

HOW VoC MAKES A DIFFERENCE

A client perspective

AXA Health



Health

In partnership with

Medallia



In CX, we all value real-world insights, and love to learn from others' experiences. That's why, supported by our CX partner Ipsos, we are happy to share what it's been like to implement our new Voice of Customer (VoC) programme, it went live in the second half of 2022, taking the response rate from around 100 to almost 4,000 pieces of feedback per month.



Rebecca Brooks-Daw
Senior Customer Experience Manager
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No time to read? Grab these three takeaways

VoC enables powerful storytelling that engages all departments across the business, driving collaboration and further CX improvement.

Helping some people is better than none at all – in the early stages you will not be able to respond to everyone, so avoid over-commitment for example when introducing closed loop.

Real-time feedback makes VoC a strong motivational tool, and even the best trained teams benefit from insight that they can work from and leverage to elevate the customer experience.

1.
Ensure VoC data is robust, and available in real time

2.
Leverage insights for cross-functional collaboration

3.
Be an agent for positive change

4.
Anticipate and pre-empt challenges

5.
Recognise, motivate and train team members

6.
Measure the effectiveness and impact of initiatives

7.
Evidence our key drivers of satisfaction

8.
Recognise that you can't do it all – yet

9.
Keep the momentum going

1. Ensure VoC data is robust, and available in real time

Less than 12 months ago, our old programme was making it challenging for us to obtain the information we needed. We weren't able to generate the volume of responses we'd like and we couldn't be sure that the data was robust enough to consistently inform customer-led decision making.

Now we receive close to 4,000 pieces of feedback per month, which is so much more reliable, especially for flagging systemic issues. Decisions can be made more quickly and confidently. With the new data we've collected so far, we already have plans in pipeline and have identified areas for deep dive.

2. Leverage insights for cross-functional collaboration

We always expect to be challenged when requesting budgets, and are constantly spinning plates – working in CX requires tenacity! But now it's so much easier to evidence what's happening (and what's needed) which is attracting interest and attention from our senior team, so we're finding it much simpler to illustrate and prioritise challenges. Real-world testing, amazing case studies and vastly increased volumes of feedback have really helped – VoC evidences the reality of CX and enables us to share that reality with other areas of the business.

One of the biggest impacts that we've seen as a result, is the level of internal engagement we're now generating through storytelling, based directly on customer feedback.

“ One of the real values of VoC is that it is an authentic listening tool to help you internally understand what your problems are, as well as take actions and make things better for people.

It is about engaging your internal audience and really truly understanding what the customer journey is like. ”

Rebecca Brooks-Daw
Senior Customer Experience Manager
AXA Health

3. Being an agent for positive change

It's important to set up governance for handling new insights across the customer journey. Before we started, we got together a multi-disciplinary working group, as we needed a 'SWAT team' of people who could champion the programme and make the changes needed to activate the insights.

Since the new programme launched, the cross-functional collaboration we've been able to gain using storytelling, has been transformational in that activation. For example, because we are not an advisory service, we struggled to find a way to help people manage the cost of their plan during renewal conversations. However, our new VoC programme gave us the weight of insight we needed to help us reframe these conversations and persuade our Compliance teams that we should, for example, highlight the different hospital network options available.

Based on what we've been able to evidence, Compliance has now agreed that providing this information is not 'advice'. This has made it easier for our advisors to help customers understand how a different network option could help them manage costs, without significantly impacting on their cover. This is a good example of how VoC is now helping everyone to be their best selves and enabling us to assure people that we're looking after their best interests.

Our directors are now seeing greater value from insight led ideas and projects, and the VoC is helping us build stronger relationships with other departments. For example, we're now sharing budget for a mutually beneficial project with the Membership team, something that wouldn't have happened before. And we've been instrumental in defining the content of a CX playbook that will help teams across the wider AXA Group.

4. Anticipate and pre-empt challenges

One of the other really valuable benefits of VoC is to be able to say “We’re already measuring that” when ideas and requirements come down through the business, such as the introduction of Consumer Duty. This means that any adjustments needed can be flagged and made before changes affect customers, based on real-world insight and experience.

5. Recognise, motivate and train team members

“It’s really important to know that this is also a motivational tool, with all its great positives, learning and sharing best practice. Advisors are seeing their CX scores and comments straight away, so it is really heart-warming for them. It’s in the moment, it’s great and it’s working!”

Samantha Beddoes
Customer Experience Manager
AXA Health

Our Personal Advisors and Team Managers love the new VoC programme. Now they get to hear what a difference they make for our members, particularly those helping customers through a difficult medical journey. Getting that positive feedback is powerful, especially for new team members seeking confidence but it has also proved invaluable as a motivational tool for our more experienced advisors, in highlighting the positive impact they can have on people’s lives. It’s extremely validating for our front-line staff.

VoC also helps Site Leads to see improvement and coaching needs in real-time, and we’ve had feedback that Personal Advisors are now wanting to achieve better each time – they’re being spurred on by a new-found positive competitiveness.

6. Measure the effectiveness and impact of initiatives

Our VoC programme is now a reliable and useful measure that we can use to evaluate feedback for the changes and introductions that we make. We can also use it to see how customers compare two different products and we are doing this right now for part of our online experience. We have three new projects under way that are addressing new ways to elevate the customer experience at specific touchpoints, and VoC is one of the measures we are using to evaluate the success and impact of each initiative.

7. Evidence our key drivers of satisfaction

Having detailed and plentiful customer feedback in verbatim format means we can analyse initiatives to improve the scores of our key drivers of satisfaction and evidence the very real effect this has on our customers, so we can see how they feel about the service we provide. These three quotes show how customers really recognise our Personal Advisors' efforts to be supportive, understand, listen, and make things easy for them (four of our key drivers).

“At a very emotional time, she was supportive through the whole call and actioned her promises straight after.”

“She takes the time to listen and understand any given situation. She's very professional and patient and goes above and beyond to get the right information back.”

“She made the experience with AXA so easy and enjoyable. I honestly cannot remember a time when I've had such a genuine and excellent service!”

“ Other teams are now approaching CX and asking if they can have someone from our team to help with projects. For us, this is what success looks like. ”

Rebecca Brooks-Daw
Senior Customer Experience Manager
AXA Health

8. Recognise that you can't do it all – yet

Nothing is perfect from the get-go and we never set out to launch VoC across all touchpoints from Day One. Our intent has always been to use our learnings and insight and take an iterative approach: ideating, testing, redirecting and testing again. We 'try, test, fail and learn fast' so that we can continually build on the foundations of the VoC programme, and evolve as we go on. A new programme and new levels of learning are also an opportunity to be able to exercise some agile thinking!

For example, we learned about how to manage expectations from another AXA business, who saw big volumes for closed loop initially and couldn't meet their 100% re-contact target. So, when we launched closed loop (having used VoC to identify our trigger points) we used our colleagues' learning to scale back our target. Recognise that you can't do it all – getting back to some

people, is better than none at all – every step forward is good progress.

The fact that no issues are being ignored is extremely reassuring for the business, even if we can't respond to every customer at every level yet. At the moment, our main focus is recovering any sub optimal satisfaction scores that crop up, as we want to get things right. But as we progress, we'll be looking at more and better ways to surprise and delight, too. Other teams are now approaching CX and asking if they can have someone from our team to help with projects. For us, this is what success looks like.

“ I have just spent 45 minutes with the member. I am her new best friend! She was very grateful and thankful for my call... Happy customer. ”

9. Keeping the momentum going

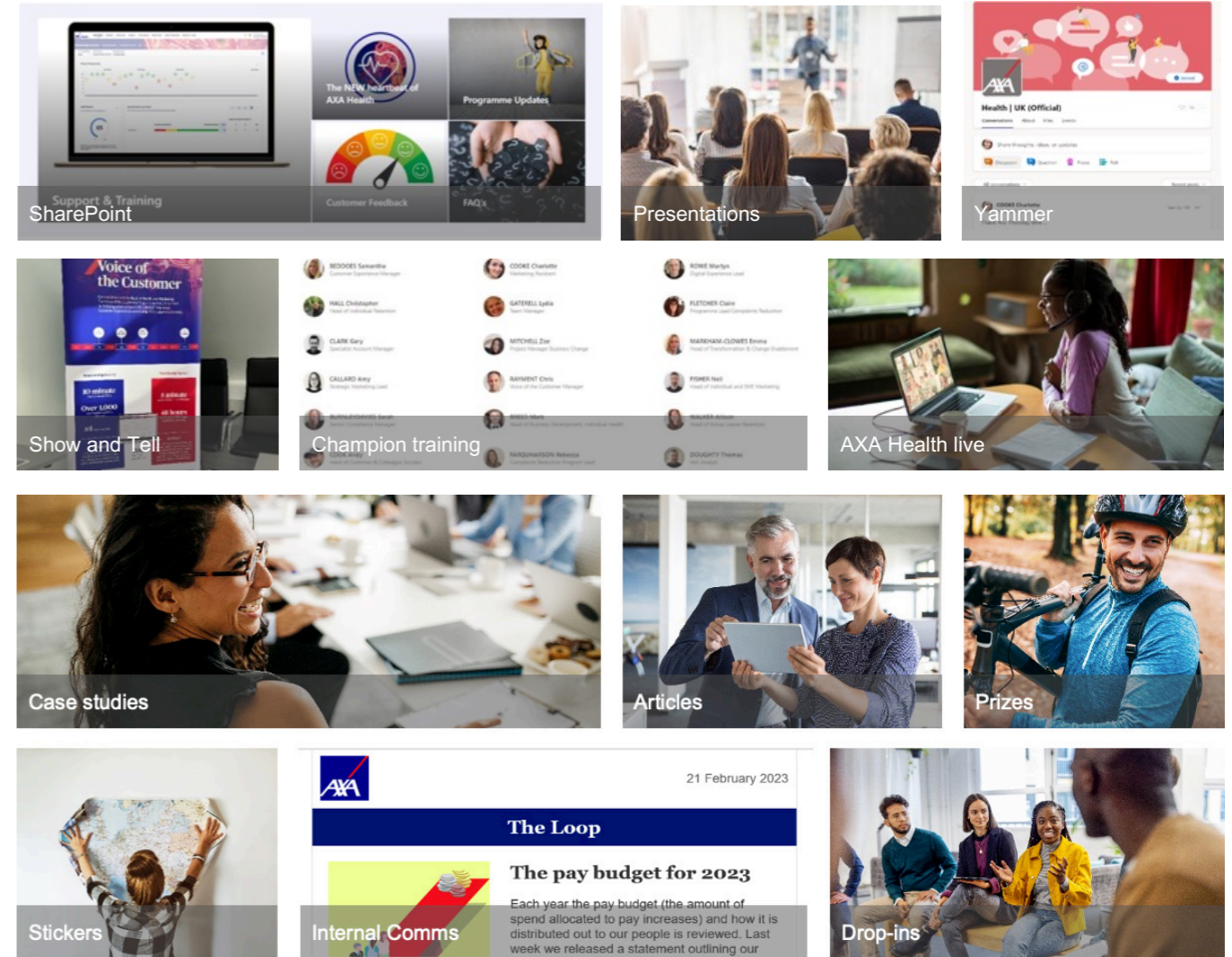
As you'd expect, we followed an internal communication plan that ran from initial planning through to the launch, making sure that everyone in the business was clearly briefed about the new VoC programme in the right way and at the right time.

Over a year on we're still communicating – using feedback, updates and ad-hoc bulletins that help keep VoC front of mind so that everyone understands its value to the business and can respond to the insights we're now able to share. What we didn't appreciate from the start is that you

need to put in just as much effort into VoC engagement and communications throughout the whole of Year 1 as you do at launch.

We've used everything from our storytelling case studies and blogs to quick comments and observations. Working across all the channels available to us (including live events, SharePoint, Yammer and meetings), we work to make sure VoC is not seen as a one-way information dump: it's the basis for an ongoing conversation right across the AXA Health business that's now happening at every level.

Communicate through a mix of channels and frequencies – but always with a consistent hook



AXA Health chose IPSOS CX
as their strategic advisory,
implementation and operational
servicing partner, and the Medallia
platform for their VoC programme.

Get in touch

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