Poor measurement will destroy your Customer Experience programme

Tim Pritchard

Managing Director, Customer Experience

KANTAR TNS.

Anna Wilcox

Head of Customer Experience

Bupa

Our starting premise

You can't run a great CX programme without running a great measurement programme

KANTAR TNS.

CX at Bupa

To be 'the world's most admired healthcare company

Despite our ambition and efforts...it wasn't working!

Within four years we want to be no.1 for CX in the eyes of the people who matter most – our customers!

Spot the difference?

Our 2018 and 2019 strategies on a page

Learning...

However beautiful the strategy, you should occasionally look at the results!

Working together to deliver the vision

Partnership

Bupa

Over 32,000 employees in the UK, supporting over 4m customers providing:

Funding

Health services

Care services

Dental Clinics

KANTAR TNS

Navigating and activating the CX moments that matter…and avoiding those that don't

Insight

Platforms

Activation

Analytics

Why Medallia?

Global partnership since 2014...pulling ahead of the chasing pack

THE FORRESTER WAVE™
Customer Feedback Management Platforms
Q4 2018

FORRESTER

Bupa needed a 'best-in-market' solution...

The Medallia platform hits the mark:

MEDALLIA

- Directory – respondent management system

- Easy to use, intuitive interface

- Role-based dashboards, updated in real-time

- Built in analytics

- Easily scales with additional demands

- Seamlessly updates against hierarchy changes/complexity

- Best-of-breed text analytics, topic categorisation, sentiment analysis

- Integrates with other business-critical data, e.g. sales, web analytics

- Development roadmap and investment to stay leading edge

KANTAR TNS.   Bupa

Kantar TNS – an accomplished CX programme implementer

30+
CX platform programmes

50,000 hours
CX platform build time

100%
On time, on budget

Rentokil Initial | KIA | SELFRIDGES&CO | Shell | Virgin media | COX | Ahold Delhaize | ING | ABN·AMRO | LIBERTY GLOBAL

O2 | HYUNDAI | ROLEX | FARMERS INSURANCE | DELL | avis budget group | ZURICH | vodafone | SCOTTISHPOWER

PHILIPS | cashconverters | VOLVO TRUCKS | WPP | innogy | DIAGEO | TESCO | Alaska | Ford Go Further | KLM

"
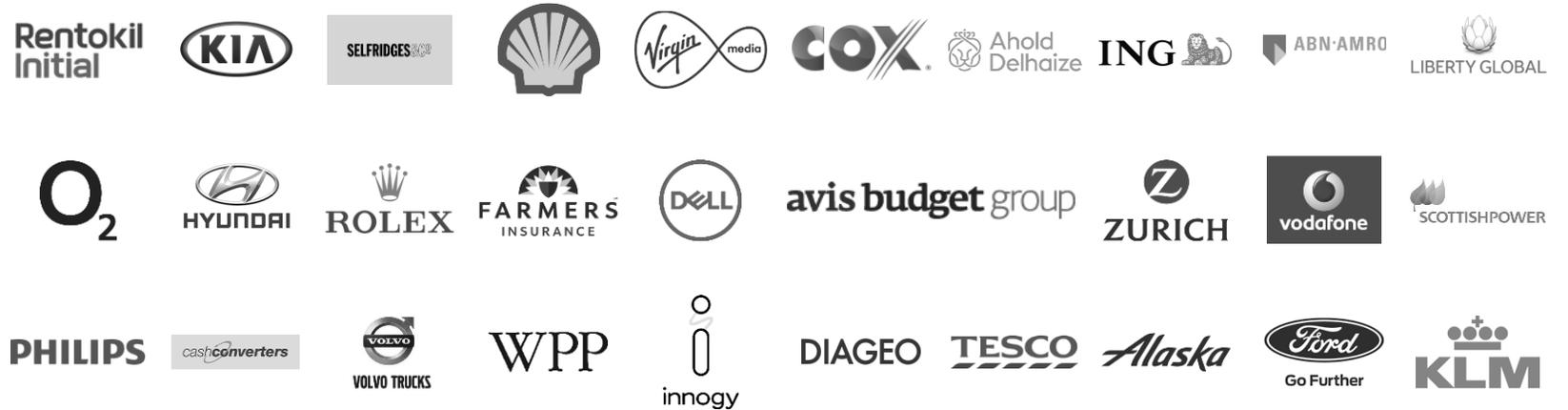
"Our Kantar TNS team are great partners. They are bright, hard working and committed to programme success. We have accomplished a huge amount in a short period of time."

"A very good partner, engaging and a pleasure to work with."

KANTAR TNS | Bupa

Failure to achieve customer loyalty is an execution problem

Great companies find ways to tune in to customers' voices every day, and then systematically take action on what they have learnt

Bupa Customer Excellence Framework
System Health

Listen   Learn   Act

An operating discipline that enables us to continuously "close the loop" between the promises we make and the experiences we deliver

Measurement matters

Successful CX programmes are built upon strong "executive foundation" and around five "operational" pillars

Sustainable Growth

Re-start here →

| 2 Measurement | 3 Business Improvement | Embed | Differentiated Experience | Customer-led Culture |

1 Executive Foundation
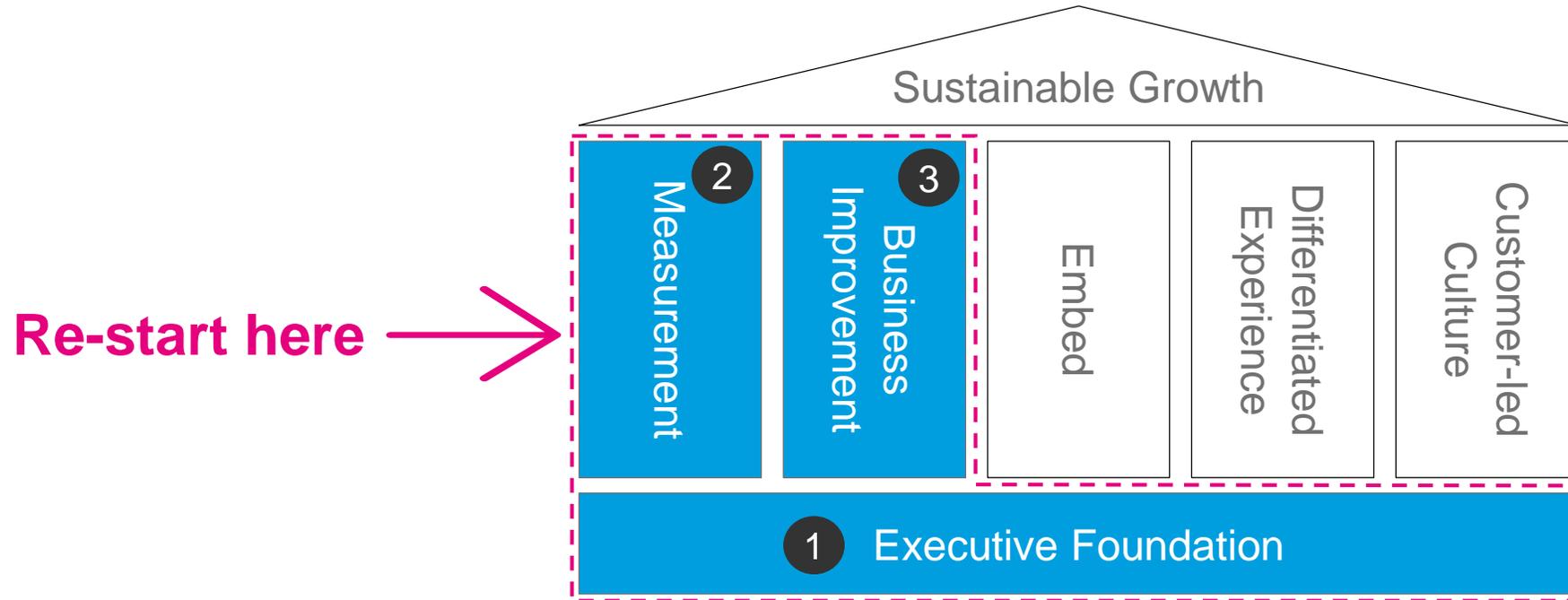
Back to our opening premise...
You cannot run a great CX programme without running a great CX measurement programme!

The ingredients for a perfect partnership

Don't just use the brains you have, but all that you can 'borrow'

We were asked to:

1. Upgrade and relaunch Bupa's NPS programme
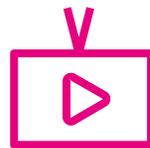
2. Be a strategic partner, advise on Bupa's CX road-map, understand what they do today and how to optimise the programme in the future
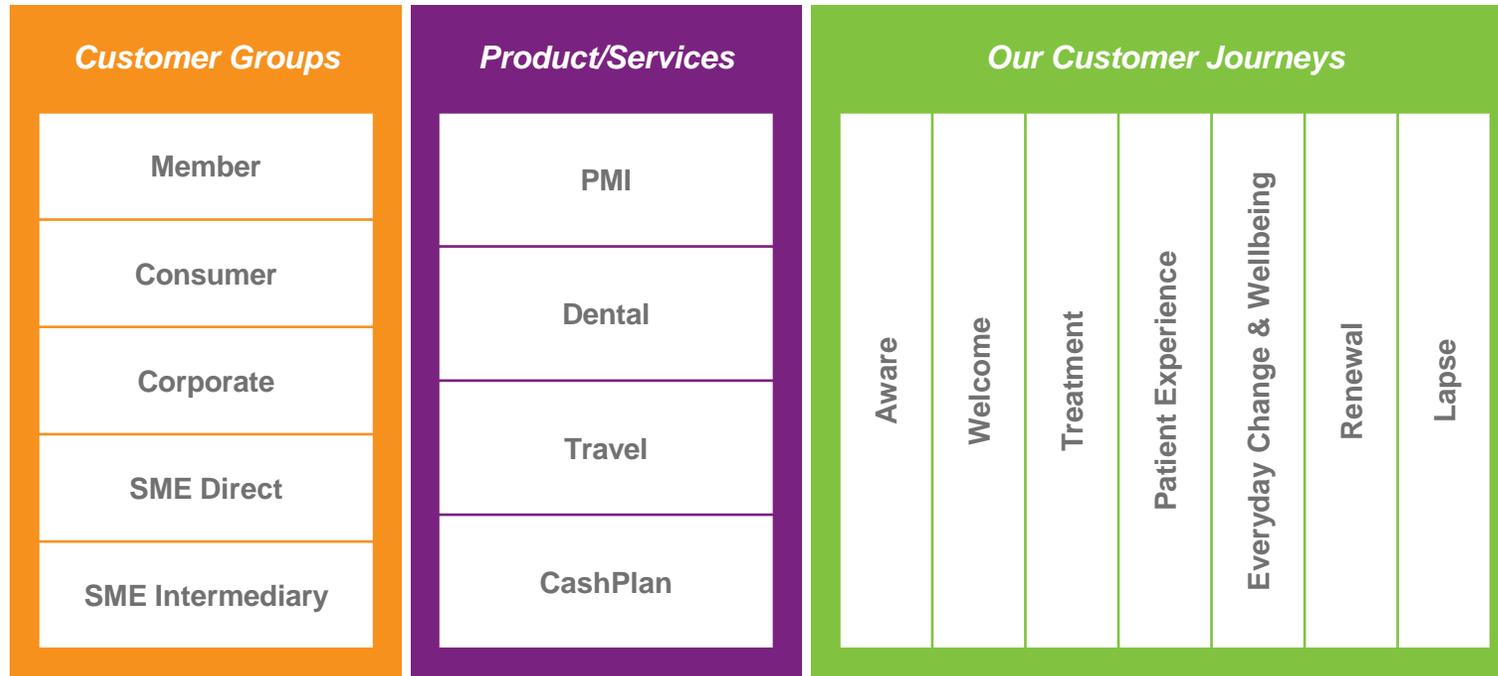
Listen   Learn   Act   People

Measuring the customers, services and interactions that truly matter

What are changing for 2019? Everything!!!

Align the measurement to the moments that matter most to customers an the business

Customer Groups

- Member
- Consumer
- Corporate
- SME Direct
- SME Intermediary

Product/Services

- PMI
- Dental
- Travel
- CashPlan

Our Customer Journeys

- Aware
- Welcome
- Treatment
- Patient Experience
- Everyday Change & Wellbeing
- Renewal
- Lapse

Relationship
- Measure elements of brand and product experience
- Identify strategic drivers of loyalty for key customer segments
- Drive executive focus, investment decisions and resource prioritisation

Journey
- Focus on customer 'moments of truth'
- Measure promises made vs. promises kept
- Optimise cross-functional customer experience action

Interaction
- Drive front-line engagement and accountability - enable coaching and performance management
- Systematic service recovery
- Improve touch-point experience and channel optimization

Which "customers"...which "services"...what "experience" level

Additional module

Real-time, agent level feedback across all Bupa contact centres

Rationale

1. Generate feedback on our customer service interactions

2. Drive behavioural change in our contact centres

3. Align the internal and external customer view of the "outcome"

4. Help our CC agents to "hear the applause"

Timely and actionable feedback

Dynamic role-based dashboards

Automated CLF workflow with accountability

Built in root cause identification and analysis

We are going to bombard the organisation with customer feedback!

Brand authenticity is key for all brands – for Bupa it's a pre-requisite

Mind the experience gap!

When a brand promise is not realised via the experience customer relationships tend to be short-lived and brand reputation adversely impacted.

Without change the programme will be a waste of time

We have implemented senior executive ownership of our end-to-end journeys
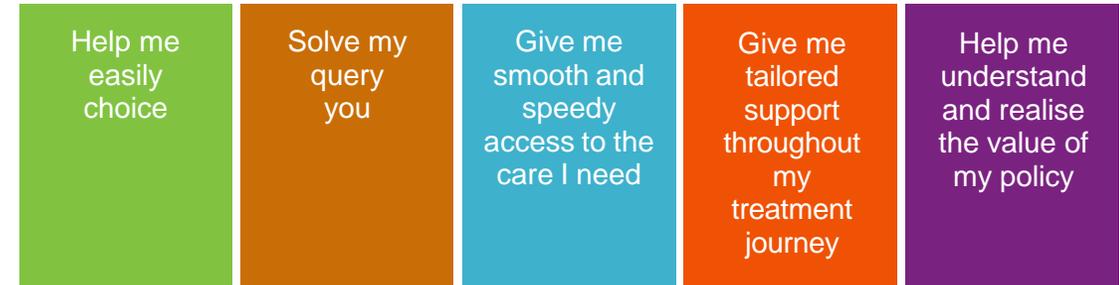
Executive foundation

1. Agreed customer transformation programme as part of the 5 year strategy

2. Detailed understanding of the needs of each customer segment

3. Mapped fully the journey they experience today

4. Facts and Stats outline all the key metrics

Measurement

✓

Business improvement

- Opportunity index
- Prioritisation
- Improvement pillars

| Help me easily choice | Solve my query you | Give me smooth and speedy access to the care I need | Give me tailored support throughout my treatment journey | Help me understand and realise the value of my policy |

- Implementation Plan and Metrics

Our senior leaders have prioritised for their journey, by segment, the key improvements we intend to make in each of the next three years

KANTAR TNS.

Stand no.39