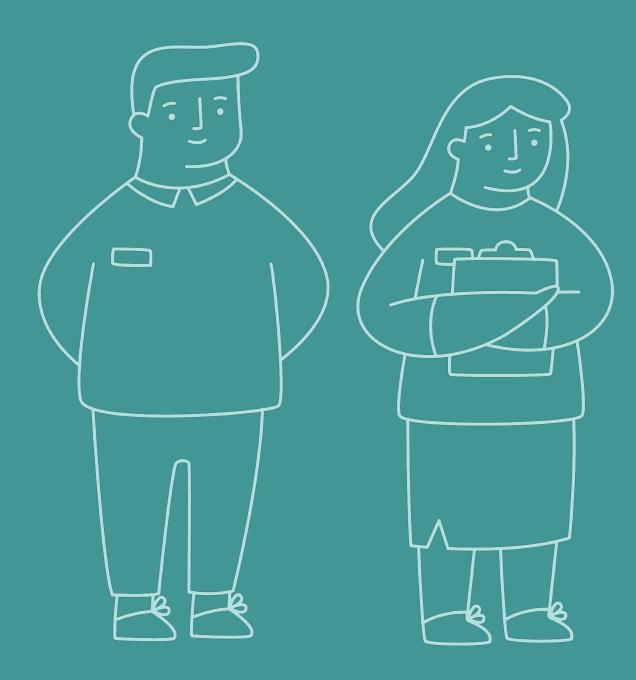
## Manulife Financial For your future™



Joyce Aquino

Emily Cheung

Rebecca Harrington

Carmen Li

# III Manulife

## Business Problem

The big scope

The insurance industry is ready for disruption.

"Today's consumers expect insurers to engage them in their context via personalization, responsiveness and seamless experiences across all touch points." - IBM, 2015

CEO Roy Gori expressed the need for Manulife to invest in digital technology to improve customer experience

Manulife's existing mobile application is detracting from their customer experience

CEO Roy Gori expressed the need for Manulife to invest in digital technology to improve customer experience.

"We need to transform our business to be much more of a technology-driven company. We need to become a much more customer-oriented organization and quite frankly the entire industry does. In many ways, if I'm absolutely honest, our industry is still in the dark ages." - Roy Gori, 2017 Manulife's existing mobile application is detracting from their customer experience.

Uses insurance jargon, making it difficult to understand.

Making processes complex, creating a heavy cognitive load for customers.

Lack of transparency reflects poorly on the brand, causing customers to believe the company is unreliable.

CEO Roy Gori expressed the need for Manulife to invest in digital technology to improve customer experience.

"We need to transform our business to be much more of a technology-driven company. We need to become a much more customer-oriented organization and quite frankly the entire industry does. In many ways, if I'm absolutely honest, our industry is still in the dark ages." - Roy Gori, 2017 Manulife's existing mobile application is detracting from their customer experience.

**Uses insurance jargon**, making it difficult to understand.

Making processes complex, creating a heavy cognitive load for customers.

Lack of transparency reflects poorly on the brand, causing customers to believe the company is unreliable.

## Opportunity

To elevate customer service, performance, and client satisfaction by improving the customer experience on Manulife's digital application.

Established insurance company.

#### More opportunity

established, older insurance companies have a need to expand into digital and improve existing digital platforms.

Our reason to believe.

Manulife Financial Corporation is the largest insurance company in Canada, recognized by Mediacorp as one of the Top Employers for Young People in Canada in 2018.

## Opportunity

To elevate customer service, performance, and client satisfaction by improving the customer experience on Manulife's digital application.

Established insurance company.

#### **More opportunity**

established, older insurance companies have a need to expand into digital and improve existing digital platforms.

Our reason to believe.

Manulife Financial Corporation is the largest insurance company in Canada, recognized by Mediacorp as one of the Top Employers for Young People in Canada in 2018.

## Opportunity

To elevate customer service, performance, and client satisfaction by improving the customer experience on Manulife's digital application.

Established insurance company.

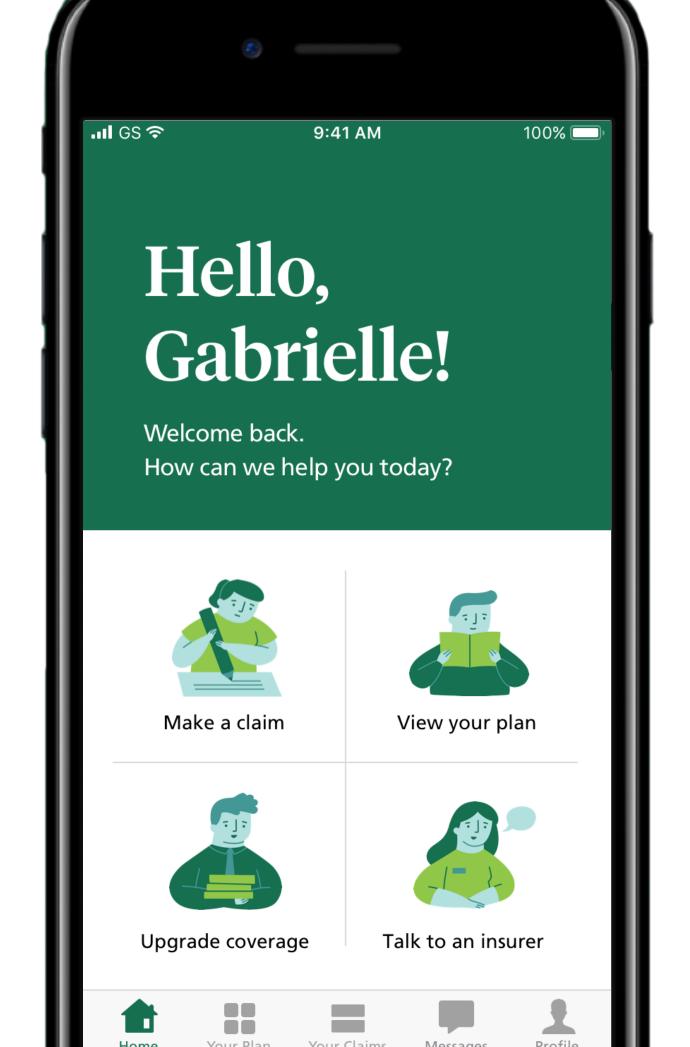
#### **More opportunity**

established, older insurance companies have a need to expand into digital and improve existing digital platforms.

Our reason to believe.

Manulife Financial Corporation is the largest insurance company in Canada, recognized by Mediacorp as one of the Top Employers for Young People in Canada in 2018.

## Manulife Forward

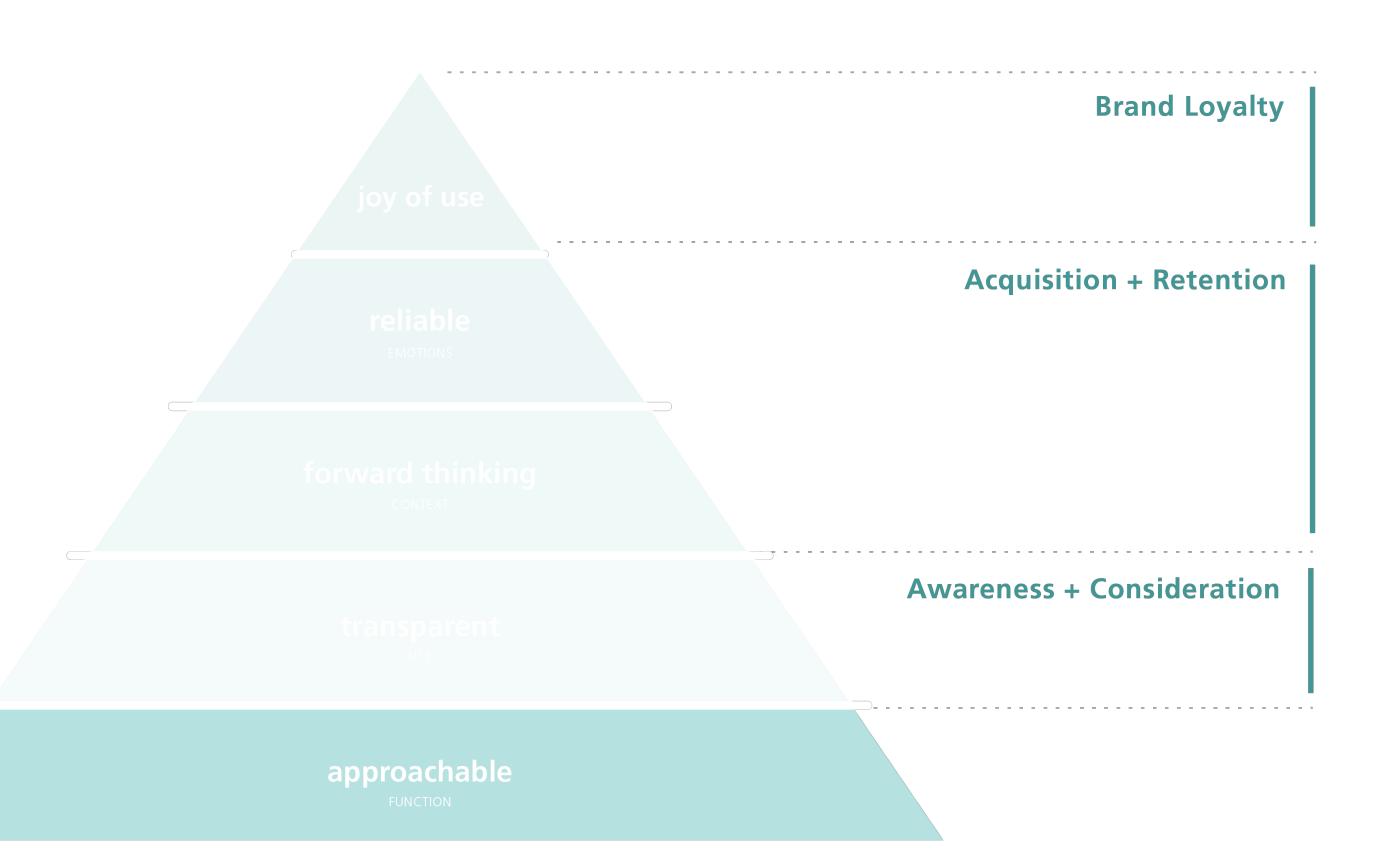


A mobile application for Manulife's customers to manage their health insurance, leveraging digital capabilities to offer a personal and adaptive service.

Manulife Forward fosters and maintains relationships with younger customers throughout their lifetimes, strengthening Manulife's customer base long-term.

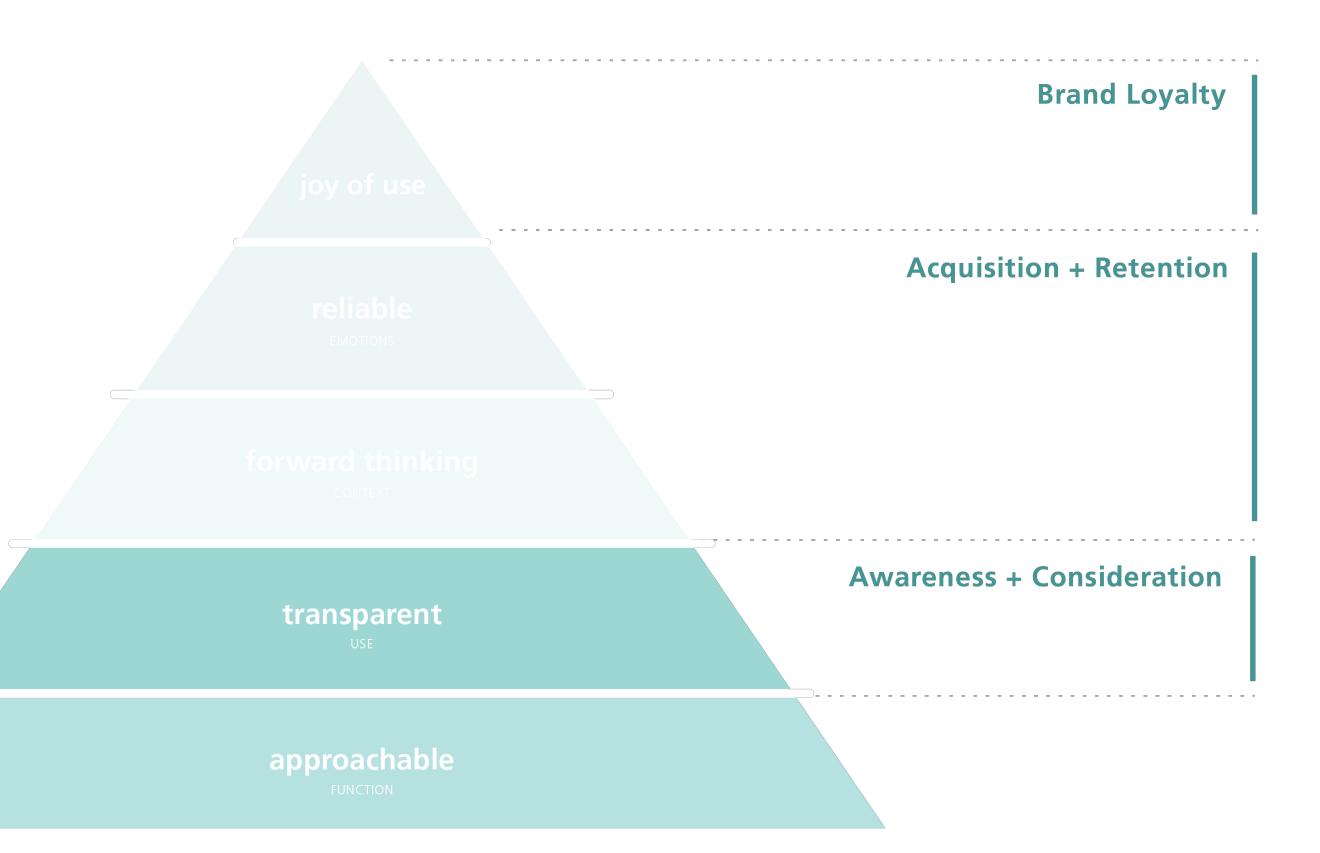
#### Approachable

Making insurance feel less intimidating.



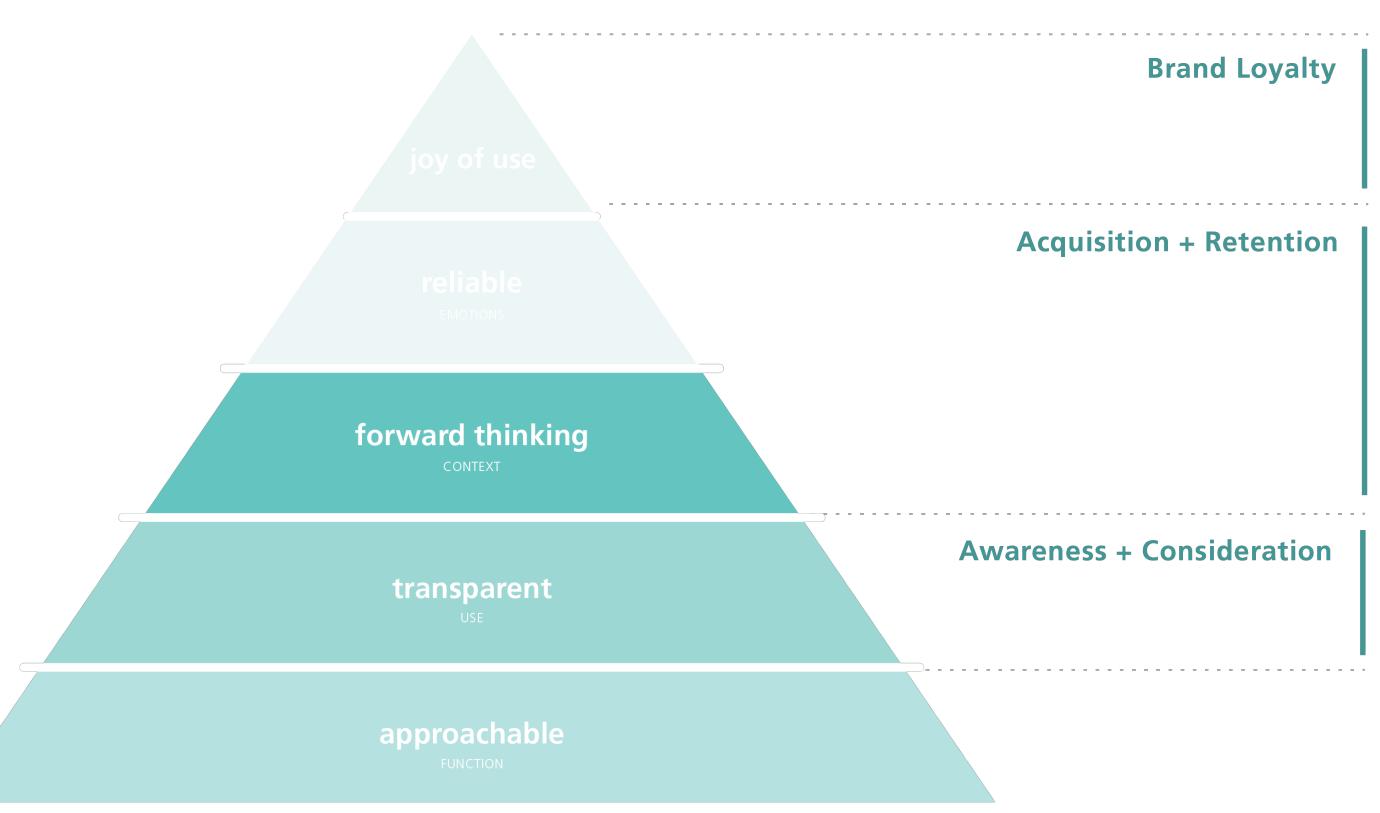
#### Transparent

Keeping customers informed and involved.



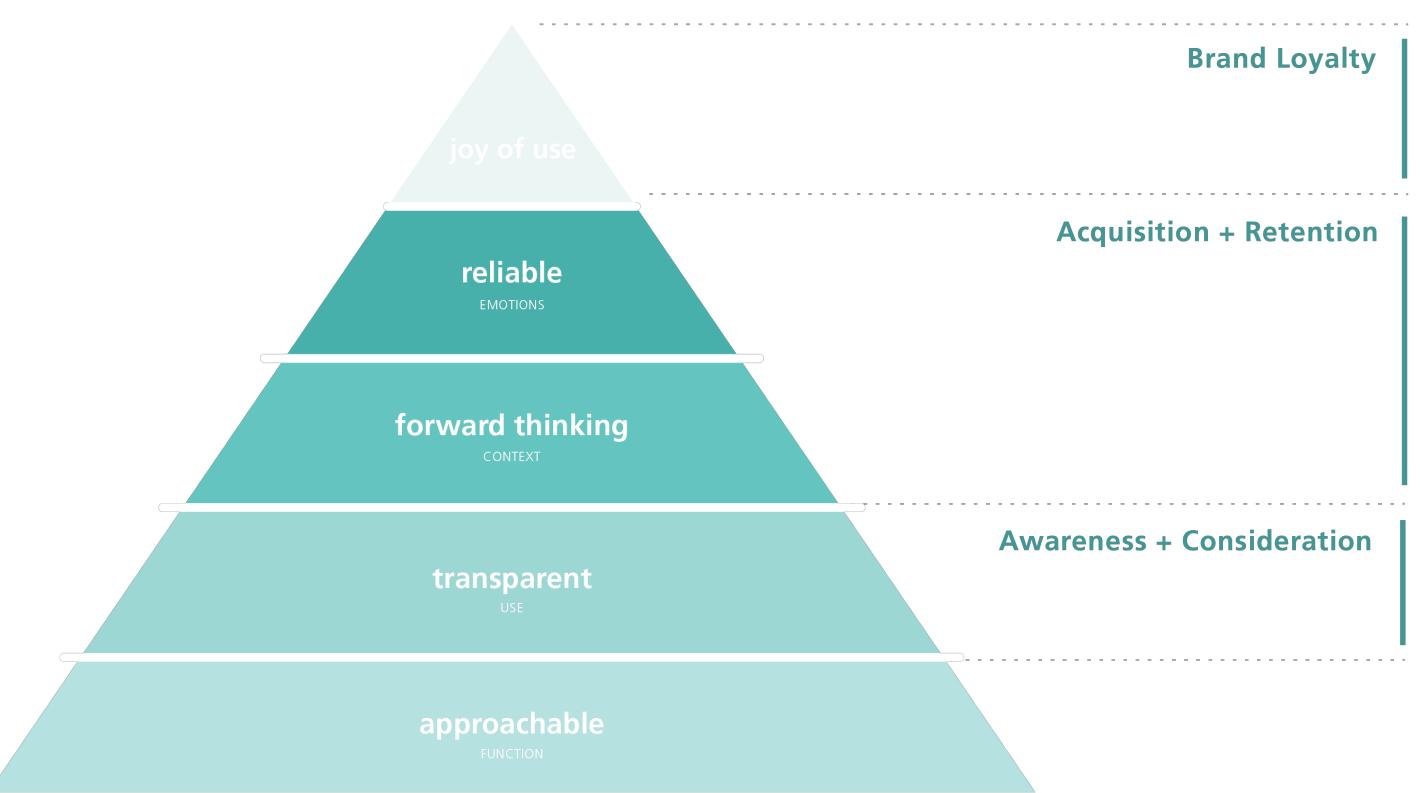
#### **Forward Thinking**

Capable of handling many situations by anticipating customer needs.



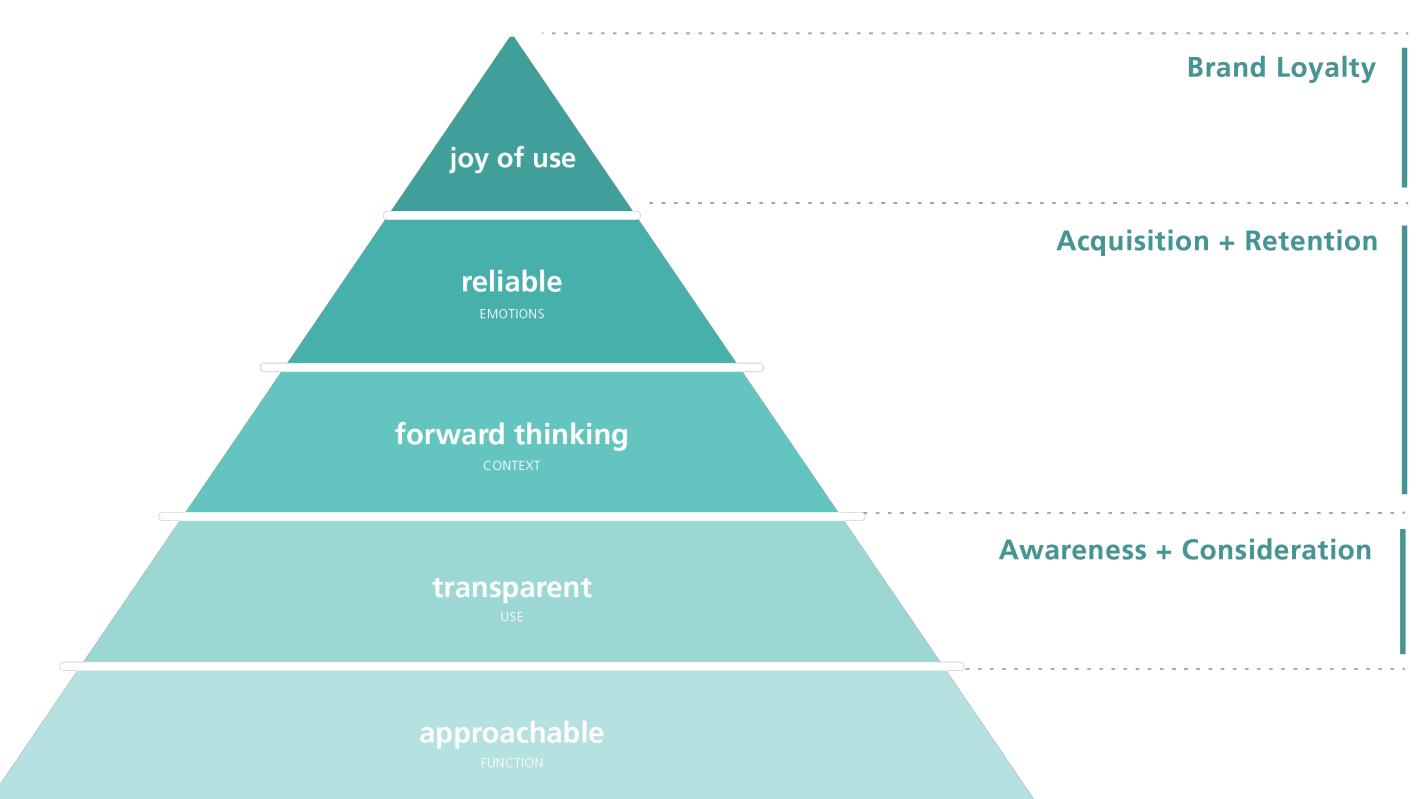
#### Reliable

Instilling confidence in our customers.



#### Joy of Use

Transforming customers from occasional to loyal customers.



# Target Audience

People ages 25-40, Manulife customers.

Individuals are no longer covered under their parents' benefits when you reach the age of 25.

Up to age 40 is when people are more likely to embrace new technology if it adds convenience to their lives.



## Key Actors

Who are the people involved in the claims process?

Customer

**Health Practitioner** 

**Manulife Advisor** 

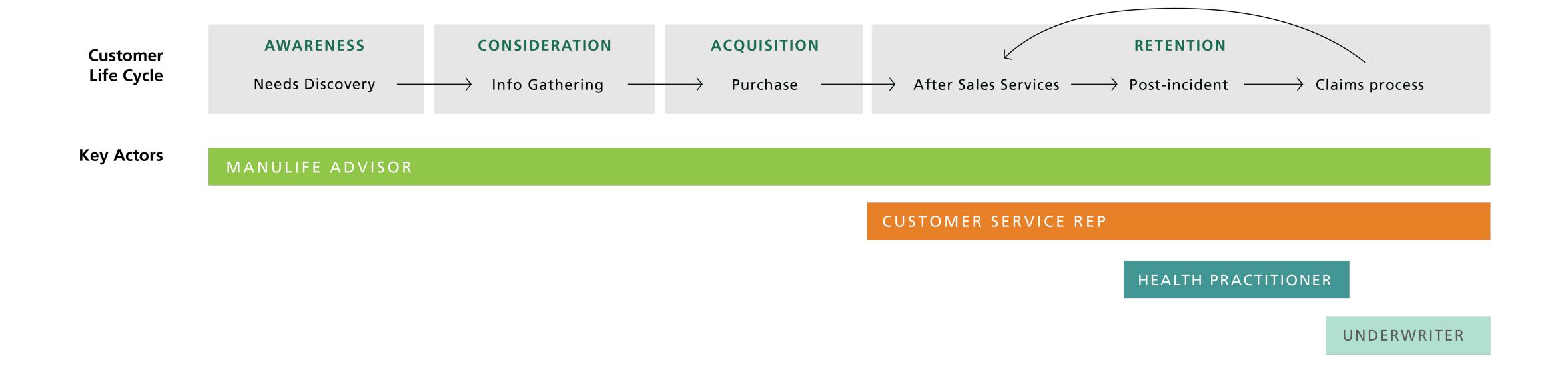
Underwriter

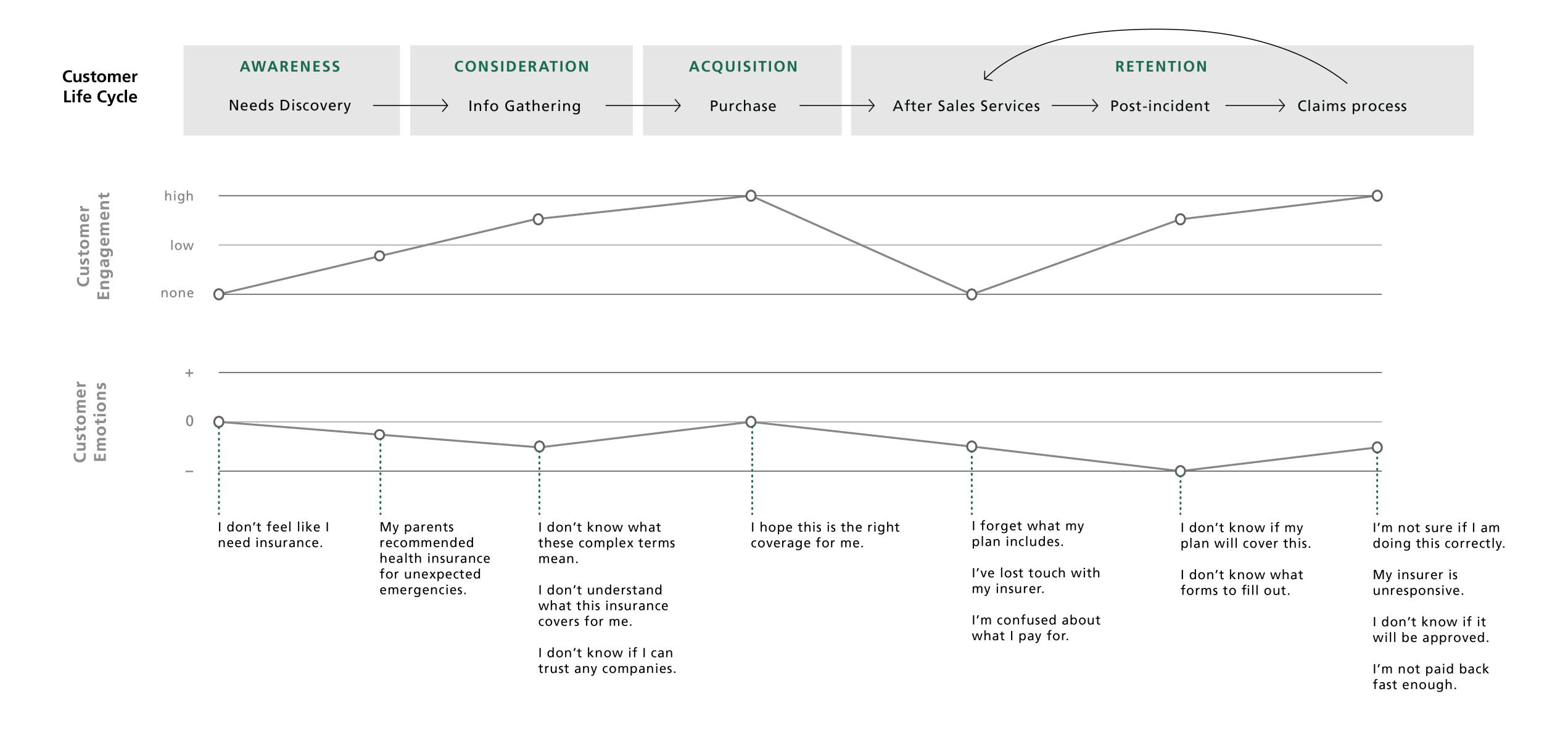
**Customer Service Representative** 

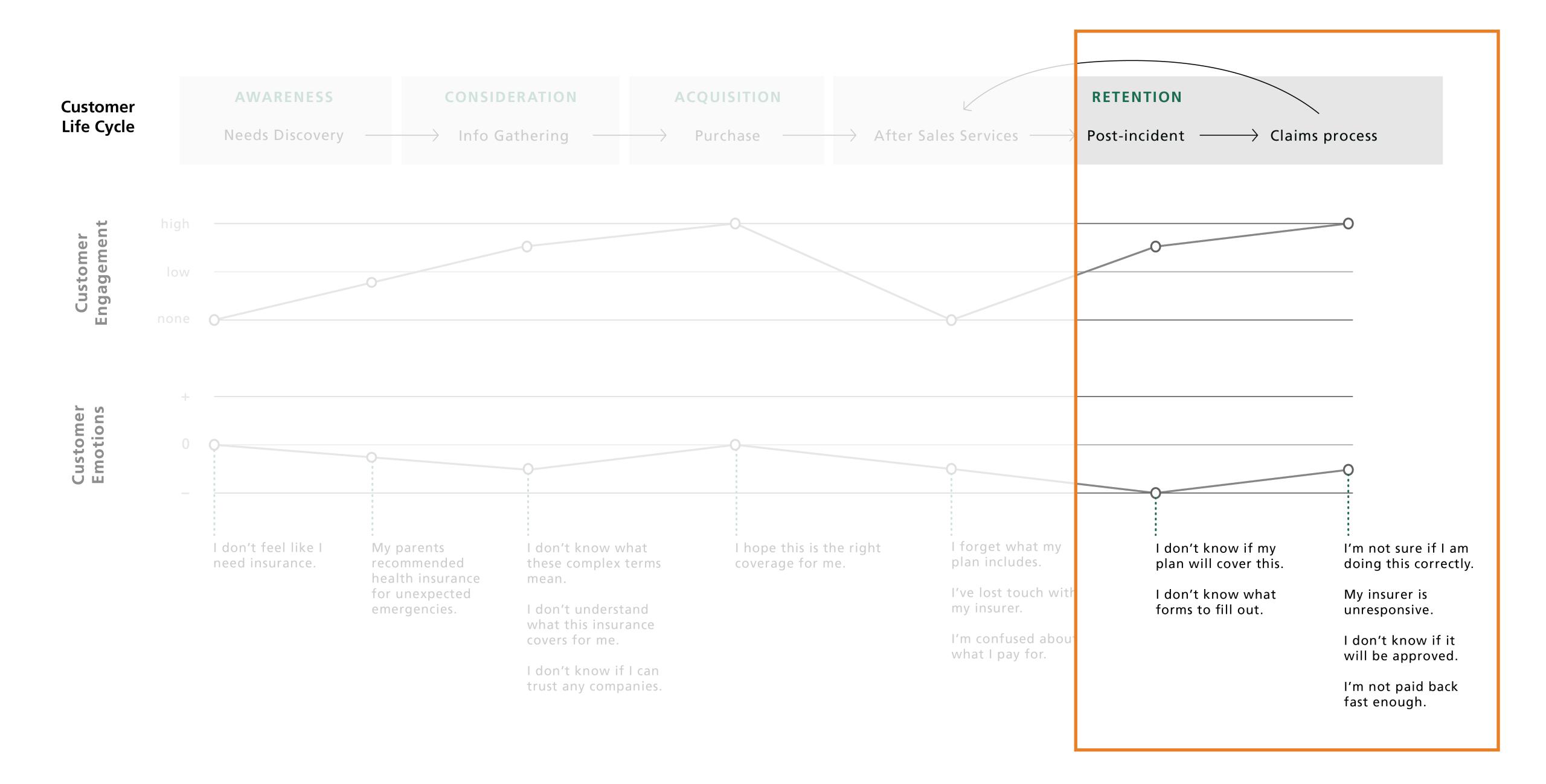


## Fittingin

How would the key actors be placed in the existing Manulife ecosystem?



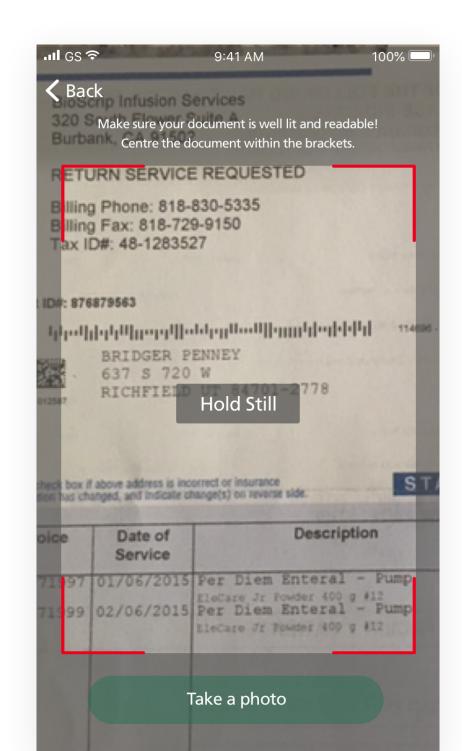




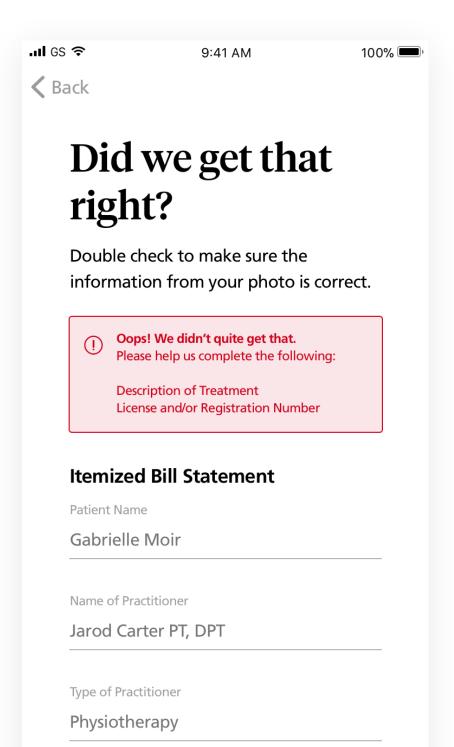


## Error Prevention

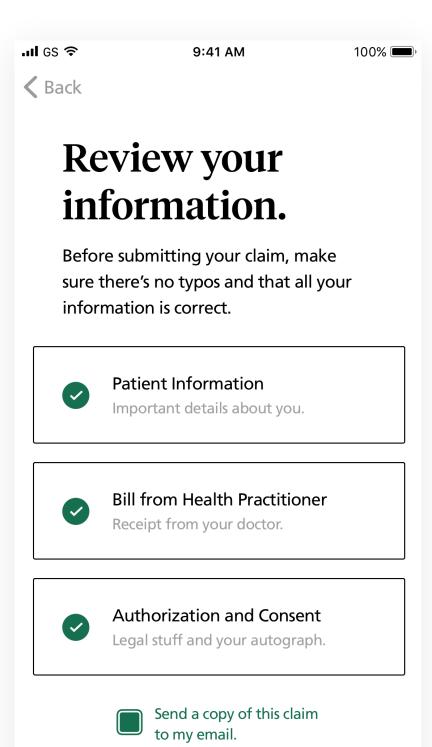
Camera guidance that helps improve the accuracy of scan.



Verification of scanned information to accommodate errors.



A preview of information to review before claim submission.





### Claim Denial

Although Manulife can't control the emotional reaction to a denial, we can be as open and informative as possible in order to minimize confusion.

Using neutral & simple language.

ul GS 🤝 9:41 AM 100% 💳 **Claim #ME9505** Sorry, we can't approve this claim. Unfortunately, the care that you received under this claim is not covered by your current insurance plan. Don't understand why? > Claim documents April 5 submitted Claim is being April 9 reviewed Medical bill can't be verified Claim can't be processed Have questions? Ask for help



### Claim Denial

Although Manulife can't control the emotional reaction to a denial, we can be as open and informative as possible in order to minimize confusion.

Using call-to-actions for seeking help.

.ııl GS 令

9:41 AM

100%



#### **Claim #ME9505**

Filed on April 5, 2018
Reviewed by Christine H.

- Member is in system
- Health practitioner is in-network
- Member benefits apply

#### Not covered by your plan

We're sorry to inform you that this claim has not been approved. The information in your itemized bill statement states physical therapist treatment. However, your current Dental Plus Core Plan does not cover any care under physical therapist practitioners.

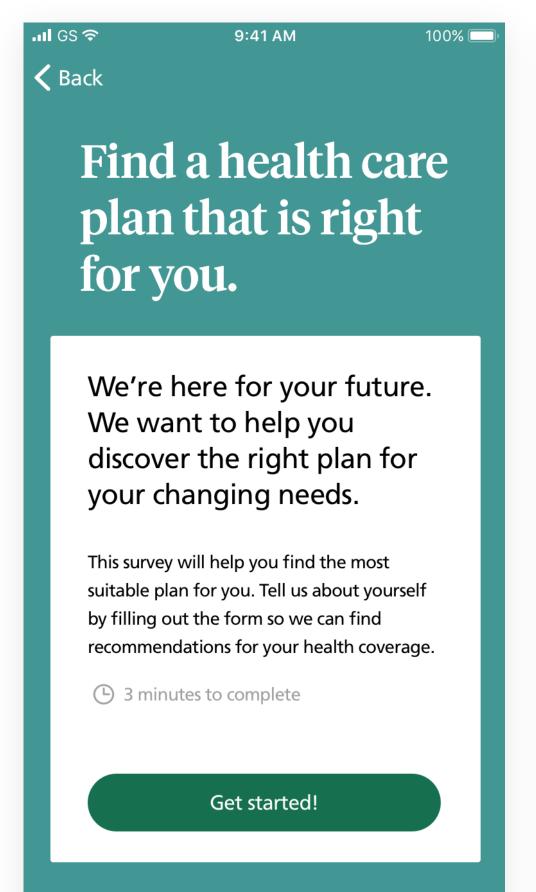
Update my plan

Talk to an insurer



### Questionnaire

Allowing customers to discover insurance plans that are more suitable for their changing needs.





9:41 AM

100% 💳

ııl GS 중

## Dependencies

#### Copywriters

Keeping the friendly, approachable Manulife voice, translating the insurance speak into plain language.

#### Illustrators

Updating visuals throughout
Manulife Forward, creating
illustrations for new definitions.

#### Developers

Updating Manulife Forward based on content changes and provide ongoing maintenance.

tenance.

## Dependencies

#### Intercom (or similar)

A live chat software that allows customer service representatives to quickly respond to customers.

#### **Netverify by Jumio**

Reads, extracts and verifies information from smartphone photographs.

# Design Decisions

**Established insurance** company.

New insurtech.

#### **More opportunity**

established, older insurance companies fall between the need to expand into digital and the need to improve existing digital platforms.

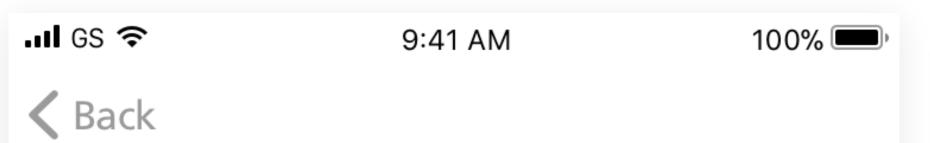
#### **Limited opportunity**

insurtech companies have become a very saturated market and are already developed with a focus on customer needs.

## Design Decisions

#### **Tiempos Headline**

a serif typeface that has less contrast in the strokes of each letter, creating a reliable, friendly yet authoritative feel.



Bill from Health Practitioner

## Submit an itemized bill.

The <u>itemized bill</u> is a receipt from your health practitioner (like a chiropractor, doctor, or massage therapist) that details the services you have received.



Looks like gibberish? Tap on underlined words to read a plain language definition.

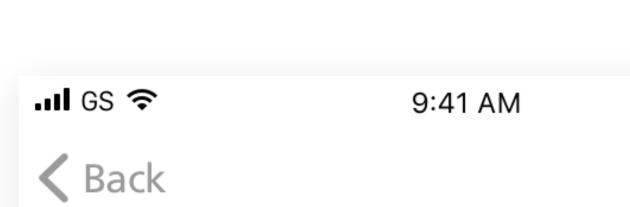
## Design Decisions

#### **Tiempos Headline**

a serif typeface that has less contrast in the strokes of each letter, creating a reliable, friendly yet authoritative feel.

#### **Frutiger**

already a part of Manulife's existing brand guidelines and has a distinct, clean and modern look.



Bill from Health Practitioner

## Submit an itemized bill.

100% 💻

The <u>itemized bill</u> is a receipt from your health practitioner (like a chiropractor, doctor, or massage therapist) that details the services you have received.



Looks like gibberish? Tap on underlined words to read a plain language definition.

## Typography

Friendly but still strong and authoritative.



## Copywriting

Friendly, but not unprofessional.
Serious, but not dull.



9:41 AM

100% 💳



Bill from Health Practitioner

## Submit an itemized bill.

The <u>itemized bill</u> is a receipt from your health practitioner (like a chiropractor, doctor, or massage therapist) that details the services you have received.

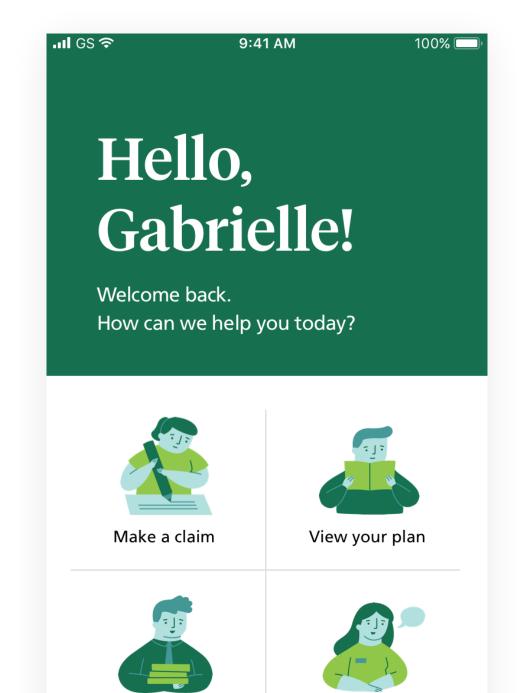


Looks like gibberish? Tap on underlined words to read a plain language definition.

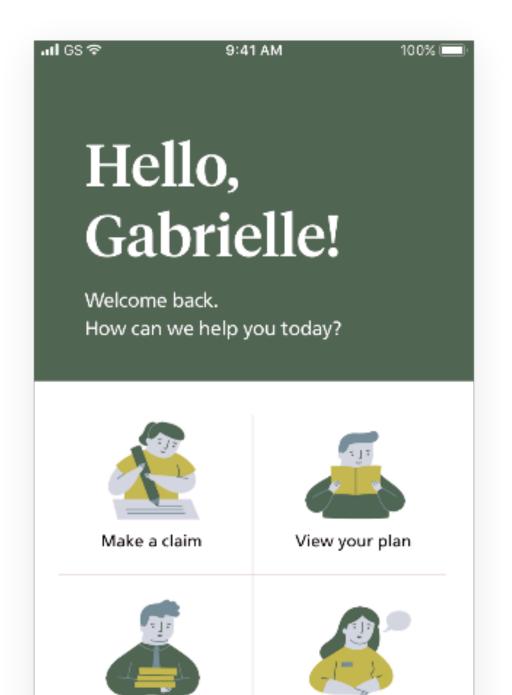
### Colours

OG Green Informative Orange Money Green Diversity Blue Trusty Teal

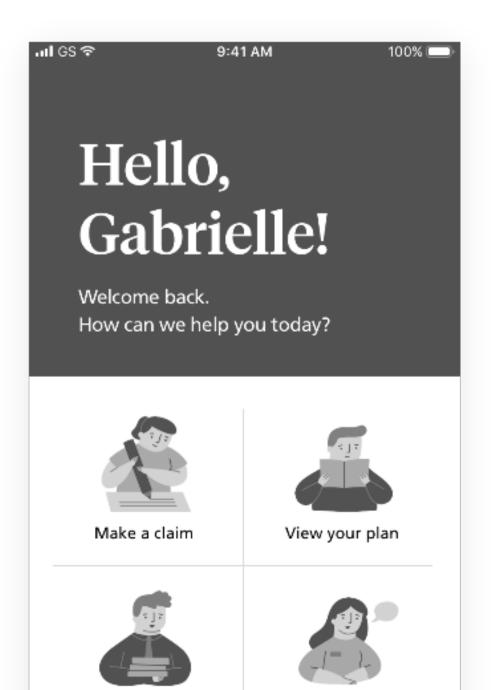
#### Normal



#### Deuteranomaly

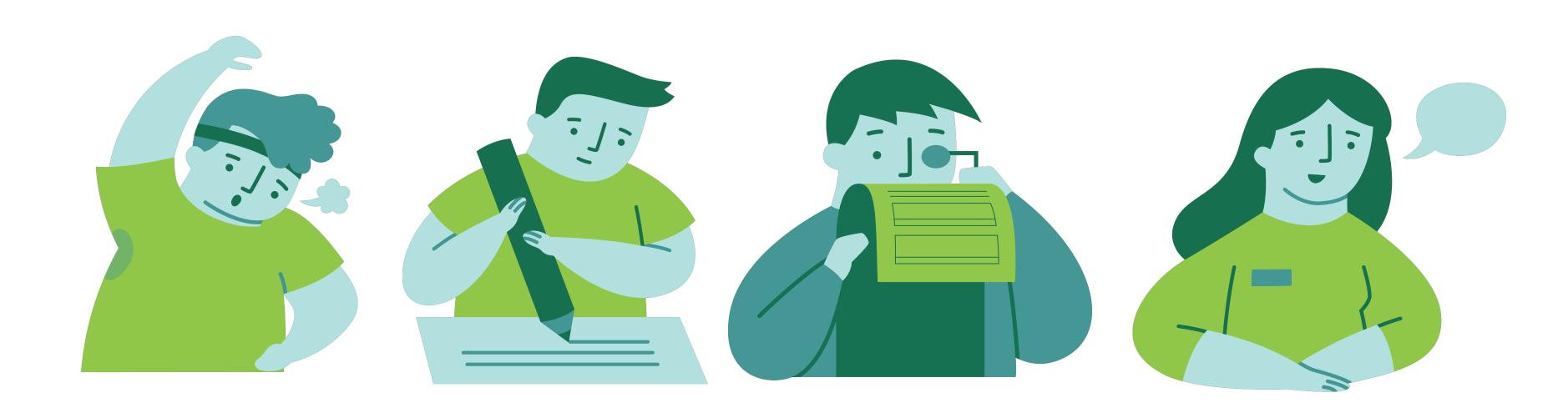


#### Monochromacy



### Illustrations

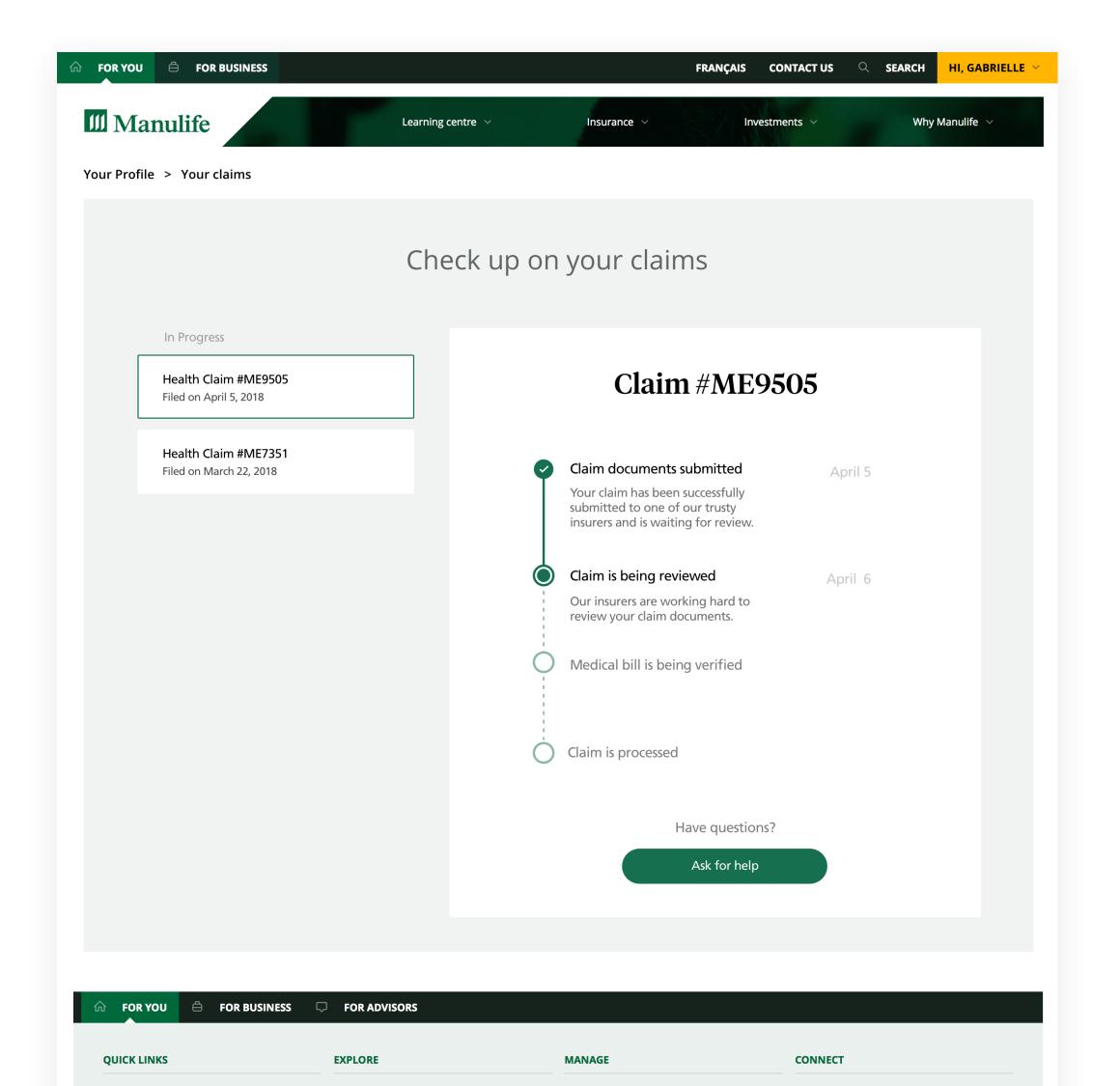
Prioritizing people over objects.



## Considerations + Limitations

Integration with existing web platform.

Considering seamless integration between the app and Manulife's existing website.



## Considerations + Limitations

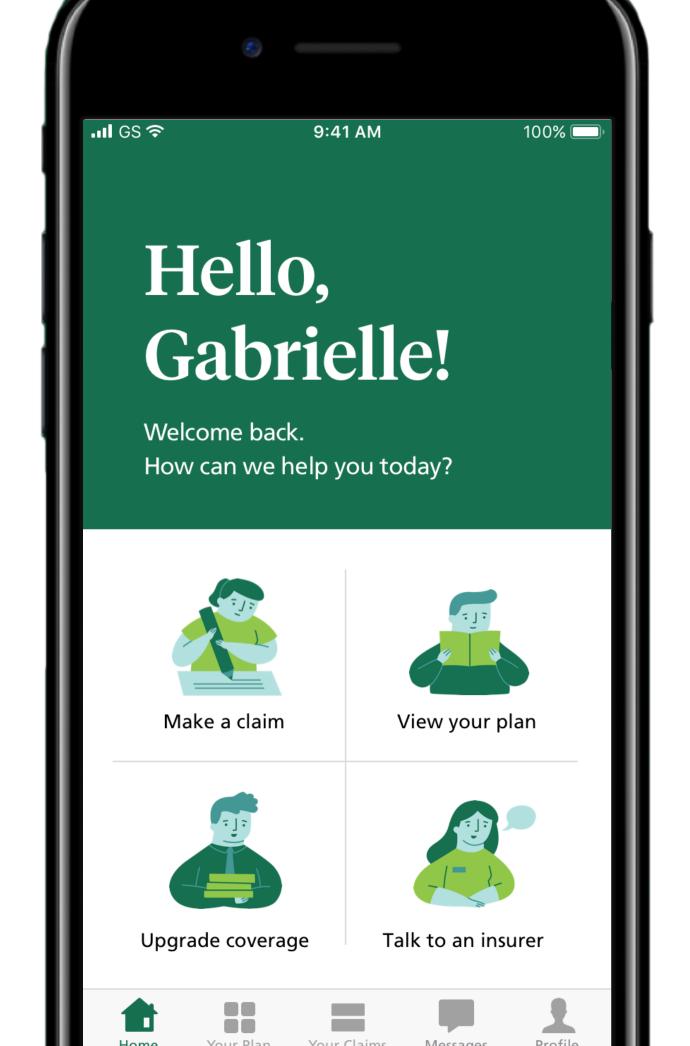
### Designing for health insurance.

The emotional and recurring nature of health insurance makes a more noticeable impact.

### Creating a memorable customer experience.

Fulfilling the functional and emotional experiences to build long-term customer loyalty.

## Manulife Forward



A mobile application for Manulife's customers to manage their health insurance, leveraging digital capabilities to offer a personal and adaptive service.

Manulife Forward fosters and maintains relationships with younger customers throughout their lifetimes, strengthening Manulife's customer base long-term.

### References

special thanks to

Fong Chan

Gracelle Mesina, for her generous feedback + mentorship.

Noah Burkholder, for being the voice of Manulife Forward.

Amanda Yeo Gerald Cruz

Andrew Fung Justin Chan

Evan Young James Cloonan

Piotr Kolisz

Knapp, J., Zeratsky, J., & Kowitz, B. (2016). Sprint: How to solve big problems and test new ideas in just five days. New York: Simon & Schuster.

Newbery, P., & Farnham, K. (2013). Experience Design: A Framework for Integrating Brand, Experience, and Value. John Wiley & Sons.

Stickdorn, M., & Schneider, J. (2011). This is service design thinking: Basic - Tools - Cases. Amsterdam: Bis.

Stickdorn, M., Hormess, M., Lawrence, A., & Schneider, J. (2018). This is service design doing: Applying service design thinking in the real world: A practitioners handbook. Sebastopol, CA: OReilly Media.

Adriano, L. (2017, September 8). Insurance is still in the dark ages – Manulife CEO. Retrieved from https://www.insurancebusinessmag.com/ca/news/breaking-news/insurance-is-still-in-the-dark-ages--manulife-ceo-78389.aspx

Bedell, C., Bieck, C., Marshall, A., & Riedel, S. (2017, October). Digital Reinvention in the insurance industry (Publication). Retrieved from https://public.dhe.ibm.com/common/ssi/ecm/gb/en/gbe03887usen/digital-reinvention-in-insurance.pdf

Bieck, C. & Cornelius, A. (2014, June). Winning strategies for insurers: How industry leaders are excelling outside the comfort zone (Publication). Retrieved from https://public.dhe.ibm.com/common/ssi/ecm/gb/en/gbe03609usen/GBE03609USEN.PDF

Bieck, C., Kesterson-Townes, L., Marshall, A., & Nath, I. (2016, March). Innovating insurance: Lessons from the world's leading innovators (Publication). Retrieved from https://public.dhe.ibm.com/common/ssi/ecm/gb/en/gbe03745usen/global-business-services-gb-executive-brief-gbe03745usen-20180306.pdf

Frenette, J. (2017, September 13). Is Manulife Financial Corp. Still in the Dark Ages? Retrieved from https://www.fool.ca/2017/09/13/is-manulife-financial-corp-still-in-the-dark-ages/
Glasgow, D. (2014, August 18). Manulife pursues holistic, customer-centred strategy. Retrieved from https://insurance-journal.ca/article/manulife-pursues-holistic-customer-centred-strategy/

diasgow, D. (2014, August 16). Manume pursues nonsuc, customer-centred strategy. Netneved from https://msdrance-jodinal.ca/article/manume-pursues-nonsuc-customer-centred-strategy/

Kesterson-Townes, L. (2015, September 22). Do You Trust Your Insurance Company? Retreived from https://www.ibm.com/blogs/watson-customer-engagement/2015/09/22/do-you-trust-your-insurance-company/

Manulife. (2017). Annual Report 2017. Retrieved from http://www.manulife.com/servlet/servlet.FileDownload?file=00P50000010BL5xEAG&ver=10.

McLaughlin, M., Riedel, S., Bieck, C., Kesterson-Townes, L., & Marshall, A. (2018, February). Insurtechs and the global insurance industry (Publication). Retrieved from https://public.dhe.ibm.com/common/ssi/ecm/10/en/10012910usen/friend\_or\_foe.pdf

Kesterson-Townes, L. (2016, March 10). Millennials: The Insurance Customer Has Changed, Will You? Retreived from https://www.ibm.com/blogs/watson-customer-engagement/2016/03/10/millennials-the-insurance-customer-has-changed-will-you/

Middlemiss, N. (2016, May 2). Manulife hires first-ever global diversity chief. Retrieved from https://www.insurancebusinessmag.com/ca/news/commercial-liability/manulife-hires-firstever-global-diversity-chief-48592.aspx

Pickford-Wardle, H. (2015, May 26). From boring to interesting – re-imagining the insurance industry. Retrieved from http://www.entrepreneurcountryglobal.com/zoo/item/from-boring-to-interesting-re-imaging-the-insurance-industry

Ruefenacht, M., Maas, P., McDonald, J., & Biron, K. (2015, May). Capturing hearts, minds and market share (Publication). Retrieved from https://public.dhe.ibm.com/common/ssi/ecm/gb/en/gbe03674usen/GBE03674USEN.PDF

Dog Park. (n.d.) Silent Partner. Retrieved from https://www.youtube.com/audiolibrary/music

Happy Ending. (2018). Scott Holmes. Retrieved from http://freemusicarchive.org/music/Scott\_Holmes/Happy\_Music/Happy\_Ending\_1126