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| Head of In-life Growth & Retention |
| Member Propositions |
| Next Experience |
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| **Organisational overview**  Nest is a great government delivery success story. Established in 2010, Nest has been a critical pillar of the government’s automatic enrolment programme, with a public service obligation (PSO) to accept any employer wishing to use the scheme to discharge their automatic enrolment duties.  From a standing start, we have delivered a high-quality, low-cost pension scheme, open to all, which has not only delivered on its mission, but helped to drive up standards and best practice across the industry. Now with over 12 million members, Nest is playing a critical role in helping people save for their retirement many of them low to moderate earners who may be saving for the first time and moving jobs frequently.  Nest now occupies a place in the market as a major Master Trust, a sector that has grown following the introduction of automatic enrolment and that we believe has great potential for delivering pensions to mass market consumers for many years to come, leveraging scale to offer low cost, modernised services in the context of strong Trustee governance.  To best serve our diverse customer base, it’s important that Nest has an equally diverse workforce and  promotes an inclusive culture. This is in line with the organisation’s values and ensures that Nest is a corporation fit for the future.  **Directorate overview**  The Nest Experience directorate is responsible for developing and evolving the propositions for our customers, for the service and experience that they enjoy and working with our delivery partners to ensure their data and assets are kept safe. This includes:    * Definition of our customer strategies * Developing, maintaining and evolving our customer value propositions * The brand and marketing of Nest to our customers * The design of the service experience our customers enjoy across all channels * Working with our partner, TCS, to deliver a service that delights our customers and keeps their data and assets safe |

# The role

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| The **Head of In-life Growth and Retention** will be responsible for leading and executing Nest’s existing customer value strategy across both the Member and mass business to business to business (B2B) customer bases. Reporting to the Member Proposition Director, this role is key to creating the strategies that encourage Nest’s customers to stay and do more with it, ensuring long-term value creation for Nest and its diverse member base and B2B clients. The role involves managing a team of In-life Growth and Retention Managers. This senior leadership position is pivotal in delivering Nest’s objectives around customer loyalty and growth and works closely with various stakeholders to ensure that customer experience and value remain at the heart of all activities. |

# Scope and deliverables

## Accountability

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| * Leads a team of In-life Growth and Retention Managers * Works collaboratively across matrix peers, including within the B2B segment * Owns the end-to-end customer in-life growth and retention process, from discovery and ideation, to prioritisation and delivery, run and monitor, delivered via matrix working * Accountable for Nest in-life growth and retention KPIs * Represents Nest Member Propositions at appropriate industry forums, internal and external governance forums etc. |

## Deliverables

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| **Strategy Development & Execution:**   * Providers the leadership and strategy for best practice existing customer value management across Nest * Leads the development and execution of customer value management strategies and tactics across both Member and B2B segments to drive retention and in-life growth, aligning to Nest’s Purpose and Values * Identifies Nest-specific benchmarks vs. the pensions market and other relevant service industries and agrees the goals and plans to meet / exceed them * Works with data and analytics to deliver a segmented base management strategy * Executes with a consistent approach of testing and learning, across multiple channels and levers   **Leadership & Team Management**   * Leads Nest on best practice for customer value management, across all the necessary disciplines (data and analytics, segmentation strategies, customer value journey optimisation) * Leads and mentors a team of In-life Growth and Retention Managers, fostering a high-performance culture that creates satisfying careers as well as achieving business objectives. * Ensures the team is aligned with the wider business strategy, and has the tools, resources, and support necessary to succeed * Fosters a test and learn approach and matrix agile ways of working * Ensures the team has great instincts for balancing commerciality vs. great customer outcomes   **Customer Insights & Analytics:**   * Drive the use of customer insights and data analytics to understand customer behaviour and preferences, identifying key drivers of in-life engagement, growth and churn. * Uses insights to inform strategic decisions around customer value management initiatives, ensuring they are grounded in evidence * Ensures that KPIs for customer retention, growth and lifetime value are monitored, reported, and optimised   **Cross-functional Collaboration:**   * Collaboratively builds a backlog of ideas and objectively score and prioritise them for delivery * Collaborates with key stakeholders across all internal functions and TCS (and other relevant partners) to develop initiatives across the ‘ps of marketing’ that deliver improved customer life-time value and retention   **Financial & Commercial Accountability:**   * Lead on annual planning process for in-life growth and retention, ensuring that a 3-year (or longer) strategic plan is supported by clear, budgeted annual activities and associated benefits * Own the customer value management budget, ensuring effective allocation of resources and demonstrating clear return on investment (ROI) on all retention and growth activities. * Lead the development of business cases for customer value initiatives, ensuring they are commercially sound and aligned with Nest’s strategic objectives. * Regularly report on the performance of customer value initiatives, ensuring senior leadership is informed of progress, challenges, and successes. * Represent growth and retention in governance forums, including the Customer Committee, Member & Employer panel etc.   **Customer Value Management (CVM) tools**   * Help Nest identify, build and deliver market leading omnichannel tools that will make its CVM function best in class |

## Relationships and autonomy

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| * As a senior role, delivering a crucial function for Nest, the role will confidently operate with Head of peers and Directors, executive committee (ExCo) and Board members * It must work collaboratively with every part of Nest and key partners such as TCS to ensure Nest’s in-life growth and retention strategy is understood and successfully delivered * It will manage the achievement of key performance indicators (KPIs) and will seek and manage the appropriate budget and resources to do so * As well as being an expert on Nest’s customers, their behaviours and needs, the role will continue to seek external sources of best practice including working with relevant partners, industry forums, peer-to-peer opportunities and influencers |

# Role requirements

## Experience and technical skills

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| * Extensive experience at Head of level (or similar such as General Manager or Director) for customer value management or existing customer management roles, covering in-life growth and retention, ideally within Financial Services or similar regulated service industries and with bases of many millions of customers * Extensive strategy development and execution skills, with ability to demonstrate previous success in transforming an organisations in-life growth and retention capabilities and performance * Proven ability of influencing including to Board level, with strong communication and ‘story telling’ skills * Strong track record of managing and delivering improved in-life growth and retention KPIs and proven ability to improve lifetime value, using a variety of levers (propositions, offers, engagement, journey improvement) to achieve this * Excellent understanding of data analytics and customer segmentation, with experience using insights to drive strategy and decision-making. * High comfort with in-life customer base management related tools and models such as CRM, CLV * Significant and successful team leadership experience, with a demonstrated ability to hire, grow and motivate a high-performing team and * Strong commercial acumen and financial management skills, with experience in building business cases and managing budgets effectively. * High comfort with matrix agile ways of working |

## Personal attributes

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| * Naturally, passionate about customers and continually seeking news way to understand and anticipate their needs * Equally passionate about high performing teams and fostering continuous sources of motivation, inspiration, innovation, accountability and collaboration * Strategic thinker with the ability to translate high-level objectives into actionable plans that deliver measurable outcomes. * Strong communicator and influencer, able to engage and build relationships with stakeholders at all levels. * Adaptable and able to manage multiple priorities effectively. * Able to balance patience and tenacity when leading an organisation to create new capabilities whilst having competing priorities * Happy to balance the blend of creative and commercial on a day-to-day basis |

## Differentiators

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| At Nest we do things differently. In-life growth and retention activities are not all about maximising profit – they are about making sure Members understand their personal requirements for their financial wellbeing, specifically their retirement, and are able to make informed decisions with regard to their Nest pension and the contributions they make. We are transparent and fair in all our interactions with them. |

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