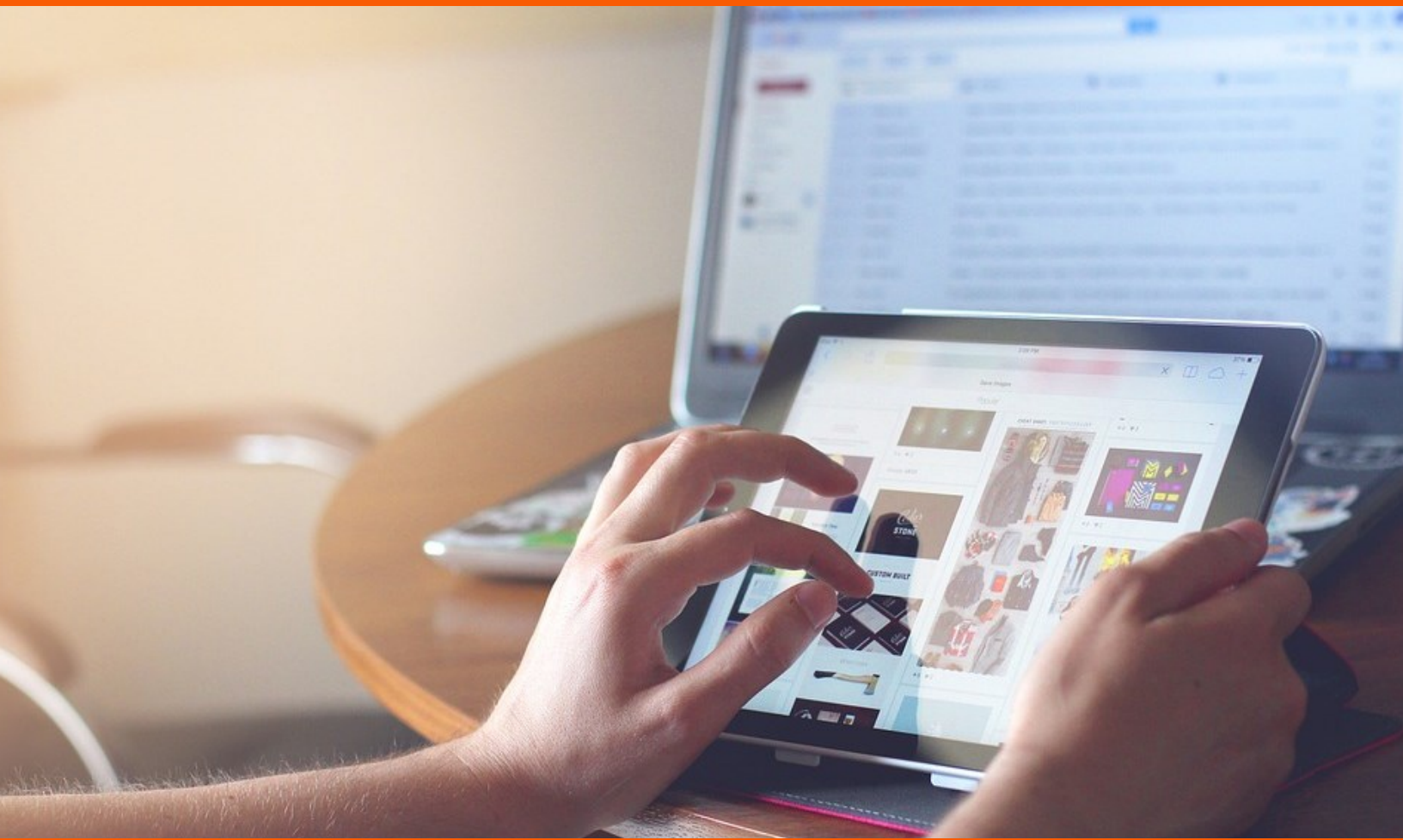




SPECIAL REPORT: **OMNICHANNEL**

AUTHOR: BRIAN CANTOR



FEBRUARY 1, 2018

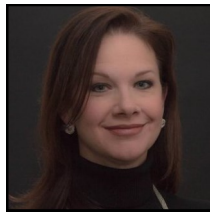


SPECIAL REPORT CONTRIBUTORS:



Chris Vuillaume

Vice President of Sales



Kelly Callahan Cruise

President and CEO

United Way Association of South Carolina



John McCahan

Customer Care and Experience Executive Leader

Avon



Roy MacKinnon

President and CEO

Edwards Federal Credit Union

OMNICHANNEL: A PREREQUISITE FOR CUSTOMER CENTRICITY



Over the past decade, many thought leaders have been positioning “omnichannel engagement” as an “end game” for contact centers.

These thought leaders were making a mistake.

No, they were not wrong to communicate the importance of omnichannel. In today's world – one in which customers routinely shift between voice and text while using a myriad of devices – the ability to create a singular experience across all channels is absolutely valuable.

The mistake was the suggestion that omnichannel represents some sort of “ideal” for the contact center. In presenting omnichannel engagement as an ultimate goal, these thought leaders suggested that it was acceptable for omnichannel to be a “work-in-progress” for some organizations. They suggested that organizations should receive credit for taking minor steps toward the omnichannel revolution, such as introducing social customer care or connecting a few (but not all) contact channels.

In reality, omnichannel is not an aspirational concept. It is nothing something for organizations to “work toward.”

It is, instead, a prerequisite for a great customer experience. It is the foundation of customer centricity.

Today's customers are demanding fast, personalized, frictionless, resolute experiences on their own terms. An organization that is not yet omnichannel is inherently incapable of meeting these demands.

This special report operates under that notion.

It begins by revealing what omnichannel means in today's market – and how it fits into customers' overarching engagement demands.

It then explores territory that is more important (and, yet, more often overlooked) for business leaders: the steps required to build an omnichannel contact center.

It concludes by offering an exclusive omnichannel assessment template.

OMNICHANNEL: THE ENGAGEMENT PERSPECTIVE



"Omnichannel seeks to provide the customer with the optimum seamless experience by gathering context and information across all engagement channels throughout the entire customer lifecycle. Supporting multiple channels within a single interaction is the complete omnichannel customer experience; and one that is expected by today's customers." – Chris Vuillaume, UniVoIP.

Discussion about omnichannel typically focuses on the frontend, engagement aspect: with good reason. It is a fundamental customer expectation.

"Omnichannel" is not a fresh, foreign, exciting concept on which businesses have to "educate" customers. It is not a marketing gimmick businesses can use to excite customers.

It is something they fully understand – and increasingly take for granted.

Businesses, for the most part, understand this reality.

A recent CCW Digital Survey reveals that 96% of businesses understand the importance of serving customers in their preferred channels. 87% have active plans to better honor channel preference.

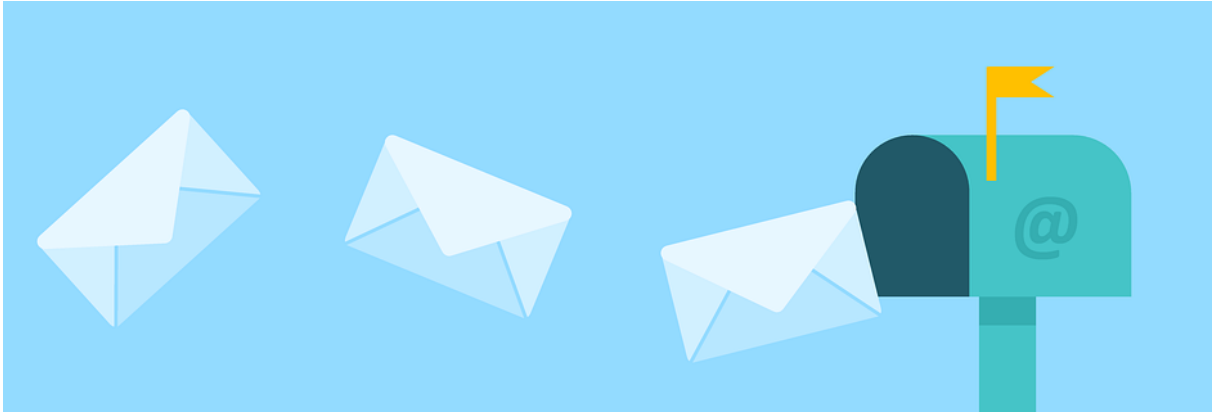
“We need to go where our customers need us,” declares Kelly Callahan Cruise of The United Way Association of South Carolina. “We have found that it was crucial for us to be able to get to them in a variety ways.”

“We have a pretty dynamic and diverse caller base looking for ways to find help, and we've got to streamline [that communication] to where our callers are,” adds Callahan Cruise. “If someone is a runaway youth, they may want to communicate and get help through a mobile app.”

“If I'm a working, single mom, I want to get assistance through our chat channel while at work. Our elderly may want to have a conversation with a caring and patient person who is available 24/7.”

Businesses, moreover, know that omnichannel engagement is not merely about serving customers in their preferred channels. It is about ensuring customers have access to a singular, consistent, seamless experience regardless of where they choose to connect at a given time.

In the same CCW Digital Survey, businesses identified the ability to seamlessly move between channels as the defining quality of “omnichannel engagement.” 55%, in fact, declared complete seamlessness to be a cornerstone of the omnichannel revolution.



Relevant the day the call center became a “contact center” with more than one channel, these fundamental tenets are becoming more important in today’s landscape.

Channel-spanning continues to become second nature for customers. They shift between media, devices and communication formats without a second thought. The idea of accommodating this behavior is thus becoming an obligation rather than a perk.

Touch points, moreover, continue to increase. Connected devices (Internet of Things) are turning physical products into “customer engagement channels.” Social media allows customers to comment on brands (and express their desire for assistance) without directly contacting a customer support representative.

These innovations are all becoming part of the customer’s understanding of “engagement” – and must therefore become part of how businesses define the experience journey.

The biggest trend, however, is that customers do not really think about the experience in terms of “channel.” They think about the holistic engagement experience they hope to achieve.

For 70% of customers, that involves securing resolution on the first contact. 69% seek fast resolutions, while 64% demand low-effort/frictionless experiences. Accurate, consistent, personalized engagement is also essential for many customers.



“Customer expectations are sky high,” adds Vuillaume. “Customers expect high quality service, fast response time, proactivity, personalization, first contact resolution and full transparency.”

“‘Omnichannel’ is not a demand in its own right. A customer is not going to say, ‘Well, it took four hours to get what I wanted and the experience was impersonal, but at least I got to span channels!’”

Omnichannel is, instead, a vehicle for creating the optimal experience.

The process of switching between channels tends to be a great source of effort and frustration. Predicated on the ideas of singular, consistent engagement across channels as well as a 360-degree view of customers, omnichannel also facilitates greater personalization and accuracy. It contributes to the idea of viewing the customer as someone with whom the brand has an ongoing relationship rather than an anonymous “case” or number.

Omnichannel additionally opens the door to enhanced forms of engagement.

Proactive communication, as an example, is very much on the radar. In addition to reducing effort, it ranks as the #1 way to win back customer trust. An omnichannel approach to engagement augments proactivity by ensuring the message is delivered when and where it is most valuable.

Ultimately, omnichannel is the ticket to providing value for an empowered customer base consisting of diverse customers with diverse preferences.

“My Contact Centers support Avon’s network of Independent Sales Representatives, Consumers, and business leaders,” says Avon consumer insight director John McCahan. “They want simplicity and want to determine how they reach out for assistance – self-service, phone, chat, email or mail.”

“We service Avon representatives as young as 18 and as old as 98 – each communicates differently. Omni-channel solutions provide options [for these customers] at an effective cost to the business.”

NO OMNICHANNEL CENTER, NO OMNICHANNEL ENGAGEMENT

It is not enough to understand the importance of omnichannel engagement. It is not even enough to *want* to create great, omnichannel experiences for customers.

In order to actually meet the demands of today’s customers, an organization must have the right operational framework. It must have an omnichannel internal environment.

Few organizations, unfortunately, meet these pivotal criteria.

Most organizations, as a result, have no chance of creating seamless, personalized customer experience journeys – no matter how much they value the concept.

Disintegration: The Achilles Heel

The simple, unfortunate reality is that today's contact centers are not connected.

The different contact center tools are not integrated with each other, let alone enterprise-wide systems. The overall contact center, moreover, lacks strategic alignment with the other business functions that impact the customer experience.

In a recent CCW Digital Survey, customer contact center leaders identified disintegrated systems as the **#1 reason for poor productivity**, the **#1 technology challenge** and the **#1 reason for agent complaints**.

Fragmentation prevents employees from doing their jobs – and frustrates them in the process. It simultaneously increases contact center costs and *decreases* return on investment.

Even worse, disintegration thoroughly prevents the organization from delivering an omnichannel experience.



As a consequence of disconnected systems, only 20% of businesses say customers can consistently move between channels without having to repeat information. More than 50% say customers will always need to repeat their information.

By revealing that businesses generally do not empower customers to move seamlessly between channels, the statistics stand in stark contrast to one of the most fundamental tenets of the omnichannel revolution. They, in essence, confirm that today's businesses cannot deliver omnichannel experiences.

Even worse, they reveal that the majority of today's businesses categorically cannot satisfy their customers.

Today's customers demand fast, frictionless experiences. Needing to repeat information upon moving to a new channel represents their **#1** complaint.

With fragmented frameworks that prevent seamless engagement, today's businesses are certain to receive complaints from customers. The contact centers they employ to increase customer satisfaction will actually create customer strife.

BUILDING AN OMNICHANNEL CONTACT CENTER

The road to an omnichannel, customer-centric experience involves two crucial steps: establishing a framework for omnichannel engagement, and then creating a strategy that maximizes that framework.

The first step – building the framework – involves creating an omnichannel contact center. It involves constructing an environment in which employees, managers, leaders and all systems are capable of efficiently delivering seamless, low-effort, personalized experiences for customers.

“ Member Experience and specifically ‘hold time’ were the main reasons we switched to an omnichannel contact center solution,” says Roy Mackinnon of Edwards Federal Credit Union.

Embrace Unified Communications

The quest for seamless engagement begins with a very simple directive: do not fragment your contact channels.

Today’s customers do not necessarily expect to stay within one channel for a single interaction, let alone for the entirety of their journey. They anticipate spanning channels, and your business – and all employees – must be prepared for this reality.

A unified communications system is an absolutely essential component of the omnichannel contact center. All employees must be able to communicate across all channels – from all devices.

This system must also be agile and scalable; it should be able to instantly adapt should the contact center grow or new channels arrive.



Employing a unified communications system does not, it should be noted, preclude the ability to have “channel specialists.” Contact centers – particularly large ones – absolutely can (and often should) assign certain employees to certain channels.

The system should, however, give all agents the capability to communicate across channels. There will come times when specific customers want to engage on multiple fronts. There will also be situations in which inbound volume differs from forecasts. An organization cannot properly address these needs – and thus deliver a customer-centric experience – if employees are locked into siloes.

More than just an “agent engagement tool,” a unified communications system also empowers strong, omnichannel routing and performance management. Individual customers can be transferred and/or escalated without prejudice for a certain channel or agent (unless it is the customer driving that prejudice). By connecting the communications platform to enterprise systems, the overall business will also gain a understanding of performance bottlenecks across different touchpoints.

Using that information, it can re-assign and retrain agents, while also optimizing its customer experience design and escalation strategy.

Ultimately, customers will get information quickly – and in the most desirable channel possible.

Unifying Desktops & Dashboards

Empowering agents to communicate across channels is only part of the battle. The business must also ensure these agents are communicating the right information, at the right time, to the right customers. It must also ensure these agents have a complete, 360-degree view of the experience.

To achieve this imperative, it must implement unified desktop and dashboard technology. Every necessary data point should be instantly, easily accessible from a single screen.

According to Vuillaume, optimal omnichannel solutions offer “customized statistical dashboards on user interfaces, allowing agents and managers to get real-time updates on customer experiences wherever they are located.”



With this information, the agent will not have to waste time, energy or effort browsing through different windows to learn about the customer, the issue and the likely solutions. The effort can instead be applied to a more valuable task: connecting with customers.

In addition to directly empowering agent performance, unified desktops and dashboards offer an indirect benefit. They can give employees and managers a clear, transparent view of how they are performing, helping them to self-diagnose problems and correct bad behaviors.

They will perform better, and the customer and business will benefit.

“ There are much fewer screens to navigate through, the system is quicker, the staff more responsive in a timely manner...this benefits all the members,” says Sandra Groover of Edwards Federal Credit Union regarding her organization’s new omnichannel solution.

“ Having the ability to answer the phone and handle calls directly from our desktop makes it so much more effective,” adds an Edwards agent regarding the improvement. “The integration with our CRM gives us business intelligence on the member who is calling.”

Become Data-Driven

To connect with customers, an organization must know its customers.

To know its customers, an organization must be able to collect and process relevant data.

This reality must be top-of-mind as businesses create their omnichannel contact centers. These organizations must ensure they are using a combination of real-time analytics, verbatim/interaction recording, survey tools, quality monitoring and agent observation to determine exactly what is happening at all critical moments of truth.

This data collection endeavor cannot be specific to certain channels. If the touchpoint provides any direct or indirect insight into how the customer feels, what the customer wants and/or why the customer chose to interact in a particular function, it is a crucial data source.

Collecting this data is, of course, only half the battle. The next step involves ensuring this data can flow freely through the business – and be available to frontline employees, managers and self-serving customers when they need it.



“Always strive for first-touch resolution which can be easily accomplished with internal communication channel while on the phone with customer,” says Vuillaume. “But if calls need to be escalated to a different level, the information provided and stored in the database must follow the call with the next agent or supervisor.”

Intelligence from all touch points must report into the CRM – and vice versa. This intelligence should not be raw data but actionable, story-minded insights that help agents and systems act swiftly, correctly and powerfully.

A CRM-driven “screen pop,” as an example, should not simply tell the agent the number or even the name of who is calling. It should provide agents with contextual information related to what products they own and when (and why) they last sought support.

With this information, the business will not simply be able to identify its customers. It will truly know them. More importantly, it will know why the engagement is happening – and what must be done to resolve the matter.



“Recognize customers, anticipate what they want and offer relevant options for quickly getting the right information or completing their transaction,” recommends Vuillaume.

Unite The Enterprise

“Improving the customer experience” is not simply a focus for contact center leaders. It consistently ranks as a top priority for the overall business.

It is time for organizations to put money where their mouths are. It is time to actively integrate the entire business into the customer experience function.

Achieving enterprise-wide unity drives enormous benefits. Frontline agents will have access to company resources – and subject matter experts – that reside outside the contact center walls. This data and support could prove immensely helpful in satisfying difficult, unique, unexpected customer demands.

The data-sharing works both ways. Non-contact center departments will have a better window into the customer experience, thus gaining insight that can be used to improve products, optimize processes and rethink marketing strategies.

Emphasize Security

In order to develop an omnichannel framework, an organization must employ scalable, flexible, cloud-based systems that can acquire data from all touch points – and make that data available to all employees in all corners of the business. Indeed, accessibility is a paramount priority.

That accessibility cannot, however, come at the expense of security. Today’s customers demand fast, personalized engagement, but they are unwilling to sacrifice privacy and comfort in pursuit of that goal. Organizations, accordingly, must view data protection as a priority in its own right.

Great contact center frameworks rely on tools that are security-minded. Elite contact center frameworks build additional security systems and measures to ensure the value of seamlessness is not hindered by the cost of openness.

Not simply a pro-customer gesture, this emphasis on security and privacy is essential to compliance with relevant regulations. Depending on industry, region and scope, related to HIPAA, GLBA, PCI, GPDR, the Red Flags Rule and more must be top-of-mind as organizations construct data strategies.

SETTING OMNICHANNEL STRATEGY

By building the appropriate contact center framework, the organization turns the idea of omnichannel engagement into a legitimate possibility.

It must still, however, develop strategies for actually creating a customer-centric experience within that framework.

This, obviously, starts with embracing the core principles of a customer-centric experience. The organization must commit itself to reducing effort, eliminating seams, offering multi-modal support, increasing personalization, honoring channel preference, recognizing customer intent, anticipating customer needs and leveraging proactive engagement.

Without wholeheartedly subscribing to these concepts, the business cannot make customer centricity a reality.

Once it is on board with the mentality behind omnichannel engagement, it can introduce particular initiatives that reflect and/or strengthen the commitment to meeting (and exceeding) the demands of today's customers.



Establishing Omnichannel KPIs

On the one hand, omnichannel is predicated on the notions of consistency and singularity. Customers expect the same commitment to excellence at all touch points. No channel should feel inferior to another.

On the other hand, channels are fundamentally different. Engagement in live chat is simply not the same as engagement over the phone, and it would be preposterous to pretend otherwise.

When establishing key performance indicators, it is important to account for this duality.

The business should establish some universal metrics that reflect its overarching commitment to the customer experience. Factors like minimizing effort, driving first contact resolution and maximizing satisfaction are imperative no matter where the interaction is taking place. Performance in all channels should be assessed against these key metrics.

The business should also establish metrics that speak to the unique nuances of each individual channel. Measures like wait time, handle time, and escalation rate absolutely hinge – and absolutely should hinge – on the environment in which the interaction is taking place. Some elements, moreover, are irrelevant in certain channels. It absolutely benefits an organization to consider these differences when establishing contact center metrics.

An organization should not, however, use inherent channel differences as an *excuse* for weak performance in certain channels. Customers may be willing to wait slightly longer for a reply on Twitter than they would on the phone, but that does not mean it is okay to make them wait *hours*. The goal, regardless of channel, should be to optimize the experience.

Forecast The Omnichannel Volume; Priorities Interactions

Many contact centers have developed methods for forecasting and managing call volume. Today's engagement is not, however, restricted to the phone.

In order to optimize contact center performance, organizations must have a real-time understanding of each channel's needs. They must be able to identify the types of issues that are hitting certain channels and be able to assign workflow accordingly.

"Assigning workflow accordingly" also involves *call prioritization*. The contact center should establish rules for certain customers and scenarios, ensuring customers with high lifetime values or urgent issues get the assistance they need as they need it.



"When a high-value customer calls, the IVR routes it to the agent who is most qualified to meet its needs," says Vuillaume of the optimal setup. "If all of the agents are busy, they will be directed to the front of the waiting queue. Your team will never lose a high-value customer due to poor customer service or a slow answer time."

Offering Expertise In All Channels

Many thought leaders believe that when the dust settles, transactional issues will be primarily be handled in self-service or low-touch, digital channels. Complex matters, on the other hand, will be resolved in voice conversations with live agents.

An organization that values the principles of omnichannel and customer centricity should not, however, expect all customers to accept this dichotomy. The organization, more importantly, should never force customers to follow the structure.

The goal should be to deliver the best possible experience wherever the customer chooses to connect. To meet that goal, the organization must provide expert support at all touch points.

Ideally, this involves staffing subject matter experts at all channels. Knowledgeable employees should not exclusively be answering phones; they should be chatting, Tweeting, sending text messages and answering emails.

If resource limitations render that dynamic impossible, the business must at provide agents in all channels with immediate access to expertise. Knowledgebases should be quick, simple, thorough and adaptive. Agents, moreover, should have the ability to instantly collaborate with supervisors or internal experts – including those who do not reside in the contact center.

Developing Digital Fluency

Omnichannel engagement involves capturing the nuances of individual channels without compromising a clear, consistent commitment to customer centricity.

To fulfill this requirement, a business must develop digital fluency.

It must be able to detect emotion, demonstrate empathy and achieve connections in channels that involve concise, text-based communication.

The company – and each customer-facing employee – must be able to deliver digital engagement that is faithful to the brand, respectful of the customer and organic to the medium.

When an organization achieves this degree of digital fluency, it transforms from a multi-channel company that can “accommodate” multiple channels into an omnichannel one that can meaningfully customers in – and across – all key media.



Promoting Evolution

“Scalability” is not merely a characteristic of technology. It is an imperative strategic priority for individuals.

If the omnichannel revolution proves anything, it is that the nature of engagement is always changing. Customer demands – and where and how they go to fulfill those demands – are constantly evolving. Truly customer-centric organizations do not simply recognize these demands; they adapt.

Instead of merely educating agents on what today's customers want, they teach agents to ask questions and consult analytics to understand how customer tastes are changing. Instead of training agents on specific channels or scripts, they help agents develop core competencies that can be applied in all media. Instead of positioning agents as "contact center employees," they promote collaboration across different functions.

The goal is not to cultivate a staff that can handle today's customers from today's contact center environment. It is to provide agents with the desire and skillset to perform productively and delight customers no matter how the landscape changes.

OMNICHANNEL ASSESSMENT TOOL

Is your organization capable of delivering an omnichannel experience?

Insofar as omnichannel engagement represents a prerequisite to customer centricity, the answer to that question reveals whether your organization even has a chance of delivering a great experience for customers.

It reveals whether you stand a chance of building customer loyalty – and establishing competitive differentiation.

Mindful of the stakes, we wanted to help you answer the question. We are proud to offer an exclusive "omnichannel assessment tool."



OMNICHANNEL ASSESSMENT TOOL

Customer View: Do your employees have access to a single “record” of a customer’s transaction/purchase/support history?

- A. No
- B. Only for certain channels
- C. Yes

Seamlessness: Can customers move to a new channel without repeating information?

- A. No
- B. Only for certain channels
- C. Only for certain issues
- D. Yes

Seamlessness: Can customers quickly escalate from self-service to an agent-assisted channel?

- A. No
- B. Only for certain channels
- C. Only for certain issues
- D. Yes

Routing: Which best describes your routing capabilities

- A. Can only route customers within a single channel
- B. Can route customers across a select set of channels
- C. Can route customers across all channels

OMNICHANNEL ASSESSMENT TOOL

Collaboration: Can your employees/managers instantly collaborate and share data?

- A. No
- B. Only within the same contact channel
- C. Only within the contact center
- D. Only within certain departments
- E. Yes, every employee is connected

Metrics: To what extent do you measure performance across channels?

- A. Not at all – we only measure performance in a few channels
- B. We use the same metrics for all channels
- C. We use different metrics for each channel
- D. We use blended metrics (some are universal, some are channel-specific)

Communication: Can employees and managers communicate with customers across different channels?

- A. No – they are only able to communicate within one channel
- B. They can communicate across a few channels
- C. They can communicate across all channels

Desktop: On average, how many screens must an employee navigate in order to serve a customer?

- A. 1
- B. 2-4
- C. More than 4

Scalability: Can you add new channels to your contact center environment?

- A. No
- B. Yes, but they wouldn't be integrated
- C. Yes, and they would be integrated

OMNICHANNEL ASSESSMENT TOOL

Analytics: Do you have real-time analytics in all contact channels?

- A. No
- B. Only in agent-assisted/conversational channels
- C. Yes

Proactivity: Can you proactively engage with customers?

- A. No
- B. Only in a select channel
- C. In multiple channels / business decides when and where
- D. In multiple channels / dynamic based on customer preference

Workforce: Which best describes your agents?

- A. They are channel specialists
- B. They cover a few channels
- C. They interact in all channels

Workforce: Do your “subject matter experts” cover all channels?

- A. No, they are only available in one or two channels
- B. They are only available in a few channels
- C. Yes, they interact in most or all channels

MEET THE AUTHOR



Brian Cantor

Principal Analyst, CCW Digital Director
Customer Management Practice



#CCWDIGITAL

Brian Cantor authors the special reports series. In his role, Brian leads all customer experience, contact center, technology and employee engagement research initiatives.

Brian additionally serves as managing editor and director for CCW Digital, which is the largest web publication and community for customer experience professionals. CCW Digital's articles, commentaries, infographics, executive interviews, webinars and online events reach a community of over 140,000.

A passionate advocate for customer centricity, Brian regularly speaks on major CX conference agendas. He also advises organizations on customer experience and business development strategies.

2018 Special Reports Calendar

Special Reports Calendar is subject to change.
Updated as of 2/1/18

Publish Date	Report Topic	Sponsorship Deadline
Jan. 2	2018 Predictions	Dec. 15, 2017 DEADLINE PASSED
Jan. 16	Retail CX	Dec. 20, 2017 DEADLINE PASSED
Feb. 1	Omnichannel	Jan. 18, 2018 DEADLINE PASSED
Feb. 15	Messaging	Feb. 1, 2018
Mar. 1	CX Automation	Feb. 15, 2018
Mar. 15	Customer Intent	Mar. 1, 2018
Apr. 2	Brand Reputation	Mar. 16, 2018
Apr. 16	Outsourcing	Mar. 30, 2018
May 1	Luxury	Apr. 13, 2018
May 15	Agent Performance	Apr. 27, 2018
Jun. 1	Customer Journeys	May 18, 2018
Jun. 15	Self-Service	Jun. 1, 2018
Jul. 1	FP3 Experience	Jun. 15, 2018
Jul. 15	Outbound & Proactive Engagement	Jul. 2, 2018

2018 Special Reports Calendar

Special Reports Calendar is subject to change.
Updated as of 2/1/18

Publish Date	Report Topic	Sponsorship Deadline
Aug. 1	Actionable Analytics	Jul. 19, 2018
Aug. 15	Customer Complaints	Aug. 1, 2018
Sep. 4	Chatbots	Aug. 21, 2018
Sep. 17	eCommerce & the Digital CX	Sep. 3, 2018
Oct. 1	Learning & Development	Sep. 18, 2018
Oct. 15	Remote Agents	Oct. 2, 2018
Nov. 1	Future Workspaces	Oct. 18, 2018
Nov. 15	Knowledge Management	Nov. 2, 2018
Dec. 3	Live Chat	Nov. 16, 2018
Dec. 17	CX Automation Pt. 2	Dec. 3, 2018

SPONSORING A SPECIAL REPORT:

LEAD SPONSOR

(LIMITED TO 1)

A senior executive from your company will be interviewed by one of our CCW Digital Analysts. These thoughts and comments will be incorporated throughout the report. Your executive's analysis will be inserted into the final copy. Your company logo will be on the front page of the report.

BRANDING SPONSOR

(LIMITED TO 2)

Your company logo will be on the front page of the report.

INTERESTED IN SPONSORING? CONTACT US AT INFO@CCWDIGITAL.COM

UPCOMING EVENTS



CX Travel & Hospitality

February 24-March 1, 2018
Le Meridien by the Galleria, Dallas, TX
www.cxtravel.iqpc.com



Patient Experience Exchange

March 25-27, 2018
Hotel Colonnade, Coral Gables, FL
www.patientexperienceexchange.iqpc.com



CCW Executive Exchange

April 15-17, 2018
The Wigwam, Litchfield Park, AZ
www.ccwexchangeusa.iqpc.com



Design Thinking

April 23-25, 2018
Austin Marriott South, Austin, TX
www.designthinkingusa.iqpc.com



Chief Customer Officer Exchange

May 6-8, 2018
San Diego, CA
www.chiefcustomerofficerexchange.iqpc.com



CCW Las Vegas

June 18-22, 2018
The Mirage, Las Vegas, NV
www.customercontactweek.com

MEET OUR ANALYSTS



Brian Cantor

Principal Analyst &
CCW Digital Director



Michael DeJager

Principal Analyst,
Experience Design Series



Max Ribitzky

Head of Commercial
Research



Lisa Schulman

Senior Analyst,
CCW Series



Nadia Chaity

Senior Analyst, Customer
Delivery & CCO Series



Amber Morgan

Senior Analyst,
CX Series

GET INVOLVED



Tyler Hansmire

Business Development Lead

E: Tyler.Hansmire@customermanagementpractice.com



Simon Copcutt

Head of Strategic Accounts

E: Simon.Copcutt@customermanagementpractice.com