

Hanover Customer Service Center

Helping Agencies get the Full Benefit of the Hanover Service Center

SCSM Steps:

1. Identify opportunity agents — prioritize agencies — use CSC Account Managers to assist you with this process
2. Sales call: “CSC value discussion”
 - Complete sales call with objective to gain a full understanding of the agency’s situation & use of the CSC.
 - Report findings
3. Sales Call: “Choosing the right CSC alternative” (can be a continuation of the above call)
 - Prepare and complete a sales call with the objective to increase participation above the level of 250K.
 - Agree on next steps and develop follow-up activities
4. Manage follow-up activities, coordinate with the CSC. As needed, CSC Account Managers can help you educate and/or sell to the agent

Call Preparation:

Before holding the CSC utilization discussion, do your homework:

1. Assess the situation:
 - What’s happening with the agency’s use of the CSC?
 - What is the background of their CSC involvement?
 - How knowledgeable are they about our service center offering?

- Regarding the few clients currently in the center, have they been utilizing it or servicing them at the agency?
 - What is their NB flow?
 - What NB flows into the CSC?
 - What is the Hanover headroom for policies to move into the CSC?
 - Do they use other carrier’s service centers and to what extent?
 - What is the staff attitude about the CSC?
2. Understand Why?
 - What are the likely causes of the above?
 - What is the background of their CSC involvement?
 3. Check to make sure you have a good understanding of the economic benefits the CSC offers to an agency. You need to be able to explain these benefits and how they can maximize them within the context of agency economics
 4. Re-check your knowledge of the services offered by the CSC
 5. Prepare for your discussion with the agency: develop an outline of questions that can be used to support your conversation with contacts at the agency.
 6. Set the appointment: Make the appointment and explain the purpose of the call will be to discuss the agency’s ways to get full benefit of the service center.

The CSC Value Discussion

GOAL	OBJECTIVE	TALK TRACK
Engage	Create interest by introducing economic benefits of CSC, helping the agency see benefits in exploring it with you, and gain agreement to submit to a questioning conversation	<ul style="list-style-type: none"> • “We find that many agencies are deriving a lot of economic benefit from use of our service center and today I’d like to discuss it with you. It’s important that we talk about your agency and the center to make sure we both have a good understanding of how you want to use it. Ultimately, I want to make sure you’re benefitting as much as possible.” • “To start, I want to ask questions to get the conversation going, then we can reach some conclusion and work together to come up with any next steps. Does that sound reasonable?”
Probe	<p>Probe to understand how the agency utilizes CSC services and what their views are of those experiences.</p> <p>It’s also important to probe to validate that the principal has full knowledge of CSR behaviors regarding the CSC. Research from Roger Sitkins shows that CSRs often handle the incoming calls themselves, then call the CSC instead of encouraging the customer to do so. This negates the economic benefit of using the service!</p> <p>Highlight the benefits of using the CSC and confirm that realizing these benefits is important to the agency.</p>	<ul style="list-style-type: none"> • “In general, how have you used service centers in your agency?” • How do members of your staff use the CSC? • When the customer calls to your office number, how is your staff handling that? • “You’ve been involved in the Hanover Service center for a while now, what are your thoughts about the CSC?” • “The Service Center sends you a report each month, have you seen it? (If yes) What has it been telling you?” • “As I mentioned, we have many agencies that are getting a lot of benefit from using the center. Roger Sitkins, a well know industry expert, says that typically, 80% of customers generate only 20% of your small commercial revenue, yet they use up 70% of your expenses! That’s why it’s so valuable to use the center. It truly is a more cost effective way to handle service because we are able to do things on a much larger scale and yet keep giving the personal touch. Even after the service fee, it reduces agency costs. Is this something that’s important to you?” <p>“Why / Why not?”</p> <ul style="list-style-type: none"> • “Besides making use of the lower costs, we are also seeing agencies use the center in order to re-deploy resources into more productive activities. For instance, they put big percentage of their accounts into the center and it frees up a tremendous amount of staff time which they can use for new sales activities or focusing CSR attention on “high revenue” clients. Doesn’t it make sense to spend your valuable servicing resources on the larger clients that give you the biggest proportion of your revenue?” • Agencies that are really getting their money’s worth from our center have been able to let us do the backroom work, and shift their attention to growing the agency. Is this something that’s important to you? <p>“Why / Why not?”</p>

GOAL	OBJECTIVE	TALK TRACK
Support	<p>Discuss agency's specific utilization of CSC against stated importance of realizing full benefits of CSC.</p> <p>Educate agency on new concierge approach of CSC and the benefits of greater CSC participation</p> <p><i>(can be a continuation of current sales call or an additional sales call)</i></p>	<ul style="list-style-type: none"> • "Based on our conversation, I think your agency is not getting as much benefit as it can could be getting. Taking the approach recommended by Sitkins, it makes sense to pull at least the bottom 50% of your accounts, by revenue, and put them in a service center. (state low agency participation rate as compared to agency headroom – using agency statistics) • "The Hanover CSC has what we call a "concierge" approach to our service and I want to work with you to take full advantage of everything we have to offer." • "Our Concierge approach splits our service into two offerings that we call Premium (Full) service, and Standard (Basic) service. Let me start by explaining the Premium service level, which is what you have today. After that I can make a comparison with the "standard" service level." • "Now here's the place in our work that we need to start talking about the next steps so that you can take full advantage of the benefits available to you. Premium service is automatic for agencies that are participating at a level of 250K and above. So, beside the fact that you can dramatically improve the expenses you use to service customers, you'll get a bonus of qualifying for the highest service possible if you can simply push past the 250K threshold. "What's important here is that this gives us an opportunity to step back, talk about where your agency is going and really focus our attention on partnering for all the right reasons – to help you (insert previously stated agency need) – make more money, keep more customers, and do it all more efficiently and effectively". • "You are currently participating at the rate of \$ ###, ### and there are an additional ### of Hanover policies and \$ of Hanover premium in your agency. We've already talked about the benefits that many other agencies are getting out of the CSC, I'd like to see you getting more out of it than you are now"
Close	<p>Confirm agency's need to realize greater benefits from the CSC, ask for greater CSC participation, and communicate proposed next steps.</p>	<ul style="list-style-type: none"> • "Do you think you are ready to talk about getting more out of the CSC?" • "I'd like you to work with me to review your policy list and select enough customers to get you well into the premium service level. Can we set that up with (name date and time)" • "Great, I'll get your policy list over to you in advance of our next meeting and you can begin the review. That way we can be ready to talk about ways you can really start taking advantage of what the service center can give you – things like more staff capacity, better cost efficiency and a chance to grow!"



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