



## Insurance Company Understands Customers, Crafts Roadmap for Success

Marketing was organized around products and distribution channels, not customers. Information “silos” prevented the effective sharing of consumer/agent information, and there was no understanding of the consumer’s or agent’s place in the customer lifecycle.

The primary marketing goal of our client, a highly regarded individual and group health insurance company, was to obtain new customers, keep them and grow share of wallet with existing customers. Facing increased competition and price sensitivity within the health insurance market, our client sought a way to effectively incorporate CRM tactics into the consumer experience and the company’s agents’ experience to drive revenue and serve as the foundation for a long-term CRM strategy.

The company had been implementing substantial marketing and technology activities without a clear view of how projects impacted each other or the customer experience. Its process was organized around product lines and distribution channels, not customers. Therefore, the company had a minimal and disjointed understanding of both consumer and agent experience and needs.

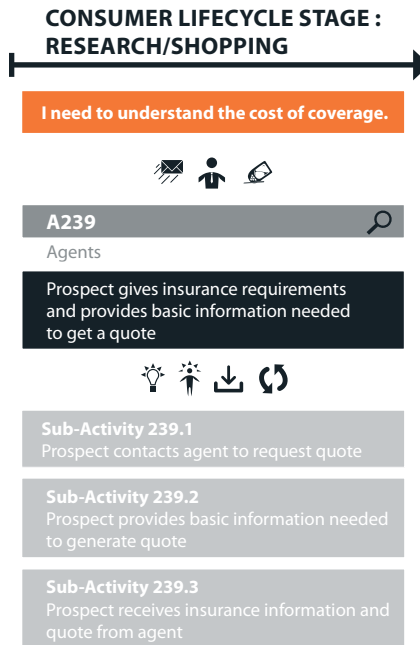
Further, information “silos” prevented the effective sharing of consumer/agent data and insights within the company. For example, top-performing agents were treated differently by one touchpoint, but other touchpoints within the organization didn’t know who the top-performing agents were (and therefore treated them like everyone else).

Finally, our client lacked understanding of the customer’s place in his/her lifecycle with the company. Most consumer research was based on products, not experience, and was blind. In their interactions with the company, consumers had few opportunities to provide feedback.

### Understanding begins with focus on customer touchpoints

The company implemented Touchpoint Mapping from Quaero, literally “mapping” all consumer and agent experiences in two respective current-state maps -- one detailing the consumer experience, one the agent experience -- then using the insights from the maps to identify gaps and opportunities to improve both experiences, drive loyalty and increase revenue.

The consumer current-state map incorporated direct feedback from the consumer (in the form of interviews and focus groups), existing consumer research, internal interviews, call center monitoring and mystery shopping. The resulting consumer experience map was organized by consumer type, lifecycle stage and specific consumer needs during that lifecycle stage.



Each segment of the customer experience touchpoint map represents a customer need (given here in orange) and further defines that need by

- place in the customer lifecycle;
- the channels relevant to the touchpoints involved;
- the company department involved (in this case, agents);
- the main activity that fulfills the stated customer need;
- symbols that assess the interaction (“moment of truth,” “customer pain point”) as well as detailing gaps, opportunities and information flow; and
- subactivities that represent one-on-one customer touchpoints.

Both maps also identified themes from the consumer and agent points of view that reflected their expectations of this insurance company as well as the health insurance industry at large.

### Getting a granular-level look at the customer experience

Using the new touchpoint map, the insurance company was able to capture and use customer data and insights to truly understand what it was like for consumers and agents to do business with them:

Each customer interaction/activity was further delineated by product line and/or distribution channel. This allowed the company to see how different the experience could be for customers engaging in the same activity, and provided comparisons to determine the “best” experience.

28% of the databases uncovered were “ad hoc” siloed databases, such as Excel spreadsheets created by departments to capture customer information.

- Assess the impact of each interaction on the customer, whether it was a delighter/satisfier; dis-satisfier; point of pain (interactions that could drive customer defection); or a moment of truth.
- Identify customer disconnects – interactions in which the customer expectation of the relationship was different than the experience received.
- Identify feedback points – interactions in which the company is able to collect direct customer feedback.
- Identify best practices based on the interactions – both external best practices that could be leveraged to improve an interaction as well as internal best practices that could be replicated within the organization.
- Identify and prioritize quick hits – activities that with minimal effort and time would impact the customer experience.
- Align current projects and initiatives to the customer experience map and determine which interactions would be impacted by those initiatives.
- Map customer experience data flows – what pieces of data were being captured and/or used during an interaction, and in which the databases that information was being stored.



- Develop tactics to address dis-satisfier interactions – points of pain, customer disconnects, gaps and opportunities.
- Develop recommendations and an action plan.

Alignment and incorporation of current projects with the customer experience map helped create a cohesive view and basis for customer strategy.

The insurance company was able to develop a cohesive understanding of how all company and customer interactions fit together – and how a CRM strategy could be used to maximize all company marketing, sales and service efforts. Our client was then able to develop and prioritize tactics to address customer points of pain and defection triggers, providing the basis for generating customer loyalty.

### Quantifying the customer experience

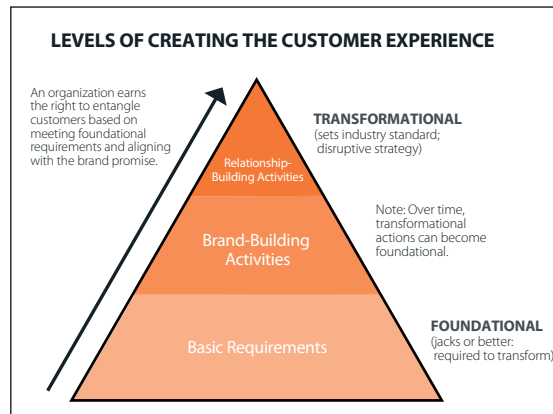
The entire Touchpoint Mapping engagement lasted six months. In the end, our client's touchpoint map quantified its customer experience in an entirely new way:

- 280 customer interactions identified/mapped
- 93 customer needs defined and aligned with lifecycle stages
- 144 points of pain and 79 customer disconnects identified
- 40 best practices
- 60 data repositories uncovered
- 138 data alerts (no data capture, no data sharing, alternate data storage) identified
- 350 opportunities and gaps identified – with tactics defined to address each

The touchpoint map revealed the 'black holes' in our client's sales and service processes and where best practices could make a tangible difference. It helped improve the experience for current customers and made it easier for new customers to work with the company.

Quaero further assisted the insurance company by creating common definitions of customer lifecycle stages and the needs at each stage. We also helped our client align its organization around the customer by uncovering consumer and agent themes central to their corresponding experiences. Each theme tied back to specific experiences, needs, direct customer feedback and opportunities for improvement. Consumer themes focused on the consumers' understanding of health insurance, how they wanted to interact with the organization, and their expectations of the organization. Agent themes focused on the agents' perception of the industry, our client, the relationship they desired with this health insurance company, and their business requirements.

Can Quaero bring this level of benefit to your marketing organization? To speak to one of our Marketing Performance Management experts, call 877.570.2199 ext. 5050 or e-mail [info@quaero.com](mailto:info@quaero.com).



We worked with our client to address specific customer themes, needs, and experience gaps and opportunities; made foundational and transformational recommendations to build loyalty; and built an action plan for 2007 and beyond, with clear implementation steps, timelines and interdependencies.