

Chief Customer Officer
Forum

The Four Seasons Hotel
Sydney
16 - 17 May 2017

Chief Customer Officer Forum

Changing Roles and Challenges of
Customer Leadership

The LimeBridge logo features the text 'LimeBridge' in a bold, sans-serif font, with 'Lime' in green and 'Bridge' in blue. Below it, the word 'AUSTRALIA' is written in a smaller, all-caps, blue font. The logo is flanked by horizontal lines on both sides.

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A U S T R A L I A



Contents

Welcome from the CCO Forum Committee.....3

Agenda4

Opening Keynote5

Breakout Sessions5

Closing Session.....8

Guest Speaker Biographies9



Welcome from the CCO Forum Committee



The theme for our May Forum is **Changing Roles and Challenges of Customer Leadership**. We are most delighted with the organisations and speakers who are joining us today.

Our opening speaker, Karen Stocks, is passionate about new technologies to enhance the customer experience. Karen was Twitter Australia's first Managing Director. Closing speaker Bob Mansfield has a varied background in business across a wide range of industries and held the CEO position with McDonald's Australia Limited, Wormald International Limited, Optus Communications and John Fairfax. Bob has been at the coal face of changing roles and challenges of customer leadership and is known as a doyen of Australian business.



We have eight case studies, with an interesting mix of sectors inclusive of local government, utility, telco, retail, sport, utilities, insurance and an "intermediator". We will also be trialling a "member led" discussion. We are fortunate to be joined by six guests and thank them for their time and efforts.



- Pat McCafferty, Managing Director, Yarra Valley Water, will lead a discussion that will provide some inspiration on how to lead an organisation to become more customer centric.
- Neil Harrison, ex iiNet, will deliberate the evolution of customer strategy under three CEOs at iiNet, and its impact.
- Brenda LaPorte was the Establishment Manager for the Big Bash League (BBL) and will describe some of the customer centric thinking that has driven the BBL's success.
- Pierre-Cedric Bonnet, Nespresso Australia & Oceania, will discuss the importance of customer experience at *Nespresso*, which has been a phenomenon.
- Natalie Fagg, Sydney Swans, will explore how customer based businesses could learn lessons from sporting clubs.
- Geraldine Davys, iSelect, will discuss how iSelect evolved its business model to address the omni channel demands of consumers.
- In the first ever Discussion Group, there is an opportunity to share strategies and tactics that have been effective in changing leadership attitudes and behaviours.



We would also like to thank our two CCOF Members presenting case studies. Tracey Madgwick, Brisbane City Council, will explore why they have delivered great service for many years and how they built the case. Jill Baptist, IAG, will describe new ways of segmenting customers and how to create products for a new age.



Please also join us in welcoming our new members and guests and we look forward to an interactive and informative day.

Andrew, Lisa, Samantha, Matt and David

Agenda

Tuesday 16 May 2017

6:00pm – 7:30pm Arrival drinks at Tetsuya's Restaurant

6:30pm – 10:00pm Dinner at Tetsuya's Restaurant

Wednesday 17 May 2017

The Four Seasons Hotel, 199 George Street, Sydney

8:00am Registration and Coffee

8:30am Welcome and Introductions

8:45am Opening Keynote: Karen Stocks, former Managing Director,
Twitter Australia

9:45am Coffee Recharge

10:00am Break Out Session 1

11:15am Morning Tea Break

11:45am Break Out Session 2

1:00pm Lunch

2:00pm Break Out Session 3

3:15pm Afternoon Tea Break

3:45pm Closing Keynote: Bob Mansfield, Non-Executive Director,
Vocus Group Limited

4:45pm Closing Questions and Wrap Up

5:00pm Meeting Close and Drinks at Grain Bar, The Lobby, The
Four Seasons Hotel

Opening Keynote

Karen Stocks, former Managing Director, Twitter Australia: The Different Customer Models of Platform Businesses and how Customer Leadership Can Exploit Them

Karen Stocks has had a unique career history leading amazing businesses such as Youtube and Twitter Australia. In her talk, she will describe how platform businesses have a very different model of handling customers and the challenge this poses for conventional businesses with different revenue models. She will also describe how this relates to valuation models by the market and the behaviours that result. Karen has also developed a unique guide on how customer leaders have to behave and interact with social platforms that will be insightful for all Chief Customer Officers and CEOs. This should be a great kick off from one of Australia's digital leaders.

Breakout Sessions

Tracey Madgwick, Acting Manager Customer Services Branch, Brisbane City Council: How Brisbane City Council Built the Case to Offer Premium Service in Government

For many years, Brisbane City Council has received accolades from customers and delivered great results for the 4200 available services. They get great satisfaction ratings and believe they have had a valuable payback on their investment in the customer. The culture and strategy have survived many changes of leader, councils and governments. Tracey will describe what underpins this culture. This case study will explore why they have delivered great service for many years and how they built the case. This will be a very interesting discussion of how any organisation can justify continuous investment in the customer.

Pat McCafferty, Managing Director, Yarra Valley Water: The Intersection of Strategy, Culture and Customer Focus

For nearly 15 years Pat McCafferty, a founding member of the CCO Forum, has helped Melbourne water utility, Yarra Valley Water, put the customer at the heart of everything they do. He will describe how he linked strategy, customer and culture and proved that better customer service was cheaper. He'll describe retaining customer focus through head winds of major droughts, population growth and the election cycle. Pat is unusual in being a former head of marketing who then got to put his ideas into actions as a CEO. This case will provide some inspiration on how to lead an organisation to become more customer-centric.

Discussion Group: Strategies to Influence Leaders to Create a Customer Focused Culture

Many CCO Forum members share a common goal of getting more attention on customer issues. They are also challenged to create a customer-focused culture from leadership to the front line. In this group discussion, we hope to share strategies and tactics that have been effective in changing leadership attitudes and behaviours. However, we will also discuss tactics that have been effective in engaging front line staff with the customer. This is the first time we have tried a “member led” discussion rather than a case study, as we know that members have much to share.

Neil Harrison, formerly of iiNet: The Evolution of Customer Strategy Under three CEOs at iiNet

iiNet has a reputation for leading customer focus in the Telco and broadband industry. Neil Harrison directed customer facing operations over many years and worked under three different CEOs. They varied from a passionate founder to a promoted CFO and then a value drive acquirer. Neil will discuss their different approaches to the customer and the implications for the business. He'll also describe how the culture and service practices evolved as a result of these leaders and some of the secret sauce that pervaded regardless of leader. A great chance to hear from an insider in one of Australia's most awarded businesses.

Brenda LaPorte, formerly of the Big Bash League: Power Plays: The Customer and Change Lessons from the Big Bash League Phenomena

In six years, the Big Bash league (BBL) has become a sporting phenomenon with outstanding spectator numbers, record breaking TV ratings and a new generation of passionate fans. As arguably the most successful sports league launch in Australia, and possibly globally, BBL has become the sports entertainment product that other sports are trying to emulate. Brenda LaPorte was the Establishment Manager for the BBL. Brenda will describe some of the customer centric thinking that has driven the BBL's success. This will include some key lessons in creating new brands and marketing a new product to a new audience. There were also some “master strokes” of which Brenda is very proud. Brenda will also cover a range of challenges, such as the battle between the industry purists and the “new kid on the block”.

Pierre-Cedric Bonnet, Club Manager and NCE Market Lead, Nespresso Australia & Oceania: Coffee is at the heart of all we do. Yet consumer pleasure is all we do.

Created in 1986, *Nespresso* pioneered the portioned coffee segment and has been continuously innovating to deliver the highest quality coffee experiences to consumers worldwide. Since this beginning, the company has transformed coffee culture and become the reference for portioned coffee worldwide. With a focus on both home and business-to-business sales, Nespresso is strongly positioned in the most dynamic segment of the global coffee market. The strength of the brand, the quality of its coffees and a unique service offering provide Nespresso with exciting opportunities to further engage coffee lovers who demand authentic quality and moments of pleasure. Pierre-Cedric will talk about the importance of customer experience and how the Nespresso direct-to-consumer business model provides the brand with a unique competitive advantage in a competitive landscape.

Natalie Fagg, Head of Customer and Community, Sydney Swans: In the Blood: Growing Members and Loyalty; the Sydney Swans Story

The Sydney Swans operate in a very crowded sporting market place where new challenges emerge each year. In many ways, the Club is still a challenger brand and this has meant they have had to work hard to deliver the member experiences that passionate sporting fans expect. This session will explore how customer based businesses could learn lessons from sporting clubs where passion and loyalty make expectations high and responses fickle. Natalie Fagg will also talk about the culture that permeates the club and how it is nurtured. She'll also describe how and why they have targeted certain segments and the flexibility they have needed in their staff and operating model.

Jill Baptist, EGM, Customer Futures, IAG: IAG's Customer Driven Response to New Disruptions

The sharing economy means that the next generation of customers need less insurance and different types. In response to this threat, IAG is re-thinking everything it does using a customer lens. Jill Baptist will describe new ways of segmenting customers and how to create products for a new age. They have some great lessons in taking insights and turning them into actions. Whilst some of this is still work in progress, this is an interesting story in a clear customer purpose driving a major business.



Geraldine Davys, Chief Marketing Officer, iSelect: iSelect: Providing a Truly Effortless Customer Experience

iSelect gets that most people find insurance, utilities and personal finance boring, but understand that it's important to always get these things right. As Australia's life admin store, iSelect gives customers the confidence to make the right call on some of the things that matter most, and last year, iSelect provided recommendations to over 6 million customers! iSelect is much more than just another online comparison website. Geraldine will describe how highly-trained experts at iSelect HQ help customers to choose and buy from thousands of available policies, products and plans. Geraldine will also discuss how iSelect evolved its business model to address the omni channel demands of consumers and how they bring channels together. With proven results, this can only make for a most interesting discussion from Australia's leading intermediary.

Closing Session

Bob Mansfield, Non-Executive Director, Vocus Group Limited: Managing Disruption - Turning Adversity into Diversity

After over forty years in business Bob Mansfield is still surprised how some leaders and organisations neglect customers. He will discuss how customer expectations are changing to make customer focus even more essential. After five years of regular visits to Silicon Valley he is also seeing changes in the dynamics of the customer/supplier relationship that he thinks every business needs to consider.

When he ran Optus and McDonalds, Bob made a point of connecting with some customers directly and he'll describe how. This will be a unique opportunity to hear from one of the Australia's most influential and successful business leaders.

Guest Speaker Biographies



Karen Stocks

Karen Stocks, former Managing Director, Twitter Australia

Karen was Twitter Australia's first Managing Director, responsible for local operations including its advertising business and operations. Having been in the local market for three years, Twitter Australia has experienced strong growth under Karen's leadership. Australia is part of the fastest growing region in the world for Twitter, which has more than three-quarters of its users outside the United States.

Karen was the 2014 Patron for Go Girl, an initiative to encourage more young women to consider study business/IT or IT at a tertiary level, and to appreciate the opportunities a career in IT can bring. She was an Ambassador for the World Netball Cup in 2015 and now sits on the Board of Netball Australia. Karen was recently named one of the Most Influential Women in Australian Media by B&T magazine.

Prior to joining Twitter, Karen had a distinguished six year career at Google. In her most recent role she was the Managing Director, Mobile and Social Solutions, responsible for sales strategy and commercialisation for Google's Mobile and Social Advertising products across Asia Pacific. Before joining Google, Karen worked at Vodafone for 12 years, most recently as General Manager for Service Strategy.



Bob Mansfield

Bob Mansfield, Non-Executive Director, Vocus Group Limited

Bob has a varied background in business across a wide range of industries and held the CEO position with McDonald's Australia Limited, Wormald International Limited, Optus Communications and John Fairfax.

In more recent years he has filled a number of roles for the Federal Government and pursued his own business interests. He reviewed the Operating Charter of the ABC, was the Major Projects Facilitator on a consultancy basis reporting directly to the Prime Minister and was appointed Strategic Investment Co-ordinator within the Prime Minister's Office. In November 1999, Bob completed his Federal Government roles and was appointed Director of Telstra Corporation Limited.

On 1 January 2000, he became Telstra's non-executive Chairman and served until April 2004. On 26 January 2000, Bob was honoured with an Order of Australia award for his contribution to Australian business and economic development and to the telecommunications industry. On 15 December 2014, Bob received a Doctor of Business degree, honoris causa, from The University of New South Wales in recognition of his business achievements, service to the community and to the University.

Bob is currently a Non-Executive Director at Vocus Group Limited, as well as serving as Chairman at the George Gregan Foundation, National Drug and Alcohol Research Centre, the Telco Together Foundation Advisory Board, and the Board of Governors of the Steve Waugh Foundation.

Natalie Fagg, Head of Customer and Community, Sydney Swans

Custodian of the Clubs fan community, crafting the strategic development and design of customer products and programs aimed at maximising revenue, increasing fan retention and acquisition and building awareness of our Clubs brand and values in the community.

Committee Positions:

- Sydney Swans Strategy Group,
- Sydney Swans Digital Subcommittee,
- Sydney Swans Membership & Fan Engagement Subcommittee,
- Diversity Action Plan Committee,
- Data Analytics,
- Ladies at Sydney Swans (L@SS)



Natalie Fagg

Pat McCafferty, Managing Director, Yarra Valley Water

Pat McCafferty is Managing Director of Yarra Valley Water, one of Australia's largest water utilities providing water and sanitation services to 2M people across Melbourne's eastern and northern suburbs, with \$4B in assets and annual turnover of \$1B.

A career spanning over 30 years in the water industry, Pat has played a lead role within Yarra Valley Water and the broader water sector in addressing critical challenges such as extreme drought and rapid population growth.

He has experience working in the USA advising water utilities in relation to drought response and customer service. In 2007 Pat chaired an Expert Group advising the Australian Federal Government as part of the National Water initiative. He is currently Chair of the Water Services Association of Australia, (Australia's peak body for major urban water utilities).



Pat McCafferty

Neil Harrison, formerly of iiNet

Customer Service Professional with a solid performance based background in the management and Operations of Contact / Support Centres the most recent with iiNet over the last seven years. Satmetrix ® Certified Net Promoter Associate with 20 years of experience in transforming service strategy into operational excellence.

Significant experience in managing award winning Contact / Support Centres domestically and internationally, ranging in size up to 250 full time equivalent staff. Proven ability to improve efficiency and performance, leading to significant reductions in costs, and increasing customer and staff satisfaction and improvement in profitability. An accomplished public speaker both having spoken at a significant number of conferences and workshops both domestically and internationally.



Neil Harrison



Tracey Madgwick

Tracey Madgwick, Acting Manager Customer Services Branch, Brisbane City Council

Tracey is a senior professional experienced in the sales and service industry. These include Contact Centres, Information Management, Health Insurance, Financial Services and Human Resources.

She commenced with Brisbane City Council in early 2014 as the Manager, Customer Delivery and has responsibility for all service channels across Australia's largest Council.

Key Areas of Expertise:

Business Performance Management

Leadership & Team Development

Contact Centres



Brenda LaPorte

Brenda LaPorte, formerly of the Big Bash League

Brenda LaPorte was appointed to the Board of Directors of Athletics Australia in 2014, and has most recently served as the General Manager - Strategy, Planning and Workforce for the ICC Cricket World Cup 2015.

She has extensive experience in the business of sport including the creation of Cricket Australia's newest commercial property the Big Bash League. Prior to this, her roles have included the position of General Manager - Project Planning, Risk and Strategy at the Commonwealth Games in 2006 and Senior Advisor to the Australian International Sporting Events Secretariat.

Brenda holds a Bachelor of Business (Honours), a Masters of Business Administration and a Masters of Business (Sport).



Jill Baptist

Jill Baptist, EGM Customer Futures, IAG

Engaging leader who establishes strong relationships based on desire to make a difference, innovate and create exciting and collaborative working environments - and a true passion to make a positive difference for colleagues and customers.

Performance orientated business executive with 15 years' experience in leading BAU business divisions and leading & advising on successful turnarounds, start-ups and mergers.

Highly adaptive communicator, able to connect with diverse audiences at all levels to achieve credibility and engagement. Skilled at aligning diverse stakeholder objectives and championing these to establish sound platforms for change.

Strong at identifying business opportunities as well as potential blocks to progress, finding solutions and inspiring, coaching and mobilising others to surmount these hurdles.

Specialties: Leadership, customer experience, program delivery, change management, board governance, business turnarounds and start-ups.

Geraldine Davys, Chief Marketing Officer, iSelect

A highly accomplished senior marketing executive with an extensive background in developing and implementing innovative and commercially driven strategies to deliver on customer, brand, marketing and product business objectives across many Australian and International organisations.

These roles have focused on delivering integrated marketing communications (across large broadcast, digital & social teams) to exploit digital media and new product development whilst optimising return on advertising for P&A budgets.

Experience has been gained through working across leading blue chip organisations that operate across media, retail, property, financial services, consulting and auto industries.



Geraldine Davys

Pierre-Cedric Bonnet, Club Manager and NCE Market Lead | Nespresso Australia & Oceania

Pierre-Cedric Bonnet, Head of Nespresso Customer Experience Australia and New Zealand. A business executive with over 15 years of marketing, sales and customer service experience who can connect with diverse audiences at all levels, innovative and results driven.

His current role encompasses Head of Market Strategic Planning across Nespresso AU & NZ, leveraging the LEAN management principles and methods to drive sustainable growth and improve internal efficiency.

A strong leader, with proven ability to initiate and sustain strong relationships, resulting in credibility and engagement.



Pierre-Cedric Bonnet