

The Experience Imperative:

Customer Experience Executives Share Their Stories

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Insights from the Healthcare Industry

Organizations that embrace Customer Experience (CX) report higher revenue, lower costs, increased customer loyalty, and more engaged employees. In a recent research brief by FORTUNE Knowledge Group in collaboration with North Highland, Chief Customer Officers (CCOs), CEOs, and other CX executives shared their experiences. When examined by industry, powerful insights emerged.



New challenges for a new age

Every CX executive, regardless of company or industry, knows that defining their customers is an important first step in crafting a comprehensive CX strategy. Companies must consider all their constituent stakeholders to find their focus—but there are few industries as emotionally complex as healthcare when it comes to defining the customer. Although the patient (or health plan member) must be at the heart of any meaningful CX strategy, it is impossible to separate the many other players—doctors, nurses, researchers, technicians, case managers, insurers, vendors, regulators—who operate on the continuum of healthcare delivery. A direct line exists between the work they do and healthier, more productive communities.

“Many of us who are thinking about the customer service delivery mechanisms can’t relate to what [our members] go through on a daily, weekly, and monthly basis.”

— Jenn Moore, Vice President of Affordable Care Act (ACA) Transition Planning at Health Net

In our interviews with healthcare professionals, two key themes emerged:

1. Use empathy to create better outcomes.

In healthcare, problematic outcomes can mean the difference between life and death. But all companies need to think deeply about the types of behavior changes that would be most valuable for the customer, and their organization at large. Personalized, well-designed communication with customers should be a company-wide preoccupation. Think beyond tracking surveys by doing deep analysis, across silos, into the emotional needs of customers as they approach your business. How can you “speak” to them to help them make better choices?

2. CX thinking must extend to the experience of all the staff.

When a patient enters a healthcare experience, whether it’s on the phone with an insurer, at a health fair, or in the emergency room, every moment feels potentially fraught. What goes on behind the scenes between healthcare providers, technicians, and administrators has a powerful effect on the experience of the patient. Smart organizations pay equal attention to the other side of the customer mapping equation—the experience of the employees interacting with the customer at every point. How can their experience be more aligned with customer needs?