



Business Improvement Manager, Passenger

Position Description

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| Team: | Product & Customer Experience | Location: | Wellington or Christchurch |
| Reports to: | Head of Product & Customer Experience | | |
| 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

As a Business Improvement Manager, Passenger, you will be responsible for driving continuous improvement initiatives, supporting product innovation, and delivering key business projects within KiwiRail's Passenger services. Your role will involve analysing competitive trends, developing business cases, and working within cross-functional teams to implement product and business enhancements. You will play a key role in tracking and reporting customer feedback across Interislander and Great Journeys New Zealand services to inform customer improvements.

Key Accountabilities

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

- Introduce (digital) product development and innovation.
- Oversee continuous improvement initiatives.
- Support business case development to align with business improvement opportunities.
- Act as a project lead for Passenger services projects.
- Conduct competitive analysis to inform business strategy and positioning.
- Work with wider KiwiRail stakeholders to support the delivery of new business improvements.
- Track and report customer feedback to support customer experience improvements.

Key Challenges

- Identifying and implementing continuous improvement opportunities in a complex operational environment.
- Managing multiple projects while ensuring alignment with KiwiRail's business objectives.
- Conducting accurate and timely competitive analyses.
- Working across multiple teams and stakeholders to drive business enhancements.

| Key Relationships | | Manage /Lead | Deliver to | Collaborate with | Advise or inform |
|------------------------------------------------------|--------------------------------------------|--------------|------------|------------------|------------------|
| Here are the key relationships relevant to this role | | | | | |
| Internal | Head of Product & CX, Passenger | | x | x | x |
| | Product & CX Team, Passenger | | x | x | x |
| | Marketing Team Passenger | | x | x | x |
| | Sales / Trade Team Passenger | | x | x | x |
| | ICT, KiwiRail | | | x | x |
| | Brand Strategy Team Customer & Growth | | | x | x |
| | Revenue Lead, Passenger | | | x | x |
| | Commercial Team, Passenger | | x | x | x |
| | Crew & Onboard Experience, GJNZ & Commuter | | x | x | x |
| | Fleet Operations, GJNZ & Commuter | | x | x | x |
| External | System and technology vendors | x | | x | x |
| | Customer feedback measurement vendors | x | | x | x |

What you will do to contribute

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|--------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Health Safety and Wellbeing | <ul style="list-style-type: none"> • Champion a safe and healthy work environment across all projects and initiatives. • Identify and mitigate risks in both customer experience and operational improvement processes. • Support a culture of proactive wellbeing and psychological safety across teams. • Ensure compliance with all safety procedures, especially during project implementation. |
| Customer Focus | <ul style="list-style-type: none"> • Use NPS and customer feedback to drive service improvements across Passenger services (Great Journeys New Zealand & Interislander brands). • Collaborate with operational teams to ensure improvements align with customer expectations. • Conduct competitive analysis to identify opportunities to better serve our markets. • Lead initiatives that improve the overall passenger experience and brand reputation. • Support training and resources that enable teams to respond to customer needs effectively. |
| High Performing Teams Skills | <ul style="list-style-type: none"> • Facilitate cross-functional team collaboration to deliver on business improvement goals. • Set clear expectations for project delivery, timelines, and success measures. • Encourage open feedback, collaboration, and knowledge sharing across teams. • Promote a culture of continuous learning and innovation in the team environment. • Mentor and support peers and contributors involved in improvement projects. |
| Commercial Acumen | <ul style="list-style-type: none"> • Monitor costs and identify opportunities for efficiencies within product and service offerings. • Provide analysis to support the development of sustainable and profitable business cases. • Align business improvements with commercial strategy and financial objectives. • Interpret market trends to inform pricing, service adjustments, and product positioning. • Recommend investment in new initiatives that support long-term revenue and brand growth. |
| Business Improvement and Innovation | <ul style="list-style-type: none"> • Lead product development initiatives that deliver measurable value to KiwiRail's passenger services. |

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- Manage competing priorities and deliver outcomes within defined scope and timelines.
 - Drive change through influence, collaboration, and clear communication.
 - Ensure alignment of all projects with KiwiRail's strategic and operational frameworks.
 - Maintain effective stakeholder engagement and build strong relationships across the organisation.
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Decision Making

The Business Improvement Manager is accountable for decisions related to continuous improvement initiatives and product development across KiwiRail's passenger services. This includes evaluating and progressing business cases, prioritising improvement projects, and selecting appropriate methodologies for innovation and analysis.

Key decision-making requirements of the role include:

- Leading and prioritising continuous improvement and product innovation initiatives.
- Assessing commercial opportunities and recommending business improvements.
- Overseeing analysis and development of customer metrics such as NPS.
- Making decisions in line with KiwiRail's strategic goals and operational objectives.

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|---------------------------------------|----------------------------------------|
| Human Resources Delegations | Nil |
| Direct reports | Nil |
| Finance Delegations | Level 3: \$5,000 Operating Nil Capex |
| Budget (operating and capital) | TBC |
| Travel Delegations | Nil |
| Statutory powers | Nil |

Physical demands and the nature of work

This role is administration-based and requires:

- prolonged sitting and high computer usage
- limited walking, standing, twisting, bending (at the waist), crouching (bend knee)
- carrying of laptop and paperwork when alternating between home and office
- limited lifting of up to 7 kg archive boxes

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

Knowledge and experience

- You have proven experience leading business improvement or innovation initiatives in a customer-focused environment
- You have 5+ years' experience in commercial analysis, project leadership, or iterative product development
- You understand how to gather, interpret, and apply customer feedback and market insights
- You can identify competitive trends and apply insights to strategic decisions
- You have experience managing projects that require collaboration across business units and with external vendors
- You are familiar with KiwiRail's services or similar customer-facing transport or tourism offerings

Ways of working / Work-related qualities

- You seek out diverse perspectives and incorporate them into your decision-making process
- You use influencing strategies to engage others and drive improvement initiatives
- You remain composed under pressure and support your team through change
- You take ownership of goals and foster a high-performing, customer-led culture
- You focus on delivering high-quality service and measurable outcomes
- You evaluate data thoroughly and make informed decisions that align with KiwiRail's strategic goals

Other Requirements

- You can pass regular drug and alcohol screenings
- You have a current and valid NZ Driver's Licence

Qualifications

- A relevant degree in business, operations, or a related field.
- Or equivalent experience in business improvement, project management, or product development.