RECRUITMENT PACK

CHIEF REVENUE OFFICER

ABOUT THE CLUB

Carlisle United was founded in 1904, and Brunton Park is our home.

We are England's most northerly professional football club. Our geography, history and people have shaped a club with a character of its own, resilient, proud, independent and ambitious.

We represent Carlisle, Cumbria's only city, and supporters across the county and beyond. Our fans are fiercely loyal, passionate and vocal, and they expect honesty, commitment, determination and pride from everyone who represents their club.

Joining Carlisle United means becoming part of that story. Whether you work in football, operations, commercial, community or behind the scenes, every role contributes to the experience we create for our players, supporters and wider community.

Our vision is to compete at the highest level possible as a sustainable football club that inspires pride and belongs to everyone. We want people who share that ambition and who will live our values of integrity, excellence, ambition and innovation, teamwork and respect, and pride and passion.



OUR VISION AND VALUES

TO COMPETE AT THE HIGHEST LEVEL POSSIBLE AS A SUSTAINABLE FOOTBALL CLUB THAT INSPIRES PRIDE AND BELONGS TO EVERYONE.

INTEGRITY

Be honest, ethical, and respectful in every interaction. Communicate transparently and act with consistency.

EXCELLENCE

We demand the highest standards in all areas on and off the pitch, in operations, and in service. Celebrating effort, execution, and continual improvement.

AMBITION & INNOVATION

Embrace new ideas and strive to lead, not follow. Aspire to grow and achieve beyond expectations. Create shared memories that inspire lifelong loyalty.

TEAMWORK & RESPECT

We work collaboratively and listen to all voices. We treat everyone with dignity, fairness and inclusivity.

PRIDE & PASSION

Represent Carlisle United with heart, purpose and professionalism.



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CHIEF REVENUE OFFICER

Job Title: Chief Revenue Officer (CRO)
Reporting to: Chief Executive Officer
Location: Brunton Park, Carlisle (on-site; no hybrid working option)
Contract: Full-time, permanent
Working pattern: Full-time, including attendance and work on home matchdays and other Club events as required
Department: Business
Direct Reports: Heads of Department for Commercial, Ticketing and Retail, together with other designated revenue-generating functions.
Applications: Email CV, covering letter and application form to CRO@carlisleunited.co.uk
Closing date: Friday 4 December 2026

ABOUT CARLISLE UNITED:
Carlisle United Football Club are entering an exciting period of development and ambition.

With committed ownership, a passionate supporter base and deep roots in the Cumbrian community, the Club is focused on building a sustainable and successful future, both on and off the pitch.

Our long-term vision is underpinned by our 2030/31 Strategy, which is structured around four strategic pillars:

- Football - Achieving sustainable success on the pitch.
- Business - Growing revenue, developing our commercial operations and strengthening financial sustainability.
- Supporters - Building stronger relationships with our supporters and delivering an outstanding supporter experience.
- Community - Strengthening our connection with Carlisle, Cumbria and the wider community.

The Club is seeking an ambitious and commercially driven Chief Revenue Officer to lead its Business pillar, maximise existing revenue streams and identify significant new opportunities for growth.

This is an opportunity to play a central role in shaping the commercial future of Carlisle United.

THE ROLE:
The Chief Revenue Officer will be responsible for leading the Club's revenue growth strategy and overseeing its commercial and revenue-generating activities.

Reporting directly to the Chief Executive Officer and operating as a key member of the senior leadership team, the CRO will assume overall leadership of the Business pillar, encompassing commercial partnerships, sponsorship, ticketing, retail, hospitality, food and beverage commercial performance, events and non-matchday revenue generation.

The successful candidate will provide strategic leadership, direction and support to an established team of departmental heads, working collaboratively to strengthen performance, develop new opportunities and maximise commercial returns.

The CRO will also act as the Club's principal commercial liaison with its outsourced food and beverage partner, working collaboratively to improve the quality, performance and profitability of matchday and non-matchday operations.

This is a strategic but hands-on executive leadership role. The successful candidate will be expected to combine commercial vision with strong financial judgement, effective people management and a willingness to personally drive significant commercial opportunities.

The fundamental objective is to deliver sustainable revenue growth, improve commercial profitability and maximise the commercial potential of Carlisle United and its assets.





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CHIEF REVENUE OFFICER

KEY RESPONSIBILITIES:

Commercial Strategy and Leadership:

- Working closely with the Commercial Manager and the wider Commercial team, provide strategic leadership and support in developing and delivering the Club's commercial strategy, aligned with its 2030/31 vision and Operational Business Plan.
- Take overall responsibility for the delivery of the Business pillar, working collaboratively with Heads of Department to translate strategic objectives into clear departmental plans, budgets, targets and measurable outcomes.
- Support departmental heads in identifying opportunities to grow existing revenue streams and establish new sources of income.
- Provide strategic direction, leadership and support to the Heads of Department responsible for Commercial, Ticketing and Retail, together with other designated revenue-generating functions.
- Embed a culture of accountability, collaboration, continuous improvement and commercial ambition across the Business pillar.
- Encourage and facilitate collaboration across departments, identifying opportunities to maximise revenue, improve efficiency and strengthen profitability.
- Contribute to the Club's wider strategic planning and senior management decision-making.

Commercial Partnerships and Sponsorship:

- Work closely with the Commercial Manager and Commercial team to develop and deliver the Club's sponsorship and commercial partnership strategy.
- Support the team in identifying new commercial relationships while strengthening and growing existing partnerships.
- Agree ambitious but achievable revenue targets with the Commercial Manager, providing appropriate leadership, support and challenge to ensure delivery.
- Personally lead or support significant commercial negotiations, partnerships and strategic opportunities where appropriate.
- Work with the Commercial team to maximise the value of the Club's commercial rights, assets and inventory.
- Support the development of effective partnership fulfilment, renewal strategies and long-term commercial relationships.
- Identify opportunities to expand the Club's commercial reach across Carlisle, Cumbria and beyond.

Ticketing:

- Provide strategic leadership and support to the Ticketing department, working with the Head of Ticketing to deliver revenue growth, improve commercial performance and develop opportunities while protecting the supporter experience.
- Work with the Head of Ticketing to develop and deliver strategies to maximise season-ticket sales, matchday attendance and ticketing revenue.
- Support the Head of Ticketing in reviewing ticketing products, pricing structures, packages and promotional activity to optimise commercial returns.
- Work collaboratively to identify opportunities to grow attendance and develop new audiences, while maintaining accessibility and protecting the supporter experience.
- Support initiatives that improve customer retention, loyalty and purchasing behaviour.
- Agree clear commercial targets and performance measures with the Head of Ticketing, providing appropriate support and challenge to ensure delivery.





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Retail:

- Provide strategic leadership and support to the Retail department, working with the Head of Retail to develop products, grow sales and improve profitability across physical and online channels.
- Work with the Head of Retail to develop and deliver the Club's retail and merchandising strategy.
- Support the Retail team in maximising revenues from the Club shop, online retail and other sales channels.
- Work collaboratively on product development, merchandising, stock management and the commercial performance of kit and apparel partnerships.
- Support the Head of Retail in reviewing pricing, product ranges and promotional opportunities to improve sales and profitability.
- Agree clear commercial targets and performance measures, ensuring the department has the support and resources required to deliver its objectives.

Hospitality, Food & Beverage:

- Lead the development of the Club's hospitality revenue strategy, working with the relevant departmental teams to maximise commercial returns from executive boxes, lounges, matchday packages and premium experiences.
- Support the development of initiatives to improve hospitality occupancy, pricing, yield and profitability.
- Identify opportunities to create new hospitality products and experiences for both existing and prospective customers.
- Act as the principal Club contact for its outsourced food and beverage partner, maintaining a productive, collaborative and commercially focused relationship.
- Work closely with the catering partner to maximise matchday and non-matchday food and beverage revenues, ensuring the Club fully capitalises on its first-class hospitality and catering facilities.
- Drive opportunities to increase the utilisation of these facilities beyond matchdays, developing new commercial activities and attracting additional customers.
- Monitor financial performance, margins, service standards and contractual delivery, working with the relevant internal teams to ensure the partnership delivers appropriate commercial value.
- Collaborate with the catering partner to identify opportunities to improve product offerings, pricing, promotions and the overall customer experience.
- Ensure food and beverage operations make a positive and growing contribution to the Club's wider commercial objectives.

Non-Matchday Revenue and Business Development:

- Lead the development of a comprehensive strategy to maximise non-matchday revenue, working collaboratively with relevant departmental heads and operational colleagues.
- Identify and deliver opportunities to increase commercial utilisation of Brunton Park and the Club's wider facilities and assets.
- Develop new income streams through conferences, meetings, events, venue hire, entertainment and other commercial activities.
- Explore partnerships and opportunities that broaden the Club's customer base beyond traditional football audiences.
- Develop and evaluate new commercial propositions, including opportunities arising from investment in or redevelopment of the Club's facilities.
- Work collaboratively with colleagues responsible for facilities and operations to ensure commercial opportunities can be delivered efficiently and profitably.





- Establish commercial business cases for significant new initiatives, including projected revenues, costs, margins and returns on investment.

Financial Performance and Accountability:

- Be accountable for delivering the Business pillar's agreed revenue targets, cost control and commercial profitability across ticketing, commercial partnerships, retail, hospitality, food and beverage and non-matchday activities, working closely with the CEO, Finance Director and relevant Heads of Department.
- Contribute to the preparation of annual commercial budgets, revenue forecasts and departmental business plans, supplying commercial assumptions and delivery plans. The Finance Director and Finance team will continue to lead and coordinate the budgeting and forecasting process.
- Work collaboratively with departmental heads to agree appropriate financial targets, ensuring clear ownership and accountability for performance.
- Monitor commercial revenues, expenditure, margins and profitability, identifying risks and opportunities.
- Support departmental heads in addressing underperformance, providing appropriate challenge and assistance in developing corrective actions.
- Work with relevant teams to review pricing, procurement, commercial contracts and operating models to improve financial returns.
- Ensure significant commercial decisions are supported by appropriate analysis, sound financial judgement and robust business cases.
- Provide regular, clear and insightful performance reports to the CEO and, where required, the Board.
- Ensure expenditure and contractual commitments operate within the Club's established financial controls and delegated authority framework.

Technology, Innovation and Commercial Development:

- Champion the effective use of technology, data and innovation to support revenue growth and improve commercial performance.
- Work with departmental heads to identify opportunities to improve systems, processes and the commercial customer experience.
- Collaborate with colleagues across the Club to leverage technology and insight to improve sales, customer relationships and operational efficiency.
- Encourage innovation and continuous improvement across the Club's revenue-generating departments.
- Keep abreast of emerging commercial opportunities, industry developments and best practice within football, sport and related sectors.

People Leadership and Collaboration:

- Provide strong and effective leadership to the Club's revenue-generating departmental heads.
- Work collaboratively with departmental leaders to establish clear objectives, performance expectations and accountability.
- Support, challenge and develop departmental leaders, encouraging ownership, initiative and continuous improvement.
- Promote effective collaboration across commercial functions and the wider Club.
- Work closely with the leaders of the Football, Supporters and Community pillars to ensure commercial activities complement the Club's broader strategic objectives.





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CHIEF REVENUE OFFICER

- Build strong relationships with the CEO, Finance Director, Board, Club colleagues, commercial partners and other key stakeholders.
- Represent Carlisle United professionally and positively in commercial and business settings.

PERSON SPECIFICATION:

Essential Experience:

- Proven experience in a senior commercial, revenue or business leadership role, with demonstrable success in delivering revenue growth and improving commercial performance.
- Experience of developing and implementing commercial strategies across multiple revenue streams.
- A strong track record of leading, managing and developing teams, including departmental heads or senior managers.
- Experience of managing significant budgets, commercial targets and financial performance.
- Demonstrable success in business development, partnership management and commercial negotiations.
- Experience of identifying and developing new commercial opportunities.
- Strong stakeholder management skills, including experience working with senior executives, business partners and external organisations.

Essential Skills and Attributes:

Commercial leadership

- Strong commercial judgement, with the ability to identify opportunities and convert them into measurable financial returns.
- A strategic thinker who can develop long-term plans while maintaining a clear focus on immediate delivery.
- A proactive and results-oriented approach to business development.
- Strong negotiation, communication and relationship-building skills.

Financial acumen

- Excellent understanding of commercial financial performance, including revenue, margins, profitability and return on investment.
- Ability to interpret management information and use financial analysis to inform decisions.
- Experience establishing commercial targets, monitoring performance and holding teams accountable.

People leadership

- A confident and credible leader who can inspire, support and challenge colleagues.
- Ability to lead experienced departmental specialists, empowering them to take ownership of their functions while establishing a coordinated approach to revenue generation.
- Excellent organisational skills and the ability to balance competing priorities.
- Willingness to take personal responsibility for outcomes.

Personal qualities

- Ambitious, entrepreneurial and commercially creative.
- Strategic but practical, with a willingness to be hands-on when required.
- Resilient, adaptable and comfortable working in a fast-paced environment.
- Collaborative, approachable and capable of building strong relationships across different departments.
- High levels of integrity, professionalism and personal accountability.
- An appreciation of the importance of supporters, community and the wider values of a professional football club.





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Desirable Experience:

- Previous experience working in professional football, ideally within a club's commercial or senior management structure.
- Knowledge of, or an established connection with, Carlisle, Cumbria and the regional business community, including awareness of local commercial opportunities (desirable, not essential).
- Experience in sport, entertainment, hospitality, leisure, venues or another consumer-facing industry.
- Experience managing multiple commercial departments and diverse revenue streams.
- Experience of stadium or venue commercialisation, including non-matchday events and facilities utilisation.
- Experience working with outsourced commercial partners, particularly in catering, hospitality or other customer-facing operations.
- Experience improving commercial performance through effective use of technology, systems and data.
- Experience working in a business undergoing growth, organisational development or commercial transformation.

KEY PERFORMANCE MEASURES:

The CRO's performance will be assessed against agreed annual targets and the objectives of the Business pillar within the Club's Operational Business Plan - these will include:

Area	Indicative performance measures
Overall commercial performance	Revenue growth, budget achievement and commercial profitability
Sponsorship and partnerships	New business secured, renewal performance and partnership income
Ticketing	Ticketing revenue, season-ticket performance, matchday sales and attendance
Retail	Revenue growth, gross margins, stock performance and profitability
Hospitality	Revenue, occupancy, yield and profitability
Food and beverage	Matchday and non-matchday revenues, gross margins and overall commercial returns
Non-matchday activity	Revenue growth, venue utilisation, event profitability and new business generation
Business development	Delivery of new commercial opportunities and revenue streams
Financial management	Budget control, forecast accuracy and contribution to Club financial sustainability
Leadership	Departmental performance, accountability, staff development and delivery of agreed objectives





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Specific targets will be established through the annual business planning and performance review process, in consultation with the relevant Heads of Department.

WORKING RELATIONSHIPS:

Reports to:
- Chief Executive Officer

Directly manages:
- Commercial Manager/Head of Commercial
- Head of Ticketing
- Head of Retail
- Other designated revenue-generating departmental heads, as appropriate.

Key internal relationships:
- Finance Director:
- Senior Leadership Team
- Head of Media and Communications
- Supporters and Community pillar leaders
- Operations and Facilities teams
- Other Club departments as required

Key external relationships:
- Commercial partners and sponsors
- Outsourced food and beverage partner
- Corporate hospitality clients
- Local and regional businesses
- Event organisers and commercial suppliers
- Relevant football and sporting organisations

THE OPPORTUNITY:
This is a significant leadership appointment at an ambitious football club.

The successful candidate will have the opportunity to shape Carlisle United's commercial future, lead and develop an established team, unlock new business opportunities and make a meaningful contribution to the Club's long-term success.

We are looking for someone who combines commercial ambition, strong leadership, financial discipline and a genuine commitment to delivering results.

The Chief Revenue Officer will play a central role in building a stronger, more commercially successful and financially sustainable Carlisle United Football Club.

This job description outlines the principal responsibilities of the position and is not intended to be exhaustive. Responsibilities may evolve in accordance with the Club's operational and strategic requirements.







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SAFEGUARDING:

- Carlisle United Football Club are committed to safeguarding and promoting the welfare of children and young people and expects all staff and volunteers to share this commitment.
- Applicants are only required to disclose unspent convictions in accordance with the Rehabilitation of Offenders Act 1974. Spent convictions do not need to be declared.

EQUAL OPPORTUNITIES:

- Carlisle United Football Club are committed to applying its Equality Policy throughout all stages of recruitment and selection.
- Shortlisting, interviewing and selection will be carried out without regard to age, disability, gender, gender reassignment, marital or civil partnership status, pregnancy or maternity, race, religion or belief, sexual orientation, or any other legally protected characteristic.
- Candidates with a disability will not be excluded unless they are unable to perform a duty intrinsic to the role, having taken reasonable adjustments into account.
- Reasonable adjustments will be made to the selection process to ensure that no applicant is disadvantaged because of their disability.

HOW TO APPLY:

To apply, please email your CV, a covering letter outlining your suitability for the role, and the Club's application form to CRO@carlisleunited.co.uk.

Closing date: Friday 4 December 2026.





