

CASE STUDY



CUSTOMER PROFILE:

Workforce resilience services - health, wellbeing and security

WEBSITE:

<https://www.internationalsos.com/>

LOCATION:

12,000 employees worldwide at 1,000 locations in 90 countries

BUSINESS NEEDS:

- Ability to report on client and end-user satisfaction
- Previous customer feedback system lacked real-time reporting, ability for operational user groups to self-serve and correlate performance related to their touchpoints/ channels
- Needed to coordinate multiple, cross-product survey activities

NICE SOLUTIONS:

- Satmetrix Voice of the Customer
- Nexidia Analytics (pilot)

THE IMPACT:

- Organizational alignment and action around the key drivers that impact the customer experience
- Raised NPS for key service type
- Ability to prioritize investment in improvement initiatives based on relative impact
- Reporting and benchmarking the high levels of customer satisfaction to their clients
- Aligned multiple survey programs by establishing governance and standardizing data definitions

ON THE NICE SOLUTION

"The credibility of Satmetrix in the industry... gave us the confidence to move forward with the organization and the system."

Annie Lau, Group Quality Improvement Manager, International SOS

DISCIPLINE AND THE RIGHT SOFTWARE SOLUTION ARE THE KEYS TO INTERNATIONAL SOS'S CEM SUCCESS

About International SOS

International SOS provides health, wellbeing and security services to their clients' global workforces. Their 12,000 clients include 63% of the Fortune Global 500 who rely on International SOS to protect their employees and mitigate risk. Services include:

- Medical – Services range from advising subscribers about travel-related risks to providing in-patient healthcare at one of their 64 clinics. Almost half of their 12,000 employees are medical professionals.
- Security - International SOS provides access to 3,200 security specialists, allowing them to provide intelligence about unstable destinations, help clients develop risk mitigation strategies, and more.
- Crisis management - When their clients' employees are in harm's way, International SOS can help by deploying incident management teams or coordinating evacuations.

International SOS was established in 1985 and is headquartered jointly in Singapore and London, UK.

The Goal

International SOS's 12,000 business clients purchase the company's services for their employees, who are often domestic workers, business travelers, assignees living abroad, and remote workers. Their clients' employees ("subscribers") consult with International SOS on employment-related medical and security topics like how to access medical services when working away from home or personal security measures to take while traveling to unfamiliar destinations.

International SOS piloted a survey process in 2014 and then rolled it out to the entire company two years later. There were two primary drivers for implementing a survey program:

- The company wanted to objectively demonstrate the high quality of the service they provided to their clients' employees.
- They wanted to understand the relative impact of the key drivers of customer satisfaction to help prioritize investment(s) in continuous improvement.

As they expanded their program to add new customer touchpoints and products as well as other business lines, they soon found their customer experience management (CEM) software had some significant limitations regarding self-serve reporting, user interface, and general functionality. As Annie Lau, Group Quality Improvement Manager, explains, "We used another provider before and although the periodic analysis and reporting were excellent, the ability for teams to operationalize and own the data, as well as to self-serve in real-time to interrogate root cause of performance was lacking." Their robust CEM program called for a new, equally robust software solution and one that was cost-effective to scale.



The Solution

International SOS selected NICE Satmetrix to replace their existing customer experience management system. They were impressed by the software's usability, functionality, and ability to produce timely and meaningful information. Plus, they believed NICE Satmetrix had a market-leading reputation they could trust.

"The credibility of Satmetrix in the industry... gave us the confidence to move forward with the organization and the system."

- Annie Lau, Group Quality Improvement Manager, International SOS

As part of the implementation activities, International SOS worked with a NICE Satmetrix strategic partner, OCX Cognition, to establish and periodically refine effective governance best practices. This was a critical key to success because the company has multiple business lines that issue their own product-specific surveys. A well-designed and deployed governance framework not only ensures seamless collaboration, but it establishes a global standard definition of key survey metrics and KPIs that allow for more accurate comparison of survey results.

Another key to success was getting International SOS employees at all levels to understand the concept of Net Promoter Score® (NPS)* and how they can personally impact results. NPS became a conversation at all levels of the organization and part of their operating rhythm. Linkages between NPS and operational performance were identified, and these metrics became the key focus in measuring performance for accountable owners. To gain buy-in from contact center agents, the organization implemented a rewards and recognition program. Every time an agent team receives a positive survey result, they are awarded a point. Agents also earn additional points when subscribers mention them by name in the survey responses. Points can be redeemed monthly for rewards. The program has been so successful in generating excitement about NPS that agents now approach the quality team to learn of ongoing results.

In addition to increasing agent engagement, the enhanced CEM program helped International SOS prioritize areas to further enhance the customer experience. Having quantifiable CX data created alignment across teams and empowered them to deliver ambitious cross-functional and global improvements more easily. In one notable example, International SOS discovered some disconnect between their call quality scores and the survey results. According to Annie Lau, "We realized our call review process wasn't always measuring all that is important to customers, sometimes it was measuring what's important to us, from our point of view." They have since adjusted their quality reviews to be even more customer-centric.

The refinement of International SOS's CEM program is an ongoing effort. They hold monthly advisory sessions with our CEM Experts to identify ongoing improvements and opportunities to further enhance the experiences of every member. Possible future enhancements include:

- Utilizing NICE Nexidia's speech and text analytics capabilities to gain a deeper understanding of what their members are thinking and feeling. Results from a pilot project are very impressive
- Consolidating multi-product survey results at the member level to get a more comprehensive understanding of customer loyalty
- Surveying members' managers to ensure there is not a disconnect with member feedback and management perceptions

Recommendations for Maximizing the Success of Your Company's CX Program

- Secure stakeholder buy-in, beginning with executives and continuing with all levels throughout the organization
- Link NPS results and operational and /or financial metrics and align these with performance objectives at all levels of the organization
- Ensure results are shared and talked about in all forums
- Design and implement governance practices that ensure collaboration and standardization of CEM processes
- Pick a good software package with related services to deliver measurable business improvements
- Use survey feedback to continuously improve customer-impacting policies, processes and systems
- Never stop refining your organization's CEM program

The Results

International SOS has been able to objectively quantify the high quality of service provided to end members, with a strong NPS comprised of more than 70% promoters. Each year, they make incremental improvements to overall scores, which directly benefit their clients' experience. Additionally, establishing more disciplined program governance has been a win, agents are now strongly engaged, the company has been able to implement several customer-impacting improvements, and they are able to accurately report and benchmark member satisfaction to their clients.

International SOS's story is a tale of CEM success driven by:

- Industry leading CEM software
- Effective governance practices overseen by knowledgeable leaders
- Buy-in from key stakeholders ranging from executives to the agents who are responsible for delivering satisfying customer experiences
- The ability to transform customer feedback into meaningful action
- A consistent focus on enhancing and refining their CEM program

About NICE

NICE (Nasdaq:NICE) is the worldwide leading provider of both cloud and on-premises enterprise software solutions that empower organizations to make smarter decisions based on advanced analytics of structured and unstructured data.

NICE helps organizations of all sizes deliver better customer service, ensure compliance, combat fraud and safeguard citizens.

Over 22,000 organizations in more than 150 countries, including over 80 of the Fortune 100 companies, are using NICE solutions. www.nice.com

For the list of NICE trademarks, visit <http://www.nice.com/nice-trademarks>