

Time: **9:30am – 5:00pm**
Venue: **Blue Fin Venue, Blue Fin Building,
110 Southwark Street, London SE1 0SU**

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Customer Engagement in Telcos/Utilities Forum

23 OCTOBER 2014

The Telco and Utility sectors are both facing a number of challenges when it comes to engaging customers across channels, with both sectors consistently scoring low across a raft of respected customer satisfaction surveys.

Both face challenges in the perception of where the customer lies within their organisations and much work needs to be done – particularly in the utilities sector where accusations that the Big Six utilities effectively run a cartel are ongoing – and where Government is stepping in to control pricing.

This Directors Forum will investigate the issues that face these troubled sectors in turbulent times in terms of their customer engagement strategies in an increasingly regulatory environment and shine a light on the best way forward for sustainable success.



Agenda summary

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|--------------|--|--------------|---|
| 09:30 | Welcome and opening remarks | 12:30 | Relationships – Can We Talk?
Graham Wright, Account Executive, Aspect |
| 09:40 | Preparing the Plan – Important Considerations for your Customer Management in 2015 and beyond
Mike Havard, Director, Ember Services | 13:00 | Lunch |
| 10:10 | 2014 Trends in Utilities & Telecoms Customer Experience
Stephen Harwood, Client Services Director, Nunwood
Maria Slaymaker, Client Services Director, Nunwood | 14:00 | Panel Debate |
| 10:40 | Making Mobile Better for Customers
Danny Dixon, Director of Customer Strategy, Three | 15:00 | Orchestrating the Social Customer Experience
Ben Kay, Former Customer Service Director, EE |
| 11:10 | Coffee | 15:30 | Coffee |
| 11:30 | How Did They do That?
Sue Forgie, Territory Manager, Interactive Intelligence | 15:50 | Telco Initiatives to Improve their Customers' Experience
Clare McCarthy, Practice Leader, Telco IT, Ovum |
| 12:00 | Case Study | 16:20 | Partner-led Transformation at npower
Ed Tann, Managing Director, Semita Ltd
Rob Sawle, Partner Development Manager, npower |
| | | 16:50 | Chairman's summary followed by drinks party |

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09:30 Welcome and opening remarks

Keynote

09:40 Preparing the Plan – Important Considerations for your Customer Management in 2015 and Beyond

Mike Havard, Director, Ember Services

Drawing on experience and perspectives from Ember's strategy and operational programmes across energy, water and telecoms, as well as wider industry references, Mike will aim to inform your planning and thinking for how customer management will need to evolve for organisations to stay relevant and competitive. From key trends in digital customer engagement through to the practical aspects of operational performance and MI, the session will provide guidance for your investment and planning priorities over the next few years. This will include:

- Understanding the 'value of value' and how this should be the key focus
- The danger of dogmatism in data and digital planning
- Assessing the relevance of regulation
- The rise of transformative outsourcing, the myths and the principles for success.



Mike has had 25+ years in customer management strategy, operational delivery and leadership roles, with organisations including BT, TDG, Sitel, CM Insight and Verint. He is currently a director of Ember Services, a strategic customer management consultancy focused on financial and performance analysis to support customer operations

strategy and investment - helping organisations to determine 'what better is' and being unashamedly financial in perspective. He also sits as Non-Executive Director on the Boards of other companies in the customer management arena, covering anti-fraud technologies (Semafone) and skills optimisation technologies (Silver Lining) as well as advising the Boards of major outsourcing and hosted platform providers.

He also sits on the CCA Standards Council, where as a founding member, he helped establish the Global Standard for Contact Centres with the CCA. He is an Honorary Life Fellow of the IDM, where he also works as an Executive Board member on the Institute's journal and on their Education Council. In addition to these roles, Mike also sits on the Editorial Board of the Journal of Financial Services Marketing. He has authored management textbooks in this area, and has had many thought leading papers published. Mike has been a trusted and influential advisor to many government departments in respect of customer management developments and their contribution to national economic health and effectiveness.

He is also likes to escape and do dangerous things in the mountains occasionally.

10:10 2014 Trends in Utilities & Telecoms Customer Experience

Stephen Harwood, Client Services Director, Nunwood

Maria Slaymaker, Client Services Director, Nunwood

Since 2010, Nunwood's Customer Experience Excellence Centre has studied over 800 of the world's leading customer facing brands across a multitude of industries. This October, the fifth annual review of the UK market is released, providing one of the most comprehensive cross-sector evaluations of best practice. Exclusively for the UK telecommunications and utilities sectors, this paper reveals the key characteristics that determine success - The Six Pillars of Customer Excellence. These pillars provide the universal principles that great brands weave into every part of their experience. With similarities in operating models, both the telecommunications and utilities sectors face a number of common challenges in customer experience. Adopting external best practice and challenging industry norms is essential for any brand genuinely seeking to differentiate on the customer.

Stephen is Client Services Director at customer experience experts Nunwood Consulting. He leads key customer experience tracking studies to deliver actionable insight to clients. Stephen has almost 30

years' experience in market research including a combination of agency and client side experience.



He has most recently been working with major companies to realign insight programmes to the changing business and customer needs brought about by new ways of working, changing customer expectations and the new channels in the digital World.

Stephen says: "Understanding the customer experience is only one part of what we do, as we also have to provide organisations with the information they need to improve that experience. Leading organisations we work with are now transforming the way they use customer information and insight, so that they can engage with customers and be more relevant and effective".



Maria has recently returned from the US, where she headed up the Nunwood's New York business. Over the last 10 years Maria has worked with some of the world's leading brands across a broad range of sectors including Telecoms, Utilities, Pharmaceuticals, Finance, Retail and FMCG/ CPG, specialising in international work and multi market programmes.

Her wide-reaching experience of delivering commercially focused insight solutions has benefited a number of global and national clients such as Vodafone, Carphone Warehouse and Scottish Power. Her forte is turning customer insight into tangible actions that affect the customer experience. Her principle focus is translating projects like journey mapping and voice of the customer programmes into effective change for the customer.

10:40 Making Mobile Better for Customers

Danny Dixon, Director of Customer Strategy, Three

Three's Director of Customer Strategy, Danny Dixon, will set out how the mobile operator is putting the customer at the heart of its business and how this influences everything from Three's network strategy to its approach to pricing and customer care.



Danny is an established telecoms industry leader, with 20 years of experience that covers strategy, marketing, customer service, operations and IT - working in the UK and EU.

Danny runs the customer strategy team at Three. Recent focus includes the launch of Three's 4G service, using an approach of offering "4G at no extra cost" and simplifying access. He was also the business leader for the launch of London Underground WiFi service and the Three inTouch (the voice & text over WiFi) service that enhances indoor coverage using WiFi.

Outside of work Danny's interests include cycling, reading and motor sport. He has completed the coast-to-coast bike ride, the three peaks challenge (twice) and in July 2008 he climbed Kilimanjaro (5895m) to raise a lot of money for Macmillian Nurses.

11:10 Coffee

11:30 How Did They do That?

Sue Forgie, Territory Manager, Interactive Intelligence

Customer delight, reducing Customer Complaints, unhappy customer broadcasts going viral through social media... are all hot topics in the Telco and Utility industry. If we keep doing the same thing over and over again can we really expect a different result? Sue Forgie takes a fresh approach and discusses some exciting ideas that are practical, realistic and simple to adopt. One organisation has done that and employee productivity has increased by 25%, another has decreased processing time by 83% - improving customer satisfaction - with no increase in headcount.



Sue is an industry experienced ex-Customer Services Director now working in the technology sector to provide innovative solutions, helping organisations to deliver excellent customer service as a competitive weapon. Well versed in the challenge of 'do more with less people'.

Sue is business focused, with a wealth of experience in identifying solutions aligned to tangible business benefits. Helping organisations deliver first class customer service as a competitive weapon and providing creative ideas for customer complaint handling improvement, Sue works hard to improve visibility, SLA adherence and measurement and joining Contact Centre and Back Office Processes together.

Sue has worked with a number of industry leading organisations including HSBC, Centrica, United Utilities, Orange, TalkTalk and Ovo Energy.

12:00 Case Study

12:30 Relationships – Can We Talk?

Graham Wright, Account Executive, Aspect

A look at the impact of communication on customer experience, the evolution of customer conversation and the creation of meaningful customer relationships. A step on the journey from Service Provider to Lifestyle Partner.



Graham has spent the last 7 years working with O2's marketing team in the definition and execution of customer experience focussed communications. Encompassing operations, creative and strategy he has had the pleasure of being part of a leading CRM/Marketing organisation.

Backed up with his previous experience of contact centre and speech technology he is an advocate of digital and data led communications that span marketing, service and support to create a 'joined up' approach to building customer relationships.

Now working for Aspect Software, Graham's mission is to help companies take advantage of today's technology and deliver meaningful customer relationships.

13:00 Lunch

14:00 Panel Debate

15:00 Orchestrating the Social Customer Experience

Ben Kay, Former Customer Service Director, EE

Over the last few years many organisations have taken (often tentative) steps into the world of Social Media (and all the challenges it brings). It is often the case that a single department takes up 'ownership' of social, but it lifts the lid on the organisations customer experience. It's time to start thinking about how we expose more of the organisation to social and reap the benefits it can bring. In this session Ben will share his vision for the joined up social customer experience, as well as some practical examples and tips from his time at EE.



Having worked across the telecoms industry for over 15 years, across a range of disciplines, Ben has in more recent years led the strategic use of digital technology in one of UK's biggest telecommunications company. Leading both the strategy and operational implementation of social business, orchestrating the social customer experience

across three brands, Ben brought the organisation together in the pursuit of a common social ambition. By putting real-time social data and insight at the heart of the organisation, Ben has enabled faster, better decision making, and delivery of a marketing leading customer experience.

15:30 Coffee

15:50 Telco Initiatives to Improve their Customers' Experience

Clare McCarthy, Practice Leader, Telco IT, Ovum

Telcos need to improve the quality of their service delivery and service support. Competitive advantage is transient; products and services are easily copied, and globalization and the Internet have made it easier than ever for new entrants to emerge and disrupt old business models. Meanwhile customer behaviors and expectations have been shaped by the ubiquity of smartphones and social networks, giving individuals a louder voice that they are not afraid to exercise, as well as greater reach and choice. Telcos are therefore reviewing their operational and business support systems, and their business processes in an effort to improve their product design, development and delivery, as well as the way they handle faults and failures, and deal with their customers on a daily basis.



Clare is the Practice Leader for Telco IT. Since 2008, she has led Ovum's research and best-practice advice to clients on the buy-side business issues involved in improving the customer experience in the telecoms vertical. She also leads the research for the impact of the digital network transformation on telcos' operating models and the opportunities this presents to their suppliers.

Clare has more than 20 years' telecoms industry experience. Prior to joining Ovum, she worked in BT Group Strategy and Datapro (now part of Gartner). Her previous roles at Ovum include: Principal Consultant in the Commercial and Strategy practice and Consulting Director for Wireless Consulting.

Clare has presented to C-level audiences around the globe, both with Ovum's clients and at industry conferences and events. Clare holds a BA (Hons) from Warwick University.

16:20 Partner-led Transformation at npower

Ed Tann, Managing Director, Semita Ltd
Rob Sawle, Partner Development Manager, npower

Rob and Ed will talk through the ongoing transformation work at npower where a multi-partner model has been put in place to drive radical performance improvement.



Ed is Managing Director of Semita Ltd, a sourcing advisory and performance management consultancy.

In the last 10 years he has been involved led some of the largest and most complex transactions in outsourcing in the UK.

He is particularly interested in leveraging global capabilities in order to update the Operating Models of his clients delivering scale, cost, service, flexibility and innovation benefits to meet the needs of customers and shareholders.



Rob is Partner Development Manager at npower and is responsible for the development of new and existing Strategic Partners. Having worked in Operations for many years and as Operations Director for an Outsourced Debt Collection company he has spent the last 2 years delivering npowers partnering arrangements. More recently working on tactical outsourcing arrangements within both the business and consumer areas of npower.

16:50 Chairman's summary followed by drinks party

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