

# Reinventing the organisation – compelling segmentation drives a new consumer focus

## **From the top**

MetLife's global CMO, wanted to reinvent the brand, transforming 'a slow and steady', US-focused life insurer to a top-tier global, financial services company. Most insurance brands and their messages seem stuck in the 1950s, with key themes of family, duty, financial strength and fear" and "often speak in euphemism and rarely mention the products being sold, or the true benefits offered". The work was to challenge this perceived wisdom and enable a much more consumer focused organisation to emerge.

Successfully managing a massive global brand that genuinely delivers customer centric solution, means effectively balancing local intentions and aspirations within the context of an international strategic vision. It is a complex challenge...

## **A growth engine**

MetLife had not previously been a marketing-driven organisation. But companies that are serious about growth are passionate about marketing and of course, put the customer at the centre of everything they do. However, in a world of multiplying customer touch points and rapidly changing customer behaviours, becoming, and staying, customer focused is increasingly difficult to do.

The key 'engine' at the heart of the transformation of MetLife's brand was to be a global segmentation framework that explored the psychological drivers of, and identified the 'key human truths' about, the insurance and investment market.

MetLife engaged Decision Architects, and our partner DVL Smith, to develop a global segmentation that embraced qualitative and quantitative research in 13 markets across 5 continents

## **It's a small world**

MetLife wanted to develop a global segmentation framework that would allow it to 'multiply' its marketing efficiency – supporting the development of a truly global brand but also enabling it to improve competitiveness and profitability at the local level.

We developed detailed hypotheses about the insurance and investment landscape which were encapsulated in a series of lenses through which we believed we could identify the core human truths – the practical and psychological drivers of choice in this sector.

These were further developed in qualitative groups around the world, and validated by a large global quantitative study (13,000 interviews) that allowed us provide a clear line of sight between the global segmentation and existing local, tactical, frameworks...providing deeper exploration of the key 'states-of-mind'. It was important that local and global perspectives worked in unison to achieve key business goals.

## **An agent for change**

At the core of the study's output was an innovative, psychologically robust model for understanding how people want to lead their financial life, protect their families and achieve their goals and ambitions. This model gave the entire organisation the confidence to realise the world is undergoing fundamental change, and business as usual strategies were just not on the agenda. We had to be the agents for change: to paint a picture about what a successful global financial provider would look like over the next decade.

These data and outputs are already having an impact beyond what was initially envisaged – being called upon to support and inform a wider range of projects and initiatives underway across the business, from laddering up to some of the big strategic issues that the global executive team were addressing to helping country teams add granularity to their local marketing activities.

**MetLife®**

Founded in 1868, MetLife is one of the world's largest providers of insurance, pension and investment products – with 90 million customers in over 60 countries. We helped them toward creating a truly customer centric global insurance business.

**With a rare combination of first class technical skills and the consultative mind-set to respond to major strategic questions being asked...they delivered insight based narratives that added clarity and drove actionable decisions that are transforming MetLife into a truly customer centric organisation**

**Maryan Broadbent,  
Global Head of Customer Strategy**

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