas of society and industry across the Data Spectrum.

These sectors are:

- Agriculture and nutrition;

- Data infrastructure;
- Finance
- Global development
- Open cities

For detailed information on these programmes see www.theodi.org

What we do

We train, nurture and collaborate with individuals around the world to promote innovation through open data. We do this through:

- Open data training courses – across the UK and Internationally
- Consultancy Service – providing expertise across the UK and internationally to businesses and governments in sharing their data
- Membership – bringing together a network of individuals and organisations
- Events – from free lunchtime lectures to annual summits
- Tools, standards and techniques – our Labs team works with partners, universities and clients to evolve state-of-the-art software tools, standards, and techniques in open data for the benefit of all
- Start-ups – we aim to find, support and promote open data start-ups
- Research – we research a broad range of areas related to open data
- Certify – our vision is to certify all open data to maximise reuse and unlock its value
- Nodes – operating at a city or regional level, our nodes commit their local expertise
- Policy – the ODI provides input to policy consultations and debates

2 Structure and Governance

The Open Data Institute (ODI) is an independent, non-profit, non-partisan, limited by guarantee company.

The Board is comprised of:

Sir Tim Berners-Lee, President and Co-Founder

A graduate of Oxford University, Sir Tim Berners-Lee invented the World Wide Web, an internet-based hypermedia initiative for global information sharing while at CERN, the European Particle Physics Laboratory, in 1989. He wrote the first web client and server in 1990. His specifications of URIs, HTTP and HTML were refined as Web technology spread. He is the 3Com Founders Professor of Engineering in the School of Engineering with a joint appointment in the Department of Electrical Engineering and Computer Science at the Laboratory for Computer Science and Artificial Intelligence (CSAIL) at the Massachusetts Institute of Technology (Decentralized Information Group (DIG)). He is also a Professor in the Electronics and Computer Science Department at the University of Southampton, UK. He is the Director of the World Wide Web Consortium (W3C), a Web standards organisation founded in 1994 which develops interoperable technologies (specifications, guidelines, software, and tools) to lead the Web to its full potential. He was a Director of the Web Science Trust (WST) launched in 2009 to promote research and education in Web Science, the multidisciplinary study of humanity connected by technology. Tim is a Director of the World Wide Web Foundation, launched in 2009 to coordinate efforts to further the potential of the Web to benefit humanity. He has promoted open government data globally and is a member of the UK's Transparency Board. He was named as co-director of The Open Data Institute, with Professor Nigel Shadbolt in November 2011.

Sir Nigel Shadbolt, Chairman and Co-Founder

Nigel is Professor of Computer Science at the University of Oxford and Principal of Jesus College, Oxford, and visiting Professor of Artificial Intelligence at the University of Southampton.

With over 400 publications and 18,000 citations to his work, Nigel has researched topics ranging from cognitive psychology to computational neuroscience, artificial intelligence to the semantic web. He was one of the originators of the interdisciplinary field of Web Science and is a Director of the Web Science Trust, which seeks to advance our understanding of the web and promote its positive impact on society. Nigel is the Principal Investigator of SOCIAM, a £6m project from the Engineering and Physical Sciences Research Council which seeks to understand social machines.

In 2009 the Prime Minister appointed Nigel and Sir Tim Berners-Lee as Information Advisors to transform access to public sector information. This work led to the highly acclaimed data.gov.uk site that now provides a portal to over 20,000 datasets.

In May 2010 Nigel was asked by the UK Coalition Government to join the Public Sector Transparency Board, which oversees open data releases across the public sector. In April 2011 he became Chair of the UK Government's midata programme, established to empower consumers by releasing their data back to them. In the November 2011 Autumn statement he was awarded £10m funding via the Technology Strategy Board to set up the Open Data Institute with Sir Tim Berners-Lee.

In November 2015 Nigel was appointed by the Minister of the Cabinet Office to the UK Government's Data Policy Group.

Baroness Martha Lane Fox, Board member

Martha Lane Fox is a digital pioneer, specialising in helping to improve public understanding of the internet. Martha chairs the digital skills charity go on UK, as well as Makielab and lucky voice. She is a non-executive director at Marks & Spencer, the baileys prize for fiction, and the creative industries federation. Martha joined the House of Lords as a cross-bencher in 2013. She is also Chancellor of the Open University.

Neelie Kroes, Board member

Neelie studied economics at Erasmus University in Rotterdam, before working there for six years as an Assistant Professor.

Her political career started on the Rotterdam Municipal Council, and in 1971 she was elected as a Member of the Dutch Parliament for the liberal VVD party. From 1982-1989 she served as Minister for Transport, Public Works and Telecommunication in the Netherlands.

Since 2004, she has worked for the European Commission, as one of the 27 Commissioners working to maintain a peaceful and prosperous Europe. From 2004 to 2009, Neelie was Competition Commissioner, responsible for ensuring a level playing field for business in Europe, and fair prices and wide choice for consumers. In 2010, Neelie became Vice-President of the European Commission responsible for the Digital Agenda for Europe. This portfolio includes the information and communications technology (ICT) and telecommunications sectors. For example: ensuring trust and security for the Internet and new technologies; ensuring competitive communications, such as in the mobile roaming market; building world-class European research and innovation in this sector; and above all getting every European Digital, with access to fast broadband, so we can make the most out of the Internet to support our economy and society.

As of January 2015 Neelie is Special Envoy of StartupDelta, the Dutch startup ecosystem. Her goal is to interconnect the Dutch startup ecosystem, making it the largest in Europe and ranked in the top 3 of Europe.

Martin Tisé, Board member

Martin leads policy, advocacy strategy, and related investments for the Global Governance & Citizen Engagement initiative of the Omidyar Network.

He began his career in open government, working for the Open Society Institute in Budapest, where he led research on the impact of anti-corruption assistance in Southeast Europe and has since founded and co-founded two multi-stakeholder initiatives and three NGOs.

These include:

- co-founding the Open Government Partnership and seeing it through to a 65-member strong multi-stakeholder initiative
- co-creating the G8 Open Data Charter, G20 commitment to open data principles, and the International Open Data Charter
- founding Publish What You Fund, the global campaign for transparency of foreign aid
- founding the Transparency and Accountability Initiative
- co-founding Integrity Watch Afghanistan, Afghanistan's leading anti-corruption NGO

Martin is a steering committee member of the Transparency and Accountability Initiative and Making All Voices Count, and is also a board observer for Open Knowledge.

He holds a BA from the University of Oxford and an MSc from the London School of Economics.

Roger Hampson, Board Member

Roger Hampson has been Chief Executive of the London Borough of Redbridge since 2000. Redbridge has a strong reputation for web-based innovation in service-delivery, engagement of citizens, and the publication of data. He was a Director of Social Services for many years, and also ran other council departments in parallel. He pioneered innovations in the mixed economy of social care. Until 1986 he was an academic economist of social policy, latterly a Research Fellow at the Personal Social Services Research Unit at the University of Kent. PSSRU was and remains the world leader in the promotion of efficiency in social and health care by the rigorous analysis of data. He is a member of the Local Public Data Panel. He has published on plain language; the economics of political advertising; community care; social services; and reasoning in public life.

Rob Bryan, Board Member

Rob Bryan is a non-executive director and Company Secretary of ODI. He leads BPE Innovation, the only legal service in the UK dedicated to enabling innovation in the science, technology and engineering sectors. Rob has created the legal infrastructure necessary to enable the launch and expansion of the ODI.

Chief Executive Officer, Gavin Starks.

Gavin is responsible for the Institute's day to day activities and reports to the main Board on a regular basis. Gavin brings a unique background in business, technology, science and media, Gavin has broad and deep knowledge of how data can change the world. He began developing internet-based research tools in 1993, and joined Branson's award-winning Virgin Net (now Virgin Media) in 1995 as its fifth team member. In 2006 he created AMEE, raising over \$10m from world-class venture investors including O'Reilly, USV, and Amadeus (organising the world's environmental data, standards, and calculations into a simple web-service). In 2011 he joined the UK Government's "Energy Sector Board" as part of their Midata open-data initiative. Having helped to kick-start the streaming media industry in Europe in the late 90's, Gavin created award-winning media-technology service, Tornado, selling it to a larger media group in 2003. He then helped create the digital media supply-chain, as founding CEO of world-leading digital distributor, CI. CI was the first company to deliver digital products to iTunes, and delivered Amazon US ~25% of its download store at launch.

3 Role Specification

It is essential that in your application you address as many of the criteria the specification as you can. These criteria will be explored further with those who are invited to interview.

The success of the Open Data Institute will depend on strategic leadership of a Commercial Director who will be adept at working across blue chip companies, investor communities, financial institutions, public sector organisations and public sector governance requirements, grants and loan vehicles. The Commercial Director role will be a crucial one, around which high-level strategic and commercial relationships will be built to support the priorities of the Open Data Institute.

The Commercial Director will play a critical role in generating and maximising revenue from partners and clients. High level commercial and strategic leadership will enable the Open Data Institute to find research-led opportunities, government-led opportunities and business-led opportunities. These opportunities will deliver capability for industry and scale-up.

The Commercial Director will generate revenue through collaborative partnerships, innovative business models and market mechanisms that enable delivery of solutions that maximise return on investment.

The Commercial Director will work with external stakeholders including small and large companies, researchers in various markets, academics, public sector funders of innovation and with the ODI Board to increase its impact and value to UK plc and SME's. He/she will facilitate internal processes that lead to excellent decision making within ODI and its Management Board.

The Open Data Institute is seeking an individual who is passionate about the impact that data applications will have on economic growth, transparency, sustainability and society in the UK for generations to come. He/she must have proven ability to build and shape environments where government, industry and academia can work collaboratively in the shaping and delivery of innovative solutions that result in significant improvements in the delivery of innovative solutions that generate economic and societal value.

Purpose

The Commercial Director is an Executive Officer of ODI and will be a member of its [Executive Board](#). The Commercial Director is responsible for providing strategic leadership and operational business management via the executive management team.

As Commercial Director, you will accelerate the development of a world-class Institute, working with industry, global leaders and an amazing team to develop the web of data.

Working alongside the CEO and the team you will create focussed sales initiatives around our sector leader programmes, directly manage C-level and senior relationships, and to close six- and seven-figure contracts across sectors that blend enterprise, SME, start-up and government partners.

Our Kind of Communications Director

You'll be an experienced commercial leader who shares our vision of knowledge for everyone and who has spearheaded rapid, sustained growth. Working with many of the country's leading businesses and business leaders, you'll be adept at synthesizing complex ideas and coming up with a range of practical solutions.

With a minimum 10 years' experience as an exceptional, hands-on, commercial leader you will be an expert, enabler and someone who drives results. You will use your strong vision and high empathy to proactively engage with multidisciplinary teams and clients, taking them on a collaborative journey to create impact. Peers and clients will describe the value you created in those you managed, and the leadership you demonstrated.

As a fast paced organisation we produce products and services for customers that span many sectors and countries. Our roots as a start-up remain with us as we adapt and deliver in an ever changing market context. You will approach change as an opportunity to evolve the business toward long term sustainability. Your experience in product marketing will be critical.

What the Commercial Director does

Working across ODI programmes, you will be responsible for financial targets and delivering income. You will lead on the commercial strategy and product approach using our sector leader programmes.

As we target £3M in the current financial year, the Commercial Director will devise and deliver the organisation towards its next phase of growth and impact through creating and closing commercial deals to grow income over the coming years.

Our status as an independent non-profit, the ODI is in a fantastic position to help convene public and private sectors, to deliver economic value, and environmental and social impact. You will be comfortable engaging with a variety of sectors that cover enterprise, SME, start-up and government partners.

Key functions will include:

- Create and close margin-generating opportunities with commercial enterprises
- Create strong network of commercial organisations, from start-ups through SMEs to enterprises;
- Lead and advise within the ODI in the creation of products to maximise our Sector Leadership Programme
- Advise and support other leaders within ODI in the creation of commercial products
- Identify appropriate contracting and commissioning opportunities;
- Produce and submit bids, tenders, expressions of interest and business cases;

We'd like you to have as many of these criteria as possible:

- Proven success in income generation;
- Significant experience as a leader in a commercial environment;
- Ability to develop team strategies, budgets, and plans;
- Proven leader of high-performing teams and a strategic thinker with the ability to identify opportunities and generate creative solutions;
- Exceptional relationship building, relationship management and negotiation skills, with demonstrated ability to influence and persuade at the highest level;
- Ability to establish and manage effective working relationships with people of all working styles, backgrounds and industry-experience;
- Exemplary communication skills, including presentation skills, with the ability to communicate the mission effectively as a spokesperson for the organisation;
- Excellent organisational and strategic planning skills and the ability to assess, prioritise and manage a varied and demanding workload under pressure and with tight deadlines across a large, multi-disciplinary team;
- Creative, entrepreneurial self-starter with initiative, confidence, drive, and flexibility to deal with unexpected situations or last-minute changes in a dynamic organisation;
- Experience of empowering managers within a large team to take ownership of goals and priorities, and ensure that teams collaborate and share best practice effectively;
- Experience of strategy development and implementation/business planning in a fast paced environment, including preparing and managing complex budgets, and analysing complex management information;
- Strong commitment to the ODI vision and mission; and a strong belief in your capacity to make a positive impact towards them.

4 Terms of Appointment

This is a permanent appointment

Remuneration: Attractive six figure package

Benefits: 3% contributory pension, 30 days annual holiday, Life Assurance cover, Long term disability cover, Critical illness cover, Childcare voucher scheme, Flexible working

Location: London with travel

5 How to Apply

For an information pack and an informal and confidential conversation, visit www.bd-search.co.uk or call our advising consultant:

- Baljit Dhadda on 07736 880699 or 020 3034 0086

To submit your application details, email Baljit.Dhadda@bd-search.co.uk

You will be required to submit a CV and brief supporting statement that provides evidence of the competencies outlined in the Person Specification. You will also be asked to complete an Equal Opportunities Monitoring Form which can be found at www.bd-search.co.uk or contact zee.girach@bd-search.co.uk

Diversity policy

The Open Data Institute is committed to providing equal opportunities for all, irrespective of race, age, disability, gender, marital status, religion, sexual orientation, transgender and working patterns.

This appointment will be conducted in line with principles of merit, fairness and openness.