

Winning the new journey of insuring successful individuals and families

Facilitator's guide

CHUBB®



Prepared in partnership with Reilly Training

Win the new journey

Successful families and individuals are researching and shopping online for insurance more than ever, fundamentally changing their purchasing journey.

In fact, they are almost twice as likely to shop online for their home insurance than other segments of the population, making them feel more informed when they call you about their insurance needs. With so much information readily available to them online or pushed at them by digital disruptors, your clients and prospective clients may feel more informed when calling you about their insurance needs. They are also likely to be more price-centric, because we live in a ‘culture of cheap’ that focuses on low prices. As a result, they may need to be educated that their needs are unique and therefore require unique offerings.

With so many prospective clients online, actively shopping and learning about insurance, you have an excellent opportunity to grow your business. Understanding how your clients and prospective clients are thinking about, researching, and purchasing insurance is an important first step. With powerful strategies and resources from Chubb, you can take advantage of the opportunities presented by your clients’ new journeys and set yourself apart in today’s competitive environment.

Chubb is pleased to partner with Reilly Training to bring this workshop to you. We created this guide to help you share our workshop and insights with your team, implement the strategies and tactics, and successfully convert prospective clients and retain current clients in this new market.

Reilly Training

Reilly Training is a St. Louis-based, privately owned research and training company that studies consumer behavior and develops techniques to turn challenges into opportunities for sales and service professionals. Reilly Training offers public seminars, in-house sales training programs, consulting services, and hiring and training assessments.

For nearly four decades, they have helped professionals adapt to evolving market dynamics and succeed by focusing on total value. As president of Reilly Training, Paul Reilly has advised dozens of industry-leading companies, helping them win their clients’ purchasing journeys.

In partnership with Chubb, Reilly Training has developed this course specifically for you, the sales and service professional and ask for your full commitment to the message, and that you apply what you learn.

Thank you in advance for your participation!

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Training theory

Overview from Paul Reilly

As consumers research and gather information online, we are seeing disruption across many industries, including insurance.

Today, organizations face a real need to train their employees to compete, not on price, but on value, in order to succeed against disruptors and win their clients’ evolving purchasing journeys. To turn disruption into an opportunity, you must change the interaction from a transaction to an experience by differentiating your value-added offering, selling your personal value, and focusing on service. All of this starts with training.

There are two ways to train employees for the challenges they face: outside resources and internal resources. It can either be an event or an in-depth learning experience in which the skills transfer easily to the job. All of the training dollars in the world are meaningless without the full cooperation and commitment of management and follow-up. The greatest resource at your fingertips is the time you give your employees — not the money you spend.

This section introduces you to the topic of training. You will learn important training concepts, terms, and methodology. You will study how adults learn; how to conduct training sessions; and receive an outline format to use in all your training sessions that support a video-based training program.



Training terms

The Learning Culture	Participants
This is the organization where growth is an important and necessary dynamic of success. It is built on a philosophy that people are evolving and emerging organisms – always becoming “more and more” of what they are able to become. In this culture, management encourages, supports, and assists the personal growth of employees.	We use this term throughout the manual to refer to the people that attend the training.
Training	Facilitator
This prepares someone to perform a certain job. It gives the individual the skills needed to achieve mastery in a given job, immediately following the training. It is what people learn today for application today.	This is you, the trainer. We prefer “facilitator” because it takes the pressure off of you and implies that the group is far more active in the learning process.
Development	Outcome
This is “mind-stretching.” It is what employees learn that is more career-building. It is what we teach today for tomorrow. The need for this type of knowledge is more long-term. It is how organizations prepare their employees for the challenges that lie ahead.	This is the anticipated result of the training.
Behavioral Objectives	Transfer of Skills
We use these to design training programs. You begin with the question, “What do I want my people to be able to do after the training?” Answer with action words: demonstrate, recite, name, outline, say, or do. Behavioral objectives enable you to measure the effectiveness of your training. Training effectiveness means that people learned and can demonstrate mastery at the end of the training.	This is where the rubber meets the road. Does the participant take the skills back to the job and use them as you planned in your design of the training? Your two main concerns are: will they and how quickly? Every training effort begins by stating your behavioral objectives based on the demands of the job. To reach their full potential, employees need training and development built into their professional growth programs. As facilitator, your major concern is that the participant achieves the transfer of skills stated in the behavioral objectives. This is the outcome you want.

Adult learning theory

Your knowledge of adult learning theory will help you present material that is interesting and helpful to the group. Adults learn best when...

- ☐ Training reflects real-life situations they experience.
- ☐ They understand the importance and relevance of the material.
- ☐ They can use current knowledge (frame of reference) to process new information. We call this conceptual overlap.
- ☐ They are able to integrate new information into what they already know.
- ☐ They can use their real-life experiences to understand the material.
- ☐ They are involved actively: physically and mentally (doing).
- ☐ They are ready to learn. They want it, need it, and appreciate it.
- ☐ They are guided versus graded.
- ☐ They are in an informal environment.

Use this as a checklist for the modules you prepare. Incorporate as many as you can into the training sessions and the discussions.

Meeting tips



Before the meeting

- Planning and preparation create twice the performance. You **cannot** wing it if you want the participants to take this seriously.
- Try for morning meetings if possible/feasible.
- Prepare your itinerary and written agenda.
- Send a memo detailing times and emphasize timeliness.
- Choose the most appropriate time and location. Allow adequate time to accomplish the objective of your meeting, but never fail to set a time limit for meetings.



Conducting meetings

- Start on time and end on time.
- State ground rules.
- Make it exciting through interaction and participation.
- End each segment with a call-to-action statement. Challenge the group to use what they have learned. Ask for their commitment.
- Indicate that you will follow-up on their commitment.
- Share the floor. No one has a monopoly on good ideas.
- Avoid getting caught in conversational cross-fire.
- Be assertive enough to wrap up each topic on time.
- Steer the discussion back on track as soon as it veers.
- Reinforce contributions of others. Give constructive recognition.
- Be clear and concise in your remarks.
- Use visual aids if they will clarify what you're saying.
- Close the meeting on a positive note. Mention their worthy contributions and willingness to apply what they have learned.

Group dynamics

- To get a group going, direct questions to specific participants.
- To prevent monopoly by one or two participants, ask for other opinions.
- To stop the group from lingering too long on one subject and prevent the group from losing momentum, use close-ended questions that need a “yes” or “no” answer.
- To prevent the group from rambling, use close-ended questions or summarizing statements.
- To encourage expression if the group is reluctant to discuss issues or carry out exercises, use questioning to determine the cause of the problem; use benefit statements that show the participants what’s in it for them to regain commitment.
- Neutralize abrasive comments from participants by reframing or restating their comments as questions.



Notes on facilitator’s guide

This workbook is available to you to help facilitate the workshop. In addition, the workshop includes a slide show and accompanying handouts for participants to retain and leverage in group exercises.


Throughout the guide, the following visuals will appear to indicate notes or actions for the facilitator:

- Facilitator instructions are listed on the left-hand page.
- Slide number references are in an outlined square: 2
- Icons denote specific activities:
 - ▶ Video play
 - ? Overhead question
 - 👤👤 Group exercise

Facilitator instructions

In the introduction, begin by explaining the need for this training. The following are a few talking points to consider, along with specifics for your agency or brokerage.

- Recently, I attended a Chubb event where Paul Reilly from Reilly Training presented a number of strategies and tactics to compete more profitably. They were straightforward and actionable, and I want to share them with you today.
- It's always important to stay on top of emerging trends. As our current and prospective clients are researching and engaging with insurance information online more than ever, we have an incredible opportunity to connect with them and compete more effectively.
- To do so, we must first recognize that consumer's mindsets are different and increasingly more price sensitive and understand the role we play.



Play video 3

After opening the meeting and introducing the need for this training, play “The changing client journey” video as a further introduction to trends in the market and the research conducted by Chubb.

After watching the video, highlight some of the key points and how important it is to understand how your clients and prospective clients are thinking about, researching, and purchasing insurance.

The changing client journey

4 The client journey has changed

Successful families and individuals are almost twice as likely to shop online for their home insurance as any other segment of the population.

- 69% have shopped online **in the past 12 months**
- 73% are likely to shop online **in the future**

5 Price is not a main reason clients work with us

When clients who work with an independent agent or broker were asked about the advantages of that relationship, they cited these benefits as the top three reasons:


- Advice - Getting valuable guidance on how to protect their home
- Access - Ability to call a person vs. a company in case something happens
- Time - Saving time by letting the agent or broker research carriers

6 Prioritizing the right coverage over price

Most clients think agents and brokers should focus on what's right for them, not price.

- 54% of successful individuals said agents lose credibility when they lead with the lowest cost option
- 80% said agents should prioritize getting the right insurance policies for protection over getting the lowest price

Facilitator instructions




Play video 7

Before facilitating this section, play “The opportunity” video as an introduction to the pressures you’re facing in the market today and turning these challenges into sales opportunities.

After watching the video, discuss why consumers are increasingly more price sensitive and the reasons behind the changes in their behavior.

- Clients and prospective clients have more **access to information**. They can go online and research different options. In a few minutes clients can fill out a form and receive multiple quotes.
- We live in a **culture of cheap**. In today’s world, people are obsessed with getting a cheap price. Use specific examples from the insurance industry such as GEICO and Progressive.
- Clients will **view similar offerings as the same**. If they’re viewed as the same, price becomes the main decision-making criteria. As a follow-up exercise consider pulling up a few of your competitor’s websites and read aloud several statements from the “About us” sections. This demonstrates to the group how agencies and brokerages blend in and sound the same.



Overhead question

How have you experienced these challenges?

Share personal examples of how you or your agency has received calls about cheaper alternatives. You can also share examples of clients referencing mailers or ads focusing on cheaper prices.

Provide an overview of the program objective, value-added selling, and the strategies that will be discussed during the workshop.

We will cover the following strategies to help combat pressures in the market:

1. **Redefine value** - Defining value in the client’s terms
2. **Simplify the complex** - Enlarging the conversation beyond price
3. **Focus long term** - Stretching the client’s time horizon
4. **Set yourself apart** - Differentiating your value added
5. **Reinforce your value** - Implementing a value reinforcement campaign

The opportunity

8 What does this new journey mean for you?

- Access to information
- Culture of cheap
- Sameness

9 Program objective

To introduce you to the Value-Added Selling philosophy and demonstrate how and why this is a viable go-to-market strategy for your agency or brokerage.

10 What is value-added selling?

It’s a business philosophy, a process of proactively looking for ways to enhance, augment, or enlarge your bundled package for the client. It’s promising a lot and delivering more – always seeking ways to create maximum value for your clients. It is selling to the client’s needs, not against the competition.

- 11 • It’s a process
- 12 • It’s proactive
- 13 • Embracing value-added selling

14 Strategies we will cover

1. Redefine value
2. Simplify the complex
3. Focus long term
4. Differentiate yourself
5. Reinforce your value added

Facilitator instructions

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Overhead question

How do clients define value? Record the group’s responses on a flip chart.

After an adequate group discussion, explain to the group that value is personal and describes an outcome.

“Value is personal” means each client will define value in different ways. “Value is an outcome” means that the client must gain something from the exchange. Consider sharing a personal story or example of how a client defined value in a unique way.

▶

Play video 16

Before facilitating the next section, play the “Strategy 1: Redefine value” video to introduce the Value > Price equation to expand the definition of value beyond price when speaking to clients or prospects.

In the Value > Price equation, draw the group into a discussion of what goes into price, cost avoidance, utility, and impact of your solution. Here are some examples of each component of the value formula:

Price
Premium payment for an insurance policy.

Cost Avoidance
Broader than price and includes the potential costs the client may avoid: time, risk, energy, effort, and aggravation. When doing business with independent agents and brokers and a premium insurer like Chubb, it could represent the cost avoided because of quick claim payment or time saved not traveling to a secondary home when it’s hit by a hurricane because the client is enrolled in Chubb Property Manager.

Utility
What the insurance policy does for the client. This could be a claim payment for a loss or a loss that’s been prevented because the client installed a water shut-off device or centrally monitored alarm system, or had enrolled in wildfire defense services. Utility is far greater when working with an independent insurance expert and a premium insurer like Chubb, because clients receive risk management advice and complimentary services to prevent losses from happening in the first place.

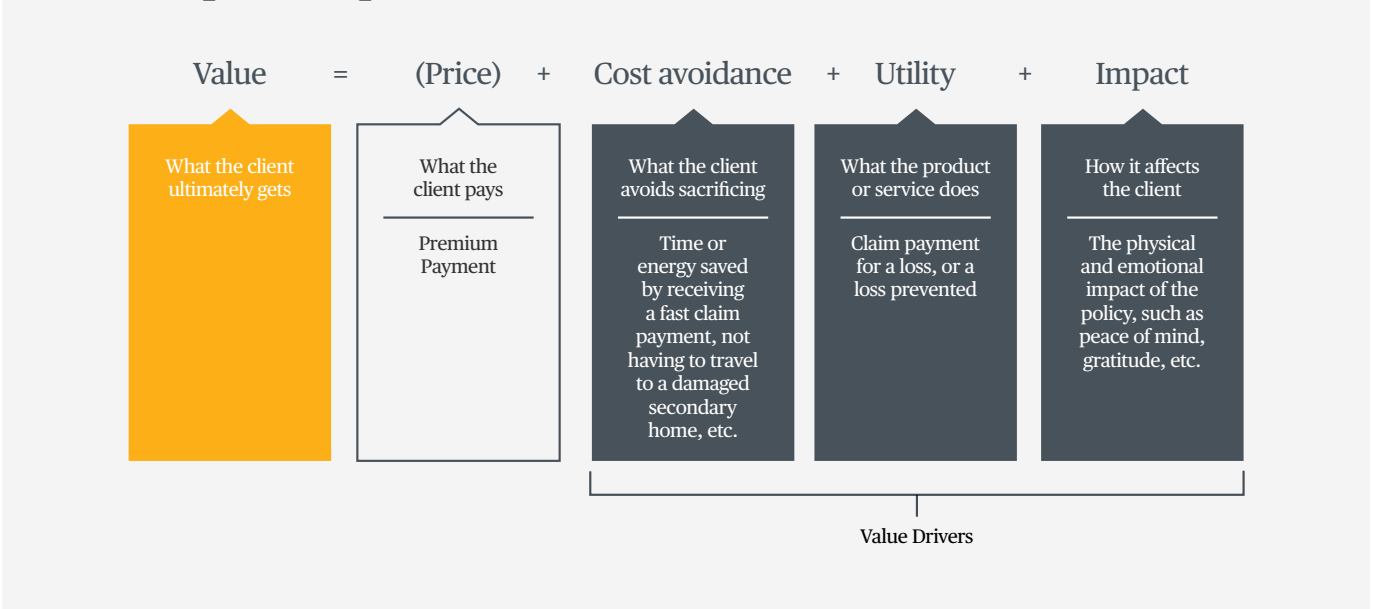
Impact
Broader than utility and the holistic effect of the policy, including both physical and emotional impact. It could be the peace of mind clients feel knowing they’re fully protected or the gratitude they feel after experiencing, first-hand, the caring and efficiency of your staff or a carrier’s claims professionals.

You want the client to think about all the different variables and drivers that create value for them.

Redefine value

- 15
- What is value?
- Personal
 - Outcome

Value > price equation 17



18


Tactic: Redefine value in the clients’ terms

Ask probing, open-ended questions like the ones below to uncover how the client is defining value.

- How important would it be for you to be able to replace all contents of your home, including things like upgraded cabinets and special order appliances, should the unexpected happen?
- How important is it to you that a carrier offers resources and information to prevent issues from happening in the first place?
- Can you tell me about what you would expect from a carrier should you experience an unexpected loss to your home?
- What is most important to you when choosing an insurance carrier?

Facilitator instructions

Explain that Value-Added Selling is a proactive approach. In this section, participants will learn how to proactively take control of the conversation and guide it down a path of value.



Play video

19

Play the “Strategy 2: Simplify the complex” to introduce the topic of enlarging the conversation beyond price.

You want the client to think bigger about their problems and your solution. The conversation must be bigger than commodity needs, commodity solutions, and the acquisition price.

Ask questions that cause the client to think bigger.

Simplify the complex

20 Simplifying the complex means enlarging the conversation to help clients think bigger about their needs and potential solutions.

21 Tactic: Enlarging the conversation

- If a few of your custom kitchen cabinets were ruined by a water leak, would you want to replace all of the cabinets so they could all look alike?
- If you or someone in your family were sued, how would that affect your financial strength and outlook?
- If you were in an accident with an uninsured driver, how would your financial situation be affected?
- If your home was damaged or destroyed, how critical would it be for you to stay in your school district, so you don’t disrupt your family any more than necessary?

Facilitator instructions

▶

Play video

22

Play the “Strategy 3: Focus long term” video to introduce the topic of stretching the client’s time horizon and presenting long-term strategies in your planning approach.

Remind the group that it is necessary to transport the client to the future to stretch their time horizon.

Price is a short-term metric, and value is a long-term metric. Clients will take a myopic view and focus on price. By stretching the time horizon with long-term questions and long-term solutions, the client will focus more on value and less on price.

?

Overhead question

What are additional questions you might ask to help stretch a client’s time horizon?

Use examples presented on the slide to show how you might ask questions to encourage a client to think long term and present long term strategies at different stages in your planning approach.

Plan and design the right strategy

Example: “I design insurance strategies that ensure that you’re fully covered in case of an unfortunate accident or loss and that your retirement savings stay intact.”

Implement or adapt to the strategy

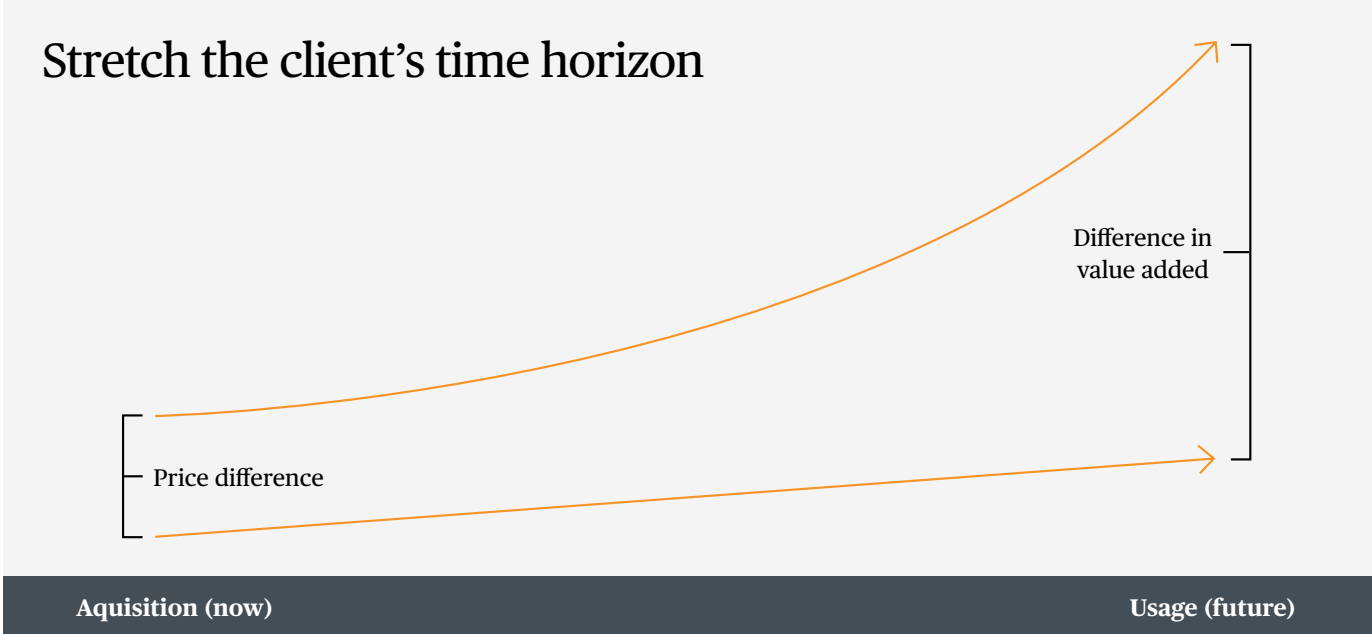
Example: “As your needs and circumstances change, you want to make sure you have a strategy in place to protect it.”

Capture the most value from the strategy

Example: “By working with us, we will make sure you’re taking advantage of complimentary services, like those designed to help you protect your valuables or secondary home when you’re away.”

Focus long term

- 23
- Stretch the client’s time horizon and help them look beyond short-term cost savings to realize long-term value.




- 24
- Tactic: Reflect on the future

 - You’ve no doubt been saving for retirement. How have you and your financial advisor built out your plan? What is your timeframe?
 - How much do you rely on your home equity to be able to retire comfortably?
 - What would happen to your savings if your home was severely damaged or destroyed by water or fire, and you had to pay, say, \$300,000 out of pocket? Would you still be able to retire in the timeframe you were planning or would need to push it out 3-5 years?
 - If you were in a bad car accident and someone sued your family for \$3,000,000 would you have enough money to settle that lawsuit and still retire in the timeframe you planned?
 - What would happen if you were getting closer to retirement and lost your home? Would you be forced to rebuild or could you use the money to downsize?
- 26
- Tactic: Present long-term strategies

 - Plan and design the right strategy
 - Implement or adapt to the strategy
 - Capture the most value from the strategy

Facilitator instructions




Play video 27

Play the “Strategy 4: Differentiate yourself” video to explain how you must set yourself apart by differentiating yourself from your competition and reinforcing the value you deliver on a regular basis.

Seek the group’s input on the concept that the same insurance policy, from two different independent agencies or brokerages, are two different offerings altogether.

Remind the group that the best way to determine the differences between you and the competition is to revisit the three dimensions of value: insurance product or service, agency or brokerage, and you as an individual.



Group exercise

In this exercise, your team will utilize the differentiation worksheet included in the workshop materials to identify what makes you different from the competition.

- Allow them 20 minutes to complete this exercise.
- Split them into smaller discussion groups for this exercise.
- At the end of the 20-minute small group discussion, have a representative from each group present their list.

Explain to the group that they can use this tool to explain what makes them different that any single competitor.

Differentiating


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Tactic: Document points of differentiation

Complete the following worksheet to document differentiators on the three dimensions of value: the products and services we offer, our agency or brokerage, and you as an individual. You may cite these examples to get the group started.


Product or service attributes	1.	<i>Comprehensive protection</i>
	2.	<i>Quality of claims process</i>
	3.	<i>Extended replacement cost capability</i>
	4.	<i>Choice of repair shops</i>
	5.	
	6.	
	7.	
	8.	
	9.	
	10.	
Agency/brokerage attributes	11.	<i>24/7 access</i>
	12.	<i>Annual coverage reviews</i>
	13.	<i>Educational tips and resources</i>
	14.	
	15.	
	16.	
	17.	
	18.	
	19.	
	20.	
Your attributes	21.	<i>Support through the claims process</i>
	22.	<i>Knowledgeable expertise</i>
	23.	<i>Problem solving abilities</i>
	24.	
	25.	
	26.	
	27.	
	28.	
	29.	
	30.	

Facilitator instructions



Overhead question

Are you getting credit for all the value you deliver?



Play video 30

Play the “Strategy 5: Reinforcing your value added” video to introduce three ideas to initiate a value reinforcement campaign.


Explain to the group that value reinforcement is a defensive selling strategy. Defensive selling is about protecting and growing the business with existing clients.

Explain that once clients are accustomed to your value-added, it becomes expected, but that does not diminish its importance.

Discuss various ways that your agency can document the value it delivers for clients. Use the examples on the facing page. Ask the group for additional suggestions.

If value reminding is positive bragging, what can your team positively brag about? Why is there reluctance by some to brag? How can we brag “positively”?

Explain to the group that the value audit is a way to check on yourself. A value audit is making sure you deliver all the value the client expects. Value audits should be conducted annually with the client. During this meeting you can also assess the client’s current policy to determine if any changes are needed.



Group exercise

Discuss some ideas to reinforce the value that we deliver. You can even refer back to your differentiation worksheet. As a follow-up question, ask the group, “How can we remind our clients of all the value we deliver?”

Value reinforcement

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No one gets the credit they deserve. They only get the credit they ask for. There are three ways companies can get credit for their value.

32

Tactic: Thank, remind and audit yourself

Documentation

- Client service response reports
- Claims summary
- Policy coverage report
- Thank you note recapping your value added

Value reminding

“Positive bragging” is reminding clients of everything you do for them. Be sure to demonstrate the impact of your value on the client.

Value audit

Check on yourself often, either formally through client satisfaction surveys, or informally with questions. Think **pre-sale** and **post-sale** value.

Thank you

We hope you and your team found these resources helpful in winning the new journey of insuring successful families and individuals.

At Chubb, we are continuing to actively invest in ways to help our independent agents and brokers grow their businesses. It's a partnership; we're working together with you to help more clients get the protection they need.

With so many successful families and individuals online, actively shopping and learning about insurance, you may see more prospective clients who feel more informed and seem more price-centric than ever before. This presents a great opportunity for you - to reframe the discussion and build your business by helping them see that value is more than just a low price.

For additional research and tools on other important topics, visit one of our many resource centers at www.chubb.com/agent-marketing.



