

Evolution of Voice of the Customer

How successful voice of customer programmes are evolving and delivering valuable insights and driving customer engagement

Date: **Tuesday 24th February 09:00 - 17:00**

Venue: **Blue Fin Conference Venue, Blue Fin Building
110 Southwark Street, London, SE1 0SU**



Agenda Summary:

8:30	Registration and Coffee
9:00	Welcome and opening remarks Steve Hurst, Forum Chairman, Editorial Director, Engage Customer
9:10	From VoC to MoC = Mind of the customer Jeremy Cox, Principal Analyst - Customer Engagement, Enterprise Solutions, Ovum
9:40	Bridging the gap between the customer's voice and customer excellence Tim Knight, Senior Partner/CCO, Nunwood
10:10	When telling your customers the naked truth is a good idea... James Bagley, Marketing Director, Naked Wines
10:40	Driving Customer and Employee Engagement Claire Sporton, VP, Customer Experience Management, Confirmit
11:10	Coffee
11:30	RBS Case Study: How to give the Customer a voice in the boardroom Laura Hemsley, Customer Experience, Design and Delivery Agent, Royal Bank of Scotland
12:00	2015 Peer Awards Overview Stephen Citron, Director, The Peer Awards

12:30	Lunch
13:30	Panel Debate Jeremy Cox, Principal Analyst - Customer Engagement, Enterprise Solutions, Ovum Jon Hendry Pickup, Chief Operating Officer, Travelodge Tim Knight, Senior Partner/CCO, Nunwood James Bagley, Marketing Director, Naked Wines Claire Sporton, VP, Customer Experience Management, Confirmit Laura Hemsley, Customer Experience, Design and Delivery Agent, Royal Bank of Scotland
14:30	Voice of the Customer Journey At Travelodge - A Case Study Jon Hendry Pickup, Chief Operating Officer, Travelodge Andrew Archibald, Customer Service Director, Travelodge
15:00	Coffee
15:20	'You Said, We Did' - the importance of listening in building loyalty with B2B customers Laura Lee, UK Customer Experience Director, Molson Coors
15:50	Five Trends in VoC Programme Effectiveness Marcus Hickman, Director, Davies Hickman Associates
16:20	Case Study: Jaguar Landrover Nina Jones, Global Service Development Director, Jaguar Landrover
16:50	Chairman's summary followed by drinks and networking

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Evolution of Voice of the Customer

8:30 **Registration and Coffee**

9:00 **Welcome and opening remarks**

Steve Hurst, Forum Chairman, Editorial Director, **Engage Customer**



STEVE HURST

Steve is a successful career journalist, thought leader and published author with a wealth of experience in all forms of media, both offline and online, including local and national press, trade and business publications, TV and radio, websites, social media and online web event broadcasting.

9:10 **From VoC to MoC = Mind of the customer**

Jeremy Cox, Principal Analyst - Customer Engagement, Enterprise Solutions, **Ovum**

There is a whole lot more to an effective VoC programme than just surveys, and organisations that want to build enduring relationships with their customers need to go deeper than simply CSAT. Jeremy will be presenting a simple maturity model and framework that is highly transferrable across the industry.



JEREMY COX

Jeremy leads the research and insights into CRM and its potential for spearheading adaptive business transformation. With over 15 years' CRM strategy development and implementation experience, on the inside and as a consultant, he is well placed to support enterprises on their next-generation CRM journey.

Having joined Ovum in July 2012, he is establishing a transformative agenda for CRM, away from the point solutions perspective of the past. He will focus on its transformational capabilities enabling enterprises to listen harder to customers and respond by delivering greater value and a superior customer experience.

Prior to joining Ovum, Jeremy ran his own transformational CRM consultancy supporting enterprises in both the public and private sectors, with clients such as The Pensions Regulator, The North West Development Agency, HP, Microsoft, Carlson Wagonlit Traveler Services, Pitney Bowes, Honeywell, Eli Lilly, and mid-market firms including Goldsmith Williams Solicitors, Camps Solicitors, and Hurst & Co Accountants.

He was also a principal consultant CRM at KPMG Consulting, and held various CRM internal consulting roles at IBM during the transformation years of the 1990s.

Jeremy co-authored "Mid-Market CRM" with Professor Francis Buttle FCIM and has spoken at various European conferences on CRM as a transformational business strategy enabled by IT.

Jeremy holds a Master's Degree in strategic market management and CRM from Manchester Business School

9:40 **Bridging the gap between the customer's voice and customer excellence**

Tim Knight, Senior Partner/CCO, **Nunwood**

Voice of the customer, customer experience measurement, NPS and enterprise feedback management programmes form a multi-billion pound industry. Despite ever-increasing investment, seldom do organisations achieve their desired acceleration in

customer performance. Drawing on international lessons from the Customer Experience Excellence Centre - a customer best practice think tank - we will examine what we can learn from the world's best organisations. With reference to leading brands, we will go beyond technology, research and analysis to identify what differentiates an efficient voice of the customer programme from a commercially effective one.

Tim co-manages Nunwood's global customer experience management practice. An ESOMAR speaker and MRS award recipient, Tim is responsible for the design and implementation of the group's largest CEM programmes.



TIM KNIGHT

Having previously worked across marketing, strategy and consultancy roles, Tim's focus for the last four years has been creating an organisational capability for 'full-service CEM'. This has resulted in Nunwood's uniquely integrated approach to CEM Technology, Strategy, Insight and Training.

Tim now divides his time between North America, Europe and Australia. He represents many of Nunwood's clients on the group's main board.

10:10 **When telling your customers the naked truth is a good idea...**

James Bagley, Marketing Director, **Naked Wines**

What do you do when business is going so well you have too many customers? Tell them that you're very sorry, but they'll have to wait. Strange? Well find out how it's working for Naked Wines! Naked Wines have built a better way to drink wine... by doing the exact opposite to the rest of the industry. Here is a truly social business where the customers' voice is at the centre of the whole model.



JAMES BAGLEY

A bit of marketing, a bit of strategy, a bit of general management, a bit of business development, a bit of sales, a bit of product development, a bit of innovation, a bit of ambition, a bit of loyalty, a bit of (good) attitude, lots of passion, tonnes of fun.

More detail... Specialties: Customer Value Propositions; Product marketing; Portfolio management; New product development (NPD); Technical solutions, technology and telecommunications; Product roadmap development; Strategic planning; Channel management and development; Segmentation; Customer research; Customer based design (CBD); Stakeholder management; Competitive intelligence; Leadership, coaching and development; Workgroup engagement and effectiveness

10:40 **Driving Customer and Employee Engagement**
Claire Sporton, VP, Customer Experience Management, **Confirmit**

There is no denying that customer experience and employee engagement are linked, and that they are both pivotal to an organisation's success. It is indeed rare to find a company with low employee engagement and high customer loyalty. We all know from our own lives that dealing with a surly, disengaged employee is likely to deter you from working with the company who employs him in the future. Many organisations have a Voice of the Employee programme and a Voice of the Customer programme, each at different stages of maturity. However, it is a rare to see organisations that have evolved their VoC and VoE into an aligned programme.

Evolution of Voice of the Customer

Often these programmes will sit in different parts of the organisation and never the twain shall meet. In this session Confrimit will predict that the Evolution of Voice of the Customer will be dependent on the convergence of these two separate programmes. We will also offer some guidance for those organisations ready to make the leap to the next level in VoC and VoE success.



CLAIRE
SPORTON

Claire is VP of Customer Experience Management for Confrimit. Having specialised in customer feedback for over 15 years, Claire has run her own programmes in the Financial Services sector, and more recently with technology / consulting providers supporting a wide range of Fortune 500 companies in improving their customer experience. Claire is passionate about getting feedback into the hands of people who can make a difference to the end customer and of course to the bottom line.

11:10

Coffee

11:30

RBS Case Study: How to give the Customer a voice in the boardroom

Laura Hemsley, Customer Experience, Design and Delivery Agent, **Royal Bank of Scotland**

After the 2008 financial crisis the reputation, integrity and trust of the financial services sector was severely damaged with the Royal Bank of Scotland (RBS) at the epi-centre of the financial meltdown. In response to this, RBS announced its determination to restore customer trust by gaining a clearer understanding of its customers' preferences and experiences. To drive this change, in 2010 RBS set up the Customer Experience team tasked with rethinking how RBS engages with its customers to give them a greater voice. The team is not aligned to any division and has the autonomy to be an independent 'voice', facilitating a position from which to provide a bold challenge to the business and breaking down the silos. Through our research we get a holistic view of customer experience, identifying complexity within the business enabling us to provide customer centric strategic recommendations. Laura's presentation will be highlighting the changes we have succeeded in making using this internal consultancy method.



LAURA
HEMSLEY

Laura first joined the Royal Bank of Scotland as an advisor within telephone banking whilst studying at Heriot-Watt University. In 2011, having graduated with a Physics BSc(Hons), Laura joined the RBS Retail Leadership Graduate Programme.

Laura completed various placements within both Branch banking and Complaints whilst on the Graduate Programme. In 2013, upon completing the programme, she secured a role in the Customer Experience team as a Design and Delivery Agent.

Since joining Customer Experience Laura has delivered end to end diagnostics across Business, Commercial, Wealth and Corporate banking, specialising in service definition and customer experience.

12:00

2015 Peer Awards Overview

Stephen Citron, Director, **The Peer Awards**

Stephen Citron, Director at The Peer Awards gives a brief overview of what is on the agenda at this year's Peer Awards and how to get your company nominated in 2015.



STEPHEN
CITRON

This will be followed by an interactive session run by Stephen

In 2010 Stephen devised the Peer Awards, a unique awards/conference hybrid that celebrates innovative customer engagement initiatives. The Peer Awards have no judging panel as such. Instead all finalists present their entries at the Peer Awards conference this coming June where everyone present (including the finalists themselves) determine the winners. In this way all the finalists (not just the winners) are heard, and can inspire their fellow professionals from across the industry sectors with their ideas. The Independent newspaper carries a Peer Awards supplement in the body of the paper twice a year, and The Times will from this year be featuring a Peer Awards section at their website, both providing further exposure and acknowledgement for all the finalists' innovative ideas on a national platform. There are Peer Awards for Corporate Responsibility Excellence, for Customer Engagement Excellence (in partnership with our own Engage Customer awards) and for People & Performance Excellence.

12:30

Lunch

13:30

Panel Debate

Jeremy Cox, Principal Analyst - Customer Engagement, Enterprise Solutions, **Ovum**
Jon Hendry Pickup, Chief Operating Officer, **Travelodge**
Tim Knight, Senior Partner/CCO, **Nunwood**
James Bagley, Marketing Director, **Naked Wines**
Claire Sporton, VP, Customer Experience Management, **Confrimit**
Laura Hemsley, Customer Experience, Design and Delivery Agent, **Royal Bank of Scotland**

14:30

Voice of the Customer Journey At Travelodge - A Case Study

Jon Hendry Pickup, Chief Operating Officer, **Travelodge**
Andrew Archibald, Customer Service Director, **Travelodge**

Travelodge has used Net Promoter Score to gauge the voice of the customer for the last six years. As the company focused increasing attention on delivering better value through improved customer experience, the Chief Operating Officer, Jon Hendry Pickup, and his team have evolved their understanding of what Travelodge customers have to say, what matters most to them, and how the company needed to change to align itself with those expectations. During this session, Jon and Andrew describe how that evolution took place, including what went well and what challenges they faced in putting the customer at the heart of how the company operates.



JON HENDRY
PICKUP

Jon is the Chief Operating Officer for Travelodge and has worked at the company since 2010. Jon's background is primarily in retail, having spent seven years before joining Travelodge with Tesco, the world's third largest food and general goods retailer. His time at Tesco was international and varied, having joined the UK Operations Development team, Tesco's internal consulting function, followed by time in China, California, and Central Europe. His final role was as Operations Director in Czech Republic and Slovakia.

Evolution of Voice of the Customer

Prior to completing an MBA at Warwick Business School, Jon worked for Aldi Stores Ltd in the UK for seven years. He held a variety of multi-site operating roles, finishing his time with Aldi as Finance and Administration Director.

Outside work, Jon's interests include Tennis, cycling and Skiing, and occasional charity-driven challenges, although most of his free time appears to be consumed standing on rugby touchlines in a range of UK locations following his children, Oscar and Hugo.



JON HENDRY PICKUP

Andrew is the leader of Travelodge's Customer Experience Programme and has over 15 years of operations and customer care experience in the hospitality and healthcare sectors. As a central figure in the company's recent turnaround he is accountable for developing the customer journey, customer insight and analytics and demonstrating you don't need a big budget to deliver great customer service.

He has led efforts to implement new ways of working across the leadership and management teams, place the voice of the customer at the heart of change projects and bring a new level of simplicity to the chain's operating approach across its 500 sites. During his 3 years with Travelodge their Net Promoter Score has risen by a chart topping 30 points and he is now set on leading them to a world class score.



ANDREW ARCHIBALD

Previously as a consultant at GE Healthcare he led extensive change programmes centred on improving the flow and efficiency of hospital services for patients, working with organisations in Europe and the Middle East.

Andrew has a Masters Degree in Management from Birmingham University, a General Electric trained Lean Six Sigma Black Belt, and a graduate of the NHS Leadership Scheme

15:00

Coffee

15:20

'You Said, We Did' – the importance of listening in building loyalty with B2B customers

Laura Lee, UK Customer Experience Director, **Molson Coors**

Molson Coors, the largest family brewer in the world and owners of the UK's No. 1 lager brand Carling talk about their customer insight programme which sees them seek the thoughts of circa 5000 B2B customers per year. This insight now informs plans across the business and is believed to be driving loyalty through sales team incentive and initiatives such as closed loop feedback systems and a newly-launched Promoter Club. If you would like to send in a question for Laura for her session, please email Engage Customer's Editorial Director, Steve Hurst: steve@engagecustomer.com



LAURA LEE

I've worked in a number of sales and marketing roles, predominantly in the drinks business, over the last 15 years. I've been with Molson Coors for just over seven years and moved into my current role just over 18 months ago. Previously I ran the Southern based sales teams so I've seen first-hand the actions we take that can both delight and frustrate our customers so I'm relishing the opportunity to address the areas I know need fixing!

My role keeps me close to customers and allows me to work right across our business – with over 70,000 Carling stockists nationwide I get to support customers across a number of different channels ranging from independent pubs, clubs, hotels and stadia through to large managed pub chains, major events and festivals, the multiple grocers and thousands of independent retail outlets. The number of touch-points each customer group has with us can vary significantly but the need to create consistency in our service is a constant theme.

15:50

Five Trends in VoC Programme Effectiveness

Marcus Hickman, Director, **Davies Hickman Associates**

Marcus will discuss five future facing trends in the effectiveness of Voice of the Customer programmes. Drawing on insights from customer experience professionals and consumer feedback, he will consider how the core elements of a voice of the customer programme are changing: - What is working at an industry level? - What are the innovations in insight development? - How can data be used in customer experience decision making? - How can insights be operationalised?



MARCUS HICKMAN

Marcus runs the data and insight consultancy, Davies Hickman Partners and is the former Managing Director of WPP's The Futures Company. He set up the Customer Experience Council for the Customer Contact Association which included benchmarking among up to 50 large organisations.

16:20

Case Study: Jaguar Landrover

Nina Jones, Global Service Development Director, **Jaguar Landrover**

Building a meaningful customer experience in a rapidly growing Company through a structured and metric based approach



NINA JONES

We are responsible for ensuring Global Jaguar Land Rover retailers continue to strive to meet customer expectations of their Jaguar and/or Land Rover ownership experience.

16:50

Chairman's summary followed by drinks and networking

Upcoming Director Forums

Customer Engagement in the Retail Sector - 26th March

Customer Engagement in Financial Services - 21st May

Social Customer Engagement - 25th June, **BT Tower**

Customer Engagement Transformation - 24th September

Future of Contact Centres – 22nd October