



STEVEN WALDEN

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"Steven is a CX exec I've known for a long while - whose work I've known even longer - and is a strong voice in the CX space in EMEA. I'm delighted to report that he is well beyond the cookie-cutter viewpoints we typically see and has the experience level to back up the depth of his work. His angle has been from both consulting and leadership positions."

Luke Williams, Head of CX Strategy, Qualtrics

PROFESSIONAL SUMMARY

A research professional with a 20-year track record uniquely combining insights and strategic consultancy. Directing and designing over **100** projects with leading brands, I have led *voice of the customer* implementations and set up insight's functions both agency and client side.

My portfolio and videos are at: www.allaboutexperience.co.uk

SKILLS

Insights

- Senior stakeholder engagement and presentations
- Executive leadership of research start-up functions
- Full lifecycle design and management of qualitative and quantitative research projects
- Full responsibility for sales and business development
- Responsibility for data analysis and agency management
- Formulation of strategic advice and next steps guidance
- VoC Platform roll-out responsibilities
- Led NPS and CX insights training for global sales
- Development of unique research IP (cited by Forrester)
- Winner of UK CX awards- Insights for Avios
- Analyst style e-books/ papers and video
- Expertise in emotion analytics, narrative and Goodwill (co-creation and innovation metrics)

Consulting and Training

- 20 years' in consultancy advising on marketplace strategy
- Expert in Customer Experience, Service Design, Co-Creation and Innovation process and CX Metric design
- Executive leadership of Customer Experience start-up units for Ericsson, ttec Digital and Strativity in EMEA
- Winning, management and delivery of projects – within timing and budgetary restraints, ensuring profitability of projects
- CX strategy and programme design for leading brands
- C-level interviewing and presentations
- Speaker – delivery of keynotes – and author on CX and narrative research (*CEM Rebooted*, Palgrave)
- Award winning project and IP for Maersk (cited by Forrester)
- Led training programmes for sales, service in CX, service design and Journey Mapping (including software)
- Expertise in Journey Management

Certifications: Net Promoter (Satmetrix), CX (Cranfield), Service Design (Ideo), Cynefin, Agile PM, Scrum master, Goodwill (Sir-Intel)

Sales: proposal writing, pipeline development, sales conversion, nurturing programmes, thought leadership, analyst briefs and conference speaking, training sales teams and designing tools to assist in Joint Business Planning and co-creation

Programme design: interpretation of client needs, procuring agencies, writing research briefs, questionnaire and discussion guide design, field management, IP development, service design, integration of Touchpoint Dashboard (Journey Mapping software), Agile PM in turning insights to action and development of KPIs

Qualitative skills: transcription, NVivo analysis, Q-sort, Rep Grid, Projectives, Customer Journey Mapping, Ethnography, Co-Creation workshops, Focus Group Moderation, IDIs, mystery shopping, customer safari, culture mapping, NPD and XD (experience design), Persona design, Empathy maps, storytelling, service blueprint, purpose statement, maturity assessment design and execution, Service design, prototyping, community platforms and innovation labs (Avios) for ideation gathering and crowdsourcing

Quantitative skills: SPSS (MVA techniques), PLS regression modelling, Max Diff, EFA, Factor-Cluster analysis (segmentation), IAT, Journey Mapping analytics, co-creation metrics, platform roll-out (NPS: *SenseMaker*; Social Media: *Brandwatch*; Churn Analytics: *IBM Presidion* and Ericsson *Service Operations Centre* (big data); KPI formulation (inc. Touchpoint and metrics on co-creation and culture). Ran first complexity science NPS narrative survey using Cynefin and designed IP for emotional measurement (cited by Forrester).

EXPERIENCE

Strativity Group (Lieberman Research Worldwide)

January 2018 to April 2019

Director, Customer Experience (on contract)

- Set-up Strativity EMEA Customer Experience practice in close association with LRW Tonic and US organisation
- Led all marketing and telemarketing campaigns
- Set up nurturing programme - CX Executive Forum - for C-Level engagement
- Built a \$1 million pipeline from a standing start with Sales of +£300K pa (inc. Journey Mapping Software)
- Set-up channel partner programme e.g., Leo Learning, Feedback Ferret, UKCCF, CEW, Multifarious
- Projects: designed and directed all delivery
 - **Qualitative:** journey mapping workshops, prioritization workshops, CX assessment, co-creation workshops, IDI, Focus Group,
 - **Quantitative:** journey management analytics (touchpoint dashboard)
 - **Reporting:** empirically grounded strategy reports using assessment approach; design of training strategy
 - **Research IP:** building of community nurture platform and learning centre with UKCCF, BW and CEW
 - **Training:** Journey Mapping software, CX Training, White papers
 - **Clients:** e.g., AQA, Cadillac, St. Gobain, Npower, Schusterman, John Lewis, Zen Internet, NHSelect, Nutricia, Dorel Juvenile

TTEC Digital

February 2016 to January 2018

Director, Customer Experience

- Set-up TTEC Digital EMEA Customer Experience practice in close association with RogenSi and Peppers and Rogers
- Designed an integrated sales approach to targeting the embedded base
- Set up nurturing with CX in Action for C-level engagement
- Set up channel partnership arrangements with UKCCF, Huawei, Hellon
- Delivery of Sales (+£400K p.a.) including negotiation and proposal writing
- Projects: designed and directed all delivery
 - **Qualitative:** ethnography, journey mapping workshops, prioritization workshops, CX assessment, co-creation workshops and OPTI assessment, IDI, Focus Group, Service Design
 - **Quantitative:** IAT, voice of customer and voice of employee surveys, driver analytics
 - **Reporting:** design of target operating model and prioritization of actions, CX strategy, research and journey mapping
 - **Research IP:** CX Roadmap (Maturity methodology), CX Vector with Insights (runner up in CX Awards 2018)
 - **Training:** delivered CX and NPS training for sales, developed CX in Action learning centre
 - **Clients:** e.g., Tarmac, Gemalto, Ford Motor EMEA (FordPass)

Ericsson

September 2013 to February 2016

Director, Customer Experience Insights

- Set-up Ericsson MS *Experience Management Centre* bringing best practice techniques together as an integrated sale
- Projects: roll-out of voice of the customer platforms and co-creation methodology in close association with global sales:
 - **Qualitative:** journey mapping workshops, prioritization workshops, CX assessment, co-creation workshops, IDI, Focus Group
 - **Quantitative:** voice of customer surveys and platform roll-out: SenseMaker (NPS, Narrative: Bharti); IBM Presidio (Churn Analytics: SALT); Brandwatch (Social CRM: SALT, EE); Big Data (SOC: MTN). Ran first complexity science survey on NPS; applied Agile PM and A/B testing in Service Design
 - **Reporting:** produced product documentation; integrated CX metrics into engineering reports to show customer centric change e.g., NPS +50 from SOC (Bharti; Yoigo). Enabled reports on Social Media network feedback to customer care. Developed joint business planning reports based on co-creation workshops and maturity assessments.
 - **Research IP:** developed CX Assessment (A2B) to co-create sales and improve client operations. Built toolkit and analyst collateral for sales e.g., Social Media network reports (delivered to MSEF), thought leadership analyst documents and videos
 - **Training:** delivered CX, Joint Business Planning and NPS training for sales teams. Developed customer centric culture change in field engineering with NPS / Social Media integration into Operations and Network Green-Customer Red branding. Trained support teams in Romania and India in Social Media Analysis and dashboard creation (Brandwatch)
 - **Clients:** e.g., KPN, Bharti Airtel, MTN, SALT, Bahamas Telecom, DTAC Thailand, Yoigo. MSF clients, Omantel

Beyond Philosophy (leading CX agency)

April 2005 to August 2013 (8 years+)

Head of Research and Consulting

- Set-up insights practice which delivered a third of revenue p.a. with Emotional Signature® (+30 clients)
- Directed thought leadership practice including Global CEM survey, book research, articles, webinars and blogs.
- Forrester cited work for Maersk and designed award-winning Avios project (Won UK CX Awards 2013 - insights)
- Full experience of the sales lifecycle up to and over £500,000; sales for the first half of 2011/2012 were £380K
- Managed a team of consultants and agencies
- Directed 60+ CX engagements: strategy design, metric development; Journey Mapping; training and culture
- Projects: roll-out of voice of the customer platforms and co-creation methodology:
 - **Qualitative:** ethnography, IDI, Focus Group moderation, Journey Mapping workshops, Co-Creation workshops, prioritization, Agile PM, customer community creation, innovation lab set-up, culture design and governance
 - **Quantitative:** field management, management of field agencies, PLS regression modelling, SPSS (MVA), EFA, Factor-Cluster analysis, Max Diff, emotion analytics, predictive analytics, Service Design, Touchpoint analytics and KPI formulation
 - **Reporting:** strategy reports, executive dashboard, KPI formulation, journey metrics scorecard
 - **Research IP:** Created emotional measurement IP (Emotional Signature®) cited by Forrester - delivered £6 million in 7 years
 - **Training:** Journey Mapping and training materials for CX certification (online and face to face)
 - **Clients:** e.g., Standard Bank, Vocalink, E.ON, Overbury, Etisalat, Du, Avios, Standard Chartered Bank, Barclaycard, Aflac, Assurant, Thames Water, Baloise Insurance, Maersk, Pfizer, Merck, Roche, Memorial Hermann, BHF, TUI, Stena Line, Virgin Media, CPC, RBS, Aviva, AMEX, MnS, British Council, British Gas, Capital One, Family Dollar, Turkcell, Barbican, Elinor

Other Experience

Allegra Strategies

March 2004 – April 2005

Senior Consultant

- Specialising in retail analyst reports and field surveys
- Conducting qual and quant research

Gartner Consulting

August 2000 – February 2004

Consultant

- Specialising in software and Telecoms.
- Project Managed over 50 engagements
- Conducting qual and quant research

Royal Mail Consulting

February 1999 – August 2000

Analyst

- Produced reports on global postal organisations and for digital start-up business

Omega Partners

August 1996 – February 1999

Consultant

- Specialising in Postal, Telecoms and Utilities
- Project Managed over 30 marketplace consulting engagements
- Conducting qual and quant research

Thomas Cook Group

September 1993 – January 1996

Marketing Executive

- Worked in direct mail and independent travel and FX

Education

- MA in Strategic Marketing Management with electives in Market Research (Kingston University)
- BA in Economics and Geography (Exeter University)
- Diploma in Marketing (Chartered Institute of Marketing)

Professional Qualifications

- NPS Certification (Satmetrix)
- CX Certification (Cranfield School of Management)
- Journey Mapping (Strativity Trainer)
- Ideo Service Design Certification
- Agile PM Practitioner (DSDM)
- Agile PM Certification (DSDM)
- Scrum Master Certification
- Cynefin (Cognitive Edge)
- Goodwill Differentiated Service (Sir-Intel)
- Market Research Society