



# Tony Carter

Independent Director

Treasury Guest Lecture  
7 April 2016

# About me...



- From Christchurch
- Engineer by training
- Foodstuffs
- Mitre 10
- Fisher & Paykel Healthcare
- Air New Zealand
- Blues LLP
- ANZ Bank New Zealand
- Fletcher Building Industries

# Digital developments – a Director's perspective

- Fundamentals
- Customer centricity
- Data / global trends
- Examples
- The Board
- Lessons for social investment

# The fundamental question:

## For business:

How do we deliver a better, more efficient and more commercially successful service?

## For social investment:

How do we achieve greater client satisfaction, while driving out cost and producing better social outcomes?

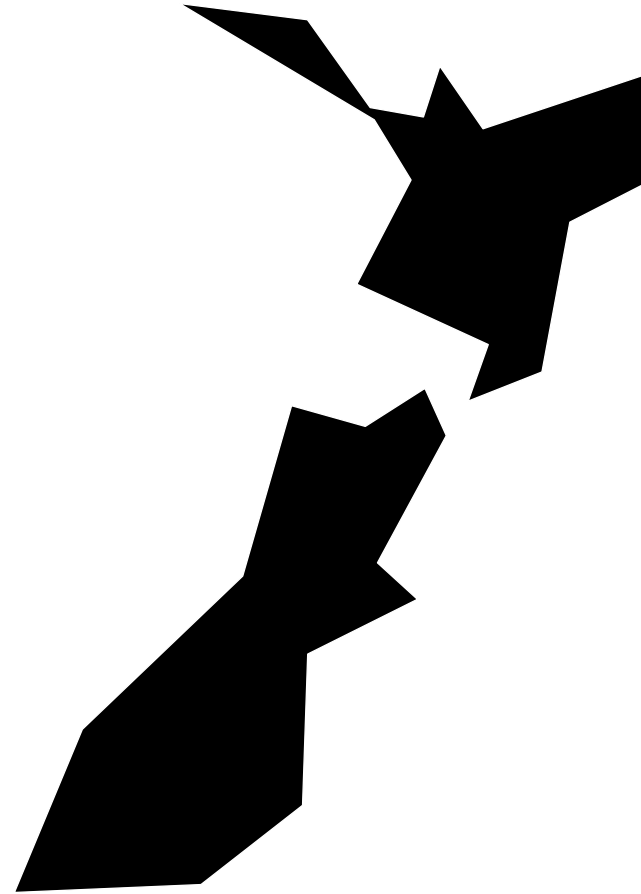
# Structure matters...

**Foodstuffs**<sup>NZ</sup>

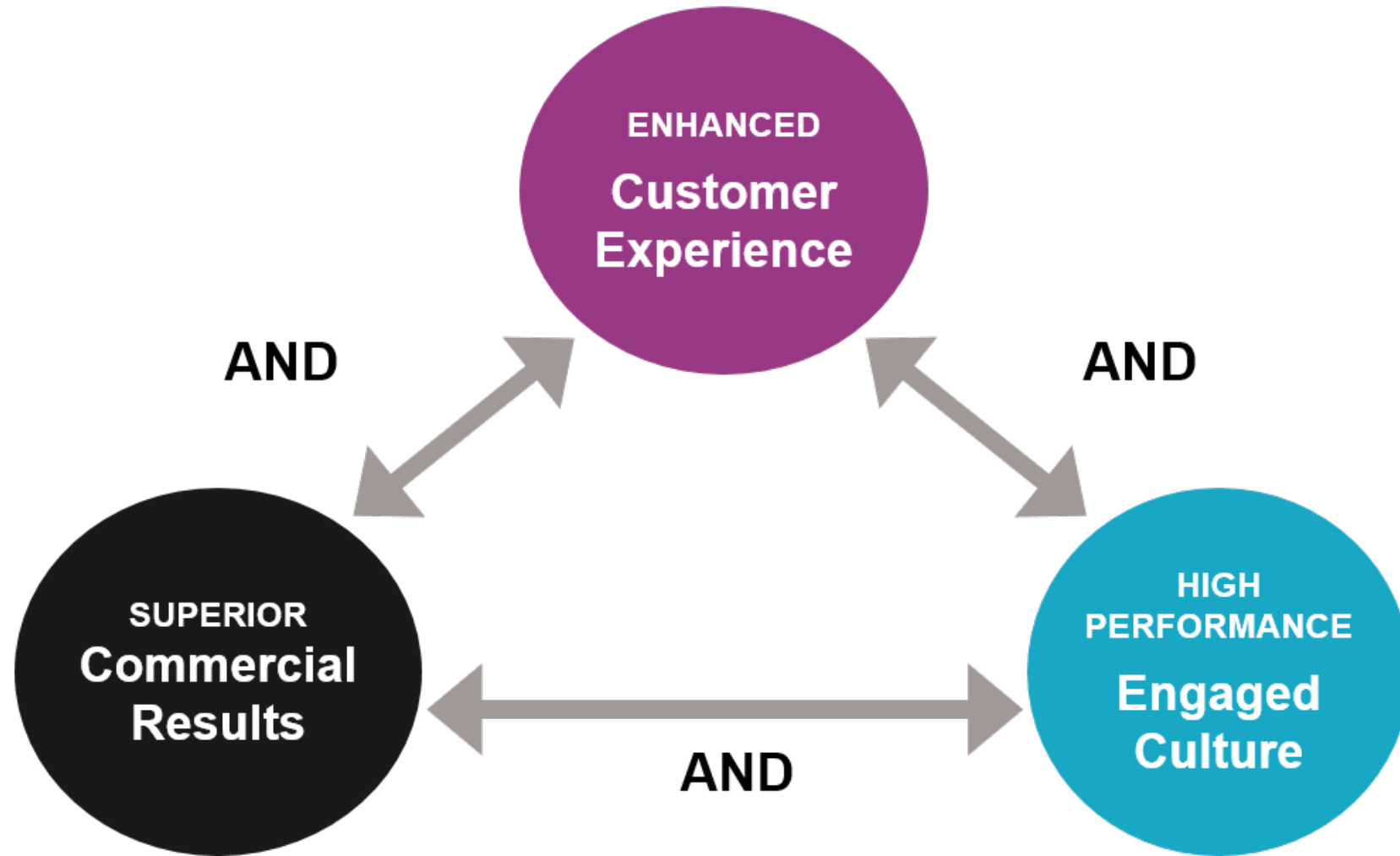
**4 FOUR SQUARE**

**PAK'nSAVE**

 **NEW WORLD**



# Moving from good to great



# Customer centricity – insight sources



Data

- Effective measurement
- Tailor experiences / products to 'individualise' offerings
- Informs communication channels / touch points

Macro  
trends





# Global megatrends are shaping our environment

Shift in global economic centre of gravity



Changing global demographics



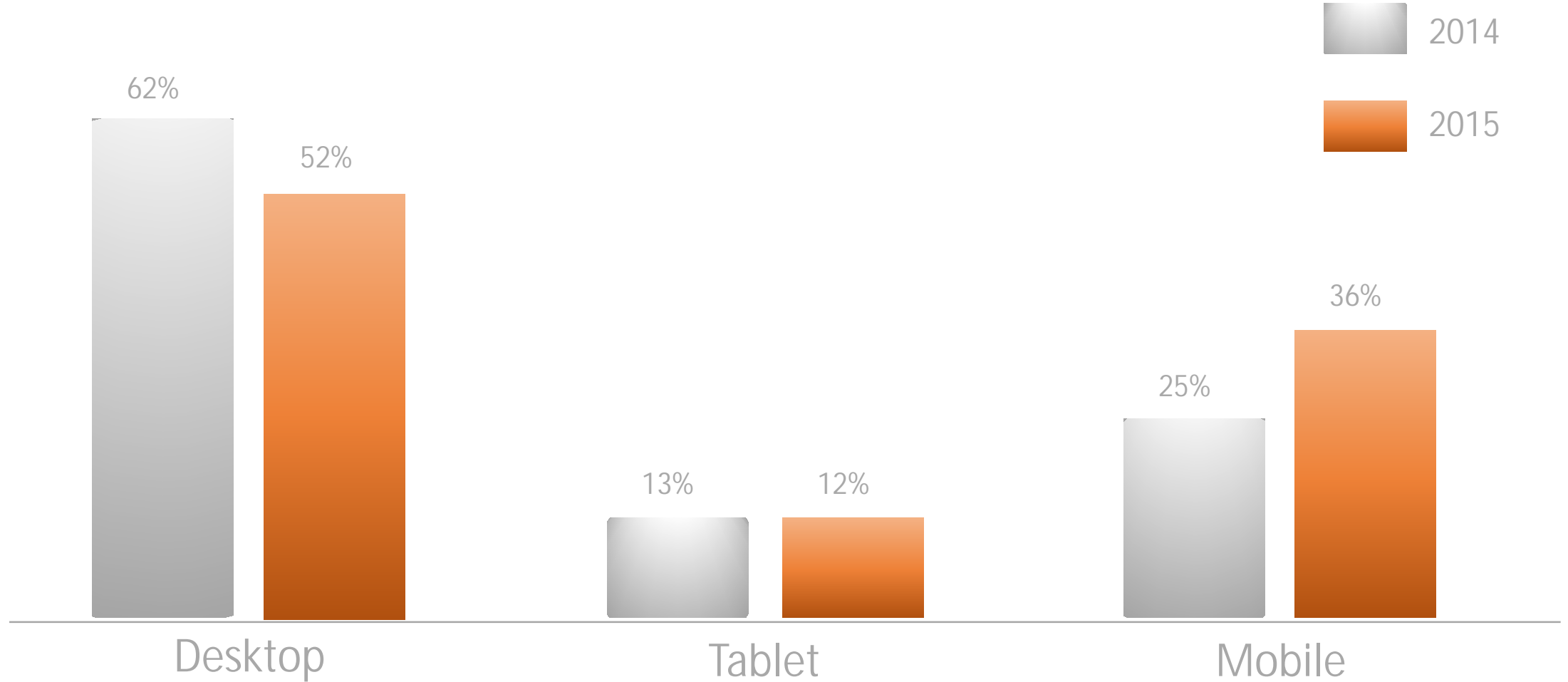
A new digital age



Depletion of resources essential for human survival



# A significant shift from desktop to mobile



# Touch Points

## The 'Commute'

Familiar with local context, airport or airline / Planned



## The 'Itinerary'

Unfamiliar with local context, airport or airline / Highly planned



## The 'Visit'

Familiar with local context / Planned







# Fisher & Paykel

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## HEALTHCARE



# The Board's role:

- The Board's skill set;
- Global trends;
- Selecting a Chief Executive and Leadership roles;
- Board's expectations of itself;
- Reward behaviours;
- Invest back in the business;
- Risk appetite.

# Lessons for social investment

- Use data as part of a total 'customer lens'
- Target for value (where can the most change be achieved with limited resources?)
- Measurement is critical
- Global trends and the digital era
- Cross pollination
- Incentivise
- Allow room for innovation



Questions?