

Time: 9:00am – 5:00pm
Venue: Gallup Consulting, The Adelphi,
1-11 John Adam Street, London, WC2N 6HS

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directors forum

Customer Feedback/ Measurement/Voice of the Customer

21st March 2012, London

Customers are playing an increasingly important strategic role in the development of organisations' services and products across channels and the voice of the customer is critical to the development of customer engagement strategies. Customer feedback and feeding back on feedback have become business critical issues.

This Directors Forum will examine the key challenges and issues facing customer experience leaders that are impacting feedback, measurement and voice of the customer strategies as customers increasingly become a central part of the development of engagement strategies.



FREE TO ATTEND FOR CUSTOMER ENGAGEMENT PROFESSIONALS

If you have any feedback about this event share it with us by sending a text message, starting with the word 'Engage' to 66099.'



Delegates will learn:

- How world class organisations are successfully implementing voice of the customer and customer feedback strategies to improve customer service and enhance customer loyalty
- How focussing on taking a holistic view of customers can improve your customer engagement and measurement strategies and gain competitive advantage
- How the proliferation of customer feedback and measurement channels including social media is changing how organisations interact with their customers across those channels
- The latest trends in the relationships between organisations and their customers as the voice of the customer plays an increasingly pivotal role in service and product development
- The performance and profitability benefits that can accrue from the customer insights gained from effective feedback/measurement/voice of the customer strategies
- How organisations who implement strategies that enable them to feedback positively to customers on the feedback they receive can gain market share and boost the bottom line

Agenda Summary and Speakers todote:

- 8:15 Registration and Coffee
9:00 Welcome
9:05 **Keynote:** Jonathan Browne, Senior Analyst, Forrester Research
9:45 **Sathya Srinivasan**, Managing Consultant, Gallup Consulting
10:20 **Case Study:** Premier Inn, Gerard Tempest, Director, Premier Inn. **Andrew Gammage**, Whitbread Hotels & Restaurants
10:55 Coffee
11:10 **Chris Clayton**, MD, Grey Matters Europe
11:45 **Claire Sporton**, Director, Customer Experience Management, Confirmit
12:20 **Helen Von Tonder**, Speech Applications Specialist, EMEA, Verint
13:00 Lunch
14:00 **Panel Debate**
15:00 **Case Study:** Veolia Water, Mike Bromilow, Director, Rapide & Morag Kent, Marketing Manager, Veolia Water
15:35 Coffee
15:50 **Michael Hill**, Founder, Complaints R Great
16:25 **Richard Sedley**, Commercial Director, Foviance
17:00 **Forum Summary:** Steve Hurst, Chairman, followed by networking and drinks



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Customer Feedback/M Measurement/Voice of the Customer

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8:15 Registration and Coffee

9.00 **Welcome**

9:05 **Keynote: Forrester - Using VoC To Nurture A Healthy Customer Experience Ecosystem**

Jonathan Browne, Senior Analyst, Forrester Research

Key takeaways:

- What is the state of VoC programs today?
- How can a better understanding of the customer experience ecosystem help?
- What practices can firms adopt to nurture their customer experience ecosystems and improve business results?

Most Voice of Customer (VoC) programs today are survey programs that use less than 5% of available data. Companies struggle to measure or understand the complex set of relationships that determines the quality of customer interactions. This presentation will outline Forrester's vision of the customer experience ecosystem and some of the trends that will enable firms to document it and drive improvements in customer experience.

Jonathan serves Customer Experience Professionals. He examines the best practices of companies creating groundbreaking customer experiences online, including the mobile Web and new Social Computing channels. He leads Forrester's research in Europe on interactive design agencies and personas.



Jonathan Browne

9:45 **Driving engagement: What matters most to customers?**
Sathya Srinivasan, Managing Consultant, Gallup Consulting

Measurement of customer engagement, satisfaction or advocacy is only useful if the measures used serve to identify which elements of the customer experience are important and highlight what actions should be taken to enhance this experience. Sathya will use client examples to demonstrate how key drivers of the customer experience are identified and actions subsequently deployed to improve engagement and positively impact on customer behaviour and financial performance.

Sathya has recently relocated to Gallup's London office, in order to channel her efforts in focusing and creating value with clients across Europe and Asia. Sathya was formerly head of Gallup's partner team in Singapore across key South East Asian markets. Sathya is passionate about organisational effectiveness, backed by Gallup's research-based insights from employee engagement, customer engagement and strengths-based selection and development. Prior to joining Gallup, Sathya spent five years in a well-known bank with strong presence in Asia and Africa, in wealth management. As a regional head, she handled various city centres with teams that included relationship managers, business development managers and service managers.



Sathya Srinivasan

10:20 **Case Study: Using customer insight to drive key business decision making & improve the customer experience**

Gerard Tempest, Director, Premier Inn **Andrew Gammage**, Head of Quality & Insight Whitbread Hotels & Restaurants

How Premier Inn has used customer insight to drive real action within the Brand to improve the customer experience which ultimately results in improved business performance.

Gerard has spend the last 16 years in the travel industry in a number of senior marketing positions including Director of Marketing for Thistle Hotels, where he established the brand as the leading domestic full service hotel brand in the UK. Gerard joined Whitbread in 2003 as Director of Marketing responsible for the UK & Ireland



Gerard Tempest

Marriott business, where one of his main achievements was repositioning Marriott in the UK as a leisure brand.

In November 2005, Gerard moved internally within Whitbread taking up the role of Marketing Director for Premier Inn, the UK's largest hotel brand with currently 614 hotels.

Andrew has worked for Whitbread for the last 10 years and is currently the Head of Quality & Insight for Whitbread Hotels & Restaurants;



Andrew Gammage

The purpose of his role is to lead Whitbread's Customer & Team insight Strategy, key responsibilities include; ensuring that all Brands have robust Brand Standards that are thoroughly audited. Measuring Customer feedback through a Customer satisfaction programme that surveys over 90,000 Guests per month, using this insight to influence business strategy and managing the Customer & Web relations Team. Managing Team research programs to gather feedback from 40,000 employees that drive business strategy and maximise Team engagement.

10:55 Coffee

11:10 **'How using the right measures improves the customer experience'**

Chris Clayton, MD, Grey Matters Europe

We are all working hard to deliver more of what the customer wants but how do we know if we are achieving it? Without measurement we can't know if we are improving but use the wrong measures and we may make things worse! Using a mixture of everyday examples and case study material Chris will explore why we need to measure, what can happen when we get measurement wrong and how to choose measures that drive your people to improve the customer experience

With a long standing passion for Customer Service Chris founded Grey Matters in 2007 hoping to show that his experiences from 13 years in the Automotive manufacturing industry were just as valuable in the Service sector. Now with customers that range from Hospital to Hotel, Football Club to Insurance Company, he is proving it is possible to improve service AND reduce costs. "By focusing on what the customer really values we are able to engage people in the improvement process. Our job is to unlock the ideas in their Grey Matter and create an environment where they can implement them."



Chris Clayton

11:45 **Building a successful and profitable customer experience programme**

Claire Sporton, Director, Customer Experience Management, Confirmit

So many elements come into play when building a multi-channel Voice of the Customer programme that it is often difficult for organisations to know where to start, and how to ensure a quick and sufficient return on investment. Instead of wondering how to design the best programme possible, it makes more sense to define your key objectives first. Reducing churn, increasing revenue, encouraging positive word of mouth, detecting faults, reducing costs... these are just a few of the key goals of a VoC programme. Defining those which will have the biggest impact on your bottom line in the short term, and planning for long term ROI with scalability in mind, is crucial in ensuring you build a profitable and measurable customer experience programme.

Claire has recently joined Confirmit to head up the support they provide to organizations in ensuring their Voice of the Customer/CEM programs deliver true business change and return on investment.



Specialised in customer feedback for over 15 years, Claire has run her own programs in the Financial Services sector and more latterly with technology / consulting providers supporting a wide range of Fortune 500 companies improve customer experience through the effective use of feedback. Claire is passionate about getting feedback into the hands of people who can make a difference to both the end customer and of course the bottom line.



Claire Sprton

solutions and before that Managing Director, EMEA for Gomez Inc., the leader in "On-demand" Internet Performance Management. With over 25 years of experience in customer facing roles it is his passion for delivering excellent customer service that has been integral to his success. In his current role Mike's chief responsibility is to deliver compelling value propositions to Rapide's FTSE clients that help them leverage the power of the moment of truth and real-time customer engagement.



Mike Bromilow

12:20 **Who's afraid of the big bad wolf?**

Helen Van Tonder, Speech Applications Specialist, EMEA, Verint

Pressure is growing on all areas of the organisation to make better use of the data they already hold to increase revenues, reduce costs and boost compliance. This is the 'big data' challenge which, if the experts are to be believed, could help organisations boost their revenues by as much as 60 percent – it's also a 'big bad wolf' – on the face of it, it's a daunting problem, but knowing where to start holds the keys to winning the battle. The "voice of their customer" provides a good starting point. Customer service data often exists in sparse amounts across disparate systems and it is hard to break down the silos separating them and share information across the enterprise. Despite some businesses addressing this successfully, we are still seeing large amounts of siloed structured and unstructured service-related and workforce performance data in call centres, branches and back-office environments.

This data is critical because it contains the real voice of the customer and, when analysed effectively, it adds a crucial and missing component to capturing insights on their wants, needs and behaviours. It also helps uncover where untapped value and hidden costs exist in the enterprise. With this insight organisations can satisfy regulators (HOW) and better understand their customers and employees.

Helen van Tonder works as a Speech Applications Specialist for Verint® Systems EMEA, and has a deep understanding of the business drivers, processes and technology approaches needed to drive successful Speech Analytics engagements. Helen joined Verint in 2004, and has built up an in-depth knowledge of speech analytics approaches, from its early deployments as an extension of quality monitoring through to today's more comprehensive Customer Interaction Analytics solutions that provide customers with a unified perspective across all the channels customers use.



Helen Van Tonder

As global lead for Voice of the Customer projects at Veolia Water, Morag is an expert in understanding the need for timely, relevant and cost effective customer feedback. With over 12 years Marketing experience in Financial Services, Publishing and now Utilities, she's spent the last 5 years within a Customer Relations department, balancing commercial demands with a keen eye on customer satisfaction. Morag believes brands are largely created through the customer experience and that it is vital companies leverage the power consumers hold.



Morag Kent

15:35 Coffee

15:50 **A world of customer feedback**

Michael Hill, Founder, complaintsrgreat.com

The social customer has a vast array of tools available to them for providing feedback - both negative and positive - on the products and services that they encounter during their daily living. Customers can give feedback using their computer but also using their phone - on the go and in real-time. Therefore, organisations are increasingly being challenged to deliver customer service across a variety of platforms.

Michael Hill will explore how companies are delivering processes and systems that collect customer feedback and also provide effective resolutions but also useful insights into the issues that either delight or upset customers

Michael is the founder and Managing Director of complaintsrgreat.com - a company that was set-up in 2000 to champion the benefits of effective customer complaint and feedback management. He is regular contributor of published articles on complaint management and can be found on many social media platforms debating customer service topics. He is the author of 'Effective Complaint Management' and his latest book, "Complaint management - turning negatives into positives", will be published this year by the British Standards Institution.



Michael Hill

13:00 Lunch

14:00 **Panel Debate**

15:00 **Case Study – Veolia Water – How Veolia use a real-time feedback solution to listen to the voice of their customers**

Mike Bromilow, Director, Rapide & **Morag Kent**, Marketing Manager, Veolia

This joint case study will explain how Veolia Water have engaged the help of a real-time feedback solution to listen to the voice of their customers at the moment of truth, straight after service delivery. Despite the water industry being monopolistic, the regulator Ofwat has very high expectations of customer service and attaches financial reward or penalty accordingly. Veolia Water use customer feedback as a key strategic tool to 'compete' with their water company peers, improving their processes and assisting staff development. They were the first water company in the UK to use SMS for customer feedback and to employ NPS as a customer satisfaction metric. Using Rapide & Veolia's extensive experience this presentation will move beyond the theory and discuss the practical realities of implementing a VOC programme.

Mike Bromilow is Director & Client Consultant for Rapide – The Moments of Truth Company®. Prior to joining Rapide, Mike was VP EMEA at Knoa Software Inc., a leading provider of end-user experience management

16:25 **Blah, blah, blah - Now every customer's talking who should we listen to?**

Richard Sedley, Commercial Director, Foviance

7 tips on getting the most from your Voice of Customer programme, no matter what technology you use.

Richard is Commercial Director for Foviance one of the world's leading cross-channel customer experience consultancies, where he helps lead the company's strategy, marketing and customer relationship team. Before joining Foviance he spent 11 years at the digital agency cScape as Customer Engagement Director where he ran the Customer Engagement Unit and established the Annual Online Customer Engagement Survey Report, now in its fifth year. Richard is also the Course Director for Social Media at the Chartered Institute of Marketing.



Richard Sedley

17:00 **Forum Summary**

Steve Hurst, Chairman, followed by networking and drinks

Customer Engagement Directors Forums for 2012



- **Customer Feedback/Measurement/Voice of the Customer**
- 21st March, London
- **Social Media and Mobile Customer Engagement**
- 16th May, London
- **Customer Engagement in Retail**
- 20th June, London
- **Multichannel Customer Engagement**
- 26th September, London
- **Customer Engagement in Financial Services**
- 11th October, London
- **Customer Engagement Summit**
- 26 - 27 November, London
- **Employee and Customer Engagement**
- 5th December, London

For speaking opportunities please contact Steve Hurst:

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