

Complaints & Case Management Buyer's Guide


For Australian Financial Services Organisations

A practical guide to help you select a solution
for managing your complaints



Ready for What's Next, Now™





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Table of Contents

- › The importance of regulatory compliance
- › Build or Buy?
10 points for you to consider
- › Why CRMs are not case management systems
- › The fair treatment of vulnerable customers
- › What's next?



The importance of regulatory compliance

A complaints management system represents a powerful solution to meet new regulatory challenges, including ASIC's RG 271 guidelines. It delivers out-of-the-box compliance features designed specifically for the Australian financial services sector. These features can include report formats, task management, workflow management and vulnerability detection, furnishing your business with the depth and breadth of functionality required to ensure watertight regulatory compliance.

Data Integrity

Intuitive workflows guide frontline staff through the registration and informal resolution process. This ensures mandatory information and activity are captured accurately in a single, centralised location, before the complaint is automatically escalated to the relevant IDR Team/Officer. This single view of the case enables greater responsiveness and the ability to immediately acknowledge the customer.

Efficiency & Compliance

A complaints management system should encapsulate all the elements of RG 271 as standard processes, with time-consuming, repetitive steps such as responding to customers, escalation procedures and reminders all automated and handled by the system. Automatic mail merge functionality can auto-populate case data into generated communications, which can be then mailed or emailed to the customer as per customer preference.

Data Insight

When selecting a complaints management system you should look for a platform that can produce comprehensive regulatory reports using the IDR data dictionary. Interactive, customisable dashboards can provide at-a-glance visibility into the MI that matters the most to your business – from case pipelines and outstanding tasks, to performance metrics, root cause trends, and more.





Build or Buy? 10 points to consider

Traditionally, concerns that third-party solutions won't meet specialised needs have led some businesses to build custom applications in-house instead. But there are a number of fundamental areas where the benefits of buying a packaged solution outweigh those of building and developing in-house. Here are 10 points to consider now.

- **1. Proven and Measurable Benefits** – You need a system with a track record of delivering benefits in key areas such as regulatory compliance, business improvement, productivity enhancement and increasing customer satisfaction.
- **2. Reduced Risk**– After you've built your own system, there's no protection if the code doesn't work or can't be configured how you need it to be further down the line. Time is money – and for large organisations, delays can mean millions in potential lost revenue.
- **3. Significantly Reduced Costs and Time Scales** – You can buy, implement and have a complaints management system delivering business value in a fraction of the time it takes to design, code, document, train for and implement any additional configurations to your existing in-house system. In most cases, developing on top of an in-house system will be cost-prohibitive, time-consuming, and difficult to implement. Statistics from the Standish Group show that an average internal build costs 189% of its initial estimate and takes 222% of the expected time – in other words, more than twice as long.

1. The Standish Group Report, Chaos





- › **4. Day One Readiness** – You want a system that’s continually updated, debugged and prepared, making it ready for your immediate use and delivering operational and revenue-enhancing benefits in the shortest possible time. With an in-house product, your staff will often be testing and debugging the core solution and making updates on an ongoing basis.
- › **5. Future-Proofing** – After installing a complaints management system you’ll be provided with guaranteed access to patches, software updates, user groups, updated documentation and technical support to ensure your organisation is kept up to date with changes in technology and current market requirements. Can your in-house developers commit the same level of resource on a long-term basis, or have they already moved on to the next project? What happens when a regulatory review changes your market?
- › **6. Configuration** – A complaints management system can be easily configured to meet the unique requirements of your organisation and is flexible enough to keep pace with your ever-changing business needs. Updating and further configuring an in-house product will take considerable time and money.
- › **7. Scalability** – A complaints management system that offers a modular product suite can be beneficial. You can add modules based upon your changing business requirements and budget, often by just purchasing a licence. You can start off small and add-on as needed, reaching an enterprise deployment with relative ease.

- › **8. Knowledge and Experience** – In a complex area like enterprise-wide complaint and feedback management, it pays to talk to the specialists. The Aptean team has expert knowledge of feedback solutions, understanding what customers and users need in a package. In-house developers don't always have this understanding and explaining it to them can be time consuming, costly and risky. We have the in-depth knowledge of business needs, compliance rules and common issues from working with customers right across the industry.
- › **9. High Quality Training and User Documentation** – The documentation and training that comes with our software is more advanced than with an in-house product. Aptean provides essential documentation that's both technical and end-user oriented, and we're always on hand to train new staff to ensure your solution is providing optimum value.
- › **10. Support** – Your in-house developers will typically support various systems and different areas of the business. We offer specialist help desk support so expert advice is always on hand.




Why CRMs are not case management systems

Trying to manage complaints with a Customer Relationship Management (CRM) system isn't uncommon, primarily because using an existing system to handle CRM and Case Management makes commercial sense when you look at it upfront. So, why invest in a separate system when you have a CRM solution already? Well, many organisations find that the CRM approach soon results in additional costs not identified in the evaluation phase, alongside a whole host of other unforeseen issues.

- › **1.** A CRM system will always be for CRM first and foremost. This means that whilst it may have some capabilities to record complaints, the solution's focus will always be to manage customer relationships from a sales and marketing perspective. Future development and direction of the solution will be to support enhancements in this area and not the functions requiring complex workflows and activities that an effective complaints process requires.
- › **2.** CRMs don't have the right functionality to support complaint management workflows and activities. Whilst they may have the basic concepts of tasks and activities, they aren't equipped to support the complex processes that require knowledge workers to navigate different event-driven stages. This often leads to knowledge teams spending additional time on admin and workaround tasks instead of focusing their efforts on complaint resolution.



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- › **3.** Further to point two, frontline and IDR teams are often put at risk of missing crucial SLAs, resulting in further cost to the business and negatively impacting mandatory SLAs. Furthermore, staff morale is inevitably affected when case officers don't feel empowered to make the right decisions in a timely manner.
 - › **4.** CRM reporting is geared towards improving the funnel and revenue. Due to a lack of case management capabilities, reporting outputs are basic and don't meet the demands of regulators (especially ASIC's reporting requirements).
 - › **5.** RG 271 outlines the updated requirements for how financial firms should deal with consumers and small business but these won't be the only changes. A CRM isn't dynamic enough to support these changes without a significant cost to the business. In comparison, a complaints management system is highly configurable, able to efficiently manage ongoing regulatory changes as and when they occur.

While it's often suggested that a CRM system can handle complaints processes, the regulations for managing complaints wouldn't be increasing if CRMs were able to handle the needs of both consumers and regulators. Many businesses go down the CRM route until they realise it actually costs more to try and handle complex complaint management processes within a CRM.

A complaints management system isn't a CRM replacement. A good complaints management system will sit alongside your CRM, integrating seamlessly to support all your IDR needs whilst still being able to use the CRM for all other customer relationship activities.



The fair treatment of vulnerable customers

The issue of the fair treatment of vulnerable customers has become a more pressing priority for insurance companies in light of the global pandemic. The onus is now on insurance businesses to uphold the highest standards when managing vulnerable customers, many of whom are newly vulnerable, with little experience of how to seek assistance.

Identifying customer vulnerability

One of the key challenges for insurance businesses is identifying vulnerable customers. Some customers are reluctant to disclose information that may identify them as vulnerable; some don't even realise they are vulnerable, and others may be experiencing transient vulnerability. You need a system that offers a built-in sentiment detection capability picks up on certain language cues or patterns in behaviour, flagging a customer as potentially vulnerable to enable you to respond accordingly.

A consistent approach

By embedding vulnerability policies and framework into the case management lifecycle, a complaints management system can proactively bring vulnerability considerations to the forefront, signalling when a particular threshold is met. And, additional fields can be made available to call handlers at different stages of the customer journey to ensure vulnerability factors are considered at every step of the way.



Insightful feedback

Customer feedback can also play a key role in indicating customer vulnerability. Via integrated feedback mechanisms provide a deeper insight into the customer's unique set of circumstances and experiences with your business. When fed back into the organisation, this valuable information helps to better understand a customer's needs, informing the approach to take in all future interactions.

Customer experience

With a complaints management system, you can ensure customers are receiving an excellent customer experience, tailored to suit their particular situation, no matter how complex. The system's ability to accurately record every interaction ensures frontline staff are furnished with a comprehensive single view of the customer at all times, fully aware of how best to meet the specific needs of each and every customer.

Transparency

For regulatory purposes, a complaints management system can provide the transparency and accountability necessary to demonstrate how your organisation is treating vulnerable customers fairly. In-depth, tailored reports provide the right information to the right people at the right time, underpinning robust compliance in-line with the standards laid out by ASIC.



What's next?

Aptean Respond is a complaints management and compliance solution designed to meet the specific challenges faced by the insurance industry. Its advanced functionality manages the end-to-end complaints process, ensuring water-tight compliance with the most stringent of regulatory requirements. Leveraging feedback to drive valuable business improvements, Respond can optimise your customer service and complaints function, nurturing long-term customer relationships and building a solid foundation for business growth.

Complaint management

Respond enables you to deal with complaints efficiently and professionally, ensuring consistency, speed and quality of resolutions via a centralised complaint management solution. While the majority of financial services customers (76%) expect their complaint to be resolved 'immediately', the reality is that less than 20% of customers experience this kind of immediacy. With Respond, the ability to capture all customer interactions in one location provides a single version of the truth, informing every customer interaction with accurate, up-to-date information, for timely and effective resolutions.

The functionality to carry out root cause analyses helps to identify any underlying issues, with in-depth feedback capture mechanisms generating actionable insights into how to deliver continuous improvements across the business. Robust, configurable reporting capabilities deliver the comprehensive information and insight needed to monitor performance while fulfilling IDR reporting requirements.

- › End-to-end complaint management to resolve complaints faster
- › A single version of the truth
- › Able to handle even the most complex of complaints
- › Configurable to suit your specific business needs
- › In-depth root case analysis to identify underlying issues
- › Comprehensive dashboards for easy access to key metrics
- › Data reporting in line with mandatory IDR reporting requirements
- › Automation of time-consuming, error-prone manual tasks
- › Facilitates multiple customer communications channels



Customer experience

One in three customers say they'll walk away from a brand after just one bad experience, a worrying figure for the insurance industry where customer loyalty is key. Respond ensures a consistently good experience for customers. It allows you to provide an effective, efficient service, elevating the customer experience to create a real competitive advantage for your organisation. Customisable workflows and templates help to resolve issues faster, improving outcomes, with robust quality assurance processes in place to underpin continued best practice.

- › Improve quality and consistency of the end-to-end customer journey
- › Streamline processes and procedures for faster working
- › Monitor staff performance and highlight areas for development
- › Capture actionable insight to achieve customer experience excellence
- › Equip frontline staff with the tools and skills to identify vulnerable customers

2. Complaints Outlook 2019, Huntswood

3. Experience is Everything, PWC





Aptean Respond's Consumer Vulnerability Detection

Aptean Respond's Consumer Vulnerability Detection feature is a built-in text analytics tool that flags signs of potential vulnerability. Once alerted to a vulnerability marker, your case handlers can take a closer look at the context, assessing whether a different process or solution is needed to provide the best outcome for the customer.

This first-of-its-kind solution scans all electronic customer communications for possible indicators of vulnerability, underlining potential vulnerability markers within the communication and displaying them in a separate panel. Case handlers can add comments to the flagged text to evidence how they are assessing and responding to each potential vulnerability, a commentary that stays with the Case so it can be reviewed at any time.

If a case handler feels text has been incorrectly flagged as a vulnerability – or even missed completely – they can manually amend the assessment and send feedback to Respond, all without leaving the Case they're working on. This end-user feedback loop ensures continuous improvements to the feature without disrupting your team's workflow.

Aptean: an experienced partner

Having worked with the financial services industry for over 25 years, we understand the daily pressures you face. We recognise the shift in the risk profiles that insurance companies are taking on, and the inevitable customer friction this can cause, making it more important for businesses to ensure high quality customer service. New regulations from ASIC add even more daily pressures, with a renewed focus on compliance calling for a review of internal processes and procedures.

Respond's functionality has been finely tuned to address these very issues, drawing on the long-term knowledge, experience and expertise of the Aptean team to help insurance businesses best manage the entire complaint and internal dispute resolution (IDR) process.





Are you Ready to Learn More?

For financial services organisations serious about upping their complaints and compliance game, Aptean Respond represents the best way to achieve this. Book a product demo now to see how Aptean Respond will ensure your business is one step ahead, stealing a march on the competition in an increasingly crowded and complex marketplace.

Contact us at info@aptean.com or visit www.aptean.com.



Aptean provides very specific industries with very specific ERP, supply chain management, and customer experience solutions. In today's fast-paced, highly competitive economy, organizations don't have time to waste forcing homegrown software, spreadsheets, and one-size-fits-all solutions to do things they were never designed to do. Aptean is on a mission to end those work-arounds – with industry-specific solutions instead of generic software, expert support instead of making you go it alone, and a steady influx of new ideas instead of the status quo.

For more information, visit www.aptean.com.