

Melinda Goddard championed the customer satisfaction measurement and initiatives for the diagnostics division of a leading healthcare company from 1992 through 1997, when the US affiliate endeavored to “achieve leadership and profitability through customer satisfaction.” By 1997, overall customer “*very satisfied*” ratings increased from 36% to 67%. The company exceeded its profit goals and became the fastest growing company in its industry and the parent health care group, worldwide. This case was later published in *Marketing Management*.¹

In November 1997, Melinda accepted responsibilities for establishing a new customer satisfaction department for the pharmaceuticals division. She led the re-engineering team that established the US headquarters contact center.² She continued to lead customer satisfaction measurement initiatives for strategic direction from prescribers and clinical investigators ultimately in more than 30 countries, giving trial feedback³ to global operations from 1998 through 2012 (internally, and thereafter as a consultant beginning in 2001). In 2012, she also developed and delivered customer focus workshops for the global sample operations teams in Switzerland, the United Kingdom, and United States.

One major initiative was to conduct and publish a best practices study based on focus groups and interviews with ~200 clinicians and her colleagues representing over 1,600 years of industry experience. This was first published in a 342-page handbook and on a user-friendly website as a tool to optimize service quality in 2000.⁴ The study was distributed to the sales force and used thereafter in new-hire training classes; it may well have influenced many members of the field organization. Subsequently, “*Roche’s U.S. Primary Care Sales Force Ranked Number 1 for Effectiveness: During three consecutive surveys conducted in 2002 and 2003, Roche’s Primary Care sales force was ranked the most effective in the U.S., with 47 percent of calls leading to effective discussions with physicians, according to a survey conducted by the consultancy Health Strategies Group. ...Effectiveness was measured in terms of the use of dialogue, resources and content relevant to physicians.*”⁵

Working with a regional manager, she then co-authored a corresponding best practices study for clinical trial monitors.⁶ She also developed and implemented contact center and national accounts survey and feedback systems; led the US customer quadrant Balanced Scorecard team; and facilitated quality improvements throughout the business.

In 2001, Melinda formed her own business as an independent consultant to companies likewise committed to achieving their business results by delighting their customers. From customer satisfaction measurement to leading continuous improvement teams, these services help organizations take care of their customers, so sales and profits take care of themselves.

Melinda began her career in financial services while working toward a Bachelor’s in Economics and an MBA from the University of Southern California, where she was graduated *summa cum laude* and as a member of *Phi Beta Kappa*. Before establishing ClieTell Consulting in 2001, she held increasing sales, sales training, marketing, and customer satisfaction responsibilities at: Ortho Diagnostic Systems, a Johnson & Johnson Company; Corning/MetPath Laboratory; Carter Wallace; Hoffmann La-Roche; and a marketing communications agency.

With a passion for customer-driven results, Melinda has also consistently shared her experience as a speaker on customer satisfaction. Such events have ranged from business management to sales and team training meetings in North America, Europe, and the Caribbean.

Public addresses have been conducted for the Lubin Graduate School of Business at Pace University in New York and numerous conferences throughout the US. Sponsors have included: International Quality and Productivity Center (IQPC); Institute for International Research (IIR); Customer Care Institute; Conference Board Customer Strategy Council; and Society of Consumer Affairs Professionals in Business (SOCAP).

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References and Publications

¹T. Keiningham, M. Goddard, *et. al.*, “Customer Delight and the Bottom Line,” *Marketing Management*. American Marketing Association. Fall 1999; pp. 57-63.

²M. Goddard, K. Rose, “Roche Pharmaceuticals Questions the Acceptance of Unacceptable Service” and “Customers Serving Customers.” *Customer Relationship Management*. Society of Consumer Affairs Professionals in Business. June and September 2000 (2-part case study; awarded “Article of the Year 2000” by SOCAP).

³*Roche Pharmaceuticals Representatives’ Best Practices*, (Nutley: Roche Laboratories Inc., 2000, 342 pages, internal publication)

⁴G. McClelland, J. Siegel, M. Goddard, “Measuring Investigator Satisfaction: A Global Survey Identifies Strengths and Improvement Opportunities,” *Applied Clinical Trials*, June 2002.

⁵www.roche.us/roche/paward.asp ~ 4/9/05

⁶M. Goddard, T. Robinson, *Roche Pharmaceuticals Monitors’ Best Practices*, (Nutley: Roche Laboratories Inc., 2004, 337 pages, internal publication)

- M. Goddard, *Repeal GST! The British Bankrupting of Anguilla* (Watercolours, Anguilla 2023).
- M. Goddard, ~70 articles discussing alternatives to GST, *The Anguillian* (May 2022 through October 2023; compiled and published in *Repeal GST! The British Bankrupting of Anguilla*, above)
- M. Goddard, *One Way Ticket: From America to Anguilla* (Watercolours, Anguilla 2016).
- M. Goddard, S. Garlick, “Raising the Bar on Service,” *The Anguillian* (a series of 10 financial services quality standards articles sharing The Service Level Pledge with the community; June 7, 2013, through August 16, 2013).
- M. Goddard, “ANGUILLA PRIDE: Building Prosperity through Professionalism,” *The Anguillian* (a series of weekly service quality standards articles, August 13, 2010, through November 19, 2010).
- M. Goddard, “Five Keys to Designing Successful Customer Satisfaction Measurement and Management,” *Customer Relationship Management*, Volume VIII, Number 4, SOCAP, August 2003, pages. 29-33
- M. Goddard, “A Best Practice for Sharing Best Practices: Finding B2B Answers to ‘How do I delight my customers?’”, *Customer Relationship Management*, Volume VII, Number 2, SOCAP, April 2002.
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Kepley and AT Research Publications (Since 2015)

- Krisfalusi-Gannon, J., Ali, W., Dellinger, K., Robertson, L., Brady, T., **Goddard, M.**, and Dellinger, A. (2018). The Role of Horseshoe Crabs in the Biomedical Industry and Recent Trends Impacting Species Sustainability. *Frontiers in Marine Science*, 5:185. doi: 10.3389/fmars.2018.00185.
- Williams, A., Cunningham, I., Brady T., Abood, S., Tinker-Kulberg, R., Dellinger, K., **Goddard, M.**, Robertson, L., Dellinger, A.* (2019). Use of a Canine Gastrointestinal Olfactory Stimulant in a Shelter Setting. *Journal of Animal Health and Behavioural Science*, 3(1).
- Tinker-Kulberg, R., Dellinger, A., Brady, T., Robertson, L., **Goddard, M.**, Bowzer, J., Abood, S., Kepley, C., and Dellinger K. (2020). Effects of Diet on the Biochemical Properties of Amebocyte Lysates from *Limulus Polyphemus* in an Aquaculture Setting. *Frontiers in Marine Science*, 7:541604. doi: 10.3389/fmars.2020.541604.
- Tinker-Kulberg, R., Dellinger, A., Gentit, L., Fluech, B., Wilder, C., Spratling, I., Stasek, D., Kepley, C., Robertson, L., **Goddard, M.**, Brady, T., Töland, L. and Dellinger K. (2020). “Evaluation of Indoor and Outdoor Aquaculture Systems as Alternatives to Harvesting Hemolymph from Random Wild Capture of Horseshoe Crabs.” *Frontiers in Marine Science*, 7:568628. doi: 10.3389/fmars.2020.568628.

Patents

- Patent No. 11,298,375. *Halogenated Fullerene Functionalized as a Biocidal and Chemotactic Spermicide to Vaginally Harbor and Neutralize Spermatozoa for Use as a Safe and Effective Contraceptive*. Brady, et al. Issued: Apr. 12, 2022.
- Patent No. 11,452,288. *Innocuous Sterilant using Hemocyanin and Functionalized Fullerenes with Broad-Spectrum Intracellular and Interstitial Microbiocidal and Radical Scavenging Effects for Packaged Matter, Biologics and Organics including Liquids, Gases, Tissue, Organs, Cells, and Limbs with Copper Mediated Oxygenation for Viability and Preservation*. Brady, et al. Issued: Sept. 27, 2022.
- Patent No. 11,638,720. *Risk Mitigation of Infectious Disease Transmission from Incidental and Intimate Contact Using Atomic Scale Molecular Disruption and Biocidal Halo-fullerenes Delivery via Topical, Flushing and Enteral Mechanisms*. Brady, et al. Issued: May 2, 2023.
- Patent No. 11,653,984. *Unassisted Robotic Surgery Employing Paramagnetic Halo Metallofullerenes as Minimally Invasive, Precision Scalpels or Micronization Particles through Magnetic Field Manipulation and Targeted Exenteration Patterned by Programmed 3D Imaging Using Needle or Magnetic Energy Access and Microelectronic Semiconducting in Non-stationary Wafer-less Space*. Brady, et al. Issued: May 23, 2023.
- Patent No. 11,771,125. *Concentrated Nutritional or Supplemental Compound for Intestinal, Gut-Brain Axis and Neurobiological Homeostasis through Calibrated Absorption Including Neurotransmitter or Any Equilibrating Compound Release to Treat or Mitigate Disease and Co-morbidities, Particularly Obesity and Malnourishment*. Brady, et al. Issued: Oct. 3, 2023.
- Patent No. 11,813,363. *Concentrated Nutritional or Supplemental Compound for Intestinal, Gut-Brain Axis and Neurobiological Homeostasis through Calibrated Absorption Including Neurotransmitter or Any Equilibrating Compound Release to Treat or Mitigate Disease and Co-morbidities, Particularly Obesity and Malnourishment*. (Continuation-in-Part). Brady, et al. Issued: Nov. 14, 2023.

Patents Pending

- *Portable or Stationary Magnetic Antenna for Bidirectional Transmission of Undiminished Communications and Radio Frequency (RF) Signals between Exterior and Interior Spaces.* (#18/088,688) Filed: Dec. 26, 2022.
- *Use of a Sustainable, Modified and Enhanced Aquaculture Limulus Amebocyte Lysate Protein for Detection and Characterization of Infectious Pathogens in Biologic Samples for Patient Screening, Diagnosis and Therapeutic Management.* (#18/131,558). Filed: Apr. 6, 2023.
- *Use of Sustainable, Modified and Enhanced Aquaculture Limulus Amebocyte Lysate Protein and Hemolymph Compounds as a Biologic Broad Spectrum Antimicrobial Therapeutic.* (#18/198,312) Filed: May 17, 2023.
- *Atomic Scale Topical Composition with Enhanced Interstitial Cellular Uptake for Increased Moisturizing, Fluidity, Antioxidant and Radiation Protection, Antimicrobial Cleansing and Therapeutics for Optimal Dermal Integrity and Homeostasis.* (#18/232,877) Filed: Aug. 11, 2023.
- *Customized Ear Compression Device for Keloid Management.* (#18/237,019) Filed: Aug. 23, 2023.
- *Broad-Spectrum Antimicrobial, Biocompatible and Preservative-Free Functionalized Fullerenes Ophthalmic Solution with Reactive Oxygen Species Scavenging and Advanced Targeting, Penetration, and Hydration.* (#18/374,342) Filed: Sept. 28, 2023.
- *Optimized Sustainable Formulation and Manufacturing Process for Animal and Aquaculture Feed for Enhanced Species Health and Longevity.* (#18/380,541) Filed Oct. 16, 2023.

Community Awards

- Anguilla Hotel and Tourism Association (AHTA) Allied Member of the Year (2011)
- Anguilla Chamber of Commerce and Industry (ACOCI) Appreciation Awards (2004, 2008 and 2013)
- Anguilla Tae Kwon Do Chung-Do Kwan Club Appreciation Award (2012)

Community Service

- Analysis of the Goods and Services Tax Act 2021 and the 2021 Budget on behalf of the Evangelical Association and the Christian Council (Livestream; September 2021)
- “Alternatives to GST” House of Assembly Select Committee on the Goods and Services Tax presentation (July 5, 2021)
- Public Service Survey on behalf of the Deputy Governor, Perin Bradley (2019)
- FORCE Secondary Education Survey (Focused on Redesigning Children’s Education task force; 2017 – 2018)
- Health Authority of Anguilla management team “Leaders Leading Leaders” seminar (2017)
- Anguilla Tourist Board (ATB) director; ministerial appointment (2015)
- Welcome Desk Gift Vouchers and Greeting program; collaboration with Anguilla Chamber of Commerce to design and deliver gift vouchers on behalf of businesses to attract visitors to

restaurants and other guest services and activities (Blowing Point ferry terminal; 2014 – 2017).

- “Anguilla 44: A Vision for Prosperity” Presentation to 23 key stakeholder groups, from the Anguilla Economic Forum to the Governor of Anguilla, to the Rotary, to the political party candidates in 2015, to various boards, public service departments and associations to educate the community with respect to alternatives to further taxation after a four-fold increase in 15 years (2013 – 2019).
- Royal Anguilla Police Force community tips portal design and sponsorship (RAPF; 2007 – Present)
- Anguilla Business Surveys and volunteered with general business and marketing support for the Anguilla Chamber of Commerce (total of 6 surveys; volunteering 2003 – 2019)

Contact

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