

F R O S T & S U L L I V A N

2024 CUSTOMER VALUE LEADER

*IN THE GLOBAL MENTAL
AND BEHAVIORAL
HEALTH INDUSTRY*

F R O S T & S U L L I V A N

BEST
2024 PRACTICES
AWARD



LiveWell

By  ZURICH

Best Practices Criteria for World-Class Performance

Frost & Sullivan applies a rigorous analytical process to evaluate multiple nominees for each award category before determining the final award recipient. The process involves a detailed evaluation of best practices criteria across two dimensions for each nominated company. LiveWell by Zurich Insurance excels in many of the criteria in the mental and behavioral health space.

AWARD CRITERIA	
<i>Business Impact</i>	<i>Customer Impact</i>
Financial Performance	Price/Performance Value
Customer Acquisition	Customer Purchase Experience
Operational Efficiency	Customer Ownership Experience
Growth Potential	Customer Service Experience
Human Capital	Brand Equity

Evolving Landscape: Growth Prospects in Digital Mental Health Applications

After the COVID-19 pandemic, the healthcare market witnessed a profound transformation in understanding the importance of mental and behavioral health, recognizing it as equally vital to physical health. This shift has impacted various aspects of life, from daily activities to social relationships, personal development, work performance, and overall quality of life. Consequently, mental and behavioral healthcare services have adapted, offering comprehensive solutions integrating physical and psychological well-being (e.g., nutrition, coaching, exercise, and good habits). Moreover, companies must focus on data privacy, transparency, and user control to increase mental health applications’ (app) usage, growth, and impact.

Frost & Sullivan identifies vendors’ strategy of prioritizing equity, access, and privacy as a growth driver in the mental and behavioral healthcare industry. By offering comprehensive solutions through mobile apps, websites, and other platforms, service providers address the needs of diverse populations, including refugees, women, and those affected by cultural barriers and stigma. In addition, the increasing population of knowledgeable and connected consumers is driving a surge in demand for personalized self-health management solutions and tools. Frost & Sullivan estimates that the mental and behavioral digital health platforms and solutions market will reach \$2.83 billion in 2024, with a compound annual growth rate of about 9.6% from 2023 to 2028.¹

¹ *Growth Opportunities in Mental and Behavioral Digital Health Platforms and Solutions, Forecast to 2028* (Frost & Sullivan, April 2024)

LiveWell by Zurich Insurance: A Comprehensive, Trusted, Innovation Solution

LiveWell provides digital health and well-being solutions. The company aims to help people balance their physical, mental, social, and financial health through an all-inclusive app that engages and supports corporations, employees, and individuals. The app supports nine languages across 27 countries. Its range of features include tools for setting and reaching personal health goals, mood- and stress-tracking functionalities, mental health support, and health services encompassing prevention, detection, and management.

LiveWell's solution tackles significant industry challenges, such as addressing stigma and raising awareness, ensuring access and equity, integrating with other services for a seamless user experience, and navigating compliance and data rights concerns, particularly regarding mental and behavioral health data sensitivity. Being part of a globally renowned insurance corporation, the company ascends to a challenger position in corporate health. LiveWell's presence spans all regions worldwide, underscoring its commitment to reaching diverse populations globally.

"LiveWell initiates regular improvements to its app to ensure its optimal performance. The company integrated a launchpad, which serves as a hub facilitating access to third-party services, allowing partners to integrate their products, logos, and information. This launchpad enables partners to offer AI vital checks, telemedicine (e.g., text, chat, video, prescription), and mental health support."

**- Alejandra Parra
Research Analyst**

LiveWell's Exceptional Capabilities Promote Customer Satisfaction

With its customer-centric corporate philosophy, LiveWell operates on the central tenet that its success depends on customer satisfaction. This philosophy permeates the company's daily practices. LiveWell developed the app leveraging design thinking and consumer research and focused on utilizing generative artificial intelligence (AI) and machine learning for differentiation and personalization. LiveWell prioritizes convenience and empowerment, ensuring a user-friendly design and customized user resources (e.g., reports and dashboards). Furthermore, it provides educational resources such as articles, daily meditations, and guidance, offering users

valuable insights and knowledge to enhance their well-being and promote personal growth daily. For instance, LiveWell provides intuitive dashboards featuring over 10 wellness trackers and health assessments, giving users an overview of their daily activity and lifestyle choices.

LiveWell's app incorporates a reward system to foster user engagement. Users earn points for a range of healthy actions documented in the app, which they can redeem for discounts and rewards from the company's partners, including discount vouchers, charitable donations, and insurance offers. LiveWell has a dedicated internal customer support team poised to assist users and client corporations anytime. Since

"LiveWell has demonstrated the partnering capabilities, capacity, systems, and competence to provide an application solution of the highest standards."

- Chief Executive Officer, ICAS²

its inception, it has expanded its client base by partnering with leading employee assistance program providers such as Lyra South Africa.

The company's approach and strong performance enable it to establish itself as a preferred vendor, as highlighted by its

customer success metrics. Its Net Promoter Score in Brazil stands impressively high at 55, and its iOS App Store rating is a commendable 4.2. Moreover, LiveWell's customer retention remains solid at 46%.²

"Polar believes that our technology can help people to live a healthier and happier life and LiveWell is a perfect channel to reach a great audience. Enriching Polar's exercise and rest guidance with physical, mental, social and financial support and advice can be a revolution in the quality of the life of the users."

- Managing Director, Polar³

a simplified user experience that includes cost savings and on-demand access to these services within the app.

Moreover, LiveWell has partnered with UNICEF to create the Connecting Generations program. This collaboration aims to support 400,000 adolescents and 150,000 caregivers in seven countries by providing resources and support systems to improve their mental health and well-being.³

By integrating third-party services and fostering partnerships, LiveWell enhances the accessibility and appeal of health and well-being services for customers. This strategy includes offering 24/7 counseling and coaching for burnout and workplace mental health issues.

Positioned for Growth

"Frost & Sullivan applauds LiveWell's capacity to launch technology-integrated products at an impressive speed-to-market, meeting and exceeding customers' diverse needs."

**- Valentina Barcia
Best Practices Research Analyst**

Continuous Enhancement

LiveWell initiates regular improvements to its app to ensure its optimal performance. The company integrated a launchpad, which serves as a hub facilitating access to third-party services, allowing partners to integrate their products, logos, and information. This launchpad enables partners to offer AI vitals checks, telemedicine (e.g., text, chat, video, prescription), and mental health support. This improvement benefits partners by increasing their bargaining power, speeding up time to market, and reducing administrative burdens. Simultaneously, it provides

Club, Banka Mayapada, and a number of Zurich Life Insurance companies.⁴

LiveWell combines customer research and feedback to upgrade its solution and maintain its competitive edge. The company is developing a premium app version, allowing users to purchase additional products and services tailored to their needs. Through partnerships, the LiveWell app will include specific programs like smoking cessation and fitness and nutrition services subscriptions. The company aims to launch its

With Zurich's extensive portfolio, LiveWell is positioned for significant growth, expanding into additional countries and regions. This expansion, along with the utilization of Zurich's direct-to-consumer channel in diverse markets, serves as another critical growth driver. Furthermore, in 2023 alone, LiveWell solidified over 15 partnerships and expanded through acquisitions. The company collaborates with 50 well-known brands, including Polar, Philips, Triumph, Sam's

² Ibid.

³ <https://www.zurich.foundation/mental-wellbeing/global-program-with-unicef>. Accessed April 2024.

⁴ Frost & Sullivan Interview with LiveWell.

premium version in mid 2024, enabling LiveWell to attract new customers by offering special discounts and granting access to these services within the app.

Frost & Sullivan applauds LiveWell's capacity to launch technology-integrated products at an impressive speed-to-market, meeting and exceeding customers' diverse needs.

Conclusion

Mental and behavioral healthcare service providers are facing a growing demand from customers seeking comprehensive solutions. This demand encompasses integrating technology, such as dashboards and educational resources, to promote overall well-being. LiveWell by Zurich (LiveWell)'s holistic approach addresses these market needs, leveraging cutting-edge technology and providing users with a seamless experience.

The company incorporates customer-focused strategies and exemplifies best practice implementation. With an extensive partner network, the LiveWell app supports customers with their physical, mental, social, and financial health. Reaching various stakeholders (Zurich's users, partners, and individuals), the company ensures access and equity while raising awareness regarding well-being. This overall customer-first approach offers immense value to existing and new customers and solidifies LiveWell's reputation in the market.

For its strong overall performance, LiveWell is recognized with Frost & Sullivan's 2024 Global Customer Value Leadership Award in the mental and behavioral health industry.

What You Need to Know about the Customer Value Leadership Recognition

Frost & Sullivan's Customer Value Leadership Award recognizes the company that offers products or services customers find superior for the overall price, performance, and quality.

Best Practices Award Analysis

For the Customer Value Leadership Award, Frost & Sullivan analysts independently evaluated the criteria listed below.

Business Impact

Financial Performance: Strong overall financial performance is achieved in terms of revenues, revenue growth, operating margin, and other key financial metrics

Customer Acquisition: Customer-facing processes support efficient and consistent new customer acquisition while enhancing customer retention

Operational Efficiency: Company staff performs assigned tasks productively, quickly, and to a high-quality standard

Growth Potential: Growth is fostered by a strong customer focus that strengthens the brand and reinforces customer loyalty

Human Capital: Commitment to quality and to customers characterize the company culture, which in turn enhances employee morale and retention

Customer Impact

Price/Performance Value: Products or services provide the best value for the price compared to similar market offerings

Customer Purchase Experience: Quality of the purchase experience assures customers that they are buying the optimal solution for addressing their unique needs and constraints

Customer Ownership Experience: Customers proudly own the company's product or service and have a positive experience throughout the life of the product or service

Customer Service Experience: Customer service is accessible, fast, stress-free, and high quality

Brand Equity: Customers perceive the brand positively and exhibit high brand loyalty

About Frost & Sullivan

Frost & Sullivan is the Growth Pipeline Company™. We power our clients to a future shaped by growth. Our Growth Pipeline as a Service™ provides the CEO and the CEO's growth team with a continuous and rigorous platform of growth opportunities, ensuring long-term success. To achieve positive outcomes, our team leverages over 60 years of experience, coaching organizations of all types and sizes across 6 continents with our proven best practices. To power your Growth Pipeline future, visit Frost & Sullivan at <http://www.frost.com>.

The Growth Pipeline Engine™

Frost & Sullivan’s proprietary model to systematically create ongoing growth opportunities and strategies for our clients is fuelled by the Innovation Generator™.

[Learn more.](#)

Key Impacts:

- **Growth Pipeline:** Continuous Flow of Growth Opportunities
- **Growth Strategies:** Proven Best Practices
- **Innovation Culture:** Optimized Customer Experience
- **ROI & Margin:** Implementation Excellence
- **Transformational Growth:** Industry Leadership



The Innovation Generator™

Our 6 analytical perspectives are crucial in capturing the broadest range of innovative growth opportunities, most of which occur at the points of these perspectives.

Analytical Perspectives:

- **Mega Trend (MT)**
- **Business Model (BM)**
- **Technology (TE)**
- **Industries (IN)**
- **Customer (CU)**
- **Geographies (GE)**

