

How the clients can feels like a king?

It is often heard that the management of companies engaged in the service industry, as one of the most important goals in business, placed treatment client as a king. More often it remains only in words, while employees behave with clients on the way they used to. In insurance business, despite the management's commitment that every customer gets good and quality services, it happens that some of them are still unhappy. The reasons are sometimes objective, for example, when the client expects more money for damages than it belongs to him, but also it happens that employees of the insurance company are sometimes not kind or not interested in client's needs. Unfortunately, management usually does not get the information about what is really the reason of large fluctuations of clients or bad reputation of the company on social networks.

When a customer speaks

On the domestic insurance market, larger companies have established a CRM (Customer Relation Management) function and/or contact center who care about customer satisfaction. Generali Insurance Serbia, in addition to the developed CRM system, was the first in Serbia and the region, who established a new approach of improving relationships with customers by introducing tools for providing feedback about their satisfaction, NPS (Net Promoter Score). As a part of the strategic objectives of Generali Group to focus more on customers, allows collecting feedback immediately after contact with the client and closes the gap between pure listening to the client and acting in accordance with what they communicate.

NPS is a powerful tool for increasing customer loyalty, but also for improving the company and the employees' daily work. It is based on a simple question, posed to the client: "Would you recommend our company to your friends?" This provides one answer to many questions about customer satisfaction of products, services, brand etc. Customers rate their willingness to recommend the company with mark of 0-10 and based on the responses, they are classified into one of three categories: detractors (grade 0-6), passive (grade 7-8) and promoters (score 9-10).

Promoters and detractors

NPS is the difference between share of promoters and share of detractors in the total number of surveyed clients. Passive clients do not influence the NPS index. If the NPS is small or negative, it is necessary to take immediate action to solve the problems that lead to such results. One of them is so-called "closing the loop". After clients fill out a questionnaire, some of the employees immediately contact them in order to inquire about the reasons for their answers. Through the sending of feedback in real-time to the employees from the relevant sectors in the company, who can solve specific problems, that arises during contact, creates an open and honest dialogue and shows effort for solving problems and improving service delivery. Previously, employees who are trained to "close the loop" became familiar with the status of the client's policies, premiums, claims etc. as well as any comments that client leaved in connection of their NPS marks, in order to be

better prepared for an interview. The aim of conversation is to eliminate the cause of client's displeasure, if it is possible, and in accordance with regulations. Sometimes it is possible to reach an understanding with the detractor just with conversation and sometimes it is necessary to take additional measures and inform the client afterwards. After completing the conversation, employees enter the details of the conversation into the application explain perceived problems and possible solutions. Although it may seem that the conversation with a detractor who gave a low grade is unpleasant experience, in practice, this is rarely the case. Even the biggest detractors are satisfied by calling from the company, because somebody wants to listen to their problem. Also, in certain cases, the problem is actually resolved, which clients particularly appreciate. In extreme cases, although there is no solution for a specific problem, clients support the company's commitment to improve the service based on interviews with them. Ability to listen to customers and to react in the best possible way ensures regardless of the complexity and delicacy of certain situations, users receive all the relevant information in a fair and transparent manner during and after the sale of insurance.

In addition to increasing customer satisfaction, the company also has the financial benefits of converting detractors into the promoters, since with the growth of customer loyalty profit has been increased due to lower investment into the acquisition of new customers than the costs of retaining existing ones. Finally, software tools for NPS provide certain statistical analysis of clients' responses and provide answers about the customers' displeasure. In this way the management receives complete picture about the attitude of employees to customers, their own products and processes in the company, and then, they can focus on solving the most important problems.

Customer care is the key to business success and is one of the most imperative of Generali group. Internet is changing the way how customers purchase products and insurance services and therefore customer care will make a big difference between the insurance companies in the near future.