



CASE STUDY

Lincoln Financial Group achieves audacious digital ambitions with Quadiant

Challenge

Lincoln Financial Group is a 115-year-old financial services institution providing retirement, insurance, and wealth protection expertise to more than 17 million customers. The company had a large and varied technology stack brought on through acquisitions. For its IT organization to serve the needs of the lines of business, corporate functions and customers, it embarked on a digital transformation that would allow it to create a great experience for both external customers (policyholders) as well as internal employees.

Solution

Lincoln Financial established a three-pillar digital strategy as a rooting philosophy to maintain relevance and leadership in the markets it served. This strategy centered on:

1. improving the way it does business,
2. enhancing the customer experience, and
3. innovating with digital and data.

Quadiant® was chosen as one of the foundational components of the platform to drive electronic communications.

Results

In Lincoln Financial's life insurance business, the beneficiary change form was updated from a static form to a Quadiant-driven "experience." With Quadiant, the most error-prone form saw a decrease of errors down to zero, and from weeks of processing time to minutes. This implementation took a small team approximately 30 days to execute.



Lincoln Financial Group is a Fortune 200 company offering a diverse range of financial services built around supporting, preserving and enhancing customers' lifestyles and providing better retirement outcomes. Led by more than 11,000 employees, Lincoln Financial provides the tools and advice to help more than 17 million individuals take charge of their futures.

At 115 years old, the company had grown in many ways, including through the acquisition of other companies, and bringing with them many different products and technology platforms to the organization. With four lines of business offering multiple products and their own P&L and sales forces for distribution, and the corporate functions all supported by the enterprise IT function, there was a lot of technology to pull together to deliver a great customer experience – whether for a customer such as the policyholder or the internal customer who sells products. Lincoln Financial Group's leadership team recognized the time had come to embark on a digital transformation to maintain relevance and leadership in the markets that it serves.



Audacious ambitions, starting small

With executive leadership support, the Lincoln Financial team launched “Project Ambition” and committed to audacious digital transformation goals – to fundamentally change the way they do business. Their three-pillar strategy became a rooting philosophy for improving the way employees worked, enhancing the customer experience, and innovating with digital and data.

Having learned from an earlier project focused on delivering alerts and notifications, the Lincoln Financial team wanted to find the right technology and partners that would provide them with enterprise scale, branding, and all the benefits from the foundational components they wanted to build. Lincoln Financial Group chose Quadient to help create the foundational electronic communications platform, including setting up a preference management environment, to connect to previous efforts, and to support with larger future initiatives.

Lincoln Financial Group’s first use case with the Quadient platform was focused on the electronic communications within the retirement plan services business. This project was selected because of the existing high-level adoption by consumers who were engaged through the website and the significant print and postage costs associated with delivering statements. It took about a year through testing and learning to develop the framework for the first set of statements, which included workflows, template designs, and the processes surrounding them.

“We got significant savings from this implementation, right off the bat. The team was able to turn off a considerable number of printed notices around statements. It was a huge win.”

Scott Roth, SVP,
IT Enterprise Solutions
at Lincoln Financial Group





With the foundation now built, the second line of business and the next use case was executed much more quickly and required fewer resources. Historically, across Lincoln Financial Group, 1.4 million forms are downloaded per year off the company website. Customers would then fill out these static PDF forms and then email or mail them to Lincoln Financial. This meant a lot of paper being managed within the organization, which was a source of cost and operational impact—two areas the team was trying to minimize. Of those forms, a portion could not be completed and logged into the system due to data cleanliness issues such as missing fields or incorrect information. Those 1.4 million downloads represented 7,200 unique forms that had to be managed, with an entire back-office operation dedicated to managing the data elements inside of those forms, and no data sharing between them. Moving the forms to the Quadient engine enabled Lincoln Financial to introduce an “experience” rather than just a static form to customers, while bringing the life insurance business along within the organization’s new digital initiative.

Rewarding results

“We implemented the new Quadient experience-driven forms in our life insurance business with the beneficiary change form. While it seems like a small initiative with only one form, it was very powerful. The original static form had an unacceptably high number of issues associated with it. When the Quadient-powered form was implemented, the number of issues went down to zero. Weeks of processing time for executing a beneficiary change were also effectively reduced to mere minutes. This is all due to our wizard-driven tool powered by Quadient technology,” said Matt Daniels, VP and Chief Architect at Lincoln Financial Group.

Lincoln Financial also wanted to empower the business to do some of the work, to drive more self-service. Quadient Professional Services was brought in for training and, together with the technology, showed that business resources could manage many of the functions within the communications framework, including configuration capabilities.



“Customer experience is everything. We are driving toward a seamless digital experience and meeting our customers where they want to be met. We are improving the whole experience throughout, and we’re able to do it very quickly with very low risk.”

Matt Daniels, VP and Chief Architect at Lincoln Financial Group

What’s next

By leveraging the foundational components and building upon them, Lincoln Financial is now positioned to use the platform across the organization.

“We built this foundation for the digital program, but now we are extending these digital capabilities across all the lines of business and tackling the opportunities one at a time. We have erased the debate about what the cost is going to be to build a large set of services for each business line. With this foundation, we can solve a business problem and move on to the next one,” said Daniels.

“Our digital strategy really enabled us to improve the customer experience, take the cost and friction out, and, ultimately, solidify our brand. And crucially, we focused on value capture, ensuring that every cost saving was either reinvested or brought back to the bottom line. So much of the partnership with Quadient and e-communications is about protecting our brand and our heritage. When we communicate with customers, we want to make sure that we look like Lincoln Financial Group and provide a top-tier customer experience,” concluded Roth.

Lincoln Financial Group is the marketing name for Lincoln National Corporation and its affiliates, including The Lincoln National Life Insurance Company, Fort Wayne, IN, and Lincoln Life & Annuity Company of New York, Syracuse, NY. Affiliates are separately responsible for their own financial and contractual obligations. LCN- 3455273-021721

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About Quadient®

Quadient is the driving force behind the world’s most meaningful customer experiences. By focusing on four key solution areas including Customer Experience Management, Business Process Automation, Mail-Related Solutions, and Parcel Locker Solutions, Quadient helps simplify the connection between people and what matters. Quadient supports hundreds of thousands of customers worldwide in their quest to create relevant, personalized connections and achieve customer experience excellence. Quadient is listed in compartment B of Euronext Paris (QDT) and is part of the CAC® Mid & Small and EnterNext® Tech 40 indices. For more information about Quadient, visit www.quadient.com.