

## POSITION DESCRIPTION – **MANAGER**

Position Title	Head of Customer Experience	Department	Engagement and Support
Location	Sydney	Direct/Indirect Reports	0
Reports to	Director Engagement and Support	Date Revised	19 September 2017
Industrial Instrument	Choose an item.		
Job Grade	Job Grade 9		

### ■ Position Level Descriptor

An individual at the Manager level is responsible for some or all of the following: people, financial, functional, thought or change leadership outcomes. Individuals at a Manager level lead and implement strategies and operational plans to achieve organisational objectives. The Manager level leads specialist (functional or knowledge areas) or complex, multi disciplinary teams. An individual at the Manager level typically reports to an individual at the Executive level.

### ■ Sub-Delegation

The sub-delegation (if any) attaching to the position is outlined in the CEO Sub-delegations (as updated from time to time). Any financial sub-delegation of authority may only be exercised where a Finance project code or budget is allocated to that position.

### ■ Position Summary

Red Cross has set itself an ambitious strategy for 2020. The Head of Customer Experience leads the development, implementation and evaluation of strategic, tactical and operational customer engagement plans, programs, and initiatives to align with the customer service vision and strategies

The Head of Customer Experience advises the Senior Executives on customer satisfaction measures, customer experience strategies, programs, initiatives and emerging issues to enable customer-centric strategic decision processes and major or critical issues response.

This role leads communications and customer engagement programs and develops innovative approaches to research, collaboration, and customer satisfaction measurement that create improved value for Red Cross and enhanced experiences for customers.

The Head of Customer Experience is responsible for strategic diversification of our revenue streams and strengthening our digital fundraising channels. The role will directly contribute to maintaining a strong, innovative, sustainable and accountable organization capable of achieving our humanitarian goals. This role will also contribute to building an inclusive, diverse and active humanitarian movement.

This role is a senior position reporting to Director Engagement and Support, and will work with key staff and senior leaders across the organisation to drive income generation through the development and implementation of a fundraising innovation strategy based on consumer insights, and leading edge digital fundraising strategy across our paid, owned and earned channels

With a supporter journey at the heart of this evolution, you will seek to deeply understand the motivations of donors and the Australian public as it relates to giving, and utilize those insights to inform a donor-centric contact strategy, engaging digital journey, and new product development/product extensions.

The role will spearhead a new product development pipeline with tailored product offerings for specific supporter segments. This will be done utilizing leading edge innovation techniques, agile project management and human centered design principles. New concepts will undergo viability assessment before moving into a minimum viable product stage, then pilot and launch. Where needed, new product development will incorporate standardized qualitative and quantitative research techniques.

The position is responsible for achieving a fully integrated approach across a range of innovative and diverse communication channels including the proactive adoption of digital and social media opportunities. The role will champion a long term strategic focus on driving the customer experience, balanced against the need for immediate response to urgent unplanned issues.

## ■ Position Responsibilities

### Key Responsibilities

#### Customer Experience:

- Plan and provide leadership to the implementation of integrated customer engagement and communication initiatives to improve and enhance the perceptions and experiences of customers and communities
- Lead and/or direct specific customer insight programs, dialogue and other forms of engagement to understand key concerns and issues and inform review and enhancement of customer services and service delivery models
- Drive the ongoing development of a customer service culture across the organisation, supported by effective policy and process frameworks and responsive customer service systems to embed best practice customer-centric behaviours
- Identify opportunities for enhanced service delivery through online and e-services delivery, and the application of social media, mobile apps and technologies to optimise customer experience

#### Innovation:

- Work with marketing, brand and supporter engagement teams to collaboratively evolve the customer engagement strategy
- Lead a project team to develop a donor segmentation model. Identify the 4-6 key segments or personas on which to base donor journey and new product development
- Lead a project team to build an insights-based donor journey across the segments

- Establish a new product development pipeline and concept testing methodology utilising the latest innovation techniques and utilising consumer insights
- Develop business cases for all new product pilot and launch projects along with detailed budgets, 5 year projections, and detailed project plans highlighting all dependency areas.
- Work closely with other directorates to build collaborative innovation across the organisation ensuring the shared principles of segment and journey are a common thread throughout.
- Work closely with the digital team and IT to ensure all new concepts and tests can be supported within the existing enterprise architecture and/or that IT resources are available to support the technical aspects of new product development
- Review and apply competitor analysis, industry trends, market research, new technologies,

### **Digital Fundraising**

- Work with Digital Fundraising Manager to
  - develop a digital fundraising strategy across all paid, owned and earned channels to deliver year on year gross revenue growth of 20%
  - provide best practice digital fundraising advice and support to the fundraising teams
  - develop an agile model to digital fundraising during disasters and appeals.
  - Maximise donor and prospect acquisition in line with agreed return on investment/payback models.

## **■ Position Selection Criteria**

### **Technical Competencies**

- Extensive skills in segmentation and customer/donor journey mapping, and familiarity with marketing automation systems
- Strong experience working in digital and innovation space in a high volume/value business to consumer environment.
- Excellent project management skills and experienced in agile project methodology
- Conversant in the field of tech-driven marketing automation
- Strong leader with confident communication skills and ability to collaborate and influence constructive outcomes at all levels

### **Qualifications/Licenses**

- Minimum 5 years in a digital innovation leadership role with a significant revenue responsibility and a focus on segmentation and customer experience
- Relevant tertiary qualifications, and/or experience in Marketing, Fundraising, Business or related discipline

## Behavioural Capabilities

- **Personal effectiveness | Solving problems |** Demonstrated ability to use data, knowledge and experience to identify problems potentially impacting teams or programs and proactively develop and implement effective solutions.
- **Team effectiveness | Managing change |** Demonstrated capability to lead, support and manage change within teams. Understanding the impact on the team and taking ownership for implementation of change.
- **Team effectiveness | Communicating |** Demonstrated capability to communicate clearly and concisely ensuring messages are understood by all within the team using a range of communication techniques. Ability to express ideas clearly, listen effectively and provide feedback constructively.
- **Organisational effectiveness | Thinking strategically |** Demonstrated understanding of key drivers of success within teams to enable achievement of organisational goals. Ability to think and plan goals in the long term as well as the present.
- **Organisational effectiveness | Innovating and improving |** Demonstrated capability to lead continuous improvement activities and encourage team members to identify ineffective processes and contribute to new ideas and ways of working.

## ■ General Conditions

All Red Cross staff and volunteers are required to:

- Adhere to the 7 fundamental principles of Red Cross:  
**Humanity | Impartiality | Neutrality | Independence | Voluntary Service | Unity | Universality**
- Act at all times in accordance with the Code of Conduct
- Comply with the Work Health and Safety management system
- Undertake a police check prior to commencement and every 3 years thereafter
- Support a child safe organisation by undertaking screening for suitability to work with children, youth and vulnerable people and to comply with relevant state/territory legislative requirements
- Assist the organisation on occasion, in times of national, state or local emergencies or major disasters