



**Edward
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Q: What is the number one lesson you have learned during your CX career journey that you use on a regular basis, that you believe all CX professionals should know?

Having been in consumer research for many years, I always value data and consumer insights. My 15 years in CX have taught me two key things :

1. *The value of storytelling (based on insights)*
2. *We are in the memory-building business*

What we do is complex, but we need to ask ourselves one very simple question – How would I feel I received this experience?

Q: What is your most favorite customer experience memory?

There really isn't one big WOW experience that stands out for me – there are plenty of bad ones. There are, however, many little things and experiences that make me smile...the friendly conversation at the bank, the checkout person at the grocery store who made you smile, the person at the home improvement store who took the time to discuss alternatives to ways to fix something.

Q: What is your best piece of advice for CX leaders to be successful?

It takes time. Find others in the organization that believe in the value of CX and work together to show the impact of having a customer-focused approach

Q: What has been your biggest pain point in driving CX?

Having worked with hundreds of organizations I have experienced many pain points; the most common are...

- *Leaders who say they want to be customer-focused and then continue to make decisions that directly have a negative impact on the customer*
- *Having CX as a project*
- *Organizations that know they are siloed, realize it is major pain point and do nothing to develop a collaborative environment*
- *Presenting insights we captured to leadership and having everyone agree that they knew the pain points but did nothing to change them*

Q: While all customers should be treated well, do you think all customers should be treated exactly the same?

Definitely not. Every customer needs to be treated fairly, with respect and should receive consistently good experiences.

How long would you stay in business if you spent \$100 to deliver an experience to a customer that only delivers \$10 of value to the business? Organizations need to understand the cost to service customers with a consistently good experience, understand the value each customer provides, and build experiences that are based on their value.

Q: What is your most favorite professional memory?

Every promotion I have ever had or new job – it’s a great feeling to be recognized for the work you have done, your knowledge, skills, and ability.

Q: What is your least favorite professional memory?

Working for an organization for about 16 years and having my position eliminated. It happens; it’s business and it was hard at the time, but financial decisions must be made.

Q: What is the best job you’ve ever had?

Being a father.

Q: What is the worst job you ever had?

I honestly can say that I have enjoyed every job I have ever had – while the work may not always be enjoyable, the people I have worked with (well, most of the people) make every job enjoyable. I guess the worst job would be looking for a job.

Q: What profession other than your own would you like to attempt?

Chef. I love good food! I enjoy cooking for others. We do a Feast of the Seven Fishes every Christmas Eve; this year we had over 20 people - seeing them all eating and enjoying it is worth the hours of time spent in the kitchen.

Q: What profession other than your own would you not like to attempt?

I enjoy working with my hands, doing physical labor; it feels good but it is not something I would like to do every day. I respect those who do; my dad worked for the City of New York as a dock builder – he worked hard in the rain, snow, hot and cold, it took a toll on his body – his work ethic taught me the value of hard work.

Q: Which talent would you most like to have?

Mind reader. All aspects of our lives would be so much easier if people clearly communicated.

Q: What do you consider your greatest achievement?


Bringing life into this world, raising my son, and seeing him become a smart, articulate, and caring man.

Q: Which living person do you most admire?

I don’t believe we should admire people – I don’t want to be anyone else, I am who I am. I do admire skills and traits that people have, for example the ability to stand on stage and mesmerize people with storytelling.

Q: What is your motto?

Treat people how you want to be treated.



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