



Setting the North Star: What Does Going Beyond Measurement Look Like? –video

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A NorthStar is very important for a payer when they look to transform the customer experience. And defining a NorthStar such as NPS means that the organization can position itself for future growth. Setting a NorthStar is absolutely a start, but it's not enough. What's needed is a capability around customer experience management. And this has four things.

First and foremost, it requires leadership from the top. The c-suite needs to be very clear on the vision, the measure of success and the action plan behind it. Most importantly, they need to align incentives to that. So we've seen leaders align incentives to metrics such as net promoter score. The second key tenant is around developing advanced analytics. So it's good to know the score, such as NPS, but you need to really understand why.

The third area is around really enabling the front lines. This is both from an ability to act on feedback, but also having systems in place to understand what the employees think the consumer needs and pain points are. Lastly, it's about new ways of designing experiences. Accenture has developed a very scientific approach to this called The Love Index. And what it does is it decomposes consumer needs. But most importantly, it provides insight into how you can ultimately delight your customers.

The implications of these actions is that it requires an organizational change. This isn't necessarily a technology project. It's about having organizational accountability as well as driving the appropriate behaviors in the organization.