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# Aegon



**AEGON**

**Atos**

## Background

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Aegon needed a proven digital transformational partner to rapidly deliver a seamless and intuitive customer journey whilst optimising key background systems. And in July 2016, Aegon chose leading business transformation provider Atos, following a rigorous, competitive supplier selection process.

## Assured and seamless migration to time and budget

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The primary challenge for Atos was to manage the migration of services from Aegon's incumbent provider, Serco, with no outward effect on the on-going business operation and performance. This involved transferring employees based in Lytham from Serco to Atos as well as taking responsibility for many 3<sup>rd</sup> party contracts and some HR and Finance systems. Atos successfully achieved this initial transition in 3 months with no interruption to business as usual (BAU) on 10<sup>th</sup> October 2016.

The secondary challenge involved transitioning the entire Lytham operation and its high performance communications networks from Serco's IT systems into the Atos infrastructure by March 2017. This wasn't just a matter of switching IT; numerous changes and updates had to be made to the existing digital infrastructure and networks to deliver continuous service improvement from day one. The overriding imperative was to ensure Independent Financial Advisors (advisors) could continue to use the existing extranet with no impact on their day-to-day activities. This second 'go live' date was successfully achieved on the weekend of the 17/18<sup>th</sup> March 2017 - hitting both time and budget targets.

## Establishing an inclusive culture of transformation

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Atos knows that it's people and not just IT that makes the critical difference to transformational success. So a key priority was to quickly establish an inclusive change culture within the Aegon operation (and in particular amongst the transferred employees) to harness valuable insight and enthusiasm. To make this happen, Atos implemented its proven people transition approach, rapidly gaining the confidence of all transferred employees and building their expertise and knowledge into the future transformational activities. To ensure it was on track, Atos measured all stakeholder views from day one and introduced a 'Client at the Heart' survey to regularly gauge opinions about its work. Impressive results from staff surveys to date clearly show that Atos has already made a positive difference and that its presence is welcomed and embraced by the employees delivering service to Aegon's customers.

## Putting customer experience (CX) at the heart of the Aegon UK operation

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Atos realised that getting the customer experience right was key to effective transformation. So Atos put CX 'literally' at the heart of Aegon UK by building a state of the art CX Lab on site. The CX Lab is located in a prime site within the Aegon building in Lytham and operates an open door policy. All new service enhancements and developments pass through the CX Lab so it's a vital component for all transformation activity. To introduce the extensive capability of the CX Lab, Atos held 25 CX 'mindset' sessions for all transferred employees including 30 employees from within Aegon itself.

## Up skilling employees and creating new career opportunities

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Atos also established a CX Academy at the Lytham site to make continuous learning a key part of everyday working within Aegon UK. The Academy is shortly to be accredited by the University of Ulster, formally recognising its ability to deliver the highest quality training as well as to award academic qualifications. 10 transferred Atos employees have already experienced full Academy training with a further 10 scheduled to complete by the autumn. 15 employees have also completed an Atos Lean Training Academy, honing their skills still further. Additional opportunities to learn included a Technology Showcase event held at Lytham to showcase robotics and emerging technologies as well as demonstrating system improvements and CX enhancements that have already been delivered. Through this investment in learning, Atos has created opportunities for Lytham based employees to broaden their skills and experience. As a result, one individual has been seconded into the CX team and others are exploring new opportunities within the wider Atos organisation.

## Measuring customer satisfaction and Net Promoter Score (NPS) for the first time

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The Atos team realised that accurately measuring customer satisfaction levels was key to delivering a better quality service. Although this was an existing activity and key priority for Aegon, Atos introduced new ways of monitoring customer satisfaction and NPS. This enabled Aegon to proactively measure customer attitudes and to better understand the key strengths and development areas within the overall Protection proposition. And the programme is already delivering impressive results. Aegon now has a customer satisfaction - well above market norms in Financial Services.

## Working beyond the contract

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What makes Atos unique is its joint working approach and ability to think 'beyond the contract' from day one. The Atos team within Aegon is focused on delivering outcomes as well as making a real and tangible difference to the business operation, rather than 'simply' focusing on SLAs and reporting on activity. As part of the 'Client at the Heart' approach, Atos and Aegon work in a truly open and collaborative partnership, sharing objectives, activities and successes. Experiences and input from both Atos and Aegon are shared in an open and positive environment. The CEOs of both businesses meet regularly and there are quarterly management meetings involving key people from both Atos and Aegon to discuss progress. Operational progress is kept on track by the Lytham-based Atos leadership team through monthly face-to-face meetings with employees, focusing on current roll out and future capability.

## Innovation as standard – building in additional functionality

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The Atos approach has been to systematically make service and CX improvements with built in additional functionality as the core aspect of all activity. The ability to build in additional functionality whilst making service improvements has ensured that Atos has delivered real value and made a tangible difference from the start whilst also working towards delivering a slick and intuitive digital experience.

## Moving forward

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Together, Atos and Aegon have created a mutual benefit fund to invest in joint development activity. Atos has been entrusted with more digital transformation work over and above that set out in the original contract - a clear vote of confidence in the Atos approach.

## Why Atos?

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- Depth of capability and delivery execution
- Proven transformational ability with assurance and pace
- Investment in and engagement of employees and stakeholders
- Dynamic and collaborative partnership relationship
- Works 'beyond the contract' to deliver continuous improvement from day one
- Innovative and cutting edge CX capabilities, including the CX Academy - one of a kind in the UK
- Outcome focused - delivering additional functionality as standard

## Benefits

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- Assured and seamless migration from the incumbent service provider
  - Approx. 30 third party supplier contracts updated and refreshed
- Additional functionality delivered whilst making service improvements
  - Operational excellence initiatives resulting in over 15% increase in capacity of in-scope population
- Refreshed customer satisfaction programme rolled out with high CX and NPS scores
- Cutting edge CX Lab and Academy established on site
  - 25 CX Mindset sessions held with transferred employees and Aegon staff
  - 10 CX and 15 LEAN Academy graduates
- New employee and stakeholder engagement programme established
- Highly engaged, motivated and up-skilled employees with access to advanced training and career opportunities

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# About Atos

Atos is a global leader in digital transformation with approximately 100,000 employees in 72 countries and annual revenue of around € 12 billion. European number one in Big Data, Cybersecurity, High Performance Computing and Digital Workplace, the Group provides Cloud services, Infrastructure & Data Management, Business & Platform solutions, as well as transactional services through Worldline, the European leader in the payment industry. With its cutting-edge technologies, digital expertise and industry knowledge, Atos supports the digital transformation of its clients across various business sectors: Defense, Financial Services, Health, Manufacturing, Media, Energy & Utilities, Public sector, Retail, Telecommunications and Transportation. The Group is the Worldwide Information Technology Partner for the Olympic & Paralympic Games and operates under the brands Atos, Atos Consulting, Atos Worldgrid, Bull, Canopy, Unify and Worldline. Atos SE (Societas Europaea) is listed on the CAC40 Paris stock index.

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