

Ontario Teachers' Pension Plan Value Proposition Development



CLIENT

The Ontario Teachers' Pension Plan (Teachers') is the largest single-profession pension plan in Canada. An independent organization, it invests the pension fund's assets and administers the pensions of 289,000 active and retired teachers in Ontario.

CHALLENGE

Although their member satisfaction ratings were already in the 90's and they had been named best-in-category for customer service, Teachers' decided it was time to build to the next level of service, and further strengthen their relationship with members. They engaged TMG International Inc. to develop a powerful and relevant value proposition for their member service organization which would help bring their strategic direction to life, and better focus the efforts of their team.

APPROACH

The Member discussions, facilitated by The Glasgow Group employed a "co creation" methodology, involving both members and employees. These sessions drove further insights, and afforded TMG the opportunity to test potential value propositions. At each session, 8-10 members discussed their Teachers' experiences and expectations, while employees listened. Members and employees then met together to further discuss issues raised by the members. Neil Murphy, Director of Member Services Communication at Teachers' said of these sessions *"I really enjoyed the co-creation sessions because employees were able to interact directly with members, and hear first-hand what members think about our services. That kind of interaction and insight is invaluable for customer-facing employees."*

KEY INSIGHTS

TMG's research and analysis led to the identification of the following key strategic insights:

- Members expect Teachers' to know them well enough to proactively and relevantly connect with them, and to help alleviate concerns and manage issues as they arise.
- Members look to Teachers' to provide information and options, but want to be in control of their pension and make their own decisions.
- Communications need to be targeted by segment and messages should be personalized with information that is specific to their needs.
- Members like to leverage a variety of channels when connecting with Teachers', from traditional to new media.

Highlights

CHALLENGE

Develop a powerful and relevant value proposition based on member needs

APPROACH

- Review of internal data and reports
- Member interviews and review of member calls
- Co-creation sessions with members and employees
- Analysis by member segment
- Testing of potential value propositions with members
- Development of final value proposition and proof points
- Development of implementation plan

IMPACT

- Enhanced the member experience
- Prioritized product and service development based on member needs
- Roadmap to take member service to the next level
- Knowledge and tools needed to execute effectively

Further analysis by member segment allowed Teachers' to gain additional valuable insights and better understand the members and their needs. For example, one of the key learnings uncovered by the member segmentation was that a new teacher was not necessarily a young teacher, as previously assumed. Older individuals for whom teaching is a second career have different needs and view pensions as less significant.

SOLUTION

Practical and Actionable Strategy

TMG helped to shape a strong and relevant value proposition for Teachers' that was rooted in a thorough understanding of the members and their needs, and clearly linked to the vision of the organization. Neil Murphy said *"TMG helped our organization rally around the creation of a value proposition, which helped us focus on the needs of the members in a way that hadn't been done before"*

Strong Execution that Delivers Results

Once the value proposition was refined and finalized, TMG developed a series of proof points outlining the way Teachers' needs to operate and act in order to deliver against the value proposition. The proof point themes evolved around the following:

- **Know the member:** Demonstrate an understanding of the situation and the needs of the member based on their life stage.
- **Help members make the right choices:** Offer options that help optimize the member's pension plan.
- **Anticipate member needs:** Proactively reach out to members when a life event is taking place.
- **Respect members as individuals:** Understand that every member is different. Be empathetic, listen actively and respond appropriately.

IMPACT

With their new value proposition and the related proof points, Teachers' was able to prioritize their product and service development based on member needs. *"The value proposition has become our strategic barometer" says Neil Murphy. "It enables the Member Service Team to focus and prioritize the development of programs that deliver the best results for our members."*

The new value proposition also allowed Teachers' to enhance the member experience with simple behavior or process changes that had significant member impact, but did not require significant resources. Teachers' now has a roadmap to take their already excellent member service to the next level, and the knowledge and tools needed to execute effectively.

ABOUT TMG

TMG International Inc. is a consulting firm focused on business strategy, marketing, and sales planning. TMG helps business leaders deliver results for their organizations by unleashing their customers' potential. TMG delivers realistic, actionable, customer-focused strategies tied to strong execution, consistently leaving clients more aligned, committed and enabled. TMG is comprised of seasoned business executives with diverse industry backgrounds and years of "in the trenches" experience. For more information on TMG visit tmginternationalinc.com.