



MTC REVENUE GENERATION THROUGH CROSS-SELLING, UPSELLING AND CORPORATE BUSINESS DEVELOPMENT

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ABOUT THE FACILITATOR



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- President & Chairman of the Governing Council - Chartered Institute of Marketing, Ghana, Chairman - SIB Limited, Member - eCrime Bureau, Built Technologies.
- Most Influential Corporate Leader of the Decade - 2025.



**SCAN CODE TO
REGISTER FOR
THE SESSION**

LEARNING AGREEMENTS: GROUND RULES



- A two-day workshop works only with a shared discipline:

☐ Be Present

☐ Be Candid

☐ Confidentiality Holds

☐ Speak Up, Step Back

☐ Apply, Do Not Just Listen

☐ Punctuality After Breaks



“The best way to sell is to stop selling and start helping.”

- Jill Konrath -

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LET'S DISCUSS



- a. Tell the team about the best sale you ever made to an existing customer.
- b. What made it work: the product, the timing, or the relationship?
- c. What did the customer say yes to, and why?





THE GROWTH IMPERATIVE

THE MARKET REALITY



In a low-penetration market, new buyers are scarce and hard-won

1.0%

Insurance Penetration In
Ghana, GDP

GH¢ 202

Insurance Spend Per Person,
A Year

~70%

Of Ghanaians Hold No
Insurance At All

GH¢ 814m

Premium Ceded To
Reinsurers, 2023

The businesses that grow are the ones that earn more from every relationship they already hold.

THE REVENUE GROWTH ENGINE

The Hollard Revenue Growth Engine

Four levers that grow Net Earned Premium without depending on new-customer acquisition

CROSS-SELL

Add new product lines to the same customer

UPSELL

Deepen and upgrade cover on existing policies

CORPORATE BD

Win quality corporate and broker business

RETENTION

Keep and re-sell to profitable retail portfolios

Higher wallet share | higher revenue per customer | stronger pipeline

**GROWTH IN NET EARNED PREMIUM (NEP)
AND SUSTAINABLE PROFITABILITY**

Retaining a customer costs far less than acquiring one; every second policy changes the unit economics.

WHY DEPTH BEATS BREADTH



7-9x

More Costly To Acquire A New Customer Than To Retain One

+20%

Potential Sales Lift From Effective Cross-selling

+30%

Potential Profit Lift From Effective Cross-selling

Three Ideas Run Through Everything

- **Wallet share:** The share of a customer's spend that comes to Hollard.
- **Policy density:** The number of policies per customer.
- **Lifetime value:** The total value of the relationship over time.



KNOW YOUR CUSTOMER

THREE RHYTHMS OF NEED

Growth starts with knowing who you serve

1

Retail & Households

Motor, home, personal accident, travel, life, savings, funeral and inclusive cover such as MeBanbo.

2

Small & Medium Enterprises

Business, motor fleet, marine and goods-in-transit, engineering, asset cover and group life.

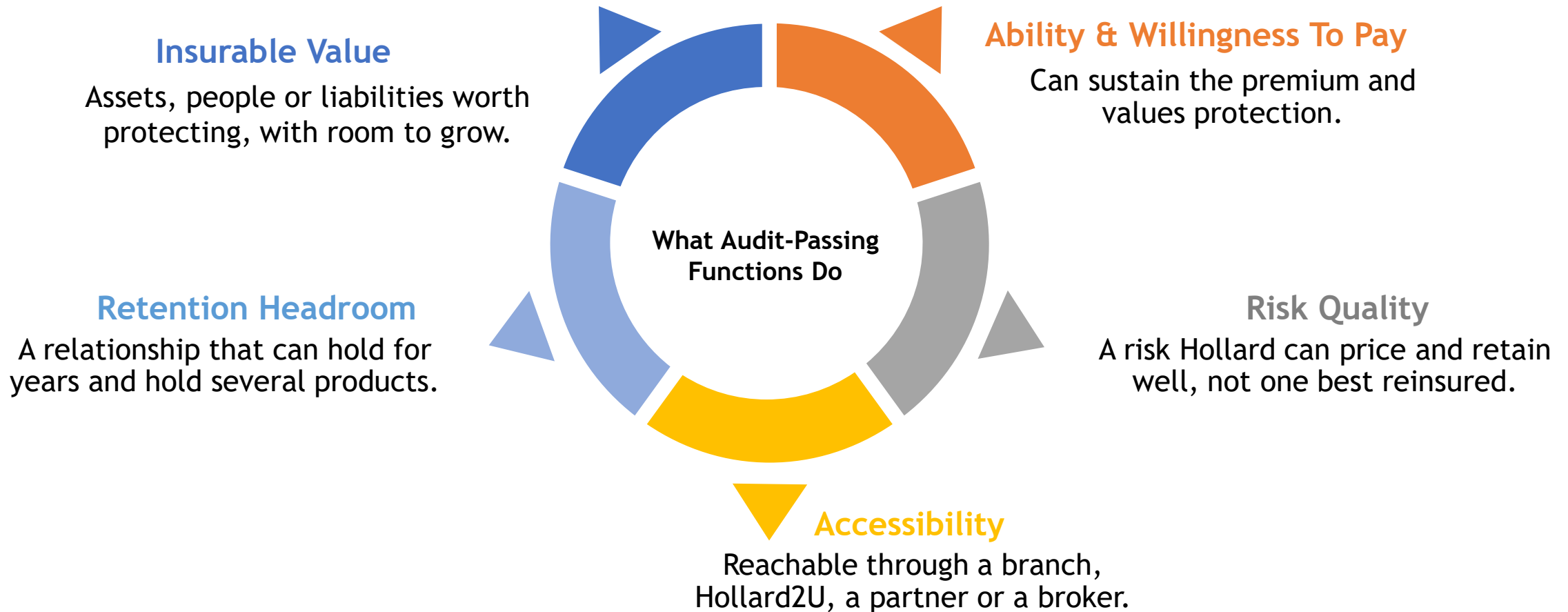
3

Corporates & Institutions

Property, liability, fleet, business interruption, key-person, group life and pensions.

Each profile is served differently, but all grow the same way: by being seen completely.

THE IDEAL CUSTOMER PROFILE



WHAT A WORKING PERSONA CAPTURES



1. Who They Are: Age, Role, Location, Segment

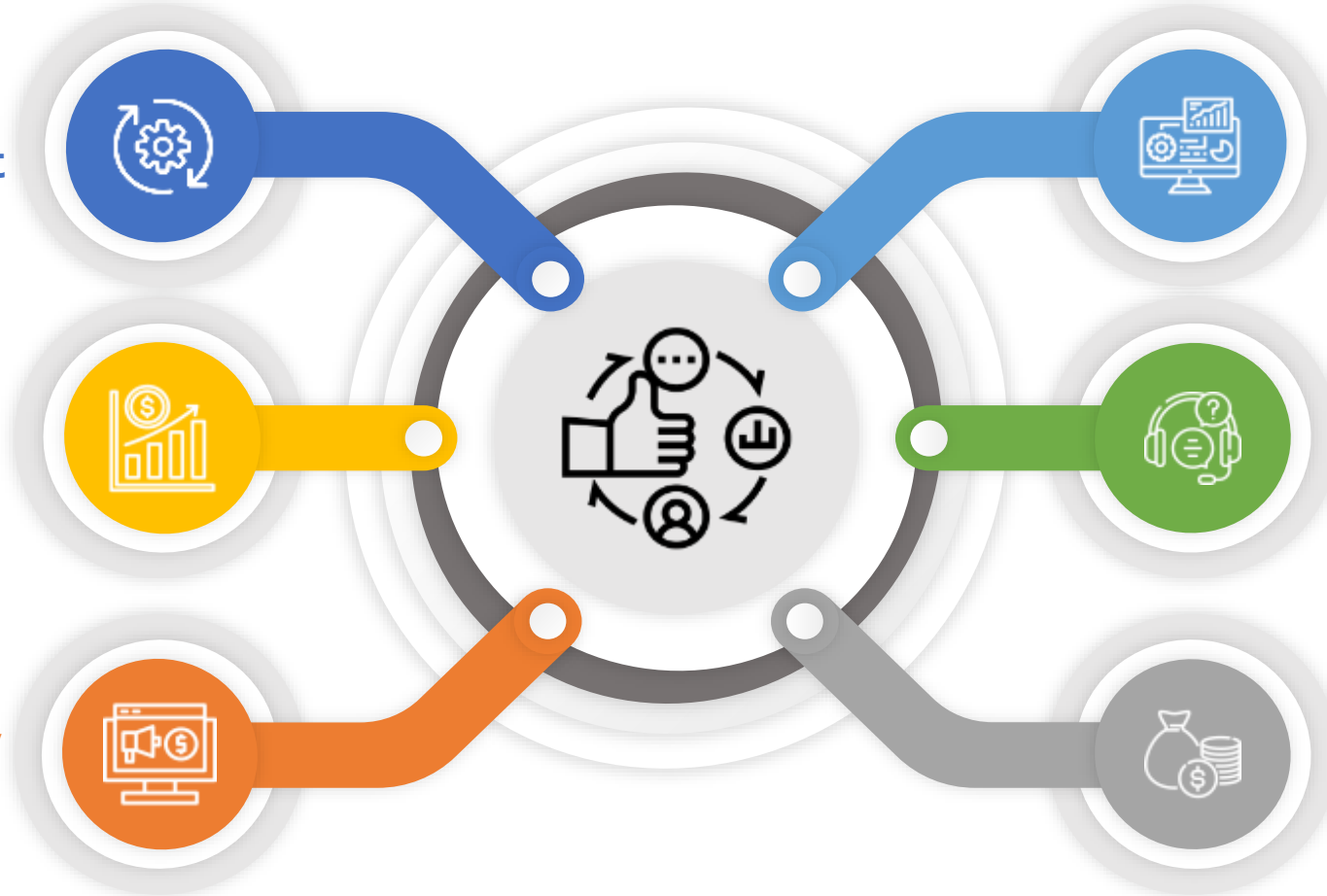
2. What They Own Or Run

3. What They Already Insure

4. Goals And Worries

5. Likely Triggers For The Next Need

6. How They Buy, And Likely Objections



GROUP EXERCISE: BUILDING YOUR CUSTOMER PERSONA



In groups of four,

- Pick **one real, common customer type** from your book.
- Complete the persona template:** profile, holdings, goals, triggers, objections.
- Give your persona a name
- Name the **single next-best offer this persona** most needs.



THE RISK TRIGGERS

Reading the Customer: Life Stages, Business Events and Risk Triggers

RETAIL

New car purchase

Marriage / new child

Buys or builds a home

Job change / pay rise

Approaching retirement

-> Motor, Home, Life, Personal Accident, Savings, MeBanbo

SME

Business registration

Buys plant / vehicles

Hires staff

Takes a bank loan

Signs a big contract

-> Business, Motor Fleet, Marine, Engineering, Group Life

CORPORATE

Board risk review

New subsidiary

Asset / fleet growth

Regulatory change

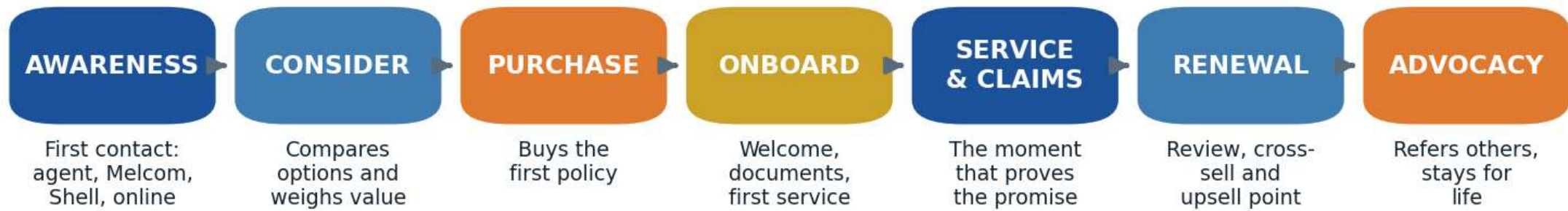
Employee benefit review

-> Fleet, Property, Liability, Key-Man, Group Life & Pensions

Each trigger is a signal that a new need, a new risk or a coverage gap has appeared: a moment to serve, not to sell at.

THE CUSTOMER JOURNEY

The Customer Journey and Where Value Is Won



Most teams stop selling at Purchase. The premium and the loyalty are won after it: at claims, at onboarding and at every renewal.



CONSULTATIVE SELLING

THE VENDOR VS THE TRUSTED ADVISOR



Sell by asking not by telling, the weakest opening is a product and a price.

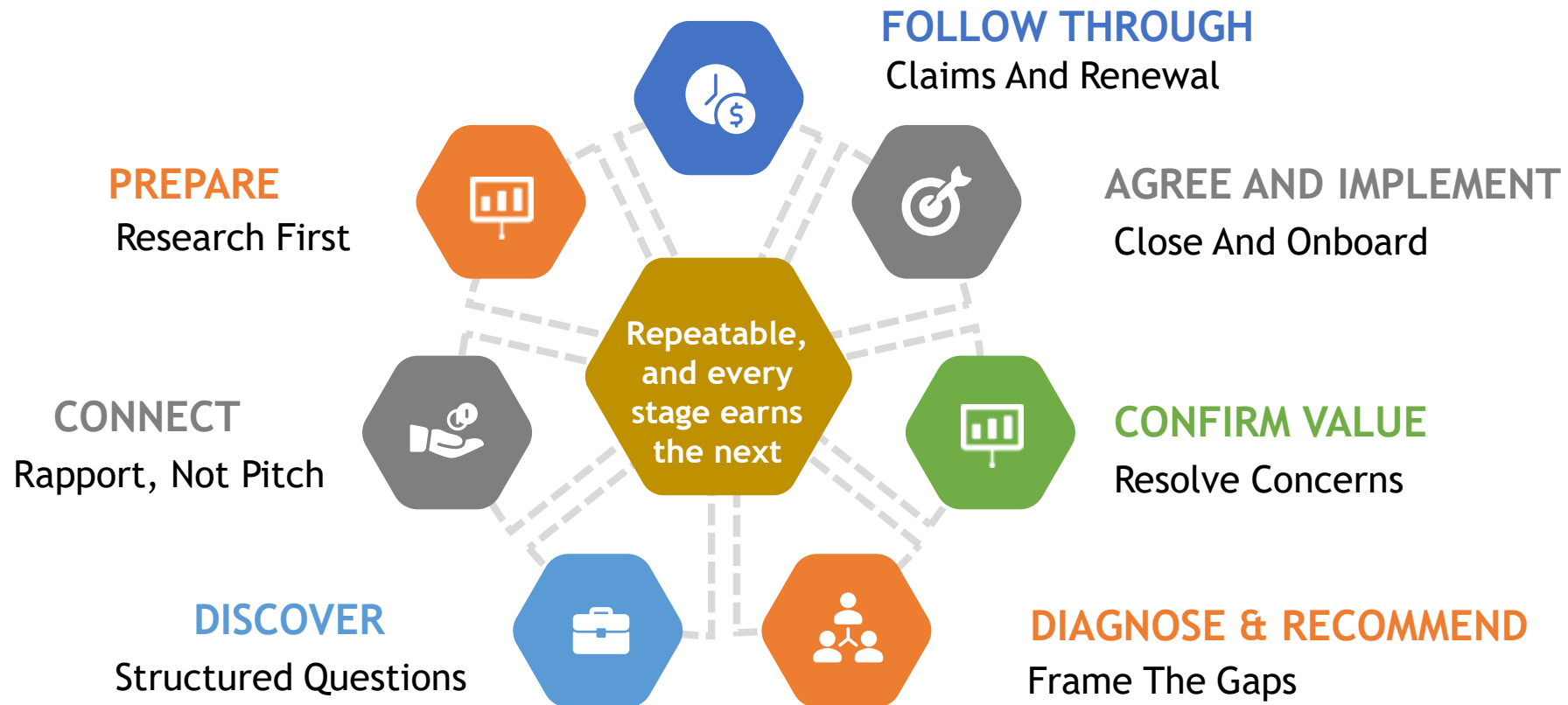
THE VENDOR

- Opens with a product and a price
- Talks more than they listen
- Competes on being cheapest
- Is easily replaced at renewal

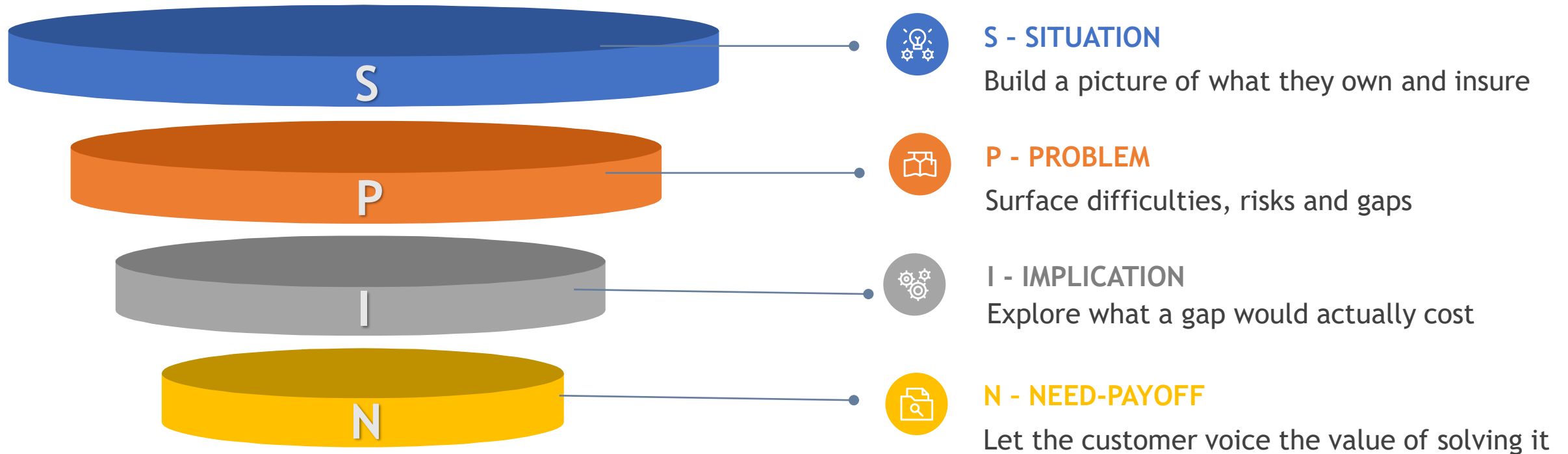
THE TRUSTED ADVISOR

- Opens with questions about the customer
- Listens, then diagnoses
- Competes on understanding and trust
- Is called first, for years

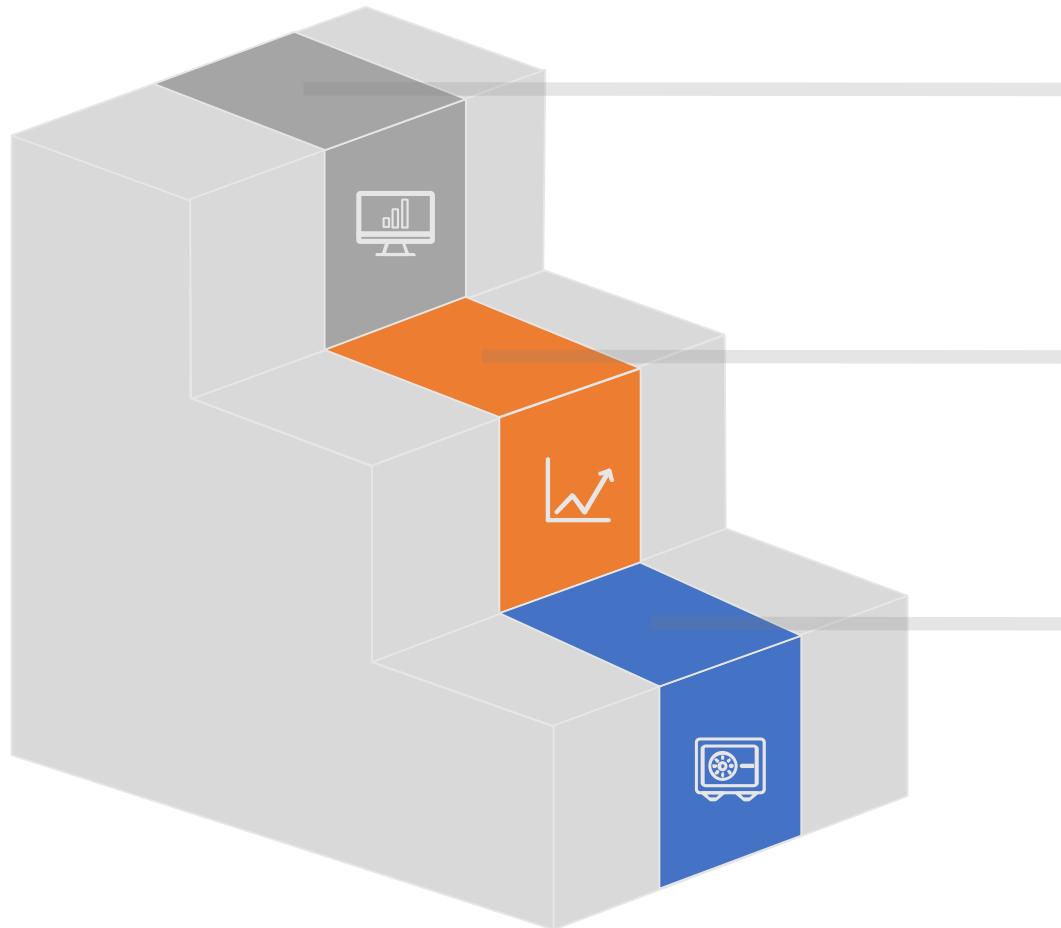
A CONSULTATIVE SELLING FRAMEWORK



THE SPIN QUESTION FUNNEL



FROM VENDOR TO TRUSTED ADVISOR



- 3 TRUSTED ADVISOR**
Understands the whole situation is consulted early, and shapes decisions for years.
- 2 PROBLEM-SOLVER**
Diagnoses a stated need and solves it. Valued, but only for this transaction.
- 1 VENDOR**
Sells a product against a price. Easily replaced by a cheaper quote.

BUILDING CREDIBILITY AND TRUST

What Builds Trust: The Trust Equation



Trust rises when credibility, reliability and intimacy grow, and falls fast when self-interest shows.

After Maister, Green and Galford (2000), The Trusted Advisor.

GROUP EXERCISE



CASE STUDY 1 DISCOVERY WITH A KUMASI TRADING BUSINESS

A Business Development Officer visits a mid-sized trader that holds only basic premises cover.

Instead of pitching, she asks how goods reach the warehouse, how far they travel, what bank facilities were taken recently, and what would happen if the store closed for a month after a fire.

The answers reveal uninsured goods in transit, a loan covenant to insure assets, and no business-interruption cover.

DISCUSS IN YOUR GROUPS

1. Which SPIN questions did the officer use, and what did each uncover?
2. How did letting the owner state the implications change the tone?
3. Draft two implication questions for an SME in your own portfolio.



CROSS-SELLING & UPSELLING

CROSS-SELLING AND UPSELLING



CROSS-SELLING

- Adds a new product line that covers a different risk.
- Offering home and personal accident to a motor customer.
- Raises policy density and retention.

UPSELLING

- Deepens or upgrades cover already held.
- Raising a liability limit, extending a policy, moving to a more comprehensive plan.
- Raises the value of each policy.

THE HOLLARD CROSS-SELL MATRIX



The Hollard Cross-Sell Matrix: From One Policy to a Protected Household or Firm

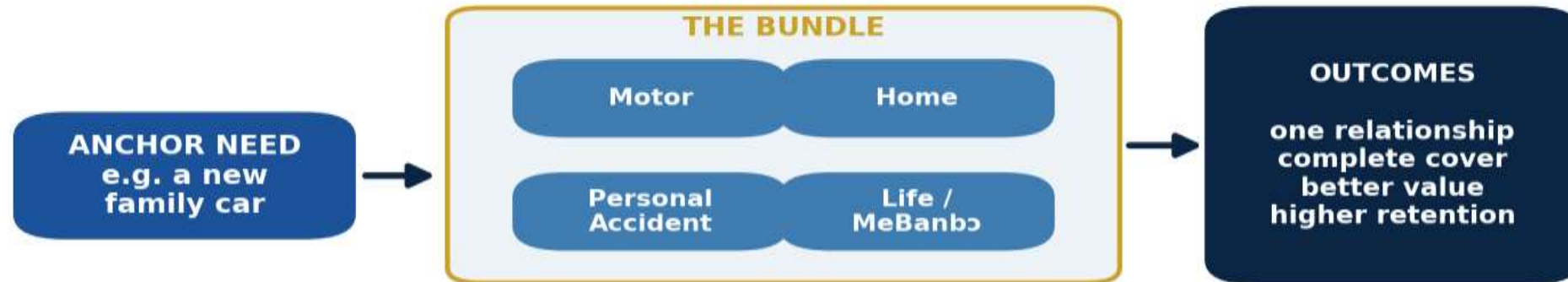


The next-best offer is the one that closes a real gap for that customer, not the highest-commission product.

CREATING BUNDLED SOLUTIONS



Building a Bundled Solution Around One Need



A good bundle solves a real, connected set of risks. It is not unrelated products forced together for commission.

AVOIDING COMMON CROSS-SELLING AND UPSELLING MISTAKES



1 Offering before discovering

2 Over-insuring or mis-selling

3 Forcing unrelated products together

4 Explaining features, not value

5 Leading with the highest commission

6 Ignoring the customer's budget

7 Choosing the wrong moment

8 Failing to follow through at claims

The test that prevents them all: would you recommend this to your own family in the same situation?

GROUP EXERCISE



CASE STUDY 2

ONE MOTOR CUSTOMER, A PROTECTED HOUSEHOLD

A Relationship Manager reviews a customer who has held motor cover for three years.

Discovery at renewal reveals a newly built home, two school-age children, and no life or personal accident cover.

She recommends home cover first, framed against the cost of rebuilding after a fire, then adds personal accident and a life plan over two renewals.

One policy becomes four; the customer is more protected, more loyal, and now refers family.

DISCUSS IN YOUR GROUPS

1. Why did she sequence the offers rather than present all four at once?
2. Which trigger made each offer timely, and how was it framed as service?
3. In your book, name one motor-only customer and map their next three offers.



BUILDING A QUALITY PIPELINE

THE BUSINESS DEVELOPMENT PIPELINE



The Business Development Pipeline

A quality pipeline is measured, not hoped for. Track movement and conversion at every stage.



HOW TO MANAGE YOUR SALES PIPELINE



ASSESSING PIPELINE HEALTH



01

COVERAGE

Qualified value ~3x the target?

02

BALANCE

Opportunities at every stage?

03

QUALITY

All passed the four tests?

04

VELOCITY

Are deals actually moving?

05

FRESHNESS

New opportunities added weekly?

06

CONCENTRATION

Not resting on a few big deals?

07

ACCURACY

Stages and dates reflect reality?

SAMPLE PIPELINE SHEET



Name of Company
Pipeline Management

NAME OF MARKETER :

No.	Date	Company Name	Contact Name	Contact	Policy Type	Status / Remarks
1						
2						
3						
4						
5						
6						
7						
8						
9						
10						
11						
12						
13						
14						
15						
16						
17						
18						
19						
20						
21						
22						

<	>	Summary	Prospects-Leads	Qualified Lead	Quoted	Debited	Closed	+	:	<	
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CORPORATE BD & STAKEHOLDERS

ENGAGING THE CORPORATE BUYING UNIT



Economic Buyer

Signs off budget; cares about value & risk

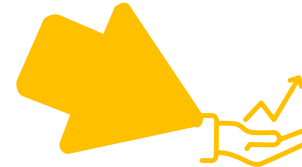


User / Champion

Lives with the policy; can advocate inside

Technical Buyer

Checks cover and terms meet the requirement



Broker

Advises the client and controls access

THE
OPPORTUNITY

MARKET INTELLIGENCE AND OPPORTUNITY ANALYSIS



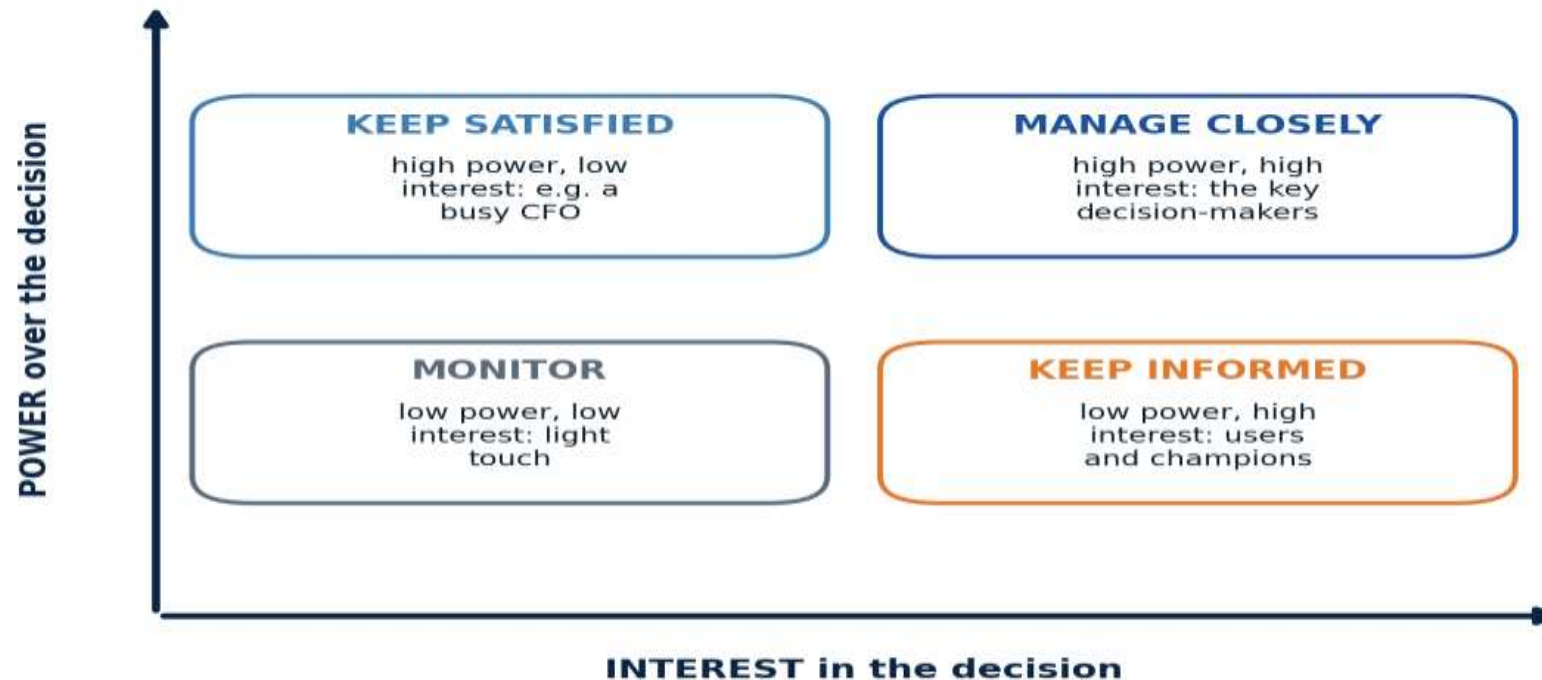
Opportunity Analysis: Where to Aim



NETWORKING AND INFLUENCE



Mapping Influence: The Power and Interest Grid



GROUP EXERCISE



CASE STUDY 3

WINNING A FLEET AND PROPERTY ACCOUNT THROUGH A BROKER

Invited by a broker to quote for a logistics firm, an officer maps the buying unit rather than sending one price.

She prepares a value case on total cost of risk for the CFO, a technical annex for the risk manager, and a service note for the fleet manager, and keeps the broker briefed throughout.

A competitor is cheaper, but the client's team is united and the broker recommends Hollard.

DISCUSS IN YOUR GROUPS

1. How did addressing each stakeholder change the outcome against a cheaper rival?
2. What specifically earned the broker's advocacy?
3. For your account, list the buying unit and each member's main concern.



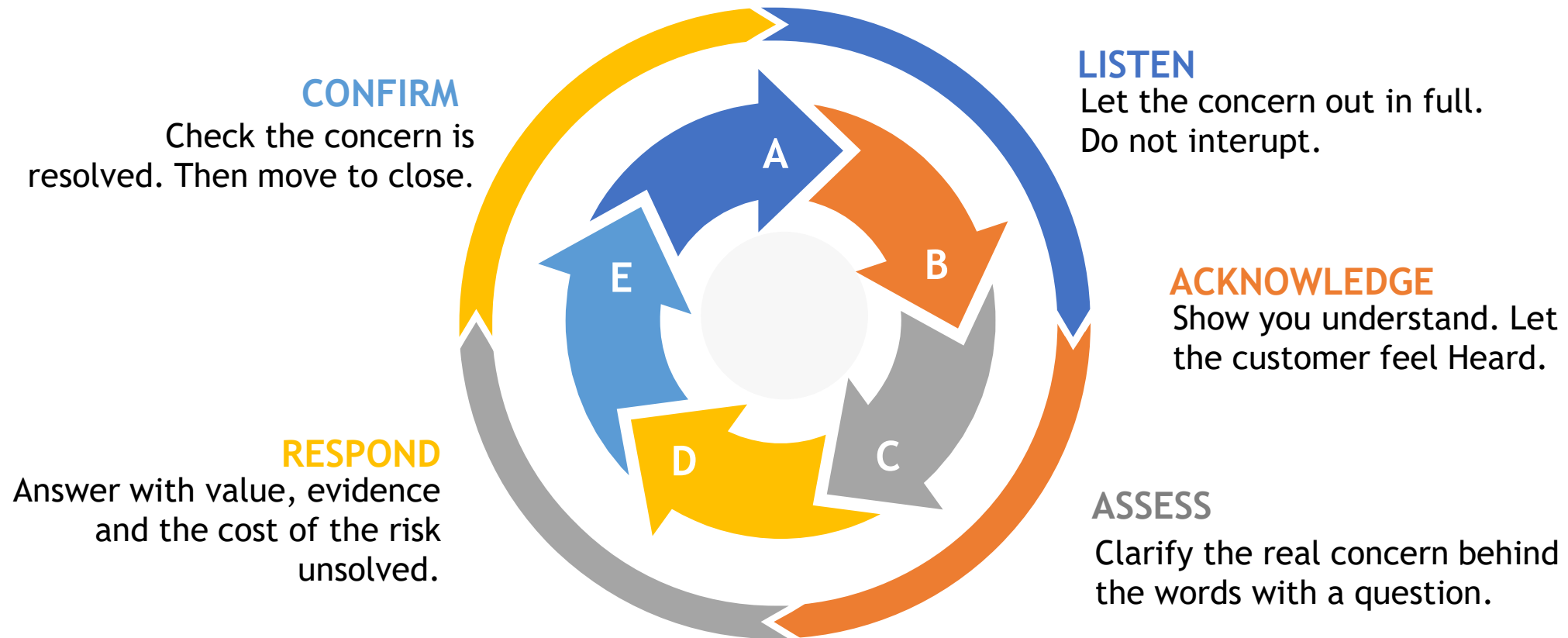
OBJECTIONS & CLOSING

AN OBJECTION IS A REQUEST FOR VALUE



- **Objections are not rejections;** they are the customer telling you what still stands between them and yes.
- Handled well, **an objection is the most useful moment in a sale,** because it reveals the real concern.
- The commonest objections in insurance are familiar: **the premium is too high, the value is unclear, a competitor is cheaper, or the customer wants to think about it.**
- Behind each is a **question about value** that has not yet been answered.

HANDLING OBJECTIONS WITH CONFIDENCE: THE LAARC LOOP



EXAMPLES OF OBEJECTIONS & HOW TO RESPOND

"It's too expensive."

Respond

- *"I understand — and that's a fair reaction. Can I ask: what's the cost of NOT having this cover if [specific risk scenario] happened? Let's look at what you'd actually be protecting, and whether the numbers still feel the same way."*
- **DON'T:** Immediately discount, justify the premium defensively, or compare to competitors
- **DO:** Reframe price as the cost of risk transfer. Make the risk real and personal.
- **TIP:** Help them calculate the real cost of the gap, not just the premium.

"I need to think about it."

Respond

- *"Of course — this is an important decision. To help me give you exactly what you need, what is the main thing you'd want to think through? Is it the cost, the coverage, or something else?"*
- **DON'T:** Say 'Of course, take your time' and disappear. You'll lose the sale.
- **DO:** Find out what specifically they need to think about. The answer reveals what's still missing.
- **TIP:** 'I'll think about it' is an invitation to ask one more question — not a goodbye.

EXAMPLES OF OBJECTIONS & HOW TO RESPOND



“I already have cover.”

Respond

- *"That's great – peace of mind is exactly what we all want. When did you last review your policy against your current situation? Most people find that things change – income, dependants, property – and the cover doesn't always keep pace."*
- **DON'T:** Attack their current policy or insult the competitor. It destroys trust instantly.
- **DO:** Ask questions that invite the prospect to self-discover the gaps.
- **TIP:** Do you have cover?" is not the same question as "Is your cover right for where you are now?"

“Now is not a good time”

Respond

- *"I completely understand – and I'll never pressure you into something. But I'd be doing you a disservice if I didn't say: the reason most people wish they'd started earlier is [specific scenario]. What would make the timing feel right for you?"*
- **DON'T:** Accept the delay and schedule a vague follow-up. The urgency disappears completely.
- **DO:** Make the cost of waiting tangible and personal – without being manipulative.
- **TIP:** Every week of delay is a week of uninsured exposure. Help them see that – honestly

TYPES OF SALES CLOSING



01

The Assumptive Close

Act as if the prospect has already decided.

04

The Urgency/Scarcity Close

Highlight a limited-time offer or availability.

02

The Alternative Close

Offer two positive options instead of a yes/no choice.

05

The Question Close

Ask a direct question that leads to commitment.

03

The Summary Close

Recap the key benefits before asking for the decision.

06

The Objection Close

Address a final hesitation and turn it into a close.

07

The Trial Close (Soft Close)

Test readiness before the final close.

EXERCISE



*List the 5 objections you personally encounter most often and complete the provided columns.
This is to help you develop an objections guide.*

Objection I Hear	My A response (Acknowledge)	My C question (Clarify)	My R response (Respond)
1.			
2.			
3.			
4.			
5.			



RETENTION & ACCOUNT GROWTH

THE RETENTION AND ACCOUNT GROWTH LOOP



- ▶ **01** On the promise (reliable service and claims)
- ▶ **02** The account (an annual health check)
- ▶ **03** As the customer needs growth.
- ▶ **04** Referrals and renewals (referrals feed the next cycle)

STRATEGIC PARTNERSHIP AND DISTRIBUTION MODEL



Bancassurance
Insurance sold through a bank

Brokers
The advisor channel

Embedded / Digital
Cover added at point of sale



Agency (H2U)
The Hollard2U network

Affinity / Retail
Melcom and Shell partners



IMPLEMENTATION: THE 30-60-90 DAYS PLAN

FIRST 30 DAYS FOUNDATION

- Map your top 20 accounts and their coverage gaps.
- Build a personal discovery question bank.
- Log every live opportunity in one pipeline view.
- Agree cross-sell targets with your manager.

DAYS 31 - 60 MOMENTUM

- Run structured discovery on every renewal conversation.
- Make at least one next best offer per customer meeting
- Qualify and advance corporate leads with the broker.
- Review pipeline weekly with the team.

DAYS 61 - 90 PERFORMANCE

- Close first tranche of cross-sell and upsell opportunities.
- Complete account growth plans for key clients.
- Track conversion, wallet share and retention movement.
- Coach peers and share what worked.

IN CONCLUSION...



- **Revenue growth** in insurance is **not achieved simply by acquiring more customers.**
- **Sustainable growth** comes from **understanding customers more deeply, identifying their changing needs, and creating opportunities to provide greater value** through relevant insurance solutions.
- By **developing existing accounts, pursuing corporate opportunities strategically and consistently following through on identified opportunities,** you can **contribute meaningfully to increased revenue** and sustained business growth for Hollard Insurance.

“The purpose of a business is to create and keep a customer.”

– **Peter F. Drucker** –

**SCAN CODE
TO EVALUATE
SESSION**



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