

Curriculum Vitae.

Dr Nicola J. Millard

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Current Employer: British Telecommunications PLC

Work location: Ipswich, UK.



Professional Summary

Nicola Millard's mission in life is to make customer experiences better for both the customers and the employees delivering them.

Since joining BT in 1990, Nicola has worked extensively with clients both within BT and in sectors such as telecoms, utilities, government and finance to ensure that they put the 'relationship' into 'customer management'. She looks at how the human factor can become central to the development and success of a customer experience.

She is an internationally renowned thought leader in the field of people centred customer experience design (marrying three 'ologies'; psychology, technology and futurology). She has published extensively, holds one patent, frequently appears as an expert in the media and is also a popular speaker on the conference circuit. Both knowledgeable and passionate about her subject, Nicola provides a shot of customer centric innovation to her clients.

Nicola's particular area of expertise is in the *people* aspects of Customer Experience and technology acceptance. Nicola looks at the implications of psychology and culture on technology development, deployment and acceptance. Most of her work has been focussed on call/contact centres and within field/branch operations. She has worked extensively as an internal consultant within BT's customer service organisation and recently acted as an advisor to BT's 21st Century Customer Experience project.

Nicola received her PhD on the psychology of contact centre motivation and technology acceptance in 2005 from Lancaster University. She also holds a first class BA (Hons) in Applied Psychology and Computing from Bournemouth University.

Nicola published her first book, 'Designing Motivational User Interfaces', in 2009 and has also published two book chapters and over 30 papers at key international conferences. Nicola is on the editorial board of the 'Journal of Contact Centre Management' and is a regular contributor on the BT.com innovation site.

She was the author of the recent BT white papers 'From Agent to Expert: The Future of the Contact Centre Advisor', 'Phone Home: The Rise of the Homeshored Contact Centre Advisor', 'The Multichannel Swap Shop: Exploring the Behaviour of the Multitasking, Multicultural, Multichannel Customer' and a key contributor to another, 'Customer Experience: Hype or Help'. She also recently completed some internal BT research called 'The Networked Watercooler' (yet to be published) on social networking/Web 2.0 from a business user perspective.

Nicola has become a popular "CRM evangelist" at major UK and International conferences and has done more than 3000 presentations to BT's clients to stimulate their thinking. She is a member of the Professional Speakers' Association and is also frequently called upon as a BT spokesperson in the press, on the internet and on television.

Key Projects

Consultancy work includes:

Delivering “OneContact” Workshops.

Devising, presenting and facilitating a number of bespoke half day and one day workshops with key C-level decision makers in organisations (such as MFI, John Lewis Partnership, HMRC, ACPO, HBOS, Lloyds TSB, Centrica) in order to inspire innovation and action in the area of customer contact and customer experience design.

Delivery of a future vision of customer experience for Nationwide Building Society.

Developed a set of scenarios, personas and an experience journey based on an ethnographic study and a series of focus groups that formed the basis for the implementation of a customer experience showcase at Nationwide’s Window on the Future. This vision has helped Nationwide’s senior management in articulating their customer experience strategy for 2010.

Delivery of online customer experience consultancy for Ikanobanken in Sweden.

Involved running a series of interactive workshops with developers and senior managers to determine the functionality of the website verses that of the contact centre and how the two should integrate seamlessly.

Delivery of consultancy for Abbey Group to enhance the efficiency and effectiveness of their SIPP contact centre.

This involved doing an ethnographic study of technology use in the contact centre and making recommendations on how to improve operational performance. Resulted in significant changes in incentives and training for contact centre advisors and improved first time call resolution rates by 90%.

Contact channel/ Customer experience audit for Devon and Cornwall Constabulary.

Involved auditing Devon and Cornwall’s citizen contact channels – from IVR to the Bobby on the beat – in order to identify quick wins and longer term enhancements to Police services. Resulted in a number of strategic and operational recommendations.

Customer Experience Channel Consolidation for the Ministry of Defence.

Involved setting up a centralised helpdesk function for internal communications deployment within DFTS Germany. After extensive interviewing with key stakeholders and working with the process designers, economies of scale were created through reducing the complexity of the fault reporting process for key defence communications products and services – which had previously been handled by discrete helpdesk functions across Europe.

Contact centre culture audit for Tote Bookmakers.

Looking at enhancing the working practices in Tote’s contact centre after a major culture change programme caused morale to plummet. This ethnographic study resulted in a number of recommendations about enhancing team working, training and recruitment strategies.

Strategic Focus and Formulation of BT’s Homeshoring Strategy.

Incorporated researching and writing BT’s white paper on homeshoring – encompassing previous experiences from BT’s first homeshoring project in 1992 – and investigating options for Global Services professional services and quick starts in the area for the Global Services CRM Practice.

User research informing the design of ‘BT Wellbeing’.

This involved setting up and running interviews and focus groups with patients, medical professionals and patient support groups to produce a user needs analysis for a networked tool to proactively self manage chronic disease. This also involved specific input on making the interface to this tool motivational.

Customer Experience Design for Project YES.

This involved acting as an innovation facilitator in workshops involving builders, architects and project managers for the design of a new visitor attraction to be built in the North of England. The workshops resulted in a number of ideas for experience design and new technologies going into the architectural plans and BT becoming a key partner in the development of the site.

Career Summary (BT – 1990 to present day):

- 2007 – Present day: **Customer Experience Futurologist**, BT Global Services Consulting. Nicola is currently responsible for thought leadership, innovation and market stimulation in BT's Global CRM Practice. This involves researching key trends, conducting quantitative and qualitative studies, writing thought leadership white papers and working with clients to bring insight to their customer experience strategies.
- 2001-2006: **Principal Consultant, SPICE** (Strategy, Psychology and Interactions for the Customer Experience), BT OneIT (now BT Design). Nicola was responsible for the management, marketing, profit & loss and direction of a team of 8 multidisciplinary consultants (ranging from psychologists to process specialists) offering culture change and experience design services both internally to BT (especially BT Retail) and externally to sectors such as government, utilities and police.
- 1998-2001: **Customer Contact Futures Project Manager**, BT Advanced Communications Research (now BT Innovate), BT Laboratories. Running a multi-million pound research programme on the development of BT's contact centre and field engineering strategy. During this time Nicola also wrote, staged and performed BT's annual school's lecture series on technology and innovation until its demise in 2001.
- 1997-1998: **Customer Handling Implementation Programme Technology Trial Evaluation Manager**, BT UK Customer Service (now BT Retail Customer Service). Evaluating technology trials in BT's call centres and conducting best practice studies with MCI in the US.
- 1996-1997: **Customer Contact Strategy Consultant**, BT Europe. Defining a common service framework for BT's joint venture partners Cegetel (France), Viag Interkom (Germany) and Alacom (Italy).
- 1993-1996: **Human Factors Researcher**, BT Research & Development. Working on a number of projects ranging from cross-cultural user interface design to flexible working from a human centred perspective.
- 1990-1993: **Requirements Analyst**, Decision Support Systems, BT Research & Development. Designed and evaluated the first deployment of an expert system in a UK contact centre, supporting BT's International Helpdesk in Burnham-on-Sea. Captured the user requirements for BT's first homeshoring trial (otherwise known as "The Inverness Experiment").

Tertiary & Further Education and Qualifications

- PhD in Psychology/Computing, Lancaster University 2003-2005.
- BA (Hons) in Applied Psychology and Computing, Bournemouth University (1st class) 1987-1990.