**To Whom it May Concern**

I have 17 years senior level experience in customer experience management working agency and client side. The roles I have performed focus on customer insights, CX design, journey mapping (including as a trainer), voice of the customer research, UX research, analyst writing, employee experience, CX training, CX management and CX strategy consulting.

Within CX, I have managed and led cross-industry projects with leading brands: working mostly with Directors of Marketing, CX, Insights, research and service operations. Brands I have worked for client side include Entain, Ericsson and Motor Insurers Bureau while agency side I have held senior roles in Beyond Philosophy and Strativity.

Prior to my career in CX I worked for 12 years in research, analyst, and consulting firms.

Successes include winning, with Avios, the UK CX Awards for insights; being cited by Forrester for both my advisory work with Maersk and my design of quali-quant emotion metric, Emotional Signature©. Amongst my project successes I include designing the CX Charter and Balanced Scorecard for Turkcell, Baloise Insurance, Overbury and AMEX.

In research I have full qualitative, ethnographic, and quantitative experience.

In addition, I am an author, writer, and speaker on CX. My portfolio includes a published book (CEM Rebooted) and several marketing and analyst papers. I am a proponent of AgileCX , co-creation and the use of default Agile frameworks in CX Governance and measurement.

(See my portfolio at [www.allaboutexperience.co.uk](http://www.allaboutexperience.co.uk) which also includes details of my projects and speaking engagements)

Kind regards

Steven Walden