



Transforming to even greater customer experience excellence at Ageas

Delivering rapidly evolved customer experiences to meet the ever-changing expectations of today's customer.



UK-based insurer Ageas provides insurance products and services to brokers, end-consumers and partners; however, it realised that its customer experience for each group was not as optimal as it could be to meet growing demands. Ageas wanted to enhance its existing customer-centric culture by re-engineering its business with the customer at the core of every process and decision – starting from leadership, right through to customer-facing and back-office operations. Key to this was updating older-style incentives based on volume and speed to instead focus on quality of experience and outcomes. With an even better customer-centric approach, Ageas knew the benefits would flow into several performance indicators, including a higher Net Promoter Score (NPS), greater customer retention, referrals, cost savings and growth.

With our deep experience in customer-centric transformation, our Six Pillar Framework for Customer Experience Excellence, as well as our insights into insurance industry needs, KPMG was selected to work in close collaboration with Ageas to bring its dynamic vision to life.

Our team began with a full customer experience maturity assessment of all parts of Ageas. This looked at where there were gaps in essential behaviours, including customer vision and strategy, insights, operations, people, tools and technologies. Then, using our Six Pillars Framework – which covers integrity, resolution of issues, meeting expectations, reducing time and effort, personalisation, and empathy to customer needs – we planned with Ageas where it could start prioritised initiatives towards improvement.

Core to the transformation was re-designing customer experience journeys, to make sure each journey was optimised end-to-end, to help deliver on the Six Pillars. Where suitable, we introduced digital innovations such as automation or chatbots, testing, learning and assessing the impact on customers before keeping the change or changing tack.

Another key step in the transformation was to put in a clear and objective Voice of the Customer programme, supported by the right set of customer satisfaction measures, so Ageas can continually assess if it is delivering to its targets.

As a result of the transformation, Ageas is more customer centric than ever, with a new customer experience Centre of Excellence to keep introducing even more improvements. It has redesigned at least 20 customer journeys, has the data and analytics to track customer satisfaction, and has the knowledge and tools to respond to new demands. Ageas has embraced automation for efficiency, migrating over 500,000 customer interactions to be initially handled by chatbot rather than voice.

Customers have noticed the difference, with Ageas's NPS up by 12 points to 45, and its customer retention up by 10 points. Our combined efforts have contributed to an annualised cost saving of £3 million.

Essential to the great outcome was a close working relationship with Ageas's leadership, as well as co-creation and clear communication. Following the transformation's success in the UK, the same processes, assets and standards are now being rolled out globally – with the support of KPMG in the UK and our local teams in each market.

We deliver the results that matter.