

# Marylebone Cricket Club

Chief Executive

September 2024



# Marylebone Cricket Club

Marylebone Cricket Club is the world's most famous member's cricket club. The Club is the guardian of the laws of the game. Founded in 1787, MCC issued the first code of Laws in 1788 and moved to their current home at Lord's in 1814. MCC remains, in the words of a former president, Sir Pelham Warner, "a private club with a public function."

There are 18,350 Members of MCC. Those Members own Lord's Cricket Ground and all MCC's assets (the most famous of which is the Ashes Urn), they govern through various committees, and over 3,000 of them represent MCC on the field of play every season.

Each year, MCC plays more matches than any other cricket club; over six hundred against schools, universities, and clubs in the UK, and approximately twenty as part of its overseas touring programme which aims to develop cricket abroad.

The Club invests extensively in the game each year, funding its playing programme and the promotion of the laws and spirit of cricket. MCC also has a thriving community engagement programme through the MCC Foundation.

At the other end of the spectrum, on the international stage, MCC has a world cricket committee, which is currently chaired by former Sri Lanka captain, Kumar Sangakkara, and includes eminent current and former players and administrators. It has a remit to act as an independent think tank debating issues and making recommendations about the health and state of the game, and to commission research.





# Marylebone Cricket Club

Lord's hosts a wide variety of matches each year including Test cricket, One-Day Internationals, T20s, The Hundred, Vitality County Championship and other special fixtures such as The Junior National Championship Finals and the Village Cup Final. It has also acted as a venue for iconic events such as The Olympic and Paralympic Games Archery Tournaments. The pavilion is used for many functions and dinners throughout the year.

As important to the Club as the future of cricket is the preservation of its past. MCC owns the most comprehensive collection of cricket artefacts and books in the world, housed in the museum and library at Lord's. The museum, which is visited by tens of thousands of visitors from all over the world each year, is just one reason Lord's is considered the "home of cricket" by spectators and players alike.

In the year to 31 December 2023, MCC had operating income of £68 million, generated a surplus of £8 million and ended the period with a cash balance of £47 million. The Club employs approximately 230 staff at Lord's and up to 1,500 casual workers on major match days. The Club is managed on a day-to-day basis by the Chief Executive and their senior management team who report to the Main Committee and its principal committees and their various sub-committees. The Club's mission is to be **"the finest cricket club in the world, working for the good of the game"**.







# Marylebone Cricket Club

In support of the Club's mission, MCC's strategic priorities are:

- To be the finest cricket club.
- To have the greatest ground.
- To work for the good of the game.
- To have long-term financial strength.

There are many KPIs which sit under this and include:

- Continuously improving and diversifying the membership and customer experience.
- Maximising attendances at all major matches including new audiences.
- Supporting the MCC Foundation (MCCF), the Club's charitable arm, through growing the MCCF Hubs and enabling it to expand its work at home and abroad through fundraising and membership support.
- Leading on the acquisition of the London Spirit franchise team for men and women from 2025 onwards.

Regarding ground redevelopment, in the near term MCC has plans to complete phase 3 of the Club's masterplan, a multi-million-pound new look Tavern and Allen stand.

For further information please see [www.lords.org](http://www.lords.org).





# Role Summary

Following the decision of the incumbent Chief Executive (CEO), Guy Lavender, to take up another role during the winter of 2024/2025, MCC has started a search to appoint his successor. The CEO is the most senior executive at the Club and is appointed by the Main Committee. It is critical that the CEO enjoys a close working relationship with the Chair and Treasurer reporting to the main MCC Committee. The CEO has various Direct Reports who work across all aspects of MCC's operations.

Given the diverse activities of MCC and its important role in cricket, the CEO role is a challenging and multi-faceted one that requires a first-class business executive and team leader, with strong commercial and operational acumen. With cricket in a phase of dynamic change, the CEO must ensure that MCC retains its relevance within the sport on a global basis whilst also respecting the heritage and history of the Club and acting in the best interests of the membership.

The new CEO will be experienced in a very senior leadership role and be highly adept at stakeholder engagement, including the International Cricket Council (ICC), England and Wales Cricket Board (ECB) and Middlesex County Cricket Club (MCCC). Ideally, they will also have had an international remit.

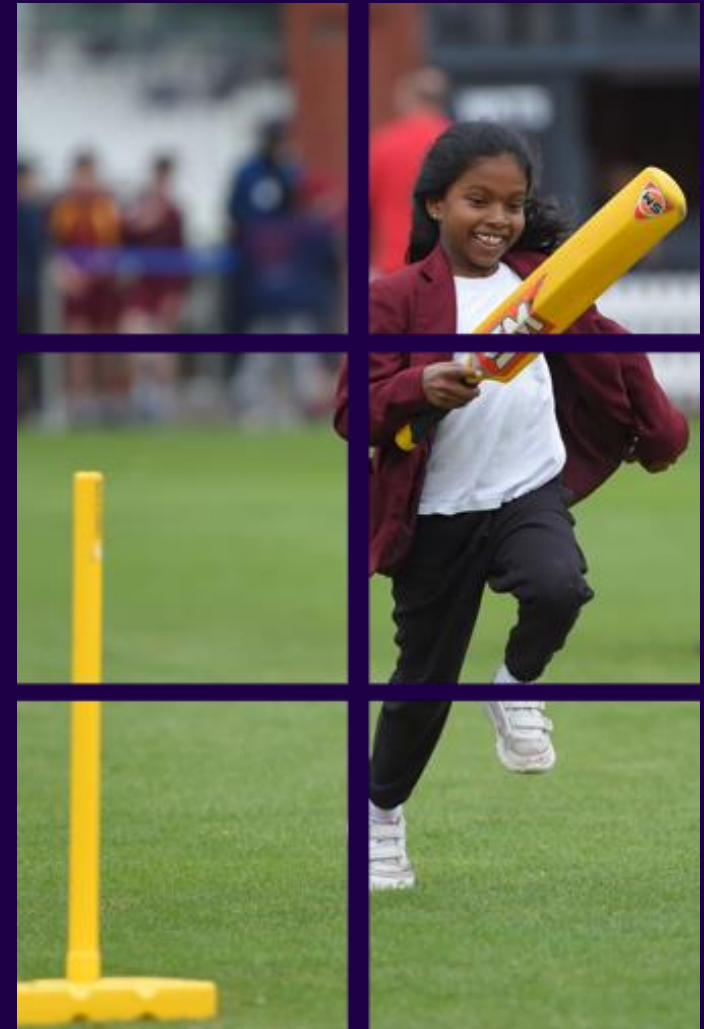
MCC is at a very exciting juncture; the challenges and more importantly, the opportunities facing the new CEO, make this an opportunity which rarely presents itself in global sport.





# Major Responsibilities

- Lead, shape and deliver the ongoing and future strategic agenda and direction for MCC whilst maintaining an independent and influential voice as cricket evolves and changes on a global basis.
- Manage MCC revenues – of over £60 million per annum - with responsibility for budgeting, profitability, cash flow, expansion and growth.
- Relate and attend to the membership, while looking to provide first-class Member experiences and increased Member activity within the club.
- Lead and manage MCC’s anticipated involvement in franchise cricket in The Hundred competition.
- Understand developments, ideas, and plans for world cricket, domestic cricket for the men’s and women’s game, and disability cricket, and the implications of these for MCC and Lord’s.
- Manage a large and complex property asset in Lord’s Cricket Ground, which is both a national asset and a significant international venue.
- Optimise the ground to drive year-round commercial activities.
- Provide operational leadership on match days, ensuring Lord’s consistently delivers a world class customer experience.
- Deliver the Tavern & Allen redevelopment within budget and to the highest quality and identify and oversee future development plans.
- Co-ordinate existing commercial activities and events and develop robust relationships with all commercial partners. Maximise sales through existing and new audiences utilising the Lord’s and MCC brands globally as well as driving new avenues of revenue generation.
- Drive the adoption of new technologies to enhance Member and fan experience.
- Support the continued expansion of the MCC Foundation, as an integral part of the Club’s business and culture. Please see [here](#) for further information on the MCC Foundation.







# Major Responsibilities

- Lead and develop a strong and coordinated Executive Management team, capable of running the Club effectively and efficiently.
- Act as coach and mentor to the Executive Management team and build requisite capabilities at all levels of staffing and amend its structure, as necessary.
- Communicate effectively, being in touch with the views and sensitivities of the membership such that there is an effective two-way exchange of views between the executive and the membership.
- Continue to engage with and develop harmonious relations with the local community and Westminster City Council.
- Lead on the essential cultural drive to be a fully inclusive, equitable, and diverse membership, welcoming to all, continuously developing a culture of tolerance.
- In the wake of MCC becoming a Member of the UN Sports for Climate Action Framework in 2022, further solidify its commitment to addressing sustainability and environmental issues within sport by ensuring the Club is on track to be carbon neutral by 2030. Please see here for more information on the Club's sustainability strategy.
- Continually review the modus operandi of the organisation and explore ways in which MCC can enhance the way the Club services and cares for its Members. Whilst still being respectful of tradition and heritage, explore innovative and creative ways to engage further with the Members, enhancing the Club as a place for business, social interaction, and fun.

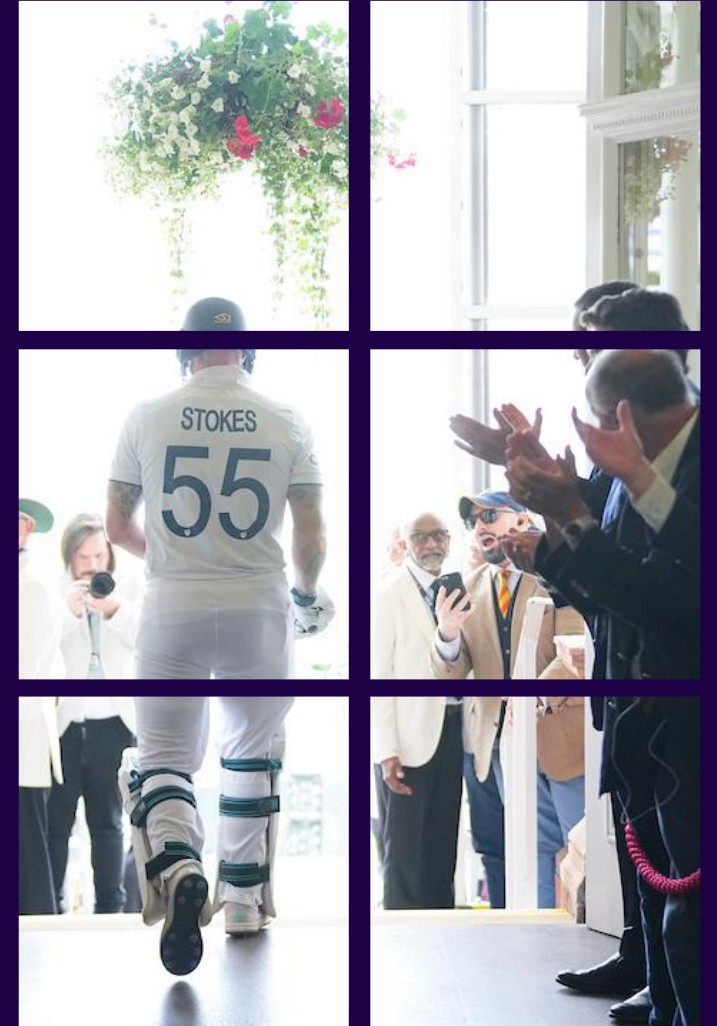




# Key Selection Criteria

## LEADERSHIP AND MANAGEMENT

- Track record of successful business leadership as a CEO or similar, within a substantial organisation.
- The capability to maintain the image, prestige, and integrity of MCC, and be comfortable as the public face of the club, including with the international media.
- Excellent communication skills, comfortable with managing a diverse set of relationships on a global basis and working within a committee-led structure.
- Experience of embedding best-practice governance throughout an organisation and working with regulators.
- The ability to flex on style to address different audiences. Politically adroit.
- Highly tuned operational capabilities; a multi-tasker, able to manage multiple projects simultaneously.
- Able to set and deliver robust budgets and build a long-term platform for financial sustainability.
- Energetic team leader and motivator with an open, positive and accessible style.
- Able to align a team behind a strategy and then deliver rigorous execution.
- Confident - a reflective team player who also demonstrates humility as part of a team.
- Resilient - able to manage multiple stakeholders with different agendas.







# Key Selection Criteria

## CRICKET

- Affinity with all forms of cricket; an understanding of issues affecting the changing face of the game.
- Passionate about the long-term well-being of cricket as a fully inclusive global sport.
- Influence, credibility and the ability to interact with cricketers and administrators at the highest level.

## COMMERCIAL

- High-level commercial experience in a dynamic, competitive sector, ideally but not exclusively with prior exposure to consumer, venue, service or leisure and entertainment businesses.
- The ability to lead the commercial activities, exercising sound commercial judgment and bringing innovative thinking to revenue streams.
- This commercial acumen must be balanced with an empathy for the heritage of MCC, the culture of its membership and its key role in representing and promoting the best interests of cricket.





# Search Process

## Approach candidates

We will have an initial discussion with you over the phone to determine your interest and suitability for this role against the job specification and discuss your background, aspirations and affinity with cricket, coupled with your experience with membership organisations.

## Interview candidates

Once your interest and suitability has been determined we will discuss your candidacy at the longlist meeting with the selection panel. Should you progress through this selection meeting, we will arrange for you to meet with the Partner leading this search. This will consist of a competency-based interview against the agreed criteria.

## Short listing

Having met with candidates who will differ on experience, ambition and background, we will discuss everyone with the selection panel and put forward a number of candidates whom we feel most meet the criteria. Psychometric assessment profiling will be included for the shortlisted candidates, as will a media role play exercise, testing agility when in front of the cameras and when put in the spotlight on contentious issues.

## Meeting our clients

MCC will meet the candidates on the shortlist. This will give you the opportunity to further understand the role, the Club culture and their expectations of you. You will more than likely have multiple meetings with key stakeholders to get a feel for the Club and Membership.

## Due diligence

As you will appreciate, you will have conducted due diligence on MCC, and they will expect us to do the same for candidates who they anticipate will really bring that 'something special' to the business. Extensive referencing will be rigorous and thorough with a 360-degree perspective, in addition to formal referencing.

## Offer and acceptance

MCC puts together the offer which we convey to you and help negotiate. We will fully support you through your resignation period and through the first year of onboarding.

## Diversity, Equity and Inclusion

We aim to ensure that each and every stage of the search process is as inclusive as possible, and we work to support MCC in their own commitment to inclusivity.

## Confidentiality

We guarantee that any approach we make to you and any discussions we have will be in the strictest confidence, and we expect the same from candidates with whom we engage.





# How to Apply

To arrange an introductory conversation, please contact:

[Simon.Cummins@odgersberndtson.com](mailto:Simon.Cummins@odgersberndtson.com) (*Managing Partner, Global Sports Practice*)

For any administrative matters please contact:

[Jessica.Seymour@odgersberndtson.com](mailto:Jessica.Seymour@odgersberndtson.com) (*Executive Assistant & Project Manager*)

The preferred method of application is online, at [www.odgers.com/92222](http://www.odgers.com/92222). Please submit a full CV along with a covering letter which sets out your interest in the role and encapsulates the aspects of your experience most relevant to the required criteria.

Applications / expressions of interest are kindly requested no later than 6<sup>th</sup> October 2024.

All applicants are also requested to complete an online Diversity Monitoring Form which will be found at the end of the application process. This will assist in monitoring selection decisions to assess whether equality of opportunity is being achieved. Any information collated from the Diversity Monitoring Forms will not be used as part of the selection process and will be treated as strictly confidential.





