



Proven Business Impact

This CX case study was selected in July 2026 by an independent panel of CXPA evaluators for recognition of its demonstration of the positive business impact created through a customer experience focus.

CXPA Proven Business Impact: Aegon UK - Connecting with Customers

Company Overview

Aegon UK is a financial services organization serving customers across the United Kingdom. Its colleagues work across both customer-facing and non-customer-facing functions, with decisions throughout the business influencing customer journeys and outcomes.

Business Challenge

A strong customer culture already existed within Aegon UK's frontline and direct-to-customer teams, but customer insight was not consistently embedded in decisions across the wider organization. Ownership of customer experience was often concentrated within specific teams, creating inconsistent journeys, inefficiencies, and missed opportunities to improve customer outcomes.

Aegon UK sought to build a culture in which every colleague understood who its customers were, what mattered to them, and how their own work shaped the customer experience - regardless of whether their role involved direct customer contact.

CX Initiative: Connecting with Customers

Aegon UK created Connecting with Customers (CwC), an organization-wide program designed to embed customer-centric thinking and behavior into everyday work. Developed over more than five years, the largely voluntary program gives colleagues flexible ways to hear from customers, understand their needs, and apply insight within their own roles.

The program combines:

- Direct customer exposure through live call listening, customer panels, coffee mornings, and roundtables.
- Customer participation in innovation days, user testing, and design sessions so that services are designed with customers, not only for them.

- Interactive experiences, office roadshows, quizzes, game shows, and immersive events that make customer learning visible and memorable.
- Podcasts, videos, short-form content, structured learning pathways, and digital communities that make insight accessible across the organization.
- A cross-functional network of CwC promoters who tailor engagement locally, encourage participation, and help teams act on customer insight.

Embedding Sustainable Change

Rather than relying on mandatory, one-time training, CwC uses a behavior-led approach to cultural change. Visible leadership support reinforces the importance of customer focus, while local promoters build shared ownership across departments. The program connects participation to service improvements, business outcomes, and personal development, helping colleagues see practical value in engaging voluntarily.

Technology extends the program's reach through on-demand content, online collaboration, and modern digital formats. Customer insight is also incorporated into planning, design, and transformation work, allowing it to influence decisions in real time rather than remaining confined to reports.

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Improved customer outcomes

- CX-led initiatives increased Net Promoter ScoreSM by as many as 15 points.
- Customer complaints declined by 6%.
- End-to-end journey times were reduced by two days, improving speed and reducing customer effort.
- A targeted customer recovery program improved NPS[®] by 101 points among participating customers, from -87 to +14.

Greater operational efficiency

- Customer-led changes generated recurring annual operating cost savings.
- Simplified journeys and reduced rework released capacity equivalent to 3.3 full-time positions.
- Proactive outbound calling increased by 238%, supporting faster resolution and improved customer sentiment.

Stronger colleague understanding and ownership

- Colleagues contributed more than 36,000 hours of voluntary engagement over the life of the program.
- 92% of participants reported a stronger understanding of their role in customer experience.
- Customer understanding scores increased from 4.3 to 7.6 out of 10 - an improvement of approximately 77%.
- Within one quarter, 56% of colleagues who participated in live call listening had taken action to improve customer experiences.

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Accelerated customer-led improvement

- More than 131 customer-led improvements were delivered from early 2025 through the time of submission.
- Sixty-four improvements were delivered within a single year.
- Improvements increasingly originated across the business rather than solely within a central customer experience team.

Key Lessons

CwC demonstrated that customer insight is more likely to change behavior when colleagues experience it directly and have clear opportunities to act. Hearing customers' voices through calls, panels, and design sessions helped teams challenge assumptions, reconsider priorities, and connect everyday decisions to real outcomes.

- Make insight human: direct customer voices can create an emotional connection that data alone may not achieve.
- Offer flexible ways to participate: live experiences, digital content, and self-paced learning help reach colleagues in different roles.
- Measure behavior as well as attendance: track whether colleagues apply insight and initiate improvements.
- Build shared ownership: combine visible leadership support with cross-functional champions who make the program locally relevant.
- Share impact frequently: recognizing customer-led improvements reinforces the program's value and sustains momentum.

Core Business KPIs Impacted

- Net Promoter Score and customer sentiment
- Customer complaints
- Customer effort and time to resolution
- Operational efficiency and capacity
- Colleague engagement and customer understanding
- Customer-led improvement activity
- Customer acquisition, retention, and referrals