Nic Winslade.

Customer strategy · Service design · Insight

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PROFILE

Award-winning strategist bridging human insight, service design and customer strategy. I turn customer truth into commercial direction, build insight as a lasting capability, and get big, messy organisations moving on the future worth building - so they make better, braver decisions.

I help organisations define the future worth building, then get really clear on where they are today. Then I help them close in on that future, with the evidence and momentum to act on it.

The bigger and messier the organisation, the more I like it. Lots of services, lots of stakeholders, nobody quite owning the customer. That's usually where the ah-ha moment is hiding.

EXPERIENCE

Founder & Principal, NEWHMN

2020–present

- **Chorus (telco).** Designed and led digital-journeys research, joining qualitative insight with behavioural and contact-centre data to build a new customer segmentation - now the foundation for a personalised automation strategy guiding the company's customer transformation, and a commercial strategy adopted by the business.
- **Ministry of Justice.** Leading customer-experience and content transformation across a decentralised organisation - running discovery with users and stakeholders, turning it into a delivery roadmap, and aligning leadership across policy, legal and service teams behind it.
- **Bay Venues.** Paired customer research with financial modelling into a business case and presented it to the board - approved without a single modification, with confidence in customer-satisfaction lifts and sustainable revenue.
- **Ministry for Primary Industries / Te Uru Rākau.** Shifted a policy-centric information experience to a customer-centric one, driving wide and immediate workflow adoption across the organisation.
- **PAM (consumer app).** Built engagement-driver and conversion-funnel models from qualitative and behavioural data that named the moments predicting who converts and who churns - directing product, retention and market-entry decisions.

> *"This is the strongest research we've seen since I've been here. For the first time we understand why customers arrive and what will bring them back."*
>
> HEAD OF MARKETING, CHORUS

> *"Having both the numbers and the voice of the customer behind us meant we could present a robust proposal - one that was approved without any modifications."*
>
> GM CUSTOMER EXPERIENCE, BAY VENUES

Founder, CPO & CMO, Kept

2021–2023

- Built a venture from the ground up: conceived, launched, scaled and grew a B2C marketplace - carrying the strategy and the commercial risk from first customer insight to market.
- Owned the full growth stack: product, customer insight, business intelligence and CRM under one roof - turning behavioural data into propositions, pricing and retention decisions.
- Proved the model: validated demand and tested propositions in market, then grew it into a real, revenue-generating product.

Head of Strategy, WOODS Agency

2017–2019

- Led the strategy function, customer and growth strategy for tourism organisations, and a growth strategy for the South Waikato Investment Trust.

Commercial Strategy, Young & Rubicam

2014–2017

- Commercial and customer strategy for Westfield, Nutricia (Karicare, Aptamil), ACC, EQC, the Health Promotion Agency and Breast Cancer Cure. Effie, a Grand Prix Cannes Lion, and Agency of the Year.

Strategic Planner, Special Group 2010–2013

- Strategy across Lion Nathan (Smirnoff, Baileys), AA Insurance, NewsWorks NZ, Unitec, Charlie's, Unilever (Streets, Cornetto), Trilogy and Restaurant Brands (Carl's Jr.).

Sponsorship Director, SPUR - Sponsorship & Brand Experiences 2008–2010

- Led major sponsorship and brand-experience partnerships for Telecom, Lion Foundation, Nestlé and ASICS - including the Telecom and All Blacks partnership.

SKILLS

Customer insight & research: Discovery & research design, Qualitative research & synthesis, Customer segmentation, Behavioural & funnel analytics

Strategy & transformation: Customer strategy & roadmaps, Business cases & commercial modelling, Proposition & portfolio strategy, Lifetime value & retention

Service design & innovation: Human-centred design, Journey mapping & service blueprints, Proposition design & testing, AI & intelligence architecture

Leadership & influence: Executive facilitation & presentations, Senior stakeholder management, Leading workstreams & coaching, Proposals & business development

CLIENTS

Ministry of Justice, Chorus, MPI / Te Uru Rākau, Bay Venues, PAM, AA Insurance, Ballance, Tourism Bay of Plenty, Whakatāne District Council

EDUCATION

Business Intelligence & Data Visualisation University of Auckland, 2025

AI Fluency & Frameworks Anthropic, 2026

Graduate Diploma, PR & Communications AUT University, 2008

AWARDS

Grand Prix, Cannes Lions Global creative effectiveness

Effie Award Marketing effectiveness

Agency of the Year Y&R New Zealand

OTHER

Co-host, Breeders Digest Sponsored podcast for The Spinoff, with Jane Yee

The Daily, Te Puke Strategy, impact measurement and commercial partnerships for a community food initiative, 2023–present

PiPS - People, Plants, Schools, Tauranga Funder and sponsor impact narrative, 2026

References available on request.