

## Insurance Services Company



### Established Insurance Services Company Meets New Sales Challenges Head On

“Selling to the extraordinary is a key activity that is helping us stay ahead of the competition. The marketplace has taken notice, as well.”

- Senior Vice President

*As a testament to its world-class technology, expertise and reputation, this national service provider for the insurance industry had been meeting the evolving needs of its customers for more than 25 years guided by a dependable, yet basic, sales model and process.*

*However, steady growth and sweeping changes in the insurance industry have created exciting new prospects for the company. Aggressive revenue goals and the need to integrate new technology acquisitions, required a change in the sales culture. In order to fill the pipeline with new large-tier opportunities, reconnect with the evolving business needs of existing customers, and strengthen the company’s value proposition, the senior leadership team decided to implement strategic account planning processes across the sales organization.*

Critical Path Strategies helps successful sales team embrace a new account methodology. Process re-engineering—especially in a proven sales organization that has achieved so much success—requires input and buy-in from the entire team. Critical Path Strategies (CPS) client executives began extensive interviews with internal stakeholders, as well as customers, to identify best practices, goals, and desired outcomes. As a result of this Sales Process Optimization assessment, CPS proposed a customized sales process and pipeline review management discipline that met the needs of the company.

“We wanted to rejuvenate our existing customer relationships and apply a consistent, customer-driven approach with prospects,” says the senior vice president. “Working together, the senior leadership team and CPS created a common communication methodology and sales culture that embraced preparation, planning, and process.”



*“Our sales team is re-energized. The CPS thought process is helping us sell at a much higher level than before.”*

- Senior Vice President



**ABOUT CPS.** Critical Path Strategies helps clients improve the effectiveness of their sales organization. Our portfolio of services addresses the strategic, organizational, and relationship issues that impact selling performance. Our powerful processes enable clients to transform their sales culture, enhance their competitive position, and accomplish strategic business initiatives. Our clients—emerging companies and members of the Fortune 500 alike—typically measure 100 to 500 times their CPS investment in revenue growth.

Confident that the new strategic processes would help the company meet its goals, it was time to engage the entire sales team. During a customized workshop, CPS introduced the process and walked the sales team through a strategic plan for two top opportunities. Using a best-practices approach, they assessed the state of each relationship and developed long-term action plans to help identify issues and leverage opportunities.

**Sales team neutralizes competition and earns customer support.** The sales team focused on two top-tier accounts during the Strategic Opportunity Planning Workshop. In the case of a West Coast insurance carrier, the sales team used CPS’ organizational mapping process to discover the key roadblocks—a competitor and an individual within the organization who was an advocate for the competition.

“Rather than stumbling into competitive sales traps, the sales team used a methodical process to concisely identify the competitor’s weaknesses and highlight our strengths,” says the vice president-sales. “This gave supporters within the client organization the information they needed to neutralize the competitive sales tactics as well as the internal opponent, in essence, enabling the client to *sell themselves* on our solution.”

The second account, a specialized mutual insurance company, had already rejected proposals from four vendors, so the sales team recognized the importance of making a solid, customer-driven presentation with a clearly defined value proposition from the very beginning. The team leveraged the organizational mapping process to identify the critical neutral or negative contacts, and designed strategies to move each person toward the positive end of the spectrum. Then, using CPS’ value alignment exercise, they built a matrix of customer-driven issues and opportunities.

“By analyzing the customer’s needs and objectives, the sales team was able to put together a case study that depicted how our solutions would have a tangible impact on each of their core business problems,” says the vice president-sales. “We didn’t get caught up in the traditional ‘feature/function’ issues that bog down many deals and ROI calculations. At the end of the process, not only had we turned the detractors into supporters, but it allowed us to close a multi-million dollar project without even doing a full blown demo of the solution.”

According to the senior vice president, CPS provided the foundation that the company needed to grow beyond a smaller company mentality of dependency on a few key sales resources to a larger company with scalable and repeatable sales processes. “Selling to the extraordinary is a key activity that is helping us stay ahead of the competition,” he says. “The marketplace has taken notice, as well.”

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