

# Case Study

## Overview

This Case Study captures key issues and results for a leading Fortune 500 Financial Services Organization.

The company highlighted in this overview provides services to customers who choose to work with a counselor over the phone, via the internet or mail. Licensed sales counselors provide financial recommendations and solutions to over 1000 customers each day. These counselors help customers with a wide variety of financial needs from retirement to comprehensive financial planning.

## Objectives

- Implement a sales process compatible with the company's core values
- Establish a sustainable process and a 'trail to the sale' for the sales force
- Create marketplace differentiation through consultative selling
- Develop long-term relationships, increased customer persistency, asset retention and increase overall sales
- Create an environment to retain high performers

## Solutions Implementation

13 years ago, the entire sales group, including managers, began the Integrity Selling® journey that continues to this day. Every year, significantly higher performance and sales goals were established for the division. This business unit partnered with Integrity Solutions® to develop creative tools aimed at adapting the principles and process of Integrity Selling® to their unique distance-selling environment.

**IntegritySelling®**

In addition, graduates of the program participated in the Integrity Selling® Advanced Sales Sessions. Managers also followed an intense sales coaching schedule to reinforce principles and develop their team's skills. The goal was to ensure Integrity Selling® was embedded in their sales culture. Today Integrity Selling® is still a "living and breathing" part of how sales counselors and managers interact with customers on a daily basis.

To ensure the momentum continues, all new sales counselors and managers attend Integrity Selling®. The leadership team has also developed hiring standards, a call review process and recognition programs centered around the principles of Integrity Selling® to ensure managers model, coach, reinforce and reward to the process.

## Impact



- Asset retention results have tripled from \$785 million to \$2.3 billion
- Additional assets captured increased \$143 million
- Continued retention of high performers
- Consistent high sales performance even during 2008 financial crisis

*"Integrity Selling® raises the bar for the service we provide our customers and supports two of our company's core values: Customer Focus and Integrity. This program is the foundation for our success!"*

**Director, Leading Fortune 500 Financial Service Company**

*"Since we incorporated Integrity Selling® into our counselor development 13 years ago, we've seen our sales results more than triple while our number of sales counselors has declined. What I've seen as an indication of this success is that what began as the foundation for our development process has expanded to also become the cornerstone of our culture.*

*From hiring, through training and during coaching - Integrity Selling® has become who we are and how we do business. As one counselor recently stated, 'You just have so much confidence when you're paid and encouraged to always do what's right for the customer.' "*

**Senior Sales Manager, Leading Fortune 500 Financial Service Company**