

CASE STUDY

# How a leading insurance company drives employee engagement with a continuous listening strategy



There is a lot of energy from the results into the business and into global enterprise programs, and employees feel like their voices are heard.

Group Head of HR Data and Analytics

1200 people leaders trained in 20 sessions prior to launch

80% response rate to employee pulse surveys

67% of people leaders are accessing results

## SUMMARY

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A multinational insurance company wanted to improve the frequency and effectiveness of receiving employee feedback, aiming to make it easier for employees and leaders to communicate.

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After evaluating multiple options, the company deployed Medallia as part of an enhanced continuous listening program.

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Detailed change management plans and strong executive engagement helped ease the transition and encouraged people leaders to take responsibility for results.

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Response rates remain high, and sophisticated text analytics enabled shorter surveys and more valuable insights for leaders.

## Making it easier for employees and leaders to engage

A multinational insurance company has been helping customers innovate in uncertain environments for more than 100 years. The company offers a wide range of commercial and personal insurance products and risk management solutions that enable its customers to build confidence and make the best of dynamic situations. Succeeding in these markets requires continuous improvement, making it easier for customers and employees to interact and find optimal solutions.

With local operations in 30 countries, listening to employees to harness knowledge and recognize performance is crucial. Legacy tools only surveyed employees once a year and required vendor analysis before briefing executives months later. Everything was lumped into one survey, discouraging responses and taking too long to analyze. It took until March or April before leaders would find out what their people were thinking last October.

Taking cues from the company's strategic priorities, the employee experience team wanted a partner that could work with them to modernize their process. The objective was an effective and sustainable continuous listening program that was faster and easier for both employees and leaders.

## Listening continuously for sustainable results

After a detailed assessment of available options, the team launched a new voice of the employee program, powered by the [Medallia Employee Experience platform](#). Before deployment, they built a detailed listening strategy with multiple survey points. There was some hesitancy

from executives, balanced by a strong appetite to do something new and better. To ease the transition, the team developed a detailed listening strategy, backed by strong engagement from executives, human resources, and business partners.

The new program takes the pulse of employees with short surveys that target different business needs and points along their journey. This includes candidate experiences, onboarding and exit assessments, and ad hoc surveys. Together, these give people leaders a continuous and up-to-date view of corporate culture, employees' sense of belonging, and emerging concerns.

Medallia's comprehensive experience platform includes integrated text analytics capabilities, allowing them to ask fewer questions and distill specific themes and actionable insights from open text responses, instead of restricting employees to a predefined set of answers. Response rates remain high as employees saw that there were very few questions in a survey, compared to 80 or 90 in previous years.

## **Empowering change with data at their fingertips**

To get up and running with minimum disruption and maximum effect, the team trained 1200 people leaders in 20+ sessions. Leaders are actively encouraged to take responsibility for their results, focusing on respect, employee wellbeing, and sense of belonging.

The due diligence put into a person-based change management plan paid off during the rollout, and other projects now look to this group for advice and best practices. Pulse surveys are typically getting a response rate over 80%, and an increasing number of leaders are reviewing their data. Processes are in place to boost energy and awareness if metrics drop below certain thresholds.

**There is a lot of energy from the results into the business and into global enterprise programs, and employees feel like their voices are heard. We couldn't have achieved any of this without Medallia's Employee Experience platform.**

Group Head of HR Data and Analytics

Divisional reporting and analysis remain within the team, senior leadership look for hot spots, and divisional comparisons assist with overall insights and action plans. An employee experience council evaluates results across functional areas, such as technology or real estate, for broader experience improvements.

One question is asked across all surveys: "What one thing could we do to improve your experience at the company?" In one example, text analytics identified systems that were impacting employee and customer experience, and technology could act quickly to address the issue.

## About Us

Medallia is the pioneer and market leader in Experience Management. Medallia's award-winning SaaS platform, the Medallia Experience Cloud, leads the market in the understanding and management of experience for customers, employees and citizens. Using Medallia customers can reduce churn, turn detractors into promoters and buyers and create in-the-moment cross-sell and up-sell opportunities, enabling clear returns on investment. [Medallia.com](https://www.medallia.com)