

# Case study: Legal & General

## Data and technology strategy for customer experience transformation

### Highlights

- Consultancy, design and delivery
- Accurate, responsive segmentation
- 1st party data enrichment
- Real-time persona matching
- Ethical usage of GDPR compliant data

### About Legal & General

Legal & General is the UK's largest provider of individual life assurance products and a top 20 global asset manager. Founded nearly 200 years ago, today the company aims to improve the lives of customers, build a better society for the long term and create value for shareholders through inclusive capitalism.

As one of Europe's largest insurance providers and a major global investor with over £1.3 trillion in assets under management, Legal & General has long-standing expertise in safeguarding people's financial futures.



### The Challenge

#### A technology roadmap to deliver excellent customer experience

James O'Keefe, Commercial Director and Transformation Lead, explains: "Legal & General had set out a clear strategy to drive growth in our direct sales business by being a data led, technology enabled and customer experience-focused digital business. It sounds a simple approach, but we had unique challenges to tackle in our disparate legacy systems and data. The post-GDPR landscape is a critical context too: like all responsible organisations, we're committed to being compliant, but we're also looking ahead to the future of global digital privacy.



We needed a data and technology partner that could help us think our data strategy through and work with us to define the practices, processes and technology solutions to make it happen. The end game was better use of first-party data for effective segmentation, in order to deliver more impactful and relevant customer experiences to customers and prospects.





## The Challenge

### Accurate and complete enriched data for actionable analysis

James and his team worked with CACI's consultants to develop a data and technology roadmap to drive commercial and customer growth. "We needed a foundation of lawful and accessible first-party data that we could enrich with third-party data to provide meaningful customer insight at a sub-segment and attribute level. This would inform and enable customer and prospect engagement." CACI provided overall consultancy, practical advice and skills to accelerate development plus on-demand technical support

Legal & General had already selected Adobe Campaign Standard for marketing campaign execution. James asked CACI to deploy this as a first step on the journey to delivering a fully evolved, data-led customer experience strategy. James says, "In any transformation programme, it's worth looking for quick ways to deliver value early on, to prove the ROI and demonstrate results. We had a gap in our tech stack that Adobe Campaign filled. CACI worked with us to join data sources, create clean and enriched datasets and to launch the platform. It was an important proof point that delivered good campaign results, gaining buy in and further commitment from stakeholders as well as investment from sponsors."

With the CACI Demographic Data API, Legal & General is getting even more value from their Acorn and Ocean datasets and CACI-built custom segmentation.

Using this real-time connection, CACI provides Legal & General with Ocean characteristics in real time, such as wealth, age and attitudes, to match with prospects and customers in a privacy safe and compliant manner. This means they can be assigned a best-fit persona and served the most relevant and useful customer journey immediately. It also informs and refreshes Legal & General's models. It's an innovative way to put together powerful technology and data to create personalised customer experiences from the very first moment.



CACI's consultants were instrumental in configuring and setting up our Adobe Campaign Standard instance, helping us assemble and unify the data required. This drove quick, early benefits from a much better conversion journey and - importantly - a much improved and more personalised customer experience.





It's testament to CACI's breadth of skills that we were able to look to you for guidance and support in every aspect of the customer experience strategy and deployment. I call it your 'bench strength' - CACI's consistent knowledge and capability across the board. There's great account leadership: when we need to be connected to expertise in different parts of CACI you get us in front of the right person. And then, when we're discussing challenges and opportunities with CACI specialists, we know they're the people that will go on to design and deliver the solution. Unlike some, you don't hand us off to a backroom team to do the crucial work. The approach is transparent and direct, which really works for me.



## The Results

### Prospecting and campaigns driven by customer needs

Legal & General now has proven technology and data to enable business growth through better customer experience. It's designed for continuous evolution and development, as Legal & General gathers more insight from every campaign.

"Our approach is access, analysis and activation," says James. "Access means lawful and structured data that's accessible for segmentation. Analysis means being able to derive insight and create models from the data that tell us where and how to engage most effectively. Activation is executing the campaigns efficiently and feeding results back in to continuously improve customer experience.

"When people want protection and life assurance products, it's often as a result of a key life event that can be hard to predict. For example, getting into a serious relationship, buying a property together, a job change, having a child or experiencing a bereavement. Understanding our existing customers gives us modelling data to focus on effective contacts with prospective customers, giving them information they want and need at the right time, through their preferred channels."

CACI's Ocean consumer data enriches Legal & General's first-party data, giving a clearer picture of preferences, behaviours and motivations. The team can prioritise marketing spending and campaigns to make the biggest business impact. Legal & General customers and prospects now receive marketing communications that feel relevant to their life stage and priorities.

## The Benefits

### Measurably improved uptake and engagement; continuous optimisation

James says: "The results are excellent. We have market-leading campaign deliverability rates. Compared to our legacy system, we have doubled open rates, trebled click-through rates and greatly improved the open-to-sale ratio.

"The big difference is that we've left behind our previous one-size-fits-all approach, replacing it with a far more segmented and customised conversion journey. We're no longer reliant on averages. We have multiple representations of customers and we're able to optimise continually by balancing the commercial benefits against the cost and complexity of running more campaigns.

"Very importantly, this is all within our control. Now, we're into activating and operationalising the data - we're creating the right conditions and operating model to optimise the automation for the best customer and commercial outcomes. We didn't want to create a monolithic black box machine, dependent on a third-party solution handing us answers. We have transparency so we can see exactly what drives value. We can understand precisely how we're influencing customer outcomes and adjust the approach to meet our business goals."