CASE STUDY

How nib New Zealand Reduced Churn by 6% through Embedding Experience Management

nib is a health insurance provider across Australia and New Zealand, serving 1.5 million members across the Tasman. Manager of Customer Experience, Roe Baluyut shares how his team has embedded experience management across the New Zealand remit of the business.

The CX program at nib New Zealand launched four years ago with NPS as the primary measurement focus. The business knew it needed to move away from under-utilised data and the mentality of chasing the score, and instead lean into discovering and actioning insights.

There were four key strategies underpinning the process of embedding nib's CX program: 1) establish a strong foundation, 2) collect feedback in the right capacity, 3) strive to understand which factors truly impact the customer's experience, and, 4) create new processes for closing the inner and outer loop.

1. Establish a Strong CX Foundation

To get the fundamentals right, nib New Zealand underwent a business transformation. The organisation's purpose, values, strategy and objectives were overhauled to be customer obsessed. The business shifted its culture to focus on the customer journey versus isolated interactions, which impacted everything from employee induction to product design.
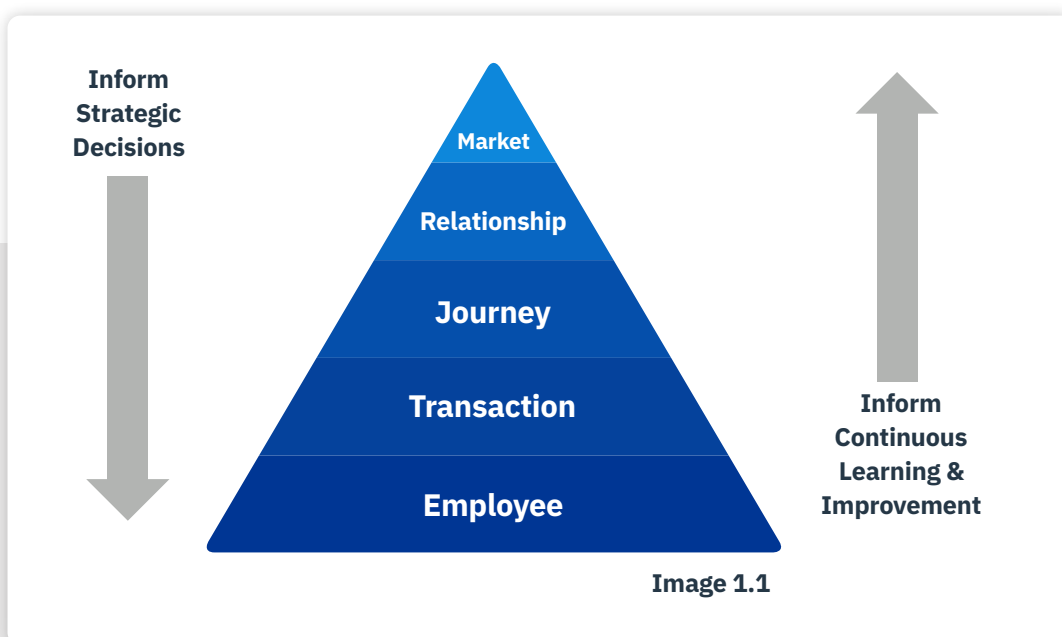
2. Collect Feedback in the Right Capacity

When it came down to listening to customers and acting on their feedback, a VoC program was created with a top-down approach to inform strategic decisions and a bottom-up approach to inform continuous improvement (see image 1.1). It was important for nib to understand where the key moments of truth are and measure as close as possible to the experience. The team uses driver questions to enrich the insights and drive action, and regularly review the survey triggers to ensure that measurements are focused on key moments of truth.

3. Strive to Understand CX Drivers

The third phase of embedding a CX program involved the process of understanding what truly impacts the customer's experience. nib regularly assessed feedback data looking for consistent themes and improvement initiatives. They made sure the results were visible to the Customer Care Teams via dashboards projected on TVs, carefully designed to support frontline employee coaching opportunities.

KEY TAKEAWAYS:

- Celebrate CX champions through monthly nominations, recognition and incentives

- Make your results visible to the Customer Care Teams via dashboards displayed on TVs

- Reducing churn comes down to closing the loop at an individual and organisational level

Inform Strategic Decisions

Market

Relationship

Journey

Transaction

Employee

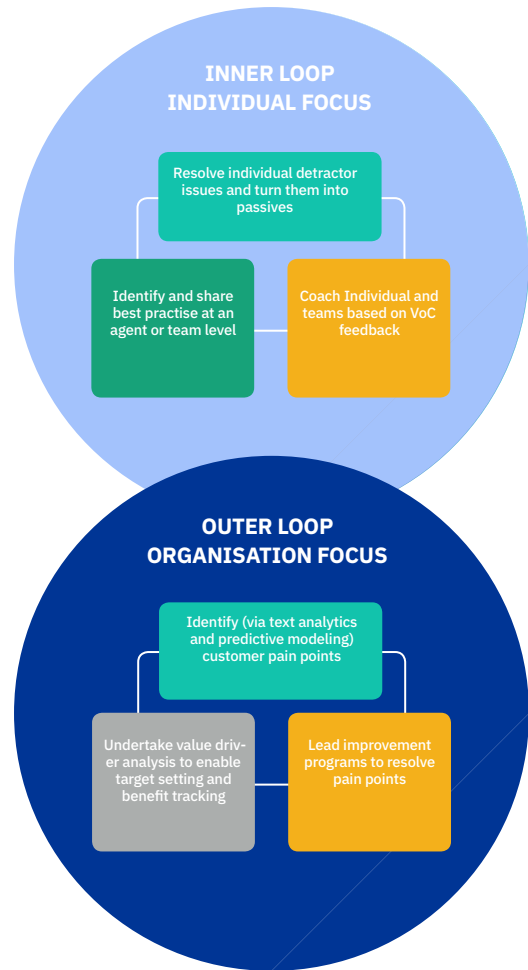**Inform Continuous Learning & Improvement**

Image 1.1

4. Create New Processes for Closing the Inner & outer Loop

Closing the inner loop was an important focus to resolve individual member issues. nib New Zealand successfully reduced churn through identifying a three-step process unique to their organisation, which involved resolving individual detractor issues and coaching the teams around best practice to avoid repeat issues. To close the outer loop, the team leveraged text analytics and predictive modelling to identify customer pain points, and they used value driver analysis to enable target setting and benefit tracking (image 1.2).

The business encouraged team members to be part of the change and designed an online channel for employees to submit their ideas. Ideas are selected based on desirability, feasibility and viability, and the CX team makes sure to celebrate the ideas that work well to reinforce a customer centric culture across the organisation.

nib New Zealand recognises that its CX program is constantly changing and evolving, but the program has already had significant impact. Over the last four years, the business has seen a strong increase in NPS as well as a 6% churn reduction in just six months of rolling out the closed feedback loop process, largely due to the continual simplification of the customer journey and improvement of the overall customer experience.

Image 1.2

INNER LOOP INDIVIDUAL FOCUS

Resolve individual detractor issues and turn them into passives

Identify and share best practise at an agent or team level

Coach Individual and teams based on VoC feedback

OUTER LOOP ORGANISATION FOCUS

Identify (via text analytics and predictive modeling) customer pain points

Undertake value driver analysis to enable target setting and benefit tracking

Lead improvement programs to resolve pain points

To demo a product or to contact us call:

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