



Global Meets Local: How a Global Insurance Company Builds Loyalty at the Local Level

ABOUT ZURICH INSURANCE

Zurich provides a suite of general insurance and life insurance products to retail and corporate customers.

We supply personal, commercial and local authority insurance through a number of distribution channels, and offer a range of protection, retirement and savings policies available online and through financial intermediaries for the retail market and via employee benefit consultants for the corporate market.

Specialist student and young person insurance provider Endsleigh has been wholly-owned by Zurich since 2007 and remains the only insurance brand recommended by NUS. Endsleigh offers a range of motor, home, travel and gadget cover and more information can be found [here](#).

Based at around 20 locations across the UK—with large sites in Birmingham, Cheltenham, Farnborough, Glasgow, London, Swindon and Whiteley—Zurich employs approximately 6,000 people in the UK.

ZURICH INSURANCE AT A GLANCE

- 1,000 users
- Global program
- 26 Languages
- Text analytics



THE CHALLENGE

Loyalty and retention are key priorities for insurance companies—and especially in the competitive general insurance market, in which customers can easily switch providers. Competing in traditionally high-churn markets, Zurich Insurance decided to invest in improving customer experiences to build retention and loyalty. To focus on retention, the company needed a customer experience management (CEM) system in place to measure, understand, and take action to improve customer experiences.

Zurich previously relied on a market research solution. However, the research approach shared customer experience results in cycles rather than an ongoing basis. Insights were stale and always focused on trends at an aggregated level. This meant that if an individual customer had a negative experience, there was no way for Zurich to identify and reach out to rescue her. With monthly and quarterly reporting, Zurich was only able to identify and improve issues at a glacial pace.

Zurich wanted to take action faster. It wanted to empower its employees with real-time information to make improvements. It needed a system that offers both aggregated reporting and the ability to drill down to the individual level. This individualized approach, Zurich realized, is critical for recovering at-risk customers to build loyalty. Zurich also wanted to empower each individual market to build its own program, understand its customers' needs, and act to improve upon feedback.

THE SOLUTION

A Fortune 100 enterprise, Zurich is the definition of global. In markets across 5 continents, 40+ countries, and operating in 26 languages, it sells numerous types of insurance policies and services—from auto to life insurance—through both B2C and B2B business lines. With such scale, of course, comes organizational complexity. That's why Zurich chose Medallia as its partner—to build a global program that meets the needs of each local market yet unifies all of them within the same platform. The Medallia program spans multiple business lines, brands, and across its global reach, enabling a worldwide view and benchmarking at an aggregate level. With this global reach also comes a local approach: Each of its 20+ markets builds and manages its own program, according to its specific business needs, collection channels, customer journey, key touchpoints, organizational structure, and local language.

In the words of Gabor Dani, Customer Centricity Leader at Zurich Insurance, Medallia has brought the following to the customer experience table for Zurich:

- **A unified global program**

"By unifying all programs into a single platform, we have a consistent approach, we speak the same language and metrics, use the same methodology, and learn from each other through benchmarking and best practice-sharing."

- **Robust technology**

"The technology is truly state of the art. Medallia was the only one that could easily meet the specific compliance needs of each different country—critical for a global company, and especially for insurance. They are also able to collect multi-channel feedback, such as mobile, SMS, email, contact center, and more."

- **Employee empowerment**

"The data, actions, and customer experience is much more in our hands and in our control. We can now slice and dice the data however in on an ongoing basis—we don't need to wait for periodic reports published through research."

- **Tailored insights for everyone, everywhere**

“Medallia is built from the user’s point-of-view.”

Through role-based reporting, Medallia routes the right information in real-time to the right person in the organization, so that every employee knows exactly what to do to improve experiences.

These tailored insights make the system relevant and engaging for users—from the C-Level to the frontline.

- **Real-time prioritized actions**

“Medallia gives us the flexibility to adapt our program as needed. If we see a certain touchpoint that needs improvement, we can take action to improve it quickly. And if another touchpoint is performing well, we can share best practices widely.”

- **Native Text Analytics**

“The verbal analysis is key.” Through real-time key driver analysis, text analytics gives users prioritized actions for the issues that need the most attention.

THE RESULTS

Happier Customers are More Valuable

Zurich is already showing the financial impacts of improved experiences. When compared to detractors:

- ✓ Promoters pay 27% more in premium on a monthly basis
- ✓ Promoters are 5x less likely to leave Zurich within 12 months
- ✓ Promoters actively refer new business

Closing the Loop at All Levels

Through Medallia’s alerting system, Zurich closes the loop with every customer that reported a negative experience. For example, within its American B2B market, even the CEO and executive team personally call back customers to repair and build relationships.

At the operational level, Zurich uses this feedback loop to identify problem areas and take action to make improvements. In Turkey, for example, the customer experience team found that customers complained about the automatic renewal process, which was administered by local banks and not by Zurich itself. The team worked with each of those banks to better alert customers about upcoming renewals. As a result, NPS shot up 20 points within a few months of making the change.

CHALLENGE

- Zurich wanted to reduce churn and build retention and loyalty
- Zurich’s previous market research solution released reports periodically, making insights stale and inactionable
- Reports presented trends in aggregate level without the ability to close the loop with individual customers

SOLUTION

- Real-time solution that provides high-level insights and trends, and drills down to individual feedback
- Closed-loop system to rescue at-risk customers—even C-Level executives call back customers
- Robust, flexible solution that maps to each market’s structure

RESULTS

- ✓ Promoters spend 27% more than detractors, are 5x less likely to leave, and bring in new business
- ✓ In Turkey, NPS shot up 20+ NPS points after taking action on an insight from Medallia

About Medallia

Medallia, the leader in Experience Management cloud technology, ranked #15 in the most recent Forbes Cloud 100 list. Medallia's vision is simple: to create a world where companies are loved by customers and employees alike. Hundreds of the world's largest companies and organizations trust Medallia's cloud platform to help them capture customer and employee feedback everywhere they are, understand it in real-time, and deliver insights and action everywhere—from the C-suite to the frontline—to improve business performance. Medallia has offices worldwide, including Silicon Valley, New York, Washington DC, Austin, London, Buenos Aires, Paris, Sydney, and Tel Aviv. Learn more at www.medallia.com.

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