

CLIENT

Founded in 1906, BCAA serves 1 in 3 BC households with industry-leading products including home, auto and travel insurance, roadside assistance, Evo Car Share and full auto maintenance and repair at BCAA's Auto Service Centres.

CHALLENGE

Despite having been named BC's Most Loved Brand by Ipsos and 2018 Canadian Best Employer by Aon, BCAA identified the opportunity to further improve the consistency of its customers' experience – and align the organization.

There was the need not only to keep delivering great customer experience across the multitude of touchpoints – but also to continue attracting new members, especially among the younger demographic.

TMG International Inc. took BCAA through the process of defining the ideal customer experience, as well as creating internal alignment and excitement.

APPROACH

To assess the current customer experience, TMG's consultants visited BCAA contact centre sites, retail locations, and interviewed employees from frontline to senior management. TMG also engaged the core client team in creating a Customer Experience hypotheses.

To facilitate the hypotheses testing, TMG partnered with The Glasgow Group. Both BCAA members and employees from various levels and functions across the organization were involved in the co-creation sessions. The members discussed their experiences and expectations in front of the BCAA employees, as well as engaged in dialogue with the employees regarding BCAA's strengths and areas for improvement.

According to BCAA's CEO Shom Sen, *"The co-creation process was incredibly valuable to BCAA. Inviting BCAA team members to participate in the session deepened empathy for our Members. The exercise also facilitated deeper insight about what was most meaningful to our Members when they thought of our brand."*

*Highlights***CHALLENGE**

Develop a Customer Experience Intent Statement and align the organization around it.

KEY INSIGHTS

- BCAA had strong CSAT and Employee Engagement scores
- There was lack of internal alignment on the ideal BCAA customer experience
- BCAA members identified a number of areas for improvement

IMPACT

- Deeper insight into Members' unmet needs
- Improved internal empathy for the member
- Clearly defined aspirational customer experience
- Foundation of the training strategy, product and service design, and customer decision frameworks for the customer-facing organization

KEY INSIGHTS

TMG's research, interviews, and working sessions with the management team led to the identification of the following key strategic insights:

- BCAA has a strong market position leadership, supported by outstanding customer satisfaction and employee engagement scores
- Customers and members identified gaps and opportunities for further improvement
- While there was a good internal understanding of the need to be more customer experience focused, there was a lack of customer experience definition to align the organization

SOLUTION

TMG facilitated the creation of the Customer Experience Intent Statement to help BCAA identify exactly what they wanted their customers and members to feel and experience at every point of interaction.

By engaging key management team members in the project before, during, and after the co-creation sessions, TMG ensured that this project was seen as a cross-departmental initiative – and that everyone felt accountable for customer experience delivery.

Shom Sen, BCAA's CEO, commented: *"The output of TMG's work enabled us to define our aspirational customer experience - aligning it with our brand promise and strategic goals."*

IMPACT

With their newly defined Customer Experience Intent Statement articulated in Member terms and witnessed by the employees across the organization, BCAA and its members benefited in a number of ways, including:

- Deeper insight about what was most meaningful to BCAA Members when they thought of BCAA
- Improved internal understanding and empathy for the member
- Clearly defined BCAA's aspirational customer experience – in alignment with the brand promise and strategic goals
- The BCAA members who participated in the co-creation sessions were thrilled that BCAA asked them directly for their feedback

Shom Sen, BCAA's CEO stated: *"Our CX vision has now become the foundation of our training strategy, product and service design, and customer decision frameworks for our customer service organization."*

ABOUT TMG

TMG International Inc. is a consulting firm focused on customer experience, change management, and business strategy and planning. TMG delivers realistic, actionable, customer-focused strategies tied to strong execution, consistently leaving clients more aligned, committed and enabled. TMG is comprised of seasoned customer experience consultants with diverse industry backgrounds and years of "in the trenches" experience. For more information on TMG, visit tmginternationalinc.com.