Finance, Management & Operations

Amazon, Zappos & Google
How Do Customers Define Your Company?

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ILTCI

15th Annual Intercompany Long Term Care Insurance Conference

Finance, Management & Operations

The Client Experience

Terese Capizzi

Director, LTC Operations

Northwestern Mutual

ILTCI

15th Annual Intercompany Long Term Care Insurance Conference

- Doing whatever clients want
- All about technology (fixing our website; a mobile app)
- A client segmentation strategy
- Improving customer service
- The latest business fad

Define the right experience.

Consistently deliver that experience.

Strategy
A client experience strategy is the game plan that spells out the type of experience your company intends to deliver.

Client Understanding
Practices that create a consistent, shared understanding of who clients are, what they want and need, and how they perceive interactions with your company today.

Design
Practices used to define the characteristics of interactions across people, interfaces, services, and spaces in order to meet or exceed clients' expectations

Measurement
Practices that ensure companies measure client experience quality on an ongoing basis across the enterprise, and help employees drive continuous improvement.
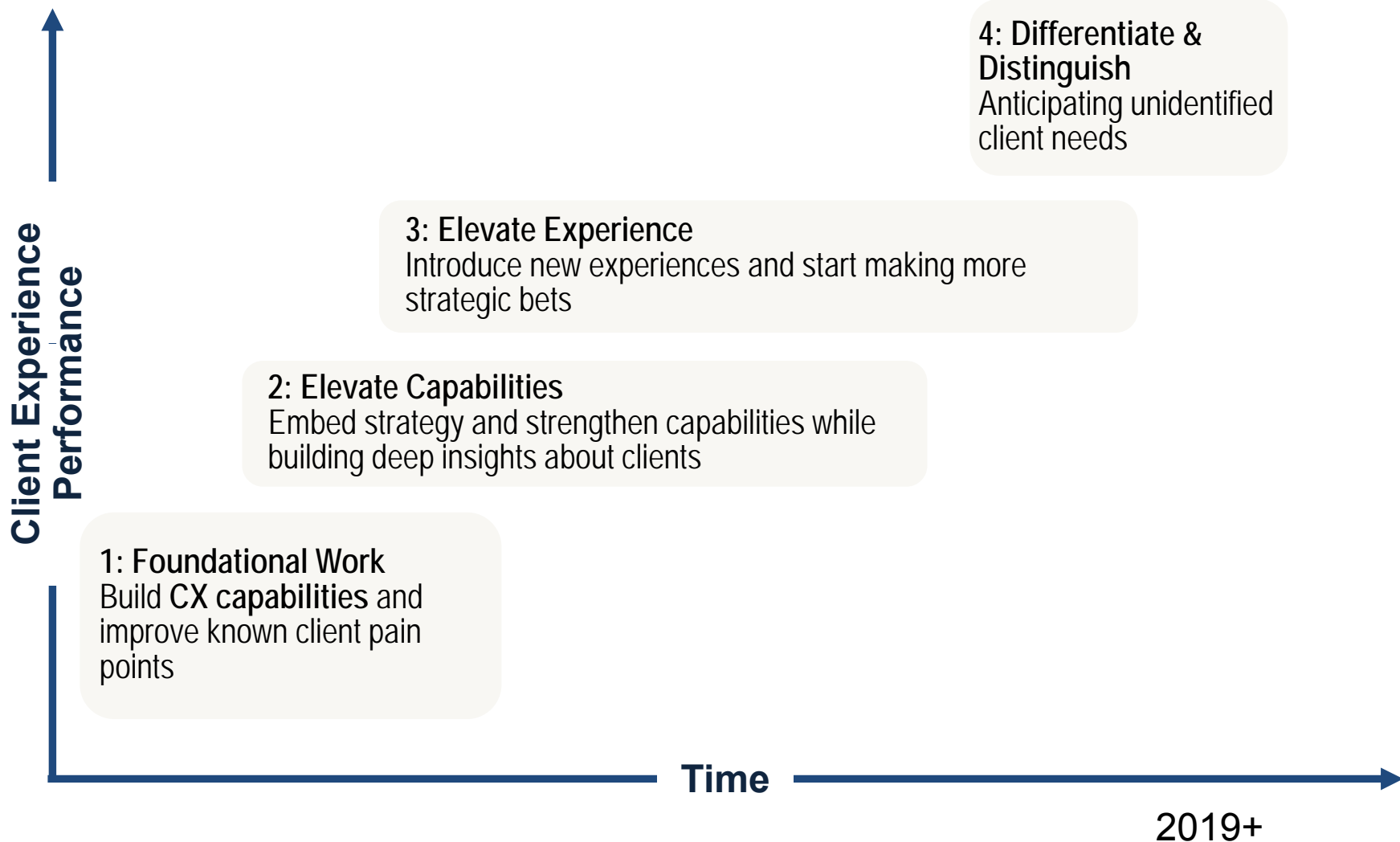
Governance
Practices that supply a system for continuously monitoring and directing a company's activities to make sure it consistently delivers good client experiences.

Culture
Practices that enable an organization to embed the ability to deliver a great client experience in its DNA.

- Willingness to consider for another purchase
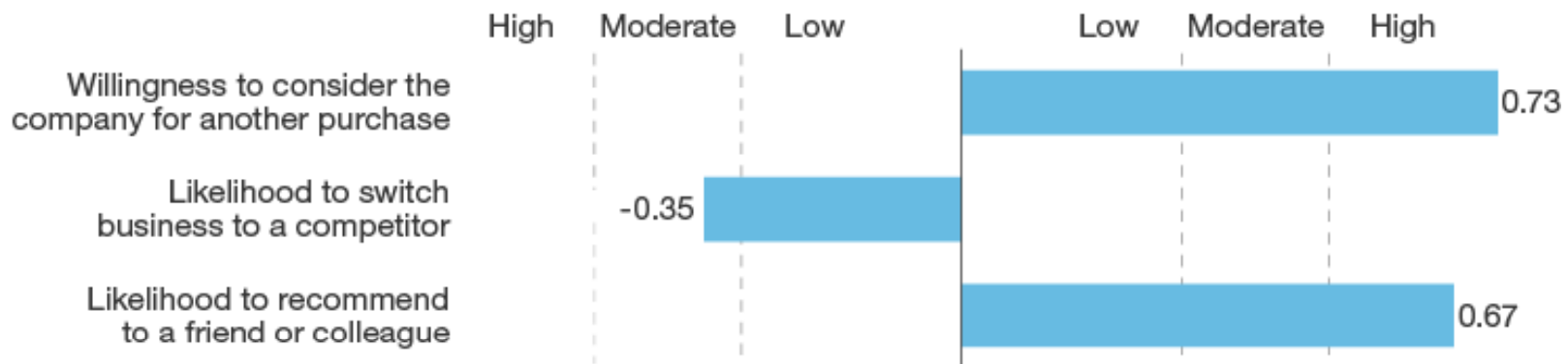- Likelihood to recommend to a friend
- Likelihood not to switch business to a competitor
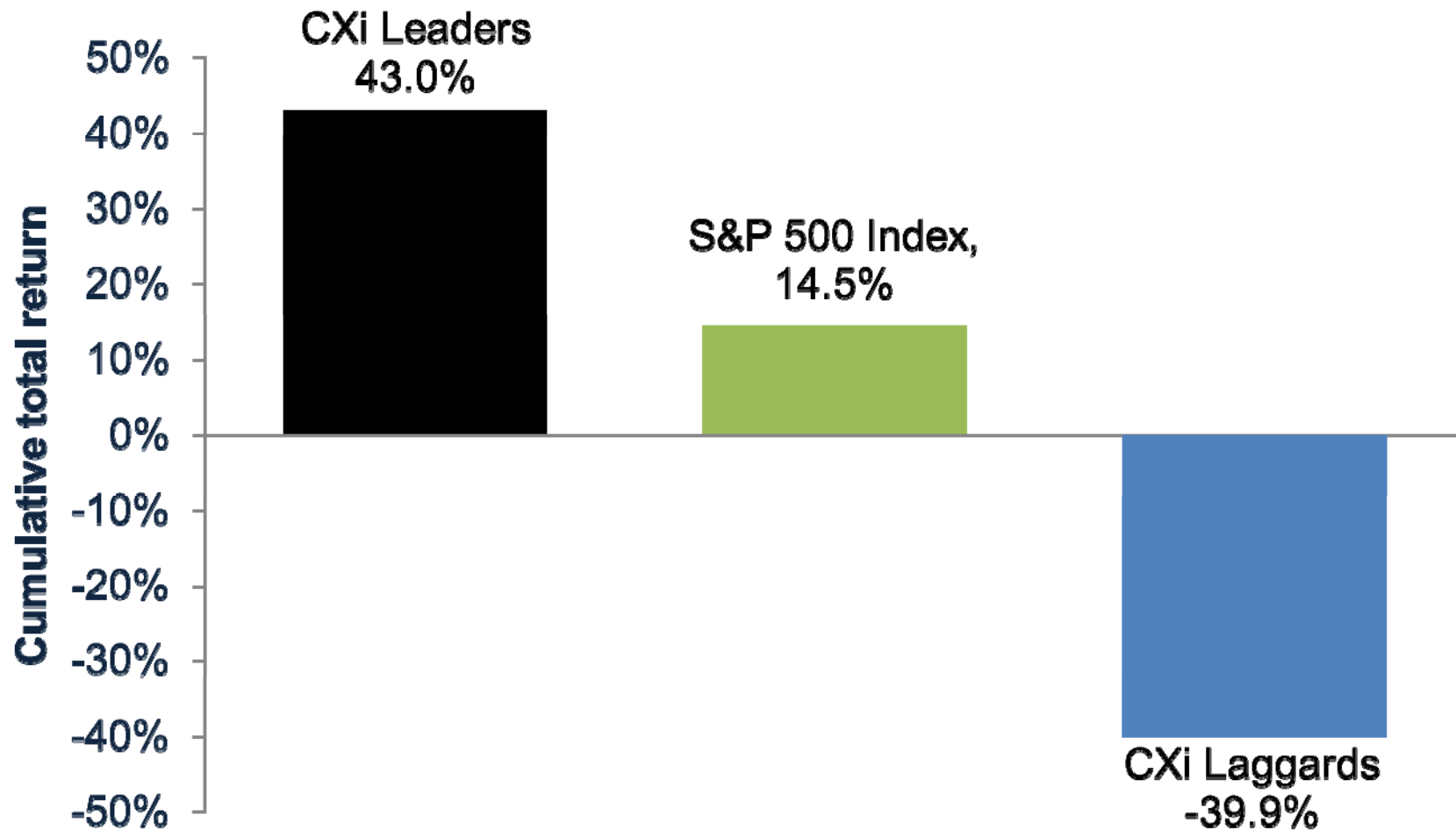

Base: US online adults (ages 18+) who have interacted with brands in the past 90 days

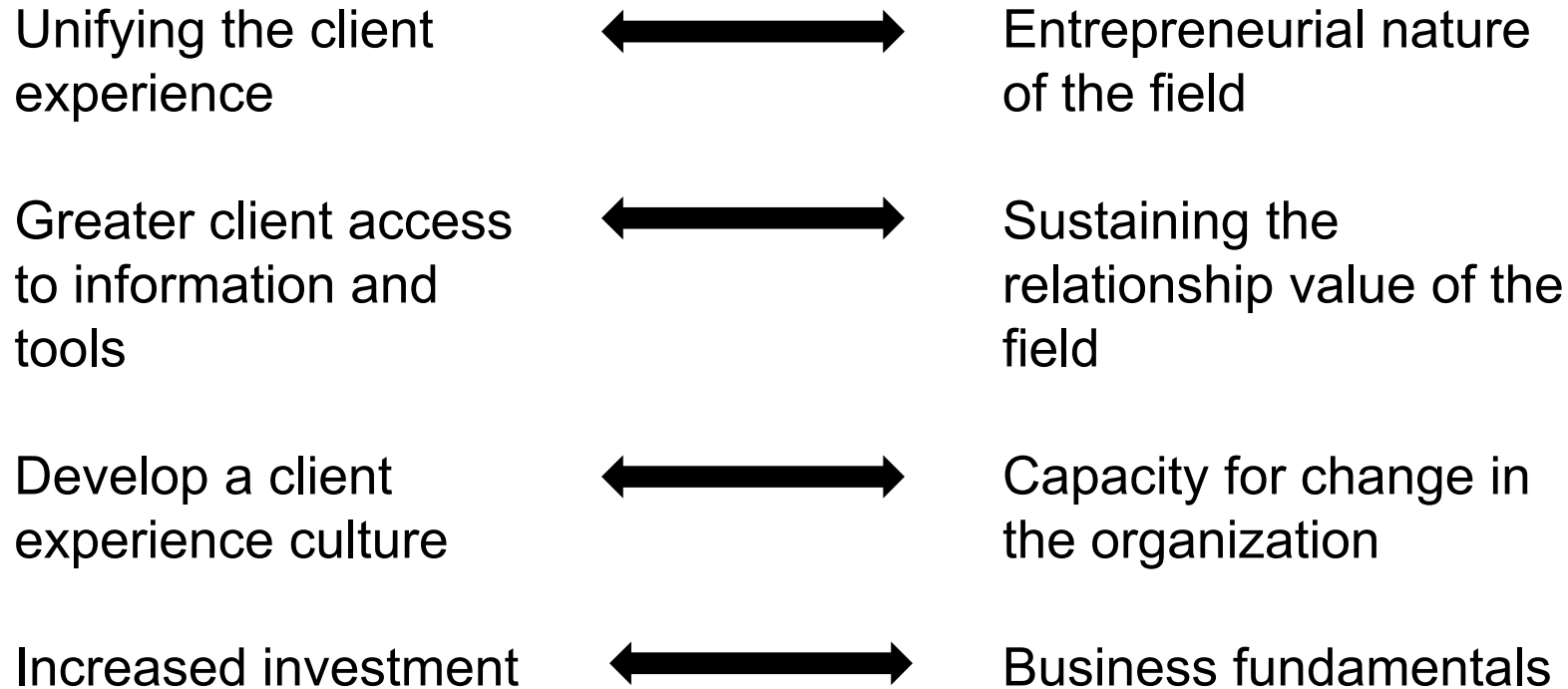Source: North American Technographics® Customer Experience Online Survey, Q4 2013 (US)

Forrester Research, Inc. January 2014 "The Customer Experience Index, 2014"

Forrester Research, Inc. and Watermark Consulting
6 year stock performance (2007 – 2012) of Customer Experience Index (CXi) Leaders and Laggards

Unifying the client experience	⟷	Entrepreneurial nature of the field
Greater client access to information and tools	⟷	Sustaining the relationship value of the field
Develop a client experience culture	⟷	Capacity for change in the organization
Increased investment	⟷	Business fundamentals

- Experienced agents with years of experience strengthens customer experience

- Multiple carriers represented equals multiple brand and customer experiences

- Many different policy series drives unique experiences

FROM

- Application Process
- Life of Policy
- Point of Claim

TO

1. Traditional Brokerage
2. Business Alliance
3. Direct to Consumer

Long Term Care Core Values

- Self Growth
- Consumer Centered
- Thought Leadership
- 'Just Fix It'
- Compassion

1. Life Size Wall at Company Entrance
2. Front Page of Database
3. Top Scroll of Inter Office Web
4. Staff Acknowledgment Program

Stakeholders

- Agents
- Employees
- Media
- Professional Associations
- Government Agencies

- Policyholders
- Carriers

Staff

- Index for personality and job fit
- Phones
- Technology
- Core Values

Customer Experience- Operations

Agents

- Licensing
- Contracting
- Policy Design
- Marketing Tools
- New Business

- Continuing Education
- Pre-Screening
- Sales Process
- Illustrations
- Commissions

In Force Policyholders

- Newsletter
- Client Events
- Policy Reviews
- Late Premium Follow-Up
- Tax Mailing

1. News Articles

2. State Commissioners

3. Lobbyists

4. Carrier Service

Carriers Help Us Be Who We Are

- MaDonna's Story

- Ronna's Story

- Carl's Story

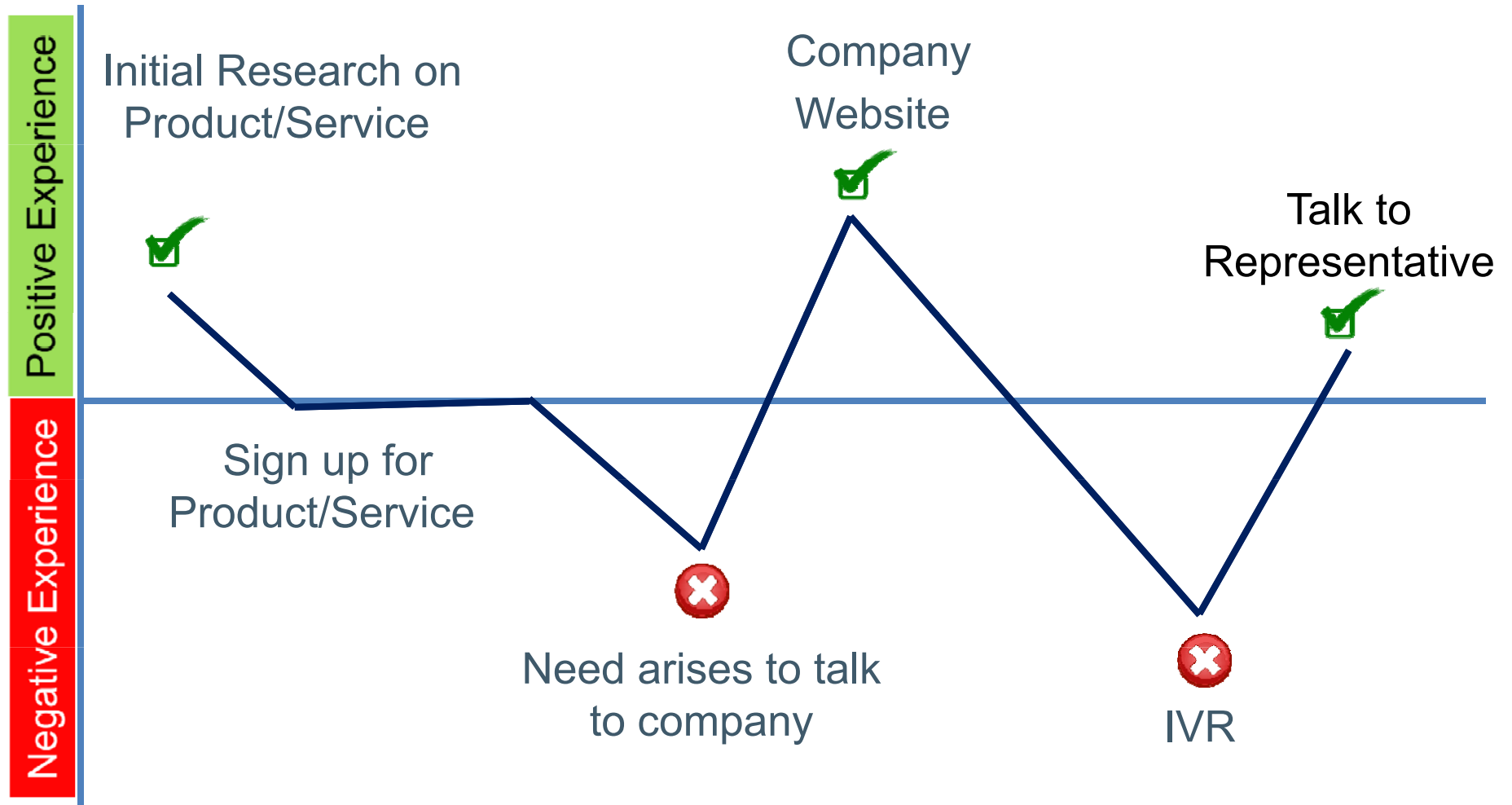# Finance, Management & Operations

The Customer Experience and a TPA

John W. Jones
Vice President Customer Service

LTCG™

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$$LTV = \sum_{X=1}^{n} \frac{ARPU_x - Costs_x}{(1+WACC)^x} - SAC$$

Bad Service. Hate it. Spread it.
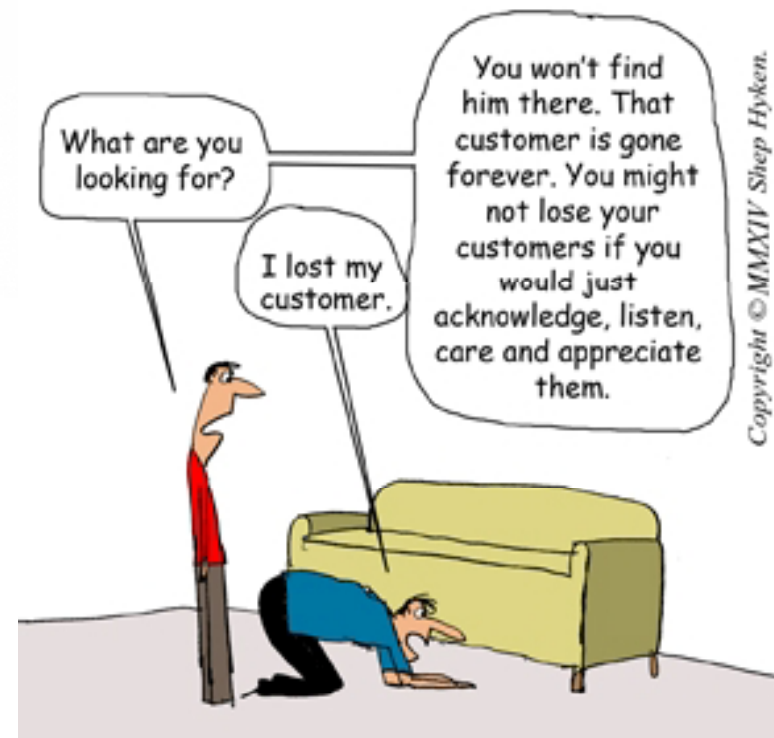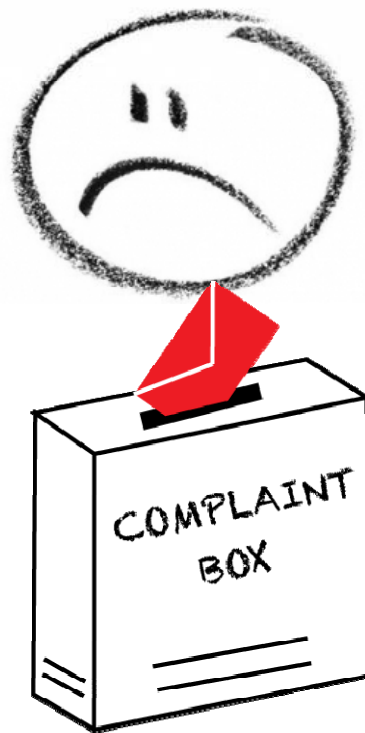
SATISFACTION

TRUST

POSITIVITY

CONVICTION

LOYALTY

COMMITMENT

FEELING

EXPERIENCE

Insurance Agent

I ♥ MY INSURANCE ACCOUNT MANAGER
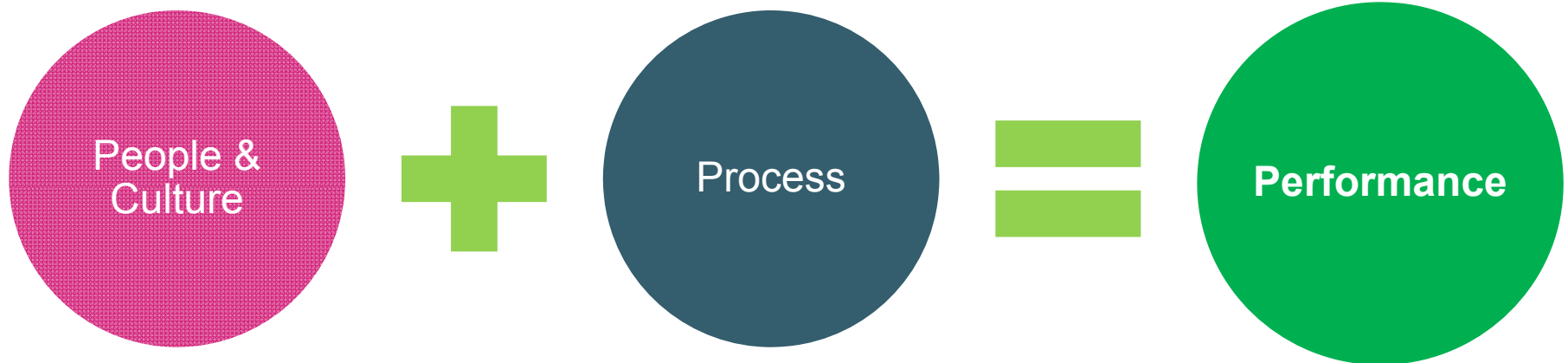
The Zappos Model

Quotes from Tony Hsieh – CEO – Zappos

"Our number one priority is company culture. Our whole belief is that if you get the culture right, most of the other stuff like delivering great customer service or building a long-term enduring brand will just happen naturally on its own."

"If we're serious about building our brand to be about the very best customer service and customer experience; then customer service shouldn't just be a department – it should be the entire company."

"Even if a person is great at their job, even if they're a superstar at their job if they're bad for our culture we'll fire them for that reason alone. And performance reviews are 50% based on whether you're living and inspiring the Zappos culture in others."

- Ensure that all people from the CEO down typify the desired culture you want
  - If not, they will typify the culture you have

- Hire and keep the people that fit the culture
  - Do not hire those that don't even if they were rock stars on paper
  - Example of Larry Johnson from the KC Chiefs

Process Strategy - Simplicity

Planning
- Prior Planning (best done in advance)
- Understand the events that could impact process (both new and existing)
    - Review potential impacts in advance of event
    - Communicate, communicate, and communicate

Voice of the Customer
- Customer Satisfaction Surveys
- Quality calibration sessions
- Voice and video capture on calls

Operational Excellence
- Weekly or bi-weekly operational touch base meetings
- Formal business reviews
- Commitment to continuous process improvement (goal to lower touch points)
- Work towards desired state (KIS-Simon)

- Be an extension of the client
  - Environment branding at third party location
  - When interacting with a customer
    - Call branding
    - Processing interactions as client desires
  - Shared culture

- Partnership between Client and Third-Party to evolve customer experience
  - Pulls from third party's collective experience
  - Provides open dialogue of future events and how to best address them

- Dedicated teams when volume needs can support it

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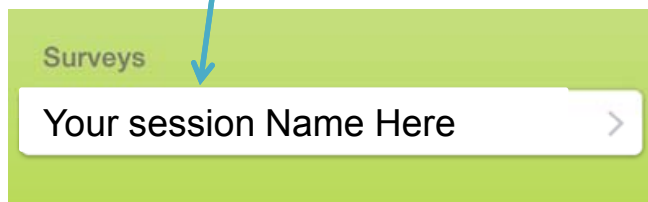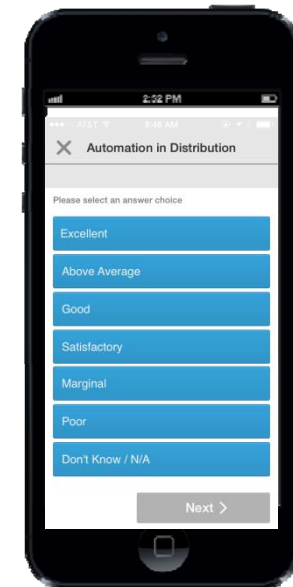## How Do Customers Define Your Company?

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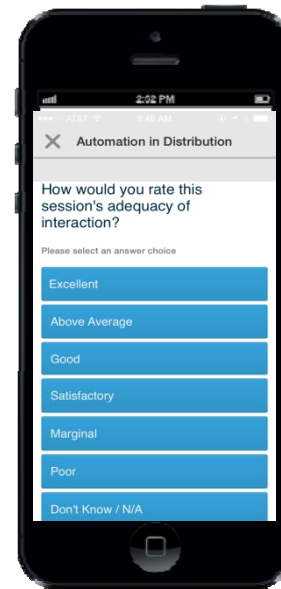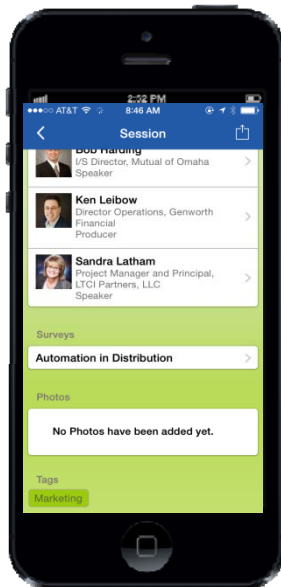# Don't forget to fill out the survey

1st you must have download the ILTCI Mobile App
- Go to your app store; search ILTCI. It's free.

ANDROID APP ON Google play

Available on the App Store

1. **Find the session**
2. **Scroll to the bottom**
3. **Tap on the session name below the survey**

Surveys

Your session Name Here >

Tap on the answer you wish to submit

Click Next

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