



Chief Customer Officer Forum

Customer Innovation and Transformation



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Welcome from the CCO Forum Committee

On behalf of the member committee and LimeBridge Australia, we would like to welcome you to the 20th meeting of the Chief Customer Officer Forum. The theme for the day is “Customer Innovation and Transformation” and we have a unique group of experts who will lead us in discussion today.

We'll start and finish the day with two business leaders who share a passion for the customer. Jan Pacas, Managing Director of power tools company Hilti Australia, will kick off the day and explain the importance of their customer focus as a strategic differentiator. We'll close the day with Ann Sherry, CEO of cruise company Carnival Australia, who will speak to the group about how she has transformed that business.

Our case study break outs through the day mix external experts and Forum members:

- Jodie Fox, Chief Creative Officer and Founder of online retailer Shoes of Prey, will tell us how she helped create one of the most innovative business models. Shoes of Prey have put their customers in control of product design and created a true “market of one”.
- Michael Ellies from SmartGroup joins us to share their story of significant growth as a result of a strategy, based on delivering superior customer service. They have won multiple awards for their service and represent a benchmark company from which we all can learn.
- Jonathan Briskin, has led three years of transformation at Origin Energy and will talk through the different approaches and methods that he has applied. This will be a fascinating case around which to discuss types of transformations and what makes them a success.

Two Forum members have kindly agreed to share their experiences:

- Andy Berry from FujiXerox will talk about why and how that business is changing its business model. Andy will describe how they have moved from a product centric model to one focused on the customer, where service now plays a more significant role.
- Samantha Bartlett from Australia Post will discuss how digital communications is forcing Australia Post to rethink every aspect of its business. She drives their thinking on customer experience which is at the heart of this physical to digital shift.

We are also trying something innovative for the Forum in our own innovation showcase which we hope will be energising and thought provoking. So this should be a fascinating day and as always we urge all members to contribute to all the discussions.

Jane Kittel, GM Customer Experience and Contact Centres at Westpac joins the group. Please join us in welcoming Jane. We look forward to some interesting discussions over the day. For those of you that are new to our group, we really look forward to hearing from you in our discussions.

We hope you find today both valuable and enjoyable.

Dayle, Michelle, Andrew, Tracey, Peter and David





Agenda

Tuesday 13th May 2014

6:00pm – 7:00pm Arrival drinks at Hemmesphere Bar

7:00pm – 10:30pm Dinner at Restaurant EST

Wednesday 14th May 2014

The Langham, Sydney
Observatory Ballroom

8:00am Registration and Coffee

8:30am Welcome and Introductions

8:45am Opening Keynote: Jan Pacas, Managing Director, Hilti Australia

9:45am Coffee recharge

10:00am Break Out Session 1

11:10am Morning Tea Break

11:40am Break Out Session 2

12:50pm Lunch

1:30pm Innovation Showcase

3:00 pm Afternoon Tea Break

3:30pm CEO Perspective: Ann Sherry, CEO, Carnival Australia

4:30pm Closing questions and wrap up

5:00pm Meeting Close and Drinks





Editorial – Are We Too Risk Averse to Innovate?

Coming to Australia from the UK one quickly got a sense in many Australian businesses that they'd always try and take a proven idea from somewhere else in the world rather than come up with something innovative that was created here. As part of a global consulting firm we were always bringing ideas from the rest of the world to Australia not the other way around. Even in the CCO Forum we have a tendency to look for innovation offshore rather than at home. In the customer space it seems to be Amazon, Apple, Zappos and the like who are always seen as innovators.

Of course there is some innovation in Australia. Cochlear and blood product company CSL are true market leaders in high tech science sectors. We heard from Atlassian last year who are another global innovation leader. We asked Shoes of Prey to attend this meeting because they are doing something unheard of. Our wine industry also leads the world in scientific techniques and now larger mining companies are taking automation of trucks and trains to new levels.

But it's also clear that the DNA of science based businesses like Cochlear and CSL are different. R and D and therefore innovation are baked into the business model. But in so many other sectors we seem to be at best "Fast Followers". Our Banks, Insurers, Telcos, Airlines and Utilities seem always 2-3 years behind Europe and North America. It took us almost 10 years longer than Singapore to have smart cards on our public transport and we write this from a regional train that uses 1970's rolling stock, which takes 20% longer than the timetable of ten years ago and where the idea of Internet on the train seems almost laughable. Yet in France, Germany and Britain such things are standard and have been for many years. Sydney has been planning a new airport for twenty years and Melbourne may get a train link twenty years from now. In Hong Kong they built a new island, new airport and a new train in 6 years!

Are we just risk averse in Australia? That doesn't seem to fit with our sporting culture or our Larrikin spirit. So why did BHP and RIO innovate? In their case necessity was the mother of invention. High labour costs and inflexibility led to driverless trains and trucks. In wine, we had to be different to compete against years of tradition and established brands in Europe. As we will hear today, Australia Post has no choice but to change - their core business is dying.

So it would seem we need more desperation. We've certainly found that companies in crisis or with a burning need will listen to more innovative ideas and change quicker. Christiansen's innovators dilemma describes how complacent companies' juts don't see it coming. Those of you with





long memories will remember that our Forum in 2007, Mark Rhitson of Melbourne Business School, showed NPS data for the car industry. Two of the bottom three companies were Ford and Holden. So if you think you can wait till you need to innovate or transform, you're probably wrong. We suggest you start now.

David Jaffe, Graham Howard and Peter Morrison
LimeBridge Australia

Opening Keynote

Side Stepping a Commoditized Market through Differentiated Service - Jan Pacas, Hilti Australia

The power tools industry appears commoditized. Hilti Australia has used service as a strategy to differentiate its products and allow it to charge a premium in both business to business and business to consumer markets. Managing Director Jan Pacas will kick off our day explaining the innovation and transformation he has initiated and its results in the Australian market.

Breakout Sessions

Bringing True Innovation to the Retail Market Place - Jodie Fox, Shoes of Prey

Online retailer, Shoes of Prey, has been an amazing success in a crowded market place by completely rethinking how a company works with its customers. This is a story about a true innovation where Shoes of Prey have put their customers in control of product design and created a true "market of one". Jodie built her business when she found that no one let her design the shoes she wanted. She believed that customers could be allowed to design their own products and built a business to do so. To build Shoes of Prey, Jodie and her team had to overcome many who thought that such a business could not exist. Jodie will also describe how this model has now been extended to other products such as glasses and challenge you to consider whether your products and services can remain as they are.

Smartsalary Australia's Competency Driven Transformation - Michael Ellies

Smartsalary is one of Australia's leading novated leasing and salary packaging administration businesses with over 300 staff nationwide. They've achieved significant growth as a result of a differentiated strategy based on delivering superior customer service and have recently been





recognised by Aon Hewitt as one of Australia's "Best Employers"; BRW as one of Australia's most innovative companies and the Customer Service Institute of Australia as the national winner of service excellence. In this case study Michael Ellies will describe their unique competency framework, the role of leadership and key lessons learned in their ongoing business transformation.

Origin Energy's Transformation in Three Acts - Jonathan (Jon) Briskin

Transformations of large sales and service operations are never easy and for Origin Energy it was a three act play. Act one was a technology driven transformation that was far from easy. Act two focused on rethinking the organisation and processes in the front line. The third act was a transformation of back office and outsourced and offshored partners. Jon Briskin has been a producer and or Director through all three acts and will talk through the different approaches and methods, the skills he and the organisation has needed and the factors that have delivered success. He will talk about the impact of different organisations he has engaged (including LimeBridge, Accenture and others), the approach to change, the results obtained and the lesson learnt in major outsourcing and offshoring initiatives. This is a great case for anyone embarking on significant transformation or change.

How Fuji-Xerox Started Thinking like a Customer - Andy Berry

As business and government moves from paper to digital, the impact forces Fuji-Xerox to re-assess its whole business model. CCOF member, Andy Berry, will describe how they have moved from a product centric model to one focused on the customer, where service now plays a more significant role. He will describe innovations such as their incubation group and the impact of this organisation wide cultural change on everything from Board realignment to metrics and system design. For those of you wanting to increase the customer focus in your businesses this will be an interesting case discussion.

Australia Post's transformation to meet changing customer needs - Samantha Bartlett

The move to digital communications is forcing Australia Post to rethink every aspect of its business from store configuration to the products and services it offers. It has started to put the customer experience at the heart of this move from the physical to the digital and has invested in methods, tools and people to make this possible. In her role as Head of Segment Solutions & Innovation, Samantha is leading this charge and she will tell us about the need for this change, the challenges, some of





their innovative approaches and successes to date. This should be a great discussion on one of the most dramatic transformations occurring in Australian business.

CEO Perspective - Transforming Carnival Australia

Ann Sherry, CEO Carnival Australia

Cruise line company Carnival Australia was once the butt of comedian's jokes. CEO Ann Sherry has pulled off a true transformation and created a company that is now successful and admired. She will join us to talk about her approach to this transformation and her prior experiences at major companies such as Westpac.

Guest Speaker Biographies

Jan Pacas, Hilti Australia

The Hilti Group is a global leader in Electric Power tools, fastening technology and services with a multinational presence employing more than 22'000 team members. Hilti has been operating in Australia since 1960. It currently employs over 300 employees and has around 4000 customer contacts every day. It cuts well above its weight and drills holes in the competition.

The global expertise and leadership of Mr Jan Pacas, Managing Director of Hilti Australia, has played an integral role the on-going success of the company locally, since his appointment in 2008. Prior to his arrival in Australia Mr Pacas was Chief Marketing Officer Global Business Unit Power Tools – SwF1,200 million in revenue globally. Mr Pacas built international experience working on projects in the United States, Europe, Hong Kong and China.

Mr Pacas holds a Global Executive MBA from the University of Sydney, a Master of Economics from the University of Prague, executive development courses at IMD Switzerland and is fluent in 4 languages.

Hilti Australia was awarded 1st place in the prestigious AON Hewitt Best Employer Awards, which made it the "Best of the Best Employer 2011" in Australia and New-Zealand and again took out the Best Employer award in 2012 and 2013. In 2012 Hilti Australia received a Highly Commended Australian Service Excellence Awards for National Customer Service Project of the Year.



Jan Pacas

Jodie Fox, Shoes Of Prey

Entrepreneurs are tough; it's a requirement of the calling. But how many can say they're tough enough to run the tortuous three kilometre Bondi-to-Bronte track in four inch stilettos? Jodie Fox can, although that's possibly the least remarkable aspect of this serial entrepreneur's history.

Having gained global recognition for co-founding Shoes of Prey it might come as a surprise that "Fashion Designer" isn't her first career (finance lawyer), or her second (advertising account manager)...and she did it all before 30.

However, the idea that would see Jodie named National Telstra Businesswoman of the Year and three consecutive appearances on SmartCompany's "Top 30 under 30" list, were sowed long before at university with co-founders Michael Fox and Mike Knapp. Quitting their jobs to put it all on the line for Shoes of Prey, the first online store that allowed women to design their own shoes, the company was profitable within months, turning over millions within two years.

Jodie has since used her hard-won startup knowledge to launch the revolutionary online fashion prescription glasses store Sneaking Duck. The lessons Jodie has learned along the way have been invaluable and it's these topics that should be of interest to every agile business, every entrepreneur and every company wanting to understand the new generation of consumers.

Michael Ellies, Smartgroup Investments

Michael is the Chief Operating Officer at Smartgroup Investments, one of Australia's leading novated leasing and salary packaging administration businesses with over 300 staff nationwide. Michael was appointed to the newly created COO role in 2009 and is responsible for the delivery of client services and building operational capabilities that have supported strong growth.

Michael's previous roles include Head of Group Services for APN News & Media, Vice President Global ASP Services for internet start-up Peakhour and Management Consultant with both Booz Allen and McKinsey & Company. In a prior career he was a medical practitioner for seven years.

Michael has an MBA from London Business School and a Bachelor of Medicine degree from the University of Western Australia.



Jodie Fox



Michael Ellies



Jonathan Briskin

Jonathan (Jon) Briskin, Origin Energy

Jon is a Senior Executive with Australia's Leading Service provider, Origin Energy. He is currently the Program Director for the Retail Improvement Service Excellence (RISE) and is responsible for delivering a \$50m+ transformational change initiative program, sponsored by the CEO of Energy Markets. Jon leads a team of over 100 across 6 work streams, delivering improvements across front of house, customer set-up, and billing and collection functions.

Jon's experience spans over 14 years in leading and delivering complex strategic, organisation design, business improvement and technology programs. Over the 3 years Jon has been with Origin, he has undertaken roles as Group Manager, responsible for Retail Optimisation and Program Manager, to restructure the organisations retail systems transformation.

Prior to his time at Origin, Jon was a Director at Metronome Consulting Group and holds a Bachelor of Commerce (Accounting & Finance) from Monash University.

Andy Berry, Fuji Xerox Australia



Andy Berry

Andy leads Fuji Xerox's solution sales operation – some 350 sales people across multiple channels and 100 professional services staff. "Account Manager", "relationship owner", "business consultant", "problem solver" are all terms that could describe how Fuji Xerox's customer experience is delivered first and foremost by these teams.

As Chief Customer Officer (a new role), Andy has started to align the best aspects of this proactive relationship management with the reactive experience of post sales service and technical support and the growing "digital relationship".

For the last 3 years Andy has also lead marketing, but has moved this into a dedicated CMO role to allow him to develop Fuji Xerox's customer experience opportunity.

Most of Andy's career has been spent in Global Services (business process outsourcing). Andy led FXGS for 5 years and prior to that held various general management and sales roles in the UK.

Before the world of technology and outsourcing, Andy spent a fun and fulfilling seven years in the Royal Navy.

Fuji Xerox Australia is a \$1bn technology, solutions and services company employing 2,300 people.

Samantha Bartlett, Australia Post

Samantha Bartlett holds the position of Head of Segment Solutions & Innovation at Australia Post. Samantha has worked across a number of industries including the energy retailing sector, financial services and now postal logistics mainly in strategic marketing and sales roles.

Samantha can be described as a generalist having worked at a senior level across marketing, sales and customer care. Samantha's background in strategy and her ability to apply commercial rigour whilst continuing to innovate has been successfully translated in both strategic and operational environments.

As Head of Segment Solutions & Innovation, Samantha is responsible for steering the enterprise toward a customer focused culture where the customer becomes front and centre of the Australia Post strategy. By designing solutions and experiences that customers need and are willing to pay for, is a key goal of the Solutions and Innovation program. It covers all touch points and all products to ensure the customer's journey is seamless and creates value for both the customer and the organisation.

Samantha holds a Bachelor of Behavioural Science (BBS), Graduate Diploma in Business (Grad Dip Bus) and Masters of Marketing (MM).

Ann Sherry, Carnival Australia

Ann is CEO of Carnival Australia, the largest cruise ship operator in Australasia and a division of Carnival Corporation. Carnival is the world's largest cruise ship operator and owner of the iconic brands P&O Cruises, Princess Cruises, Aida, Cunard, Holland America and Seabourn. She has transformed the industry and growth has been double digit each year since 2007.

Ann is also a member of the global leadership team at Carnival Corporation and is involved in the development of regulation, training and improved practices on ships globally.

Prior to this, Ann was with Westpac for 12 years and was Chief Executive Officer, Westpac New Zealand, CEO, Bank of Melbourne and Group Executive, People & Performance. She was a driver of cultural change, community engagement and customer focus in commercial and retail banking.



Samantha Bartlett



Ann Sherry



Before joining Westpac, Ann was First Assistant Secretary of the Office of the Status of Women in Canberra, advising the Prime Minister on policies and programmes to improve the status of women and was Australia's representative to the United Nations forums on human rights and women's rights.

In addition to her executive role, Ann holds a number of non-executive roles including ING Direct (Australia), The Myer Family Company Holdings Pty Ltd, Australian Rugby Union and Jawun. Ann is the Chair of Safe Work Australia and Deputy Chair of Cruise Lines International Asia Pacific.

Ann is a Fellow of the Institute of Public Administration and a Member of the Australian Institute of Company Directors.

In 2001, Ann was awarded a Centenary Medal by the Australian Government for her work on providing banking services to disadvantaged communities.

In 2004, Ann was awarded an Order of Australia for her contribution to the Australian community through the promotion of corporate management policies and practices that embrace gender equity, social justice and work and family partnerships.

In 2011, Ann was listed in the FTSE 100 Women in Leadership.

In 2013, she was awarded an Honorary Doctor of Letters by Macquarie University for her contribution to business and civil society.





Member Highlights

New Members

Jane Kittel – Westpac
GM Customer Experience and Contact Centres
jkittel@westpac.com.au

Brief Biography

As part of the Westpac Group Jane was appointed General Manager of Customer Contact Centres and Customer Experience within Australian Financial Services in January 2014. In this role, Jane leads a team of over 2000 employees providing help to over 15 million customers each year on behalf of Westpac, St.George, Bank SA and Bank of Melbourne.

Most recently Jane was Managing Director of Bank SA leading the provision of banking and financial services to more than 475,000 customers across South Australia and Northern Territory. Before joining BankSA, Jane was General Manager, Pacific Banking with responsibility for Westpac's banking and financial services in seven countries – Fiji, Papua New Guinea, Vanuatu, Cook Islands, Tonga, Solomon Islands and Samoa.

Jane began her career in the financial services industry in 1986 with AMP, and joined Westpac in 1995 where she has held a range of leadership positions.

She serves as Chairman of the Catherine House Inc. Board in South Australia and Chairman of the MBA Advisory Board, University of South Australia.

Expertise

Jane's key areas of expertise are in the areas of:

- General Management
- Sales & Distribution
- Contact Centres
- Human Resource Management
- Operational Risk Management
- Sourcing and Procurement

Read all member bio's on the Chief Customer Officer Forum Website www.ccoforum.org.au



Jane Kittel





Events

Past Forum

23rd October 2013, Melbourne – The Next Wave

At the October 2013 CCO Forum we heard from speakers from around the world, who gave us their perspective of what is happening overseas in customer experience. The theme for the meeting was 'The Next Wave'. We started the day with a mini world tour with our four global guests giving us a quick heads up on what is happening in their part of the world.

The day concluded with the Honourable Jeffrey Kennett, former Premier of Victoria, founder of the charity beyondblue and former chairman of the Hawthorn football club, who talked about leadership and his '5 finger' strategy – Vision, Team, Strategy, Consistency and Reinforcement and Reward. You can read more about this insightful session and other cases from the day on the CCO Forum website www.ccoforum.org.au.

Upcoming Events

Mid Terms – August 2014

Midterm's site visits are currently being arranged for August this year. *Listen out for the announcements at the Forum.*

22nd October 2014, Melbourne – Learning from history for the next decade.

This October will be the CCO Forum 10th Anniversary meeting! We've covered a lot of topics over the years (see meeting index at back of this program) and so we will be looking back to see what happened next in some cases but looking forward to the next set of challenges.

We are inviting some past members who are now CEO's or business leaders to return for a panel session. We will explore some aspects of technology and the fundamental changes in business models that are occurring now that the customer is in control.

Date: Wednesday 22 October 2014

Time: 8am registration with conference to start 8:30am – 5:00pm

Venue: The Langham Hotel
1 Southgate Ave,
Southbank VIC 3006





Chief Customer Officer Forum, UK

Event: Chief Customer Officer Forum, UK
Start: June 18, 2014
End: June 19, 2014
Venue: Ham House
Address: Ham Street, Ham, Richmond-upon-Thames, Surrey,
TW10 7RS, United Kingdom

Event: Chief Customer Officer Forum, UK
Start: October 8, 2014
End: October 9, 2014
Venue: TBC

Organiser: Peter Massey
Phone: +44 (0) 7802 793 515
Email: peter.massey@budd.uk.com

Chief Customer Officer Forum, Americas

Event: Chief Customer Officer Forum, USA
Start: September 9, 2014
End: September 26, 2014
Venue: TBC

Organiser:
Wendy Taylor, Community & Event Director, CCOF Americas
Email: wendy@drivasolutions.com

Bill Price, Founder & Chair, CCOF Americas
Email: bill@drivasolutions.com



Past CCO Forum Meeting Topics

Year	Meeting Theme	Keynotes and Guests
Oct 2013	The Next Wave	Honourable Jeffrey Kennett Toby Detter, LimeBridge Scandinavia Peter Massey, Budd UK Bill Price, Driva Solutions Joseph Kort, Activeo France
May 2013	The Future Organisation	Anders Sorman-Nilsson, Thinqe.inc Scott Farquhar, Atlassian
Oct 2012	Operational Excellence	Megan Quinn, Net-A-Porter Guy Russo, Kmart
May 2012	Customer Facing Leadership	Brett Godfrey, Virgin Steve Simpson, Dr Peter Eilyard and Alistair Mant
Oct 2011	Adding Value To Customers	Dr Stephen Lundin, FISH! Bernie Brookes, Myer
May 2011	How Our People Make the Difference	Andrew May - The Performance Clinic Rachel Botsman - Social Innovator and Author
Oct 2010	Proving that Better Customer Experiences are Cheaper	Mark Bouris, Yellow Brick Road Steve Vamos, Board Member
May 2010	Connecting with the Customer	Linda Nicholls, Board Member
Oct 2009	Success Stories from Idea to Implementations	Dr Martha Rogers, Peppers and Rogers
May 2009	Customer Service in the Economic Downturn	David Morgan, Former CEO Westpac
Nov 2008	Leading Practices in Customer Experience	MD Ramaswami, LimeBridge India Toby Detter, LimeBridge Scandinavia David Naylor & Peter Massey, Budd UK Bill Price, Driva Solutions Stephen Pucker, Ad Scopum Lynne-Marie Eccleston, Rhea Ian Northmore, Virgin Mobile
May 2008	The Transformation Challenge	Dick Hunter (De'III)
Oct 2007	Optimising the End to End Customer Experience	Mark Ritson, Melbourne Business School
May 2007	Using Technology to Deliver Better Customer Experiences	Jane Hemstrich, former Accenture Asia Pacific Managing Partner Andrew Rowsell Jones, Gartner
Nov 2006	Proving the Strategic Value of Service	Jeanne Bliss, Customer Bliss Peter Murley (UK)
May 2006	Managing and Measuring Business and Human Performance	Shane Garland, Woolworths Kevin Panozza, Salesforce
Nov 2005	Multi Channel Delivery	James Strong, Chairman IAG
May 2005	The Strategic Value of Service	Prof Paul Paterson, UNSW Paul Harmer, The Brand Surgeon
Nov 2004	Inaugural Meeting	Too many to list!

All past presentations can be downloaded via member login on the CCO Forum website www.ccoforum.org.au

Member Contact List

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Samantha Bartlett	Head of Segment Solutions & Innovation	Australia Post	[61] 3 9106 9445	0467 733 315	samantha.bartlett@auspost.com.au
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Chief Customer Officer Forum



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