



Head of Customer Experience (CX) Enterprise

KiwiRail

Team:	Customer and Growth	Location:	Wellington or Auckland
Reports to:	GM Marketing & CX	Job family:	TBC
Role Type:	Permanent	Salary:	TBC

About Us

KiwiRail’s Role in Aotearoa, New Zealand

KiwiRail delivers sustainable and inclusive growth for our customers, our communities and our people. For more than 150 years, rail in New Zealand has connected communities, delivered goods and people around the country and showcased our spectacular scenery to the world. Our purpose 'Stronger Connections, Better New Zealand,' speaks to connected people, networks, journeys, experiences, and ways of working that move KiwiRail, the transport sector and New Zealand forward.

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.



Health, safety and wellbeing is our number one priority. Good safety is good business

About the Role

Purpose of the role

The Head of Customer Experience is responsible for establishing, embedding, and evolving KiwiRail's customer experience (CX) strategy, frameworks, and governance. The role ensures CX is a core business discipline, driving customer-centric transformation across both passenger and freight services.

This role influences enterprise-wide CX maturity, enabling business units to deliver seamless, consistent, and commercially impactful customer experiences.

Key Accountabilities

- ☐ Define and implement KiwiRail's enterprise-wide CX strategy, aligned to business transformation and commercial outcomes.
- ☐ Lead a CX Centre of Excellence, embedding best practice methodologies, tools, and frameworks across the organisation.
- ☐ Establish and oversee CX governance structures, reporting mechanisms, and enterprise-wide frameworks.
- ☐ Embed service design and human-centred design principles into operational and commercial processes, improving customer journeys and touchpoints.
- ☐ Lead CX capability uplift, including the design and delivery of training, tools, and playbooks.
- ☐ Partner with People & Culture to integrate CX into recruitment, onboarding, leadership behaviour, and performance frameworks.
- ☐ Oversee measurement frameworks (NPS, VoC, operational CX KPIs), ensuring insights drive strategic and operational change.
- ☐ Influence budget priorities across IT, Operations, and Marketing to ensure CX initiatives are funded and linked to commercial impact.
- ☐ Lead transformation initiatives to address known customer pain points, improve ease of doing business, and deliver measurable business outcomes.
- ☐ Act as a senior CX representative in executive and board forums, ensuring customer voice informs decision-making.

Key Challenges

- ☐ Embedding CX as a recognised value driver linked to revenue, retention, safety, and efficiency, not just a "soft" initiative.
- ☐ Balancing very different freight and passenger customer needs and expectations within a single CX framework.
- ☐ Driving consistency of CX outcomes across multiple business units without direct operational control, relying on influence and governance.
- ☐ Managing complex stakeholder groups, including unions, regulators, ports, and major freight customers, with competing priorities and high external scrutiny.
- ☐ Leading cultural change to shift from siloed, function-first decision-making to customer-first thinking.
- ☐ Establishing robust customer insight and data frameworks in an environment with legacy systems and fragmented data.
- ☐ Prioritising CX investments alongside operational and commercial pressures in a constrained funding environment.
- ☐ Delivering improved customer experiences while operating within infrastructure constraints and long investment lead times.
- ☐ Ensuring CX initiatives align with KiwiRail's safety-first culture and demonstrate value to safety outcomes.

Key Relationships Here are the key relationships relevant to this role		Manage /Lead	Deliver to	Collaborate with	Advise or inform
Internal	Executive leadership team			✓	✓
	Business Unit Leaders	✓	✓	✓	✓
	Marketing & Brand	✓	✓	✓	✓
	IT / Digital, Data & Analytics			✓	✓
	People and Culture		✓	✓	✓
	Finance & Commercial Teams			✓	✓
	Planning, Service Delivery & Operations		✓	✓	✓
External	Freight customers and advisory panels		✓	✓	✓
	Industry partners			✓	✓
	Unions			✓	

What you will do to contribute

Health Safety and Wellbeing	<ul style="list-style-type: none"> • Champion KiwiRail's Zero Harm commitment by embedding safety into CX frameworks. • Model safety-first behaviours in all interactions and decision-making. • Ensure CX-led change initiatives are designed to enhance, not compromise, safety. • Lead the integration of wellbeing considerations into customer and employee experiences.
Customer Led	<ul style="list-style-type: none"> • Champion the voice of the customer at enterprise and board level. • Ensure customer insights drive strategic and operational priorities. • Embed CX frameworks into daily operations, from frontline delivery to leadership decision-making. • Foster a customer-first culture across business units, functions, and projects.
Commerical Acumen	<ul style="list-style-type: none"> • Link CX metrics (NPS, VoC) to commercial outcomes such as retention, growth, and cost efficiency. • Drive alignment of CX investment priorities with revenue and operational performance. • Support commercial and finance teams in quantifying the business value of customer-led initiatives. • Influence enterprise-level budget and investment decisions to prioritise customer impact. •
High Performing Teams	<ul style="list-style-type: none"> • Lead, develop, and coach a team of CX specialists and designers. • Build internal CX capability through training, mentoring, and support for business units. • Embed CX into People & Culture processes including recruitment, onboarding, and leadership frameworks. • Promote a collaborative, customer-focused culture across KiwiRail.
Service Design & Continuous Improvement	<ul style="list-style-type: none"> • Apply service design principles to simplify journeys and reduce customer pain points. • Partner with operations, marketing, and IT to deliver customer-focused transformation initiatives. • Drive continuous improvement across all customer touchpoints. • Use data-led insights to prioritise service changes with the greatest impact.

Decision Making

The Head of Customer Experience is accountable for:

- Leading CX strategy, frameworks, and governance at an enterprise level.
- Prioritising CX initiatives, budgets, and capability development within delegated authority.
- Influencing executive and board decisions through customer-led insights and reporting.

- Escalating strategic risks and regulatory concerns where customer outcomes may be compromised.

Finance

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Human Resources Delegations	Nil
Direct reports	0
Finance Delegations	TBC
Budget (operating and capital)	TBC
Travel Delegations	Nil
Statutory powers	Nil

Physical demands and the nature of work

This role is primarily office-based with regular national travel to sites, customers, and partners. It requires:

- High levels of mental focus due to cross-functional coordination, executive engagement, and data interpretation.
- Frequent use of digital and reporting systems.
- Flexibility to work additional hours during major disruptions, board reporting cycles, or transformation initiatives.

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 senior leadership experience in customer experience, service design, or business transformation.
- You're skilled in service design, journey mapping, and human-centred design.
- You've embedded CX measurement frameworks such as NPS, VoC, and operational KPIs.
- You have proven ability to influence executives and lead enterprise-level initiatives.
- You've delivered transformation in complex, multi-stakeholder organisations.

Ways of working / Work-related qualities

- You communicate effectively with influence, from frontline staff to board level.
- You thrive in complex stakeholder environments and balance competing needs.
- You lead with vision, embedding CX into culture, systems, and processes.
- You are commercially astute and data-driven in decision-making.
- You model collaboration, safety, and continuous improvement.

Other Requirements

- You can travel nationally as required.
- You can pass all required safety and pre-employment checks.

Qualifications

You need either:

- A degree in Business, Marketing, Design, or a related discipline.
- Or equivalent experience in customer experience leadership.
- Additional qualifications in service design, Lean/Agile, or behavioural science are desirable.

**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.