

**WE'RE
GOING
PLACES.
ARE
YOU?**



Head of Revenue and Growth, Passenger

Position Description – Customer and Growth

Team:	Passenger Revenue and Growth	Location:	Wellington or Christchurch
Reports to:	General Manager Passenger		
Role Type:	Permanent		

About Us

KiwiRail's Role in Aotearoa, New Zealand

KiwiRail, a proud State-Owned Enterprise, delivers sustainable and inclusive growth for our customers, communities, and people.

For more than 150 years, rail in New Zealand has connected communities, delivered freight and passengers around the country, and showcased our spectacular scenery to the world. Our purpose Hononga Whaikaha, Oranga mo Aotearoa (Stronger Connections, Better New Zealand) speaks to connection with our customers and the future needs of their businesses, connection with the communities we serve and operate in, and connection with each other. KiwiRail is carrying this legacy into the future, delivering connected rail and shipping transport services that create economic, social, and environmental value for New Zealand and New Zealanders.

Our Workplace

At KiwiRail, our values define the behaviour we expect from everyone. We have a team of over 4500 people, and every connection we make with each other, our union partners, our customers and all our stakeholders must be of the highest standard.



Safety, health, and well-being are our number one priority, ensuring our people return home safe and healthy every day.



About the Role

Purpose of the role

KiwiRail is in a phase of significant transformation to modernise and grow our rail and Interislander ferry services in Aotearoa.

The Head of Revenue and Growth, Passenger leads revenue generation across Interislander and Great Journeys New Zealand, with accountability for converting customer demand into sustainable, profitable revenue across direct, digital, trade, wholesale and partnership channels.

The role leads Trade and Distribution, Digital Revenue, Strategic Partnerships and the Travel Centre. It translates Passenger strategy into market and channel priorities, builds commercial capability and establishes disciplined planning, forecasting and performance management.

Working closely with the Head of Customer, Product & Brand, Revenue Optimisation and Delivery teams, the role connects demand creation, customer propositions, pricing and sales execution through shared commercial objectives and integrated plans.

As a member of the Passenger Leadership Team, the role contributes to Passenger strategy and investment decisions and leads commercial channel readiness for future growth, including the introduction of the new Interislander ferries.

Key Accountabilities

Within the area of responsibility, this role is required to:

Revenue Strategy and Commercial Performance

- Develop and deliver the Passenger revenue and growth strategy within agreed Passenger direction, covering both brands and all sales channels.
- Translate strategy into clear market, customer, channel and investment priorities, with measurable outcomes and accountable owners.
- Deliver agreed revenue, margin contribution, sales volume, channel mix and customer value outcomes across the portfolio.
- Establish integrated plans, forecasts and regular performance reviews with Finance and Revenue Optimisation.
- Identify performance gaps, risks and opportunities early, requiring timely action and credible recovery plans.
- Recommend where to invest, test, scale, reprioritise or stop activity, balancing current-year performance with sustainable growth.
- Provide the General Manager Passenger and relevant governance forums with clear advice on commercial performance, outlook and investment choices.

Trade, Distribution and New Business

- Lead coordinated domestic and international trade and distribution activity through the Senior Manager Trade and Distribution.
- Establish clear market responsibilities, delegated decision-making and account ownership that enable timely responses to opportunities.
- Develop productive wholesale, trade, online distribution and tourism relationships across New Zealand, Australia and priority international markets.
- Set clear new-business objectives and measures for Business Development roles, coordinating their work with account management, distribution and sales support.
- Assess channel economics, reach and customer value, managing overlap or conflict to improve overall Passenger performance.
- Represent Passenger in significant customer, industry and distribution relationships and negotiations.

Digital Revenue and Customer Growth

- Lead digital revenue performance through the Digital Revenue and E-Commerce Manager, including performance acquisition, website trading, conversion and CRM and lifecycle execution.
- Establish measurable priorities for acquisition efficiency, conversion, direct customer value and repeat travel.
- Agree commercial requirements and priorities for website, booking and CRM improvements with the Website and Technology UX Lead and ICT.
- Ensure technology and platform proposals identify expected benefits, delivery dependencies, investment requirements and measures of success.
- Balance essential day-to-day delivery with prioritised testing, optimisation, automation and capability development.
- Work with Marketing to secure coordinated content, creative, media and channel delivery against shared plans.
- Ensure digital execution follows approved privacy, consent, customer-data and technology requirements.

Strategic Partnerships

- Direct partnership activity towards sustainable, profitable revenue, distribution opportunities and commercially valuable customer reach.
- Establish a consistent framework for assessing new and existing partnerships, including strategic fit, profitability, delivery costs, contractual commitments and performance.
- Ensure clear ownership from opportunity development and negotiation through implementation, relationship management and review.
- Develop domestic and international opportunities supported by credible commercial cases.
- Recommend whether partnerships should be expanded, improved, renegotiated or discontinued, within contractual obligations and delegated authority.
- Coordinate with Marketing on partnerships involving brand, sponsorship or promotional activity, ensuring responsibilities and expected benefits are clear.

Travel Centre and Sales Service

- Lead the Travel Centre's sales and customer service performance, balancing conversion, booking accuracy, service quality and efficient delivery.
- Establish clear responsibilities for retail sales, Trade support, customer follow-up and appropriate cross-sell and upsell activity.
- Sponsor improvements to booking systems, workflows, automation and capability that strengthen customer and commercial outcomes.
- Review capacity, seasonal demand and service requirements with relevant leaders, supporting appropriate resourcing and transition plans.
- Ensure changes affecting employees' duties or rosters follow applicable employment arrangements and consultation requirements.

Integrated Planning and Commercial Readiness

- Agree shared customer and commercial objectives with the Head of Customer, Product & Brand and Revenue Optimisation.
- Ensure campaigns have agreed audiences, offers, channel activity, investment, owners, delivery commitments and measures before execution.
- Provide Marketing and relevant specialists with access to agreed channel performance information and customer insights.
- Bring market and channel evidence into pricing, promotional, product and capacity decisions through the appropriate governance.

- Align growth plans with operational capacity, customer experience standards and the ability to deliver the customer promise.
- Lead commercial channel readiness for the new Interislander ferries, including distribution, partner preparation, booking capability and sales processes.
- Coordinate readiness with the Customer Experience & Service Design Manager – FRP, Senior Marketing Manager, technology and operational teams.
- Review shared priorities, delivery dependencies and cross-functional effectiveness through Passenger's quarterly planning cycle.

People Leadership and Commercial Governance

- Lead, coach and develop the portfolio's managers and specialists, with clear accountabilities, decision rights and performance expectations.
- Build capability and succession depth across sales leadership, digital revenue, market development, partnerships and commercial analysis.
- Allocate approved resources and budgets to agreed priorities, maintaining visibility of commitments and delivery capacity.
- Ensure contracts, commercial commitments, supplier arrangements and investment decisions meet KiwiRail governance and delegation requirements.
- Manage material commercial, customer, delivery and reputation risks, escalating matters outside the role's authority.
- Resolve cross-functional priorities with peer leaders and escalate unresolved issues to the General Manager Passenger.

Key Challenges

- Delivering profitable growth across two brands, multiple markets and interdependent sales channels.
- Building an integrated commercial function while maintaining current-year performance and continuity of customer and partner relationships.
- Balancing direct and digital growth with the reach and value of Trade, wholesale and partnership channels.
- Securing delivery commitments where product, pricing, marketing, technology and operational responsibilities sit elsewhere.
- Balancing finite resources between essential delivery, improvement and new-ferry readiness.
- Maintaining customer trust, service quality and team wellbeing alongside commercial performance.
- Step change automation and transformation within the call centre / travel centre.

Key Success Measures

Success will be demonstrated through:

- Delivery of agreed revenue, margin contribution and profitable growth targets across both brands.
- Improved channel productivity, conversion, acquisition efficiency and repeat purchase.
- Growth in productive customer accounts, partnerships and new-business opportunities.
- Reliable forecasts, timely identification of performance gaps and effective corrective action.
- Measurable returns from approved channel, partnership, supplier and technology investment.
- Travel Centre performance against agreed sales, service quality and booking accuracy measures.
- Delivery of agreed commercial readiness milestones for the new ferries.
- Effective shared planning and delivery across Marketing, Product, Customer Experience, Revenue Optimisation, technology and Operations.
- Strong leadership capability, clear accountability and effective commercial governance.

Specific targets will be agreed through annual planning and goal setting. Shared outcomes will recognise the contribution and responsibilities of other accountable functions.

Key Relationships Here are the key relationships relevant to this role		Manage /Lead	Deliver to	Collaborate with	Advise or inform
Internal	General Manager Passenger		✓	✓	✓
	Direct-report leaders and Revenue and Growth team	✓		✓	✓
	Passenger and wider Customer and Growth leadership			✓	✓
	Revenue Optimisation			✓	✓
	Marketing, Product, Customer Experience and Revenue Optimisation teams			✓	✓
	Operational leaders and Ferry Replacement Programme teams		✓	✓	✓
	CX Digital, Technology, data and corporate support teams			✓	✓
External	Customers, commercial partners and trade and distribution networks		✓	✓	✓
	Tourism organisations and industry bodies		✓	✓	✓
	Digital platforms, agencies and specialist suppliers			✓	✓
	Tourism New Zealand, regional tourism organisations and industry bodies			✓	✓

What you will do to contribute

Health Safety and Wellbeing	• Model safe, respectful and inclusive leadership. • Consider safety, operational constraints and customer trust in commercial decisions. • Raise risks promptly and support sustainable workloads and team wellbeing. • Protect customer, employee and commercially sensitive information.
Customer Focus	• Ground decisions in customer needs, behaviour and feedback. • Balance immediate sales opportunities with service quality and long-term customer relationships. • Challenge activity that creates unnecessary customer effort or a gap between the promise and delivered experience.
High Performing Teams Skills	• Set clear expectations and give leaders the authority and support to deliver.

- Coach, provide timely feedback and address performance concerns constructively.
- Work across reporting lines with shared goals and collective accountability.
- Encourage evidence-based challenge, practical problem-solving and continuous improvement.

Commercial Acumen

- Make clear choices using commercial evidence and sound judgement.
- Balance growth, profitability, investment and delivery risk.
- Take a whole-of-Passenger perspective when resolving competing channel or team priorities.
- Communicate decisions clearly and follow through on agreed actions.

Decision Making

The role sets Revenue and Growth priorities and makes commercial, resource and investment decisions within approved Passenger plans, budgets and KiwiRail delegations.

This includes:

- Setting market, channel, partnership and team priorities within agreed strategy.
- Allocating approved resources and budgets within delegated authority.
- Setting sales, digital revenue and customer service performance expectations.
- Negotiating and approving commercial arrangements within delegation.
- Agreeing commercial requirements and recommending technology investment.
- Recommending pricing, promotional, product and capacity changes through the appropriate governance.
- Escalating material risks, commitments and unresolved cross-functional priorities.

The Head of Customer, Product & Brand retains accountability for the customer, product and brand portfolio, including marketing and creative leadership. Revenue Optimisation retains its pricing, yield and optimisation responsibilities.

The Website and Technology UX Lead and ICT retain their respective platform and technology delivery responsibilities. Operations retains operational delivery accountability.

The Head of Revenue and Growth secures clear cross-functional commitments where commercial outcomes depend on these functions.

Human Resources Delegations	People Leader
Direct reports	4
Finance Delegations	Level 6: \$250,000
Budget (operating and capital)	\$3 Million
Travel Delegations	Nil
Statutory powers	Nil

Physical demands and the nature of work

The role involves substantial computer-based work, meetings, stakeholder engagement and travel between relevant KiwiRail, customer and partner locations.

Domestic and international travel may be required. Visits to operational locations must meet applicable access, induction and safety requirements.

Your role may include other tasks suited to your level, as your manager directs. This job description shows your current duties. We'll review and update it with you if your responsibilities change.

About you

- Extensive senior commercial leadership experience with accountability for significant revenue and profitable growth.
- Demonstrated ability to develop and lead high performance teams.
- Demonstrated success leading multiple sales channels, including digital commerce and a combination of Trade, wholesale, partnerships, direct sales or contact centres.
- Strong understanding of channel economics, market development, sales pipelines, account management and commercial negotiation.
- Practical understanding of performance acquisition, website conversion, CRM, lifecycle activity and customer value.
- Experience translating strategy into measurable plans, investment choices and regular performance management.
- Proven ability to lead experienced managers and specialists through change, building capability and succession depth.
- Strong analytical judgement and the ability to interpret forecasts, profitability, customer behaviour and channel performance.
- Experience influencing product, marketing, pricing, technology and operational decisions without direct reporting authority.
- Experience managing significant commercial agreements, budgets and risks within formal governance frameworks.
- Credibility with senior customers, partners, industry stakeholders and internal leaders.
- Experience in travel, tourism, transport, hospitality, consumer services or online retail is strongly preferred.

Ways of Working

- Takes ownership of outcomes and follows through on commitments.
- Makes timely, evidence-based decisions and explains priorities clearly.
- Balances commercial ambition with customer trust, operational reality and long-term value.
- Present and visible leadership.
- Builds collaboration across functional boundaries and resolves ambiguity constructively.
- Develops leaders who exercise sound judgement and take responsibility.
- Demonstrates KiwiRail values through safe, ethical and respectful leadership.

Other Requirements

- Ability to work effectively across both Passenger brands, multiple locations and domestic and international markets.
- Ability to travel as reasonably required.
- Ability to meet applicable KiwiRail safety, governance and employment requirements.

Qualifications

A relevant tertiary qualification in commerce, business, marketing, economics or a related discipline, or equivalent substantial senior commercial leadership experience.

**CREATING
STRONGER
CONNECTIONS**

The KiwiRail logo, featuring the word "KiwiRail" in a bold, sans-serif font, followed by a stylized graphic of a kiwi bird's tail feathers.