

San Francisco International Airport  
is accepting applications for the position of

# Chief Commercial Officer

0955 - Deputy Director V



# San Francisco International Airport

SFO is a world-class airport that serves nearly 58 million passengers annually. SFO offers nonstop flights to 51 international cities on 43 international carriers. The Bay Area's largest airport also connects nonstop with 86 U.S. cities on 12 domestic airlines.

SFO's mission is to provide an exceptional airport in service to our communities, and its core values are Safety and Security, Teamwork, Excellence, and Care. The airport is committed to redefining air travel by providing the highest level of service to their guests.



SFO is governed by the Airport Commission, a five-person body appointed to four-year renewable terms by the Mayor of San Francisco. The Commission appoints the Airport Director. SFO operates under the rules, regulations, and authority of the Federal Aviation Administration (FAA), a branch of the Federal Department of Transportation. The Airport maintains full compliance with these regulations as well as those of the Transportation Security Administration (TSA) and the Federal Aviation Administration. The Airport, as part of the San Francisco City and County government, is subject to all relevant provisions of the Charter of the City and County of San Francisco and other related codes and ordinances. The Airport Director Ivar C. Satero, is responsible for the day-to-day operation of the Airport.

The Airport, an enterprise department of the City & County of San Francisco, has a workforce of approximately 1,700 City employees and strives to be a diverse, equitable, and inclusive employer. For more information, visit [www.flysfo.com](http://www.flysfo.com) and watch this video about careers at SFO.

## The Position

The Chief Commercial Officer (CCO) position is an outstanding career opportunity to join a high-performing and world class organization. The CCO is responsible for planning, developing, and implementing the strategy and direction in the areas of commercial development, concessions, parking, airline lease, and property management for San Francisco International Airport (SFO).

As a key member of SFO's executive leadership team, the CCO will ensure commercial development opportunities enhance revenue and exemplifies SFO's mission, core values, and strategic plan.

The CCO will report to the Airport Director and manage a team which includes the Revenue Development and Management Director, Aviation and Parking Management Director, and Hotel Development & Special Projects Director. The Chief Commercial Officer will perform the following duties:

**Leadership:** Directs the development and implementation of goals, policies, and strategic plans to advance commercial operations and revenue development. Leads by inspiring staff around a compelling vision and motivating them to make those possibilities real. Manages the allocation of resources and service levels to meet the Airport's 5-year Strategic Plan. Monitors the organizational structure, staffing, service levels, and administrative systems required to effectively and efficiently accomplish the goals and objectives. Directs the development and implementation of the operational budget and monitors expenditures to ensure adherence to the approved budget. Embraces and models the Airport's Core Values of Safety and Security, Teamwork, Care, and Excellence.

**Forward-thinking and Outcome Focused:** Drives innovative commercial initiatives to proactively diversify SFO's revenue stream. Directs the identification and analysis of opportunities for vertical integration to give SFO a competitive advantage. Proposes business solutions to achieve profitability. Creates, introduces and manages strategies to understand the current travel environment, trends and influences on customer buying. Directs the development and implementation of comprehensive commercial business strategies designed to identify and integrate new business opportunities with SFO's daily operations.



**Inclusive and Collaborative Team Builder:** Creates an environment that encourages accountability, high standards, and innovation to consistently deliver positive operational results. Communicates with leadership to align and obtain input and feedback on strategies, initiatives, priorities, and growth opportunities. Partners with stakeholders to build out reliable revenue generation goals for each fiscal year.

**Relationship Management:** Establishes strong professional relationships in the internal and external SFO communities. Regularly interfaces with stakeholders to better understand environmental factors impacting current and future commercial initiatives and to provide regular updates. Consults with the Mayor's Office regarding commercial development activities and coordinates with other City departments in addressing revenue generation. Represents SFO before commissions, boards, committees, and representatives from federal, state and local agencies.

**Business Excellence:** Builds a high-performing organization which integrates revenue, business development and customer experience. Develops and implements strategies for optimizing performance with the goal of meeting or exceeding the established business performance benchmarks. Develops and implements successful commercial and retail plans to achieve maximum performance, drive annual sales growth and increase revenues. Directs the preparation of comprehensive market assessments and cost benefit analyses in support of identified initiatives. Identifies opportunities and enhancements to existing revenue generating programs.

## The Ideal Candidate

A unique and exciting opportunity has arisen for an experienced, innovative, financially astute and commercially minded individual to join the Executive Leadership Team at SFO. The ideal candidate will have the following personal and professional qualities, skills and characteristics:

**Strategic Leader:** The ideal candidate will have a proven record of converting strategy into effective execution. The CCO will also be a collaborative leader with the ability to manage staff in a manner that fosters teamwork and reflects SFO's Core Values. This leader will have the mental agility to manage paradoxes and complexities in addressing the need for innovation alongside effective execution.

**Creative Thinker and Problem Solver:** The ideal candidate will have an imaginative approach in generating, promoting and delivering new ideas, aimed at enhancing the customer experience and driving additional revenue. With a vision for revenue development, the CCO will conceive ideas and inspire staff to translate those opportunities into actionable solutions.

**Relationship Builder:** The ideal candidate will have the ability to build and sustain excellent relationships at multiple levels internally and externally with various stakeholders. A persuasive communicator, the CCO will have the ability to effectively motivate, manage and coach while fostering an atmosphere of collaboration and partnership across SFO. The CCO will approach this position with an energetic and enthusiastic style that welcomes input and encourages teamwork and diversity, contributing to SFO's overall success.

**Business Acumen:** The ideal candidate will have a combination of knowledge and experience of airport management with a successful track record in dealing with business operations, facility management, and revenue development. An excellent communicator, the CCO will have the ability to convey ideas verbally and in writing to multiple levels of the organization. This leader will have a strong understanding of revenue generation concepts and practices as well as an understanding of commercial property management principles. The ideal candidate will also have the ability to address time-sensitive and urgent matters related to complex business matters and operations.



## Qualifications

Education - Possession of a bachelor's degree from an accredited college or university; and

Experience - Six (6) years of managerial experience in marketing, commercial and/or business development in a supervisory capacity. Strong project management skills are essential. Aviation/Airport experience preferred but not required.

## Appointment Type

Permanent exempt full-time: This position is exempt from Civil Service rules pursuant to San Francisco Charter Section 10.104 and serves at the discretion of Appointing Officer.

## Compensation

The normal salary range is \$189,046 to \$241,228. Appointments above this range, up to \$279,240 annually based on experience/qualifications, may be considered for a top candidate and requires a special approval process. The City & County of San Francisco's (CCSF) benefits package can be found at: <http://sfdhr.org/benefits-overview>. Other outstanding benefits offered with this position include:

- Medical, Dental and Life Insurance; Long-term Disability Plan
- Defined Retirement Plan; Deferred Compensation; and Social Security
- Paid Management Training Program; Wellness Program including free onsite gym facilities
- Vacation/Holiday/Sick Time; and Administrative Leave

## How to Apply

The Chief Commercial Officer (CCO) recruitment is being conducted on a national basis by our executive search consultants, The Hawkins Company. They will review all written materials submitted and will screen and evaluate all candidates. The most highly qualified candidates will

be invited to participate in a formal selection process. This is a confidential process and will be handled accordingly throughout the various stages of the recruitment. References will not be contacted until mutual interest has been established. **Candidates are encouraged to apply by July 3, 2020.** This position will be considered "open" until a final selection is made.

Interested and qualified candidates are encouraged to submit a letter of interest, including major accomplishments, and resume, electronically to [sfo.cco@thehawkinscompany.com](mailto:sfo.cco@thehawkinscompany.com). Preference is for electronic submissions however materials may be mailed to:



### THE HAWKINS COMPANY

8939 S. Sepulveda Blvd., #110-216  
Los Angeles, CA 90045

Confidential inquiries are encouraged and should be directed to: Bill Hawkins, (310) 348-8800, [bill@thehawkinscompany.com](mailto:bill@thehawkinscompany.com) or Todd Hawkins, (213) 300-9342, [todd@thehawkinscompany.com](mailto:todd@thehawkinscompany.com).

The candidate selected for employment will be required to obtain Transportation Security Administration (TSA) Security Clearance.

*The City & County of San Francisco is an equal opportunity employer, values workforce diversity and seeks to create an environment and culture that embraces employee differences. All qualified applicants are considered in accordance with applicable laws, prohibiting discrimination on the basis of race, religion, color, gender, age, national origin, sexual orientation, physical or mental disability, marital status or veteran status or any other legally protected status. We will provide assistance in the recruitment, application and selection process to applicants with disabilities who request such assistance.*

