



Deliver *experiences that matter*
for the people of the Mackay Region!

Application for the role of:

Chief Customer Experience Officer

David Watson

XM-Pro | CCXP | FCXP



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I'm Dave Watson

Thank you for the opportunity to apply for the role.

I'd like to introduce myself and share with you the approach I would take to **create a customer-centric culture** and **award-winning program for Mackay Regional Council**.

There is a lot of exciting work being done in Local Government right now around **Human Centric Design (HCD)** & delivery. It's a **best-practice approach** that has been applied successfully across different industries, and at various levels of Government, both here and overseas.

As a part of Council, I would **leverage the great work done by the Team to date**, to develop a customer-centric program that **positions Mackay Regional Council as a Centre of Excellence (CoE)** within QLD Government.

I am excited about working at Council. It is the **right next step in my career**, and enables me to bring my skills, experience and passion for people to a challenging role. It also **aligns to my personal values and purpose** and provides me with an opportunity **build a strong Team** and **leave a lasting legacy** for the Mackay Region.

I look forward to discussing potential roles with you at your earliest convenience.

Kind regards,

David Watson

(XM-PRO | CCXP | FCXP)

My skills

I am a certified Experience Management executive with over twenty years' marketing, operations and change management experience.

My purpose

I help companies develop strategies and programs that deliver great experiences and business outcomes that are on-brand, ethical & sustainable.

What is Experience Management (XM)?

Building operational capability at Council will require a broader view than just CX. Experience Management is the discipline of bringing together experience data (X-data) and operational data (O-data) to measure and improve the core business experiences⁽¹⁾

- CX** Customer Experience
- EX** Employee Experience
- PX** Product Experience
- BX** Brand Experience
- NX** Network Experience

To do that, **I bring a range of skills across several disciplines** including Strategy, Marketing, Operations, Org Design, Data/Tech, HCD/UX, Stakeholder, Project, Process & Change Management.



As a senior executive, I also bring strong program, budget, risk, and team/people management experience.

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My experience

In my roles to date, I have successfully **led large scale experience design & transformation programs** across multiple industries, including; consulting, finance, telecommunications, digital media, property and government.



I have also worked as a **Non-Executive Director** on the board of **Not-For-Profit sports Associations**. In this capacity, I have **supported Communities across five LGAs** to provide sporting events each season, and **worked with Local, State & Federal Government Members** secure grants on multi-million-dollar programs & projects. As a Director (President / Life Member), I worked to ensure that modern governance best practices were a hallmark of operations.

[Annual Reports and Financials - \(nsfa.asn.au\)](https://www.nsf.gov.au/annual-reports-and-financials)

My leadership style

According to my most recent **Gallop Clifton Strengths'** profile I lead with **Strategic Thinking**.






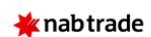





- Arranger • Strategic • Learner
- Responsibility • Relator

Feedback from Teams is that I'm valued as a mentor and have a servant-leadership management style.

Feedback from Colleagues is that I am a results driven, consultative, collaborative, and creative leader.

Work Experience

Brand	Role Dates	Industry	Key achievement
	LincMedia Japan eCommerce Strategy Mgr 1996-1998	eCommerce	<ul style="list-style-type: none"> Develop SAP-R3 interface Develop JWS e-Com site
	ninemsn Online Marketing Mgr 1998-2000 • 2 yrs	Media	<ul style="list-style-type: none"> Manage online campaigns Grow traffic 25%
	Sun Microsystems Channel Marketing Mgr 2000-2005 • 5 yrs	Tech	<ul style="list-style-type: none"> Lead Go-to-market \$20m Sigma project return
	Vodafone Mobile Data Mgr 2005-2006 • 1 yr	Telco	<ul style="list-style-type: none"> Mobile Data Strategy iPhone Data Plan launch
	Optus SMB Channel Marketing Mgr CX Transformation Mgr 2006 -2013 • 7 yrs	Telco	<ul style="list-style-type: none"> Lead Innovation Forum Lead Lean Sigma Teams Built Social Media app
	NAB CX / Voice of Customer Mgr 2015-2018 • 3 yrs	Finance	<ul style="list-style-type: none"> Lead HCD Projects 2nd NPS in industry
	McGrath Head of CX, Systems, Innovation 2018-2019 • 1.5 yrs	Real Estate	<ul style="list-style-type: none"> Develop XM Program X4 Keynote Speaker
	Accenture Strategy Manager (CX) 2021-2023 • 2.5 yrs	Consulting	<ul style="list-style-type: none"> 4 Customer Awards XM Training Program Deploy SF CRM / WFM
	ALAND Head of Experience Mgt 2023 • Current	Construction	<ul style="list-style-type: none"> Develop XM Program Brand repositioning

Education

BA Asian Studies (Chinese)
ANU

Grad Dip Marketing
UTS Sydney

Grad Dip Business Administration
AGSM

Certificates

XM-Professional
Qualtrics XM Institute

CCXP
Certified Customer Experience Professional

FCXP
Forrester Customer Experience Pro II

Prosci Change Management

Agile + Prince2 Project Management

Six / Lean Sigma Black Belt

Working with Children Check

Volunteering

Starlight Foundation
2012-13 Optus Representative

Northern Suburbs Football Association
2011-15 Director
2015 President
2015 Life Member

Kissing Point Sports Club
2014-15 President

Kissing Point Football Club
2014-15 President
2013 Vice President

Public Speaking

Qualtrics X4 Australian's largest CX Event
2018 Keynote speaker
2022 Breakout speaker

Forrester CX Sydney
Gartner CX Sydney
2018



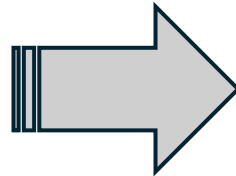
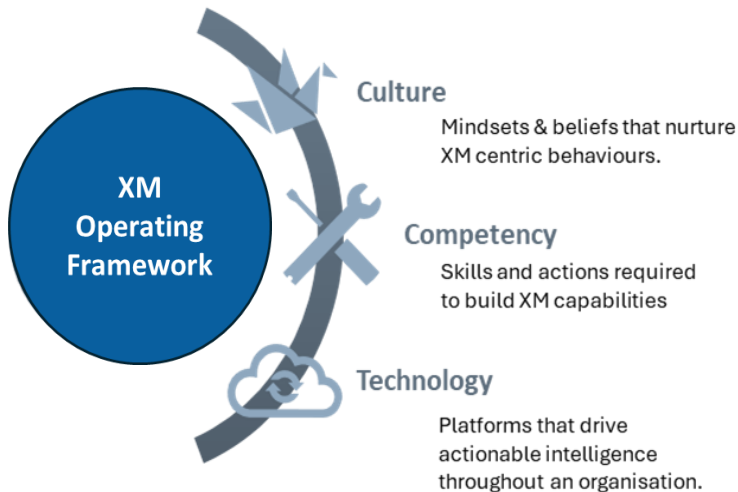
Keynote Speaker @ Qualtrics X4
Australia's largest CX event | 2018 + 2022

The design challenge:

To build an Experience Management (XM) Operating Framework that supports Council's Corporate Plan and supporting strategies and builds an enduring customer centric culture focused on service excellence.

To operationalise the XM Operating Framework, Council will need to focus on three key areas.

XM Operating Framework



Mackay Regional Council CORPORATE PLAN 2022-2027



THEMES

STRATEGIC OBJECTIVES

COUNCIL'S ROLE

INDICATORS (O-DATA + X-DATA: CX / EX / PX / NX / BX)

SERVICE DESIGN (PERSONAS | CUSTOMER JOURNEYS)

SERVICE DELIVERY (SERVICE BLUEPRINT: ORG DESIGN | IT | PROCESS)

SERVICE ACTIONS (INSIGHTS | INVESTIGATE | INTERVENE | IMPROVE | INNOVATE)

Customer Experience in Government



Design with people in mind!

Everyone who lives, works, visits or invests in Queensland are customers of the Queensland Government, including businesses.

Customer, Community and Business expectations of Government services are now benchmarked against the everyday commercial services they interact with.

The QLD Government's Customer Commitment goal is to deliver easy, effective and trustworthy government services.

The MacKay Regional Council can use other State and Local Governments as a benchmark for service delivery to **accelerate the program**, share knowledge and **become a Centre of Excellence (CoE)**.

Who are we designing for?

<p>Families</p> <p>→</p>	<p>Small business</p> <p>→</p>	<p>Young people</p> <p>→</p>
<p>Aboriginal people and communities</p> <p>→</p>	<p>Multicultural communities</p> <p>→</p>	<p>People with disability</p> <p>→</p>
<p>Women</p> <p>→</p>	<p>Older people</p> <p>→</p>	<p>Regional and rural communities</p> <p>→</p>

What do they want?

<p>Easy to access</p> <p>Customers find our services easy to access when interactions are simple and services are readily available.</p> <p>→</p>	<p>Act with empathy</p> <p>Our services are focused on understanding and responding to the situations, needs and points of view of our customers.</p> <p>→</p>	<p>Respect my time</p> <p>Being respectful of time is key to a positive experience for customers using our services.</p> <p>→</p>
<p>Explain what to expect</p> <p>Customers need to understand what steps are involved and be contacted when they need to know something.</p> <p>→</p>	<p>Resolve the situation</p> <p>Customers expect us to deliver an outcome and be accountable for our actions along the way.</p> <p>→</p>	<p>Engage the community</p> <p>Customers expect us to meaningfully engage with them about how they want services delivered.</p> <p>→</p>

**CENTRE
of
EXCELLENCE**

Develop a learning culture and a passion for continuous improvement.

Benchmark Service Performance



Take a Human Centric Design (HCD) approach to Service Design & Delivery

HCD allows us to understand the types of experiences customers want from a system, product, or service.

We refer to the customers' desired experience as the **"frontstage"** of the design effort. HCD helps us craft the processes that create those desired experiences.

We refer to this behind-the-scenes work as **"the backstage"** of the design effort.

By **tending to both** the front and back stages, HCD allows us to put the customer at the center of our design development to design Services that are:

- Desirable** People want it
- Feasible** We can build it; and
- Viable** The business case stacks up



The experience (**X-data**) and operations (**O-data**) generated will support Council's Development Goals.

MACKAY REGIONAL COUNCIL SERVICE BLUEPRINT

Everyone has a role to play in great service delivery!

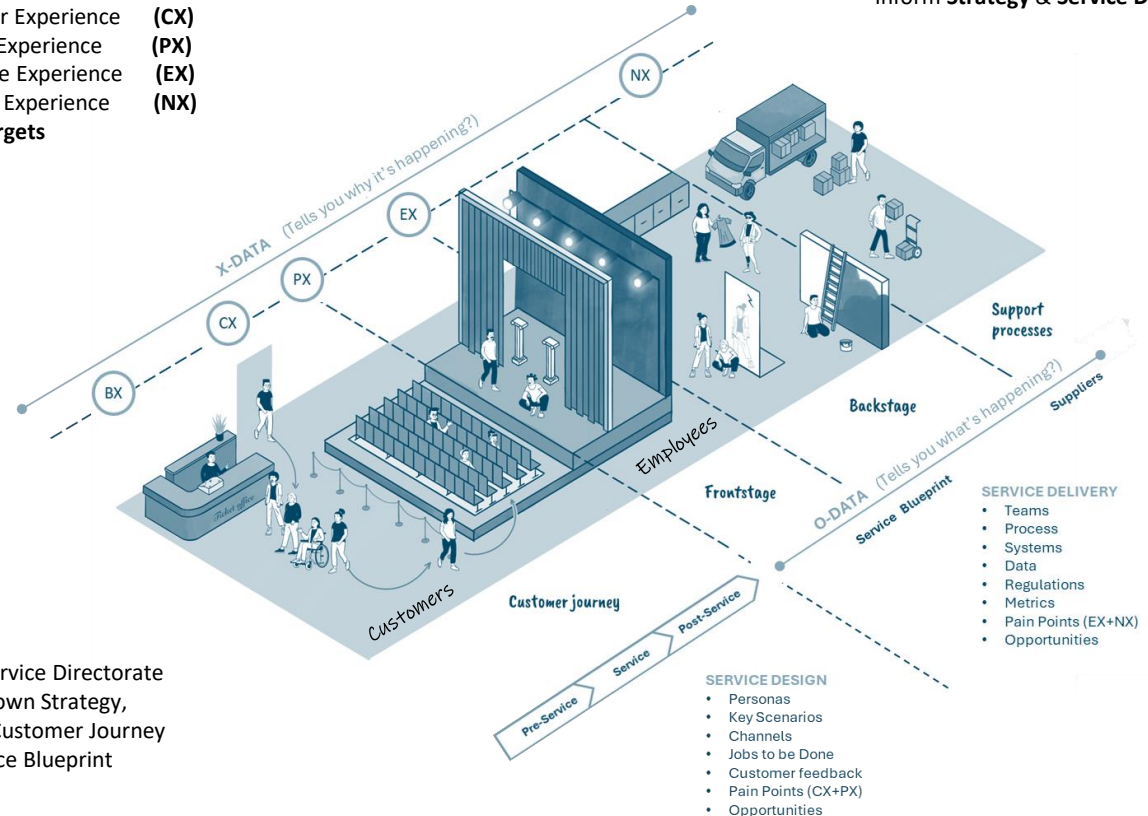
Service Strategy

The Mackay Regional Council Brand Experience (BX) is influenced by people's perception of :

- Customer Experience (CX)
- Product Experience (PX)
- Employee Experience (EX)
- Network Experience (NX)
- + ESG targets

We will build a data-driven culture that uses Experience Data (X-data) + Operations Data (O-data) inform Strategy & Service Design

X+O Data Actions
Insight
Investigate
Intervene
Improve
Innovate



Service Design

Each Service Directorate has its own Strategy, Plans, Customer Journey & Service Blueprint

Service Delivery

Strong leadership & engagement

EX

Management

Experience Management (XM) programs are ultimately about driving change: change in people’s behaviours, change in operating processes, and change in strategic priorities and investments.

But this level of change is never easy. It requires strong, persistent commitment from executives who can help overcome the obstacles that set in during any large-scale transformation.

This will be a Team effort, requiring Councillors & the Management’s ongoing focus on great service outcomes and value as organisational objectives.

Front line staff are critical to great service delivery. This program will include the Employee Experience (EX) in service design to simplify ways of working.

Benefits:

- Services that deliver both great operational and experience outcomes and value.
- New learning pathways and career growth opportunities.
- Improved Employee engagement & retention.

Co-creation with Customers & Partners

CX

Customers

Mackay Regional Council already has a strong commitment to transparent and open dialogue with the Community.

The XM program Council will develop will provide omni-channel service experiences that are best practice by any industry standard.

Benefits:

- Enhanced listening channels
- Faster, more efficient service interventions
- More personalise service
- Great service value

NX

The program will value the feedback of **Suppliers and Partners** as part of the service ecosystem. The program will find ways to make it easier to do business with Council.

BX

“A brand is Trust”

– Steve Jobs

Trust is a profound human feeling. It’s the bedrock of our interactions – how we can live together, collaborate, trade and share resources.

We know that people want **easy, effective and trustworthy** government services.

To build trust takes time and both the Council’s brand's past and future have a role to play.

So, heritage has inherent trust credentials, but so does having a vision for the future. I hope to assist Council to develop and deliver that vision.

Benefits:

- Council’s Brand Experience (BX) in several ways
- Improved Net Promoter Score
 - Increased Community engagement
 - QLD LGA Centre of Excellence



The First 90 Days: Onboard & Lay the foundation for XM Excellence

CULTURE 	Set Meeting Calendar	Meet Customers	Meet Suppliers															
	Meet Councillors	Meet Community	Meet QLD GOV.															
	Meet LT + Teams	Meet Businesses	Key Stakeholders	XM Training Cohort 1	XM Training Cohort 2	XM Training Cohort 3	XM Training Cohort 4	XM Training Cohort 5										
CAPABILITY 	Service Briefings	Service Review by LoS	Service Ops Report															
	Capability Audit	X-data Audit	Compliance Training	Workshop Prep														
	Site Visits	O-data Audit		Workshop Prep	WORKSHOP 1	WORKSHOP 2	WORKSHOP 3	WORKSHOP 4	WORKSHOP 5									
TECH + DATA 			Tech Review															
			Data Review															
			Reporting Review															
CHANGE + COMMS 	XM MATTERS (INT)																	
	SPRINT REVIEW (INT)																	
	PROGRAM BOARD																	
Timeline 	DISCOVER								DESIGN									
	Wk1	Wk2	Wk3	Wk4	Wk5	Wk6	Wk7	Wk8	Wk9	Wk10	Wk11	Wk12	Wk13	Wk14	Wk15	Wk16	Wk17	Wk18
Sprint 	Sprint 1 (+10wd)		Sprint 2 (+20wd)		Sprint 3 (+30wd)		Sprint 4 (+40wd)		Sprint 5 (+50wd)		Sprint 6 (+60d)		Sprint 7 (+70wd)		Sprint 8 (+80wd)		Sprint 9 (+90wd)	
	Onboard <ul style="list-style-type: none"> <input type="checkbox"/> Welcome Message <input type="checkbox"/> Onboard/Set-up <input type="checkbox"/> Meet Stakeholders <input type="checkbox"/> Situation Report <input type="checkbox"/> Risk assessment 		Learn <ul style="list-style-type: none"> <input type="checkbox"/> Meet Stakeholders <input type="checkbox"/> Operations Review by Line of Service <input type="checkbox"/> Tech/Data Review <input type="checkbox"/> Commence Comms 		Listen <ul style="list-style-type: none"> <input type="checkbox"/> Meet Stakeholders <input type="checkbox"/> Service Ops Report <input type="checkbox"/> Compliance Training Completed 		Replay <ul style="list-style-type: none"> <input type="checkbox"/> Meet Stakeholders <input type="checkbox"/> Commence XM Training <input type="checkbox"/> Prepare Service Workshops 		Explore Service 1 <ul style="list-style-type: none"> <input type="checkbox"/> Customer Journey <input type="checkbox"/> Service Blueprint <input type="checkbox"/> Prioritised initiatives <input type="checkbox"/> Roadmap Planning Growth & Sustainability		Explore Service 2 <ul style="list-style-type: none"> <input type="checkbox"/> Customer Journey <input type="checkbox"/> Service Blueprint <input type="checkbox"/> Prioritised initiatives <input type="checkbox"/> Roadmap Community Services		Explore Service 3 <ul style="list-style-type: none"> <input type="checkbox"/> Customer Journey <input type="checkbox"/> Service Blueprint <input type="checkbox"/> Prioritised initiatives <input type="checkbox"/> Roadmap Corporate Services		Explore Service 4 <ul style="list-style-type: none"> <input type="checkbox"/> Customer Journey <input type="checkbox"/> Service Blueprint <input type="checkbox"/> Prioritised initiatives <input type="checkbox"/> Roadmap Infrastructure & Operations		Explore Service 5 <ul style="list-style-type: none"> <input type="checkbox"/> Customer Journey <input type="checkbox"/> Service Blueprint <input type="checkbox"/> Prioritised initiatives <input type="checkbox"/> Roadmap Organisational Capability & Risk	

“

I've learned that people will forget what you said,
people will forget what you did,
but people will never forget
how you made them feel.

Maya Angelou

American memoirist and poet



David Watson



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