



Derek Bildfell Speaker BIO

The importance of managing all forms of a Customer's Experience (CX) cannot be overstated. Exceptionally, managing the people, processes and technologies that impact, sustain and render experiences to internal and external customers has become a central competitive issue for many organizations.

CX is becoming a major determinant of performance and pay. For example in February 2017 Sun Life announced that 25% of the incentive program for all employees worldwide will be based on client feedback.

Derek shares his extensive experience to help CSuite leaders learn to succeed in leveraging CX performance and success by providing:

- *Past and present trends driving this focus*
- *Importance of CX performance for achieving business results*
- *The current full scope of what "Customer Experience" means*
- *Core capabilities such as "Closed Loop CX Performance Management"*
- *The need for intentional Customer Journey Maps*
- *Implications for Leaders and their Executive partners*
- *Successful and ongoing CX initiatives and programs*
- *Partners & resources e.g. the CX Professional Association*

Biography:

Derek Bildfell is a Strategic Management & Customer Experience Architect with Acceleration Strategy. He has also been the Toronto Ambassador for the Customer Experience Professionals Association since 2010.

Derek has led both the strategies and the operational execution teams in designing Closed Loop customer engagement models for US and Canadian multinationals. This has included eight years as the leading services organization driving the Customer Experience Leadership for TD Bank where we achieved outstanding continuously improved Net Promoter Score results impacting compensation of 83,000 staff members through improved customer service. In his earlier career, Derek provided leadership to the \$2.1 Billion expansion of IBM's Application Development Portfolio, which required a deep expertise in the Rational Unified Process and other SW development technologies.

Derek now works exclusively with SME companies in Canada, applying systems that have been designed based on years of world class project design and operations. Current clients are some of the fastest growing and best managed firms that you've never heard of.

He is a graduate of Queens University in Applied Science and holds an MBA from Duke University. While at IBM Derek completed the Harvard Client Relationship Management program.

A more detailed bio is available on LinkedIn - <https://www.linkedin.com/in/derek-bildfell-4ab977/>

Short Form CV:

- Derek leads the firm Acceleration Strategy Inc. in Toronto, Canada. (ASI). ASI has a reputation for managing complex, unique and high value NPS based programs leveraging.
- Derek is the Ambassador of the Customer Experience Professionals Association and longtime leader of the Ontario community.
- ASI leverages the Qualtrics platforms with internal customer systems. Leaders in ASI are Gold and Master Certified, Derek is a Master Qualtrics practitioner.
- Derek has been developing and refining the accountable closed loop approach since 2006, most notably with TD.
- Re-architected GE Finance NPS to establish consistency across the enterprise, globally.
- Architect, Design, Build and Run several multi segment enterprise customer experience management programs.
- Founding member of the Satmetrix NPS Partners program; the Customer Experience Professionals Association; Qualtrics Solution Provider.
- Currently managing all aspects of the NPS based programs that drives the fastest growing consumer services firm in Canada (according to Profit Magazine).
- Derek spent 18 years with the IBM SW division. Final role was as the Program Director for Websphere Application Development solutions and the successful acquisition of the \$2.1 B Rational Software Corporation.
- ASI has developed a deep expertise in both real estate investment and residential operations through the custom projects designed for these markets.

Are You Already a Customer Experience Practitioner?

A few questions that will help you realize you are already thinking about customer experience economics:

1. Can you think of a situation where a client provided some feedback that stimulated a change or new offering which generated future value for the client?
 - A simple feature that was very valuable to the client but easy for you to deliver.
 - A project that was related to your work that you were able to integrate into your solution.
 - A change in service standards that were very important to the client.

2. Can you think of a situation where you were providing “value added services” that the client didn’t really value?
 - An extra report that the client was not using, (which costs you to build).
 - Staffing after hours support that was not really required.
 - Paying overtime to solve a problem because you were worried about how the client would react.
 - Reducing a bill due to a service issue.

3. How do you prepare for a customer call?
 - Typically, we assign extra work for the client team to prepare an account brief.
 - Do you know what is most important to the client? (vs. what the client team views as important right now)

Are you prepared to commit to customer experience as a strategic imperative?

Assuming you have a strategic plan; Can you identify how an improvement in the customer experience would directly accelerate the realization of your strategy?

- Organic revenue growth
- New client acquisition
- Innovation and new offering adoption rate
- Renewal rate / Churn reduction

Justifying CX - The Impact Questions

Answering these will help you build and maintain momentum.

1. How would a 1% increase in revenue from current clients impact your bottom line. What about a 10% increase?
 - Marginal current client growth is typically a direct contribution to the bottom line. We don't add a new account team, spend no money on marketing, and only have the marginal cost (in the case of a product sale).
2. What is it worth to have a client remain active for just one more year (lifetime value)?
 - Similar to organic growth, most companies have some level of attrition over a long period. Attrition is usually predicated on a reduction in revenue or projects Y/Y. In higher attrition companies (memberships, cell phone providers), this can be a very significant motivator.
3. What is the profit margin of a referred customer compared to a customer who you have acquired through competitive bidding?
 - Clients that come in as referrals typically are presold, they have an expectation of a great service and are prepared to pay for it. Referrals also do not have any marketing costs, and arguably no commissions, which make them more profitable from day 1.
4. How are you selecting customers to work with on the development and initial rollout of your new offerings?
 - Promoters are typically the best community, rather than the customers who are using a similar product. You want to have a cooperative partner when rolling out a new offering as there are bound to be bumps and shifts in the offering.
5. How are you prioritizing your enterprise improvement initiatives?
 - Aligning your enterprise or strategic initiatives to the priorities of your customers is an obvious plan but more difficult to implement. With a CX program, you can set the prioritization based on the correlation to improving your critical CX measure (ie NPS).
6. What is the value of your brand? How do you know your front line is representing your brand priorities effectively?
 - Your brand value of smaller firms is the likelihood of the current revenue stream growing in the future. This is a complex measure, accounting for the duration of operations, the reputation of the ownership and the likelihood of current clients continuing to grow among other attributes.
 - Many companies carry a major risk to their brand reputation as their front-line employees (sales, service, support) are not receiving continuous coaching to ensure continuity of the priorities. How do you ensure clients are perceiving your brand priorities across all touchpoints in the organization?

Steps to Initiating Customer Centricity

1. Articulate a potential financial impact of a small shift in your current level of customer engagement. Ideally, the commitment to customer centricity becomes embedded within your top 3 strategic priorities
2. Select the initial customer segment to perform a relationship type study.
3. Ideally, you can start with a current customer satisfaction type program. Keeping some of the questions is often a good way of managing the transition with less internal turmoil
4. Review any prior customer research or secondary research to map out a high level customer journey.
5. Build the relationship survey to first ask the overall loyalty (NPS), and why. Then ask a few specific areas that are either areas of concern, opportunity or strategic priority.
6. Typical question flow:
 - NPS;
 - NPS Why;
 - Unresolved Issues;
 - Strategic Priorities;
 - Service/Client Relationship;
 - Key Offerings.
 - Custom Open Ended questions
7. Arrange to have any alert conditions sent to ONE senior manager or program sponsor.
8. Owner of each case to resolve, assign or escalate any issues.
9. Track that every alert is “Closed” in that someone has reviewed with the customer and communicated such that the customer feels heard and accepts the company response.
10. Review the results, make adjustments and prepare for the next wave.
11. When you have enough responses, match the loyalty data to the customer financial data to start building the financial case required to provide more direction and motivation on program development and expansion.

Readings:

- Fred Reichheld; The One Number You Need to Grow (HBR Article)
- Joseph Pine & James Gilmore; The Experience Economy
- Ross Honeywill and Christopher Norton; One Hundred Thirteen Million Markets of One
- Jeannie Bliss; Chief Customer Officer 2.0: How to Build Your Customer-Driven Growth Engine
- The Temkin Group Blog; <https://experiencematters.blog/>
- CXPA.org
- <http://www.asidevelopment.ca/blog>