

AchieveGlobal Helps Lantern Insurance Achieve Exceptional Returns Through Customer Service and Sales Excellence

Company

Lantern Insurance

Industry

Property, vehicle, contents, and home insurance

Strategy

- Develop skills to help the sales and service teams better identify customer needs and sell value as opposed to product features and benefits.
 - Provide team leads and managers with improved coaching skills to ensure team strategy is being adopted and reinforced within their teams.
-

Implementation

AchieveGlobal's programme, *Selling Through Stellar Service*[®], was delivered for the Inbound Contact Centre Team Workshop. The Outbound Team Member's Workshop was based on their telesales programme, *Professional Skills for Inside Sales*[™].

Results

The new workforce sales skills drove:

- 27.58% growth per month in sales dollars
- 69.89% growth per month in the number of cross-sells and up-sells

Initiative Drives Employee Engagement and Loyalty

Lantern Insurance, part of Insurance Australia Group, is a "very strong" AA-rated company. It differentiates itself by offering the best products with the best customer service.

To ensure it delivers this promise, the company's management invested in a customer service programme, *Service Excellence*, aimed at providing a consistently high level of customer service. While *Service Excellence* built a strong base within the business, management realized another opportunity existed to add further market value through more focused selling. This dual focus on both sales and service was vital given the market's price pressures.

Embracing this situation, Lantern Insurance Head, Bart Taylor, launched a new sales strategy, *Growing Our Sales Capability*, and he partnered with AchieveGlobal, an international training and development company, to support the strategy. Subsequently, the new workforce sales skills have driven:

- 27.5% growth per month in sales dollars
- 69.8% growth per month in the number of product cross-sells and up-sells
- 165.6% per month growth in new premiums and premium increases

The business opportunity

Lantern Insurance's market leadership strives to offer their customers the best products and best service supported through:

- Customer Service
- Innovation
- Organic Growth
- People

A mystery shop survey early in the process discovered that the Lantern sales team lacked proactivity in exploring sales opportunities through customer engagements. In other words, sales tended to be achieved when driven by the customer rather than being instigated by the team.

Working with AchieveGlobal, Lantern identified several opportunities to



Developing the 21st
century workforce[™]





Bart Taylor, Head of Lantern Insurance

improve their sales strategy, including:

- Develop skills to confidently transition service interactions into sales transactions among Lantern's inbound contact centre and outbound sales teams.
- Develop proactive skills to engage both existing customers and prospects to explore further opportunities.
- Focus sales teams to sell benefits value rather than product features.
- Help sales teams sell Lantern's key differentiators to overcome a misconception of being overpriced; in other words, inform customers that Lantern products are of a higher quality and value.
- Develop post-training tools for coaches (and team members) to address skills application on an ongoing basis, especially in new situations such as product launches and competitor activity.

The solution

Working with Lantern, AchieveGlobal expanded upon its existing sales excellence program and delivered the new solution to 40 inbound and outbound sales teams.

Lantern liked AchieveGlobal's record of developing potent sales teams for similar organizations. "We

partnered with AchieveGlobal, as they have proven experience and results in the sales area in both New Zealand and globally," Taylor noted.

Depending upon their role, all staff attended either a one- or two-day AchieveGlobal training course designed to increase their sales skills. Lantern sales team leaders and managers also attended a two-day leader's course and received ongoing coaching to ensure that the skills and approaches were adopted and reinforced within their teams.

These programmes were:

- **Inbound Contact Centre Team Workshop:** Based on AchieveGlobal's *Selling Through Stellar Service*[®] program, this workshop focused on satisfying customer needs through inbound service-related calls. The programme helped attendees better understand that while customers often know what they need, their satisfaction can increase when the sales team asks the kind of questions that help them identify and satisfy unidentified customer needs. The workshop helped attendees overcome their own "selling" resistance by seeing customer discussions as adding value rather than Lantern attendees "pitching" products.
- **Outbound Team Members Workshop:** Based on AchieveGlobal's telesales programme, *Professional Skills for Inside Sales*[™], this programme helped attendees understand that the difference between outbound and inbound selling is reflected through the expectations and willingness of customers to engage. Attendees learned how to start more compelling initial conversations with customers that would relax their resistance and open doors for ongoing productive dialogue critical to the early phase of the sales call.

Learned skills included:

- How to recognise and overcome barriers to effective customer conversations.
- How to open customer conversations in ways that gain customer confidence and cooperation.
- Learn what customers need by using effective probing techniques, including gently refocusing conversations in a more productive direction.

- Reply with information that has a positive focus and helps customers make decisions, including linking features and benefits to advice and recommendations, and presenting unwelcome information.
- Close a customer conversation in a way that maintains customer confidence.
- Listen for clues to uncover additional customer needs and determine if Lantern Insurance has products or services to meet those needs.
- Resolve concerns when a customer doubts, misunderstands, or doesn't like something about the advice or recommendation.

Ongoing coaching and skills reinforcement

In addition to and in support of the inbound and outbound training initiatives, AchieveGlobal worked with Lantern managers and team leaders through an ongoing coaching and mentoring process. These efforts focus on reinforcing the training through processes, coaching, key performance indicators, and measurement components.

The leadership team also attended AchieveGlobal's *Professional Sales Coaching*[™] workshop to provide a framework and skills for the longer-term development of the front-line staff.

Outcomes

To appreciate the outcomes of this training investment, it helps to understand Lantern's goals at its outset:

- To see a return on their training investment over a three-month period grow 5% per month in sales dollars
- To grow 25% per month in the number of cross-sells and up-sells

Their return on training investment has been heavily exceeded through the subsequent results that the business experienced:

- 27.58% growth per month in sales dollars
- 69.89% growth per month in the number of cross-sells & up-sells

Lantern Head Taylor, remarking on post-training sales results, "We celebrated our most successful sales quarter as a result, where we achieved a

12-percent increase in sales compared to our previous quarter best. Eight months since the launch of the AchieveGlobal *Growing Our Sales Capability* programme, we are rapt with its success and the development of our staff and leaders, and the sales culture we are building.

Taylor continues, "We could not have dreamed of better results! AchieveGlobal has been fantastic to partner with. The challenge ahead is to maintain these results, look for incremental improvements, and continue to build a strong sales culture at Lantern Insurance."

About AchieveGlobal

In the 21st century, the level of human skills will determine organization success. AchieveGlobal provides exceptional development in interpersonal business skills, giving companies the workforce they need for business results. Located in over 40 countries, we offer multi-language, learning-based solutions — globally, regionally, and locally.

We understand the competition you face. Your success depends on people who have the skills to handle the challenges beyond the reach of technology. We're experts in developing these skills, and it's these skills that turn your strategies into business success in the 21st century.

These are things technology can't do. Think. Learn. Solve problems. Listen. Motivate. Explain. People with these skills have a bright future in the 21st century. AchieveGlobal prepares you for that world.



World Headquarters
8875 Hidden River Parkway, Suite 400
Tampa, Florida 33637 USA
Toll Free: 800.456.9390
www.achieveglobal.com

New Zealand Office
8 Eldon Street,
Takapuna, Auckland 0622
09 4898308
www.achieveglobal.co.nz