



**12**  
MAY 2016  
LONDON

# EVOLUTION OF THE VOICE OF THE CUSTOMER DIRECTORS FORUM

Our Evolution of the Voice of the Customer Directors Forum is one of our most important events of the year as it gets to the very heart of engagement.

## AGENDA SUMMARY:

**08:15 REGISTRATION AND COFFEE**

**09:00 CHAIRMAN'S WELCOME**

Steve Hurst, Editorial Director, Engage Customer

**09:10 HOW TO DELIVER SUPERIOR CUSTOMER EXPERIENCE THROUGH VOC AND VOE PROGRAMMES**

Joana Van Den Brink-Quintanilha, Senior Analyst Serving Customer Experience Professionals, Forrester

**09:40 METRO BANK: A CASE STUDY**

Andrew Richards, Director of Regional Retail Banking, Metro Bank

**10:05 VOC SPRING CLEAN – IS IT TIME FOR A VOC SPRING CLEAN & HOW DO YOU PERFORM ONE?**

Lisa Garthside, Director, Customer Experience Management, Confrimit

**10:30 AMERICAN EXPRESS COMMUNITY STADIUM CASE STUDY: VOICE OF THE CUSTOMER IMMERSIONS**

Nick Brice, Team Brighton Lead - American Express Community Stadium

**10:55 COFFEE & NETWORKING BREAK**

**11:15 USING THE VOICE OF THE CUSTOMER TO INFLUENCE BUSINESS DECISION MAKING**

Luke Allen, Director, KPMG Nunwood & Mohamed Mostafa, Head of Customer Technology Practice, KPMG Nunwood

**11:40 IHS BUSINESS CARE: SERVICE AT THE SPEED OF GROWTH**  
Dr. Kit Hagemann, Senior Director of Customer Experience Strategy & Insight, IHS

**12:05 FAN ENGAGEMENT (IT'S NOT ABOUT THE FOOTBALL)**  
Mark Bradley, Director, The Fan Experience Company

**12:30 SACO SERVICED APARTMENTS CASE STUDY: BEAPARTOFIT**  
Jo Redman, Marketing Director, SACO Serviced Apartments

**12:55 LUNCH**

**13:55 PANEL DEBATE**

**14:55 THREE CASE STUDY: CHANGING CUSTOMER PERCEPTION, THROUGH CUSTOMER AFFECTION**  
Greg Jenkins, Digital Business Partner, Three

**15:20 CUSTOMER AND EMPLOYEE EXPERIENCE MEETS NEUROSCIENCE**  
Amy Brann, Author, Synaptic Potential

**15:45 COFFEE & NETWORKING BREAK**

**16:05 NATIONWIDE CASE STUDY: CUSTOMER JOURNEY MAPPING**  
Angela Lomas, Senior Manager Customer Journey & Change, Nationwide Building Society

**16:30 HOW TO MANAGE PEOPLE IN INCREASINGLY DEMANDING TIMES**  
David MacLeod, Co-Chair, Engage For Success

**16:55 CHAIR'S CLOSING REMARKS**  
Steve Hurst, Editorial Director, Engage Customer

**17:00 DRINKS & NETWORKING PARTY**

## SPONSORS



## ORGANISED BY



**08.15 REGISTRATION AND COFFEE****09.00 CHAIRMAN'S WELCOME**

Steve Hurst, 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. Steve is widely recognised as one of the world's leading journalistic authorities in the fields of customer and employee engagement strategy and the increasingly important role of multichannel customer engagement strategies in business.

**09.10 HOW TO DELIVER SUPERIOR CUSTOMER EXPERIENCE THROUGH VOC AND VOE PROGRAMMES**

Joana Van Den Brink-Quintanilha, Senior Analyst Serving Customer Experience Professionals, Forrester

JOANA VAN  
DEN BRINK-  
QUINTANILHA

Joana will share best practices for becoming a more customer-obsessed company, addressing issues ranging from understanding emotional elements in your customers' journeys – through voice of the customer and voice of the employee programmes – to empowering employees with actionable metrics and creating the right employee environment for delivering customer-centric experiences.

Based in London, Joana serves Customer Experience Professionals. Her areas of expertise include digital customer experience, measurement, strategy, customer understanding, and design. Before joining Forrester, Joana was the senior customer experience manager at Elsevier, a leading provider of science and health information. She was responsible for all aspects of customer experience including measurement, strategy, customer understanding, and design. She set up and managed a team of Customer Experience Professionals in charge of delivering customer insights to the business through customer journey and ecosystem mapping as well as implementing projects that drove customer satisfaction and reduced customer effort at Elsevier. Joana has a strong background in digital customer experience through her role as editor-in-chief of Elsevier's digital platform from 2008 to 2011.

Joana has also held a number of positions as a reporter covering financial services companies in the Benelux for Bloomberg, Dow Jones Newswires, and The Wall Street Journal. She has wide knowledge of the Dutch and U.K. markets. Joana holds an M.A. (Hons) in international relations and modern history from the University of St. Andrews, in Scotland. She is fluent in Dutch and Portuguese and speaks conversational Spanish and basic Italian.

Forrester's research shows that the emotional aspects of a customer's experience have the biggest influence on loyalty. But when it comes to emotion, most business professionals regard the softer side of customer experience as accidental, not essential. To create emotionally engaging experiences, companies need to prioritize the moments that are inherently most emotional for customers and understand consumers holistically, across different geographies.

**09.40 METRO BANK: A CASE STUDY**

Andrew Richards, Director of Regional Retail Banking, Metro Bank

ANDREW  
RICHARDS

Metro Bank is Britain's first new high street bank in over 100 years. With a unique, customer-focused retail business, Metro Bank is revolutionising the banking industry. In this case study, we will review how Metro Bank's relentless focus on offering the very best in service and convenience centres on its unique model of creating 'fans not customers'.

Andrew joined Metro Bank in early 2013 to lead and manage regional store growth with a concentrated focus on Customer Experience. Andrew is passionate about retail banking and developing talent. He joined Metro Bank from TD Bank, where he was the Senior Vice President of Retail Banking. Andrew began his retail banking career in 1985 when he joined Commerce Bank

**10.05****VOC SPRING CLEAN – IS IT TIME FOR A VOC SPRING CLEAN & HOW DO YOU PERFORM ONE?**

Lisa Garthside, Director, Customer Experience Management, Confirmit

We often describe a VoC programme as a journey, not a destination. The bad news is, it's never finished! The good news? You always have a chance to improve it, and to ensure it's driving the right business improvements. To perform a regular spring clean on essential aspects of your programme and to ensure it is fit for purpose, there are 5 questions you need to answer:

- Is your programme aligned with your business objectives?
- Are you engaging the right stakeholders in your organisation?
- Is your programme design robust enough to deliver valid results?
- Are you driving the right actions based on customer feedback?
- Fundamentally is the programme delivering value – what is your Return on Investment?

Once you have the answers to these questions, you can then take your programme to the next stage. Many improvements and actions will derive from this spring clean, which will also give you a chance to re-assess your programme goals against your ever-changing corporate objectives.

In this session, Lisa Garthside, Director, Customer Experience Management, will give you some guidance when it comes to answering the key questions, and help you keep your VoC house clean!

LISA  
GARTHSIDE

Lisa joined Confirmit in 2014, having spent over 20 years in Market Research, the last five of which have focused on customer experience. Lisa has worked across a range of sectors and has a good understanding of technology, finance and leisure as well as considerable experience of both B2C and B2B markets. Lisa has a focus on ensuring we ask the right people the right questions to provide real, usable information. She enjoys working with clients to ensure that the data they use to make business decisions is not only trusted and reliable but also actionable.

**10.30****AMERICAN EXPRESS COMMUNITY STADIUM CASE STUDY: VOICE OF THE CUSTOMER IMMERSIONS**

Nick Brice, Team Brighton Lead - American Express Community Stadium

The American Express Community Stadium has won an unprecedented array of awards for a customer experience that has been built on the empathy and understanding of the needs, wants and opinions of key fan/customer segments, employees and the community as a whole. A feature of the multi-award winning 'Team Brighton' leader and staff change programme has been the use of immersive Verbatim Playback™ voice of the customer immersions. This method has also been used to help transform housing association and council services.



NICK BRICE

Nick is Team Brighton Lead for the American Express Community Stadium – creating and leading a multi-award winning change, leadership development and customer experience development programme since late 2010. This development programme has helped the stadium win premier national and international awards for every area of the customer journey – Best New Stadium (global), Family Excellence, Best Hospitality, Best Stewarding & Safety (global) – and even Best Pies!

Guest Facilitator on International Excellence programmes on Emotional Intelligence & Mindfulness, Change Leadership and Professional Impact for multi-nationals in San Francisco, Milan, Rome, Sofia. Safety Leadership programmes in UK, Sydney, Melbourne, Istanbul.

**10.55****COFFEE & NETWORKING BREAK**

11.15

## USING THE VOICE OF THE CUSTOMER TO INFLUENCE BUSINESS DECISION MAKING

**Luke Allen**, Director, KPMG Nunwood & Mohamed Mostafa, Head of Customer Technology Practice, KPMG Nunwood

2016 will see the majority of UK businesses focusing their efforts on enhancing and reshaping their customer experience – understanding the role of technology will play a key part in achieving the right outcomes. In this presentation, we will reveal the best practice approach to framing a Voice of the Customer programme. We will also identify the technology trends helping businesses to create a single customer view, and how this view has the power to influence business decision making and next best action capabilities to enhance the overall experience.



LUKE ALLEN

*Luke has developed Customer Experience platforms and Enterprise Content Management frameworks over the last 12 years for some of the world's largest businesses, including Energizer, PayPal, eBay, Bank of America, Pfizer, Vodafone, EE, Nokia and Aviva.*

*Fizz: Voice of the Customer software is designed to move away from the normal data reporting approach for dashboard solutions, tying performance into priorities, actions and solutions designed to improve overall business performance.*



MOHAMED MOSTAFA

*Mohamed leads KPMG's Dynamics CRM Practice and is an accredited KPMG Engagement Leader with extensive technical solutions architecture experience focusing on Dynamics CRM and its integration. He has a long experience in the field of technical solutions implementation and has led engagement teams and managed development projects of various sizes including delivering global implementation programs as a technical lead across multiple industry verticals. This included a number of multi-million pounds/dollars Dynamics CRM implementation for UK and US based organisations with more than 10K Dynamics CRM users. Mohamed is also a Scribe Insight MVP focusing on Dynamics CRM integration and data migration.*

*Mohamed is responsible for the success and quality of all CRM engagements within the practice as well as the delivered technical solution and leads senior discussions with clients' CXOs.*

11.40

## IHS BUSINESS CARE: SERVICE AT THE SPEED OF GROWTH

**Dr. Kit Hagemann**, Senior Director of Customer Experience Strategy & Insight, IHS

IHS is the leading source of insight, analytics and expertise in critical areas that shape today's business landscape. The company is constantly growing, organically as well as through acquisitions and mergers which means that the customer service organisation continuously has to adapt and expand its capabilities to support more customers, platforms and products. In order to support the growth the service organisation went through a transformation process to ensure that people, process and technologies would be scalable and able to meet growing demands in the future. The transformation project was based on an "outside in" approach utilising customer insight, internal customer/partner insight, customer service employee feedback etc. As part of developing and implementing a new operating model we identified 50 improvement projects and converted 86% of all employee ideas into improvement initiatives ensuring ownership and increased colleague engagement. The transformation resulted in a leaner organisation working more effectively in proving 24/5 global service and meeting service levels that are based on IHS customers' requirements instead of industry standard.



DR. KIT HAGEMANN

*Dr. Kit Hagemann, Senior Director of Customer Experience Strategy & Insight at IHS, has for the last 10 years specialised in driving customer led business changes ranging from contact centre transformation, developing award winning customer experience programs, optimising KPI measurement system from industry to customer based, developed and implemented operating models that optimise people, process and technologies within or across business areas etc.*

12.05

## FAN ENGAGEMENT (IT'S NOT ABOUT THE FOOTBALL)

**Mark Bradley**, Director, The Fan Experience Company

As the Football League's Family Excellence Awards enters its 10th season, writer and consultant Mark Bradley returns to update us on possibly the least expected of all business transformations: how football is growing to love its fans. With a focus on values, identity, customer engagement and 'niche marketing', there's learning for everyone, regardless of your views on our National Game.



MARK BRADLEY

*Mark Bradley is the founder of The Fan Experience Company. He helps sports clubs, leagues and associations to grow through customer focus and engagement. A former lead assessor for the UK's Unisys / Management Today Service Excellence Awards (2000-2003) and Director of Best Practice at Customer Service Network (2000-2005), he has delivered strategic growth programmes for a range of sporting organisations including The Football League, The FA, The FA Women's Super League, the SPFL, the RFL and many individual clubs in football and rugby, at grass roots, amateur, professional and international levels.*

*The Football League's Family Excellence Awards, originally designed by Mark and adhering to his philosophy of using the customer perspective as a catalyst for different thinking, has not only prompted a revolution in family engagement in UK football, but also produced an unprecedented 31% increase in junior attendance across the League in only 6 years (equating to nearly 5 million new young supporters). Mark's two books Inconvenience Stores (2005) and Retails of the Unexpected (2008) – the world's first customer service travelogues – expose the failings of UK customer service through his own experiences. He is also a monthly columnist at FC Business Magazine, a relentless blogger via [www.bradleyprojects.com](http://www.bradleyprojects.com), a keen tweeter (via @fanexperienceco) and a highly regarded speaker at customer engagement & sports marketing events in the UK and around the world.*

12.30

## SACO SERVICED APARTMENTS CASE STUDY: BEAPARTOFIT

**Jo Redman**, Marketing Director, SACO Serviced Apartments

SACO The Serviced Apartment Company firmly believe that listening to its people and customers are key enablers to ensure the success and ambitious growth plans for its business. Focusing on one at the expense of the other or in isolation will not work.

Jo will outline two current initiative's that underpin and link recent achievements and successes.



JO REDMAN

*Jo Redman joined SACO in 2004 after 11 years in the travel and telecommunications industry leading teams of people to deliver sales results with a strong emphasis on providing exceptional customer service. In recent years Jo has provided the strategic direction and management to take the company's marketing capability and SACO brand forward, with a strong emphasis on bringing the brand to life through SACO teams and people.*

*Jo is also an Engage for Success (EFS) Ambassador. Engage for Success is a movement committed to the idea that there is a better way to work, a better way to enable personal growth, organisational growth and ultimately growth for Britain by releasing more of the capability and potential of people at work.*

*"It's all about the people" – could be Jo's mantra.*

**12.55 LUNCH**

**13.55 PANEL DEBATE**

**14.55 THREE CASE STUDY: CHANGING CUSTOMER PERCEPTION, THROUGH CUSTOMER AFFECTION**

Greg Jenkins, Digital Business Partner, Three

I will be sharing some of the work that Three has undertaken to change the perception of their network and brand over the last year. A large transition which aimed to shake up the mobile industry and Make It Right, starting with our employees and now reaching out to gain the voice of our customers to strengthen our 'movement'. I will share some of the practices we used and the development that has helped shape us for success.



**GREG JENKINS**

*Greg is the Digital Business Partner at Three where his role has been to embed new ways of working with the digital teams and digital products across Three's functions primarily focusing on Marketing and Customer Strategy. In 2014, he was fundamental in setting up the first Agile development team at Three which has now grown to over 10 Agile teams that work across multiple areas. He is currently heavily involved in the strategy and development of Three's Big Data strategy, been researching the use of AI for future developments and last year kicked off the first phase of a successful VoC strategy.*

*Prior to working with Three, Greg has been active in the digital field for over decade, consulting companies such as the South Bank London, London Symphony Orchestra, Borough Market, PBS (Public Broadcasting Service), Lend Lease and a brief spell focusing on charities. He currently also takes time out of his day job to support as an advisor to various communities including Nimbus Ninety and the Technology for Marketing Show (TFM).*

**15.20 CUSTOMER AND EMPLOYEE EXPERIENCE MEETS NEUROSCIENCE**

Amy Brann, Author, Synaptic Potential

Neuroscience shares with us game changing insights for the world of work. The opportunity is to remember we are engaging with humans, and not robots. The evidence from many fields is building up to insist that we place the employee experience firmly at the heart of the workplace. This is hugely influential in the customer experience. Workplaces designed and developed with the employee experience in mind are being cited and referenced more often as not only great places to work, but also in many cases, they are increasingly the envy of many within their respective sectors. When you combine this with the compelling research from neuroscience you are shaping both the case for change and the new mechanisms that need to be foundational.



**AMY BRANN**

*At Synaptic Potential we're all about creating Engaged Brains. Reliably simple applications underpinned by neuroscience lead to game changing insights and results. Since leaving medical school I have focused on practically applying the latest research around how the brain and mind work to help people achieve goals that are important to them. According to the article by Lee, Butler & Senior "The brain in business" states that "There is no doubt that application of neuroscientific tools, and more importantly a neuroscientific way of thinking, to business problems will have a major impact on the way we understand marketing and business in the near future."*

*My professional goal is to contribute to the fields that bridge the gap between neuroscience and business. We do this in part through collaborative research, case studies, training, writing books and speaking. Neuroscience is making new levels of optimal performance possible and I am dedicated to enabling more people to realise more of their potential by understanding how their biggest resource works.*

**15.45 COFFEE & NETWORKING BREAK**

**16.05 NATIONWIDE CASE STUDY: CUSTOMER JOURNEY MAPPING**

Angela Lomas, Senior Manager Customer Journey & Change, Nationwide Building Society

This case study will focus on how Nationwide Building Society uses Customer Journey mapping to bring the customer into the heart of strategic change. I will talk about tool development, how we rolled it out within the Customer Experience Division and how we use it every day within change programmes.



**ANGELA LOMAS**

*My history and passion for delivering excellent customer service and experiences spans 20 years. I have previously worked with BT call centre operations, RBS retail network, Triodos Bank and more recently Nationwide Building Society where I am a Senior Manager for Customer Journey's and Change in the Nationwide Customer Experience Division. I have a drive and belief that customers must be at the heart of all business transformation activity to achieve success.*

**16.30 HOW TO MANAGE PEOPLE IN INCREASINGLY DEMANDING TIMES**

David MacLeod, Co-Chair, Engage For Success

David will identify the four external pressures bearing down on work places and at the same time four growing demands from people at work. Too often the typical responses to these pressures and demands are totally inappropriate since they lead to poor outcomes for both the organisation and the individuals who work there. However there are a range of workplaces that have responded more appropriately and more successfully to these pressures and demands. He will outline four enablers that these organisations adopt in order to achieve higher levels of employee engagement with the resultant enhanced organisational success.



**DAVID MACLEOD**

*David is co-Chair of the Employee Engagement Task Force launched by the Prime Minister at Number 10 in 2011. He is a visiting Professor of the Cass Business School, a Fellow of the Ashridge Business School, the Institute of Marketing and of the RSA. He co-authored the book entitled 'The Extra Mile' published by Pearson on the topic of Employee Engagement. David is co-author of the 'Engaging for Success' Report commissioned by the Department of Business, Innovation and Skills, described by the CMI as the definitive work on this subject. This follows an early career in marketing followed by becoming a CEO. David was awarded an OBE for services to Employee Engagement and Business in the Queen's Birthday Honours in June 2013.*

**16.55 CHAIR'S CLOSING REMARKS**

Steve Hurst, Editorial Director, Engage Customer

**17.00 DRINKS & NETWORKING PARTY**