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THE POWER of
PUTTING CUSTOMERS
at the CENTER of
YOUR BUSINESS

IN

OUTSIDE IN: A FORUM FOR PROFESSIONALS IN CHARGE OF CUSTOMER EXPERIENCE EMEA

The Power Of Putting Customers At The Center Of Your Business

November 6–7, 2012 • Lancaster London

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“Customer experience goes to the heart of everything you do — the value you provide, your brand promise, how you conduct business, and the way your people behave when they interact with customers and each other.”

WELCOME

Dear Colleague,

For decades, companies have been paying lip service to the idea of delighting customers, but they’ve been disappointing them in every channel.

That tactic won’t cut it anymore. Why not? We’ve entered a new era that Forrester calls the age of the customer — a time when customer experience matters more than any other strategic imperative. For most companies, customer experience is the single greatest predictor of whether they’ll get another purchase from their customers — or see them defect to a competitor.

It’s so critical that even virtual monopolies suffer when they fail at it.

Customer experience goes to the heart of everything you do — the value you provide, your brand promise, how you conduct business, and the way your people behave when they interact with customers and each other. You can’t afford to ignore it because your customers take it personally each and every time they touch your products, your services, and your support.

This year, Forrester’s Forum For Professionals In Charge Of Customer Experience will feature case studies, data, business models, and tools from our recently published book, *Outside In: The Power of Putting Customers at the Center of Your Business*.

We’ll show you how leaders in industries like financial services, media, consumer packaged goods, retail, and telecommunications take control of the factors that make or break customer experience at their organizations with tools including ecosystem maps and the six disciplines of customer experience.

In addition to our outstanding industry guests, we’ll deliver consumer data, analysis, One-On-One Meetings with Forrester analysts, and peer networking opportunities. These will give you the actionable insights needed to transform your company so that you can reap the full business benefits of the customer experience revolution.

We hope to see you in November!

Dave Frankland
Vice President, Research Director
— Customer Intelligence

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Christine Spivey Overby
Vice President, Role Manager
— Interactive Marketing

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OUTSIDE IN: A FORUM FOR PROFESSIONALS IN CHARGE OF CUSTOMER EXPERIENCE

The Power Of Putting Customers At The Center Of Your Business

TRANSFORM YOUR COMPANY TO REAP THE FULL BENEFITS OF THE CUSTOMER EXPERIENCE REVOLUTION.

Based on case studies and analysis in Forrester's book about customer experience.

Recent market shifts have forced companies to compete not just on product features but on the quality of customer interactions. At a time when focusing on the customer matters more than any other strategic imperative, we'll confront a new way to manage companies, looking deep into every process and incentive to see whether it supports the overall goal: to deliver a great customer experience.

WHO SHOULD ATTEND:

Delighting customers is the responsibility of all marketing professionals, and this Event will include sessions that address the key issues for a variety of marketing roles, including:

- CMOs & Marketing Leadership Professionals: Learn how to orchestrate the front office — marketing, sales, and service — to deliver a great customer experience.
- Interactive Marketing Professionals: Discover how to invest and execute in digital channels — social, devices, and content — to improve the experience and reinforce the brand promise.
- Customer Intelligence Professionals: Learn how to marshal real-time customer intelligence to create great products and services.
- Market Insights Professionals: Learn how to marry classic and emerging forms of market research to understand the Voice of the Customer.
- Technology Marketing and Sales Enablement Professionals: Learn how to create a B2B marketing ecosystem that supports decisions across the customer lifecycle.
- eBusiness & Channel Strategy Professionals: Uncover how to prioritize the right customer touchpoints — online and offline — to ensure business agility.

KEY QUESTIONS THIS FORUM WILL ANSWER

- Why is customer experience the greatest untapped source of cost savings and increased revenue today?
- What is the key to understanding and taking control of your customer experience ecosystem?
- What are the six essential customer experience disciplines?
- Which companies have adopted best-in-class customer experience practices?
- How do customer experience strategies drive differentiating activities and processes at top companies?
- Which organizations appoint a chief customer officer to lead their customer experience efforts?
- What is the future of customer experience?
- How can you design an enterprise-wide customer experience?
- How can you measure the results of your customer experience efforts?

Forrester uses personas like these to represent clients in their professional roles and deliver a uniquely relevant and solution-oriented experience.



KEYNOTE SESSIONS

Powerful Content. Exceptional Industry Speakers.

KEYNOTE SESSIONS



Celebrate A CX Board Appointment, Then Get To Work!

Lisa Lindström, *Managing Director, Doberman*

When companies as diverse as publishers, banks, and media firms add a Customer Experience (CX) Professional to their board, it might appear like the embodiment of outside-in thinking. But simply appointing a CX expert to a board, does not a customer-centric organization make. The notion of customer experience must still be driven throughout the company, and — crucially — throughout the board. During this session, Lisa Lindström, who leads Doberman, a customer experience agency, and sits on several boards including those of the Nobel Prize media company and Avanza Bank, will share:

- What drives firms to establish a customer experience-focused board presence.
- How a board appointment is just the beginning of the firm's effort to become more outside-in.
- The challenges firms continue to face even after a board-level appointment.



How To Profit From The Outside-In Perspective On Customer Experience

Harley Manning, *Vice President, Research Director, Forrester Research*

Customer experience leads to profits...but not because it makes your customers feel warm and fuzzy, and not if it's just a slogan. Customer experience leads to profits...*if you treat it as a business discipline*. In fact, customer experience is the greatest untapped source of both decreased costs and increased revenues in most industries — but only if you take the time to understand what drives it and how you can benefit financially from improving it. This keynote will show you:

- Why customer experience means billions to business — and yes, that's billions with a "b."
- How you can spark a customer experience transformation not just at your company, but within yourself.



How To Master The Six Disciplines Of Customer Experience

Megan Burns, *Principal Analyst, Forrester Research*

To make the leap from incremental improvements to breakthrough transformation, companies must routinely perform a set of sound, standard practices. These practices fall into six high-level disciplines: customer experience strategy, customer understanding, design, governance, measurement, and culture. Collectively, the disciplines represent the most important things that the best companies we know of do to be great at customer experience. This keynote will explain:

- How the six disciplines can give you a competitive advantage.
- What key practices boost your organization to reach customer experience excellence.
- How to find your natural path to customer experience maturity.



We Hear You: Putting Our Customers At The Heart Of Everything

Sean Risebrow, *Director of Customer Experience, Virgin Media*

It sounds easy enough, but Virgin Media must put this single mission to work across all product and service experiences delivered by 20,000 employees during millions of interactions each year. As such, Sean Risebrow, Director of Customer Experience, maintains that the failure to achieve customer loyalty is an execution problem. In his keynote, you'll learn how Virgin Media is using practical approaches like Net Promoter, service design, and employee engagement on its journey to transform itself into a company that is continuously led and informed by its customers' voices. Sean will address key points such as:

- Why you must continually listen to the unfiltered voice of the customer to understand what they value most.
- Why you can't fix your way from good to great.
- How to maintain a consistent voice of the brand across millions of interactions.
- How to encourage the right behaviors across all of your employees.



Harnessing The Chaos: Mapping Win/Win Customer Experiences

Martin Gill, *Principal Analyst, Forrester Research*

Adopting a customer centric approach doesn't mean enabling every experience on every touchpoint. The touchpoint arms race means that each customer journey is different and the permutations are endless. Instead, brands must focus on architecting compelling cross-touchpoint experiences around the interactions that are the most valuable for both itself and its Customers. In this keynote we will examine:

- Why you can't, and indeed shouldn't try to give the anytime, anyplace, anywhere customer everything they think they want.
- How to identify Win/Win experiences that add value for both your organization and your customers.
- How to optimizing touchpoints within the context of a customer journey.

ALSO FEATURING



Dave Coplin, *Director of Search, Microsoft*

Since joining Microsoft in 2005, Dave Coplin has worked across a wide range of sectors and customers, providing strategic advice and guidance around the cost effective use of technology in relation to their business needs. As an established thought leader in the UK and having spent a considerable amount of time in the Public Sector providing leadership and guidance around key technology policy issues like Cloud Computing, Open Government, Open Data and the "consumerization" of IT, Dave is currently working as the Director of Search for Microsoft UK's Advertising and Online business, focusing the spotlight on the power and potential of search and the way it holds the key to society's effective use of all that technology and the Internet has to offer.

AGENDA

* Event agenda is confirmed as of the date of this publication.

TUESDAY, NOVEMBER 6, 2012

	8:00–9:00	Registration And Refreshments			
	9:00–9:15	Day One Opening And Welcome Remarks			
	9:15–9:45	Forrester Keynote Harley Manning, <i>Vice President, Research Director</i>			
	9:45–10:15	Industry Keynote Sean Risebrow, <i>Director of Customer Experience, Virgin Media</i>			
	10:15–10:55	Platinum Sponsor Lithium			
	10:55–11:00	Forrester Remarks			
11:00–17:30 Meetings With Forrester Analysts	11:00–11:45	Morning Networking Break In The Solutions Showcase			
	11:45–12:15	Industry Keynote Lisa Lindström, <i>Managing Director, Doberman</i>			
	12:15–12:45	Forrester Keynote Megan Burns, <i>Principal Analyst</i>			
	12:45–12:50	Morning Wrap Up			
	12:50–14:10	Networking Lunch And Dessert In The Solutions Showcase			
	14:10–14:55	Track A: Culture	Track B: Design	Track C: Customer Understanding	Track D: Technology & Measurement
	14:55–15:05	Intermission			
	15:05–15:35	Guest Executive Forum Sessions			
	15:35–16:20	Afternoon Networking Break In The Solutions Showcase			
	16:20–17:05	B2B Spotlight	Track B: Design	Track C: Customer Understanding	Track D: Technology & Measurement
	17:05–17:15	Intermission			
	17:15–18:00	Track A: Culture	Track B: Design	Track C: Customer Understanding	B2B Spotlight
	18:00–19:00	Networking Cocktail Reception In The Solutions Showcase			

WEDNESDAY, NOVEMBER 7, 2012

	8:00–9:00	Registration And Refreshments			
9:00–15:00 Meetings With Forrester Analysts	9:00–9:15	Day Two Opening And Welcome Remarks			
	9:15–9:45	Forrester Keynote Martin Gill, <i>Principal Analyst</i>			
	9:45–10:15	Industry Keynote TBA			
	10:15–10:45	Industry Keynote TBA			
	10:45–10:50	Forrester Remarks			
	10:50–11:35	Morning Networking Break In The Solutions Showcase			
	11:35–12:05	Industry Keynote TBA			
	12:05–12:15	Intermission			
	12:15–12:45	Guest Executive Forum Sessions			
	12:45–14:00	Networking Lunch And Dessert In The Solutions Showcase			
	14:00–14:45	Track A: Culture	B2B Spotlight	Track C: Customer Understanding	Track D: Technology & Measurement
	14:45–14:55	Intermission			
	14:55–15:40	Track A: Culture	Track B: Design	B2B Spotlight	Track D: Technology & Measurement
	15:40	Forum Ends			

IN-DEPTH TRACKS

Select And Attend Value-Rich Sessions.

TRACK A: Culture

Years of research on customer experience tell us that organizational structures and reporting relationships alone can't solve customer experience issues. Instead, culture has the single biggest potential to drive customer experience transformation. This track will debate why it is crucial for customer-obsessed organizations to create a system of shared values and behaviors around how to successfully engage and serve customers.



Train Your Team For Social Success

Darika Ahrens, *Analyst*

Social applications are a powerful way for employees to listen and respond to customers. However, well-meaning people sometimes commit risky blunders when they join the fray. To avoid embarrassing mistakes, companies must develop social training programs that bring employees into social plans in a responsible way. This session will describe casual, structured, and formal training approaches, and it will guide you to the approach that best matches your company's commitment to social media.



The Role Of The CMO In Leading The Customer-Obsessed Revolution

Luca S. Paderni, *Vice President, Principal Analyst*

Companies are grappling to maintain their traditional sources of competitive advantage in the age of the customer — a world where empowered consumers, commoditized products, and intense competition stretch organizational capabilities to their limits. Enter the customer-obsessed CMO who can transcend the operational status quo and lead a companywide journey to establish new sources of competitive advantage. In this session, you will learn how CMOs positively change the corporate culture around customer obsession.



Making The Brand Promise Everybody's Business

TBA

Consistently delivering compelling brand experiences is not just marketing's or CXP business. It is a business discipline that can be embraced across the organization and for every team and employee that contributes to preparing or delivering the brand promise for customers. In this session you will learn how successful organizations use techniques like voice of the customer and NPS to raise awareness and evaluate every function and team contribution to the delivery of a consistent brand experience to clients.



How Loyalty Programs Successfully Push Organizations Towards Customer Obsession

TBA

Customer obsession requires a deep change in culture, organization, and processes that few companies have the stomach for. Learn how leading firms rely on the customer insights and customer engagement metrics from established loyalty programs to support the shift in how the whole enterprise sees its contribution to the delivery of outstanding customer experiences.

TRACK B: Design

Great customer experiences do not happen by accident — they are designed. However, for most businesses, the discipline of design remains a foreign concept. Attendees of these track sessions will learn what customer experience design is, how to adopt a design approach to building better customer experiences, and how leading companies manage and measure the effectiveness of their customer experience design efforts.



What Is Customer Experience Design?

John Dalton, *Principal Analyst*

Design is one of the six core disciplines required to build effective customer experiences. But the word “design” conjures up a lot of different, often vague meanings. This track session demystifies design. It will provide Customer Experience Professionals with insight into how successful design processes work, how design differs from other business disciplines, and who should be involved in the design process.



Designing For The Multichannel Customer

Jonathan Browne, *Senior Analyst*

Customers routinely visit multiple channels while pursuing a single goal. But few companies can build good experiences within one channel, much less across multiple touchpoints. This track explains how a design approach empowers firms to build more unified and effective experiences for their multichannel customers.



Evaluating The Quality Of Experience Design

John Dalton, *Principal Analyst*

Good design is not about using aesthetics to conceal shoddy work. It is a business discipline that can be reliably assessed. Evaluating the quality of any customer experience, whether it's business-to-consumer (B2C) or business-to-business (B2B), requires a framework that gives Customer Experience Professionals and their colleagues a shared understanding of what matters — and why.



Design And Innovation

John Dalton, *Principal Analyst*

Customer experience design is not simply reactive. Leading firms rely on design thinking and methodologies as a strategic advantage that helps them proactively identify and nourish new, meaningful, and enjoyable experiences. Learn how human-centered design techniques can help customer experience teams take a prominent role in driving innovation.

REVIEWS FROM FORRESTER'S CUSTOMER EXPERIENCE FORUM 2011 ATTENDEES:

“Great event, relevant content, well prepared and delivered presentations.”

Nancy P., *Vice President, Customer Experience*

“Forrester has such great research and case studies.”

Joanne C., *Senior Manager, Head of Brand Management Services*

“Overall of the best conference experiences I have had in my 35-year career. A great customer experience.”

Kim H., *Senior Vice President, Customer Experience*

TRACK C: Customer Understanding

Customer Experience and Customer Intelligence Professionals employ quantitative research methods and analytical technologies to derive insight in an era of rapid fire, digital interactions. Yet behind the numbers, few firms truly understand the beliefs, attitudes, and emotions that drive customer behaviors. This track addresses the technologies and methods that produce optimized segments, messages, and contact strategies by combining customer data, market insights, and qualitative research.



Trends In European Marketing Technology Adoption TBA

This session drills into the technology adoption trends of our European respondents, based on a survey of European customer intelligence respondents. We review the goals of and roadblocks to improving marketing and customer intelligence. We also review European CI Professionals' plans funding and acquiring technologies to improve customer experience in a world of fragmented channels and multiplying touch points.



Segmentation In The Intelligent Enterprise Richard Evensen, *Senior Analyst*

Market Insights (MI) Professionals can provide higher-value segmentation results by integrating transaction ("what customers do") data from customer intelligence teams. This track will help MI professionals understand where customer intelligence data can add value and how to build a successful collaboration with these teams.



Using Technology To Drive Engagement And Customer Satisfaction TBA

This case study demonstrates how to drive customer engagement, satisfaction, and higher return on investment through marketing technology. The presentation will show how firms can build the business case for future initiatives through measurement of high-level customer experience metrics.



Improving Customer Experience Through Interaction Hubs Robert Brosnan, *Senior Analyst*

Today's optimization tools focus on selecting customers most likely to respond, not those who are likely to enter into long-term relationships with brands. This case study showcases the effort to build a customer interaction hub: a self-learning system that uses a mix real-time customer interactions and business rules. The hub's primary function is to select best actions for customers based on their interests and feedback, not on those of product owners.

REVIEWS FROM FORRESTER'S CUSTOMER EXPERIENCE FORUM 2011 ATTENDEES:

"This program was comprehensive with very relevant content to my role of Customer Experience Manager. Speakers overall were fantastic and passionate, which is key! The Logistics were seamless and staff wonderful. I was impressed with every Forrester employee I spoke to regardless of their role. Great Job! This Forrester Forum was excellent and worth the time."

Jason K., *Customer Experience Manager*

TRACK D: Technology & Measurement

Nowhere does the chasm between physical and digital become so apparent as when attempting to measure consumer perceptions and emotions. This track will look at technologies and approaches that not only enable measurement of experience but support the creation of entirely new methods of interaction.



How Mobile Is Reframing Possibilities In Customer Experience

Thomas Husson, *Principal Analyst*

Mobile phones and tablets are becoming the remote control of our daily lives. They enable brands to engage with consumers in radically new ways. Are you ready for new experiences on mobile devices?



The Physical And Digital Universe Of Interaction.

Anthony Mullen, *Senior Analyst*

In order to maximize insight, emotional engagement, and impact, brands should endeavour to operate coherently across the physical and digital. This track will highlight some breakthrough technologies that are enabling richer sensing of environments for more contextually relevant experiences.



Uncovering Moments Of Truth In The Customer Lifecycle

Dave Coplin, *Director of Search, Microsoft*

Tracking how campaigns are perceived across multiple channels is a difficult but not impossible task. To date unifying customer experience metrics such as NPS have been successful in seeing which way the wind blows, but new complementary approaches using sentiment analysis are helping uncover rich drivers and insights along the customer journey. In this track see how brands are using multiple customer experience models in concert.



How Behavioral Research Methods Are Revealing Consumers Emotional Engagement And Behaviors

TBA

Understanding the emotional responses you elicit in customers via your products, services, and digital messaging is a critical advantage in helping craft a successful experience. Techniques like EEG and eye tracking are helping brands obtain empirical insights derived from unconscious consumer thought. Explore the fact, fiction and real-world use cases of these technologies in this track.

B2B Spotlight Track

Customer Experience Management In The Business World

This “virtual track” debunks myths about customer experience for business-to-business (B2B) companies and explains why customer experience mastery is as valuable for B2B firms as it is for business-to-consumer (B2C) firms. We'll show examples of how B2B firms have applied best practices from four of the six customer experience disciplines — culture, customer understanding, design, and measurement — to drive solid business value. In four sessions integrated into the four Forum tracks, Forrester analysts Peter O'Neill and Lori Wizdo, as well as two guest speakers, will discuss these topics:

- Why are myths about customer experience for B2B companies just that — myths?
- How can B2B companies apply the customer experience disciplines?
- What challenges get in the way of B2B firms achieving their customer experience goals?

EXPERT ADVICE

Meet With Forrester Analysts.

Consistently rated as one of the most popular features of Forrester Events, Forrester Analyst Meetings give you the opportunity to discuss the unique issues facing your organization. Work one-on-one with the analyst of your choice, subject to availability.

* Analyst participation is confirmed as of the date of this publication.

PARTICIPATING ANALYSTS:

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Serving Consumer Product Strategy Professionals



Thomas Husson
Principal Analyst

Serving Customer Experience Professionals



Megan Burns
Principal Analyst



Jonathan Browne
Senior Analyst



John Dalton
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Serving Customer Intelligence Professionals



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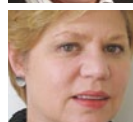


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Forrester has negotiated a group room rate that includes breakfast at Lancaster London for Event sponsors and attendees. Room reservations will be eligible for the group rate of £190 plus applicable taxes and fees for single or double occupancy. The negotiated group rates are based on availability and apply to reservations for November 5, 2012 through November 6, 2012.

To reserve a room you need to select the stay dates, and click **BOOK NOW**, click on **CORPORATE RATES** and then enter the Access Code: **FORRESTER051112**. Once you sign in you can view all the available rooms and book.



* There's one thing that guests at Lancaster London always seem to agree on — the views are breathtaking. With Hyde Park, the largest of the Royal Parks, directly to the south, and vistas east to the City of London, this hotel has arguably the best views in London and certainly puts you at the very centre of this vibrant metropolis.

REVIEW FROM FORRESTER'S CUSTOMER EXPERIENCE FORUM 2011 ATTENDEE:

"I found the track sessions to be valuable, because I walked away with new tools, business models, and insights."

Sheila C., *Senior Manager, Consumer Digital Marketing*

OUTSIDE IN: A FORUM FOR PROFESSIONALS IN CHARGE OF CUSTOMER EXPERIENCE EMEA

The Power Of Putting Customers At The Center Of Your Business

November 6–7, 2012 ■ Lancaster London

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Visit www.forrester.com/events to view a complete listing of Forrester Events.

Customer Experience Forum West
November 14–15, 2012 ■ Los Angeles

Marketing & Strategy Summit APAC
November 15, 2012 ■ Shanghai

A Forum For Marketing Leadership Professionals
April 18–19, 2013 ■ Los Angeles

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REVIEW FROM FORRESTER'S CUSTOMER EXPERIENCE FORUM 2011 ATTENDEE:

"Great event as always. The content is stellar, relevant, and of high quality. Really like the guest speakers who show how to put best practices into practice."

Sophia P., *Project Manager, Customer Experience*