



# CASE STUDY

## BUSINESS STRATEGY: STRATEGY FACILITATION

### Client Industry: Financial Services

#### BUSINESS CHALLENGE

The International client was underperforming in two market divisions of a major African division. This division is responsible for funding their Africa expansion path, and the business was unable to manage their distribution force for growth.

#### PSP ICON APPROACH

PSP facilitated strategy sessions on-site with all the major stakeholders to understand the situation and formulate an approach. PSP Icon then took the lead in analysing MI, and building dashboards to monitor key distribution metrics across channels. There was broad-sweeping regulation change, meaning that the company needed to cull its distribution force for non-compliance in many cases. It was originally believed that the contract sales force were 'mercenary'-like, generating poor quality sales that would ultimately result in higher lapse rates and open up the company to more risk than their more traditional sales channels. Careful analysis of 5 years of sales data showed us that the contract sales force was actually more than twice as productive as the larger sales force, their sales were of equal 'stickiness', their product values were equal, their product-type sales were not as skewed by commission and they were more than 3 times as likely to write business, if given a license. In short, they were identified as the key growth opportunity that had gone largely untapped for the company. There was also a lot of 'dead wood' found through this analysis that became a key recruitment / cull area.

#### RESULTS

The Client now has a clear view of the distribution metrics that matter when it comes to managing their distribution channels.

The Client was also able to manage the salesforce through the transition of a massive national industry reform of legislature to become compliant ahead of a critical audit.

Advice was also given as to correct distribution sizing and structure that allowed the Client to optimise their sales footprint.