

CV Peter Fletcher-Dobson – Digital Innovator, Strategist, Futurist

"Whāia te iti kahurangi ki te tūohu koe me he maunga teitei"

"Seek the treasure you value most dearly: if you bow your head, let it be to a lofty mountain"

Summary

I am an entrepreneur, a future-focused strategic leader with extensive experience in digital strategy; fintech; thought-leadership and innovation; operational management and service delivery leadership in digital businesses.

For 20 years I have been combining clear strategic vision with collaborative management techniques to create dynamic, cross-functional teams of empowered individuals who deliver high quality and great value to multinational and national organisations in the UK and New Zealand.



Utilising extensive business, managerial and motivational skills I have an outstanding track record of consistently delivering award-winning digital products and services and as a people leader building high performing teams in the digital space. I have played key leadership roles in the redevelopment and growth of digital businesses in financial services, telecommunications and media industries.

With extensive experience in digital strategy and multi-channel management; online channels and direct channels - particularly internet banking and mobile product development and delivery, I specialise in creating exceptional customer experiences and innovation which positively impact the bottom line.

I am a regular presenter and blogger/writer on exponential technology change; digital strategy; and digital/social media marketing.

Specialties: Digital strategy; exponential technology; lean startup; coaching and mentoring; product development; operational management; programme delivery; digital channel management; secure internet platform management; product marketing; team-building; workshop facilitation; public speaking and conference presenting; blogging.

Experience

Current roles:



Principal Consultant

Atamai Digital – www.atamai.co.nz

August 2018 – present

A digital consultancy with a big vision to ensure Kiwi businesses are thriving in the digital age and creating Aotearoa/New Zealand's digital economy



Innovation Specialist

Creative HQ – www.creativehq.co.nz

August 2017 - present

Mentoring and coaching start-up ventures, managing accelerators and helping corporations deliver outstanding internal innovation



Advisor

Spring (*Ministry Social Development GovTech team*) July 2018 - present

Steering Committee Member and team advisor to Spring from the MSD GovTech Accelerator team who are creating a solution to deliver Kiwis from being trapped in financial poverty.



Investor

Tapi - <https://www.tapi.co.nz/>

Early stage investor in Kiwibank Fintech Accelerator alumni company building a technology platform that integrates all parties involved in the property maintenance process.



Advisor

Vallum - <http://vallum.insure/>

October 2017 – present

Insuretech start-up building a data and analytics platform and partnering with leading insurers to reinvent the insurance experience for SME companies.

Previous roles:



Digital Advisor

Kiwibank - <https://www.kiwibank.co.nz/>

September 2014 – August 2018

Strategic leadership across the Chief Executive and Kiwibank leadership in the formulation and implementation of a digital first strategy for Kiwibank - influencing the digital transformation of customer experiences, the bank's internal culture and innovation capabilities including founding New Zealand's first fintech accelerator.

Achievements:

- **2018:** Ran second successful Kiwibank Fintech Accelerator. Delivered five fully funded teams: Hnry, Invsta, Jrny, Tā Koha and Choice plus joint venture digital ID team between Centrality, Kiwibank and Datacom and Kiwibank corporate team. Created sponsorship network of: Callaghan Innovation, Creative HQ; Ando; NCR; Mastercard; Simmonds Stewart; Deloitte Private.

- **2017:** Devised and launched NZ's first fintech accelerator, the Kiwibank Fintech Accelerator in partnership with Callaghan Innovation and Creative HQ. Delivered three fully funded teams: Sharesies; Tapi and Accounting Pod plus Xero and Kiwibank corporate teams. Created fintech ecosystem of Government, regulators, entrepreneurs and corporates including sponsors: Xero, Mastercard, Microsoft, EY, Simmonds Stewart, Springload.
- **2016:** Instigated Lean-Startup Squadified operational model for delivery of digital via internal digital incubator. Moved delivery from waterfall to staged funding via Digital Cabinet. Created vanguard for a digital business culture.
- **2014/2015:** Created Digital Programme to build out Kiwibank's digital capabilities. Led Investment Case and successfully funded \$30m, three-year programme to deliver key digital projects in Sales and Service and Onboarding. Created Digital Business Scorecard that saw Digital Sales and Service move from 18% of sales to 36%.

Core Working Group Member



FintechNZ - <https://fintechnz.org.nz/about-fintechnz/>

- Dec 2016 – October 2018
- Founding member of FintechNZ established to help connect, promote and advance the trends shaping the FinTech ecosystem and to actively contribute to the prosperity of New Zealand through financial innovation.

General Manager Transformation (Acting)

Kiwibank

June 2017 – February 2018

Took over management of Kiwibank's Digital Transformation Programme and successful delivery of Digital Identity/RealMe Now and Digital Web Platform.

Head of Online

Kiwibank December 2007 – September 2014

Strategy:

- Responsible for creating and successfully delivering internet; mobile and statements strategies with business plans and roadmaps; and ensuring bank is seen as leading innovator in internet and mobile banking.
- Key contributor to distribution strategy and strategic design of new operating model for the bank

Innovation:

- Home Hunter – Find a house, get Kiwibank's estimated price range, and apply for pre-approval — all from your smart phone, tablet or computer (2013)
- Online Relationship Managers – award-winning personal relationship manager for all online Kiwibank customers on mobile app and web (2012)

- Heaps – multi-award winning free online personal finance management service for all Kiwis (2010)
- Award-winning internet banking redesign (2009)
- First iPhone mobile banking web app in NZ (2008)

Channel management:

- Mobile banking growth of 750%. Mobile now totaling nearly 50% of all online interactions
- Delivered total online CAGR 27% since 2012
- Increased digital statement migration from 33% to 79% since 2012 with substantial cost out
- Created multi-million-dollar digital home-lending pipeline
- Delivered digital mortgage-pre-approval straight-through-process
- Key driver in establishment of online relationship manager team

Delivery:

- Redevelopment and growth of Kiwibank's secure and public internet channels; mobile banking offerings (including text banking); email channels and statements. Responsible for capital programme budgets of NZ\$5m+ and an operational budget of NZ\$3m pa.
- Sponsored Agile delivery with substantial increases in productivity, quality and team morale

Leadership:

- Built and managed teams of up to 26 FTE
- Leader of Kiwibank team of the year in 2010
- Digital thought-leader across Kiwibank and regular speaker at digital and financial services conferences and events in New Zealand and internationally
- Member of Kiwibank mentor group to nurture up and coming leaders
- Regular blogger and social media commentator

Online Production Manager

Telecom New Zealand May 2007 – December 2007

To deliver a step change in the performance of Telecom's Online Production capability through the recruitment of suitably skilled individuals; the implementation of short-term and medium-term interventions to address technical performance issues and the establishment of simplified and standardised business processes for the introduction of change to the channel. Day-to-Day management of the production team (9 FTE).

Segment Operations Manager

Orange PCS April 2006 – May 2007

- Delivered UK's first segmented mobile portal: Identified core customer target groups, designed and delivered ability for mobile portal to market to customers based on demographic, tariff and usage data.
- Delivered Mobile sales channel: Managed delivery of enablers to allow sale of wider business products on mobile portal

- Change manager: Key member of senior management team that restructured portal operations and content teams.

Product Experience Manager

Orange PCS October 2004 – March 2006

Led team of designers, marketers, portal managers and third party managers to drive development and design of Orange UK's mobile portal Orange World.

Executive Producer

Orange PCS November 2003 – September 2004

Manage channel managers responsible for mobile portal content areas (Downloads, Sport, Film, 3rd parties, scheduling, video, celebrity, news)

Production Manager

Orange PCS 2002 – 2003 (1 year)

Managing team producing content on Orange web and mobile portals.

Honors & Awards

- Winner NZ Innovators Award for Financial Services 2014
- Winner Canstar Innovation Excellence for Home Hunter 2014
- Winner NZ Innovators Marketing & Communications Award for Online Relationship Managers
- Onya Awards 2011 - Best Mobile Web Application
- Onya Awards 2010 - Kiwibank Mobile Banking
- TUANZ Commerce Award for Heaps! Personal Finance Management 2010
- TUANZ Education Award for Heaps! Personal Finance Management 2010
- Best internet banking site in NZ Global Reviews 2009
- Best in Class Internet Banking and Kiwibank Website Interactive Media Awards 2009
- TUANZ Commerce Award for iPhone mobile banking 2008
- Winner NZ Best Design Awards for Interactive Design Best Design Awards 2014

Recommendations

- *"Peter highly appreciates true customer value and experience."*
- *"He has an amazing ability to connect with all types of people and is one of the most strategic and creative people I know."*
- *"Peter defines the term "thought leader".*
- *"...someone who delivers; he is quick-thinking, able to convey and share ideas easily and is also a strong manager who can get the very best out of others."*
- *"...a talented leader with a vision to deliver superior experiences for customers. "*

References supplied upon request

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