



# 11

MAR 2016  
LONDON

# FUTURE OF THE CONTACT CENTRE LEADERS FORUM

The contact centre is perfectly placed to become the beating heart of an organisation's customer engagement strategy, to become the Customer Engagement Hub of the future. The contact centre is where the brand lives or dies in the eyes of the customer.

## AGENDA SUMMARY:

**08:15 REGISTRATION & COFFEE**

**09:00 CHAIRMAN'S WELCOME**

Martin Hill-Wilson, Founder, Brainfood Consulting

**09:10 BT OPENING KEYNOTE: SUPERAGENT 2020 – THE FUTURE OF THE CONTACT CENTRE**

Dr Nicola Millard, Head of Customer Insight & Futures, BT

**09:40 BARCLAYS CASE STUDY: ENGAGING OUR PEOPLE IN A WORLD OF EVOLVING CUSTOMER DEMAND AND EXPECTATIONS TO FUTURE PROOF OUR BUSINESS**

Simon Separghan, Director of Global Contact Centres & Omnichannels, Barclays

**10:05 THE FUTURE OF ENGAGEMENT**

Cathy Brown, Executive Director, Engage For Success

**10:30 HOMESERVE CASE STUDY: STRATEGY DETERMINES DIRECTION, TECHNOLOGY LIGHTS THE WAY**

Vatsana Gordon, Head of Workforce Management, Homeserve

**10:55 COFFEE & NETWORKING BREAK**

**11:30 ENGAGING THE WORKFORCE THROUGH TEAM INITIATED JOB CRAFTING**

Dr Giles McClelland, Division Leader of Business, Economics and International Business, University of Central Lancashire

**11:55 THE CONTACT CENTRE TIME-BOMB**

Glenn Hurley, CEO, Compliance3

**12:20 CUSTOMER EXPERIENCE 2020: LOOKING AHEAD – PLANNING A ROUTE**

Tony Smith, Head of Business Development, CCAAS  
Dimension Data

**12:45 THE CO-OPERATIVE CASE STUDY: JUST TRYING TO KEEP MY EVER MORE DEMANDING CUSTOMERS SATISFIED**

Samuel Kaye, Head of Customer Service Centres,  
The Co-Operative Bank

**13:10 LUNCH**

**14:10 PANEL DEBATE**

**15:10 BUILDING AN ON DEMAND SERVICE ECOSYSTEM: A UNILEVER INNOVATION STUDY**

Megan Neale, Global Head of Engagement Centres, Unilever  
& Mikhail Naumov, Chief Strategy Officer, DigitalGenius

**15:35 COFFEE & NETWORKING BREAK**

**16:00 HOW DO CONTACT CENTRES STAY RELEVANT INTO THE FUTURE?**

Mike Havard, Director, Ember Services

**16:25 CHAUCER DIRECT CASE STUDY: CUSTOMER SERVICE IN CONTEXT**

Paul Baxter, Head of Chaucer Direct

**16:50 CHAIR'S CLOSING REMARKS**

Martin Hill-Wilson, Founder, Brainfood Consulting

**17:00 DRINKS & NETWORKING PARTY**

## SPONSORS



## ORGANISED BY



**08.15 REGISTRATION & COFFEE**

**09.00 CHAIRMAN'S WELCOME**

Martin Hill-Wilson, Founder, Brainfood Consulting



MARTIN HILL-WILSON

*Martin is a leading customer engagement and digital business strategist. Also an author and international keynote speaker. Working under my own brand, Brainfood Consulting, I design masterclasses and transformational change helping clients evolve their social and digital capabilities. Current topics include omni-channel design, proactive, low effort customer experience, social customer service and customer hubs. All themed around service innovation.*

**Using customer hubs as a milestone towards full digital competency**

*Even service organisations that consider themselves advanced in their omni-channel capabilities face the barrier of internal silos and competing agendas. This remains a strategic weakness in terms of real time responsiveness. Digitally empowered customers have reset the bar on acceptable customer experience. Organisations that want to prosper in this new regime have to adopt a new mind-set and leadership capabilities. They need to escape the days of siloed customer engagement and the idea that the service organisation was solely responsible for customer experience.*

*Today, market leadership means taking a fresh approach to continuous improvement and service innovation: re-energised through new partnerships with customers and employees. Customer hubs provide a low risk evolutionary path. The hubs draw together a number of competencies into a new form of working relationship. This includes the front office (sales, marketing, service), analytics, change management and collaboration. Together they become a hub of innovation, improvement and competitive responsiveness for the rest of the organisation.*

**9.10 BT OPENING KEYNOTE: SUPERAGENT 2020 – THE FUTURE OF THE CONTACT CENTRE**

Dr Nicola Millard, Head of Customer Insight & Futures, BT

*With customers changing in the way that they talk to organisations, how do contact centres need to change? Will there be such a thing as a contact centre by 2020? Will agents need superpowers? Will we all be replaced by robots? All these questions and more will be investigated by Dr Nicola Millard.*



Dr NICOLA MILLARD

*Dr Nicola Millard heads up Customer Insight & Futures in BT's Global Innovation Team. Despite working for a technology company, Nicola isn't a technologist and combines psychology with futurology to try and anticipate what might be lying around the corner for both customers and organisations (sadly, her crystal ball is broken). Nicola has worked for BT for 25 years. She has done a number of jobs around the BT business, including user interface design, customer service and business consulting. She was involved with a number of BT "firsts", including the first application of intelligent systems into BT's call centres and BT's initial experimentation with home working.*

*Nicola got her PhD from Lancaster University in 2005 on motivational technologies in contact centres, published her first book in 2009 and now spends most of her time doing research, writing blogs, articles and white papers. Nicola has appeared on both the BBC (Radio and TV) and Channel 4 in the UK, as well as TV and radio in Australia, South Africa, Turkey and Dubai. She has done a TED talk about why people accept or reject technologies and is also a judge on a number of award panels, including EBM's just launched Engage Awards.*

*When she's not doing all that, Nicola travels around the world presenting at conferences and running workshops with an assortment of BT's large global corporate clients including banks, travel companies and retailers, to name but a few.*

**09.40**

**BARCLAYS CASE STUDY: ENGAGING OUR PEOPLE IN A WORLD OF EVOLVING CUSTOMER DEMAND AND EXPECTATIONS TO FUTURE PROOF OUR BUSINESS**

Simon Separghan, Director of Global Contact Centres & Omnichannels, Barclays

The presentation will consist of:

- **Digital Eagle programme** – a team of colleagues who support colleagues and our community with digital initiatives and change (internal & external). Various education session across our global sites
- **Tea & Teach** – An initiative that brings our customers together with our community to help and support people with digital devices. This demonstrates to colleagues the reality of a changing environment and how we can support customers through the digital age
- **Code playground** – Up skilling colleagues around basic coding and sharing this knowledge with young children to provide an understanding of how technology works
- **Colleague of the Future programme** – Multi skill colleagues iteratively and at own pace to be able to service customers across all channels including telephony, chat, social media, video etc. This programme ultimately provides a clear and concise career journey
- **SkyBall** – a global annual awards event across our 6 locations celebrating successes – the event is for colleagues and created by colleagues
- **Encouraging conversation & collaboration** – internal social media to promote conversation and creativeness. Ensuring there is a 'level playing field' where everyone has the platform to voice opinions and views
- **Contact Centre Transformation** – Investment in the physical structure of our centres with a £20m investment in site infrastructure to create an award winning destination workplace where collaboration is the norm across our business areas through technology and physical site layout



SIMON SEPARGHAN

*Simon Separghan is Head of Barclays Omni Channel and Direct capabilities in the UK, India and the Philippines. Ultimately responsible for ensuring that Barclays provide outstanding service and issue resolution for Retail Banking Customers through Telephony, Web Chat, Social Media, Messaging and Video Banking. Simon leads 3,500 Colleagues handling over 55m interactions a year – including the new Barclays Video Banking team. Previous to this role Simon was responsible for the Transformation of Barclays customer channels ensuring customers experience an outstanding journey however and wherever they connect with Barclays.*

**10.05**

**THE FUTURE OF ENGAGEMENT**

Cathy Brown, Executive Director, Engage For Success

The world of work is changing, with demographics, technology, organisations and people themselves all evolving away from traditional patterns of work and employment. How do we harness these changes to build better places to work, that allow us, our businesses and our societies to thrive?



CATHY BROWN

*Currently the Exec Director for Engage for Success, Cathy has wide ranging experience across the public, private and third sectors in raising awareness and providing practical guidance to organisations looking to improve employee engagement. With a background in delivering strategic transformation programmes for a FTSE 100 company, she recognises the importance of values, good management, authentic leadership and the ability to listen in creating environments where people can bring the best of themselves to work every day.*

*As a long time public speaker & spokesperson for Engage for Success, Cathy engages and energises audiences around business change, leadership and innovation. She passionately believes that helping people find a better way to work can make a big difference to people's lives, their organisations and ultimately to the country.*

10.30

## HOMESERVE CASE STUDY: STRATEGY DETERMINES DIRECTION, TECHNOLOGY LIGHTS THE WAY

Vatsana Gordon, Head of Workforce Management, HomeServe

The contact centre has historically been seen as a necessary expense to any organisation and for many years the objective was to make centres more cost efficient. Many strategies have been adopted over the years, but more recently there has been a shift in perception of the contact centre and now it is clear that it is, in fact, the heart of the customer experience. At HomeServe there is an ongoing journey to nurture an innovation culture and drive employee engagement. Vatsana Gordon, Head of Workforce Management, will talk about how the business has gathered feedback from its employees. This process, driven by a clear strategy to cultivate a customer service culture, identified the need for a technology refresh. Vatsana will show how maximising the use of the WFM will have a tangible effect on culture and employee engagement.



VATSANA GORDON

*Vatsana Gordon, graduate of Liverpool John Moores University, has worked in the contact centre industry for over 15 years for organisations such as Vodafone, British Gas and Capita. In that time she has seen a number of changes in the industry and significantly, the drive towards employee engagement and how it leads to greater customer excellence. Currently at HomeServe as Head of WFM for the Service Operations division, she oversees the Resource Planning for the claims call centre, back office, 3rd party contractor network, internal field engineers and the deployment centre.*

10.55

## COFFEE & NETWORKING BREAK

11.30

## ENGAGING THE WORKFORCE THROUGH TEAM INITIATED JOB CRAFTING

Dr Giles McClelland, Division Leader of Business, Economics and International Business, University of Central Lancashire

Job crafting is a self-initiated behaviour in which individuals or teams change aspects of the work to make the work more meaningful. Collaborative job crafting is associated with higher employee engagement and team performance. Call centre supervisors and managers need to be aware of the potential benefits of collaborative crafting to ensure it is not inhibited by their behaviours. As positive consequences are associated with collaborative crafting, organisations should consider ways to enhance the collaborative crafting capability of teams.



Dr GILES McCLELLAND

*Dr Giles McClelland is Division Leader of Business, Economics and International Business at the University of Central Lancashire. Previous to following a career in academia Giles coordinated the market intelligence and research strategy for the CallNorthWest project. Giles' research interests are firmly located in the field of Industrial/Organisational Psychology. In particular, team effectiveness. His most recent study on how call centre teams proactively adjust aspects of their work to create more meaningful experiences was published in the Journal of Organisational and Occupational Psychology.*

11.55

## THE CONTACT CENTRE TIME-BOMB

Glenn Hurley, CEO, Compliance3

Contact centres – often seen as the soft under-belly of fraud opportunities now that chip & pin is here to stay – represent a significant opportunity for fraudsters and organised criminals. Bottom line: if it's possible to hear a customer giving card data, there is a risk of fraud. Furthermore, it's widely estimated that there are over a billion call recordings containing payment card details in the UK alone. Research conducted by Compliance3 reveals that the risk of fines (up to £500,000 per breach) pales in comparison with the risk of high profile reputational damage and consequential revenue loss.

Find out:

- Who consumers think should be responsible for card payment security
- Whether consumers feel brands are doing enough to combat payment card fraud
- How consumers will behave in the event of a data breach (and how many people they will tell!)
- Whether consumers prefer making payments via technology or to live contact centre agents
- How consumers think organisations should behave in the event of a data breach
- How to protect your contact centre from fraud



GLENN HURLEY

*Glenn has over 25 years' experience in Asia Pacific, the US and Europe in various businesses management roles in the contact centre industry within start-ups, high growth companies and at senior and Board level in billion dollar turnover businesses. This, and his wide industry experience – from childcare to fibre-optics – means that in addition to his Compliance3 CEO role, he holds executive roles for exciting emerging companies. In his spare time, Glenn loves discovering great wines from lesser known vineyards of Languedoc Roussillon.*

12.20

## CUSTOMER EXPERIENCE 2020: LOOKING AHEAD – PLANNING A ROUTE

Tony Smith, Head of Business Development, CCAAS Dimension Data

For the past 18 years the Dimension Data Global Contact Centre Benchmarking Report has tracked the evolution of customer experience delivery from the telephone-dominated contact centres of the 1980's to the multi-channel, digital-first diversified customer operations of today. Our presentation will give the first glimpse of the 2016 findings, providing insight-driven pointers to expected evolution over the next five years including:

- **The role of the contact centre** – fall-back support for a digital front line, or integrated omni-channel hub at the heart of the business?
- **The potential for automation** – low-cost management of low-value interactions, or channel of choice fuelled by personalisation and AI?
- **Social media** – consumer playground, primary service channel or mainstream sales and revenue driver?
- **Access to technology** – who calls the shots, the enterprise, the IT Dept or you?



TONY SMITH

*Tony's experience in customer management and IT spans over 25 years – years shaped by rapid change, the rise of digital channels, the emergence of cloud computing and a re-writing of the rules for customer engagement. His career has tracked these developments and brought him to Dimension Data in May 2015, where he is charged with leading the development of the company's cloud-based contact centre technologies across the UK and Europe. Before joining Dimension Data he excelled in a number of business development roles with BT Global Services, where he delivered cloud-based contact centre solutions for leading players in the public and private sector.*

12.45

## THE CO-OPERATIVE CASE STUDY: JUST TRYING TO KEEP MY EVER MORE DEMANDING CUSTOMERS SATISFIED

Samuel Kaye, Head of Customer Service Centres, The Co-Operative Bank

It's no secret that customers and their expectations are changing but do you really know just how fast? Imagine the 36,000 tweets sent in the time it's taken you to read this. Ten years ago it was just birds that tweeted. Today customers are demanding brilliant experiences in whatever they do and if it doesn't go right they're more mobile and have louder voices than ever before. So, how in the midst of such turbulent change do you navigate through the noise, replan the course and not unbalance the scorecard? At the Co-operative Bank this is exactly what we're doing. And this is how we're doing it award winningly brilliantly.



**SAMUEL KAYE**

*I've been working within Contact Centres for the past five years and currently work at the Co-op Bank as Head of Telephony Service. I'm responsible for managing a 24/7 multisite operation of over 600 colleagues. Prior to this I established and ran our New Media business comprising new contact channels such as web chat, secure messaging & social media helping to influence a massive shift in customer behaviour onto our Digital & self serve channels. Previously I've spent time managing contact centres for the mass affluent customer segment at RBS, introducing Lean ways of working whilst relentlessly delivering a brilliant customer experience time and time again. Outside work I'm training to become a private pilot and hope to be fully licensed & airborne by early 2016.*

**13.10 LUNCH**

**14.10 PANEL DEBATE**

**15.10 BUILDING AN ON DEMAND SERVICE ECOSYSTEM: A UNILEVER INNOVATION STUDY**

Megan Neale, Global Head of Engagement Centres, Unilever & Mikhail Naumov, Chief Strategy Officer, DigitalGenius

For years we have been architecting business process & technology both vertically & horizontally. In the digital business era, we should not be thinking about "stacks" at all, we need to be thinking about mesh or ecosystems. In this session Megan Neale, Global Head of Consumer Engagement Centres and Mikhail Naumov, President Digital Genius will share how Unilever are evolving to provide on demand service powered by artificial intelligence that connects people, business, things & technology across the entire enterprise in a way that is designed to deliver superior customer service & business insight providing real competitive edge.



**MEGAN NEALE**

*I'm fascinated by DigitalEmpathy™. In particular, how we combine the power of artificial intelligence in the digital landscape with our desire for human contact within a supporting, sharing and collaborative eco system. I think Customer Experience Management is one of the most exciting areas in which to develop this thinking. If you'd like to discuss more please get in touch.*



**MIKHAIL NAUMOV**

*Mikhail serves as the Chief Strategy Officer of DigitalGenius – a venture backed artificial intelligence company, transforming brand communications. He is passionate about bringing emerging technologies to life, through partnerships with global brands and platforms. Mikhail is a frequent speaker on topics of emerging technology & entrepreneurship, and has been recognized on the "Forbes 30 Under 30" list for Enterprise Technology.*

**15.35 COFFEE & NETWORKING BREAK**

**16.00 HOW DO CONTACT CENTRES STAY RELEVANT INTO THE FUTURE?**

Mike Havard, Director, Ember Services

Mike will be discussing the innovation opportunities in customer management and what this could mean for contact centres and the evolution of customer journeys, the service experience as a differentiator and how the operating models of organisations will need to be regularly reviewed and



**MIKE HAVARD**

refreshed as a result. Is there a place for deeper customer engagement where speed and ease are the new watchwords, and digital developments in customer interaction are rapidly changing the way that consumers are thinking about engagement and responsiveness? Don't be left wondering about innovation – be part of the story, and Mike will share some ideas and experiences about this for you. Mike has long been a respected practitioner, advisor and commentator on customer management strategies and operations, working with many of the world's leading brands, and will share some of his, and Ember's, latest insights in this session.

*Mike has had 25+ years leading and growing businesses. Originally a cosmetic scientist he moved into operations management, HR leadership and then as a senior professional in customer management strategy, operational delivery and leadership roles with organisations including BT, The Decisions Group, Sitel, CM Insight and Verint. He is a founding director of Ember, a business services group focused on service strategies across channels (digital, voice and retail) and performance transformation, outsourcing and contract advice, analytics and recruitment – helping organisations to determine 'what better is'. He has also held various Non-Executive Director and advisory roles in organisations ranging from anti-fraud technologies to e-learning and employee engagement tools. He is an Honorary Life Fellow of the IDM. He has authored management textbooks in customer management, and has had many thought leading papers published. Mike has also been an advisor to government departments, nationally and internationally, and has advised many UK and global brands including John Lewis, M&S, Toyota, Microsoft, Barclays, RSA and Virgin. He also likes to escape and do dangerous things in the mountains occasionally. (But likes it better when he comes back!)*

**16.25 CHAUCER DIRECT CASE STUDY: CUSTOMER SERVICE IN CONTEXT**

Paul Baxter, Head of Chaucer Direct

Customers' expectations around customer service continue to increase, but do customers have the same expectations of all companies? How do expectations of service differ between Coca-Cola, RBS or your High Street butcher? Brand certainly has a role to play, as does the type and scale of the business. How should companies navigate this and how can they understand the context within which they provide service? Paul will use Chaucer Direct as a case study to explain how they defined their service to deliver world class customer service in context.



**PAUL BAXTER**

*Paul Baxter, Head of Direct – Markerstudy Group, joined Chaucer Insurance with a proven track record in online motor insurance, with over 20 years in the insurance market. He joined Chaucer Insurance from Renaissance Insurance in Russia, where he was Vice President for Motor Insurance. Paul has extensive knowledge of the insurance industry and his previous roles include Head of Motor for Direct Line, Commercial Director at Tesco Compare and as Head of Insurance for Tesco Personal Finance.*

**16.50 CHAIR'S CLOSING REMARKS**  
Martin Hill-Wilson, Founder, Brainfood Consulting

**17.00 DRINKS & NETWORKING PARTY**