

Power Train case study



The issue

Aviva Health is part of the largest insurance group in the UK and was embarking on one of the most successful name-changing and re-branding projects ever. The new brand promise to their customers was, 'No-one recognises you like Aviva'. The challenge they faced would be daunting for any organisation, let alone one of the oldest insurance companies, on the back of a global financial crisis and a general loss of consumer confidence.

That challenge was, "How do we deliver on that promise to over 2.5 million customers every time? Because we mean it!"

What we did

Using our unique Brand Biology approach, Power Train designed a dynamic behavioural change programme entitled 'I'm Not A Number' that was delivered to over 1,700 managers and staff in Eastleigh, Sheffield and Norwich.

The programme ensured that, from top down, the new brand promise and values were demonstrated in all customer contact situations, however challenging the circumstances. For managers, the programme focused on the need to act as internal brand role models in all their dealings with their teams.

How we did it

Having conducted a detailed diagnostic, we translated the new brand values into everyday behaviours and then, working closely with Aviva Health, shaped a transformed Customer Experience. This not only reflected the new brand but, through the application of our unique ActNatural concept, also took into account the diverse requirements of different personality types. 'I'm Not A Number' two-day events for both customer-facing and non customer-facing staff, supported by 'You're Not A Number' events for first line managers and above, were then designed and rolled out across eight key departments over a period of thirteen months. These events focused on delivery of a new brand-driven Experience to all customers and all staff, at all times and in all circumstances.

In order to ensure Total Reality, the events were conducted by fully rehearsed teams of Training and Actor Consultants who brought to life both people and issues. The reality was reinforced by the use of completely authentic and fully propped sets with specially photographed backdrops to represent actual Contact Centre and customer environments.

Return on investment

Aviva Health has reported that the 'I'm Not A Number' programme has ensured the essential transition from transactional change to organisation-wide behavioural change necessary to deliver the brand promise 'No-one recognises you like Aviva'. Of two key measures it is applying to evaluate the success of the programme to date, its Net Promoter Score has risen from 36 to 53 and its Customer Satisfaction rating has risen to 95.