



# Selling in Uncertain Times: *Research report - Part 2* <sub>/4</sub>

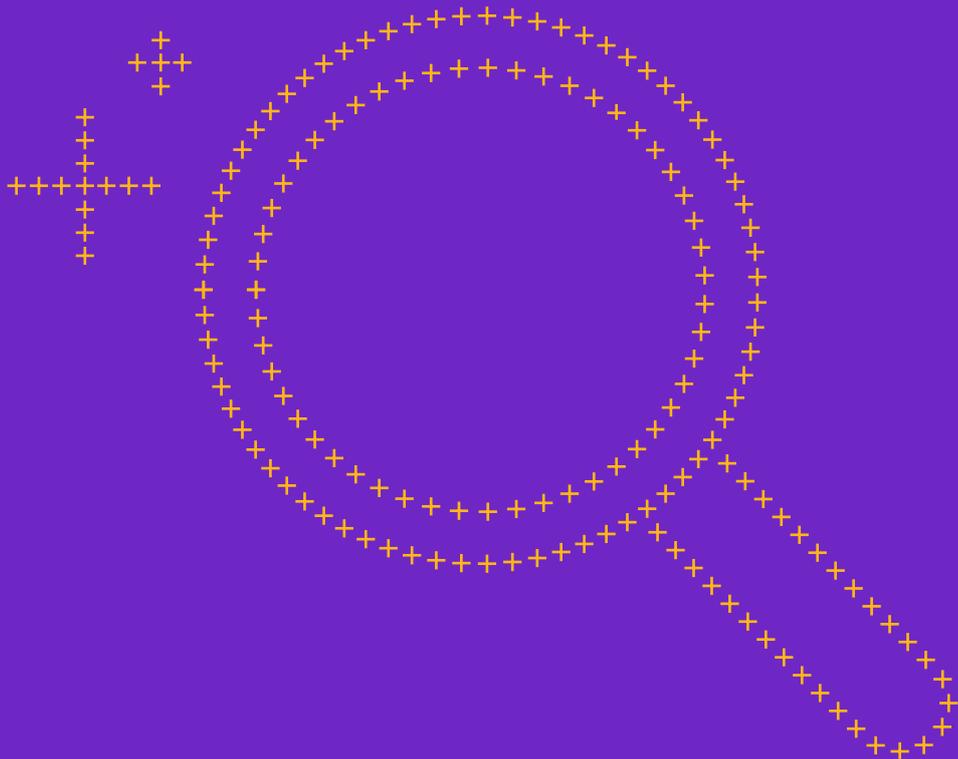
How brokers can create value for clients and make themselves the most important piece of the puzzle.



REPORT 2

# Seeing from *clients'* *perspectives*

The client ultimately defines value. To fully understand what drives their decisions, their broker needs to see the world as they do. This empathy is the key to understanding clients.



## In hard markets, uncertainty drives clients' decision making.

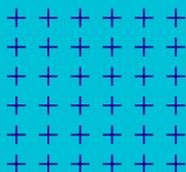
Of all the emotions that factor into a purchase, concerns about what comes next are the most powerful. Thoughts and fears over a potential loss are what tend to drive insurance purchases in the first place, but when clients face heightened levels of uncertainty, they often look to stabilise their environment through one of two responses — hoarding or herding.

### Hoarding

is when clients tighten their grip on finite resources, like cash. It's no surprise that in tough times, organisations look to cut costs and reduce spending.

### Herding

is the tendency of clients to 'follow the herd' and take the same actions that they see others taking, even if those changes aren't necessarily right for their needs.



## Different people, different perspectives

# 97%

of respondents said they wanted their broker to empathise with them.

They actively want brokers to see problems from their point of view, and tackle them from that perspective.

# 94%

said they'd pay more for insurance if someone proactively assessed their vulnerability.

This, coupled with recommendations on how to avoid losses, are unique aspects of the overall solution for each client.

# 57%

said they wanted expert advice with customised options when buying insurance.

To understand what advice to offer and which options to prepare in advance, brokers must put themselves in their clients' shoes.

## REPORT 2

# Asking the right questions, *to develop the right solution*

When combined with a thorough understanding of what a client values, knowing what they want, need, and are concerned about, can make it easier to not only provide the right solution for today, but also the right solution for the future.

One way to do this is by **asking questions that help your client focus on future risks and issues**. These take the client out of the present moment and help to reduce the knee-jerk reactions of hoarding or herding. And because clients are more likely to focus on overall outcomes when considering the future, they'll be less concerned with what they must sacrifice right now.

## Example 'future-thinking' questions for clients:

- How would an unexpected loss in the future impact your growth plans?
- What's important to you when selecting a long-term insurance partner?
- Which poses a greater risk, investing in this solution, or possibly not having the opportunity to achieve your business goals should an unexpected loss arise?
- How are you and your family preparing for a potential, unexpected loss in the future?

Then, **enlarge the conversation beyond price by asking bigger questions**. When insurance is commoditised, many clients become convinced that there's nothing unique about their needs. Which means that any one-size-fits-all solution will work. This thinking naturally focuses conversations on price. Instead, draw out the complexity of client's needs, and make them aware of the value of insights and solutions.



In some cases, helping clients to ‘self-discover’ the risks they face can help – this involves asking questions that encourage them to think more deeply about their complex and unique needs.

### Example ‘self-discovery’ questions for clients:

- Beyond insurance, what do you need from us as your partner?
- What are your mission-critical issues, when growing your business?
- What would you expect from us throughout the claims process?
- What do you see as the main benefit of this type of solution?
- What are your thoughts on ongoing cyberthreats?
- What would the ideal insurance solution look like for your company?
- What are the most important assets to you and your family?

Lastly, taking the focus off price and **positioning a solution as an answer to the pressures clients face is a useful sales tactic**. When a client is more aware of these other considerations, they’ll focus less on price.

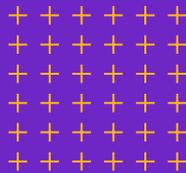
And on the other side of the coin, if brokers focus more on the pressures *they’re* facing they may present an insurance solution that isn’t as well aligned the the clients needs.

### Example pressure points:

- A sense of urgency or concern about a lack of coverage
- A lack of substitute insurance solutions or alternative providers
- Bad experiences with (or bad reputations of) previous and competing providers
- Unique problems or needs which other providers may not understand
- Financial pressures – either due to market struggles or expansions
- The need for a seamless transition, and a willingness to renew or purchase

These are just a few examples, and pressure points can take many forms. The better a broker understands their client, the easier it will be to tailor a value-added solution to support them.

# About the research



During 2021, Chubb commissioned a global survey asking business decision-makers and consumers about their views, attitudes and priorities in uncertain times.

2,250 business decision-makers in small to mid-sized businesses across multiple industries and 1,000 consumers based in 15 major markets around the world participated in this survey. All statistics cited in this document are taken from the global results of this survey, so are not specific to an individual country or region.

## Countries/Regions surveyed

Argentina	France	Mexico
Australia	Hong Kong	Singapore
Brazil	Indonesia	Spain
Canada	Italy	United Kingdom
Colombia	Malaysia	United States

## Chubb. Insured.<sup>SM</sup>

All content in this material is for general information purposes only. It does not constitute personal advice or a recommendation to any individual or business of any product or service.

Chubb European Group SE (CEG) is an undertaking governed by the provisions of the French insurance code with registration number 450 327 374 RCS Nanterre. Registered office: La Tour Carpe Diem, 31 Place des Corolles, Esplanade Nord, 92400 Courbevoie, France. EG has fully paid share capital of €896,176,662.

UK business address: 100 Leadenhall Street, London EC3A 3BP. Authorised and supervised by the French Prudential Supervision and Resolution Authority (4, Place de Budapest, CS 92459, 75436 PARIS CEDEX 09) and authorised and subject to limited regulation by the Financial Conduct Authority (FS Register number 820988). Details about the extent of our regulation by the Financial Conduct Authority are available from us on request.