

# Target operating model

## Boosting retention and engagement

### Challenges

- Huge drop on client retention with yoy reduction of 10%
- The same core process supported all clients with no segmentation in place
- Multiple systems supporting process and with multiple entries required

### Approach

- 4 core projects as part of the program implemented
  1. New Corporate Client Relationship Model
  2. Early Warnings for Clients at Risk
  3. SME Model
  4. Roles and Responsibilities

### Results

- Implementation of Strategic Advisor for each key account
- Vulnerability Index for proactively manage accounts at risk
- Implementation of Corporate Accounts Training Matrix
- Introduction of a new SME team
- Internal Client Roadshow: 4% of revenue generated from cross sell
- Retention rates up to 98%



**Customer Intimacy Strategic Plan Content**

<b>Account Background</b> What are the client detailed financials? Which Products are delivered? Is there a solid relationship established? Does client run a RFP every year or so? Are we at the C level agenda?	<b>Potential Solutions/Innovation</b> Are there any innovation that can be brought to this account What is the market landscape for this account (restrictions)	<b>Claims</b> Does this client have any claims specific needs? Has been any claims in the industry that can serve as a benchmark What is the RAG status?
<b>Client Strategic Needs</b> What are the client strategic needs (5 at least) What are the outcomes from the discovery sessions with client Is there any opportunity to increase share of wallet	<b>Account Activity Plan</b> Set due dates within year for client activity plan - Monthly meetings - Policy Presentation - Product Review - Stewardship Report Presentation	<b>Placement</b> Is client fully presented to best choices from market Are there any product needs not fulfilled? What is the RAG status?
<b>Target Goals</b> Increase of yield / premium by % Cross sell over defined products or LOB Increase share of wallet	<b>Service Team</b> SRO Account Manager Placement Specialist Claims Specialist Service Representative	<b>Service</b> How is policy and document conversion lead time being executed Is client aware of carrier performance and how it is being supported What is the RAG status?