

# Customer Experience Management in Telecoms

Learn how to develop, justify and leverage a differentiated customer experience management strategy to maximise revenue generation and customer retention

24th – 27th January 2011 | Le Méridien – Piccadilly, London

## Find solutions to your key challenges:

- How to **measure** the customer experience
- How to **differentiate** yourself in a saturated market
- How to **maximise the return** on your CEM strategy
- How to **enhance the usability** of your products and services
- How to ensure **consistent communication** across all touchpoints of your business

## Take advantage of the additional learning opportunities:

### Pre-conference workshops on:

- Where to start with CEM, led by **Orange FT Group**
- How to create a “customer obsessed culture,” led by a **leading employee engagement expert**

### Post-conference cross-industry best practice exchange

Led by **David Hicks**, CEO, **Mulberry Consulting** - with key contributions from:

- **Barbara Pezzi**, Director of Web Marketing, **Fairmont Raffles Hotels International**
- **Craig Lee**, Head of Customer Experience, **Emirates**

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*“A terrific event to hear, share and debate great practices that will delight customers and enable business growth”*

**Tommy Geary** - Director of Customer Management & Operations, **Eircom**



*“A prime opportunity to learn from others and exchange expertise on tackling the challenges of CEM in telecoms”*

**Peter Crayford** - Group Head of Customer Lifecycle Experience, **Orange FT Group**

## Exclusive insights from:

Peter Crayford  
Group Head of Customer Lifecycle Experience  
**Orange FT Group**

Lee Mostari  
Head of Voice of the Customer  
**Everything Everywhere**

Graham Webster  
Director of Customer Experience  
**Telefónica Europe & Telefónica SA**

Lars Diener-Kimmich  
Head of Customer Experience Management  
**Swisscom Corporate Business**

Federico Cesconi  
Director of Business Intelligence  
**Cablecom**

Tommy Geary  
Director of Customer Management & Operations  
**Eircom**

Nicola Millard  
Customer Experience Futurologist  
**BT Global Services**

Pedro Cosa  
Global Senior Insights Manager  
**Vodafone Group**

Steffen Weihrauch  
Head of Customer Experience Management for Mobile Services & Service Management for IPTV  
**Deutsche Telekom**

Jacqueline Starr  
Head of Customer Experience & Loyalty  
**Orange FT Group**

José Alexander Gomez Collins  
Product Manager for Customer Experience  
**Telefónica Spain**

Jan Safka  
Head of Self-Service  
**Deutsche Telekom Headquarters**

Mark Frost  
Head of Billing Services  
**Cable & Wireless Worldwide**

Emilie Smith  
Customer Experience Manager, B2B  
**Orange FT Group**

Chris Hall  
Managing Director  
**Manx Telecom**

Hany Mokhtar  
Head of Customer Experience & Value Propositions  
**Mobily**

Marcin Cendrowicz  
Director of Customer Experience & Service Management  
**Polska Telefonia**

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Dear CEM Expert,

**Do you need to know how to differentiate your CEM strategy and justify your expenditure to the Board?**

In today's saturated market, never has it been more important to differentiate your offering and retain your precious customer base. At this event, the **first ever telecoms specific** customer experience management event in the market, see how to meet and exceed your customers' expectations within a cost constrained climate.

Learn how to develop and leverage an **end-to-end CEM strategy** that will enable you to maximise revenue generation and customer retention. Hear how to offer more for less, maximise customer satisfaction and justify your spend by finding answers to these recurring questions:

- What defines a good customer experience?
- How can I efficiently measure the customer experience?
- How can I close the loop between my service and my customer?
- How can I optimise the return on my CEM strategy?

Customer Experience Management in Telecoms will give you the opportunity to share and benchmark **tactical and strategic** approaches and ideas with the most experienced CEM experts in the industry.

Book your place today and benefit from **16 operator case studies**, in-depth training on how to develop an operational customer strategy, a cross-industry best practice exchange and networking with CEM thought leaders.

We look forward to seeing you in January!

All the best

Kate Gray  
Conference Producer, Telecoms IQ

P.S. Take advantage of our **exclusive online media centre** where you will find podcasts, articles and white papers: [www.customerexperienceevent.com](http://www.customerexperienceevent.com)

## Learn from:

**Telefónica O2's** unique differentiation strategy

**Orange FT Group's** exclusive Customer Journey Mapping techniques

**Eircom's** back to basics approach to CEM

**Cablecom's** unique customer experience measurement techniques

**Deutsche Telekom's** multi-channel CEM approach that prolongs the customer lifetime

**T-Mobile's** customer feedback maximisation strategy

**BT's** "business as unusual" approach to CEM

## Pre-Conference Workshops | Monday 24th January 2011

Registration and refreshments will begin at 09.30.

The workshops will take place between 10.00 and 17.00 with appropriate breaks for lunch and refreshments.

### "Mood": The solution to Customer Experience Management!

**Led by:** Peter Crayford, *Group Head of Customer Lifecycle Experience* and Ellie Kirk, *Head of Loyalty & Retention*, **Orange FT Group**

**The challenge** – Trying to work out where to start with CEM can sometimes feel like boiling an ocean, but with the help of two Orange experts, find out how to leverage a tactical solution with a strategic ambition

By participating in this unique workshop you will gain step by step insight into how Orange FT Group have developed an end-to-end strategy:

- The transformation – it is obviously a waste of time to collect customer data, if you do not do anything with it! Learn why and how taking the "voice of the customer" one step further has such an impact
- The organisation and culture - Evaluating why slaying the business silos, giving the CEOs the news they want to hear and setting actionable and tangible employee targets makes such a difference
- The relationship – Determining why understanding how many customers are engaged by the brand, or not, and the long-term impact on business objectives is critical to understanding the "value" of customer experience
- The touchpoints – Understanding why defining a set of operational "brand values" is key to clearly defining the desired multi-channel rational and emotional customer outcomes at an operational level
- The expectations – Examining why many customer experience executions lose their way before they even get off the ground, due to poorly aligned business KPIs driving unhelpful business attention and focus

### Establishing why and how to engage your entire organisation behind the concept of customer experience management

One of the key challenges of CEM is undoubtedly how to engage your organisation behind the whole idea of customer experience. This interactive workshop will show you how to address this pressing challenge and how to ensure that you align your employee engagement programme with your CEM strategy. Find simple solutions to complex issues including:

- Understanding how to engage the most important people within your organisation: the decision makers
- Evaluating the value of your brand – how can a strong brand create a better customer experience both internally and externally?
- Overcoming the challenges of empowering the customer facing employees
- Including staff in product and service testing - understanding how involvement in this phase can create a superior customer experience

Visit the event website for updates on the workshop leader: [www.customerexperienceevent.com](http://www.customerexperienceevent.com)

**Register now by contacting us on + 44 (0) 20 7368 9300**

## Post-Conference Cross-Industry Best Practice Exchange Thursday 27th January 2011

Registration and refreshments will begin at 09.30. The best practice exchange will take place between 10.00 and 16.00 with appropriate breaks for lunch and refreshments.

Following three days of telecoms specific case studies take this prime opportunity to look at the bigger picture. The concept of customer experience management is a cross-industry issue and there is plenty to learn from your peers!

This best practice exchange will give you in-depth insight into how some of the most well respected CEM experts are tackling the issues that you face. Find inspiration and answers to your daily challenges, including how to maximise the ROI of your CEM strategy, how to collect and transform customer feedback into actionable strategies and how to differentiate yourself from your competitors.

Led by **David Hicks**, CEO, **Mulberry Consulting** - with key contributions from:

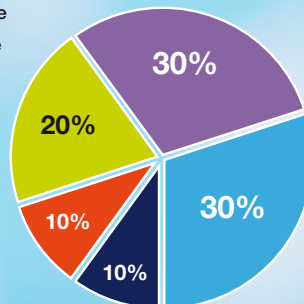
- **Craig Lee**, Head of Customer Experience, **Emirates**
- **Sharon Mooij**, Senior Manager EMEA Customer Care Large Enterprise & Public, **Dell**
- **Barbara Pezzi**, Director Analytics & Search Optimization, **Fairmont Raffles Hotels International**
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Retention  
Intelligence

Western Europe  
Eastern Europe  
Scandinavia  
Middle East  
Africa



From across leading fixed line, mobile and integrated operators and service providers

### Why must you be there?

Benefit from the lessons learnt and advice being shared in 16 operator case studies

Take advantage of two in-depth pre-conference workshops showcasing how to create and leverage a differentiated CEM strategy

Learn from a cross-industry best practice exchange led by David Hicks; CEO of Mulberry Consulting – hear how to develop first-class CEM strategies from the best in the business

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### Past Customer Experience Event attendees said:

*"There are so many elements of customer experience - this event covers them all, & gets the right people talking about the customer."*

Customer Experience Manager, **Orange FT Group**

*"Great presentations, great inspirations, great interactions - great customer experience."*

Customer Insight Manager, **Telenor Sweden**

*"Lots of good ideas in one place."*

Director, Operational Excellence & Customer Experience, **Orange FT Group**

*"Very good presenters and fresh information."*

Process & Change Team Manager, **Nokia**

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# Conference Day One | Tuesday 25th January 2011

- 09.00 **Registration and coffee**
- 09.25 **Welcome address**  
**Kate Gray**, *Conference Producer*, **Telecoms IQ**
- 09.30 **Opening remarks from the Chair followed by a speed networking session**  
**Philip Carden**, *Vice President, Solutions Incubation and Head of the Customer Experience Transformation Programme*, **Alcatel-Lucent**
- 09.50 **Understanding how to develop, implement and leverage a successful end-to-end customer experience management strategy that ensures a competitive advantage**
- Establishing a clear goal from the outset for your CEM strategy
  - Developing an effective CEM strategy that will:
    - Close the loop between your organisation and your customer
    - Engage your organisation
  - Determining the tools and techniques that are available to you in order to implement and maximise your CEM strategy
  - Understanding how to effectively measure the customer experience
  - Evaluating the success of Cablecom's CEM strategy
- Federico Cesconi**, *Director of Business Intelligence*, **Cablecom**
- 10.20 **Understanding how to transform your customer experience management strategy into actionable and tangible results**
- Examining how to optimise the collection of the customer data used in your CEM strategy
  - Understanding how to cost-effectively analyse data and integrate the results into your CEM strategy
  - Determining how to incorporate customer feedback into your CEM strategies to make business improvements to minimise churn
  - Examining how to use customer feedback in an operational environment to support your CEM strategy
- Lee Mostari**, *Head of Voice of the Customer*, **Everything Everywhere** & **David Rose**, *Customer Life-time Experience Manager*, **Everything Everywhere** (JV between T-Mobile & Orange UK)
- 10.50 **Beyond satisfaction to customer devotion**  
Is it really worth building an emotional connection with your customers? In this session you will see the ROI when moving customers beyond satisfaction to create a powerful emotional bond. This presentation will share insights from new research that shows how the telecoms industry performs in emotional engagement and customer relationships. He will also outline the kind of experiences that take customers from satisfied to devoted, including practical ways of making an emotional connection and how to measure it.
- Roger Sant**, *VP*, **Maritz Research Europe**
- 11.20 **Morning refreshments**
- 11.50 **Going back to basics to develop a cost-effective and consistent customer experience**
- Determining what customers want and expect
  - Establishing what business constraints and investment opportunities you have to work with
  - Assessing the current service, structure, location footprint, cost and ease of doing business from:
    - A customer perspective
    - A 'blank page' perspective
  - Developing a strategy to delight customers and support company growth:
    - Ask the right questions to generate regular and actionable customer feedback that drives improvement
    - Define high level measures of success and develop a KPI scorecard
    - Prioritise key issues that will bring immediate benefit to your customers
    - Create a roadmap for improvements with key milestones and stakeholder reviews
    - Eliminate any work that does not add value, automate where it makes sense and simplify processes
- Tommy Geary**, *Director of Customer Management & Operations*, **Eircom**
- 12.20 **Understanding how to implement a multi-channel approach to customer experience that prolongs the customer lifetime and minimises churn**
- Quantifying the value of using a multi-channel approach
  - Determining how to deliver a superior customer experience across all the channels in your channel mix:
    - Catering for the needs of each customer segment
  - Establishing how to integrate data from across existing silos to establish a single view of the customer and facilitate the delivery of a consistent message
  - Understanding how to effectively manage your channel mix and deliver value for money while meeting customer expectations
  - Establishing how to develop and use a self-service strategy in a multi-channel environment
- Jan Safka**, *Head of Self-Service*, **Deutsche Telekom Headquarters**
- 12.50 **Managing the transition within your organisation from business-centric to customer-centric KPIs**
- Examining how to change your organisation's mind-set from a business focus to a customer focus
  - Developing customer-centric KPIs within your organisation that ensure both organisational efficiency and the provision of an optimum customer experience
  - Understanding how to overcome the challenges of prioritisation between your sales and service employees
  - Understanding how to transform KPIs into actionable strategies in order to maximise your ROI
  - Determining how to evolve your KPIs over time and use this information to prolong the customer lifetime
- Chris Hall**, *Managing Director*, **Manx Telecom**
- 13.20 **Lunch**
- 14.20 **Driving growth by delivering a true multi-channel experience**  
Different customers prefer different interaction touch points, but most customers today do not get a simple and consistent experience across every channel. Often they find it increasingly difficult to transition a single purchase or service transaction between channels, resulting in growing frustration with the service provider and, in some cases, churn. This presentation will examine how the development and implementation of a multichannel ecosystem will facilitate a seamless transition between all service channels to provide a simple, consistent and satisfying customer experience
- Yossi Zohar**, *Director Customer Management*, **Amdocs**
- 14.50 **Clouds, crowds and customers: Doing 'business as unusual'**  
Exploring how a shift in the economy, customer behaviour, technology infrastructure and collaboration tools are all challenging the traditional ways that companies serve customers.
- Nicola Millard**, *Customer Experience Futurologist*, **BT Global Services**
- 15.20 **Examining how Orange FT Group are spreading customer journey mapping best practices throughout the organisation to gain a better understanding of their business customers**
- Evaluating the different styles of customer journey mapping that are being used across the Group
  - Determining how to map the journey of a business customer in the most effective way
  - Establishing how customer journey mapping has been used to optimise collaboration across different departments and therefore provide a better experience to the customer
- Jacqueline Starr**, *Head of Customer Experience & Loyalty*, **Orange FT Group** & **Emilie Smith**, *Customer Experience Manager - B2B*, **Orange FT Group**
- 15.50 **Telecoms Barometer Session: Analysing the impact of different handsets on the customer experience to identify the drivers behind customer satisfaction, loyalty and advocacy**  
Based on customer satisfaction and advocacy data from the last year, this presentation will analyse what handset manufacturers, network operators and telecoms retailers got right or not in 2010. These findings highlight interesting gaps between industry assumptions and customer beliefs. By finding out and acting on what makes customers more loyal and better advocates, the presenter will examine what can be done to bridge these gaps
- Senior Representative*, **Fizzback**
- 16.20 **Afternoon refreshments**
- 16.40 **Learning from O2 UK how they are differentiating themselves in a saturated market**
- Understanding how and why O2 are differentiating themselves in the market
  - Examining how O2 have implemented the necessary changes to their systems and company culture
  - Understanding the challenges that O2 has faced along the way and how they have addressed these issues
  - Evaluating the results of O2 UK's differentiation strategies and the ROI achieved
- Graham Webster**, *Director of Customer Experience*, **Telefónica Europe & Telefónica SA**
- 17.10 **Round Table Discussion and Benchmarking Session**  
Take this opportunity to identify solutions to the key challenges in customer experience management and benchmark your strategies against those of your peers:
- How can I offer more for less?
  - How much should I spend on CEM? Where is the ROI?
  - How can I use CEM to generate additional revenues?
  - Are CEM solutions simply an additional hurdle to providing an optimal customer experience?
  - Can you realistically expect to tailor an individual response for each individual customer?
- 18.10 **Closing remarks from the Chair**
- 18.20 **End of conference day one**

For your booking enquiries you can email us now: [telecoms@iqpc.co.uk](mailto:telecoms@iqpc.co.uk)

- 09.00 **Registration and coffee**
- 09.30 **Opening remarks from the Chair**  
**Matt Hooper, CMO, MDS**
- 09.35 **Mood Transformation - Taking customer experience management to the business with a tactical solution and a strategic ambition**
- Engage the customer – Understanding why and how listening and acting upon “voice of the customer” drives increased customer engagement of the brand:
  - Justifying an in-life customer engagement strategy – Determining why moving from a re-active to a pro-active approach to retention is so important both to:
    - Optimising customer engagement
    - Supporting tactical and strategic business objectives and ambitions
  - Evaluating the business case – Having 51% belief that delivering an improved customer experience is a good thing:
    - Providing a compelling business case to the other 49% to keep the initiative on track
- Peter Crayfourd, Group Head of Customer Lifecycle Experience, Orange FT Group**
- 10.05 **Understanding the meaning of customer experience management: not just replacing the “R” with an “E”**
- Establishing what really matters in CEM:
    - Finding the balance between people/customers and data/systems
  - Understanding how to lead your CEM strategy using your customers’ experience rather than your data
  - Determining how to create the necessary setup and culture within your organisation to carry out effective CEM
  - Optimising CEM in a B2B context
  - Evaluating the role and importance of the Head of CEM
- Lars Diener-Kimmich, Head of Customer Experience Management, Swisscom Corporate Business**
- 10.35 **Understanding how to work together with, and empower, your customers and stakeholders to develop an outstanding customer experience**
- Establishing how social media helps brands to reconnect with their customers online
  - Over 80% of customer insights is not used in organisations: how can you make customer dialogue (and research) more inspiring and secure buy-in from your stakeholders?
  - Evaluating the success achieved by brands who listen and engage with their customers through social media and customer communities
- Ville Osterlund, Managing Director & Founder, InterQuest**
- 11.05 **Morning refreshments**
- 11.25 **Developing and instilling the Customer Experience Foundation within your organisation**
- Establishing what criteria to use to segment your customer base:
    - Customer value                      • Customer needs
    - Customer expectations            • Buying behaviours
    - Usage patterns
  - Determining how to understand and monitor the needs of each segment
  - Leveraging the results of your segmentation strategies to effectively develop and target your offerings to optimise service usage and ARPU
  - Determining how to allocate your employees within the organisation in order to provide an appropriate customer service for each segment
  - Using customer intelligence and social media to identify key influencers within each segment:
    - Understanding how to target these people to drive revenue generation across the whole segment
  - Determining how often you should re-segment your customers to meet their future needs
- Hany Mokhtar, Head of Customer Experience & Value Propositions, Mobily**
- 11.55 **Evaluating the impact of fixed mobile convergence on the customer experience the challenge and the opportunity**
- Understanding how Telefónica Spain have implemented a common approach to fixed mobile convergence to provide a coherent experience across their business
  - Examining how Telefónica Spain segmented their customer base and used the results to carry out targeted cross-selling in a multi-channel environment
  - Determining how Telefónica Spain are leveraging their existing loyalty programmes to enhance the customer experience without increasing their costs
  - Evaluating the impact of Telefónica Spain’s fixed mobile convergence strategy on the customer experience they provide
- José Alexander Gomez Collins, Product Manager for Customer Experience, Telefónica Spain**
- 12.25 **Building the customer experience into product development in order to facilitate the ease of use of your products and services to meet the evolving needs of your customers, maximise retention and drive your market share**
- Understanding how to tailor your services to meet and exceed customer expectations
  - Understanding how to differentiate your offering to drive up your market share
    - Leveraging competitive intelligence
    - Ensuring that your organisation can be flexible to respond to the changing market place
    - Optimising the simplicity of your products and services to drive usage
    - Examining the value of usability testing to facilitate ease of use of your products and services
      - Overcoming the time constraints of usability testing: time to test and time to launch
      - Quantifying the value of engaging the consumer in usability testing
- Marcin Cendrowicz, Director of Customer Experience & Service Management, Polska Telefonía**
- 12.55 **Understanding how to manage the performance of OSS/BSS and self-service portals**
- Determining how to identify and manage the true end user experience
  - Establishing the impact on the customer experience of order fallout and SLA violations
  - Measuring the ROI of OSS/BSS and portal performance
  - Examining the impact of cloud computing on customer experience
- Russell Rothstein, Vice President of Product Marketing, OpTier**
- 13.25 **Lunch**
- 14.15 **Examining how to use your billing system and services to maximise the success of your customer experience management strategy**
- Understanding customer expectations of billing services and how your existing system complies with them
  - Examining how to adapt your current billing system to create a more customer-centric and cost-effective service
  - Exploiting customer segmentation to effectively target your billing services to optimise the customer experience for specific users
  - Quantifying the advantages and challenges of using e-billing:
    - Cost-efficiency versus customer resistance
  - Overcoming the challenges of implementing a convergent billing strategy:
    - Ensuring a consistent customer experience for your customers during and after the transition
    - Ensuring ease-of-use for all customers
  - Leveraging your billing system as a differentiating factor in a saturated market to maximise both the customer experience and revenue generation
- Mark Frost, Head of Billing Services, Cable & Wireless Worldwide**
- 14.45 **Identifying the “Silver Bullet” for reducing churn**
- Learn how Cincinnati Bell implemented an innovative churn prediction model based on Voice of the Customer Analytics to dramatically increase customer retention and improve customer satisfaction
- Nick Dellecave (CPM), Manager of Analytics & Process Improvement, Cincinnati Bell**
- 15.15 **Examining Vodafone Group’s NPS touchpoint framework in practice**
- Examining why Vodafone Group decided to implement an NPS touchpoint framework
  - Determining how Vodafone Group implemented their framework
  - Understanding and overcoming the challenges of deploying a multi-country programme
  - Evaluating the results of Vodafone’s NPS touchpoint framework
- Pedro Cosa, Global Senior Insights Manager, Vodafone Group**
- 15.45 **Afternoon refreshments**
- 16.05 **Understanding how to use enriched customer experience data to build CEM 2.0**
- Examining CEM and the evolution of CEM 2.0
  - Determining how to build real time experience profiles for every customer in order to proactively identify and close the “customer experience gap”
  - Developing segments based on customer behaviour and service usage patterns to obtain deeper insight
  - Understanding how to use this insight to track customer satisfaction levels and the propensity to churn
- Barry O’Connor, Head of Consulting, Arantech**
- 16.35 **Examining how Deutsche Telekom have successfully applied customer-centric service management principles from the mobile telecoms environment to boost fixed line customer satisfaction**
- Asking the right questions and choosing the right indicators for understanding your customers’ everyday experience when using technically complex services
  - Finding the gaps between your customers’ expectations, your organisation’s internal view on what it delivers and your customers’ eventual experience
  - Identifying the underlying causes and justifying the investment needed to bridge the expectation-experience gap
  - Applying lessons learned in one business unit to multiple lines of the business in order to further improve your ROI
- Steffen Weihrauch, Head of Customer Experience Management for Mobile Services & Service Management for IPTV, Deutsche Telekom**
- 17.05 **Closing remarks from the Chair**
- 17.15 **End of conference**

# Customer Experience Management in Telecoms

24th – 27th January 2011 | Le Méridien – Piccadilly, London

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## Terms and Conditions

Please read the information listed below as each booking is subject to IQPC Ltd standard terms and conditions. Return of this email will indicate that you accept these terms.

**Payment Terms:** Upon completion and return of the registration form full payment is required no later than 5 business days from the date of invoice. Payment of invoices by means other than by credit card, or purchase order (UK Plc and UK government bodies only) will be subject to a €65 (plus VAT) per delegate processing fee. Payment must be received prior to the conference date. We reserve the right to refuse admission to the conference if payment has not been received.

**IQPC Cancellation, Postponement and Substitution Policy:** You may substitute delegates at any time by providing reasonable advance notice to IQPC.

For any cancellations received in writing not less than eight (8) days prior to the conference, you will receive a 90% credit to be used at another IQPC conference which must occur within one year from the date of issuance of such credit. An administration fee of 10% of the contract fee will be retained by IQPC for all permitted cancellations. No credit will be issued for any cancellations occurring within seven (7) days (inclusive) of the conference.

In the event that IQPC cancels an event for any reason, you will receive a credit for 100% of the contract fee paid. You may use this credit for another IQPC event to be mutually agreed with IQPC, which must occur within one year from the date of cancellation.

In the event that IQPC postpones an event for any reason and the delegate is unable or unwilling to attend in on the rescheduled date, you will receive a credit for 100% of the contract fee paid. You may use this credit for another IQPC event to be mutually agreed with IQPC, which must occur within one year from the date of postponement.

Except as specified above, no credits will be issued for cancellations. There are no refunds given under any circumstances.

IQPC is not responsible for any loss or damage as a result of a substitution, alteration or cancellation/postponement of an event. IQPC shall assume no liability whatsoever in the event this conference is cancelled, rescheduled or postponed due to a fortuitous event, Act of God, unforeseen occurrence or any other event that renders performance of this conference impracticable, illegal or impossible. For purposes of this clause, a fortuitous event shall include, but not be limited to: war, fire, labour strike, extreme weather or other emergency.

Please note that while speakers and topics were confirmed at the time of publishing, circumstances beyond the control of the organizers may necessitate substitutions, alterations or cancellations of the speakers and/or topics. As such, IQPC reserves the right to alter or modify the advertised speakers and/or topics if necessary without any liability to you whatsoever. Any substitutions or alterations will be updated on our web page as soon as possible.

**Discounts:** All 'Early Bird' Discounts require payment at time of registration and before the cut-off date in order to receive any discount. Any discounts offered whether by IQPC (including team discounts) must also require payment at the time of registration. All discount offers cannot be combined with any other offer

Please do not pass my information to any third party

**PAYMENT MUST BE RECEIVED PRIOR TO THE CONFERENCE**