Case Study

SwissLife Select

Financial Services Company
Field Sales

Creating a cultural transformation with motivation

SwissLife Select, a unit of one of Europe's largest insurance companies, has a long history of innovation, a reflection of an ever-growing number of financial products it offers. However, its consultants were disinclined to sell "first time" products, preferring to sell familiar items which hampered the company's ability to achieve strategic and revenue objectives.
After several failed attempts to transform selling behaviors, the company partnered with Centrical to effect a cultural change that would increase performance through positive motivation and transparency while influencing consultants' ability to address multiple KPIs in parallel, including the selling of "first bringer" products.

36%
Increase in policy sales

45%
Higher sales for new products

10.4%
More sales per agent



KURT KELLER
Head of Sales Operations | SwissLife Select

"Our salespeople improved their new product sales because of Centrical's positive motivation.

centrical

Go from confusion to clarity

SwissLife Select, a part of one of Europe's largest insurers, is focused on private customers. It offers a variety of innovative products designed to protect them financially throughout each of their life stages. Its team of consultants look for the ideal solution for their clients from literally hundreds of products offered by the company as well as those of other providers.

This variety of offers had an unfortunate by product. Without the right systems in place, people continued to do what they were used to doing, which wasn't always aligned with company goals. In addition, managers' assigned goals and monitored key performance indicators (KPIs) quarterly, not dynamically. It was cumbersome process, producing more confusion than clarity.

> Using Centrical, we aligned salespeople with company objectives and showed how they'd benefit.

KURT KELLER
Head of Sales Operations | SwissLife Select



Visibility for heightened vitality

With growth in the number of financial products it offered, SwissLife Select understood it needed more than "hard copy" leaderboards, which didn't reflect performance in real-time, to guide its consultants. It looked for a platform that could motivate consultants to focus on more than one KPI at a time. One that gives consultants a wider view, driving them to put forward new products, and live up to SwissLife Select's ideal of doing what's best for its clients.

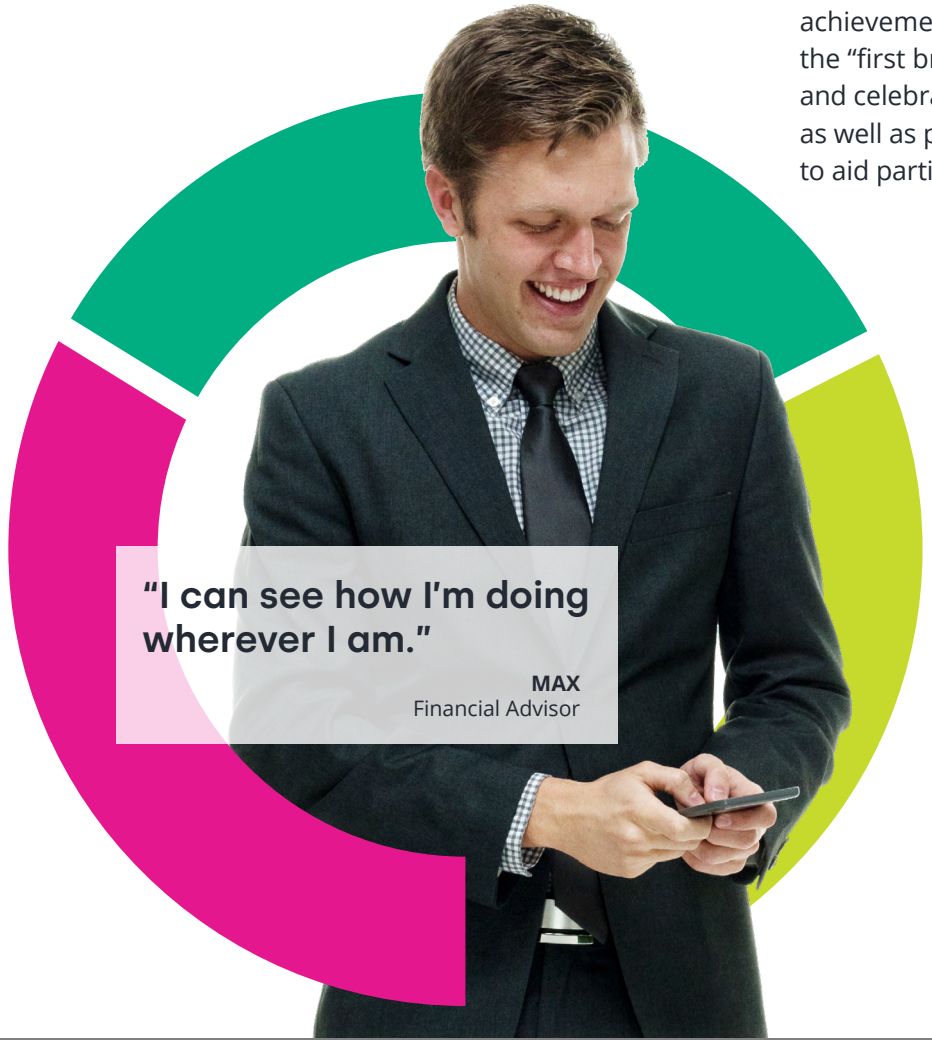
This would also make management more effective, allowing managers to review data on multiple KPIs for teams and individual consultants. Team leaders could easily discern sales potential from problems, changing meetings with their team members to ones that centered on coaching for better performance.

Approach

Working with Centrical, SwissLife Select now offers consultants real-time visibility on a wide selection of KPIs. Goals and incentives tied to them are easily and continuously updated to drive focus on desired products and alignment with company strategy.

Managers see the same data in much the same way. They're prompted on outliers to send feedback or recognition instantly to advance performance.

Centrical encourages and sustains motivation through challenges and friendly competitions. Each action an employee takes awards them points, moves them to new levels or gets them ahead on their own leaderboard. A special set of achievement badges, which the company called the "first bringer" badge series, acknowledged and celebrated new product sales. Those badges as well as physical rewards used an Alpine theme to aid participation for this Swiss company.



> **"I can see how I'm doing wherever I am."**
>
> **MAX**
> Financial Advisor

Advanced Gamification

Instead of an array of confusing leaderboards, SwissLife Select now motivates employees with a flexible set of challenges, segmented competitions, points, and prizes, driving focus on the right targets.

Real-time Performance Management

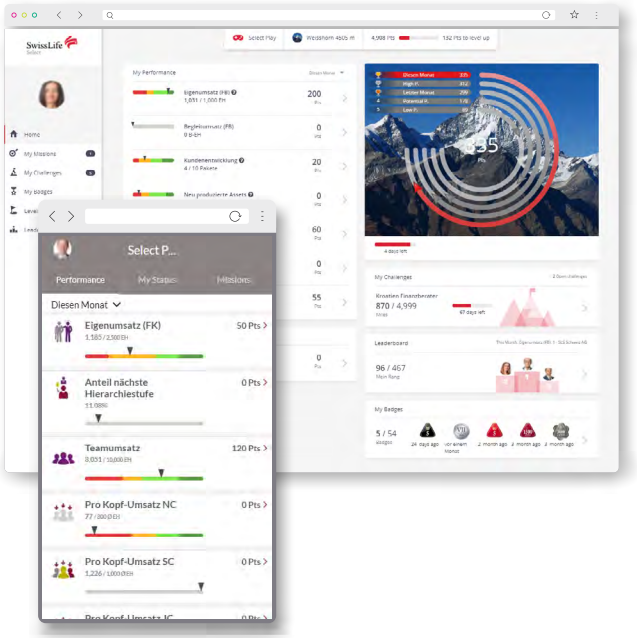
Employees know what KPIs need their focus and why. They can now access and track performance from their mobile phones. Everything is updated in real-time and aligned with their quotas and incentives.

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Results

"While the top performers were motivated to further excel, the real impact of the Centrical platform was moving the middle," says Kurt Keller, SwissLife Select's Head of Sales Operations. "We gave mid-performers goals. They quickly improved, reaching numbers typical of our top perfomers. Our entire organization shifted up."

Managers went from driving consultants with a confusing array of leaderboards to one simplified, intuitive dashboard. Gamified competitions, personal goals, and challenges created a performance-driven culture.



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> Centrical is a great group of people; they're as committed to SwissLife's success as I am.
>
> **KURT KELLER**
> Head of Sales Operations | SwissLife Select

SwissLife Select ran campaigns that gave special badges to consultants every time they sold a new product - the "first bringer" badge series.

The result - first time sales of new products rose 45%. After an employee sold a new product for the first time, it became part of their product mix.

The company also saw a 10.4% rise in sales per consultant. Insurance product sales rose 36%.

About Centrical

Centrical helps the world's leading companies make employees the center of business success by improving their engagement, learning, and performance while enhancing the coaching abilities of their managers.

Its holistic platform simply works Better Together because it blends advanced gamification, personalized microlearning, and real-time performance management to sustainably motivate employees to challenge themselves and strengthen skills while providing data-driven feedback in their quest to reach their full potential.

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