Confirmit®

ACE AWARDS
15th ANNIVERSARY
2020

Achievement in Customer Excellence

WINNERS' SHOWCASE

20 20

About The Confirmit ACE Awards

The Confirmit ACE (Achievement in Customer Excellence) Awards programme celebrates outstanding achievement in customer and employee experience. Receiving a Confirmit ACE Award demonstrates an organisation's rigorous application of Customer Experience best practices, and its outstanding performance as measured by those processes.

The winners' stories in these pages demonstrate how listening to the Voice of the Customer and Voice of the Employee has the power to drive an organisation forward, delivering world-class customer and employee experiences, changing business culture, and generating significant Return on Investment.

"We're honoured to celebrate the people, the teams, and the companies that continually strive for CX excellence. Every year organisations from around the globe prove that listening to the voices of customers and employees is a critical element of success and is what drives the business forward. The winners in this book lead the way in delivering world-class customer experiences, changing business culture, and generating significant Return on Investment. We are thrilled to play a part in their success. I hope the stories in this book will inspire other businesses to reach new heights.

Kyle Ferguson
CEO, Confirmit

Content

Industries

Education

Financial Services

Insurance

Pharma/Healthcare

Research/Business Services

Retail/Consumer

Technology

Award Categories

The stars of this year's awards demonstrate excellence, best practice and achievements in each of the following areas.

01 **Voice of the Customer**

This category recognises the companies who have developed a strategic approach to listening to customers and are using that voice to drive change. These programmes not only capture the Voice of the Customer at key moments of the customer lifecycle, but also translate that voice into action that improves the customer experience.

02 **Innovation**

This category recognises businesses who are using innovative approaches in their programmes. From making use of new data collection techniques to finding new ways to communicate and engage with customers and employees, the winners in this category are doing something a bit different to achieve their goals.

03 **Business Impact**

Any CX programme aims to improve and grow the organisation, and these winners are doing just that. As well as significant increases in KPIs, the programmes highlighted in this category are changing the way these companies do business – in big ways and small.

04 **Employee Experience**

While employee surveys may not be new, the process of building structured programmes to gather insight from employees at multiple stages in the employee experience remains the exception rather than the norm. Our winners in this category are listening to employees, acting on their feedback, and building better places to work.

05 **B2B**

Understanding the Customer Experience in B2B organisations is critical given the high-value nature of accounts. In this category, our winners are using their CX programmes to really understand complex B2B relationships and are helping their Account Management teams to thrive.

06 **Digital Success**

A digital approach is at the heart of a successful CX programme. Winners here have taken their initiatives to the next level, capturing feedback from customers through channels that enhance the digital experience.

The Judges' Choice awards pays tribute to a company that has distinguished itself at the highest level in each category.

AMADEUS

"Building relationships and partnerships with new and existing customers is key to a successful business. As our company grows, our programme maintains the flexibility and relationships we developed as a smaller company and preserves our competitive advantage: customer service.

Meghan Norwood, Head of Global Customer Success

Smarter Decisions

› Train the trainer initiative has improved project pace, increasing forecast revenue by **22%**

› Streamlined customer migration approach has **increased migration output** by three times, allowing for 1500 migrations to take place in 2020

› Dashboards allow employees to evaluate their individual data for annual evaluations, and to incorporate constructive criticism to **improve customer experiences.**

Winning categories: Judges' Choice - Innovation, Voice of the Customer, and B2B

Driving change for long-term customer relationships

Amadeus powers travel experiences with solutions for every stage of the traveler journey, and helps hospitality providers acquire, service, and retain guests by driving demand.

With over 30 years of experience and 17,000 experts in over 175+ countries, Amadeus has a deep understanding of the hospitality industry and a desire to innovate technology that will meet and exceed traveller expectations.

To achieve this aim, Amadeus runs a global Voice of the Customer programme that gathers timely feedback and delivers insight into pain points to maintain long-term customer relationships and drive better brand perception. The programme is structured around four key surveys, targeted at segmented customer audiences. These deliver actionable insight that enables Amadeus to implement meaningful change across its business.

Change driven by the programme includes a creative customer onboarding approach, using a train-the-trainer programme for third-party contractors; and an automated, streamlined customer migration process. These changes have led to a 6% reduction in professional services lead times, enabling customers to obtain business value earlier, and a 29-44% reduction in migration project times.

These initiatives allow Amadeus to utilise its highly skilled resources most effectively on higher-value tasks, and have provided measurable evidence of the value of investing in continuous improvement activities in tooling, processes, and people. The importance of the programme is recognised at all levels of the organisation, with OSAT and NPS scores driving its customer intimacy strategy and ensuring feedback is used in future decision making.

22%

INCREASE IN FORECAST REVENUE

> "Our approach to CX uses three guiding principles: focus on creating value to enable our customers' success; instill confidence in our customers that we are the partner of choice; and deliver quality products through cost-conscious and operationally excellent supply chains and value add services.

Paul Olson, Senior Director Product & UX

Smarter Decisions

› Uses VoC feedback to **better understand the customer**, highlighting priorities for action

› **Delivers insight** to craft customer experiences through end-to-end journeys

› Highlights metrics that help to **optimise** or redesign business processes.

Winning categories: Digital Success

Taking an organic approach to improving the customer experience

Anixter is a global distributor of network and security, electrical and electronic, and utility power solutions. Through its global distribution network and expertise, the company lowers the cost, risk and complexity of its customers' supply chains.

Anixter International serves over 100,000 customers from over 300 locations in 50 countries, and aims to be the preferred supplier in these markets by providing differentiated experiences and services.

To achieve this aim, Anixter has implemented a comprehensive programme that uses an organic approach to improving customer experience. Within this, it runs a dedicated Voice of the Customer programme to listen to, innovate and improve on the impactful experiences it delivers to customers.

The programme, Anixter Digital Experience, is designed to aggregate customer experience across the company into one, actionable picture. It covers touchpoints including the website, transactions (purchase and pickup process), billing and payment automation, and focuses on a range of metrics including CSAT and NPS, customer retention and lifetime value. The resulting insight is shared with leaders accountable for managing and improving CX.

Anixter's focus on a strategic, organisation-wide CX programme has allowed the business to use customer insight to identify simple, innovative solutions that address a broad range of customer needs and business challenges. By centralising this practice, the organisation is creating a customer centre of excellence while enabling local execution. This empowers its employees to continually create value, boost speed to market and drive innovative capabilities that enable customers' success.

Catalent.

"Since launching our programme, we've made many changes to the culture and the importance of the customer experience. Before, people weren't traditionally used to thinking about how they control aspects of how the Catalent experience gets delivered.

Joe Montano, Director of Customer Experience & Communication Excellence

Smarter Decisions

› Over 3,000 customer-facing staff trained, correlating with an **improvement in NPS score**

› New customers onboarded within 14 days **increased from 73% in 2019 to 93%** in 2020

› Customer experience terminology embedded across leadership and employee teams, driving **increased customer satisfaction and timely communication scores.**

Winning categories: Judges' Choice - B2B

Making Customer Experience Excellence a global success

Catalent is a global provider of technologies and development solutions for drugs, biologics and consumer health products. It has 85 years of proven expertise in bringing products to market faster, enhancing product performance and ensuring reliable clinical and commercial product supply.

Employing over 13,000 people, Catalent runs a business-wide Customer Experience Excellence (CEE) programme that covers 80 countries and multiple languages.

The programme covers touchpoints across the areas of Business Development, Project Management and Product Development and is used to drive changes to three primary business pillars: People, Experience Engineering, and Systems. The programme also allows local teams to deliver global programmes aligned to best practices.

Catalent has reaped a wide range of business benefits from the programme. It has driven the creation of the organisation's first global Voice of the Customer programme, allowing site teams to discuss and address issues in near real-time. It has also improved customer onboarding, including the creation of a Visitor Welcome Guide to make customer visits effortless and to deliver a robust handoff process.

The programme has also engaged employees in the customer experience. A community of over 110 people are now I Am Catalent local trainers, rolling out customer service training that includes best practices for cross-cultural communication. Core training has also been incorporated into new hire onboarding, creating communications consistency across the company.

93%

OF NEW CUSTOMERS ONBOARDED WITHIN 14 DAYS IN 2020

COGNITA

> We gather powerful, actionable insight by listening to all of the voices in our school communities. Measuring the end-to-end parent journey along with the employee and student experience – particularly across different academic year cycles – can be challenging, but the results are invaluable for our entire organisation.

Stephan Hogenbirk, Group CX Programme Manager

Using multiple voices to drive educational excellence

Cognita is a worldwide group of more than 70 schools in Europe, Latin America and Asia. It employs over 7,000 teaching and support staff in the care and education of more than 45,000 pupils.

While each school is unique, all share the common purpose of creating an inspiring world of education that builds self-belief and inspires individuals to succeed. Cognita achieves this by sharing expertise, insights and best practice, and by maintaining standards of excellence through actionable feedback.

This is captured through a unique set of programmes for Voice of Customer (parent), Voice of Employee (VoE) and Voice of Student (VoS). The VoC programme captures parent feedback and shares the resulting insight with school leaders and regional management teams for action. The VoE programme gathers employee feedback which identifies areas for improvement, allows best practice sharing between schools and regions, and drives employee engagement. Parent and employee satisfaction insights are correlated to create action items.

The newest initiative, VoS, gathers a wealth of information about student wellbeing and learning. Insights are used to inform safeguarding procedures and as part of a wider approach to teacher and leadership development. The programme also enables staff to engage directly with students where necessary to identify action and resolve potential issues.

PARENT FEEDBACK

60%

GLOBAL NPS INCREASE

Smarter Decisions

› Parent feedback has shown a global **60%** NPS increase; VoE **34%** NPS increase, and VoS a **5%** NPS increase

› Employees are widely engaged, a result of being connected through the MyCognita employee portal and sharing events and news via #CognitaWay

› The programmes boast impressive response rates of **55%** (VoP), **78%** (VoE) and **90+%** (VoS wellbeing)

› Insights from all programmes gives the leadership team a detailed understanding of performance and engagement across all schools, driving targeted action where needed.

Winning categories:
Voice of the Customer and Employee Experience

Cromwell
Keeping Industry
Working™

> Our VoC programme has proven transformational – not just in terms of bringing us closer to customers and responding to feedback in a targeted, actionable way, but it's also completely changed the way we think. No longer do we review processes in terms of 'what's easy for us', it's now 'what's easy for our customer?

Louise Durnin, Head of Customer Experience

Faster Actions

› Customers are now included in decision-making, such as direct responses to customer feedback around packaging sustainability

› Introduction of Confirmit Text Analytics provides contextualised feedback, enabling team members to **actively respond** to verbatim customer recommendations

› Action Management closes the loop within 48 hours for over **95%** of all customer alerts, resulting in an **86% decrease in complaints.**

Winning categories: Voice of the Customer and B2B

Aligning the organisation with customer expectations

Cromwell is a successful distributor of industrial tools to all industries, professions and trades. Established for over 50 years, with the primary aim of "Keeping operations running & people safe", the company has expertise within its technical teams who can provide audits and offer advice on how businesses can improve with safety, cutting tools, hand tools, power tools and abrasives. Cromwell supplies the largest range available from a single source.

Committed to delivering a truly customer-focused and cost-effective service, and with the ambitious target of being the easiest company to do business with, Cromwell established a multi-touchpoint Voice of the Customer programme. The core aim was to get closer to the customer to better understand how the organisation could align itself with customer expectations.

Using the Confirmit platform has been a key enabler in bringing the Voice of the Customer into Cromwell, and has driven a culture change across the organisation from being assumption-led to insight-driven. Real-time customer feedback is accessible, clear, actionable, traceable and transparent and is targeted at every area of the business. CX is sponsored from the top down with the recruitment of a Chief Customer Officer and Chief Digital Officer, and the creation of a centralised CX Team and a functional customer champion network across the business.

Customer feedback is used as a constructive, informative opportunity for business improvement, particularly by Cromwell's newly established Customer Resolution Team. Dissatisfied customers are proactively contacted so that quick resolution is instigated, and elated customers are thanked. Staff who contribute to the experience of a promoter are also celebrated internally.

86%

DECREASE IN COMPLAINTS

cua

BANKING | INSURANCE

"The rich insights we gather from our VoM programme give us a 'laser-like' focus on where to put our time, money and effort. The more mindful we are about what our members are actually telling us, the more conscious we can be investing in the things they truly want.

Sam Barber, Member Insights Specialist

Smarter Decisions

> Call centre experience measurement directly informed resourcing improvements, reducing speed to answer and abandonment rates - resulting in an 18-point uplift in NPS scores

> VoM feedback allows for evidence-based decisions, giving internal stakeholders tangible data to address issues or drive improvements

> Benchmarking data provides business metrics and member experience measurement for the implementation of new systems, processes and products.

Winning categories: Judges' Choice - Voice of the Customer

Listening to and acting on the Voice of Members

CUA is Australia's largest credit union, offering responsible financial, health and insurance solutions to around 500,000 Australians. As a mutual, the organisation was created by members for members and has a single purpose: to provide the best member experience and offering better-value banking across all products and services.

To deliver on its purpose, CUA runs a Voice of the Member (VoM) programme, spanning all customer channels, a range of products, product landing pages on its website and its research panel. The programme has been specifically designed to quantify the member experience using a scalable framework, allowing CUA to quickly identify strengths and weaknesses across its entire network.

The programme delivers insight into member experiences at different touchpoints, ensuring these are front and centre in the improvement prioritisation process. This has allowed CUA to shift from business-led decisions to member-led decisions. The collective insight gathered from a suite of Confirmit tools provides a more complete picture of member experience and drives deeper member understanding.

The business impact of the VoM programme can be seen across the organisation. Service recovery is faster as agents can resolve member issues before they become a reason to churn; compliance is more carefully managed as disputes are quickly captured and shared with the resolution team; and member experience is improved as team scorecards allow team members to learn from each other, share success and drive service improvements.

18
POINT

UPLIFT IN NPS

decisionwise

"When we demonstrate the power of the Pulse Aggregation Tool, pulse surveys go from a 'nice to have' to something that creates significant value for the client. They love that they are now freed from relying on annual surveys and that they have access to a sophisticated data exploration experience.

Matthew Wride, President

Richer Insights

› Delivers capabilities to aggregate data from separate Pulse surveys for a holistic view and contextual analysis

› Allows organisations to gather feedback from employees as often as needed, rather than relying on annual surveys

› Allows clients to create and embed **award-winning employee engagement programmes**, such as UPMC.

Winning categories: Employee Experience

Delivering actionable insight from employee pulse programmes

DecisionWise helps organisations improve their employee experiences by implementing Voice of the Employee programmes and continuous Employee Experience (EX) listening campaigns.

The company strives to be the best at listening, understanding, and then acting to improve the employee experience, and builds its solutions using the Confirmit Horizons platform to achieve this.

A core EX solution developed by DecisionWise is its Pulse Aggregation Tool. This allows users to take data from various pulse surveys and then aggregate it into a single data exploration and reporting tool. The tool effectively links pulse data together to enable clients to make quick comparisons and apply hierarchical and demographic filters. The result is actionable data that can be explored in context and compared to prior surveys and prior periods for deeper, more accurate insight.

The Pulse Aggregation Tool, which leverages the comprehensive capabilities of Confirmit's reporting solutions, significantly improves the pulse experience for DecisionWise clients and consulting partners. It enables them to get the right information into the right hands, in a way that gets read and understood. This ensures that key, actionable information can be delivered using existing business communication channels.

The tool, combined with Confirmit's pulse solution, offers a client experience that exceeds anything available through other platforms. This delivers a competitive advantage for DecisionWise and its consultant partners. It also saves considerable time and analytics effort, since clients no longer need to look at separate reports, export data, and then perform data combination processes.

Deltek Know more. Do more.™

"

Our management team does not settle for the 'as is'. We continue to strive to fine-tune the support process and improve the customer experience to better meet their needs, using a collaborative approach that harnesses the experience of our staff and the maturity of our business.

Heather King, Principal Operations Analyst - Customer Care Operations

Smarter Decisions

› Customer experience focus has driven a best-in-class renewal rate of **98.8%** in 2019

› Continued increase in case deflection rates, growing from **35.95%** to **37.37%** in a year

› Direct results include **reduced cost,** improved customer experience and increased customer loyalty.

Winning categories: Voice of the Customer

Using mid-case customer insight to drive retention and loyalty

Deltek is a global provider of enterprise software and information solutions for project-based businesses. The company provides project intelligence, management and collaboration to over 23,000 organisations and millions of users in over 80 countries.

To help firms achieve performance that maximises productivity and revenue, Deltek is highly focused on the customer experience.

Deltek runs a Voice of the Customer programme in over 55 countries and multiple languages. One area of the programme focuses on its online chat and post-support completion call centre touchpoints, designed to gain knowledge about issues or concerns early enough in the support process to make an impact on the client experience.

This mid-case approach to gathering feedback has had a positive impact on customer satisfaction. Alerts highlight when a customer is having a negative or neutral experience, empowering the team to improve that experience as early as possible. In many instances, this has turned a negative or neutral rating at mid-case to a positive rating upon case closure.

For Deltek as a whole, this approach allows the business to tailor its support model in direct response to customer needs, driving the best possible customer experiences. The ability to gather insight into what clients are truly feeling as their cases progress has proved invaluable, allowing analysts to alter the way they work with individual clients and often the way they are looking at wider issues overall.

98.8%

BEST IN CLASS RENEWAL RATE IN 2019

EMPIRE TODAY
800-588-2300

"Empire Today's continued success is dependent on providing successful customer experiences. We define 'great service' by how our customers define 'great service' and that is achieved through real-time feedback and root-cause analytics. Empire Today's VoC programme is critical to continuously delivering this definition and is why performance has increased to all-time high levels.

Ron DeWert, Vice President – Consumer Insights & Media Analytics

Richer Insights

› NPS is the primary focus of every employee, with NPS branding included in its three company goals

› Accountability and reward for employees are tied to the customer experience, including bonuses and lead allocation scores

› All employees are involved in delivering and improving the customer experience, with live access to feedback results, dashboard reporting and scorecard results.

Winning categories: Voice of the Customer

Driving record-high customer experience levels through company-wide customer focus

Empire Today provides residential and business customers with a wide selection of flooring services and quality brand flooring products and window treatments.

Its 1,500 employees provide shop-at-home convenience and next day installation to more than 70 metropolitan areas throughout the United States. Established for over 60 years, Empire Today has served over three million customers and is dedicated to being the first choice for flooring as a brand that consumers know and trust.

Supporting this customer focus, Empire Today runs a comprehensive VoC programme, centred around NPS, to gauge overall customer engagement. The programme also measures NSS (Net Satisfaction Score) to evaluate the drivers and sub-drivers of the customer experience, thereby providing root-cause actionability.

Empire Today uses results of the programme to deliver on four key aims improve the customer experience to drive repurchase and positive word-of-mouth; improve the non-purchaser experience to increase future consideration levels; increase revenue streams; and increase the share of the market. The programme delivers actionable data to achieve this, using root cause identifiers at the most granular level. This enables the business to take action at any level and provide swift customer follow up – within one to six hours, depending on urgency.

A company-wide focus on the customer has resulted in an all-time high NPS score, with a +32% increase to full-year NPS from 2018 to 2019. Additionally, Empire has increased NPS year-over-year monthly performance for 29 consecutive months.

32%

INCREASE IN NPS SCORE

Erie
Insurance®

"
Our programme is always expanding. In addition to the strong leadership support, we also have VoC teams willing to and excited about expanding the programme through additional channels and pilots.

Barbara R. Lincoln, Director, Customer Satisfaction & Integration

💡 Richer Insights

› Functional VoC teams incorporate survey responses and comments into their operations and initiative metrics with cross-functional transparency of results

› Integrating VoC with initiatives has increased engagement and empowered primary users

› A customer-centric paradigm shift is occurring across the business, with feedback informing design and continuous improvement content and priorities.

Winning categories: Judges' Choice - Business Impact, Voice of the Customer, and Digital Success

Taking a multi-year, multi-channel approach to customer strategy

Erie Insurance, established in 1925, is a US property/casualty, home and auto insurer, operating in 12 states and the District of Columbia. It has more than five million policies in force and employs over 5,000 people and 12,000 independent agents.

Erie has a dedicated focus on ensuring its employees work together with a clear sense of purpose to deliver excellent customer experiences.

To achieve this, ERIE has developed a multi-year Voice of the Customer strategy, with multiple programmes in place to gather feedback from customers, agents and employees. Surveys cover a wide range of customer channels and touchpoints, including first notice of loss, claims, customer care, the website and social media. The strategy also supports a wide range of internal functions including ERIE experience, centralised continuous improvement, marketing, COE Services reporting, and strategy & research.

Core aims of the VoC strategy include providing timely customer insights to inform business decisions and priorities. This involves engaging and utilising internal and external primary users' voices and driving a competitive social media platform as a key VoC channel. To enable VoC capabilities, ERIE utilises the Confirmit platforms for their survey channels, text analytics, and Action Management.

The Voice of the Customer is positioned as a full strategic partner across Services and is reported at quarterly executive VoC strategy committee meetings. Governance has been established and leaders are visibly engaged with the programme. Since its creation, adoption of VoC approaches across the business has grown, and dashboard access has been expanded to IT developers and project managers for live adjustments and to inform priorities. In addition, integration has taken place with a wide range of functions and initiatives across ERIE.

> "Having assigned clear responsibility of the customer experience and emphasized its importance, lots of things have changed, both in regards to communication with customers and to the attitude of our employees, their motivation and positive thinking.

Reda Laurinėnienė, CX Manager

Richer Insights

› Driven the development of more flexible insurance products, allowing customers to choose the add-ons they want

› Informed the need for implementing webchat, leading to decreased calls into the contact centre, swifter customer satisfaction, and increased online channel NPS

› Increased customer retention rates, **increased customer base by 3%** in one year, and improved overall NPS scores, employer NPS and insurance provider NPS.

Winning categories: Judges' Choice - Voice of the Customer

Taking ownership of the customer experience

If P&C Insurance AS is a property and casualty insurer in the Nordic region, with over 3.7 million customers in the Nordic and Baltic countries. If offers a full range of property and casualty insurance solutions and services to a broad customer base, from private individuals to large corporate customers.

Exceptional customer service is one If's strategic cornerstones: the company aims to make the customer experience great for all customers across all lines of business.

To achieve this, If in Baltic region runs a multi-country, multi-lingual post-purchase and post-claim Voice of the Customer programme. This is part of a wider approach by the company to boost the customer experience, and to drive employee engagement, following a period of transition including new product and pricing strategies, new digital solutions for self-serve, and new brand identity.

To ensure action is taken from the insight gathered, the company has created a dedicated Customer Experience and Development team. This has driven a major shift in transforming customer feedback into business improvements. If also ensures that all customer feedback is transparent and instant, with every score or comment received automatically sent to a customer experience manager, to the individual responsible for the customer, and to that individual's manager.

If pays close attention to detractor and passive NPS scores to understand their root causes, with direct customer follow up happening in most cases. This information is structured and used to initiate product improvements and process changes, as well as helping to develop employees' competence and communication skills. Regular workshops are held across the If team to discuss results which has directly increased employee engagement, delivered positive customer results and maintained the purpose of the business.

3%

ANNUAL INCREASE IN CUSTOMER BASE

JUST.

> "Our VoC programme is a sea-change in terms of the insight that can be delivered to the business. This insight will drive real improvements to our processes and our customers' experiences with us.
>
> **Mike Holland, Head of Insight**

Richer Insights

› Bespoke online dashboard reports enable consistent measuring and tracking of customer experiences, irrespective of client-partner or product line

› **Identifies points** in the customer journey that can be improved, particularly where they may work well for one client-partner but not for others

› Highlights points of most importance to customers and opportunities for **efficiency improvements**.

Winning categories: Voice of the Customer

Standardising approaches to measure the customer experience

Just Group plc is a specialist financial services group focusing on the UK retirement market. It provides people with advice, guidance, products and services via financial intermediaries and corporate partners, helping individuals to achieve security, certainty and peace of mind in later life.

Just prides itself on being an adaptive and innovative company, and has evolved its Voice of the Customer focus as part of this. One element is its HUB Financial Solutions VoC programme which covers multiple customer touchpoints across its Equity Release Advice Service and Retirement Income Advice Service. This allows Just to compare customer experiences throughout their journeys, as well as overall outcomes.

The programme moves Just to a standardised customer surveying approach, including metrics, methods, customer journeys, and reporting for both internal and external audiences. This delivers a strategic view of the customer experience, based around scores relating to ease of doing business, effectiveness and success, and emotional responses.

The resulting insight allows the company to make tactical improvements across the customer journey, from onboarding to completion, by identifying what's working and what isn't, the reasons behind this, and what action can be taken. The programme also allows Just to collect verbatim customer comments regarding the service they've received, which call centre managers use in weekly team stand-ups to highlight excellent customer experience and give kudos to operatives who've helped those customers.

King County

> "Our programme is unique in proving actionable data to create an equitable employee experience. The questions we ask about equity and social justice, paired with the reporting we do on the disparity in experience, provide a high level of visibility and accountability.

Brooke Bascom, Employee Engagement and Well-Being Manager

Smarter Decisions

› Insight has driven the launch or expansion of fellowship and mentoring programmes, and the creation of Professional Development scholarships

› Visible action resulting from the programme has **increased perceptions** of career advancement, peer culture and feeling respected

› Diversity of top tier hires and promotions has increased by **18%**; a wellbeing index has been created and a comprehensive mental health strategy implemented.

Winning categories: Judges' Choice - Employee Experience

Driving respect, results and equality through actionable employee experience

King County is a government entity covering the most populated county in the state of Washington, US. Its geographic area includes some of the most pristine rural areas in the country along with thriving technology hubs including Bellvue, Redmond and Seattle.

King County employs a workforce of 16,000 people covering lines of business as diverse as medical clinics, transportation, corrections, recreation, public defense and facility planning.

To support its goal of creating an environment in which employees are supported to learn, innovate and do their best work, King County runs an Employee Experience programme, centred around an annual anchor survey and action plan tracking. The programme focuses on three values: demonstrating respect for people by involving them in discussions and action about their work experience, driving results by being responsive to employee feedback, and being racially just.

The programme's survey is answered at every level of the organisation. Employee response rates have increased from 59% to 70% as people see direct action being taken as a result of their feedback, and the engagement index has increased by 8%. From the insight gathered, action plans are developed by teams at the department, division, workgroup and senior leader levels.

To ensure accountability around action being taken, King County worked with Confirmit to develop a platform for entering and tracking employee engagement action plans. This tracks nearly 300 plans at all levels of the organisation. What's more, because King County positions itself at the forefront of aligning organisational operations to a strategic goal of racial justice, it worked with Confirmit on an algorithm to report the survey questions with the biggest disparity by race, gender and other demographic factors. This insight ensures action is focused on racially just practices.

DIVERSITY OF TOP TIER HIRES AND PROMOTION INCREASED

18%

![NHBC logo](NHBC - Raising Standards. Protecting Homeowners)

"Pride in the Job is a very important competition for NHBC. It is one of the principal processes we use to encourage and reward site managers and is used as the basis of training and guidance.

Matthew Ross, Principal Innovation Developer

"We are absolutely delighted that our project has been recognised by Confirmit for an ACE Award. It's wonderful recognition for all the hard work put in by the project team. The trophy will take pride of place in the office!

Geoff Egginton, Regional Director

Faster Actions

› **Reduced time and cost** associated with administering and tracking the awards process

› **Increased accuracy** for information gathering and marking

› Streamlines the entire process, connecting all stages in the same survey, and allowing different staff members to undertake the survey at different times and at different stages.

Winning categories: Digital Success

Innovating Confirmit solutions to drive industry-leading awards scheme

NHBC provides warranty and insurance for new homes. Its ten-year Buildmark warranty covers around 80 percent of new and newly converted homes built in the UK, currently protecting around 1.5 million homes. NHBC runs the only award scheme in the UK that recognises the contribution a site manager makes to a development, called Pride in the Job.

Now in its 40th anniversary year, the Pride in the Job awards is one of the most celebrated in the industry and has helped drive up the standard of new UK homes, producing a better end product for homeowners. The competition supports NHBC's core value of encouraging the improvement of quality of build, improving customer satisfaction.

Until recently, the awards entry process was manual and paper-based. To improve data collection, NHBC developed a tailored Pride in the Job Marking App, innovatively using the sophisticated survey functionality of Confirmit's software. The app provides clearer visibility of marking, improved reviewing of photographs, and better communication between the various departments involved, from site inspection right through to events and marketing.

NHBC needed to ensure that the experience for builders wasn't negatively affected by the app's implementation, impacting loyalty. Roll-out across 370 site inspectors, 45 inspection managers and 11 Regional Directors has demonstrated that the app significantly improves the efficiency and accuracy of the Pride in the Job awards judging process. The app also provides much improved feedback for site managers on their progression within the competition, and delivers analysis and reporting on the competition alongside other data streams.

OWLSOLUTIONS

> WISE is successful because achieving excellence is part of our culture, something rather subjective unless there's a means to measure it. The evidence from the programme promotes good habits and holds everyone accountable. It recognises hard work and dedication but also helps us grow by learning from mistakes.

Michael Wildt, President

Smarter Decisions

› A direct correlation between high WISE scores and a **38% increase in revenue** in 2019

› Clear, data-based evidence of 'willingness to recommend' feedback being turned into recommendations and referrals

› **Provides actionable insight** needed to drive new business and grow the organisation rapidly, all based around the delivery of core values.

Winning categories: B2B

CX excellence driven by values and vision

OWL Solutions is a Market Research programmeming and fieldwork consulting company that specializes in healthcare, established in 2017. It offers in-depth industry knowledge and a consultative approach, and sets itself apart by deviating from traditional attitudes to client service.

To support its commitment to excellence in this area, OWL implemented a dedicated CX programme in 2018.

The programme, WISE (Work, Insight, Service, Execute) is used to keep OWL committed to its vision, to motivate and hold its team accountable, and to gather actionable insights from clients. A key stage of programme implementation was buy-in, ensuring the whole organisation supported the CX effort and understood its importance to the company's vision as a whole.

Team motivation and engagement is encouraged through a rewards scheme that recognises excellence for any individual praised by clients. This has had a positive impact on morale and has helped the OWL team stay aligned and committed to providing outstanding client service.

OWL uses customer satisfaction data gathered from the programme as validation of its core values, and to provide evidence that it is delivering its vision of client service excellence. It also uses data and verbatims for employee motivation, allowing the team to develop a greater sense of pride that has permeated throughout the company.

38%

INCREASE IN REVENUE IN 2019

> "The customer feedback received from our surveys has provided us with indispensable information we wouldn't normally receive from our customers. The feedback has also enabled us to identify training opportunities and has been a valuable addition to our employee recognition and improvement programmes.

Terry DuVarney, Senior Vice President

Richer Insights

› Compared to the previous year, responses received have increased by **42%**

› Business-wide integration has created a CX programme based on internal partnerships, supporting the PennyMac culture

› Executive buy-in isn't focused on NPS score but on where opportunities lie to exceed customer expectations

› The internal matrix support model has allowed CX programme expansion at a minimal cost.

Winning categories: Judges' Choice - Voice of the Customer, and Innovation

Integrating CX into the wider business for shared ownership

PennyMac is a US national mortgage lender, providing its customers with a range of innovative mortgage solutions.

Whether they're new to the home loan process or experienced buyers, PennyMac is dedicated to offering its customers competitive rates and superior service. As a major loan servicer, the company also supports more than 1,700,000 PennyMac home loan customers.

To drive its customer experience focus, PennyMac has embedded and expanded a Voice of the Customer programme across its business. Having started with a single survey in 2016, the programme now covers multiple touchpoints across the customer journey, including the website, customer communications, and customer service within the call centre. This expansion has been built using a continual assessment approach to the customer journey, and leverages Confirmit's Survey Designer and Genius Text Analytics tools for maximum capability.

To embed CX across the business, PennyMac's CX team has matrixed key CX actions into the company's existing infrastructure that supports employee recognition, employee performance feedback/improvement, operational process improvements, and technology project prioritisation and execution. This approach has driven efficiency by leveraging existing workflows and processes.

Integrating CX into its wider business processes has brought organisational departments together and has tied CX directly to both business activity and employees. By enabling the business to be hands-on with customer data and feedback, teams can apply customer insight directly to their business models and strategic plans. They also have ownership of customer insight, incorporating it into their activities such as training, team huddles, operational changes, and technology/system changes.

42%

RESPONSE RATE INCREASE

PHILADELPHIA INSURANCE COMPANIES
A Member of the Tokio Marine Group

"Our programmes allow us to celebrate successes together, recognise a job well done both internally and externally, and most importantly be transparent with the challenges we face. We come together in the tough times to collectively find better resolutions and bring the encouraging words each of us needs to stay motivated.

Zancesca Spagnoletti, AVP, Quality

Richer Insights

› VoC programme feedback informs **improvements to processes and solutions,** such as adjustments required with the implementation of a new billing system

› Good Company Recognition highlights monthly Champions, **boosting employee engagement** and morale

› Combination of VoC, employee experience, and public recognition initiatives have driven **stronger corporate culture**, embedding the TEAMPHLY spirit across the organisation.

Winning categories: Judges' Choice - Innovation, Voice of the Customer, and Employee Experience

Sharing success through innovative approaches to VoC and employee experience

Philadelphia Insurance Companies (PHLY) designs, markets, and underwrites commercial property/casualty and professional liability insurance products for niche markets.

It has more than 50 offices throughout the US and approaches the market through multiple distribution channels: preferred, PHLY select, and independent producers, wholesalers, and the internet. PHLY continuously reviews and refines its business processes to improve efficiency and the ease of doing business.

Core to this approach are three dedicated programmes: PHLY Voice of the Customer, Good Company Recognition, and Social Media Recognition. The VoC programme, initially established in 2011, has evolved continually to remove departmental silos and allow everyone, from the CEO to all front-line team members, to embrace the customer experience. The latest evolution of the programme is based around PHLY's goal of creating a new CX-based quality control programme which will be used to inform mentoring around the soft skills of team members.

The Good Company Recognition Programme allows every team member to recognise the success of others via peer to peer, employee to manager, or manager to employee feedback. This is based on the core tenets of PHLY's parent company, Tokio Marie: look beyond profit, empower our people, and deliver on commitments. Built on the Confirmit Horizons platform, the programme allows over 2,000 team members to submit recognition surveys, the results of which are centralised for easy reviewing, reporting, and sharing.

The Social Media Recognition programme has been designed to share VoC kudos via social media because PHLY understands the value that public praise and recognition delivers to team members. The programme expands on this by boosting employee morale while also giving credit to the customer for taking the time to provide feedback. With the customer's permission, PHLY's corporate communications team generates social media posts based on top testimonials, with customer feedback also shared internally for company-wide celebration.

> ❝ Our VoC programme has helped to equip our company with the data to improve the client experience which we know is so vitally important to our continued success.

Adam Cringle, Director, Client Experience Intelligence

💡 Smarter Decisions

› VoC programme has democratised data and made **insights available** from multiple data sources in a single dashboard

› Tangible **cost reduction** at a call centre by utilising feedback and saving 1200 calls per month

› **NPS scores have improved** at a rate never before experienced in company history, with transactional measures improving in multiple areas and countries.

Winning categories: Judges Choice - Digital Success, Voice of the Customer, B2B, Business Impact, and Innovation.

Driving innovation in the B2B client experience

Pitney Bowes is a global technology company providing commerce solutions that power billions of transactions.

Clients around the world, including 90 percent of the Fortune 500, rely on the accuracy and precision delivered by Pitney Bowes solutions, analytics, and APIs in the areas of ecommerce fulfilment, shipping and returns; cross-border ecommerce; office mailing and shipping; presort services; and financing. For 100 years Pitney Bowes has been innovating and delivering technologies that remove the complexity of getting commerce transactions precisely right.

Recognising that measuring client experience in the B2B space can be challenging, Pitney Bowes has established a multi-country Client Experience Intelligence programme that covers all customer touchpoints. This all-encompassing programme addresses the issues faced in an organisation that has multiple contacts driving purchasing decisions and spans multiple cultures.

Pitney Bowes has used the programme to address a range of customer experience and measurement challenges. It has improved NPS scores, by making them more readily available for executive review and analysing them alongside other core business metrics. This has brought CX issues to the forefront of the business and provided a catalyst for change and improvement across a range of customer-facing processes.

Digital user experience has also been addressed through the CX programme and Pitney Bowes can process the wealth of open text customer feedback the business receives. By implementing a text analytics solution using Confirmit Genius, the company can now analyse feedback at a granular level, allowing for a more timely diagnosis of and reaction to customer issues. The VoC programme as a whole helps Pitney Bowes to prioritise improvement efforts and has eliminated a huge amount of manual feedback collection tasks, freeing up time for issue identification and support.

COST REDUCTION

1200

LESS CALLS PER MONTH

> Our customers are emotionally invested in our services and as a result, our survey process. We don't have to guess about their desires, pitfalls, and needs and we don't take their time for granted – we act on their feedback.

Sherry Johnson, Customer Experience Manager

Richer Insights

› Improvements to the Welcome Guide for long-distance customers have contributed to **increased customer satisfaction scores**

› Renovation/remodel focus led to a **15.4%** YOY increase in local quotes in the first week alone, and an increase in page visits, calls and container orders

› Survey process expanded to capture quick learnings for specific research projects, producing immediate customer-centric data to drive new product and service development.

Winning categories: Voice of the Customer

Capturing customer insight across a complex, multi-faceted business

PODS Enterprises offers moving and storage services and pioneered portable storage. In 1998, they introduced a brand new, flexible way to move and store. Today, PODS provides residential and commercial services in 43 U.S. states, Canada, Australia, and the UK. To date, the PODS network has completed more than one million long-distance moves, four million initial deliveries, and has over 220,000 PODS containers in service.

As a multifaceted organisation with dozens of touchpoints, and as most customers in the moving business don't become repeat for 7-10 years, PODS' dedicated Voice of the Customer programme is the bedrock of its company. The programme focuses on post-experience and call centre touchpoints, and uses the feedback to improve the customer experience; recognise and incentivise the associates involved in multiple touchpoints; power innovation; inform product and service development; and drive business growth.

PODS' Post Experience survey has been the feeder tool used to initiate and steer a range of projects based on its rich survey data, customer feedback, and self-provided demographic information. These projects include the re-launch and digitisation of its Welcome Guide for Long Distance Customers; a focus on reaching customers who are renovating rather than moving; and a customer segmentation project leading to a redesign of sections of the PODS website.

Customer data from the VoC programme is also used throughout the PODS organisation, being shared with associates, drivers, labour providers, all members of the corporate and franchise community, and with senior leadership and the board of directors. This ensures everyone across the business understands the importance of the customer experience. What's more, access to real-time, customer-centric data, allows everyone across the PODS team to identify where the customer journey is successful, and where improvement is needed.

15.4%

YOY INCREASE IN LOCAL QUOTES

Quest

> " Our Customer Health Intelligence project was initiated, supported and driven from the start by the Executive Leadership Team. This drive has helped to make the project a success, despite its complexity and the number of teams involved in making the vision become a reality.

Darren Burnell, Business Tool Design Senior Adviser

Delivering exceptional sales and support experiences

Quest provides software solutions for the rapidly changing world of enterprise IT, helping to simplify the challenges caused by data explosion, cloud expansion, hybrid data centres, security threats and regulatory requirements. Established in 1987, it has built a portfolio of solutions that are delivered to 130,000 companies across 100 countries. Quest aims to help organisations spend less time on IT administration and more time on business innovation.

As part of this, Quest aims to deliver the best customer support experience possible. With a global support organisation of over 500 employees in over 10 countries, the company recognises that cultural and communication differences have an impact on customers. Quest has established a customer satisfaction programme around its support services, which monitors all customer interactions to ensure a consistent experience.

Customer feedback from the programme, including NPS and OSAT scores, is used to support employee performance management, driving improvements across both technical and soft skills. It is also shared with product development teams for product improvements, and with the knowledge management team to drive knowledge content improvement. In combination, these processes improve customer experience across the product and support lifecycle.

Quest also runs a Customer Health Intelligence programme which delivers a 360-degree customer view through a suite of dashboards and reports. These are accessible by sales, support and renewals and show both summarised and detailed information relating to customer accounts across all touchpoints. With over 200 products and services available, customers in over 100 countries, and multiple touchpoints across the lifecycle, this programme ensures customers receive the solutions and support that best suit their needs.

Richer Insights

› Support has seen an overall **increase in NPS and OSAT** ratings from 2018 to 2019, and often receives the highest satisfaction scores across all business functions

› Customer Health Intelligence has delivered a single source for customer data, driving on-time contract renewals and **increased renewal rates**

› **Increased sales** and renewals productivity thanks to automated and standardised reporting, while direct feedback drives improvements across products and services.

Winning Categories: Voice of the Customer and B2B

SELECTIVE
INSURANCE℠

"
Through our VoC programme, we are understanding and delivering what customers want and need and making each customer feel unique and valued. Our commitment to continually learning, evaluating and expanding is what makes our programme successful.

Davide Filato, Customer Experience Analyst

Richer Insights

› Significant decrease in representative-aided calls, increase in live chat and an **increase in customer retention**

› All business units embrace the customer experience as a key differentiator in how customers make insurance decisions

› Have a 360-degree view of customers, allowing the delivery of service that provides better customer value and investment in **customer-focused improvements.**

Winning categories: Voice of the Customer

Understanding the holistic customer journey

Selective Insurance Group, Inc. is a New Jersey-based holding company for 10 property and casualty insurance companies. Through independent agents, the companies offer standard and specialty insurance for commercial and personal risks and flood insurance.

Selective's position as a leading insurance group and an employer of choice is recognised in a wide variety of awards and honours -- including being certified as a Great Place to Work™, being listed among the top-performing companies in the Fortune 1000 list and being named one of "America's Best Mid-Size Employers" by Forbes Magazine -- and is supported by its focus on being customer-driven, committed to enhancing the experience for each segment of its customer base.

To achieve this, Selective runs a comprehensive Voice of the Customer (VoC) programme to measure all aspects of its customers' experiences. Touchpoints include their interactions with call centres, claims, first notice of loss, audit and risk management, with the resulting insight used to understand, holistically, the journey customers are taking.

The intelligence provided by the programme ensures Selective is focusing its time on creating a best-in-class customer experience. It does this while consistently providing an optimal experience around core insurance products and leveraging data to identify innovative solutions that make each customer feel unique and valued.

Selective's VoC programme has allowed the company to make significant strides in its customer relations and first notice of loss departments, in particular. By listening to and acting on the feedback received from customers surrounding availability and ease-of-use with billing issues and claims reporting, the company was able to streamline its Interactive Voice Response (IVR) system, implement live chat and improve its online customer portal and mobile app. More widely, the programme has delivered a year-on-year increase in its Net Promoter Score (NPS), based on improved processes and customer experiences.

VISMA

"By regularly channeling the feedback to all the stakeholders, the product and processes are tailored to customers' expectations, leading to remarkable business results. The way our customers perceive the product features and our processes often differ significantly from what we believe internally! Realising this truth early on and putting it to good use can make all the difference.

Edgars Dzenuska, International Customer Service Director

Smarter Decisions

› Programme insight has driven product and service improvements leading to a record **9.5%** year-on-year product growth

› **Increased NPS** and pNPS scores, and high scores for support and training courses, directly resulting from an increased focus on the customer experience

› Customer segmentation allows to identify patterns in customer feedback and behaviour for more targeted customer service and **product improvements.**

Winning categories: Judges' Choice - Voice of the Customer

Using customer insight to drive product success

Visma delivers software that simplifies and digitises core business processes, including payroll, HR management, recruitment and accounting, in the private and public sectors.

The company has a presence across the entire Nordic region along with Benelux and Central and Eastern Europe. One of key products Visma offers is EasyCruit, a tool that simplifies and optimises the recruitment process.

Visma runs a comprehensive Voice of the Customer programme, specifically designed to gather, structure and organise customer feedback in a way that provides action-driven insight for customer service managers and product and development teams. The programme covers touchpoints across the whole customer value chain, from acquisition to exit; spans multiple countries and 10 languages; and is a core element of Visma's drive to increase customer satisfaction, make customers more successful and boost sales.

The Product NPS (pNPS) element of the programme provides insight that shapes Vismas's product roadmap, using specific customer feedback to prioritise improvements and new product development. This has directly resulted in reduced customer churn rates and increased customer satisfaction. Meanwhile, Transaction NPS (tNPS) uses customer feedback from the support process to identify customer delight and pain points, driving action using change requests.

The programme as a whole has led a culture change among all departments across the business. With everyone engaged in the programme and senior management commitment, Visma's dedicated Customer Success Managers are able to share and learn from best practices across all teams, departments, and countries. This has allowed Visma to analyse customer synergies internationally and locally to improve customer service. The result is increased sales across the organisation.

9.5%

YEAR-ON-YEAR PRODUCT GROWTH

W5 **BOI** Payment Acceptance

"Our ability to measure has enabled us to democratise ownership of the CX agenda across the length and breadth of the organisation. The ability for all staff to hear customer feedback firsthand means we are literally hearing the voice of the customer.

Barry Gray, Marketing Director, BOIPA

Smarter Decisions

›   Achieved **industry-leading NPS scores** across all three customer journeys, the result of feedback-driven customer experience improvements

›   Best sales performance achieved in 2019, with a **21%** year-on-year uplift

›   Customer **churn well below industry averages**, with dedicated VoC portal empowering agents to take control of the customer experience.

_____

Winning categories: Voice of the Customer

Hearing the Voice of the Customer at every level of the organisation

BOI Payment Acceptance (BOIPA) is a marketing alliance between the Bank of Ireland and EVO Payments International. It supplies card payment terminals and processes over €4 billion of payments per year, serving over 20,000 small to medium-sized businesses across Ireland.

BOIPA has worked with W5, a full-service customer experience consultancy, since 2017. W5 provides expert CX coaching, enabling organisations and their people to become customer-centric and drive growth, and has built a VoC programme for BOPIA to drive action and outcomes for customers.

The programme measures three critical parts of the BOIPA customer lifecycle: onboarding, in-life, and problem resolution. Key touchpoints are the organisation's field staff and contact centre, with the core CX strategy built on two pillars: enhanced real-time feedback loop and processes, and staff engagement, and continuous feedback loops.

To drive the programme and achieve the aim of delivering best-in-class customer experiences for improved retention, BOIPA established a CX Customer Board, made up of senior management from across the business. It also developed a strong dashboard-based communication platform to bring Voice of the Customer to the heart of all employees, showing the role each plays in serving customers better.

The VoC programme delivers highly granular information, allowing BOIPA to identify the improvement initiatives that are most needed to drive customer satisfaction. The performance of field engineers and contact centre agents is monitored much closer to the time of the customer interaction, delivering a measurable improvement in customer engagement. Customer feedback is also fed into staff development, training, and coaching programmes.

BEST SALES PERFORMANCE ACHIEVED IN 2019

21%

YEAR-ON-YEAR UPLIFT

Waters
THE SCIENCE OF WHAT'S POSSIBLE.®

" Every employee at Waters owns their own part of the strategy. The results of our surveys tie directly to the work and efforts of every employee within all organisations of the company. It takes the entire company to create a unique and exceptional customer journey.

Carolyn Greene, Senior Commercialisation Manager

Richer Insights

› VoC programme has **increased market share**, sales productivity and operational growth

› Competency models for sales are tied directly to the customer journey

› Customer feedback and programme results are directly linked to corporate core purpose, values, vision and strategy.

Winning categories: Voice of the Customer

Using customer feedback as a critical measure of success

Waters delivers practical and sustainable scientific innovation to laboratory-dependent organisations, enabling advancement in healthcare delivery, environmental management, food safety, and water quality.

Established over 60 years ago, Waters employs over 6,500 people and sells directly in most of the countries it serves to maintain contact and relationships with its customers.

To continually improve the customer experience as their needs and expectations evolve, Waters runs a focused field service Voice of the Customer programme which spans 33 countries and 18 languages. The programme delivers feedback against specific KPI measures around market expansion, new product revenue, operational excellence, ease of doing business, and operational effectiveness.

Waters uses customer feedback as a critical success measure. It extracts survey results to drive business initiatives and compares year over year results from key questions to focus on specific areas for improvement. Results are also published globally across the Waters Unified Communication/Internal Social Platform, allowing the entire business to highlight areas of success and areas for development within the customer journey.

Waters has a formal response policy that enables customers to talk directly with all levels of the organisation. As well as identifying concerns, sharing successes and discussing service, these conversations provide insight for employee incentives, recognition and coaching. Along with the field service VoC programme, this has delivered measurable results across Waters, providing the actionable insight needed to drive internal programmes including strategic workforce planning, matrix effectiveness, service leadership series, the customer support process, and expansion of service offerings.

> Our programme is successful because of our team. We have a small team that has pushed all boundaries in an organisation that is 130 years old. We are definitely putting the Heart of the Customer at the heart of our business.

Carolyn Greene, CX Strategy Manager

Smarter Decisions

› Ease of Doing Business made one of the overarching enterprise goals for 2020, a direct result of customer feedback

› Quantitative and qualitative feedback data informed the development of a faster, more streamlined underwriting process

› Feedback has driven the development of a cross-functional team to develop a new, **improved licensing experience.**

Winning categories: Voice of the Customer

Developing an enterprise-level customer-centric approach

Western & Southern Financial Group, founded in 1888, is the parent company of a group of diversified financial services businesses offering life insurance, investments and retirement solutions for individuals and families.

Its subsidiaries also serve financial professionals and institutions with a wide range of business finance solutions. Western & Southern employs 3,900 people and works with 97,000 affiliated and independent agents, serving 4.3 million clients and policyholders.

As a large and distributed organisation, and with many acquisitions, Western & Southern needs to ensure customer-centricity across the entire business. It implemented its CX programme, Heart of the Customer, to ensure enterprise-level scalability, build efficiencies and identify lean problem-solving opportunities based on the authentic Voice of the Customer.

The programme provides data-driven insights that are used to support the enterprise in its drive to become a top carrier for both B2C and B2B customers. It also highlights key interactions and touchpoints that are successful, as well as those that are underperforming, to create the right customer experiences.

As the programme has developed, Western & Southern is now tying ROI to CX results, embedding CX further into the core of the business. This has driven a culture change across the organisation, with leadership adding CX goals to each business unit's scorecard. Heart of the Customer feedback is included in quarterly business unit meetings, and teams are empowered by being made accountable for closed-loop management.

About Confirmit

Confirmit is the world's leading vendor for Market Research, Customer Experience, and Employee Engagement solutions. Confirmit platforms enable data collection, analysis, visualisation and action management to empower businesses to make smarter decisions that drive business growth. Confirmit supports over 650 clients in more than 50 countries, including many of the world's leading brands.

Confirmit has offices in Australia, Bosnia and Herzegovina, Canada, Germany, Norway, Russia, Sweden, the United Kingdom and the United States. Confirmit's software is also distributed through partner resellers in Madrid, Milan, and Tokyo.

Visit **www.confirmit.com** for more information.

Find Your Solution with Confirmit

Contact Confirmit at **info@confirmit.com** today to schedule a free demonstration, and learn how Confirmit's solutions can work for you.

www.confirmit.com

ACEAwards@confirmit.com

Confirmit

ACE 15th ANNIVERSARY **2020**
AWARDS
Achievement in Customer Excellence
WINNERS' SHOWCASE