



## Case Study

"Attentive ACE has enabled OMHc to collect on the spot Member feedback of medical aid products that we administer on behalf of our schemes as well as the servicing of these products in our Call Centre. This has facilitated and expedited our ability to instantly adopt changes and modifications as a direct result of this feedback and dramatically improve the customers' service experience"

**Gerald McKinnon**

Operations Executive at Old Mutual Healthcare

# Old Mutual Healthcare dramatically reduced member complaints and increased member satisfaction by implementing a Voice of the Customer program



After realizing that only customers judge quality and all other judgments are essentially irrelevant, Old Mutual Healthcare decided that it is time to listen to their customers' voice.



Old Mutual (South Africa), established in 1845, is the largest and most well-established financial services provider in Southern Africa. They occupy a prominent position in the financial services industry and operate in Africa, North America, Europe, Latin America and Asia. Their partnership with Nedbank and Mutual & Federal, (two sister subsidiary companies under the Old Mutual plc banner in South Africa) enables them to offer a variety of financial products and services. These span investment, life assurance, asset management, banking, healthcare and general insurance. Their client base comprises of individuals, businesses, corporates and institutions.

Old Mutual Healthcare, formerly a business unit of Old Mutual (South Africa) is now 100% owned by Lethimvula Healthcare and is part of a healthcare stable that includes Medscheme.

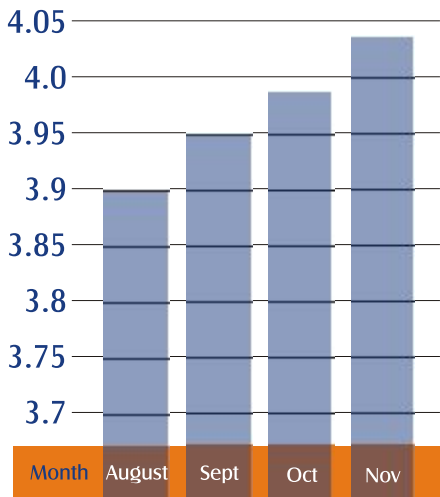
**Needs:** Monitoring and improving the service experience presented by OMHc to all its stakeholders was identified as a critical need to dramatically improve customer service. Meeting the needs of all its stakeholders to create value and ultimately wealth for all of them creates satisfaction and promotes loyalty and retention. The vision was to make OMHc into a truly customer centric organization.

**Solution:** Following an in-depth evaluation of local and international vendors, OMHc came to the conclusion that the solution that best fit its need was Attentive ACE®, and after a short negotiating period, decided to implement the solution at its Call Centre in Cape Town, South Africa. Attentive ACE® allowed OMHc to collect, manage, and analyze customers' feedback on an ongoing basis. Management was able to immediately identify trends and areas of weakness, analyze business processes, provide agent training and most importantly, enabled OMHc to create a continuous improvement environment.

**Success:** OMHc was able to implement a customer centric culture by gaining an ongoing information stream of customers' perceptions concerning the experience they had from OMHc's provided service. Thus the company succeeded in:

- Improving the perception of delivered service level
- Achieving better understanding on the main weaknesses in current service levels
- Achieving better resource allocation intended to deliver a better service experience
- Increasing customer satisfaction and delight
- Implementing a service quality management system based on the presided quality
- Dramatically reducing complaints

**Fast improvement at the perception of delivered service level**



"The number of \*Hot Alerts has reduced from an average of 30 per week in the last quarter of 2008 to an average of 6 per month in the first quarter of 2009!"

**Gerald McKinnon**

\*A hot Alert is a complaint from a member that is so serious that it requires immediate attention

"Since August 2008, the member to staff ratio has increased by 8.1%"

**Gerald McKinnon**

**The Implications:** Attentive ACE<sup>®</sup> helped OMHc find out what the needs of its stakeholders were and how customers perceive it by receiving answers to some critical questions that had eluded them previously:

- What makes members happy or dissatisfied?
- How do they feel about OMHc and why?
- What changes and improvements would they like to see?
- Are members happy or dissatisfied with the product and service they receive?
- Will they remain loyal and would they recommend OMHc to their acquaintances?
- How do members characterize their experiences and interactions with the company?
- How would they characterize customer care and experience?
- What is important to them?

**Attentive ACE<sup>®</sup> presents the following key features:**

1. Attentive ACE<sup>®</sup> is a daily operational tool for front line managers that improves customers' engagement by utilizing the voice of the customer at the right time and place.
2. Unique business-oriented sampler that enables selection of the interactions with the highest feedback potential.
3. The 4Ps methodology of transforming information into ongoing front line change inspires organizations to create customer-centric cultures.
4. Built-in workflows for coaching, recovery and change requests, which are based on aggregated front line managers' conclusions and recommendations, drive operational cost savings and improve revenues.
5. Attentive ACE<sup>®</sup> is a key module in a wider Enterprise Feedback Management (EFM) solutions suite that allows organizations to reduce costs by managing all of their feedback needs using one consolidated feedback platform.