

INNOVEER SOLUTIONS

Customer Success Story

COMPANY OVERVIEW

Group Health, Inc. (GHI) is the largest not-for-profit health services corporation in New York State. Headquartered in New York City with offices in Albany, Buffalo, Rochester, and Syracuse, GHI serves 2.6 million customers and employs more than 2,000 people. GHI offers access to one of the largest panels of participating providers in New York State, and supplies an array of health insurance plans and third-party administrative services for groups and individual subscribers. As one of the top 20 largest insurers in the nation, GHI has an impressive 97 percent member retention rate.

THE CHALLENGE

GHI recognized that without renewed emphasis on service and related internal efficiencies, its business could be hampered by the government regulations, fierce competition, and high customer turnover plaguing other insurers. The company decided to replace its multiple, outdated legacy systems used for tracking customers, providers, call center representatives, and agents with a new system that could manage all information in a central database, thereby enhancing its well-known commitment to customer care. After thorough research, GHI determined that Siebel Systems' eHealthcare Application met both its business needs and its customers'

requirements. InnoVeer Solutions, with its extensive CRM expertise and experience in the health insurance sector, was a perfect partner to develop, deploy, and support GHI's CRM solution.

THE SOLUTION

InnoVeer Solutions began the project by converting data from GHI's multiple legacy systems to allow successful management of relationships throughout the entire customer life cycle and across all customer touch-points. Group, broker, sales representative, and plan information is now centrally located and easily accessible. InnoVeer then focused on the functional components of Siebel eHealthcare that provided the easiest transition for GHI users, while at the same time adding functionality to maximize the effectiveness of GHI's sales force. This functionality included contact, activity, opportunity, and correspondence management.

InnoVeer Solutions consolidated information from legacy databases and individual management tools into a centralized data repository for all contacts, clients, and leads. Information now flows seamlessly from sales representatives to account managers. Previously, account managers, who are responsible for cross-selling and up-selling, had to e-mail or phone sales representatives to get the account information.

Group Health, Inc. (GHI) is New York State's largest not-for-profit health insurer, providing health insurance and administrative services to 2.6 million people.

INDUSTRY:

- Healthcare Insurance

GEOGRAPHIES:

- North America

PROJECT SUMMARY:

- Multiple legacy systems centralized into single repository for all customer, broker, agent, and prospect information
- Phased roll out of Siebel eHealthcare to 100-person sales team standardizes and streamlines sales processes; Siebel Remote allows access from the road
- Five-week PhaseNext™ for Siebel eMail Response implementation to Call Center reps allows more timely response to customer inquiries; prototype serving as launch of enterprise-wide customer service initiatives
- Two-week Business Case/Metrics assessment to determine ROI for new call center and obtain consensus to move forward
- CRM Roadmap™ to plan for company-wide rollout of customer service initiatives based on Siebel Call Center, addressing all functional, technical and change management issues

OUTCOMES:

- Increased revenue through cross-selling and up-selling
- Faster, more accurate customer service; response time for Web and e-mail inquiries cut from 14 days to 1-2 days
- Enhanced customer experience
- Decreased cost per contact; improved productivity
- Solid business case for justifying future CRM investments; financial modeling tool helps evaluate options and drive future decisions



Siebel eHealthcare also lets sales representatives analyze their sales cycles and lead management processes. The sales representatives and account managers now have access to up-to-date sales and account data, allowing the sales reps to create detailed reports that better grasp the potential of their sales prospects. Through use of Siebel Remote, sales reps can maintain productivity by accessing this centralized information on the road. Then, within a five-week period, Innoveer Solutions implemented PhaseNext™ for Siebel eMail Response to 10 call center reps to initially prove the value of CRM in a customer service capacity. With automated e-mail response, customer service reps receive immediate e-mails rather than waiting for a manager to review and delegate them, as well as electronic communication “templates” and first-time e-mailing capabilities.

With the success of the Siebel eMail Response rollout, Innoveer Solutions then performed a two week Business Case/Metrics project analyzing ROI for CRM in call centers. Innoveer helped GHI define business objectives and desired outcomes for the call center, as well as key metrics linked to those objectives. Innoveer's business case gave GHI management comfort with subsequent CRM investments as well as the consensus to move forward with the new call center.

Innoveer Solutions then developed a CRM Roadmap™, including a Program Definition plan that addressed all functional, technical, and change management issues involved in the planning for GHI's enterprise-wide customer service initiative. GHI's desired outcomes include: 1) a consolidated view of the customer, regardless of the channel of interaction; 2) seamless Call Telephony (CTI) integration to the Automated Voice Response Unit (ARU); 3) increased accountability for GHI reps; 4) increased internal efficiency within the call center by transitioning from a paper-based system to automated business processes. In addition, Innoveer assisted with confirming the advantages of rolling out of Siebel eBusiness Applications through all Service units at GHI. The CRM Roadmap includes the strategy and workplan for three phases and rollouts to the three major groups: Medical Service, Dental Service, and Hospital Service. On the periphery, additional deployments will include rollouts to the Account Services, State Services, and Quality Assurance departments. Innoveer Solutions is currently in the midst of PhaseOne — implementing Siebel Call Center to the Medical Service Group.

“Innoveer genuinely understands our business needs, and has both the consulting and technical expertise to help us truly benefit from CRM. They have demonstrated a superior ability to integrate new CRM applications with our unique business processes and IT systems.”

*David Henderson, Senior Vice President & CMO,
GHI*

OUTCOMES

GHI has made CRM a foundation of its sales, service, and marketing strategies moving forward, leveraging the functionality of Siebel eHealthcare to reduce costs, enhance employee productivity, and increase revenue. Salespeople can easily locate information without poring through multiple databases. Information flows seamlessly from sales representatives to account managers in a format that encourages cross-selling and up-selling. Sales representatives are also better able to analyze sales cycles and processes, and they have dramatically improved access to current data and reports.

Customer service representatives have been able to speed up service and lower their cost per contact — response time for Web and e-mail inquiries was reduced from 14 days down to 1-2 days. The result is a heightened opportunity to know and serve their customers, with corresponding improvement in the critical day-to-day client and partner relationship.

