

A Work Project, presented as part of the requirements for the Award of a Master's Degree in
Management from the NOVA School of Business and Economics.

**A revamped business strategy for the health business segment of EA:
Market approach and positioning**

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Abstract

Europ Assistance is currently facing a decisive moment to diversify its business model which is very reliant on the auto business line. The purpose of this part of the paper is to analyse the market positioning and approach of the firm. An extensive literature review, a broad range of interviews with all relevant external and internal stakeholders as well as a global industry benchmarking had been conducted to identify the market needs and potential solutions.

Keywords: Health; Assistance; Telemedicine; Positioning

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Revamped Business Strategy
For the Health Business Segment

**NOVA SCHOOL OF
BUSINESS & ECONOMICS**

The team conducted an exhaustive analysis of the health market to come up with a strategy for the health business line of Europ Assistance in Portugal



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A revamped business strategy for the health business segment of EA: Market approach and positioning



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A revamped business strategy for the health business segment of EA: Proposed solutions and KPI's

1.1. Daniel Quental

“Having the opportunity to impact a market leader in Portugal and to create such lasting bonds with the client shows what consulting is all about”

Belbin analysis results

Top and bottom results

Top 3

Strategist: As a project manager, I strongly relate with the leader role. I always try to find the perfect blend between establishing key strategic objectives and ensuring an energetic execution of those goals

President: I feel I embody this role daily, understanding how to best divide the tasks using my skills and my team skills as a criteria. I find it important in order to implement a coherent plan to achieve the best output

Finisher: As the group did not have on a daily basis a senior person monitoring the work, I believe promoting a sense of urgency and cross-checking the final output assumes an (even) higher degree of importance

Bottom 3

Operational: I tend to be consulting/strategic oriented and this project was truly important to make me aware of the importance of ensuring a flawless operationalization of the strategic approach




Prospector: Obtaining information from external sources is always important, but I find it even more crucial to ensure the correct integration of this information with the fulfillment of the goals previously set

Intellectual: I believe that in a 3-month period, it is more crucial to ensure the right prosecution of objectives, in order to not fall in the trap to aim for the perfection in planning but the insufficient execution afterwards

Project takeaways

Three key learnings

During this semester, we had the unparalleled opportunity to participate in a **real consulting project for Europ Assistance**, the market leader in assistance in Portugal. This project consisted in **crafting a strategy for the health business line**, which was not the focus of the company *as-is*. It was undoubtedly the most important project in my academic path, giving the group the responsibility of interacting with key stakeholders from the industry and allowing the group to work towards the perfect blend between delivering a strong output and, simultaneously, facing on a daily basis the natural adjustments the project had. From this outstanding opportunity, I would **highlight 3 key insights:**

-  **Syndication** – Fostering of a strong relationship with the client, recognizing how much we could learn from them, striving for understanding the key pain points, in order to provide actionable recommendations
-  **Bridge between client and the team** – As the project manager, I strived for aligning all the interactions between the team and the firm and the underlying expectations, in order to promote a strong co-creation
-  **Maintain the focus on the output** – Facing a challenge involving the business line, I ensured that we would maintain the focus on the output, with an 80/20 mindset, in alignment with the quick-win vision of the client

AGENDA

0. Initial Statements
1. Project Team and key takeaways
2. Baseline Definition
3. Project Approach
4. Formulated Hypothesis
5. In-depth Analysis
6. Hypothesis Testing
7. Recommendations
8. Appendices



6.2.2. Clients (3/4)

Based on market knowledge and understanding of the clients needs, EA can be the crucial partner for clients offering services to differentiate themselves on the market

Healthcare Segments

Insurance Companies



60+ % interested in health-care services beyond standard insurance offering



80% of insurance customers are open to the idea of ecosystem services



Desire for additional services – more than 60% of customers globally want their insurer to provide additional healthcare services, creating the challenge to manage a broad array of services from different providers



Differentiators of the future – evolving from transactional excellence (i.e. ease of use and accessibility) today to engagement and affiliation (i.e. personalization and ongoing relationship) with next-gen customers



Ecosystem services – 4 out of 5 insurance customers globally are open to the idea of ecosystem services and in most countries, the majority want insurers to be their direct provider

Private healthcare providers



5.4% annual growth rate in global spending on health expected for 2017-2022



70% prefer digital solutions to phone/in-person solutions for health needs



Pressure to reduce in-patients – hospitals looking to decrease number of in-patients as payers offer incentives to navigate patients to cheaper sites for care, which creates higher demand for remote care services



New leaders in innovation – non-hospital provider segments (diagnostics, pre-, non- & post acute services) expected to outperform hospitals in growth by designing customer-centric and cost-effective new care solutions



Ecosystem as opportunity – the changing environment with its emerging disrupting solutions provides an opportunity for hospitals to expand their care-delivery networks, reducing costs while increasing service quality

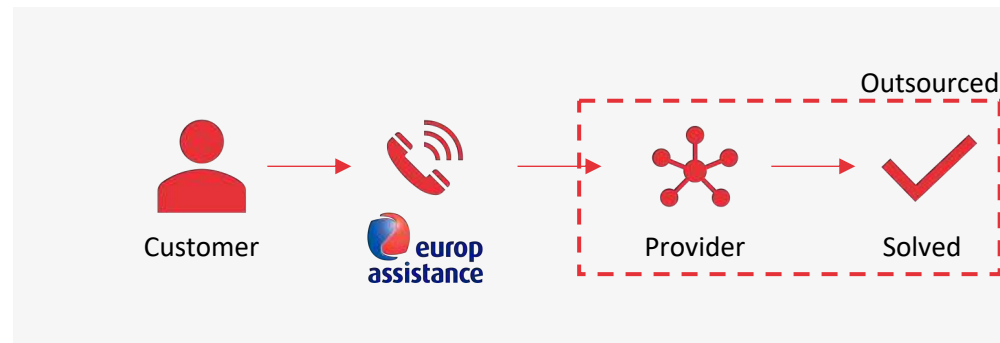
Both **target segments** have an **increasing need for innovative services**, catering and exceeding the evolving customer expectations **while tackling cost pressure** at the same time, **in order to differentiate** themselves in a market shaped by new entrants

6.2.2. Clients (4/4)

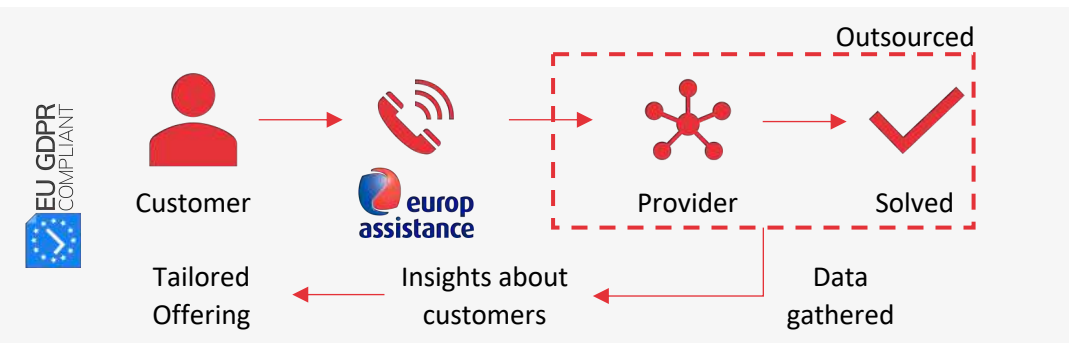
EA customer journey has the potential to integrate feedback on a constant basis, in order to be even more customer-obsessed, raising quality standards

Customer Journey

As-is Situation



To-be Situation



- > Europ Assistance **do not have neither a tracking system nor a customer satisfaction metric in place** - after being assisted, there is no further contact.
- > When providing a service on behalf of an third party, EA does not collect **any data from the type of disease, adequacy of solution provided and quality**.
- > Even **in-house solutions** such as the call center **do not gather data on the type of requests received**. The operators do not register any type of information regarding the service they provided.
- > EA is **currently betting on its strong brand and long term relationships with providers to maintain its strong position in the market**. End-customer needs are **not accessed and usually new services come in a reactive way**.

- > EA should implement a **feedback tool that through anonymized data enables the company to understand the current customers needs and expectations** at the same time that **monitors its network of providers performance**.
- > Collecting **customer analytics has a positive influence in sales, profit and ROI**, due to the focus on the customer satisfaction - a key factor that **drives success**.
- > Being customer-obsessed, **sharpening the offering to our clients and driving the innovation path in the market** based on customer's insights will enhance EA's position within the ecosystem.
- > Acting on behalf of the clients that are also moving to customer-centric approaches require **agility and effectiveness from EA to gather relevant insights**.

6.2.3. Customers (1/2)

Stressing the communication around the benefits of crafting services to specific segments to their clients assists a clear focus in the customer targeting

Value proposition

Communicated by Europ Assistance

EA offers comprehensive assistance with a strong emphasis in CARE mentality

- > By **tailoring the way its value proposition is communicated** to different target channels, personalizing the offering to customer needs and preferences, Europ Assistance will **profit from a more efficient and loyal customer decision making process**
- > **Different target** groups have **different needs** and specific touch points that require **different approaches** in the market
- > By **enhancing customer experience**, Europ Assistance will be able to leverage its competitive position in the market and bargaining power with clients

Customer targeting

Different segments to address



Millennials



- > Millennials will be the **leading generation in the next years**, being the first **truly digital native generation**.
- > Price is less important for Millennials, that **prioritize personalization, convenience and customer experience** as the most important factors, being able to pay a premium for that. **Digital plays a crucial role for them.**



Baby boomers



- > Baby boomers are the **current leading generation, more health conscious but lack financial resources**.
- > Ageing baby boomers will **force systems to readapt**, with an increase in demand for health services that is higher than the capacity of the suppliers to fulfill them. They lived the digitalization journey and a significant part of them are **digital-ready**.



Elderly people



- > **Ageing population** is one of the most important challenges that Portugal needs to address in the next few years (#3 oldest country by 2030).
- > Providing assistance services to this segment is important not only to fulfil the gap that is currently in the market, but also to **complement current offerings that are not affordable and convenient**. They are **not digital-ready**, preferring human touch.

6.2.3. Customers (2/2)

EA can achieve high quality by implementing processes, systems and tools enabling the translation of customer-centric efforts into a more coherent customer journey

Service quality

Status quo



The strong organizational culture with CARE values among employees enables customer-centric mindsets



Lack in coherent processes, supportive systems and tools hinders smooth translation into service quality



As a result, existing knowledge and the level of quality aimed at might not always be perceived by the customer

Benefits in customer satisfaction



Customer journey tailored on deep knowledge of the relevant service quality factors for target customers



Consistency along the customer journey, within the emotions created and the communication to customer



Adequate support mechanisms, systems and tools to deliver superior quality and enable feedback loops

Key findings of mystery shopping EA

- > Impression of **incoherence in the information provided** on services
- > **No clear solutions-oriented approach** within communication to customer
- > **Perceived lack of confidence and calmness** in dialogue on the phone

Raising perceived service quality – excerpt of best practices

- > **Consistent customer-first strategy:** Yves Rocher
- > **Boosting employee experience:** Lloyds Bank
- > **Enabling feedback-loops:** MultiChoice Group

Europ Assistance Portugal can achieve being perceived as a provider of superior service quality within health by ensuring a coherent experience for the customer along the entire customer journey, which is built on deep knowledge of the target customers' needs and facilitated by supportive systems and tools

6.3.1. Service (1/3)

EA has the chance to build tailor-made services to the end-customer that increase the perceived value of the products sold by its clients based on a proactive mindset

Impact of customer analytics

Excellence of application

Companies that excel in customer insights have higher levels performance, reflected in higher sales volume, growth, profitability and ROI.



54% of companies that use customer analytics outperform market **profitability** levels (vs 28%)



51% of companies that use customer analytics outperform market **sales** levels (vs 28%)



53% of companies that use customer analytics outperform market **growth** levels (vs 25%)



56% of companies that use customer analytics outperform market **ROI** levels (vs 26%)

Culture

Investments in IT and analytics are important to generate value, but it is necessary a culture that enables the company to move the noodle.



Capability to make **fact-based decisions** with data-driven mindset leverages performance



Management attitude and importance attributed to data correlate with performance



EA needs to build a data collection strategy that has a goal of **getting actionable insights**



The sum of a clear **strategy** with an enabling culture will enhance the **value from data**

Involvement

Top performers in customer analytics are companies led by senior leaders that not only recognize the importance of this field, but involve themselves into it.



69% of companies that involve senior leaders **into the process** drive value from that (vs 28%)



53% of companies than involve senior leaders in **customer topics** outperform (vs 20%)



57% of companies where **board discusses and decides customer topics** outperform (vs 20%)



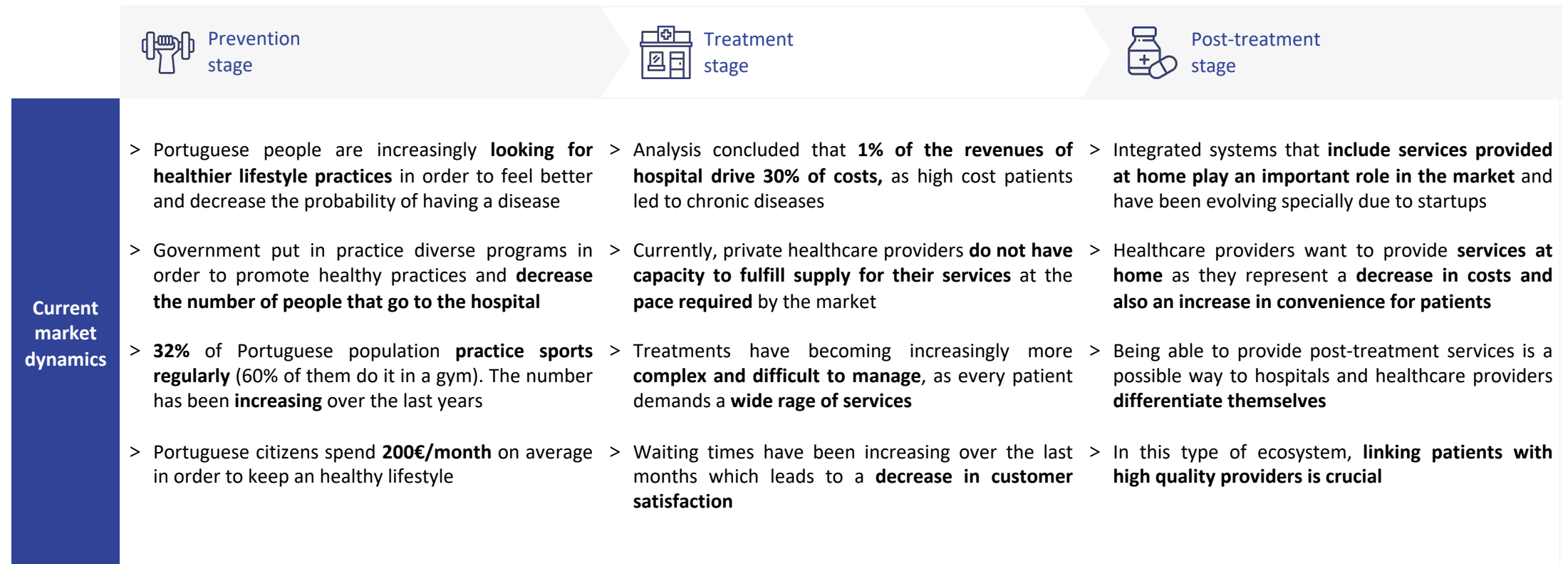
56% of the companies that **debate with a set of customers** to drive value (vs 42%)

By **building a strong data gathering** strategy aligned with its culture and leadership, Europ Assistance will be capable of **sharpening its portfolio of services to customers' needs, communicating that to clients enhancing its value proposition**

6.3.1. Service (2/3)

As customers are becoming more aware of the benefits of a healthy lifestyle, comprehensive offerings will become increasingly sought after

Healthcare Market End-to-end solution



6.3.1. Service (3/3)

Measuring the quality delivered with the right KPIs and shaping a communication strategy reinforces the perceived added value of the services

Value-Based Model Competitive advantage



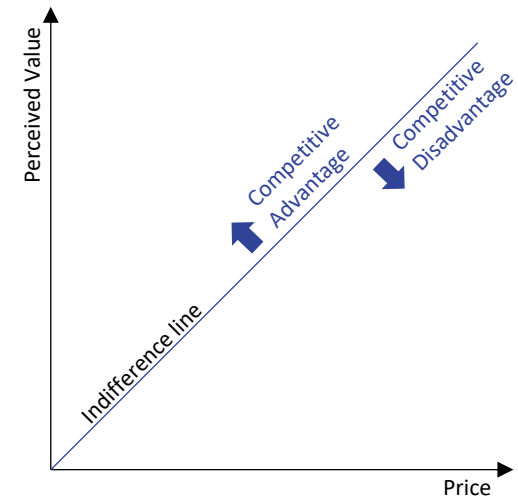
Companies that are **focused on the customer** and on its needs, deliver a service **that solves a problem and eases their lives**. It builds a **sustainable competitive advantage in the market**.



Europ Assistance must be capable of **measuring the value perceived from its services** in order to understand not only the **quality and pertinence of them**, but also to **fine-tune its offering** in an ongoing process.



Consistent and clear communication will enable Europ Assistance to address customers with a **value proposition sharpened to their needs**. It is one of the most important points of a customer journey.



- > **Competitive advantage** comes when a company is **capable of delivering higher perceived value than the price charged**
- > Europ Assistance must be capable of **perceiving an higher value than price** to customers that is constantly monitored through a set of KPIs and assume a central rule in communication.

6.3.2. Place (1/2)

EA faces restrictions in building a proprietary customer base, which is needed to simultaneously a B2B2C and B2C approach

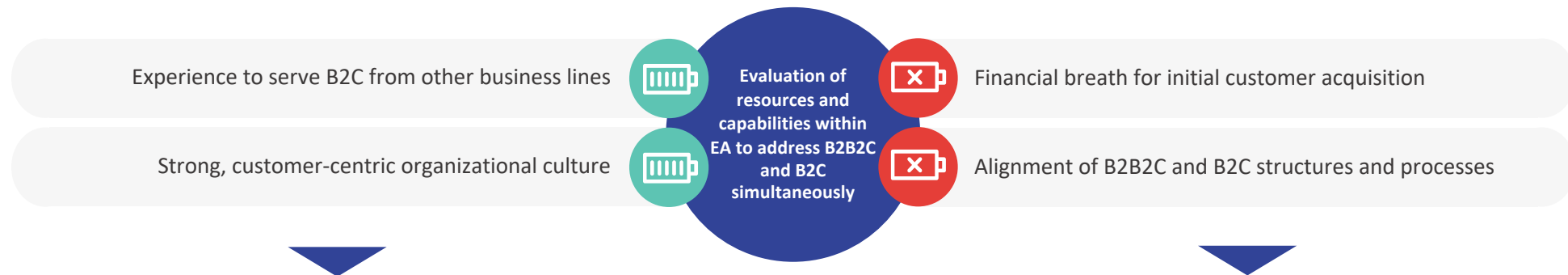
Business Approach

B2B2C approach

Pros	<ul style="list-style-type: none">> Grants access to extensive customer base built by clients> Allows focusing on own core competences within ecosystem of players
Cons	<ul style="list-style-type: none">> Limitations in obtaining and acting on data on the final customer> Less control over customers' perception of service provided

B2C approach

Pros	<ul style="list-style-type: none">> Potential to serve directly unserved market segments> More direct control and data on interactions with the final customer
Cons	<ul style="list-style-type: none">> Large customer base to pool risks and offer competitive prices needed> Threat of cannibalization and retaliation, especially in insurance

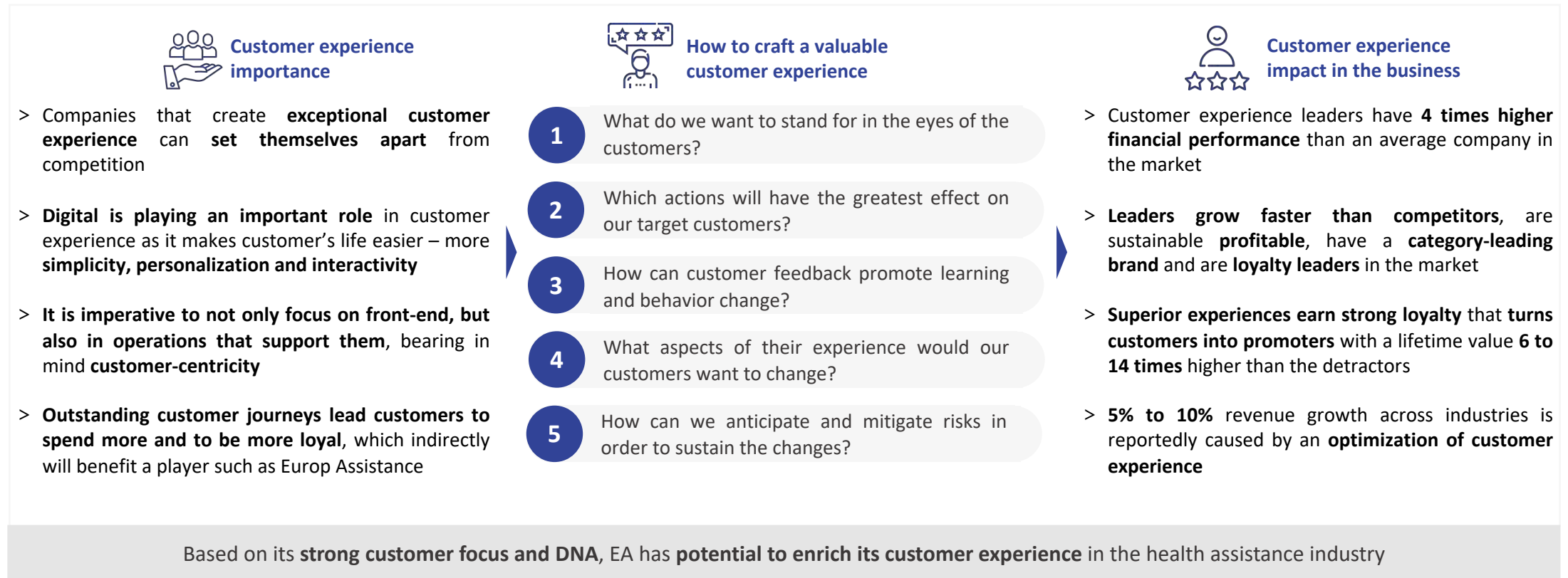


As a result of the limitations EAP faces in building a proprietary customer base in health and the significant weight of **dominant insurance companies within the client portfolio**, pursuing a **B2C next to the predominant B2B2C approach** in health can bear significant risks

6.3.2. Place (2/2)

EA can leverage its knowledge, built on the experience and on the training programs, to enrich the customer experience

Customer Experience Business approach



6.3.3. Price (1/2)

Value-based care approach can help EAP build competitive differentiation by showing commitment to deliver high-value care: better outcomes at lower total cost

Pricing Strategy

As-is approach

Prevailing approach: fee-for-service care

- > **Fee-for-service (FFS)** is a payment model that reimburses service providers on each individual service based on the number of treatments provided
- > **In 2018, 71%** of US patients were in fee-for-service programs according to a survey conducted by Business Insider intelligence

- Focus**
- > Remuneration focuses on the **quantity of treatments** provided
 - > Service **providers aim for economies of scale** to decrease costs

- Pros**
- > **Easily comprehensible** approach that has been the standard
 - > **Low need for advanced coordination** among ecosystem players

- Cons**
- > **Does not foster customer-centric view** on treatment outcomes
 - > **Does not facilitate shift towards preventive and post-treatment**

To-be approach

Arising approach: value-based care

- > **Value-based care (VBC)** is an alternative payment model that reimburses service providers based on the quality of the care provided to the patient
- > **By 2021**, share of US patients in value-based programs is **expected to double and reach 46%**

- Focus**
- > Remuneration focuses on the **quality of treatments** provided
 - > **Based on relevant metrics**, e.g. rate of hospital readmissions

- Pros**
- > Implemented well, it **can tremendously boost** providers' **EBI(T)DA**
 - > **Raises** customer value in 3 dimensions: **quality, outcomes, experience**

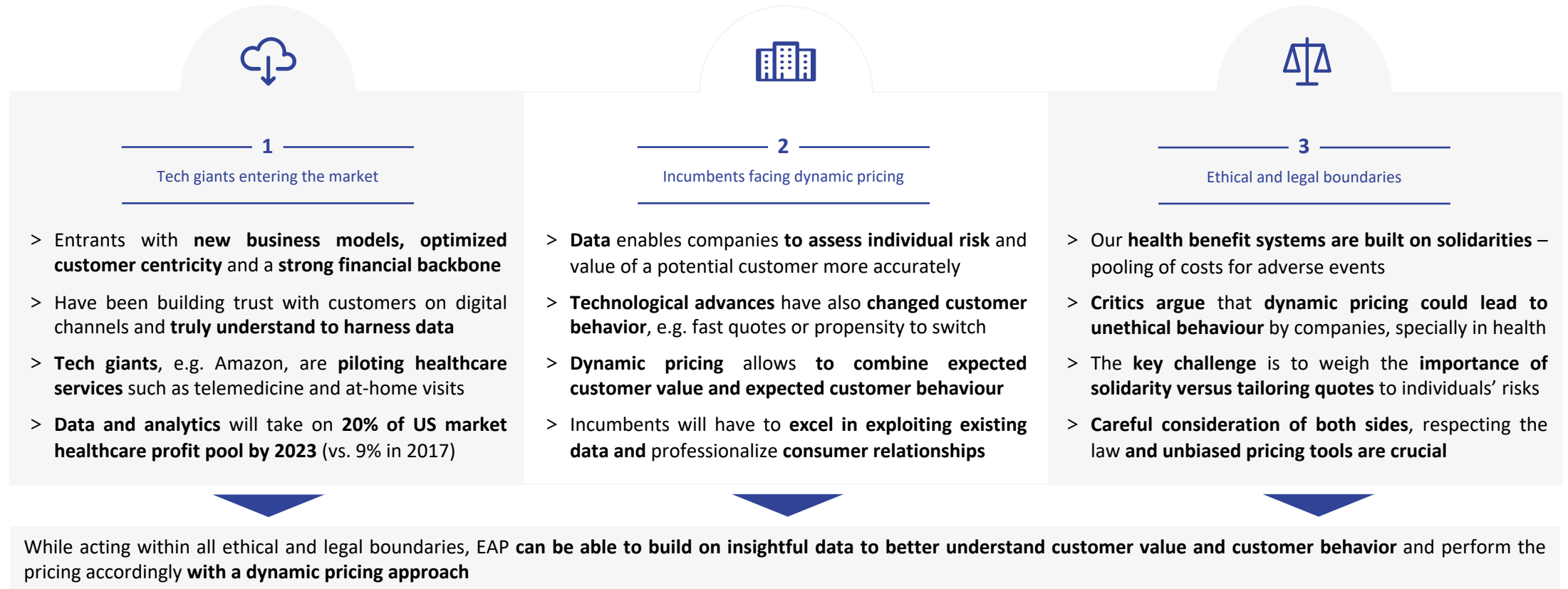
- Cons**
- > **Careful alignment and coordination** of participants involved **needed**
 - > Complex program economics and **medium- to long term approach**

Confronting the shift towards value-based care today can enable EAP to deliver greater value at a lower total cost, ultimately strengthening the negotiation power with clients

6.3.3. Price (2/2)

Insightful data is fundamental to set prices for services based on current market demands, customer value and customer behavior, using dynamic pricing

Pricing Approach Importance of data



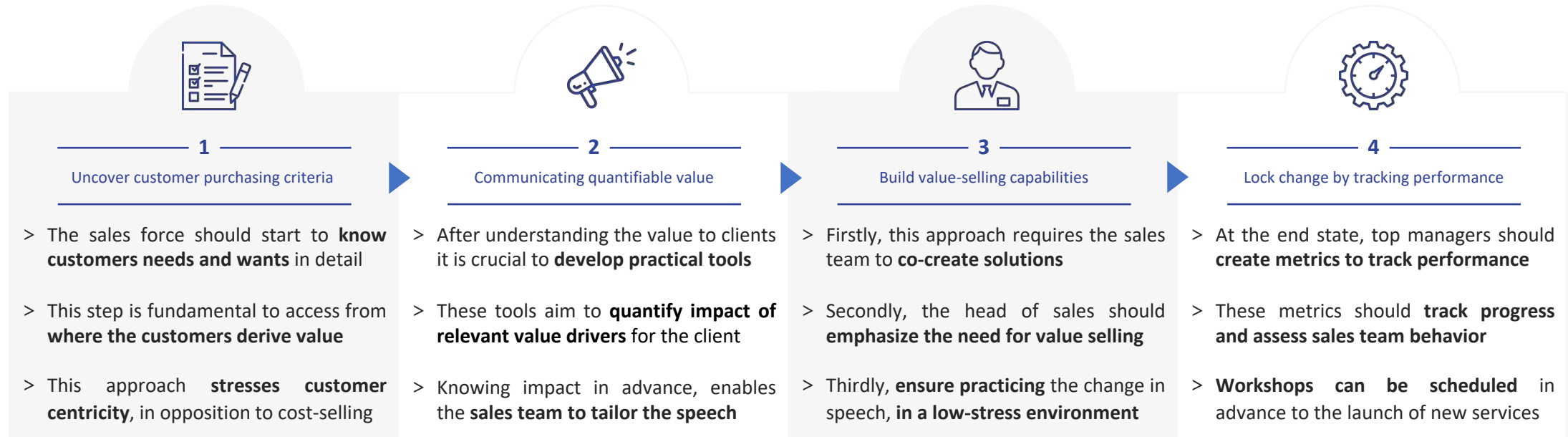
6.3.4. Promotion (1/2)

Promotion of a coherent communication is an opportunity to change a firm's image in the market, demonstrating the differences to be able to justify the prices charged

Value-Selling Approach Reasons to change

When the pricing strategy adopted is based on price, **the communication approach is naturally different** from a value-based pricing strategy. A transition to **value-selling approach allows companies to pursue and capture margin according to the value perceived by the customer.**

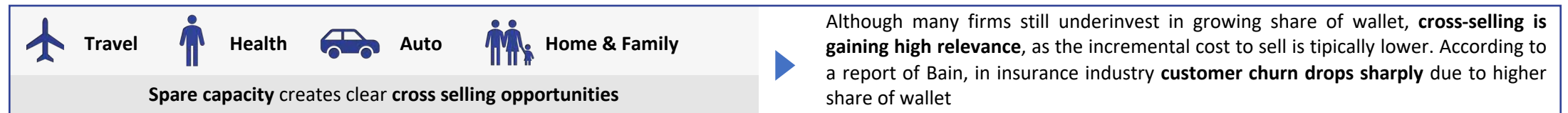
Implementation Components



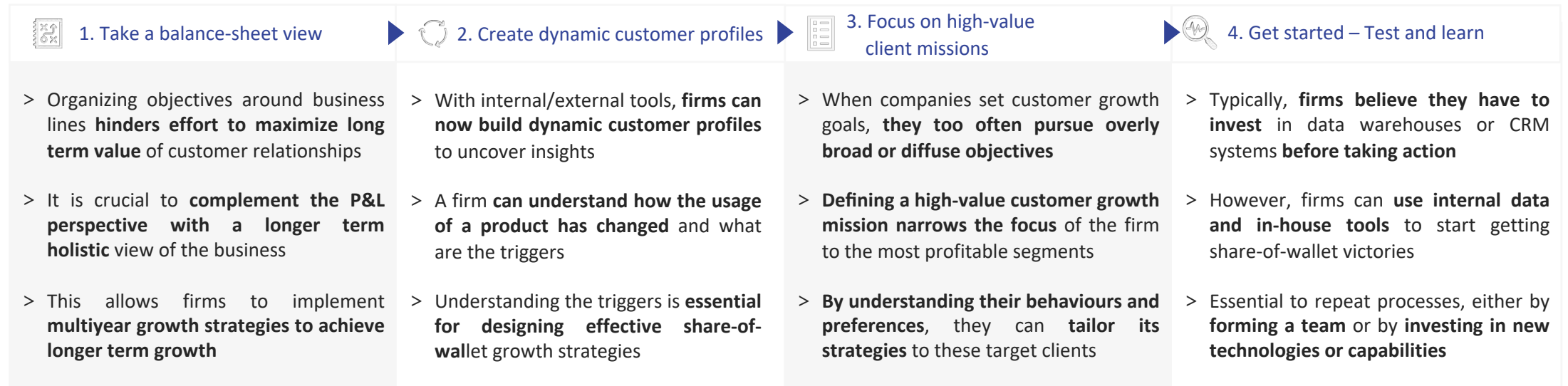
6.3.4. Promotion (2/2)

Cross selling opportunities might arise due to the extensive knowledge of the market, representing an opportunity to increase share of wallet

Cross-Selling Approach As-Is State



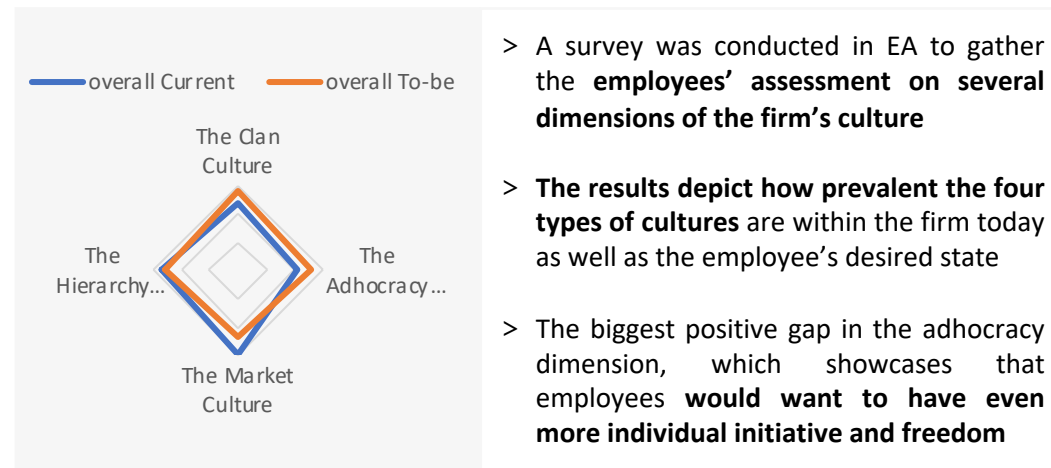
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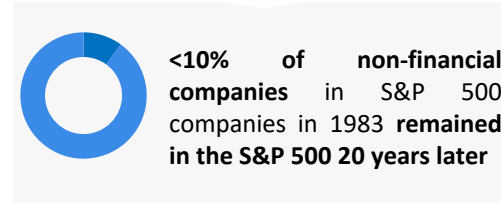
6.3.5. People (1/3)

A proactive mindset is required in order to source the new opportunities arising in the industry, enabling the companies to be on the forefront of the industry

Industry Mind-set As-is in Europ Assistance




"A very small number of firms have thrived over time"

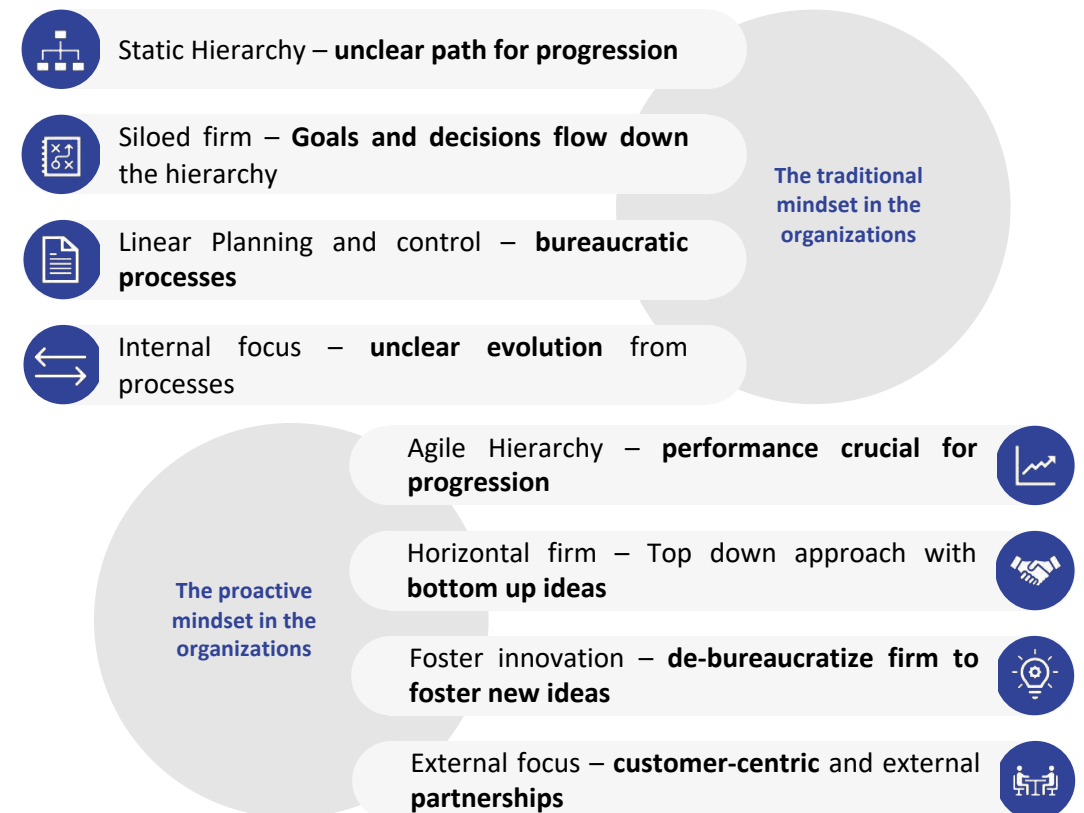


EA reality in PT

With >25 years of experience in the Portuguese market, **EA must be aware to not fall in incumbents' pitfall and strive to make its processes customer-oriented and agile as possible**



Types of mind-set






6.3.5. People (2/3)

The best companies have understood that unique proprietary knowledge possessed by their top professionals and shared throughout the firm results in market power

Knowledge Management Successful formulas

Build the tools and expect employees to use them	Reasoning	Significant investments in document-management systems, shared servers and other technology solutions will lead employees to unlock knowledge
	Risks	Sheer volume of documents at large firms may be overwhelming, and it might be needed to determine a knowledge manager to maintain documents updated and valuable
Taking it from the top: a top-down approach	Reasoning	Corporate staff try to push knowledge to users , often via internal web sites. The effort might produce results when the idea is to share best practice approaches or new product features
	Risks	Assess if the people writing the documents understand what knowledge seekers need in order to use the knowledge afterwards or understand if who are the knowledge experts in the firm
Decentralized approach: units share knowledge	Reasoning	Each unit defines their own approaches to manage knowledge , recognizing the authors and knowledge shares to incentivize them to produce and share more knowledge
	Risks	The flaw in this approach might arise from the different approaches used which lead to few common protocols or standards, which make of these approaches not scalable in the future

As-is market approach

As-Is status in EA	<p><i>Key stakeholders' proprietary knowledge</i> – Finance department has key impact in the overall pricing that, if not shared, might be lost </p> <p><i>Unclear initiatives</i> – Bottom-up knowledge sharing initiatives (HR afternoon) are realized with very unclear concrete outputs and goals </p> <p><i>Lack of sourcing for more knowledge</i>– Sourcing of external innovations to share in the company is practically non-existent and uncoordinated </p>
	<p>General Electric: General Electric created Executive Council, with stakeholders from several geographies, that meets periodically to share their successes and failures to get an understanding of the business as a whole</p>
	<p>Best-Practices</p> <p>Circle-E: Creation of a search appliance (very similar to an internal search engine) that centralizes information, by creating a searchable repository of information about clients' information</p> <p>Unilever: Launch of APT tool (acquire, practice, transfer) that ensure that after a learning program in the firm, each stakeholder defines what learning they acquired, how they will practice it and how they will transfer it to colleagues</p>

6.3.5. People (3/3)

EA should strive for sticking to its core DNA and to diffuse it effectively throughout its main stakeholders, always stressing a customer-centric approach

Europ Assistance's DNA

As-is State

CARING

EA strives for **fostering empathy and proximity** with its clients and people

AVAILABLE

EA clients can reach the firm from anywhere, at anytime they need



RELIABLE

EA **always delivers what promises**, not letting clients expectations down

EASY TO WORK WITH

EA **strives for the simplification** of its client's processes

Benefits of sticking to current DNA



Perceived differentiation – Partners of EA value the different approach of the firm, characterizing EA as the “only real assistance company”, with a clear purpose to help the end-consumer and improve its well being.



Brand image – Brands with clear values and with a clear identity in its clients' minds often beat the market. Since 2000, the “Best Global Brands” have consistently beaten the S&P 500.



Health BL - Health BL is extremely connected to customers' emotions. In the eyes of an institutional partner, EA values give the assurance of a tailored high quality service for the final consumer.

How to maintain a coherent DNA



Put a stake in the ground - The best brands leverage DNA by assigning reputation managers that make extensive use of frontline interaction and that stay in tune with clients needs in the market.



Get up close and personal - To leverage DNA, communication must be a two-way street, either by fostering recommendations from peers, past experience from services or by increasing digital interaction.



Hold on to your core – Crucial to understand that a brand must not try to be all things to all people. Corporate credibility has to be maintained, by having a focused brand.

6.3.6. Processes (1/4)

The company's processes constitute a barrier to innovation and increase the time-to-market

Level of Bureaucratization Perceived at Europ Assistance

The level of bureaucracy was pointed as one of the areas of improvement

- > A **crosscutting problem for many departments of the company is the level of bureaucracy** inherent not only in the business but in the very way in which processes are conducted internally.
- > Constraints caused by the level of bureaucracy are **not unique to the lower levels in the decision making process**. It is a widespread perception in the company because it **limits agility and the speed of response to problems or needs that arise unexpectedly**.

Debureaucratization Positive effects on companies



Higher returns

- > **Debureaucratization may lead firms to increase returns** as they become **more agile and are capable of generating products or services at a faster pace** and also to **close deals faster**.
- > According to a McKinsey study, **companies reporting low levels of complexity have often higher returns on invested capital**. Increased productivity is often the most valuable source of increased revenues.



Lower costs

- > Cutting off organizational red tape helps to **reduce levels of inefficiencies and ineffectiveness**, potentially lower compliance and administrative burden of the business, and other unnecessary costs.
- > In an experience performed by McKinsey, **four out of five organizations that reduced complexity also reduce their costs, some saved as high as 20% of personnel costs** by eliminating activities that created complexity but little value.



Improved employee satisfaction

- > Reducing the level of bureaucratization and inherent complexity, **removes barriers to getting things done**. This helps **reduce the frustration of employees**, who often have to go through an exhausting process to complete a task, and **makes the environment more prosperous for innovation**;
- > Groups like Decathlon and Michelin in France are splitting workers in smaller units, granting them **more autonomy**. **What they have won in agility, creativity, innovation, engagement and customer satisfaction has outpaced the costs of running smaller units**.

6.3.6. Processes (2/4)

Focusing on its core competences can enable the firm to be excellent and irreplaceable in the activities performed within its broad ecosystem

Focus Area

Understand how to compete in an ecosystem



Build an ecosystem ERM

It starts with implementing an ecosystem relationship-management capability with dedicated staff, to ease the communication between the partners



Incorporate an ecosystem mindset

The relationship between previous rivals can assume a complementary approach (products and services), in order to deliver a comprehensive value proposition



Achieve the perfect trade-off

Understand how to combine flexibility and commitment is crucial. EA should focus in its core competences, behaving as a matchmaker that eases the processes

How to nurture an ecosystem



Understand how hard it is to manage several stakeholders

Ecosystems are more chaotic and stressful to manage than other business models, having its own challenges (as regulation or government issues)



Understand each partner motivation

It is important that each partner is aware about the motivation of the other partner, especially if the first can help the second in accessing assets or developing capabilities



Shift to a shaping strategy

Ecosystems require understanding that there is always indirect influence between firms and understanding that a firm must be responsive to the changes

How to win in ecosystems



The linking function

Most of the most successful companies, as Google, Alibaba and Uber, don't make products to sell they exist to link others together, creating value through networks



Recognize each other capabilities

The understanding of the activities each partner does best is crucial. This process must start before the deal is signed in an endless loop during the relationship



Overall advantage

The orchestrator gets a loads of information, knowing what products are selling well and how the market is evolving before its rivals, being fundamental to use this information wisely

6.3.6. Processes (3/4)

Assuming a facilitator role empowers the firm to build an integrative system for third parties to share information, knowledge on the market and communicate easily

Partnership Model

As-is state

Europ Assistance currently operates on a **multi-partnership basis**, collaborating with various players in the health industry to serve, mostly, insurance clients. **These partners, in turn, also collaborate directly with many of EA's customers.** However, **clients prefer to work with a single partner who offers all these bundled services.**

Business Ecosystem

To-be state



What?

(Definition of a well functioning ecosystem)



Why?

(Advantages of an ecosystem strategy)



Who?

(What examples exist in the market)

- > A **business ecosystem** is a intertwined set of services that can serve client needs in an **integrated way**
- > Ecosystems function as gateways, since this integrated approach **increase the switching costs for costumers**
- > This approach also **works with network effects**, providing **scale advantages** for the companies
- > Ecosystems **integrate data from all the businesses**, enabling companies to make tailored solutions
- > According to McKinsey, ecosystems can **reduce customer-acquisition cost** by as much as 10 to 20%
- > Companies also **create more value** through the massive **data generated** by identifying unserved needs
- > When successfully attained, this approach helps to **enhance customer relationships and retention**
- > Additionally, ecosystems provide **valuation upsides** as they attract more attention outside investors
- > **Ping An**, the world's largest insurer, is a **remarkable example** of a business ecosystem builder in health
- > The company offers a **numerous medical services** that **make professional medical care easier to access**
- > Pin An Health is an **end-to-end platform** that **meets needs from patients, service providers, and payers**
- > This ecosystem was **strengthen through the usage of high-end technologies** like big data and AI

6.3.6. Processes (4/4)

Gathering data enables the firm to leverage it in order to make the decision process more sustained and smoother for the stakeholders involved

Strategy and Value Proposition Generali Ecosystem

Ad hoc decision making processes

Making data-driven decisions (not having a reasoning to follow), employees end up making ad hoc decisions based on their own “common sense” or knowledge, which leads to overall inefficacy and lack of coherence in the firms’ action

Not having in place the correct tools

The enablers that help firms take sustained actions on the insights from data are technology, infrastructure as well as governance. Easy-to-use tools, as dashboards and recommendation engines can help personnel extract insights

An inability to link analytical insights to actions

Generating insights that can enable processes without putting them in action is worthless. It is important to give training to the key stakeholders on how to use data analytics

Strategic Initiatives Generali Group

Know how to collect the right data

It starts with excellence in identifying, capturing and storing that data. It is important firms decide which kind of data they want to gather and leverage.

Understand what data tells you

It is important that data is enriched with the insights of key stakeholders, achieving the perfect balance between analytics and human touch.

Driving adoption

It is important that the firm fosters processes driven by data, making data a part of standard procedures, making all the employees to adopt a reasoning based on data to yield real value.

Strategic Role Europ Assistance

Top-line use cases

Typically, firms that use data enhance activities in the areas of pricing, churn prevention, cross and upselling and promotion optimization.

Internal processes

By leveraging data, it is possible to optimize internal processes, as predictive maintenance or supply chain optimization.

Improves decision making

It is easier for a firm to streamline its processes, excluding the need to involve so many stakeholders, by standardizing procedures and decision-making criteria.

6.3.7. Physical Evidence

The creation of clear guidelines transforms positively the communication of the partners, assuring a high consistency with the firm's positioning

Physical Evidence

Importance of consistency



Promise but deliver

It is critical that firms ensure that customers recognize the materialization of the promises, which requires shaping communications and key messages to highlight its delivery



Ensure inexistence of negative experiences

A single negative experience has 4-5 times more impact than a positive one, thus, training and guidelines for frontline employees through scripts is impactful



Start doing it now

Studies show customers have less and less patience for variability in service delivery. Investing in a consistent customer experience with the firm is crucial to win in the marketplace

Foster flawless communication



Clear internal guidelines

It starts with employees in the frontline (ex: call center) and in their interactions with the clients. It is crucial that firms assure a coherent and consistent communication



External coherence

It is important that all the partners communicate "in the same language" as the firm, striving for showcasing a consistent image of the company in the market



Communication is not enough

Acknowledge that a comprehensive customer-journey interaction has to be excellent in order to guarantee a coherent and strong value proposition

Case Studies



Southwest Airlines

The airline firm has built a high customer engagement and trust over time by delivering consistently on its promises as a no-frills, low-cost airline company



Progressive Corporation

The firm created a positive impression among its customers by advertising lower rates than rivals and showcasing concrete examples of those promises



The impact of building this trust

Maximizing satisfaction in customer journeys impacts positively both customer satisfaction, assuring higher retention, and revenues of the company



Thank you!

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