



PERSONAL GROUP: **CUSTOMER STORY**

“Voyce enables us to drive operational quality that’s as good as it can possibly be ...”





How Voyce helped Personal Group:

- ✓ boost efficiency and productivity
- ✓ optimise coaching and performance management
- ✓ identify and respond well to customer vulnerability
- ✓ deliver solid data as evidence for Consumer Duty
- ✓ achieve quality scores up to **96%**, with compliance as high as **98.71%**!





TABLE OF CONTENTS

THE CHALLENGE	5
<hr/>	
THE SOLUTION	6
<hr/>	
THE IMPLEMENTATION	7
<hr/>	
THE RESULTS	9
<hr/>	
Operational efficiency and productivity	9
Compliance Quality and Sales Effectiveness	11
Ensuring care for vulnerable customers	13
Coaching and Performance Management	14
<hr/>	
LOOKING AHEAD	15
<hr/>	
THE VIEW FROM VOYC	16



“

“Voyce enables us to drive operational quality that’s as good as it can possibly be ...”



Steve Bush, Group Operations Director

”

Throughout his 20+ year career in financial services, Steve Bush is specialising in operational excellence and believes that our people are at the heart of everything we do, and that's the foundation of providing a great customer and client experience.

In January 2022 Steve was appointed to Group Operations Director at Personal Group, a leading provider of consultancy, benefits and technology services focused on improving employee health, wellbeing, and engagement.

Part of his role involves leading Personal Group’s protection business which employs around 50 field-based account engagement executives who are responsible for their health care and protection products. Collectively the team service UK clients including national enterprises and public sector organisations representing up to 1.4 million employees.

All conversations with the clients' employees to present products and enrol new policyholders are fully recorded.





THE CHALLENGE

When Steve arrived, Personal Group was using traditional methods to monitor productivity and quality of the sales interactions:

- ✓ A team of Quality Assurance staff were working hard to monitor recordings regularly. But like many financial services firms using manual QA processes, capacity was limited. In fact, they were reviewing only 8 interactions per executive per quarter.
- ✓ This meant that the vast majority of sales presentations and enrolments were left completely unmonitored. The team was only seeing the “tip of the iceberg” when it came to assessing quality and compliance.
- ✓ Even when they did identify an issue – such as a compliance breach – it was difficult for them to know when that problem had started. This often led to QA team members spending many hours listening to previous recordings to identify other conversations with the same issue.

The situation was far from ideal for a business like Personal Group, which is focused on achieving continued successful growth through operational excellence.

It also made it difficult for the team to provide reliable evidence of regulatory compliance and outcomes across customer interactions. This was a growing concern in light of the FCA’s expectations under the new Consumer Duty.

“The previous system was old-fashioned and manual,” says Steve. “One view was that we needed to employ more people to do more monitoring. But that’s so expensive and it’s just not scalable”.





THE SOLUTION

It was clear that Personal Group needed an automated solution that could deliver quality conversation monitoring, able to scale up with their ambitious growth plans – and backed up by detailed data analysis and reporting capability.

This led to a review of the market – looking for the option that would fit best with PG’s own specific goals for the solution.

“It’s vital at the outset for any operational change to define the exact objectives”, Steve comments. “Ours were clear –

“The solution had to demonstrate that we were compliant. That’s critical. But, for me, the main question is whether we can use it to drive quality – to identify where improvement is needed and then deliver it.

“If you start by focusing on Operational Excellence, you’ll also tick the box from the compliance viewpoint, because you can’t be excellent without being compliant.

“But if you start with a strict compliance focus, you risk not delivering on the culture you need – the people and behaviours – to achieve the best overall outcome”.

After a rigorous selection process, Personal Group chose to work with Voyc in July 2022, to monitor and support 100% of customer interactions across the insurance sales team – a rapid and huge increase from the previous monitoring capacity.



“We were very impressed with the Voyc ‘can-do’ and highly responsive approach. Much unlike some others; immediately refreshing.”



Steve Bush, Group Operations Director





THE IMPLEMENTATION

During the implementation process, Steve introduced an approach to operational change that he had mastered and developed in previous roles over the years.

“There are clear steps to a successful change like this”, he explains. “Everyone affected by the change must agree:

1. Why the change is needed - the precise objective.
2. The skills and capability needed to make the change successfully.
3. How the change will be sustained into the future - becoming part of the operational ‘fabric’.”

“We needed to involve everyone throughout the whole process – not least the people who were using Voyc daily. This approach led to implementation success.”

Quality Monitoring Manager, Jack Saward, was a key member of the implementation team and is now Personal Group’s Voyc Super User. By taking full advantage of all of Voyc’s capabilities, Jack has found that he has become far more productive and successful in his role.

During implementation, Voyc offers a highly personal and supportive onboarding programme for users, which Jack recalls positively: “The whole way it was presented during onboarding, with the Teams calls with Chays and Mimie from Voyc was excellent.”

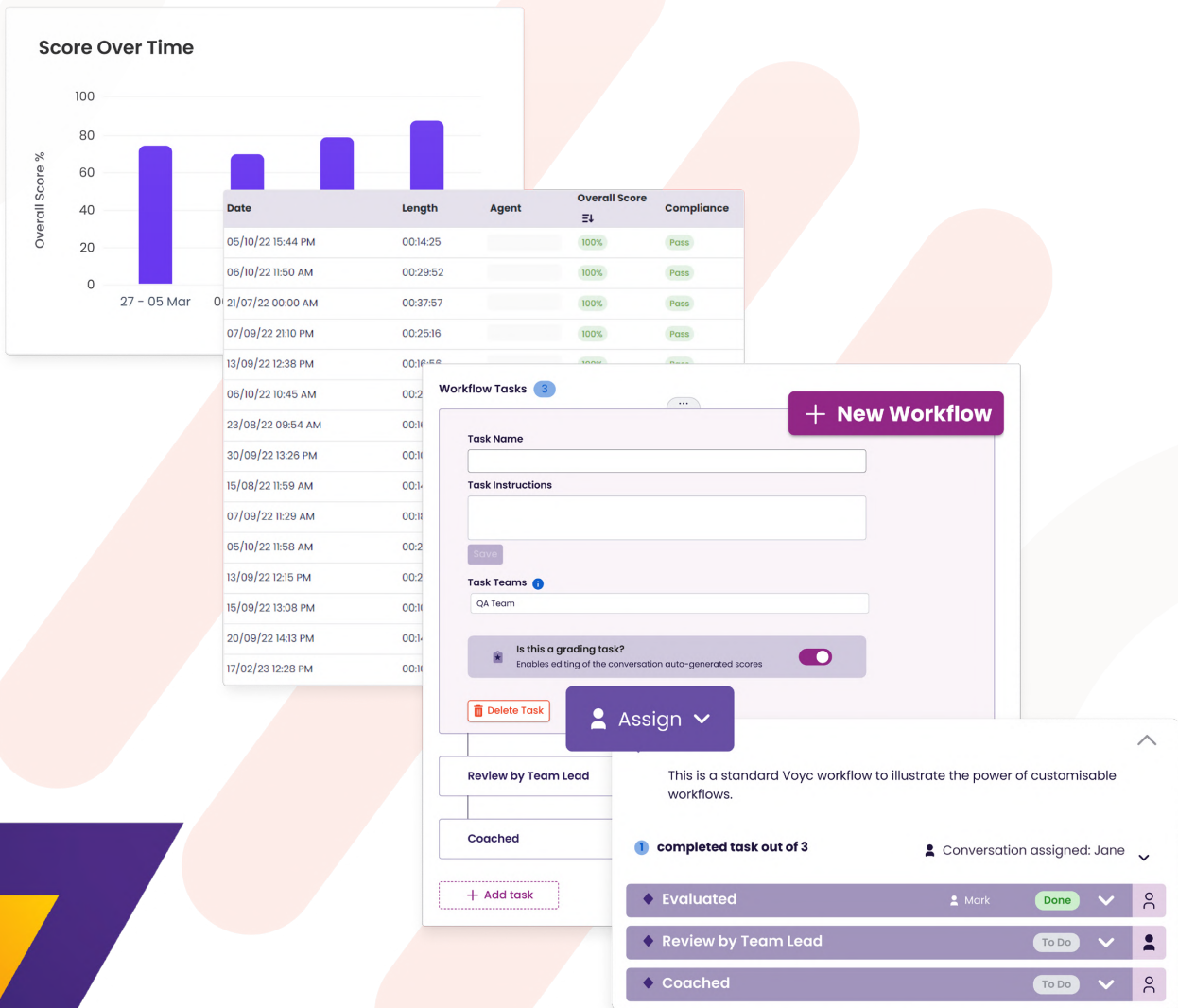
Steve Bush admits that he was a little nervous when Voyc was introduced. Previously, very few conversations had been fully monitored, and he wasn’t sure what Voyc would reveal! Happily, early experience with Voyc showed that the team had always been achieving high standards.





Voyc has enabled the team to evidence the high quality levels of service they provide, thereby helping improve client relationships. When the team was able to demonstrated this to their clients, the clients' feedback was very positive.

Additionally, they can now provide concrete evidence of their high-quality standards to the FCA, demonstrating that their customers are receiving good outcomes, and they comply with the FCA's new Consumer Duty.





THE RESULTS

Working with Voyce has had a transformational effect on the business, supercharging performance across a range of key areas:

Operational efficiency and productivity

Previously, the Quality Monitoring Team had to listen to entire conversations to spot very rare issues. This meant that only a small fraction of conversations could be monitored.

Voyce now monitors 100% of interactions and raises an immediate alert every time it identifies an apparent fault, breach or other potential issue. These alerts take the Monitoring Team straight to the point of concern in the conversation – meaning that the number of actual issues correctly handled is vastly higher.

The team now has detailed, reliable insight into the actual performance levels and outcomes they're achieving. Voyce also delivers huge time savings compared with the old way of working, allowing managers to apply much more focus to delivering ongoing continuous improvement.

“

“I’m spending a lot less time with earphones in... and I’m able to be much more productive.”



Jack Seward, Quality Monitoring Manager

”



Jack gives a particular example of the positive impact that Voyc delivered very soon after implementation:

Many of the employees served by Personal Group pay their insurance premiums via salary deduction. For this to happen correctly, it's key for Personal Group to know their salary payment frequency. Voyc spotted that some of the executives had not been requesting this information.

Through a simple search enquiry on Voyc, the team managers could quickly spot when this problem first arose, identify the customers concerned and take swift corrective action.

Before Voyc, this single issue would have involved significant disruption and taken several days to resolve.

“

“It's helped us with the identification, through to implementation and then also with the monitoring. So, it's been a life changer.”



Jack Seward, Quality Monitoring Manager

”





Compliance Quality and Sales Effectiveness

Having Voyc to monitor 100% of interactions gives Personal Group confidence in fully understanding the performance of the sales team – including regulatory compliance and sales effectiveness

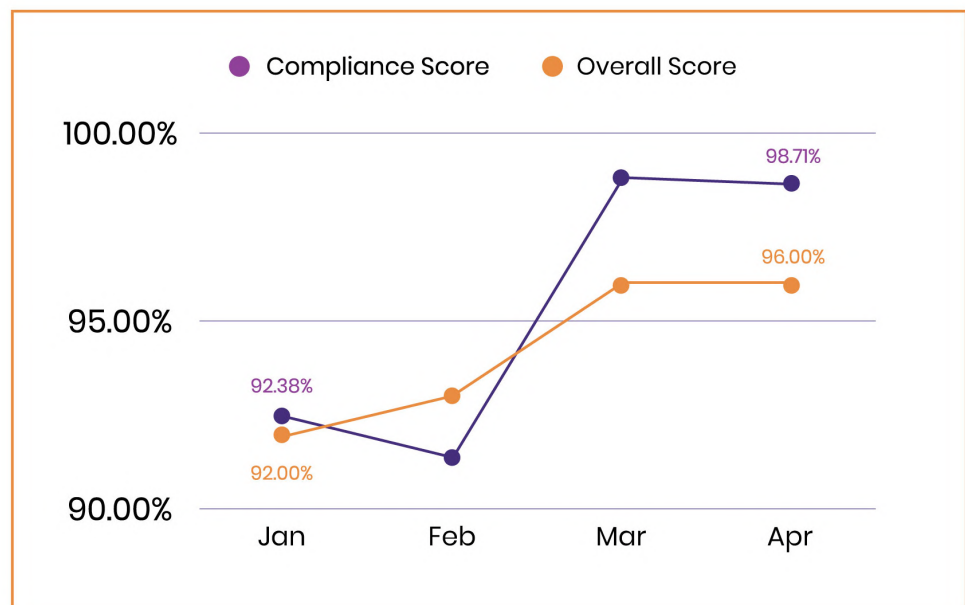
Customer Journey Manager, Zoë Foster, explains that Voyc has already helped deliver greatly improved compliance scores – that they can demonstrate confidently through clear Voyc reports.

Zoë describes how Voyc recently helped one longstanding team member reduce compliance breaches by 50% – whilst still producing consistently excellent enrolment results.

“We always set our compliance target at 90% minimum”, says Zoë. “But I’m certain that with Voyc, we can now aim higher.”

The business operates a quality score that combines compliance statements with adherence to the agreed conversation script.

From January to April 2023, this Overall score rose from 92% to 96%. And the compliance component alone moved from 92.38% right up to 98.71%.





These are outstanding scores that the team now aims to increase even further.

What's more, this increase in compliance scores had no negative effect on sales performance.

On the contrary, over the same period, the team's sales conversion rate also increased by 10.46%.

“

“Voyc gives us confidence that we can demonstrate high compliance scores.”



Zoë Foster, Customer Journey Manager

”





Ensuring care for vulnerable customers

Voyce is configured to alert designated team members whenever an interaction contains signs that the customer could be vulnerable. These alerts include psychiatric conditions and indications of financial vulnerability – particularly relevant in the current cost-of-living emergency.

Jack describes a recent case in which a customer mentioned that they suffered from bipolar disorder. Voyce raised an immediate alert which enabled Jack and his colleagues to deliver valuable coaching support to the sales executive on the handling of such cases.

Sometimes, an alert like this leads to the team recontacting the customer to correct an error or to provide additional support that might be needed. With the support of Voyce, Personal Group has the reassurance of knowing that such events are immediately brought to their attention so that required actions are never missed.

“

Steve Bush summarises how Voyce alerts “tick every box” with three key benefits for Personal Group:

- ✓ *Customer benefit. Ensuring customers clearly understand products – and don’t miss the opportunity to claim when entitled.*
- ✓ *Compliance benefit. Avoiding breaches and supporting evidence of good customer outcomes.*
- ✓ *Commercial benefit. Safeguarding product sales that might otherwise be lost through customer cancellations.*

”



Coaching and Performance Management

Voyc delivers detailed analysis of the interactions between the sales executives and customers, to help drive operational excellence.

“What’s wonderful about Voyc is the fact that it’s specific,” comments Steve. “You just can’t argue with it”.

“Even if you’re having a difficult feedback conversation with a team member about a customer interaction, Voyc makes it easier to have that conversation because you’re being specific”.

With Voyc’s search function, it’s easy to locate and follow conversations by any key variable, such as product or customer. This enables a clear and fair assessment of any executive’s performance against expectations and their personal objectives.

In fact, Personal Group already uses Voyc as a formal and important part of the agents’ coaching and performance management processes – to help drive their personal success and build their skill levels for career development.





LOOKING AHEAD

The Personal Group team believes that Voyc has a key role to play in the future growth and success of the business.

“We always tell our clients – the employers – that our conversations are monitored by Voyc to help drive quality,” comments Steve.

“This gives them confidence in us because it shows that we are a responsible business that wants to do the right thing. Demonstrating commitment to quality can only be positive. And for regulated financial services businesses, this is huge.”

Personal Group is already considering plans to expand Voyc into other areas of the business, including general telephony and call centre operations.

All in all, Voyc has made a significant and positive impression within the business.

“It’s a strong partnership”, says Steve. “One that works well for both sides”.

Steve, Jack and Zoë all agree without hesitation that they would recommend Voyc to any organisation seeking to build operational excellence by actively monitoring and gaining actionable insight into their customer interactions.



Personal
Group



16

THE VIEW FROM VOYC

“All of us at Voyc are delighted to be working with Personal Group”, comments Mathew Westaway, CEO and Co-founder of Voyc.

“They’re a partner that demands excellence. As a result, they’re highly engaged and incredibly rewarding to work with because they’re eager to get maximum value from all the operational benefits and support that Voyc has to offer. And that’s why they’ve seen such great results very soon after partnering with us.

“We’re extremely proud that Steve Bush and his team are confident and happy to recommend Voyc”.