Omni-channel
Explore new heights

Using integrated consumer experience to drive growth and value
There has never been a more critical time for Health Plans to effectively engage with consumers, yet consumer engagement scores for most Health Plans are poor. By providing an adaptive, seamless, and compelling experience throughout the entire consumer life cycle, Omni-channel offers Health Plans the opportunity to bridge the gap between consumer expectations and leap ahead of competitors, generating growth and value in the process.
Adapting to a consumer driven marketplace

Consumer engagement (CXi) scores for the Health Plan sector are poor. They trail all other industries, including those notorious for consumer dissatisfaction like cable companies, wireless phone companies, and credit card companies. Consumer dissatisfaction is driven by a mindset that does not match consumer needs, wants, and expectations. Health Plans still think in terms of channels, whereas what consumers have come to expect, based on interactions with sectors like Retail and Hospitality, is a seamless and compelling experience that allows them to choose where and when they interact with Health Plans.

According to Forrester’s Customer Experience Survey, Health Plans have the lowest customer experience scores of any industry

Dissatisfaction is driven by the traditional Health Plan approach for acquiring and servicing members

As consumers look to change channels, they must repeat steps and resubmit information, which leads to an inconsistent experience.

A seamless consumer experience across all touch points is required to create consumer satisfaction throughout an individual consumers non-linear purchase and service path

1 Forrester Research Inc., North American Technographics Customer Experience Online Survey Q4 2013 (US)
2 Deloitte Center for Health Solutions, 2014 Survey of Young Adults and Health Insurance
3 Deloitte Center for Health Solutions, 2013 Health Care Consumer Survey
Driving growth and value with Omni-channel

Omni-channel is different than Multichannel

Omni-channel

- Fully integrates all consumer touch points and data repositories to provide consumers with a seamless experience, regardless of how or where they choose to interact with the health plan.

Multichannel

- Offers a range of channels for consumers to interact with, but channels have limited or no integration and consumers are forced to repeat steps or receive different messages as they switch channels.

Consumer needs and wants dictate that the Health Plans map specific consumer journeys, integrate channels and harmonize siloed data repositories to deliver a superior and consistent experience - both online and offline.

Omni-channel can lead to better consumer engagement and satisfaction throughout the consumer life cycle...

Gain Awareness

Consumers will gravitate towards the most convenient and engaging resources. Omni-channel ensures that key messages are consistent no matter how the consumer chooses to interact with the Health Plan.

Purchase and Enroll

Allows consumers to make a confident decision by seamlessly moving between resources until they find the right resource or information.

Manage Health

Giving consumers quick and convenient access to navigation tools, information, and advice will increase satisfaction and the perceived value of a policy, especially when consumers are dealing with an unexpected health problem.

...which will drive improved growth and value

Higher retention rates

Consumers that are more engaged and satisfied will likely be more loyal, leading to higher lifetime value and profits for the health plan.

Stronger brand (through word of mouth recommendations)

22% of consumers who frequently recommend brands do so because of fast and convenient service.

Higher share of wallet

Engaged consumers are more likely to buy additional products, increasing health plan’s profits.

Differentiation

Superior consumer experience can be a key differentiator in an industry known for poor consumer engagement.

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Omni-channel enables Health Plans to leverage and shape consumer preferences while containing costs. Benefits for health plans include:

Reduced need to use high-cost channels
Offering a range of convenient options for consumers to self-service (during all phases of the member lifecycle) will reduce the use of higher cost channels (e.g., brokers during purchase, contact center agents during service)

Influence consumer behaviors
Influencing consumers to use the lowest cost option aligned with their needs, wants, and tolerances will likely further reduce the use of high-cost purchase and service options

Reduce the number of queries
Proactive reminders and notifications, delivered based on consumer preferences, may reduce the number of consumers who seek service by preventing issues from occurring in the first place

Reduce handle times
Giving brokers and agents access to a 360-degree view of the consumer can reduce the time spent in collecting information and understanding the issue that the member is trying to resolve
Key challenges to overcome

**Outdated Strategies**
Retail strategy and customer experience design should be fully integrated, clearly articulated, and based on deep consumer insights.

**Disconnected Operating Models**
Operating models based on internal silos need to be transformed to support integration and alignment across all consumer touch points, including those owned by third parties.

**Incompatible Infrastructure**
Consistent, integrated technology platforms and information flows across all consumer touch points, including those owned by third parties, are needed to execute seamless buying and service experiences.

**Incentives that Encourage Channels to Focus on Closing**
Distribution assets are typically incented to close sales. Omni-channel requires Health Plans to rethink incentives so that distribution assets are compensated for playing different roles in the sales process.

**Cultivating an Omni-channel Ecosystem**
All pieces, both internal functions and third parties, of the omni-channel ecosystem need to play their role and trust that all others will play their role. SLAs and other agreements will be vital in maintaining trust among all pieces of the omni-channel ecosystem.
Can Omni-channel benefit you?

Health Plans can determine whether omni-channel will benefit them by asking the following questions:

- Do consumers find your purchasing or servicing processes complicated, inconvenient, or inconsistent?
- Are you seeing waste or leakage due to competition between distribution assets?
- Are churn rates high because consumers do not understand their product or the benefits available to them?
- Are your distribution and service investments driving acceptable topline growth?
- Is your share of consumers wallet and the lifetime value of your members lower than it should be?
- Are your consumer acquisition and servicing costs continuing to rise?

The time for action is now...

While industry wide adoption of omni-channel is currently low, all respondents to the Deloitte Health Plan Retail Capabilities Survey indicated they will be investing in omni-channel capabilities by 2017¹

*Health Plans that wait too long will likely be left behind*

Source: Deloitte Consulting LLP, 2014 Health Plan Retail Capability Survey
This is part two of a five-part series focused on the “Five Consumer Experience Trends Health Plans Cannot Ignore.” For more information, please visit www.deloitte.com/us/Consumerism