

FIVE TIPS FOR BUILDING COLLEAGUE ENGAGEMENT WITH YOUR VOC PROGRAMME

AXA Health Case Study



In partnership with **Medallia**



In 2022, AXA Health implemented a new Voice of Customer (VoC) programme that has dramatically increased feedback and delivered valuable insights across the business.

Effective communication has been a key driver for the success of the programme, driving internal buy-in and engagement with VoC. We asked **Rebecca Brooks-Daw**, Senior Customer Experience Manager, and **Samantha Beddoes**, Customer Experience Manager, for their top tips on creating a positive impact and embedding their programme so effectively across the business.



Rebecca Brooks-Daw
Senior Customer
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Samantha Beddoes
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Our five tips are...

- 1. Cultivate allies and use them shamelessly!**
- 2. Small groups can make training more effective**
- 3. Try different media and adapt the message**
- 4. Get into the habit of collecting ideas**
- 5. Remember that communication never ends**

1. Cultivate allies and use them shamelessly!

It's impossible to do everything to reach everyone, so asking for help from the people who can help you gain traction is an essential part of obtaining buy-in. For example, our boss, champions what we are doing, and has always been great at getting us in front of the senior team.

We consult with our Internal Comms team, who support us in planning and aligning our approach. And when someone expresses enthusiasm for what VoC is doing for their area of the business (such as our Head of Membership Transformation, who is a fabulous advocate), we ask them if they'll help by sharing their success stories, and how they use and activate the insights.



“ Don’t give up – be tenacious. You know it’s the right thing to do, and there’s a million ways to do it. Tap up everyone you know!”

Samantha Beddoes

Lobbying and networking undoubtedly helped us, as has identifying and playing to universal themes that VoC can help with (such as Consumer Duty). And now that VoC is recognised, embedded and appreciated, we find we don’t have to ask if we can come along to speak at meetings – the invitations are coming to us anyway.

The most important thing of all is that colleagues are now seeing that the programme’s insights are delivering value everywhere across the business – there’s always a story to tell, or an opportunity to be found that will keep the programme front of mind.

2. Small groups can make training more effective

At an early stage, we decided that we would deliver system training in very small groups (three or four, ideally) so that we can help and work with colleagues at an individual level. We've definitely seen that giving people more time and attention has meant a better outcome and stronger engagement. In fact, where some teams trained in larger cohorts before rollout, we're now going back to re-engage with them.



We've also been strict with ourselves about not stepping in and doing things for people. As a service-centric team, we want to help and do everything we can, but it's important that we're equipping colleagues to use the system and get the best from the programme themselves (it was designed to be self-serve, after all).

So, we stick to training, encouragement and helping individuals to feel confident when they're logging in – it's all about empowerment, not being a helpdesk.

As well as training sessions, we've held drop-in sessions, and regularly attend team meetings to answer questions, share the latest news and keep everyone up to speed. Every colleague who attends VoC training and subsequently uses the dashboard can log 15 minutes per month against their personal annual training target, which helps to incentivise attendance.

3. Try different media and adapt the message

We've explored all kinds of ways of sharing the programme and communicating with the business. We use all the company's existing channels, and during the launch period we delivered a show and tell at different sites. And when people want to come and talk to us about the insights they're uncovering, they're always welcome.

We use visuals consistently to make VoC content instantly recognisable wherever it appears, and we're continually updating so-called 'evergreen' content to keep it relevant, fresh and timely.



One of the most effective techniques we use is to adapt our messaging to align with current priorities – it's just like marketing in that respect. We pivot and adapt what we're saying to suit our audience and the environment, whether we're applying a particular context, or talking about the impact on overall performance and bonuses. We have such rich insights and so much data now that we can always find something that will hit the right note and have people sitting up and taking notice.

It's interesting that our focus on relevance has meant we've built a reputation for short, impactful presentations that deliver value – and that helps to build attendance! Because VoC has proven its worth over and over again, we can make it a subject of interest to most people.

“ I think our attitude has helped us the most. We're confident in and proud of AXA VoC. We know it's evolving in the right direction, and we really believe it's driving the right actions.

When you can communicate with belief and integrity, and when you can evidence what you're talking about, it's not difficult to engage other people – especially if you're always ready to put things in the right context for them. ”

Rebecca Brooks-Daw

4. Get into the habit of collecting ideas

We do have a comms plan, but it's continually evolving – we don't have 12 months' worth of content planned out in advance. Yet we're never short of ideas, because every time we come across something that can be shared, would make a great article, or that would provide a fresh take on VoC, we capture it by adding 'sticky notes' to a central PowerPoint deck. We're tuned into collecting stories, contributions and themes, helping us to build a repository to draw from at any time.



5. Remember that communication never ends

Probably the biggest thing we learned was that communication doesn't become any less important after launch – you never 'arrive'. It's easy to think, "Oh great, that's done" once the programme goes live – after all, that's the point you've been working to for a long time. Then you realise that you need to maintain the momentum you've just built!

Now, a year on, AXA VoC is still gaining speed and traction, as more and more people are recognising how they can use it to greater effect. It's now recognised and embedded across the business, yet we're not going to stop reaching out to people and teams to show them how it can help them even more. And of course, sharing the learnings, the stories and the successes that the programme continues to drive.

IN SUMMARY

1.

Cultivate allies and use them shamelessly!

Lobby, network and be tenacious!

2.

Small groups can make training more effective.

Focus on self-sufficiency, encouragement and empowerment.

3.

Try different media and adapt the message.

Keep the look and feel the same and switch up channels and content to drive relevance.

4.

Get into the habit of collecting ideas.

Make sure you keep a log of how VoC is being used so you can refer back to it easily.

5.

Remember that communication never ends.

It's like painting the Forth road bridge, keep going and soon you'll experience a tipping point when teams proactively come to you.

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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