

100% ONLINE EVENT



**CUSTOMER
CONTACT WEEK
EUROPE**

2020

27 OCTOBER – 20 NOVEMBER 2020 | ONLINE | CET TIMEZONE

**SUPERCHARGE, DISRUPT &
RE-IMAGINE: WINNING YOUR
BUSINESS TRANSFORMATION
ON THE CUSTOMER FRONT**

*Europe's No. 1 Customer
Contact Event!*

AGENDA

#CCWEUROPE | CCWEUROPE.COM

Who could have imagined the new decade would start in such a turbulent and distressing way?

As the entire world and multiple companies learn to cope at these unprecedented times; customer service and front line workers have been key in providing stability and the assurance that is most needed. They have been working under tremendous pressure to ensure they continue delivering for their customer, upholding the company image and brand promise. It is also crystal clear that the customer experience and customer service functions will see the most impact, not only in their immediate ways of responding to the current situation but also in a much more profound and long-term way of rethinking their operating model and building their business continuity plans.

The current crisis will lead all businesses to rethink and reimagine the future of work and how we can support our customers and employees at difficult times like these. Companies that have invested heavily in digital technologies and are ahead in digital transformation will see themselves better positioned to adapt to remote working, having fully functioning and connected digital channels to support their customer needs.

On a more positive note, it is clear that the current crisis has also brought us all together as we realise the importance of meaningful relationships. As businesses and companies, we can all reflect and learn from this: to embed the human touch in their customer strategy and make each and every interaction count as moments of truth. We have also seen countless leaders stand up to show true leadership at times like this, putting their people first when making difficult business decisions. We have no doubt that businesses who have a true customer vision, are equipped with advanced technologies and genuinely focus on their people will come out on the other end stronger than ever.

Leading with these key themes, CCW Europe will continue to bring together Europe's most progressive CX and customer contact leaders - leaders who are relentlessly driving customer centricity, innovating and disrupting through new technologies, as well as transforming their culture for improved performance.

More than ever before, organisations will aggressively push for their digital agenda and continue to innovate and in order to ensure they are as prepared as they can be for uncertain times like this.

Customer Contact Week (CCW) Europe is the #1 place for progressive CX, customer contact and digital transformation leaders to keep their tight grip on the pace of change, to check on emerging technologies set to disrupt the industry and to build valuable relationships with industry peers.

This year, 2020, CCW Europe will continue to bring together Europe's most progressive CX and customer contact leaders - leaders who are relentlessly driving customer centricity, innovating and disrupting through new technologies, as well as transforming their culture for improved performance.

CCW Europe 2020 is where CX, Customer Contact, Digital Transformation and Leadership converge with case studies displaying best practices in the following areas:

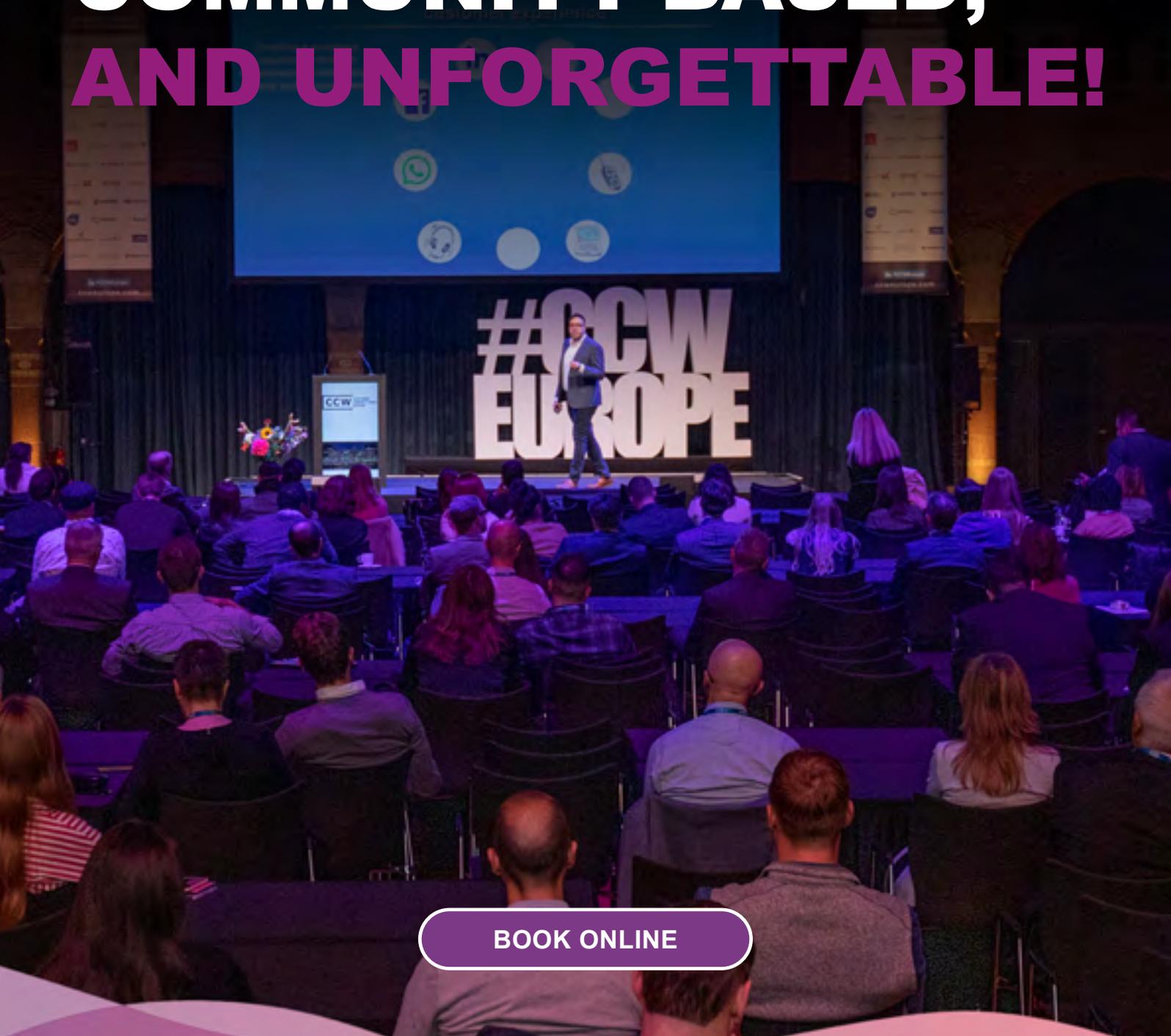
- Supercharge your customer experience strategy to drive business breakthrough
- Disrupt the way you provide customer value through digital transformation
- Inspire your people through authentic leadership
- Transform your contact centres to be multi-experience customer innovation hubs
- Evaluate emerging technologies and innovations that will boost your CX and customer contact strategies

We are also committing to making CCW Europe 2020 "unforgettable" to a whole different level...

Cathy Gu
Event Director, CCW Europe



INSPIRATIONAL, EDUCATIONAL, COMMUNITY-BASED, AND UNFORGETTABLE!



BOOK ONLINE

MATTHEW SYED

However motivating our CX and Customer Contact speakers are, sometimes it's important to step out of your box, and hear from people outside the industry in order to spark a little inspiration. Introducing Matthew Syed, one of the world's most influential thinkers in the field of high performance and cultural change.

MEASURE + **DEVELOP** = **UNLOCK HIGH**
YOUR MINDSET YOUR MINDSET PERFORMANCE

He has worked with some of the world's leading organisations to build a mindset of continuous improvement. Syed is the author of four bestselling books – *Bounce*, *Black Box Thinking*, *The Greatest and You Are Awesome*. He is a multiple award winning journalist for The Times and a highly-acclaimed speaker, regularly contributing to radio and television.

Matthew Syed explores a thought provoking approach to high performance in the context of a complex and fast-changing world. He draws on a vast array of case studies and real-world examples across sport, business, education and politics. Syed looks at the inside story of how success really happens – and how we cannot grow unless we are prepared to learn from our mistakes.

Before becoming a writer, journalist and broadcaster, Matthew Syed was the England table tennis number one for almost a decade, three-times Commonwealth Champion, and twice competed for Great Britain in the Olympic Games (in Barcelona in 1992 and Sydney in 2000).

At the heart of Matthew's presentation is the notion, "*science of success*". Just what does it take to be the best? Matthew uncovers the "*hidden logic of success*" behind the careers of world-beaters from David Beckham and Serena Williams to Mozart and Picasso. ✨

Want to meet the man himself?
Join us for **Customer Contact Week Europe 2020** this October and register here!



EXCLUSIVE TO CCW EUROPE 2020



Brand new tracks dedicated to CX strategies and case studies



Dedicated CCWomen Summit



Future Leaders Summit



THREE Pavilions in the expo hall providing content and shedding light on technology innovation



CCW Road trip providing close-up opportunities to visit the region's leading contact centres



A vibrant new location: Barcelona is calling!

#CCW EUROPE



WHAT YOU WILL EXPERIENCE



100% VIRTUAL

In the absence of physical events and human connection, CCW 2020 Virtual is here to help you still hear cutting edge content, meet and engage with peers, and find solutions to your most pressing challenges.



CUTTING EDGE CONTENT

Listen to, question and interact with a world class, practitioner speaker line up as they present and debate the information you need to know to steer your organisation through 2020 and beyond.



VIRTUAL EXHIBITION HALL

Visit the best of global solution providers and gain insight into new technologies, ideas and solutions by visiting the Virtual Exhibition Hall. Arrange meetings with the vendors you need to know more from to ensure you have the right tools to deliver results.



VIRTUAL INTERACTIVE DISCUSSION GROUPS

Invite-only sessions for senior practitioners, it brings bringing you and your peers together to discuss your greatest challenges, brainstorm and exchange ideas and best practice tips through an in-depth, interactive discussion group.



INTERACTIVE CONTENT

The diverse collection of keynote presentations, deep dive analysis, interactive discussion groups, panel debates, fireside chats combine to allow you to experience case studies, success stories, behind-the-scenes access from global companies; all enabling you to answer the questions that matter most, and re-define your strategy.



NETWORKING

Through a virtual exhibition hall, bespoke closed door sessions, Q&A at keynote presentations, networking activities, meet the speaker sessions and more, you will meet the contacts you need to stay engaged with the very best of the Shared Services community.



ON-DEMAND

As well as participating in sessions live throughout the Summit, participants will have the ability to watch keynote presentations on demand to revisit key learning points.



BENCHMARKING

With highly crafted sessions reflecting strategic and tactical challenges that the Shared Service community has identified as priorities, you will have the opportunity to benchmark your CC strategy and delivery against global companies and evaluate your next steps.

WHAT OUR ATTENDEES HAD TO SAY:

“Great days spent in Amsterdam at #ccweurope19 lots of professional and my first time as speaker abroad! #thanks Cathy Gu for the opportunity to meet such amazing CX colleagues. Looking forward to the next time!”

Head of CX Customer Care Customer Happiness Centre, **The Level Group**



“If CX is your thing, I highly recommend this conference”

Managing Director, **Affinity for Business**

“Nice to share our ideas about mixed reality in AI at CCW today. A great event in a great location”

Innovation Lab Manager, **TUI Destination Experiences**

“Had a blast! Hope you guys did too!”

Founder and Customer Experience Rockstar,
ROCKSTAR CX

Site tour was great! Ramon and his team welcomed us with open arms and allowed us to really get an understanding of their operations.



Very well organised, slick and efficient

Great organization, amazing venue and catering. Well done, it was really superb!



Superb keynote speakers every morning: Dr Nicola Millard, Simon Separghan, Onno Hoffmann and Dominik Bauersch

I loved the conference. Many branches, a lot of countries. I liked the diversity. Especially coming from telko I enjoyed seeing insights on other branches

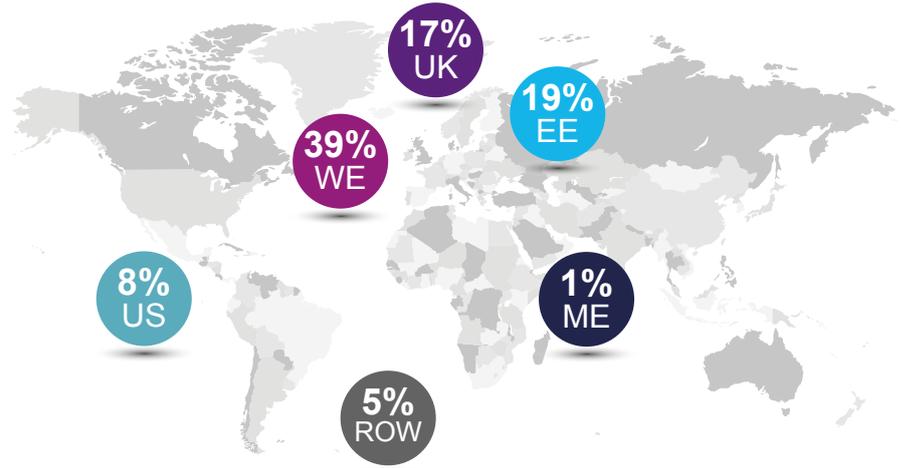
THE EUROPEAN FLAGSHIP OF THE LARGEST GLOBAL CUSTOMER CONTACT EVENT SERIES

CCW Europe 2019

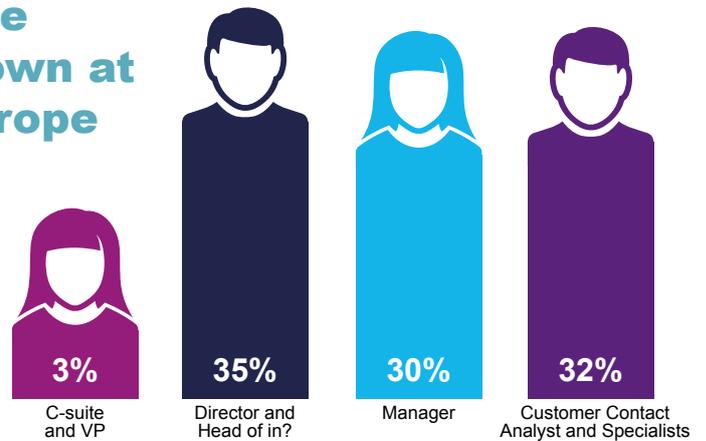
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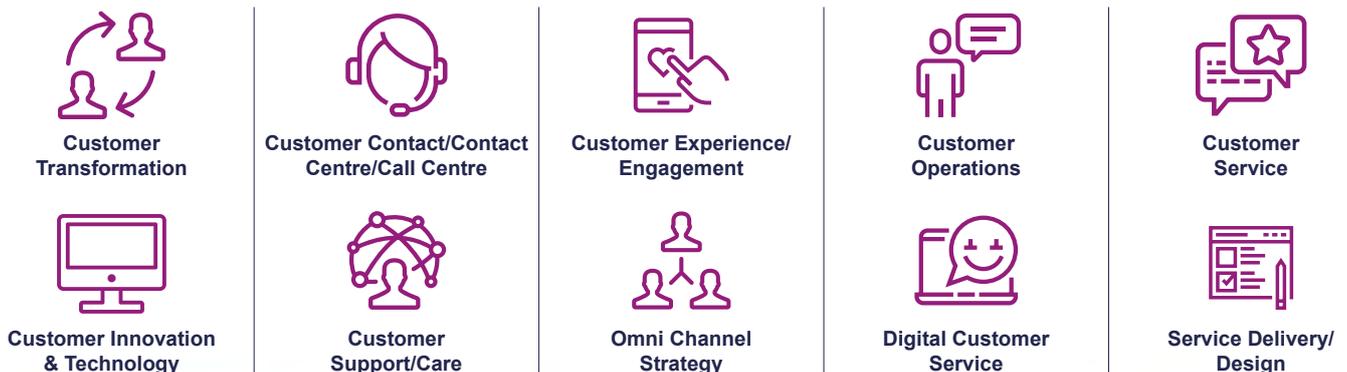
Audience Breakdown by Region:



Audience Breakdown at CCW Europe 2019:



Chief Customer Officers, Heads/VPs/Directors/Managers of:



BUILT FOR THE INDUSTRY, BY THE INDUSTRY

Special Thanks to the CCW Europe 2020 Advisory Board Members:

The CCW Advisory Board helps drive impartial, informed dialogue on customer contact and customer service industry and offers

guidance into programme development and conference experience – CCW Europe is designed by your industry expert peers!



GROUPON

Ronny Q. Haimé,
VP - Global Head of Service
Delivery,
Groupon



IFS

Claudia Belardo,
Vice President Business
Transformation,
IFS



WILLIAM HILL

Mark Pavlides,
Director of Customer Service,
William Hill



mash

Petra Mengelt,
Head of B2B - Business
Relations,
Mash



RBS
The Royal Bank of Scotland

Simon Separghan,
Head of Customer Contact,
RBS



bpost

Jan Smets,
Director Customer Care,
Bpost



Radisson

Alexandra da Silva Rodrigues,
Strategic Advisor for Global Contact
Centers,
Radisson Hotel Group



**URBAN
SPORTS
CLUB**

Philip Purdy,
Head of Customer Care,
Urban Sports Club



Danske Bank

Jann Hoffman,
Head of Contact Centre
Operations Management,
Danske Bank



**BOUGHT
BYMANY**

Oke Eleazu,
Chief Operating Officer,
Bought By Many



Radisson

Martin Hill-Wilson,
Customer Service,
CX & AI Engagement
Strategist

HEAR FROM EUROPE'S FUTURE SHAPING CUSTOMER CONTACT EXECUTIVES INCLUDING:



Matthew Syed,
Best Selling Author,
Thought Leader

AIR FRANCE KLM

Ramón Delima,
CEO Cygnific; Vice
President,
Air France KLM



Chris Thewlis,
Chief Operating Officer,
npower

SAP Concur

Stela Koleva,
Vice President, EMEA
Service and Support,
SAP Concur



Joanna Macleod,
Former Chief Transformation
Officer,
American Express Global
Business Travel



Stefanie Wallau-Drügh,
Head of Customer Insights
and Tools,
Deutsche Telekom



Dr. Dominik Grafenhofer,
Lead Data Scientist,
Deutsche Telekom



Anton Homma,
Global CSC Customer
Knowledge & Insights
Manager,
IKEA Group

inwi

Radu Ciocan,
Group Director Customer
Operations,
inwi



ocado

Ian Pattle,
General Manager, Customer
Service and Strategy,
Ocado

N26

Benedikt Dormann,
Director Global Customer
Service,
N26 Group



Katalin Fritz,
Chief Customer Officer,
Marley Spoon



Cathleen Doorenbosch,
Global Head of Customer
Care Operations,
Deliveroo

بنك الرياض
riyad bank

Peter Halsor,
Former Customer
Experience Officer,
Riyad Bank



Tabitha Dunn,
Chief Customer Officer,
Ericsson



Konstantinos Fineskos,
Global Head of Customer
Service Centers,
Philip Morris International

e.on

Balazs Szabo,
Head of Customer
Experience and Digital
Development,
E.ON

FLIXBUS

Marcin Kupczak,
Head of Global Customer
Service,
FlixBus

Santander

Sérgio Catarino,
Diretor Contact Center,
Santander

Microsoft

Michelle Huenink,
Director, Customer Service &
Analytics, Customer Services
& Support (CSS),
Microsoft

[BOOK ONLINE](#)

Booking.com

Patrick Houbrijts,
Global Customer Service
Strategic Projects Director,
Booking.com

Telefónica

Arancha Martín,
Global Contact Center
Manager,
Telefónica

Ferratum

Darko Popovic,
Group Head of Customer
Service,
Ferratum Bank

Danske Bank

Jann Hoffman,
Head of Contact Centre
Operations Management,
Danske Bank

mash

Petra Mengelt,
Head of B2B – Business
Relations,
Mash

bpost

Jan Smets,
Director Customer Care,
bpost

postnord

Kati Packalen,
Head of Customer
Experience,
PostNord

BRITISH COUNCIL

Mohamed Attia,
Global Head of Customer
Operations,
British Council

zynga

Nathan Turner,
Operations Manager,
Customer Services,
Zynga

pagofx

Antonio Barranco Rosales,
Global Manager Customer
Support,
PagoFX by Santander

pagofx

Ricardo Felix,
Global Head Customer
Support,
PagoFX by Santander

amplifon

Roberto La Rosa,
Corporate Global Call Centre
Manager,
Amplifon

TUI

Chris Carmichael,
Innovation Lab Manager,
**TUI Destination
Experiences**

vodafone

Chiara Parodi,
Service Design Manager,
Vodafone Group

Community Fibre

Phil Purdy,
Head of Customer Services,
Community Fibre

Capita

Matt Curall,
Portfolio Director,
Capita

N26

Jean-Pierre Sleiman,
Data Operations Manager,
N26 GmbH

IFS

Claudia Belardo,
Vice President Business
Transformation,
IFS

**RADISSON
HOTEL GROUP**

**Alexandra da Silva
Rodrigues,**
Strategic Advisor for Global
Contact Centers,
Radisson Hotel Group

**IWG International
Workplace
Group**

Gayana Helder,
Global Head of Customer
Experience,
IWG

BGL

Lisa Steele,
Customer Service Director,
BGL Group

Google

Thomas Reby,
Head of Product Support,
Google

AGENDA AT A GLANCE

	Monday	Tuesday	Wednesday	Thursday	Friday
	26th October	27th October	28th October	29th October	30th October
		CCW Keynotes + Virtual Expo	CCW Keynotes & Tracks + Virtual Expo	Executive Access Only Day Invite Only	
	2nd November	3rd November	4th November	5th November	6th November
PREMIUM CONTENT	1 to 1 private meetings	CCW Virtual IDGs: Build your peer-led insights + 1 to 1 private meetings	CCW Virtual IDGs: Build your peer-led insights + 1 to 1 private meetings	CCW Virtual IDGs: Build your peer-led insights + 1 to 1 private meetings	1 to 1 private meetings
	9th November	10th November	11th November	12th November	13th November
	Local language content begins	Regional Fireside Chats: UK & I Sessions	Regional Fireside Chats: DACH	Regional Fireside Chats: Benelux	Regional Fireside Chats: Nordics
	16th November	17th November	18th November	19th November	20th November
	1 to 1 private meetings	CCW Virtual IDGs: Build your peer-led insights + 1 to 1 private meetings	CCW Virtual IDGs: Build your peer-led insights + 1 to 1 private meetings	CCW Virtual IDGs: Build your peer-led insights + 1 to 1 private meetings	1 to 1 private meetings



BOOK ONLINE

09:40 **Welcome remarks from the Chair**

Ted Hunting, Senior Vice President of Marketing, **Bright Pattern**

09:45 **BIG IDEAS KEYNOTE:**



The world has changed, And so should you! Explore the best-kept secrets of the world's most successful teams to implement a growth mindset

Growth mindset is the psychological ingredient that underpins great organisations. People in this mindset see success as dynamic in nature. They are less worried about what they know now than about how quickly they can learn. Precisely because of this perspective, they look for new information, update their assumptions, and are not afraid of their mistakes.

This rings particularly true for all businesses and leaders as we are emerging into a new world that has just suffered a devastating global pandemic crisis. As we focus on rebuilding our businesses and operating models, the right psychology is the starting point for all the other things – agility, adaptability, innovation, continuous improvement – that are so important to our future post COVID-19. We need to get away from self-justification and status quo bias - and change the world.

In his keynote Matthew will explore some of the best-kept secrets of the world's most successful teams, as well as bring insights from psychology, anthropology and data science. He will highlight how to implement a growth culture and the difference that that can have on performance – both at an individual level and at an organisational level.

Matthew Syed, Best Selling Author, **Thought Leader Bounce & Black Box Thinking**

10:30 **The All –Stars Debate for the future of contact centre technology: Game changers for customer contact in the next 5 years and how has COVID-19 reshaped the landscape?**

This panel discussion features the shakers and movers in the customer contact technology market to discuss and debate the future landscape of CX and contact centre landscape.

- Will cloud gain more momentum in the post COVID-19 business world?
- Is conversational AI finally here and are we prepared for it?
- How is connectivity and mobility brought to the next level to support scaled remote working?
- What are the innovations from the contact centre tech giants?

Panel members include:

Ed Creasey, Director Pre-Sales, **Calabrio**

11:00 **Session reserved for IBM**

11:30 **Time to sharpen your vendor insights: Visit the virtual exhibition hall, download content, view demo videos and chat to them directly!**

Many CX and customer contact innovations are developed and driven by solution and technology providers. The virtual EXPO Hall is packed with the most relevant solution providers that will help you advance your CX and customer contact transformation journey. All of them are showcasing their capabilities through demos and live chats. Make sure you take this time to visit all the exhibitors to win points to get ahead on the leader board! Great prizes are for grabs!

- Visit a virtual Booth: **250 points per booth visited**
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- Start a chat in a networking chat room: **150 points**
- Prizes are given out at the end of the event! Make sure you don't miss this great opportunity to visit vendors and win prizes!

BOOK ONLINE

12:00 KEYNOTE DISCUSSION: Building a stronger business and customer operations in a post COVID- 19 world: What have we learned about business continuity, resilience and digital transformation

This keynote panel discussion will bring industry leaders together to share their views and perspectives on key lessons drawn from the COVID-19 outbreak and more importantly what customer experience and operations need to look like in the post pandemic new normal:

- What are the key lessons learned during COVID-19 regarding business continuity, incident and crisis management
- What are the new views and long-term impact brought on our society, business, colleagues and customers?
- Will there ever be business as usual and if so what does that need to look like?
- How to restore trust for a stronger business culture

Panellists include:
Ramón Delima, CEO Cygnific; Vice President, **Air France KLM**
Joanna Macleod, Former Chief Transformation Officer, **American Express Global Business Travel**
Dekyi Boorsma, Head of Customer Service EMEA, **Netflix** (PENDING)
Moderator: Claudia Belardo, Vice President Business Transformation, **IFS**

12:30 Session hosted by Blue Prism

13:00 Reimagine the future of customer, work, colleague and the digital employee to build your future proof strategies

Session hosted by Qualtrics

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14:00 Session reserved for eGain

14:30 Keynote: Rethinking customer contact post COVID-19: 5 Keys to Win with your Business and Employees

An unthinkable pandemic shook the world this year and have affected customer experience and contact centre in the most profound ways. In order to come back even stronger, we need to put our heads together and look at the future trends that have been re-shaped by this to be able to thrive in the post COVID world. Join Ted in this keynote session and discover 5 key trends you can't afford to ignore:

1. The new face of the customer journey: omnichannel and what's next
2. A new virtual world with the rise of Bots, AI and conversational AI and remote agents
3. Achieving the next level of agility, business resilience, and employee empowerment through remote contact centres
4. Improving Quality Management on all channels in our now fully-online world
5. Innovative use cases seen during COVID

Ted Hunting, Senior Vice President of Marketing, **Bright Pattern**

15:00

Case study: Launching Speech Analytics at scale to draw precise customer insights for proactive and predictive analytics

A true pioneer in digital transformation, Deutsche Telekom has been sharing their Automation, Bot and social service throughout the years at the CCW stages. This year, Mareike and Stefanie will bring us along their recent journey of implementing speech analytics for 60million calls and how they are leveraging that to drive more accurate customer insights. You will learn:

- How to prepare the teams for implementing speech analytics at different stages
- How to drive the most accurate and useful customer insights through speech analytics
- How to optimise the customer service processes and improve quality and customer experience through speech analytics

Stefanie Wallau-Drügh, Head of Customer Insights and Tools, **Deutsche Telekom**
Dr. Dominik Grafenhofer, Lead Data Scientist, **Deutsche Telekom**

15:30

Panel Discussion: Driving digital experience acceleration through NLP, AI and mixed reality in light of COVID-19 outbreak

There's no doubt that companies will push even more aggressively of their digital transformation especially digital services agenda after COVID-19 outbreak as they have now seen the importance of connectivity, mobility and self-service for both their employees and customers. Yet the question remains where you should invest to gain the most ROI. This panel will invite some of the most experienced business leaders who have pioneered into these technologies and help you uncover the business potential, implementation challenges and ROI for them.

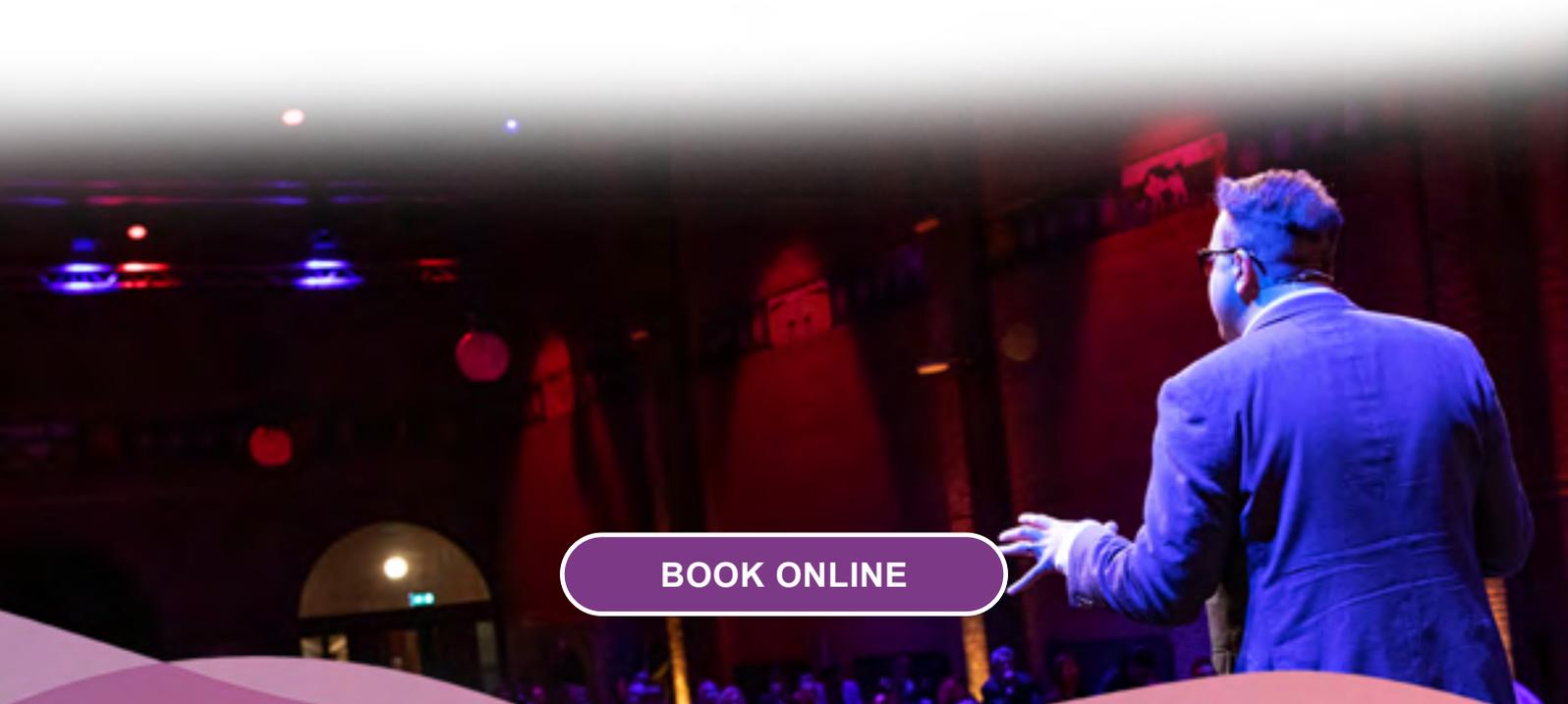
- Demystifying NPL, AI, Conversational AI and their implementation potentials and challenges in CX
- Is Conversational AI the future of CX?
- How can Artificial Intelligence & Intelligent Automation support each other to transform the way we deliver CX
- In light of COVID-19 outbreak, will augmented reality and mixed reality finally gain a strong foothold in CX?
- What are the other digital transformation initiatives that will provide exceptional ROI for your customer experience?

Panel members include:

Peter Halsor, Former Customer Experience Officer, **Riyad Bank**
Chris Carmichael, Innovation Lab Manager, **TUI Destination Experiences**
Jean-Pierre SLEIMAN, Data Operations Manager, **N26 GmbH**
Moderator: Martin Hill-Wilson, Customer Services, **CX & AI Engagement Strategist**

16:30

End of Day



BOOK ONLINE

10:00 Case Study: Putting things right: Building authentic leadership and a proactive culture for customer and business turnaround

Chris will share npower's powerful turnaround transformation focusing on:

- Building a culture and a service for pro-active customer support
- Building a vision narrative and providing the whole honest truth
- Making difficult decisions yet not losing trust
- The power of doing small things right

Chris Thewlis, Chief Operating Officer, **npower**

10:30 Session hosted by Talkdesk

Marco Costa, General Manager, **Talkdesk**

11:00 Experience as a Service:

Session hosted by: Genesys

11:30 Time to sharpen your vendor insights: Visit the virtual exhibition hall, download content, view demo videos and chat to them directly!

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Track Sessions begin

12:00 Panel Discussion: Design, integrate and optimise self-service channels and making them stick

The outbreak of COVID-19 has highlighted the importance of digital interactions with customers. This panel will draw experiences from senior leaders on how they are taking their digital platforms to the next level to be able to serve customers better:

- Redesigning the front end customer experience online
- Integrating digital platforms to ensure a seamless customer experience
- Developing digital capabilities to break down the silos
- Analysing and evaluating the usage and effectiveness of your self-service channels

Anton Homma, Global CSC Customer Knowledge & Insights Manager, **IKEA Group**

Radu Ciocan, Group Director Customer Operations, **inwi**

Ian Pattle, General Manager, Customer Service and Strategy, **Ocado**

Moderator: Phil Purdy, Head of Customer Services, **Community Fibre**

Workforce Analytics: Using Data to Adapt in Rapidly-Changing Times

From calls, letters, and faxes in the 90s, to the omni-channel experience of the 2020s, analysing customer experience has always been tough. Organisations need to join together CX data from disparate systems so they can analyse, take action, and finally measure the effect.

This has been exponentially accelerated by the pandemic. New channels were launched in weeks. Employees are operating in radically different contexts. Organisations delivered this rapid change on multiple CX platforms with no single view of the employee or customer experience. How can we adapt to this new context?

Join Ed Creasey as he shares use cases that show how technology makes it easy to analyse customer and agent challenges in one place. He will share use cases of how organisations join together disparate data and apply analytics to forecasting, scheduling, coaching, evaluation, and performance management - helping you analyse every step of the journey for customers and employees.

Ed Creasey, Director Pre-Sales, **Calabrio**

BOOK ONLINE

<p>12:30</p>	<p>Award-winning case study: Driving high performance through leadership and culture development</p> <ul style="list-style-type: none"> • How does our customer contact centre becoming the highest performing function across the company • Driving engagement and high performance across 1,300 agents • Implementing digital voice programme to update operating model and drive efficiency <p>Lisa Steele, Customer Service Director, BGL Group</p>	<p>Panel Discussion: Ramping up service excellence & automation to support hyper growth</p> <ul style="list-style-type: none"> • No service is the best service? It depends! – Creating the balance between self-service, chatbot & human interaction • Identify, prioritise and implement automation opportunities improve efficiency significantly • Emphasising on the human touch for the most critical moments during customer journey • Focusing on data gathering through phone, social and digital channels to drive the right insights to ramp up customer strategies • What kind of organisational structure do you need to create to drive customer excellence during exponential scaling up • What are the simple things you can do create customer excellence awareness across the company especially for the senior leaders • Agile is our DNA: How to leverage that at to bring cross-functional alignments <p>Benedikt Dormann, Director Global Customer Service, N26 Group Katalin Fritz, Chief Customer Officer, Marley Spoon Cathleen Doorenbosch, Global Head of Customer Care Operations, Deliveroo Moderator: Ruth Zive, Head of Marketing, Ada</p>
<p>13:00</p>	<p>Session reserved for Vonage</p> <p>Paul Turner, VP Strategic Accounts, Vonage</p>	<p>Case Study: Achieving customer excellence through AI and a customer centric culture</p> <ul style="list-style-type: none"> • Utilising customer data in addition to the traditional customer segmentation, customer journey mapping tools • Service excellence delivered by people and AI together • Designing roles and interfaces between human and machine <p>Hosted by Unbabel</p>
<p>End of Track sessions. Keynote sessions resume after break!</p>		
<p>13:30</p>	<p>Time to sharpen your vendor insights: Visit the virtual exhibition hall, download content, view demo videos and chat to them directly!</p> <p>Many CX and customer contact innovations are developed and driven by solution and technology providers. The virtual EXPO Hall is packed with the most relevant solution providers that will help you advance your CX and customer contact transformation journey. All of them are showcasing their capabilities through demos and live chats. Make sure you take this time to visit all the exhibitors to win points to get ahead on the leader board! Great prizes are for grabs!</p> <ul style="list-style-type: none"> • Visit a virtual Booth: 250 points per booth visited • Download a brochure from a virtual booth: 25 points per item • Download/watch a video from a virtual booth: 25 points per video • Start a text chat conversation in a virtual booth: 250 points • Start a chat in a networking chat room: 150 points <p>Prizes are given out at the end of the event! Make sure you don't miss this great opportunity to visit vendors and win prizes!</p>	

BOOK ONLINE

14:00 Session hosted by Five9

14:30 **Customer Experience vs. Efficiency: Why Customer Support Leaders Shouldn't Have To Choose**

Customer support leaders are often asked to answer the seemingly trick question: Can you provide a best-in-class customer experience...but at a lower cost? The reality is business simply cannot afford to operate at either extreme and balancing both CX and efficiency not only means a great deal to your customer strategy but unlocks something that can feel elusive to support teams: Positive revenue impact! Join this session to discover how Intercom's unique approach enables your business to find the right balance between what is best for your company and your customers.

- Overcome the dilemma of approaching efficiency and customer experience as two diametrically opposed choices
- Scaling the high bar of customer satisfaction without scaling headcount alongside customer count: What's the secret?
- Striking the balance with conversational support to combine proactive self-serve and human support capabilities.

Kaitlin Pettersen, Global Director of Customer Support, **Intercom**

15:00 **Case Study: Deliver a high performance culture at difficult times by focusing on people & process**

- Implementing lean six sigma at the contact centres to transform performance
- Develop a high performance and people focused culture to get through tough times
- A people focused approach at Cyngific

Ramón Delima, CEO Cygnific; Vice President, **Air France KLM**

15:30

End of Day



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Closed door executive only session to create an open and candid dialogue amongst the strategic leaders. All sessions are interactive, thought provoking and peer-led!

Complimentary to attend if you attend 1-2-1 meetings with IBM, BluePrism, Roojoom, Kura or participate in the IDGs

HOSTED BY



Executive Access Part 1: CX & Service Design

(Limited to 25 Executives)

10:00 **Keynote Finding your Customer Experience North Star: A systematic approach in creating holistic customer and employee engagement strategies**

- Setting your customer experience north star: Why and how?
- Systemise customer experience and making it part of the fabric of your business
- Driving customer experience through cultural, CX and performance transformation
- Building teams and enabling key capabilities to support your customer experience North Star!

Tabitha Dunn, Chief Customer Officer, **Ericsson**

10:30 **Deliver your global customer ambition and digital agenda through outsourcing, vendor governance model and relationship management**

Kostas manages their customer service through 3 global vendors across 14 sites, housing 3,500 seats. It requires a solid governance model to balance efficiency, effectiveness, control and ultimate customer experience. Join this case study to learn best practices on implementing your global customer service strategies in a 100% outsourced environment:

- Designing the customer strategy and implementing it across multiple sites around the world with high quality and standardisation
- Developing an effective vendor governance framework to balance control, capability and performance
- Driving your digital agenda with outsourced vendors: Moving from voice channels to digital channels to reduce call volume and improve high-value interactions

Konstantinos Fineskos, Global Head of Customer Service Centers, **Philip Morris International**

11:00 **Leveraging service design, gamification and business metrics to deliver customer experience transformation**

There is no silver bullet to transformation. In the past 4 years, E.ON have developed and executed a unique and highly successful strategy and roadmap to drive their customer experience transformation. In this session, Balazs will share their comprehensive approach, step by step execution and lesson learned to provide guidance for those who are on the same journey.

- Redesign your customer experience with service design
- Driving customer centricity by developing a customer culture across the organisation
- Combining service design, gamification, NPS and key business metrics to develop your comprehensive transformation toolbox
- Developing and driving the digital customer service agenda

Balazs Szabo, Head of Customer Experience and Digital Development, **E.ON**

11:30 **Thought Leaders Exchange TOPIC: CX & Service Design: Are you CX strategies generating ROI and business impact?**

Are you a thought leader on the proposed topic? Or are you a challenger with interesting views? Either way, join this super fun and interactive session to debate your ideas and hear from your fellow CX leaders on their perspectives. In this unique and interactive session, each thought leader will be invited to share a 6-8min perspectives on their key observations on this topic and challenge the audience with one burning question for him/her to inspire conversations and peer-led insights sharing.

Thought leaders:

Gayana Helder, Global Head of Customer Experience, **IWG**

Thomas Reby, Head of Product Support, **Google**

Chiara Parodi, Service Design Manager, **Vodafone Group**

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12:00

Break

CCW Executive Access Part 2: Next-Gen Contact Centres

(Limited to 25 Executives)

12:30

Panel: Future operating models and future of work for customer operations: outsourcing, remote working vs digital workers

This panel discussion explores the intertwined synergy of outsourcing vs future of work, bringing expert's view on what is the ideal set up for future success in customer operations.

- Exploring the changing landscape of outsourcing vs. automation vs. digital workers
- How is distributed working changing the future of work
- Developing a new dynamic relationship with partners and vendors

Panel members include:

Marcin Kupczak, Head of Global Customer Service, **FlixBus**

Sérgio Catarino, Diretor Contact Center, **Santander**

Antonio Barranco Rosales, Global Manager Customer Support, **PagoFX by Santander**

Ricardo Felix, Global Head Customer Support, **PagoFX by Santander**

13:00

Implementing a winning customer strategy that links system, data, process and business priorities

Customer experience has become a critical pillar of company strategies across every industry. This workshop will outline how Michelle and her team at Microsoft are continuously innovate and transform across the entire customer experience journey.

- Design your customer strategy with an end in mind: what does success look like?
- Linking business priorities, systems and processes with customer journey
- Adopting a proactive and predictive approach to support end to end customer lifecycle
- How can predictive analytics be leveraged as a critical CX strategy

Michelle Huenink, Director, **Customer Service & Analytics, Customer Services & Support (CSS), Microsoft**

13:30

Learning from the digital natives: Harness automation, data and AI technologies to deliver customer satisfaction

- Developing your service model strategy assisted by technologies
- How to best leverage data within the AI environment to enhance customer service
- Buy or build? Exploring different options when developing digital capabilities

Patrick Houbrigts, Global Customer Service Strategic Projects Director, **Booking.com**

14:00

Thought Leaders Exchange TOPIC: Contact Centre Transformation: What are the new ways for quality management, customer feedback and engagement?

Are you a thought leader on the proposed topic? Or are you a challenger with interesting views? Either way, join this super fun and interactive session to debate your ideas and hear from your fellow CX leaders on their perspectives. In this unique and interactive session, each thought leader will be invited to share a 6-8min perspectives on their key observations on this topic and challenge the audience with one burning question for him/her to inspire conversations and peer-led insights sharing.

Thought leaders include:

Alexandra da Silva Rodrigues, Strategic Advisor for Global Contact Centers, **Radisson Hotel Group**

Mohamed Attia, Global Head of Customer Operations, **British Council**

Roberto La Rosa, Corporate Global Call Centre Manager, **Amplifon**

14:30

Break

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CCW Executive Access Part 3: Empathy, Engagement & Performance

(Limited to 25 Executives)

15:00 Panel Discussion: Best practices in improving CSAT while reducing costs

- Gain insights into how high performing, customer centric organisations work with quality and knowledge processes
- Turning touchpoints into listening posts to achieve consistent high Customer Satisfaction
- Showcasing practical, hands-on examples of how to approach implementation of effective quality and knowledge processes

Aranca Martín, Global Contact Center Manager, **Telefónica**
Darko Popovic, Group Head of Customer Service, **Ferratum Bank**
Jann Hoffman, Head of Contact Centre Operations Management, **Danske Bank**
Petra Mengelt, Head of B2B – Business Relations, **Mash**
Jan Smets, Director Customer Care, **bpost**

15:30 Delivering customer experience through employee engagement: Unlock the true potential of people

In addition to her role as head of customer experience at PostNord, Kati is also a basketball coach and has recently been coaching the Paralympics team. In this session, Kati discusses valuable lessons and experiences businesses could draw from sports coaching as both focuses on high performance:

- Designing and communicating the brand values you want your business to be associated with by your customers and employees
- Creating a culture of employee to raise the benchmark of employee satisfaction to employee commitment
- Linking employee engagement and commitment to performance: achieving 125% more productivity

Kati Packalen, Head of Customer Experience, **PostNord**

16:00 Thought Leader Exchange - Empathy, Engagement & Performance: Are you a truly people first business?

Are you a thought leader on the proposed topic? Or are you a challenger with interesting views? Either way, join this super fun and interactive session to debate your ideas and hear from your fellow CX leaders on their perspectives. In this unique and interactive session, each thought leader will be invited to share a 6-8min perspectives on their key observations on this topic and challenge the audience with one burning question for him/her to inspire conversations and peer-led insights sharing.

Thought leaders include:
Stela Koleva, Vice President, **EMEA Service and Support, SAP Concur**
Nathan Turner, Operations Manager, **Customer Services, Zynga**
Matt Curall, Portfolio Director, **Capita**

16:30 End of Exclusive Access Day. See you soon!



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10.30 CET	1-2-1 Business Meetings
11.00 CET	1-2-1 Business Meetings
11.30 CET	1-2-1 Business Meetings
14.00 CET	1-2-1 Business Meetings
14.30 CET	1-2-1 Business Meetings
15.00 CET	1-2-1 Business Meetings



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10:00	<p>IDG A: The future omni-digital contact center strategy for exceptional CX (FOR DACH REGION)</p> <p>Understanding our customers has never been more important. Therefore, in an increasingly connected society, the need to distinguish multiple digital identities to meet customers' needs is fundamental for businesses. An effective omni-digital strategy is an integral part of this, helping companies deliver the best customer experience possible. And this in business areas and use cases like care, sales and marketing!</p> <ul style="list-style-type: none"> • How to obtain a 360° vision of your customers through an omni-digital strategy • Key benefits of an omni-digital conversational strategy measured on concrete KPIs • Anticipating the future of remote work for contact centers • Exploring new omni-digital habits and exceeding expectations of customers <p>Hosted by Ring Central – Dach</p>
11:30	1-2-1 Business Meetings
12:00	1-2-1 Business Meetings
12:30	1-2-1 Business Meetings
13:00	<p>IDG B: Creating an omni-digital contact center strategy for exceptional CX (FOR BENELUX & NORDIC REGION)</p> <p>Understanding our customers has never been more important. Therefore, in an increasingly connected society, the need to distinguish multiple digital identities to meet customers' needs is fundamental for businesses. An effective omni-digital strategy is an integral part of this, helping companies deliver the best customer experience possible.</p> <ul style="list-style-type: none"> • How to obtain a 360° vision of your customers through an omni-digital strategy • Benefits of an omni-digital conversational history • Anticipating the future of remote work for contact centres • Exploring new omni-digital habits and exceeding expectations of customers. <p>Hosted by Ring Central Benelux/Nordic</p>
14:30	1-2-1 Business Meetings
15:00	1-2-1 Business Meetings
15:30	1-2-1 Business Meetings
16:00	<p>IDG C: Topic TBC</p> <p>Hosted by Talkdesk</p>
17:30	End of day

Private Meeting Schedule for 3rd November:

10.30	1-2-1 Business Meetings
11.00	1-2-1 Business Meetings
11.30	1-2-1 Business Meetings
14.00	1-2-1 Business Meetings
14.30	1-2-1 Business Meetings
15.00	1-2-1 Business Meetings

BOOK ONLINE

10:00	IDG D: Balancing self-service vs. human touch: Developing digital capabilities Martin Taylor, CMO, Content Guru
11:30	1-2-1 Business Meetings
12:00	1-2-1 Business Meetings
12:30	1-2-1 Business Meetings
13:00	IDG E: Topic TBC – Enhancing the buyer journey Hosted by Talkdesk
14:30	1-2-1 Business Meeting
15:00 CET	IDG F: Re-Imagining The Contact Centre: New approach to develop a more engaging customer journey In 2019 there were an estimated 2.8 billion social media users worldwide, and customers want to interact with companies through the platform of their choice. Social media is increasing becoming that preferred method whether its WhatsApp, Facebook or Twitter! Join this interactive discussion session to find out how you can service your social media savvy customers with a new and integrated approach: <ul style="list-style-type: none"> • Where are traditional contact centres falling short? • Best ways to engage with and service your social media savvy customers • Changing the approach: Building the Contact Centre for a new generation by developing our Engagement Hubs Facilitated by: Adam Taylor, Managing Director, Vericall
16:30	1-2-1 Business Meeting

Private Meeting Schedule for 4th November:

10.30	1-2-1 Business Meetings
11.00	1-2-1 Business Meetings
11.30	1-2-1 Business Meetings
14.00	1-2-1 Business Meetings
14.30	1-2-1 Business Meetings
15.00	1-2-1 Business Meetings



BOOK ONLINE

13:00	IDG G: Topic TBC Hosted by TBC
14:30	Break
15:00	IDG H: Scaling your business growth and supporting your customers across multiple cultures and languages Hosted by Unbabel
16:30	End of day

Private Meeting Schedule for 5th November:

10.30	1-2-1 Business Meetings
11.00	1-2-1 Business Meetings
11.30	1-2-1 Business Meetings
14.00	1-2-1 Business Meetings
14.30	1-2-1 Business Meetings
15.00	1-2-1 Business Meetings



9th November – 20th November Agenda: TBD

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Blue Prism is the global leader in intelligent automation for the enterprise, transforming the way work is done. At Blue Prism, we have users in over 170 countries in more than 1,800 businesses, including Fortune 500 and public sector organizations, that are creating value with new ways of working, unlocking efficiencies, and returning millions of hours of work back into their businesses. Our intelligent digital workforce is smart, secure, scalable and accessible to all; freeing up humans to re-imagine work.

To learn more visit www.blueprism.com and follow us on Twitter @blue_prism and on LinkedIn.

Website: blueprism.com



Bright Pattern provides the simplest and most powerful AI-powered contact center for innovative midsize and enterprise companies. With the purpose of making customer service brighter, easier, and faster than ever before, Bright Pattern offers the only true omnichannel cloud platform with embedded AI that can be deployed quickly and nimbly by business users—without costly professional services. Bright Pattern allows companies to offer an effortless, personal, and seamless customer experience across channels like voice, text, chat, email, video, messengers, and bots. Bright Pattern also allows companies to measure and act on every interaction on every channel via its advanced omnichannel quality management suite with embedded AI. The company was founded by a team of industry veterans who pioneered the leading contact center solutions and today are delivering architecture for the future with an advanced cloud-first approach. Bright Pattern's cloud contact center solution is used globally in over 26 countries and 12 languages.

Website: www.brightpattern.com/



Calabrio is revolutionizing the way enterprises work remotely and engage their customers with Calabrio ONE®, a unified suite—including call recording, quality management, workforce management, voice-of-the-customer analytics and advanced reporting—that records, captures and analyzes customer interactions to provide a single view of the customer and improve the overall agent and customer experience.

Calabrio ONE is easy to use, accessible from any location, and empowers management to align activities and resources quickly with the demands of today's remote-friendly, multichannel customer. The secure platform has a lower total cost of ownership and can be set up and expanded on a public, private or hybrid cloud.

Website: <http://www.calabrio.com>



CallMiner is a recognised leader in the speech analytics software industry, harvesting key customer and operational insights from multi-channel customer interactions. Uniting with our customers and partners, our platform drives contact centre efficiency, positive customer and employee experience and significant improvements in top and bottom-line corporate performance.

Website: www.callminer.com



Content Guru is a global leader in cloud-based contact center and communications solutions. Its multi-award-winning storm platform is used internationally by some of the world's largest organizations, in sectors ranging from financial services to government, and utilities to travel, including the NHS, Rail Delivery Group, and Sodexo. These clients continually choose storm for its scalability, reliability and unparalleled flexibility. A complete contact center solution that's transforming the way organizations approach customer experience, storm integrates the latest in contact center technology. Artificial intelligence (AI), video, automated outbound contact and more is combined into one interface to streamline the entire communications process, removing organizational siloes while providing agents with 360° customer insight.

Website: <http://www.contentguru.com>



eGains omnichannel customer engagement solutions power digital-first experiences for leading brands. Infused with AI, machine learning, knowledge and analytics, our award-winning platform helps clients automate and optimize customer journeys via virtual assistance, messaging, social, mobile, web, and contact centers. To learn more about eGain www.egain.com

Website: www.egain.com



Helpshift's next-generation digital customer service software enables B2C brands to scale their support while offering differentiated experiences through phone, web, in-app, email and messenger app channels. Helpshift's innovative asynchronous messaging model across these channels gives people back their time, keeps conversations in context and allows humans and automations to work together to solve problems faster. The Helpshift platform embeds knowledge and AI to let customer service organizations best utilize a mix of automated service, self-service and human-assisted service. Serving over 450 businesses worldwide, including Xfinity Home, Microsoft, Tencent and Supercell, Helpshift is headquartered in San Francisco, with offices around the globe. To learn more about Helpshift, visit helpshift.com and follow @helpshift on Twitter.

Website: www.helpshift.com



IBM is a leading cloud and cognitive solutions company, and the largest technology and consulting employer in the world. Trusted by thousands of enterprises across 20 industries, IBM Cloud offers a faster, more secure journey to cloud. Easily build and modernize apps with the latest cloud technology from any source, and seamlessly connect, secure and manage all your clouds and vendors, with a flexible, open standards based approach. With Watson, the AI platform for business, powered by data, we are building industry-based solutions to real-world problems. For more than seven decades, IBM Research has defined the future of information technology with more than 3,000 researchers in 12 labs located across six continents.

Website: ibm.com/watson



Intercom is a Conversational Relationship Platform (CRP) that helps businesses build better customer relationships through personalized, messenger-based experiences. It's the only platform that delivers conversational experiences across the customer journey, with solutions for Conversational Marketing, Conversational Customer Engagement and Conversational Support.

Intercom is bringing a messenger-first experience to all business-to-customer communication, powering 500 million conversations per month and connecting 4 billion unique end users worldwide across its more than 30,000 paying customers, including Atlassian, Sotheby's and New Relic.

Website: intercom.com



Invest Northern Ireland, the region's economic development agency, works in partnership with international investors offering advice and assistance to develop their business in the region and to improve capability and international competitiveness.

The customer contact sector has been highly successful in Northern Ireland with many international companies investing and reinvesting in both captive and non-captive centres. Companies choose Northern Ireland due to its highly skilled, young talent pool, competitive UKI operating costs and its near-shore, UK location.

Invest Northern Ireland offers a range of different support incentives to companies that wish to grow a team in the region, including its unique Assured Skills and Skills for Growth programmes.

To learn more about why global companies such as BT, Lloyds, Santander, Teleperformance and FirstSource are choosing Northern Ireland, visit the Invest Northern Ireland stand where you can speak to one of our advisors.

Website: investni.com/invest-in-northern-ireland



We are Kura. Our vision is to be unrivalled in developing people; we want to help our people be the best that they can be, supporting our client's customers, developing their skills, helping each other, building an awesome team that focuses on improving customer experience.

The largest Independent Outsourcer in the UK, we provide some of the biggest brands with contact centre services and software solutions. Our 2,500 people support our clients across the UK and South Africa, focusing on driving efficiencies, improving customer experience and retention. Syntelate XA, our omni-channel advisor desktop, is both simple and powerful and was developed with strong input from our advisors. It has been designed to automate the easy stuff and help advisors with the hard stuff.

Website: wearekura.com



Manifone is a telecom operator, recognized as the specialist of the voice channel in the Contact Center industry.

Its expertise covers the particularly demanding outbound and inbound traffic for contact centers with:

- Innovative services for monitoring, configuring and analyzing information obtained from voice
- New tools for direct marketing and operational efficiency

Website: www.manifone.com



Established in 2006, MPC Connect is an agile customer-focused outsourcing solutions provider boasting an ever-expanding staff complement of 1700. Servicing vast global clientele, including the United Kingdom, United States, Australia, China, and South Africa - we offer 24/7/365 comprehensive BPO customer branded solutions. Our tailored call centre, online English tutoring and managed services solutions add value to your client-base and business through world-class infrastructure, an educated and conscientious workforce, and an ongoing commitment to excellence. MISSION We are devoted to providing world-class outsourcing and shared services through problem ownership, solution implementation and maintaining accountability. With a continuous improvement mindset underlining our processes.

We are committed to establishing and cultivating sustainable and evergreen partnerships with both our customers and stakeholders - providing consistent growth and profitability. We believe that one of our most valuable assets are our dedicated employees, who are treated with the same respect and integrity as our esteemed clients.

VISION We strive to deliver industry-leading service and a seamless customer experience, by establishing partnerships, continuously upskilling our workforce and maintaining our standing as the preferred Business Process Outsourcing (BPO) service provider.

Website: www.mpconnect.co.za



Qualtrics, the leader in customer experience and creator of the Experience Management (XM) category, is changing the way organizations manage and improve the four core experiences of business—customer, employee, product, and brand. Over 11,000 organizations around the world are using Qualtrics to listen, understand, and take action on experience data (X-data™)—the beliefs, emotions, and intentions that tell you why things are happening, and what to do about it. The Qualtrics XM Platform™ is a system of action that helps businesses attract customers who stay longer and buy more, engage employees who build a positive culture, develop breakthrough products people love, and build a brand people are passionate about.

Website: qualtrics.com



RingCentral Engage Digital facilitates the digital transformation of companies by helping them expand and steer their omni-digital customer relations.

We provide a platform that assembles all the customer interactions in one place (via messaging, social media, live-chat, mobile, email) and re-distributes them automatically according to availabilities, customer profiles, or type of requests to be able to handle them more efficiently. This gives companies a full history and precise account of each interaction to analyze and better manage their activity while increasing customer satisfaction.

RingCentral Engage Digital is based on a SaaS model and benefits from international exposure working with over 100 major players across 65 countries in the Telecom, Banking, Insurance, Utilities and Entertainment industries (Orange, Ooredoo, Deutsche Bahn, Banglalink, Proximus, SFR and many more).

Website: ringcentral.co.uk



Roojoom AI-based journey orchestration platform enables brands such as AT&T and Comcast to manage personalized customer service journeys, continuously from issue to resolution across communication channels - lifting resolution rates, customer satisfaction, overall digital adoption, as well as, contact center costs and average handling time - when deployed for assisted customer service channels.

Website: roojoom.com



Talkdesk® is the cloud contact center for the customer-obsessed. Combining enterprise performance with consumer simplicity, Talkdesk easily adapts to the evolving needs of support and sales teams and their end-customers, resulting in higher customer satisfaction, productivity and cost savings.

Over 1,800 innovative companies around the world, including IBM, Acxiom, 2U, Trivago and Peloton, rely on Talkdesk to make customer experience their competitive advantage. Schedule a meeting or chat with us to learn more.

Website: talkdesk.com



Unbabel enables modern enterprises to serve customers in their native languages, with always-on, scalable translation across digital channels.

Powered by AI and refined by a global community of translators, Unbabel combines the speed and scale of machine translation with the authenticity that can come only from a native speaker.

Unbabel has raised over \$31M in funding and has over 200 employees across its Lisbon headquarters and offices in San Francisco, New York, and Pittsburgh. Leading brands like Facebook, Microsoft, Booking.com, and easyJet use Unbabel to make their customers happier and their support operations vastly more efficient.

Website: www.unbabel.com

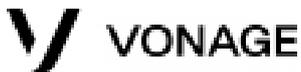


VeriCall embraces both people and technology and brings them together with innovative and intuitive solutions to, essentially, make engaging with your customers easier and more efficient – AND, of course, more cost effective!

We help you keep pace with change and demand by making sure we are constantly evolving and blending Artificial Intelligence (AI) and mobile and digital technologies with highly trained and motivated people that offers your company a 24/7, 365-day range of services.

At VeriCall's Engagement Hub these elements are combined to provide you with industry leading, tailored solutions that can work with any size of company from Micro to SME to Enterprise

Website: vericallsolutions.com



Vonage is redefining business communications, helping enterprises use fully-integrated unified communications, contact centre and programmable communications solutions via APIs. True to our roots as a technology disruptor, we've embraced technology to transform businesses to collaborate more productively and engage their customers more effectively across all communications channels.

Website: vonage.co.uk



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For purposes of this clause, a fortuitous event shall include, but not be limited to: war, fire, labour strike, extreme weather or other emergency.

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