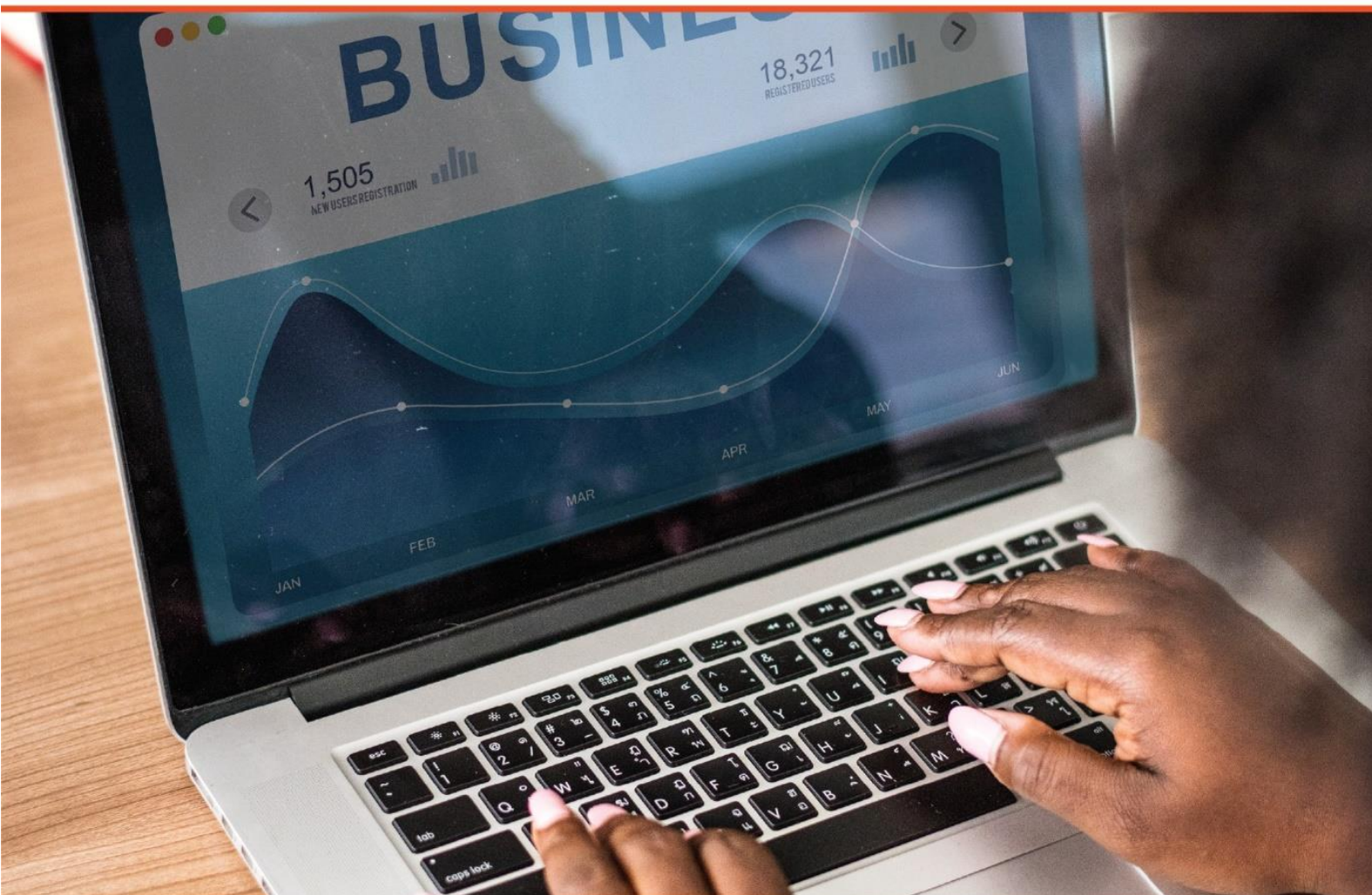


MTC GROWING REVENUE THROUGH CROSS-SELLING, UPSELLING & CORPORATE BUSINESS DEVELOPMENT



GROWING REVENUE THROUGH CROSS-SELLING, UPSELLING AND CORPORATE BUSINESS DEVELOPMENT

HOLLARD INSURANCE GHANA

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THE GROWTH IMPERATIVE: RETENTION, WALLET SHARE AND PROFITABLE GROWTH

1.0 Learning Objectives

At the end of this module, participants will be able to:

- a. Explain Why, In Ghana's Low-Penetration Market, Profitable Growth Depends on Deepening Existing Relationships Rather Than Chasing New Customers Alone.
- b. Describe The Four Levers of The Revenue Growth Engine and How Each Supports Hollard's Retention and Net Earned Premium Objectives.
- c. Connect Their Own Daily Activity to The Strategic Goal of Raising Retention and Reducing Reliance on Reinsurance.

1.1 The Arithmetic of The Ghanaian Market

Every commercial decision at Hollard is taken inside a simple, stubborn fact. Insurance penetration in Ghana sat at 1.0 per cent of gross domestic product in 2024, the same as the year before, and per capita insurance spending, or density, was only GH¢202.40 (Bank of Ghana, 2025). Around seventy per cent of Ghanaians have no insurance of any kind (UNDP, 2021, as cited in Bukari, 2024). The market is growing, but the number of first-time buyers is not growing quickly enough to carry Hollard's ambitions on its own.

When new demand is scarce and hard-won, the businesses that win are those that earn more from each relationship they already hold. This is not a retreat from acquisition. It is a recognition that a customer who already trusts Hollard, who has already been through underwriting and who has already experienced the claims service, is by far the cheapest and most profitable person to sell to next.

1.2 Why Retaining and Deepening Beats Chasing

In property and casualty insurance, acquiring a new customer costs roughly seven to nine times more than retaining an existing one, and every second policy sold to the same household changes the economics of that relationship materially (Decerto, 2025). The effect on the top and bottom line is large: research by McKinsey and Company has found that effective cross-selling can lift sales by around twenty per cent and profits by around thirty per cent (as cited in CrankWheel, 2025). Customers who hold two or more lines with the same insurer are also markedly less likely to switch at renewal, so depth and retention reinforce one another (Decerto, 2025).

Three ideas run through the whole programme, so it is worth fixing them now:

- a. **Wallet share.** The proportion of a customer's total insurance spending that comes to Hollard rather than to a competitor. Growth here needs no new customers at all.
- b. **Policy density.** The average number of policies each customer or household holds with Hollard. Moving a customer from one policy to two or three transforms their value and their loyalty.

- c. **Customer lifetime value.** The total profit a relationship is expected to produce over its full life. Retention, cross-selling and upselling all raise it.

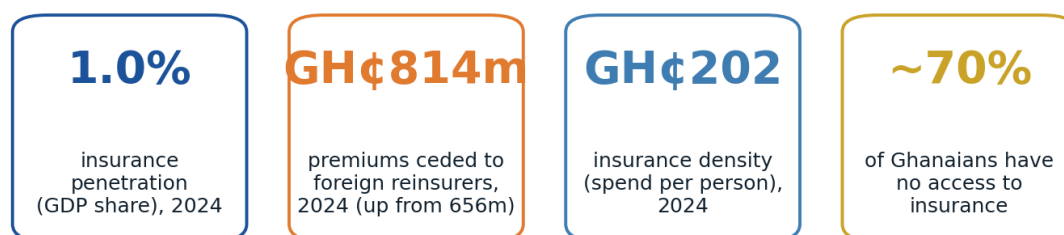
1.3 The Link to Reinsurance and Profitability

Hollard's objective of raising retention is not only about keeping customers; it is also about keeping quality business on the books. The Ghanaian industry ceded GH¢814 million in premiums to foreign reinsurers in 2024, up from GH¢656 million the year before (Bank of Ghana, 2025). Life insurers, by contrast, retained about 96 per cent of their premiums locally in the same period, which shows what strong local retention can look like (Bank of Ghana, 2025). By growing high-retention retail portfolios and writing well-priced, well-understood corporate risks that can be held rather than passed straight out, the commercial teams help improve Net Earned Premium and reduce the business's dependence on reinsurance.

1.4 The Four Levers, and Who Pulls Them

The revenue growth engine introduced in Figure 1 turns on four levers. Cross-selling adds new product lines to an existing customer. Upselling deepens or upgrades the cover a customer already holds. Corporate business development wins quality institutional and broker business. Retention keeps profitable customers so they can be served and re-sold to. Each role in the room owns a part of this. Relationship Managers and Broker Consultants protect and deepen accounts; Business Development Officers build the pipeline of new corporate business; Sales and Branch Managers set targets, coach the behaviours and hold the team to the disciplines that make the engine run.

Why Growth Must Come From Depth: Ghana's Market Reality



The pool of new buyers is shallow and slow to grow. The reliable path to premium and profit is deeper relationships with customers Hollard already has.

Sources: Bank of Ghana (2025); National Insurance Commission; UNDP (2021).

Figure 1 Why growth must come from depth: Ghana's market reality

1.5 Case Scenario

Enterprise Group's cross-sell machine (Ghana)

Enterprise Group is the oldest insurance business in Ghana, founded in 1924, and today spans life assurance, general insurance, pensions, health and more (Enterprise Group, n.d.). Commentators have described one of its clearest competitive advantages as a cross-sell machine: the group uses the large customer base and rich data held in Enterprise Life and its pensions and trustee businesses to feed high-value leads to Enterprise general insurance, largely bypassing the cost of expensive digital acquisition (Accra Street Journal, 2026).

The lesson for Hollard is direct. A group that already holds both life and general insurance businesses, a nationwide agency network in Hollard2U, and partnerships that reach customers through Melcom and Shell, is sitting on exactly the kind of data and access that Enterprise turns into growth. The opportunity is not to acquire more strangers, but to see the customers Hollard already has more completely.

Discussion questions

1. Which customer data does Hollard already hold that could reveal cross-sell opportunities between its life and general insurance books?
2. What stops a Hollard motor customer from also holding home, personal accident and life cover with Hollard today, and how much of that is habit rather than a real barrier?
3. If you increased the average number of policies per customer in your branch by one, what would that do to retention and to Net Earned Premium?

1.6 Knowledge Check

- Q1. Insurance penetration in Ghana in 2024 was approximately:
 - a) 12 per cent of GDP
 - b) 1.0 per cent of GDP
 - c) 6 per cent of GDP
 - d) 44 per cent of GDP

- Q2. Compared with retaining an existing customer, acquiring a new one in property and casualty insurance typically costs:
 - a) about the same
 - b) roughly half as much
 - c) roughly seven to nine times more
 - d) slightly less

- Q3. Wallet share refers to:
 - a) the total number of customers in a branch
 - b) the share of a customer's insurance spending that comes to Hollard
 - c) the commission paid to a broker
 - d) the reinsurance premium ceded abroad

- Q4. State two reasons why raising retention supports Hollard's aim of reducing reliance on reinsurance.

1.7 Practical Tasks

1. Estimate the current average number of Hollard policies per customer in your branch or portfolio, and set a realistic target for the next ninety days.
2. List the three customer segments in your book with the lowest policy density. For each, name one product they most likely need but do not yet hold.
3. In one paragraph, describe how your own weekly activity currently contributes to retention, and one change you will make after this module.

1.8 Module Recap

- a. In a market with 1 per cent penetration, the surest route to premium and profit is depth in existing relationships, not new-customer volume alone.
- b. Retaining a customer costs far less than acquiring one, and multi-policy customers are more loyal and more valuable.
- c. Wallet share, policy density and customer lifetime value are the numbers this programme is designed to move.
- d. Growing high-retention business and holding quality risks locally supports Net Earned Premium and reduces reliance on reinsurance.
- e. Cross-selling, upselling, corporate business development and retention are one connected engine, and every commercial role owns part of it.

KNOW YOUR CUSTOMER: PROFILES, LIFE STAGES, BUSINESS EVENTS AND RISK TRIGGERS

2.0 Learning Objectives

By the end of this module, participants will be able to:

- a. Segment Hollard's Customers into Retail, SME And Corporate Profiles and Describe the Typical Needs of Each.
- b. Define an Ideal Customer Profile and Build a Working Customer Persona to Focus Prospecting and Discovery.
- c. Map The Customer Journey and Recognise Where Revenue and Loyalty are Actually Won.
- d. Recognise The Life Stages, Business Developments and Risk Triggers That Signal a New Insurance Need or a Coverage Gap.
- e. Surface Unmet and Emerging Customer Needs Before Competitors Do, and Turn Them Into Timely Opportunities.

2.1 From Product Lists to Customer Understanding

Most missed revenue in insurance is not lost to competitors; it is simply never seen. A customer's needs change constantly as their life or business moves forward, but those changes are only visible to a salesperson who is paying attention. This module trains that attention. The goal is to read each customer well enough to know what they will need next, often before they do.

Hollard serves three broad profiles, each with its own rhythm of needs:

- a. **Retail individuals and households**, who need motor, home, personal accident, travel, life, savings and funeral cover, including inclusive products such as MeBanbo.
- b. **Small and medium enterprises**, who need business, motor fleet, marine and goods-in-transit, engineering and asset cover, and group life for their staff.
- c. **Corporates and institutions**, who need property, liability, fleet, business interruption, key-person cover, and group life and pensions for large workforces.

2.2 The Ideal Customer Profile

An ideal customer profile describes the customers Hollard is best placed to serve profitably and to keep. It is not a judgement about who deserves insurance; it is a focusing tool that tells a busy team where their effort will earn the most. Because acquisition is costly and retention is where profit lives, as Module 1 showed, effort spent on customers who fit Hollard well returns far more than the same effort spread thinly across everyone.

A useful profile for each segment weighs a few practical dimensions:

- a. **Insurable value:** assets, people or liabilities worth protecting, so there is a real need and room to grow the account.
- b. **Ability and willingness to pay:** the customer can sustain the premium and genuinely values protection.

- c. **Risk quality:** a risk Hollard understands and can price and retain well, rather than one best passed to reinsurers.
- d. **Accessibility:** Hollard can reach and serve the customer efficiently, through a branch, the Hollard2U network, a partner or a broker.
- e. **Retention and cross-sell headroom:** the relationship can hold for years and support several products.

Written down, the profile sharpens prospecting and qualification. A prospect that matches it earns priority in the pipeline; one that does not is served honestly but not chased. This same profile feeds directly into the pipeline qualification discipline in Module 5.

2.3 Building a Customer Persona

Where the ideal customer profile describes a type, a persona brings one representative customer to life, so that the team can picture who they are speaking to and what matters to them. A persona is a short, realistic sketch built from real patterns in Hollard's book, not invented from nothing (Maximizer, 2025). Good personas make discovery faster, because the team already knows the likely triggers, worries and objections before the conversation starts.

A working persona captures a few things: who the person is, what they own or run, what they already insure, what they want and worry about, what will trigger a new need, and what would make them say no. The template below can be completed for each segment a team serves.

Persona element	What to capture
Name and profile	Age, role, location and segment (retail, SME or corporate)
What they own or run	Vehicles, property, business, stock, staff, key people
Current cover	Policies already held, with Hollard and elsewhere
Goals and worries	What they want to protect and what keeps them up at night
Likely triggers	Life or business events that will create the next need
Buying behaviour	How they decide, who influences them, how they prefer to be reached
Likely objections	What would make them hesitate, and the honest answer

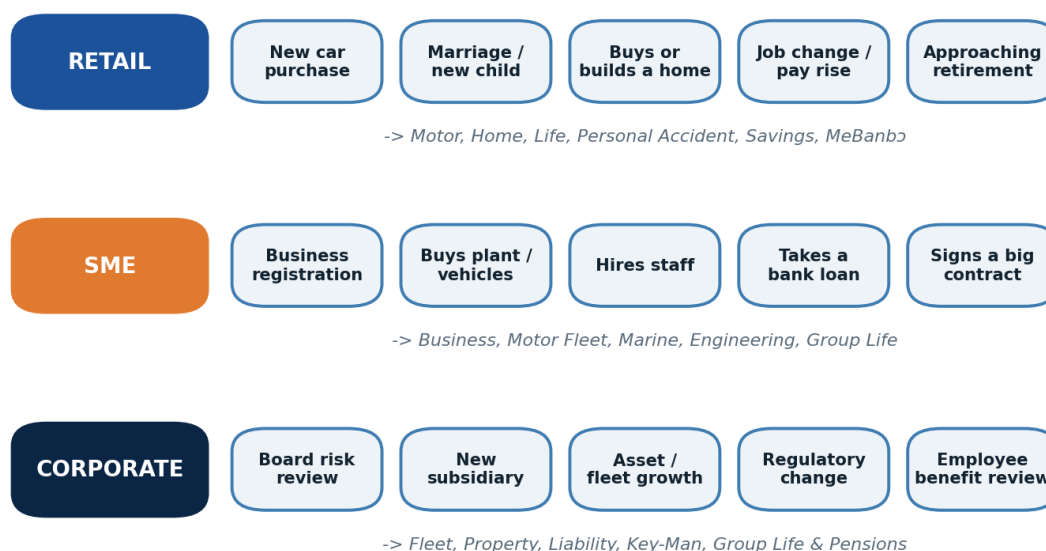
Table 1 Persona element

For example, a retail persona might read: Ama, 38, a marketing manager in Accra who has recently completed building a family home, drives a five year old car insured with Hollard, has two children in school, and has never held life or home cover. She wants to protect the children's schooling but finds insurance confusing and fears hidden conditions at claim time. An SME persona might read: Kwesi, 45, who runs a growing trading business in Kumasi, holds only basic premises cover, moves stock by road every week, has just taken a bank loan, and has never considered goods-in-transit or business interruption. Each sketch points straight to the next conversation.

2.4 Reading the Triggers

A trigger is any event that creates a new risk, exposes a gap or changes what a customer can afford to protect. Triggers are the single most reliable source of well-timed opportunities, because at the moment a trigger occurs the need is real and the customer is receptive. Figure 3 maps the most common triggers across the three profiles, and the products each one tends to open.

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



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.

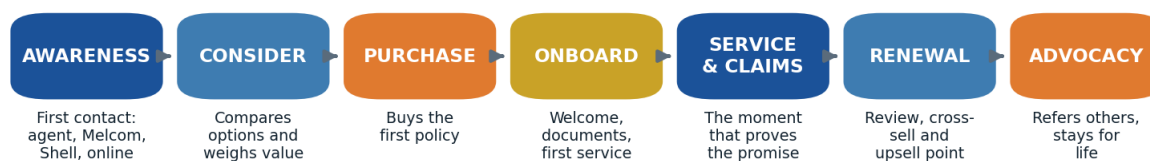
Figure 2 Reading the customer

For retail customers, triggers cluster around life stages: a new car, marriage or a new child, buying or building a home, a change of job or a rise in income, and the approach of retirement. For SMEs, they cluster around business milestones: registration, buying plant or vehicles, hiring staff, taking a bank loan, or winning a large contract. For corporates, they arise from board-level risk reviews, new subsidiaries, growth in assets or fleet, regulatory change, and reviews of employee benefits. Each trigger is a moment to serve, not a moment to push a product for its own sake.

2.5 The Customer Journey

A customer does not simply appear, buy and vanish. They move through a journey: becoming aware of Hollard, considering the options, buying a first policy, being onboarded, experiencing service and claims, renewing, and, at best, becoming an advocate who brings others. Figure 4 maps this journey and marks where value is won.

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.

Figure 3 The customer journey and where value is won

The most important lesson in the map is where most teams stop. Selling effort clusters around the purchase, yet the premium and the loyalty are won after it: in a smooth onboarding, in a claim handled well, and at every renewal review. In journey terms, Hollard's reputation for claims-payment ability is its single greatest cross-sell and retention asset (Africa Outlook, 2021), because the moment a claim is paid well is the moment a customer is most open to deepening the relationship. Reading the journey tells a team not only what to offer, but when.

2.6 Discovering Unmet and Emerging Customer Needs

The richest opportunities are needs the customer has not yet voiced, either because they have not recognised the risk or because it is only now emerging. Uncovering these is what separates a trusted adviser from an order-taker.

Unmet needs are gaps in a customer's present cover that they have simply never considered: the trader moving uninsured stock by road, the homeowner with no life cover, the corporate with no business interruption protection. They surface through the discovery questioning covered in Module 3 and through a simple coverage-gap review.

Emerging needs are new risks created by how life, business and the wider environment are changing. In Ghana's market these increasingly include:

- a. **New and digital risks**, such as cyber exposure and online fraud, as more commerce and payment move online.
- b. **Climate and weather risks** affecting property, agriculture and business continuity.
- c. **Health and protection needs**, as awareness grows and inclusive products such as MeBanbo widen the market (Hollard Ghana, n.d.).
- d. **Business growth risks**, as SMEs formalise, take on finance and expand, creating needs for engineering, marine, group life and liability cover.

- e. **Regulatory and contractual requirements**, where a new law, licence or contract obliges a customer to insure.

A team that watches these shifts, asks customers about their plans, and listens to signals of change will meet needs before competitors even see them. Emerging needs are also where partnerships and new products can open whole segments at once, as Module 8 discusses.

2.7 Using the Information You Already Hold

Hollard does not lack customer information; it lacks the habit of acting on it. Renewal dates, claims history, the products a customer already holds, and the details captured at onboarding all point to the next conversation. A disciplined team reviews this information before every customer contact and keeps simple notes on life and business events as they surface. Where a customer relationship management system is available, it should flag renewals, coverage gaps and life-event cues; where it is not, a well-kept account file achieves much of the same (Maximizer, 2025).

2.8 Case Scenario

aYo and Enterprise Life on MTN Mobile Money (Ghana and Africa)

Across Africa, insurers have grown by reading the triggers of a whole customer segment at once. aYo, a mobile microinsurance venture, made hospital and life cover available to MTN Mobile Money users in Ghana and Uganda and issued more than 5.3 million policies (MTN Group, 2023). In Ghana, MTN Mobile Money and Enterprise Life went further and built a scheme specifically for the roughly 190,000 Mobile Money agents, whose daily cash handling creates a clear and shared risk profile (Enterprise Group, 2021).

These successes did not come from a clever product alone. They came from recognising that a defined group of people shared the same life stage, the same risks and the same moment of receptiveness, and from meeting them where they already were. Hollard's own agency network and retail partnerships give it similar reach into defined segments.

Discussion Questions

1. Which defined customer segments does Hollard reach through Hollard2U, Melcom and Shell, and what common risk triggers do the people in each segment share?
2. How could a renewal or a claim be used as a trigger to start a conversation about an additional need?
3. What one piece of customer information, if captured consistently at onboarding, would most improve your ability to spot the next opportunity?

2.9 Knowledge Check

- Q1. An ideal customer profile is best described as:
- a) a list of every possible customer
 - b) a focusing tool describing the customers Hollard can serve profitably and retain

- c) a legal document
- d) a complaints record

Q2. A customer persona is:

- a) a private file on a named customer
- b) a short, realistic sketch of a representative customer built from real patterns
- c) a premium quotation
- d) a reinsurance treaty

Q3. On the customer journey, most premium and loyalty are won:

- a) before the customer is aware of Hollard
- b) at the moment of purchase only
- c) after purchase, through onboarding, claims and renewals
- d) they cannot be influenced

Q4. A risk trigger is best described as:

- a) a discount offered at renewal
- b) an event that creates a new risk, exposes a gap or changes what a customer can protect
- c) a type of reinsurance
- d) a complaint from a customer

Q5. Give one unmet need and one emerging need relevant to a Hollard SME customer, and explain how you would surface each.

2.10 Practical Tasks

1. Write an ideal customer profile for one segment you serve, using the five dimensions in this module.
2. Complete the persona template for a typical customer in that segment, including likely triggers and objections.
3. Take one real account through the customer journey and mark the next point (onboarding, a claim or renewal) where you could add value.
4. Identify one emerging need in your market and draft how you would raise it with a customer before a competitor does.

2.11 Module Recap

- a. An ideal customer profile focuses effort on the customers Hollard can serve profitably and keep.
- b. A persona turns that profile into a real, memorable customer, which makes discovery faster.
- c. The customer journey shows that premium and loyalty are won mostly after purchase, at claims and renewals.
- d. Triggers, whether life stages, business events or risk events, are the most reliable source of well-timed opportunities.

CONSULTATIVE SELLING: BECOMING A TRUSTED RISK ADVISER

3.0 Learning Objectives

At the end of this module, participants will be able to:

- a. Explain What Consultative Selling Is and How It Differs from Product-Led Selling.
- b. Apply a Consultative Selling Framework to Structure Customer Conversations from Preparation to Follow-Through.
- c. Use Structured Questioning to Uncover Needs, Risks and Coverage Gaps the Customer May Not Have Voiced.
- d. Make The Transition from Seller to Trusted Adviser and Build Credibility and Trust Deliberately.

3.1 Selling by Asking, Not by Telling

The weakest insurance conversation opens with a product and a price. The strongest opens with questions. Consultative selling is the practice of understanding a customer's situation and risks so well that the right cover becomes obvious to both of you. Rather than pushing a product, the consultative seller helps the customer think clearly about their risks and make a good decision. This positions the salesperson as a trusted risk adviser rather than a vendor, which is exactly the position from which cross-selling and upselling feel like service rather than pressure (European Business Review, 2024).

3.2 A Consultative Selling Framework

Consultative selling is not improvisation; it follows a repeatable framework that any officer can learn. Each stage earns the right to the next:

- a. **Prepare:** Research the customer before the meeting: their profile, holdings, renewal dates, claims history and likely triggers.
- b. **Connect:** Open with genuine rapport and a clear, customer-centred reason for the conversation, not a pitch.
- c. **Discover:** Use structured questioning to understand the situation, surface problems and explore their implications.
- d. **Diagnose and Recommend:** Reflect back what you heard, then recommend the cover that closes the real gaps, framed in the customer's own terms.
- e. **Confirm Value:** Check that the customer sees the value and resolve any concerns before asking for a decision.
- f. **Agree and Implement:** Close clearly, then onboard the customer well so the promise is kept from day one.
- g. **Follow Through:** Stay in contact, deliver at claims, and return at renewal to review and grow the account.

The rest of this module deepens the two stages that most separate strong performers from the rest: discovery, and the trust that makes a customer act on the recommendation.

3.3 Discovery: The SPIN Question Funnel

The discover stage of the framework is where consultative selling is won or lost. The most researched approach to it is SPIN, developed by Neil Rackham from a study of 35,000 sales calls (Rackham, 1988). It sequences four kinds of question, each building on the last, as shown in Figure 5.

Consultative Discovery: The SPIN Question Funnel

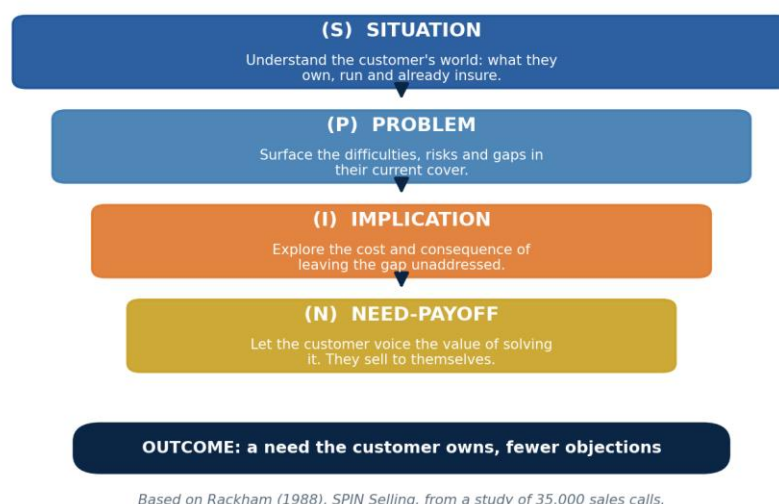


Figure 4 The SPIN question funnel

- a. **Situation questions** build a picture of the customer's world: what they own, what they run, what they already insure and with whom.
- b. **Problem questions** surface difficulties, risks and gaps: what worries them, what has gone wrong before, where their current cover might fall short.
- c. **Implication questions** explore the consequences of leaving a gap unaddressed: what a fire, an accident or the loss of a key person would actually cost the household or business.
- d. **Need-payoff questions** let the customer voice the value of solving the problem, so that they, not the salesperson, articulate the need.

Rackham's central finding is that objections fall sharply when the salesperson develops the need fully through implication and need-payoff questions before proposing a solution; the best performers had fewer objections to handle because their discovery had already resolved the concerns (Rackham, 1988). In other words, good discovery is the cheapest form of objection handling.

3.4 Listening and Coverage-Gap Analysis

Discovery is worthless if the salesperson does not listen to the answers. Active listening means letting the customer finish, reflecting back what was said to confirm understanding, and noting the gaps between what the customer has and what their situation requires. A simple coverage-gap analysis lists the customer's assets, people and liabilities in one column and their current cover in

the next; the empty cells are the honest opportunities. Because the gaps are drawn from the customer's own answers, the resulting recommendation belongs to them.

3.5 From Seller to Trusted Adviser

Consultative selling has a destination: to become the person a customer calls first. A salesperson can occupy one of three positions in a customer's mind, and the whole aim is to climb from the first to the third, as Figure 6 shows. A vendor sells a product against a price and is easily replaced by a cheaper quote. A problem-solver diagnoses a stated need and solves it, but is valued only for that transaction. A trusted adviser understands the customer's whole situation, is consulted early, and shapes decisions for years.

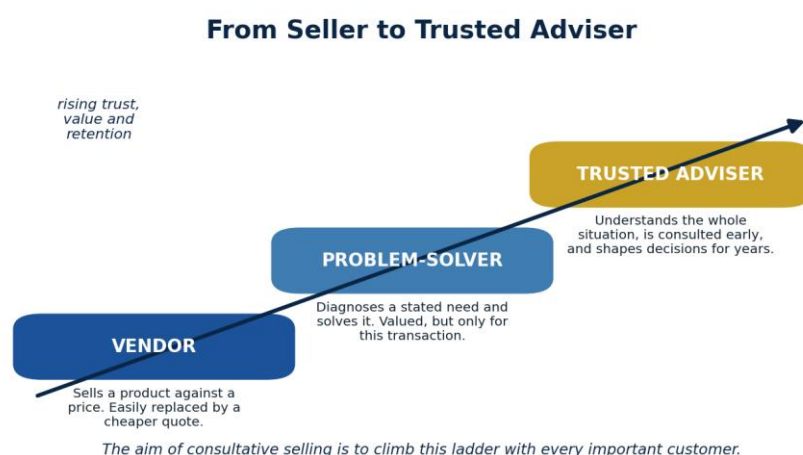


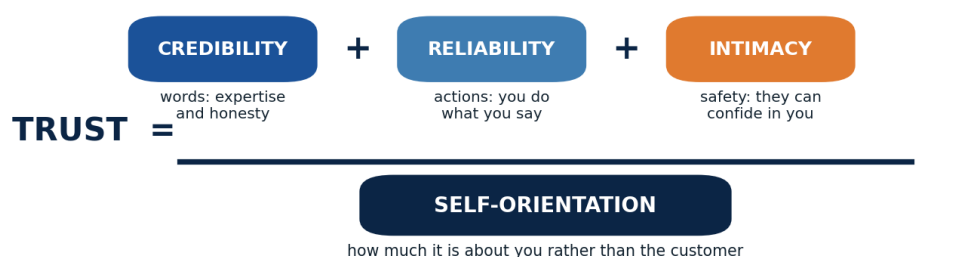
Figure 5 From seller to trusted adviser

The trusted adviser earns the largest share of wallet and the strongest retention, because the customer no longer shops around; they ask Hollard first. Climbing the ladder is not about charm. It is about consistently understanding the customer better than anyone else and acting in their interest, especially when there is no immediate sale in it.

3.6 Building Credibility and Trust

Trust is the currency of consultative selling, and it can be built deliberately. A useful way to understand it is the trust equation, which holds that trustworthiness rises with credibility, reliability and intimacy, and falls with self-orientation (Maister, Green, & Galford, 2000). Figure 7 sets this out.

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.

Figure 6 The trust equation

Each element is something a Hollard officer can work on. Credibility comes from knowing the products, the risks and the market well enough to speak with authority, and from being honest about what a policy does and does not cover. Reliability comes from doing what you say you will do, every time: returning the quote when promised, following up, and above all delivering at claims. Intimacy comes from making it safe for a customer to be open about their worries and their finances, by listening without judgement and keeping confidences. And self-orientation, the one element that destroys trust, is reduced by putting the customer's interest ahead of the immediate commission, including advising against cover they do not need. Hollard's reputation for claims-payment ability and service quality is, in the language of the equation, institutional reliability that every officer can draw on and must protect (Africa Outlook, 2021).

3.7 Case Scenario

Discovery with a Kumasi trading business (Ghana)

A Business Development Officer visits a mid-sized trading company in Kumasi that holds only a basic business premises policy with Hollard. Instead of presenting a product, the officer asks how goods reach the warehouse, how far they travel, whether the firm has taken on any bank facilities recently, and what would happen to the business if the main store were closed for a month after a fire.

The answers reveal that stock worth far more than the premises moves weekly by road with no goods-in-transit cover, that a recent bank loan requires the firm to insure certain assets, and that the owner has never considered business interruption. None of this was hidden; it had simply never been asked. By the end of the meeting the owner is describing, in their own words, why the gaps matter, and the officer has three well-founded recommendations rather than one unwanted pitch.

Discussion Questions

1. Which SPIN questions did the officer use, and what did each one uncover?

2. How did letting the owner state the implications change the tone of the conversation?
3. Draft two implication questions you could use with an SME customer in your own portfolio this week.

3.8 Knowledge Check

- Q1. Consultative selling differs from product-led selling mainly because it:
- a) always offers the lowest price
 - b) helps the customer think clearly about their risks and decide, rather than pushing a product
 - c) avoids asking questions
 - d) skips the recommendation
- Q2. In SPIN, questions that explore the cost or consequence of an unaddressed risk are:
- a) Situation questions
 - b) Problem questions
 - c) Implication questions
 - d) Need-payoff questions
- Q3. In the trust equation, the element that reduces trust is:
- a) credibility
 - b) reliability
 - c) intimacy
 - d) self-orientation
- Q4. A trusted adviser differs from a vendor because they:
- a) are consulted early and shape decisions over years
 - b) always undercut on price
 - c) sell only one product
 - d) avoid the customer between renewals
- Q5. Write one Situation, one Problem, one Implication and one Need-payoff question for a retail motor customer.

3.9 Practical Tasks

1. Take a real upcoming meeting through the seven-stage consultative framework and write one line of preparation for each stage.
2. Build a personal discovery question bank of at least twelve questions across the four SPIN types, tailored to a segment you serve.
3. Score yourself out of five on each element of the trust equation with a key customer, and note one action to raise the lowest score.
4. Identify one customer with whom you are still seen as a vendor, and plan one step to move towards trusted adviser.

3.10 Module Recap

- a. Consultative selling helps the customer decide well; it does not push a product.
- b. It follows a framework: prepare, connect, discover, diagnose and recommend, confirm value, agree, and follow through.
- c. SPIN questioning develops a real need through Situation, Problem, Implication and Need-payoff questions.
- d. The aim is to climb from vendor to problem-solver to trusted adviser, which wins wallet share and retention.
- e. Trust is built deliberately through credibility, reliability and intimacy, and protected by low self-orientation.

CROSS-SELLING AND UPSELLING: MAKING THE RIGHT OFFER

4.0 Learning Objectives

By the end of this module, participants will be able to:

- a. Distinguish Cross-Selling from Upselling and Choose the Right Move for Each Customer Situation.
- b. Use A Next-Best-Offer Approach to Recommend the Product That Closes a Real Gap, at the Right Moment.
- c. Create Bundled Solutions That Solve a Connected Set of Customer Risks.
- d. Recognise And Avoid the Common Cross-Selling and Upselling Mistakes That Destroy Trust.

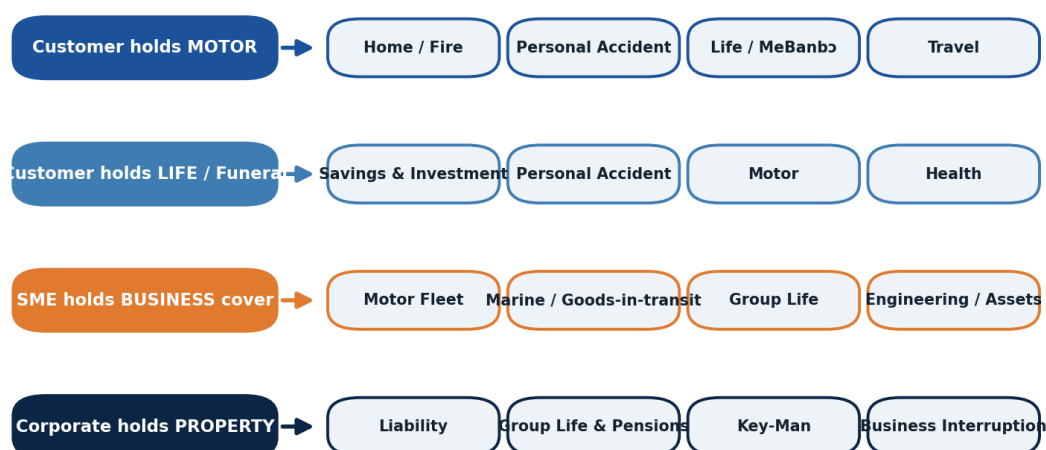
4.1 Two Different Moves

Cross-selling and upselling are often confused, but they are different moves with different economics. Cross-selling is horizontal: it adds a new product line that covers a different risk, such as offering home and personal accident cover to a customer who holds motor. Upselling is vertical: it deepens or upgrades the cover a customer already holds, such as raising a liability limit, extending a policy or moving to a more comprehensive plan (Attrac, 2023). Cross-selling raises policy density and retention; upselling raises the value of each policy. Hollard needs both.

4.2 The Next-Best Offer

The discipline that makes cross-selling work is the next-best offer: the single product that best closes a real gap for this particular customer at this particular moment, rather than the product that happens to pay the most commission. When the offer clearly solves a problem the customer has already recognised in discovery, it lands as advice. Figure 8 shows how a first policy typically opens a natural ladder of next-best offers for retail, SME and corporate customers.

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.

Figure 7 The Hollard cross-sell matrix

4.3 Timing and The Moments That Convert

The same offer can be welcome or unwelcome depending on when it is made. The moments that convert best are renewals, the settlement of a claim, and the life or business triggers covered in Module 2. A renewal is a natural review point; a well-handled claim is proof of value that makes the next recommendation credible; a trigger is a moment of genuine need. Bundling related products together, and rewarding customers for consolidating their cover with Hollard, both raise density and make the relationship harder for competitors to unpick (First Connect, 2025).

4.4 Selling with The Customer, Not at Them

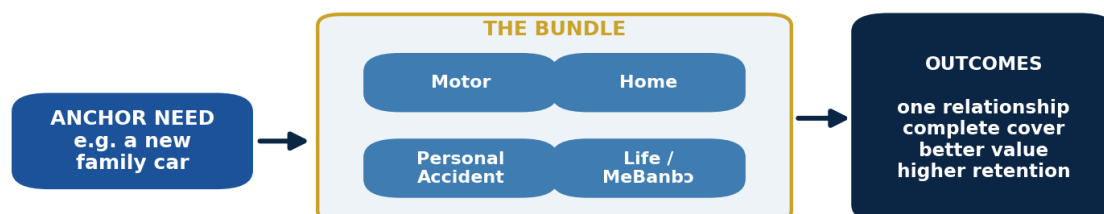
Cross-selling and upselling must be done well or not at all. The guiding principle is to make money with customers, not from them: every recommendation should leave the customer better protected and better served (LinkedIn, 2024). Pushing cover a customer does not need, or upgrading them beyond what their situation warrants, destroys trust, invites complaints and eventually costs far more than it earns. Two useful measures keep the practice honest: the attach rate, or how often an offer is taken up, and policy density, the average number of policies per customer. Both should rise steadily as skill grows, without any rise in complaints or lapses.

4.5 Creating Bundled Solutions

A bundle is several related products offered together as one solution. Done well, bundling is the most powerful cross-selling tool Hollard has, because it raises policy density, deepens value and makes the relationship far harder for a competitor to unpick one policy at a time (First Connect, 2025). Bundled customers stay longer and are worth more.

The art of a good bundle is that it solves a real, connected set of risks rather than forcing unrelated products together for commission. It starts from an anchor need, then adds the covers that naturally sit around it, as Figure 9 shows for a household.

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.

Figure 8 Building a bundled solution around one need

The same logic builds an SME bundle around a business: premises and contents, motor fleet, goods-in-transit, group life for staff and engineering cover for plant. A strong bundle gives the customer one relationship, more complete protection and better overall value, and it gives Hollard higher density and retention. Rewarding customers for consolidating their cover, and presenting the bundle as a single, easy decision, both lift take-up.

4.6 Avoiding Common Cross-Selling and Upselling Mistakes

Cross-selling and upselling go wrong in predictable ways. Each mistake below carries the same cure: put the customer's real need first.

- a. **Offering before discovering.** Recommending a product before understanding the need turns advice into a pitch. Always discover first.
- b. **Leading with the highest-commission product.** Customers sense self-interest quickly. Lead with the offer that closes their most important gap.
- c. **Over-insuring or mis-selling.** Selling cover a customer does not need, or upgrading them beyond their situation, invites complaints and lapses and can breach conduct rules. Recommend only what the risk warrants.
- d. **Ignoring the customer's budget.** Pushing past what a customer can sustain leads to lapses. Sequence offers and match them to affordability.
- e. **Forcing unrelated products together.** A bundle of unconnected covers is a discount trick, not a solution. Bundle only what genuinely belongs together.
- f. **Choosing the wrong moment.** Cross-selling during a complaint or a difficult claim damages trust. Read the moment; sometimes the right move is simply to serve.

- g. **Explaining features, not value.** Customers buy outcomes. Frame every offer around the risk removed and the cost avoided.
- h. **Failing to follow through.** A cross-sold policy that is poorly onboarded or slow at claims destroys the trust that made the sale. The promise must be kept.

The single test that prevents almost all of these is honest: would you recommend this to a member of your own family in the same situation? If not, do not sell it.

4.7 Case Scenario

One motor customer, a protected household (Hollard, Ghana)

A Relationship Manager reviews the file of a retail customer who has held Hollard motor cover for three years and always renewed on time. Discovery at renewal reveals that the customer recently completed building a family home, has two school-age children and has never held life or personal accident cover. The manager does not present four products at once. She recommends home cover first, because the new house is the customer's largest uninsured asset, and frames it against the cost of rebuilding after a fire.

At the next contact she introduces personal accident and a simple life or MeBanbo plan, tied to the customer's stated wish to protect the children's schooling. Over two renewals the household moves from one policy to four. The customer is more protected, far more loyal, and now refers family members, while the manager has raised both wallet share and the account's lifetime value without acquiring a single new customer.

Discussion Questions

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

4.8 Knowledge Check

- Q1. Offering home insurance to a customer who holds motor is an example of:
- a) upselling
 - b) cross-selling
 - c) reinsurance
 - d) a claim
- Q2. Raising the liability limit on a customer's existing policy is an example of:
- a) cross-selling
 - b) upselling
 - c) lapsing
 - d) discounting

- Q3. A good bundle is one that:
- a) combines the highest-commission products
 - b) solves a real, connected set of the customer's risks
 - c) always carries the biggest discount
 - d) contains as many products as possible
- Q4. Which of the following is a common cross-selling mistake?
- a) discovering the need before offering
 - b) leading with the highest-commission product
 - c) framing offers around value
 - d) following through at claims
- Q5. Give two moments in the customer relationship that convert best for cross-selling, and explain why.

4.9 Practical Tasks

1. Build a next-best-offer map for three customers, showing the current policy and the recommended sequence of two or three further offers with the trigger for each.
2. Design one household bundle and one SME bundle, naming the anchor need and the connected covers around it.
3. List the three cross-selling mistakes you or your team most often make, and write the specific cure for each.
4. Agree a policy-density target with your manager and design a simple way to track attach rate and complaints together over ninety days.

4.10 Module Recap

- a. Cross-selling adds a new line and raises density; upselling deepens an existing policy and raises its value; Hollard needs both.
- b. The next-best offer closes a real gap for this customer now, not the highest-commission product.
- c. A good bundle solves a connected set of risks and raises density, value and retention at once.
- d. Most cross-selling mistakes come from putting the sale before the need; the family test prevents them.
- e. Sell with customers, not from them; track attach rate and density alongside complaints to keep the practice honest.

BUILDING AND MANAGING A QUALITY SALES PIPELINE

5.0 Learning Objectives

By the end of this module, participants will be able to:

- Describe The Stages of a Business Development Pipeline and What Moves an Opportunity from One Stage to the Next.
- Qualify Opportunities So That Time Is Spent on Quality Business, Not Volume for Its Own Sake.
- Assess Pipeline Health and Maintain a Shared Pipeline Sheet the Whole Team Can Work From.
- Use Pipeline Metrics and a Weekly Review Discipline to Forecast and Manage Performance.

5.1 A Pipeline Is Managed, Not Hoped For

A sales pipeline is the visible, ordered set of opportunities a team is working, from first contact to close and beyond. Its purpose is not to look full; it is to make performance predictable. A pipeline stuffed with unqualified names flatters the report and starves the forecast, because most of those names will never convert. The skill this module builds is the discipline to keep fewer, better opportunities moving, and to know at any moment where each one stands.

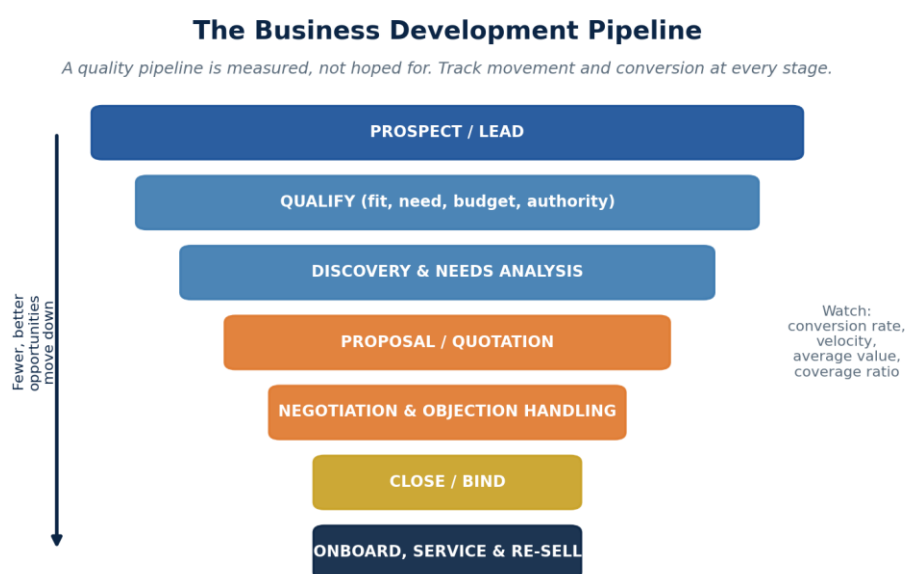


Figure 9 The business development pipeline

5.2 Qualifying: Fit, Need, Budget and Authority

Qualification is the gate that protects the pipeline's quality. Before an opportunity is allowed to consume real effort, it should pass four simple tests, sometimes remembered as fit, need, budget and authority. Is the prospect a good fit for Hollard's appetite and pricing? Is there a genuine, discovered need? Is there a budget or the ability to pay? Are you speaking to, or on a clear path to, the person who can say yes? Opportunities that fail these tests are either parked or dropped,

honestly and early, so that the team's energy flows to the business most likely to close (SPOTIO, 2026).

5.3 The Metrics That Matter

Four numbers tell you whether a pipeline is healthy:

- a. **Conversion rate**, the share of opportunities that move from one stage to the next, and ultimately to a win.
- b. **Velocity**, how quickly opportunities move through the stages; slow movement signals a stalled deal or a missing decision-maker.
- c. **Average value**, the typical premium per opportunity, shows whether the team is pursuing business worth its time.
- d. **Coverage ratio**, the value of qualified opportunities against the target, shows whether there is enough in the pipeline to hit the number.

These numbers only help if they are reviewed on a rhythm. A short, honest weekly pipeline review, in which each opportunity is either advanced, held with a clear next step, or removed, keeps the pipeline clean and the forecast trustworthy. Where a customer relationship management system is in use, it should hold one shared view of the pipeline so that managers coach from the same picture the team sells from.

5.4 Assessing Pipeline Health

A pipeline can be full and still be sick. A quick health assessment, run monthly, tells a manager whether the pipeline will actually deliver, long before the target is missed. Work through these questions honestly:

- a. **Coverage:** is the value of qualified opportunities at least about three times the target for the period?
- b. **Balance:** are there opportunities at every stage, or is everything bunched at the top or stuck near the close?
- c. **Quality:** has every live opportunity passed the four qualification tests?
- d. **Velocity:** are opportunities moving, or have some sat in the same stage for weeks?
- e. **Freshness:** are new qualified opportunities being added each week to replace those that close or drop?
- f. **Concentration:** does the forecast rest on a few large deals, or is it spread across enough opportunities to be safe?
- g. **Accuracy:** do the stages and close dates reflect reality, or wishful thinking?

A pipeline that fails several of these needs attention now. The cure is usually the disciplines already covered: qualify harder, add fresh opportunities, and clear out what has stalled.

5.5 A Sample Pipeline Sheet

Whatever system a team uses, the pipeline needs one shared view that everyone updates and the manager reviews. The sheet below shows the minimum useful columns. The entries are illustrative.

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						

Table 2 A sample pipeline sheet

The value of such a sheet is not its format but the discipline behind it: every opportunity has an owner, a value, a probability, a next step and a date. That is what makes a weekly review fast and a forecast trustworthy.

5.6 Case Scenario

Cleaning a crowded pipeline (Ghana)

A Sales Manager inherits a team whose pipeline report shows more than two hundred live opportunities, yet whose conversion has been falling for two quarters. On review, most of the names are business cards from events, renewals logged twice, and prospects nobody has contacted in months. The forecast is meaningless.

The manager runs every opportunity through the four qualification tests in a single week. Fewer than sixty survive. The team is uneasy at first, but with a smaller, qualified pipeline the weekly review becomes sharp: each live opportunity now has an owner, a value and a clear next step. Within a quarter, velocity improves, the forecast begins to hold, and conversion rises because effort is concentrated where it can win.

Discussion Questions

1. Why did a smaller pipeline produce a better forecast and higher conversion?
2. Which of the four qualification tests would remove the most dead weight from your own pipeline today?

3. Design the agenda for a fifteen-minute weekly pipeline review that your team would actually keep to.

5.7 Knowledge Check

- Q1. The main purpose of a sales pipeline is to:
- a) look busy in reports
 - b) make performance predictable and manageable
 - c) store business cards
 - d) replace the need for targets
- Q2. Which set of tests is used to qualify an opportunity?
- a) colour, size, weight and age
 - b) fit, need, budget and authority
 - c) premium, claims, lapse and renewal
 - d) name, address, phone and email
- Q3. Which of the following is a sign of an unhealthy pipeline?
- a) opportunities at every stage
 - b) everything bunched at the top with nothing moving
 - c) fresh opportunities added each week
 - d) accurate close dates
- Q4. Coverage ratio measures:
- a) how many staff cover a branch
 - b) qualified opportunity value against the target
 - c) the reinsurance retained locally
 - d) the number of claims paid
- Q5. Explain why a smaller, well-qualified pipeline can produce more revenue than a large, unqualified one.

5.8 Practical Tasks

1. Bring your current pipeline into one view and qualify every opportunity against fit, need, budget and authority; record how many survive.
2. Run the pipeline health assessment on your pipeline and name the two weakest indicators and how you will fix them.
3. Set up the sample pipeline sheet for your team, with an owner, value, probability, next step and date for each opportunity.
4. Introduce a fixed weekly pipeline review and run it for four weeks, noting the effect on velocity and forecast accuracy.

5.9 Module Recap

- a. A pipeline exists to make performance predictable, not to look full.
- b. Qualify on fit, need, budget and authority before spending real effort.
- c. Assess pipeline health monthly on coverage, balance, quality, velocity, freshness, concentration and accuracy.
- d. Keep one shared pipeline sheet where every opportunity has an owner, value, next step and date.
- e. A short, honest weekly review keeps the pipeline clean and the forecast trustworthy.

CORPORATE BUSINESS DEVELOPMENT AND STAKEHOLDER ENGAGEMENT

6.0 Learning Objectives

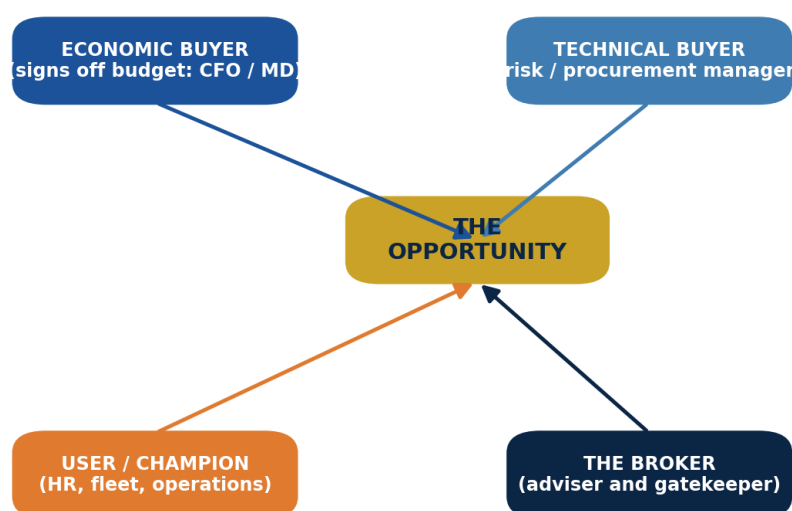
By the end of this module, participants will be able to:

- Gather Market Intelligence and Analyse Opportunities to Focus Corporate Effort Where It Will Pay.
- Map The Corporate Buying Unit and Engage Each Decision-Maker with The Right Message.
- Use Networking and Influence Strategies to Build the Relationships Corporate Business Flows Through.
- Build Productive Relationships with Brokers and Partners, And Craft A Value Proposition That Wins Quality Corporate Business.

6.1 Corporate Selling Is a Team Sport

Winning corporate business is rarely about persuading one person. A corporate insurance decision usually involves several people with different concerns, and often a broker who advises and gatekeeps. The salesperson who maps this buying unit, understands what each member cares about, and gives the broker good reasons to champion Hollard, wins far more often than the one who pitches to a single contact and hopes.

Engaging the Corporate Buying Unit and the Broker



Map every decision-maker. Give the broker reasons to champion Hollard: service, speed of claims, and trust.

Figure 10 Engaging the corporate buying unit and the broker

Four roles recur in most corporate opportunities. The economic buyer, often a chief finance officer or managing director, signs off the budget and cares about value and risk to the business. The technical buyer, such as a risk or procurement manager, checks that the cover and the terms meet requirements. The user or champion, in human resources, fleet or operations, lives with the policy

day to day and can advocate internally. And the broker advises the client and controls access. Each needs a message pitched to their concern; a single generic proposal rarely satisfies all four.

6.2 Market Intelligence and Opportunity Analysis

Corporate business development begins before any meeting, with knowing the market. Market intelligence is the disciplined gathering of information about industries, companies, competitors and risks, so that Hollard pursues the right opportunities for the right reasons. In a market as competitive as Ghana's, the team that understands a prospect's business and risks better than its rivals starts every conversation ahead.

Useful intelligence comes from many sources: news of company expansions, new factories, fleets and contracts; industry and regulatory developments that create new risks; public filings and published tenders; broker insight; and simple observation in the field. What matters is turning that information into a clear view of where the best opportunities lie.

Not every opportunity deserves equal effort. A simple opportunity analysis weighs two things: how attractive an opportunity is to Hollard, meaning its value, quality and retention potential, and how winnable it is, meaning fit, relationships, competition and the strength of Hollard's proposition. Figure 12 plots the two.



Figure 11 Opportunity analysis: where to aim

The matrix directs effort. High-value, winnable opportunities deserve the team's best work now. Attractive but hard ones are worth investing in to qualify, often through a broker. Easy but smaller ones are quick wins that keep momentum. Low-value, hard-to-win opportunities are declined honestly and early, freeing effort for better business. This is the qualification discipline of Module 5, applied to the choice of which corporate opportunities to chase at all.

6.3 The Broker Relationship

Brokers are central to corporate insurance in Ghana, and Hollard's standing here is a genuine advantage: it has been recognised by the Insurance Brokers Association of Ghana as a broker friendly and supportive insurer (Hollard Ghana, n.d.). The relationship is one of collaboration, but it is also competitive, particularly where bank-owned bancassurance channels reach into corporate territory that brokers regard as their own (Business and Financial Times, 2025). The practical stance for Hollard's teams is to make brokers' work easier and their clients better served: fast, accurate quotations, dependable claims, clear communication and no surprises. A broker who trusts Hollard's service will bring the next opportunity too.

6.4 Corporate Networking and Influence Strategies

Corporate business flows through relationships. Networking is the deliberate building of those relationships before they are needed, so that when an opportunity arises Hollard is already known and trusted. It happens through industry associations and events, professional bodies, broker relationships, referrals from existing clients, and the reputation Hollard's people earn by being useful and reliable. The aim is not to collect contacts but to become a known, credible presence in the sectors Hollard wants to grow.

Within a specific opportunity, influence is a matter of understanding who holds power and who holds interest, and engaging each appropriately. The power and interest grid in Figure 13 is a simple, effective tool for this.

Mapping Influence: The Power and Interest Grid

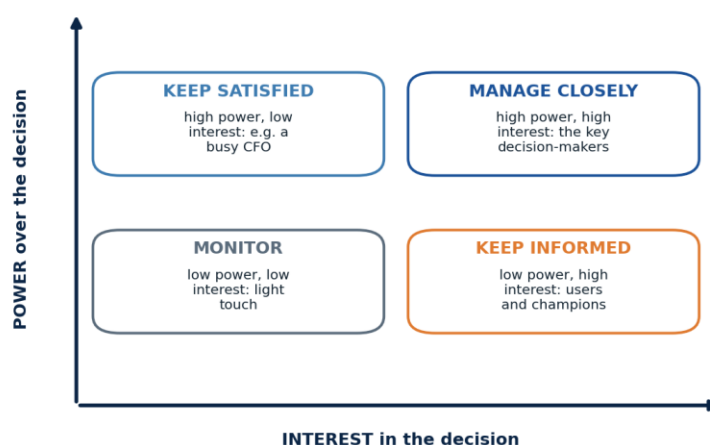


Figure 12 Mapping influence

Those with high power and high interest, typically the key decision-makers, must be managed closely with direct, tailored engagement. Those with high power but low interest, such as a busy chief finance officer, should be kept satisfied with concise, relevant updates. Those with high interest but low power, such as users and internal champions, should be kept informed and equipped to advocate for Hollard from the inside. Those with little power or interest need only be

monitored. Influence is earned honestly: by being credible, reliable and genuinely helpful to each person, and by giving the broker and the internal champions the information and confidence to make Hollard's case when you are not in the room.

6.5 Value Propositions, Tenders and Partnerships

Corporate buyers do not buy features; they buy outcomes. A strong value proposition states, in the buyer's own terms, the risk removed, the cost avoided and the service they can rely on, and it backs those claims with evidence such as Hollard's claims-payment record and technical strength (Africa Outlook, 2021). For tenders and requests for proposal, the same discipline applies with added rigour: read the requirement carefully, answer every question, price to win quality business rather than any business, and make the proposal easy to evaluate.

Beyond individual deals, strategic partnerships and alliances open whole channels at once. The bancassurance agreements struck across the continent, such as Ecobank's partnership with several insurers to serve small and medium enterprises, and the contrasting retail and corporate strategies of Sunu and NSIA in West Africa, show how partnerships can scale corporate reach quickly when both sides invest in helping the partner's staff sell (Ecobank Group, 2020; allAfrica, 2025).

6.6 Case Scenario

Winning a corporate fleet and property account through a broker (Ghana)

A Business Development Officer is invited by a broker to quote for the fleet and property programme of a growing logistics company. Rather than sending a single price, the officer maps the buying unit. She prepares a concise value case for the chief finance officer built around total cost of risk and Hollard's claims reliability; a detailed technical annex for the risk manager; and a short note for the fleet manager on how claims and vehicle repairs will be handled day to day. She keeps the broker fully briefed and responds to every query within hours.

A competitor comes in slightly cheaper on premium, but the client's team is united: the finance director trusts the value case, the risk manager is satisfied with the terms, the fleet manager wants the service promised, and the broker is confident recommending Hollard because the process has been faultless. Hollard wins the account, and because the risk is well understood and well priced, it is quality business the company can retain.

Discussion Questions

- a. How did addressing each member of the buying unit change the outcome against a cheaper competitor?
- b. What specifically did the officer do to earn the broker's advocacy?
- c. For a corporate opportunity in your pipeline, list the members of the buying unit and the one concern each cares about most.

6.7 Knowledge Check

- Q1. In a corporate buying unit, the person who signs off the budget is usually the:
- a) user or champion
 - b) technical buyer
 - c) economic buyer
 - d) receptionist
- Q2. On the opportunity analysis matrix, an opportunity that is high value and winnable should be:
- a) declined early
 - b) only monitored
 - c) pursued now with your best effort
 - d) passed to reinsurers
- Q3. On the power and interest grid, users and champions (high interest, low power) should be:
- a) ignored
 - b) kept informed and equipped to advocate
 - c) treated as the budget holder
 - d) monitored only
- Q4. A strong corporate value proposition is built around:
- a) the lowest possible price
 - b) product features listed in full
 - c) the outcome for the buyer: risk removed, cost avoided, reliable service
 - d) the salesperson's targets
- Q5. Name the four roles in a typical corporate buying unit and one concern of each.

6.8 Practical Tasks

1. Build a short market-intelligence note on one target sector: who is expanding, what risks are emerging, and where the opportunities lie.
2. Plot three real corporate opportunities on the attractiveness and winnability matrix and decide how to treat each.
3. For one opportunity, complete a power and interest grid for its stakeholders and plan how you will engage each.
4. Agree with a broker partner three service standards Hollard will meet on every enquiry, and track your performance against them for a month.

6.9 Module Recap

- a. Corporate development begins with market intelligence, so effort is aimed at the right opportunities.
- b. Analyse opportunities on attractiveness and winnability; pursue the best, decline the rest honestly.
- c. Map the buying unit and give the economic, technical and user stakeholders each a message pitched to their concern.
- d. Network before you need to, and use the power and interest grid to influence each stakeholder appropriately.

HANDLING OBJECTIONS AND CLOSING HIGH-VALUE OPPORTUNITIES

7.0 Learning Objectives

At the end of this module, participants will be able to:

- Treat Objections About Premium, Value, Competition and Timing as Requests for More Value, And Respond with Confidence.
- Apply A Structured Method to Work Through Objections Without Discounting Away Hollard's Value.
- Use Appropriate Closing Techniques to Convert High-Value Opportunities.

7.1 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

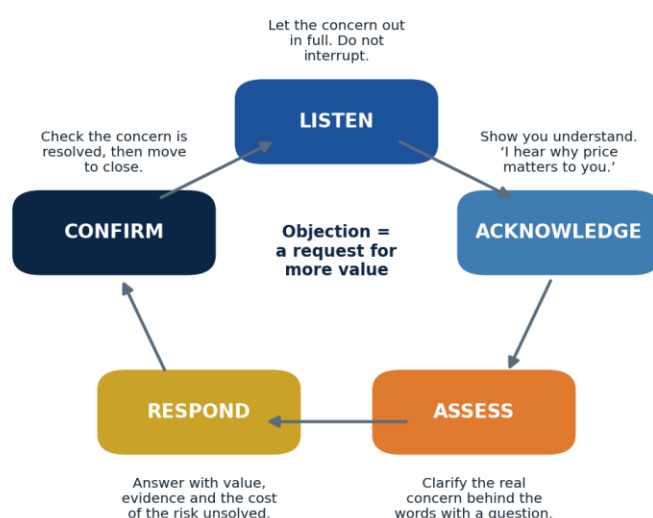


Figure 13 The LAARC loop

A reliable way to work through any objection is the LAARC loop: Listen fully without interrupting; Acknowledge the concern so the customer feels heard; Assess the real issue behind the words with a clarifying question; Respond with value, evidence and the cost of leaving the risk unsolved; and Confirm that the concern is resolved before moving on. The loop keeps the salesperson calm and the conversation constructive, and it stops the reflex to drop the price at the first sign of resistance.

7.2 Reframing Price as The Cost of Risk

Price objections are best answered not by cutting the premium but by reframing it against the cost of the risk. A premium of a few hundred cedis looks large until it is set beside the cost of rebuilding

a home, replacing a fleet, or losing a key person. The implication questions from Module 3 do much of this work in advance. Where a competitor is genuinely cheaper, the honest response is to compare what is actually covered and how claims are paid, because Hollard's exceptional claims-payment ability and service quality are precisely the things a low price often leaves out (Africa Outlook, 2021). Discounting to win teaches the customer to buy on price and erodes the profitability the programme is meant to build.

7.3 Closing with Confidence

Closing is not a trick applied at the end; it is the natural result of a well-run conversation. When discovery has developed a real need and objections have been resolved, the close is simply asking for the decision. Useful techniques include the summary close, which recaps the agreed needs and the cover that meets them before asking to proceed; the alternative close, which offers a choice between two acceptable options rather than a yes or no; and gentle, honest urgency, such as an approaching renewal date or a risk currently uncovered, used to prompt a timely decision without pressure (SPOTIO, 2026). The salesperson who has served the customer well throughout has earned the right to ask, clearly and without apology, for the business.

7.4 Case Scenario

A premium objection on a corporate renewal (Ghana)

At renewal, a manufacturing client tells their Hollard Relationship Manager that a rival insurer has quoted fifteen per cent less and that the board expects them to switch. The manager does not flinch or immediately offer a discount. She listens in full, acknowledges that cost discipline is right for any board, and asks what exactly the competitor's quotation covers.

The comparison reveals that the cheaper quote excludes business interruption and carries a far higher deductible on machinery. The manager reframes the difference against a single week of lost production, and reminds the client of two claims Hollard settled quickly the previous year, which kept the plant running. She proposes a summary close that restates the cover the client actually needs and asks to proceed on that basis. The client renews with Hollard, persuaded that the lower price was buying less protection, and the account is retained without eroding its value.

Discussion Questions

- a. Which steps of the LAARC loop can you identify in the manager's response?
- b. Why was reframing the price against a week of lost production more effective than a discount?
- c. Prepare your response to the objection: a competitor is cheaper, for a real case in your book, using the LAARC loop.

7.5 Knowledge Check

- Q1. The best way to view a customer objection is as:
 - a) a personal rejection

- b) a signal to end the conversation
- c) a request for more value that reveals the real concern
- d) a reason to cut the price

Q2. In the LAARC loop, the step that clarifies the real concern behind the words is:

- a) Listen
- b) Acknowledge
- c) Assess
- d) Confirm

Q3. The recommended response to a price objection is to:

- a) reduce the premium immediately
- b) reframe the premium against the cost of the risk and compare real cover
- c) end the meeting
- d) match any competitor price

Q4. Describe the summary close and explain when you would use it.

7.6 Practical Tasks

1. Build an objection playbook listing your four most common objections and a LAARC-based response to each, with the Hollard evidence you will cite.
2. Practise reframing a price objection against the cost of the risk for two real products you sell, using specific figures where you can.
3. Role-play a full close with a colleague, from resolving a final objection to asking clearly for the decision, and note what made it feel natural.

7.7 Module Recap

- a. Objections are requests for value, and the most useful moment in a sale.
- b. Work through them with the LAARC loop: Listen, Acknowledge, Assess, Respond, Confirm.
- c. Answer price objections by reframing premium against the cost of risk and comparing real cover, not by discounting.
- d. Hollard's claims reliability and service are the value a low price usually omits; cite them.
- e. Closing is asking for the decision you have earned; use summary, alternative and honest-urgency techniques.

RETENTION, RELATIONSHIPS AND STRATEGIC ACCOUNT GROWTH

8.0 Learning Objectives

By the end of this module, participants will be able to:

- a. Explain How Service, Claims and Regular Reviews Drive Retention and Long-Term Loyalty.
- b. Run The Retention and Account-Growth Loop to Expand Account Value Year on Year.
- c. Build a Strategic Account Growth Plan for a Key Customer That Generates Long-Term, Profitable Revenue.
- d. Use Strategic Partnerships to Open and Grow Whole Channels of Business at Scale.

8.1 Retention Is Where Profit Lives

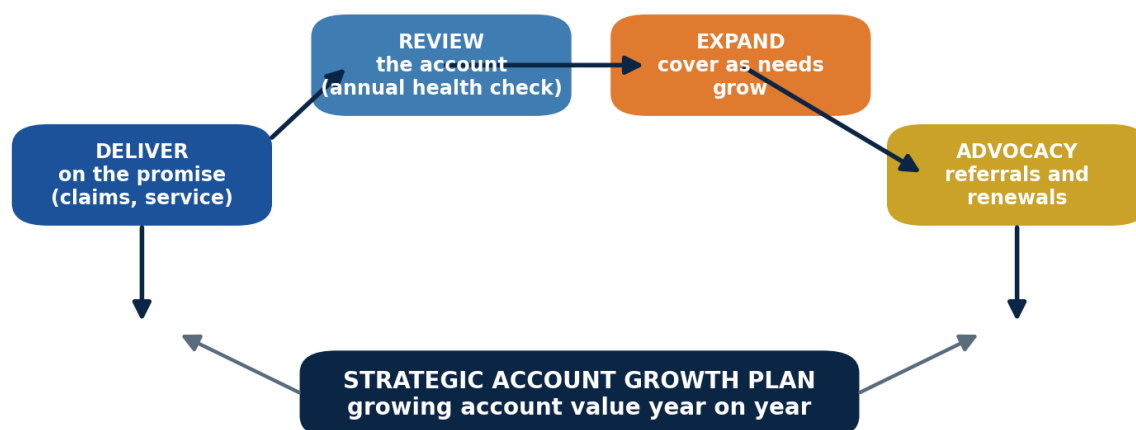
Everything in this programme comes together in retention. A customer who stays is a customer who can be served, reviewed, cross-sold and upsold for years, and it is over those years that a relationship becomes profitable. This is the direct route to Hollard's objective of raising portfolio retention and, with it, Net Earned Premium. It is also the cheapest growth available: a retained, well-served customer is the least expensive and most reliable source of the next sale.

Retention is earned mainly through experience, not price. The moments that decide whether a customer stays are the quality of service between sales and, above all, the handling of a claim. Hollard's reputation for claims-payment ability and service quality is therefore not only a marketing asset; it is a retention engine, and every member of the commercial team protects it by setting honest expectations and following through (Africa Outlook, 2021).

8.2 The Retention and Account-Growth Loop

Strong accounts are grown deliberately, through a repeating loop shown in Figure 15. Deliver on the promise through reliable service and claims; review the account regularly through an annual health check that revisits needs and gaps; expand cover as the customer's life or business grows; and turn a well-served customer into an advocate whose referrals and renewals feed the next cycle. Each turn of the loop raises the account's value and deepens the relationship.

The Retention and Account-Growth Loop



A retained, well-served customer is the cheapest and most profitable source of the next sale.

Figure 14 The retention and account-growth loop

8.3 Strategic Account Growth Plans

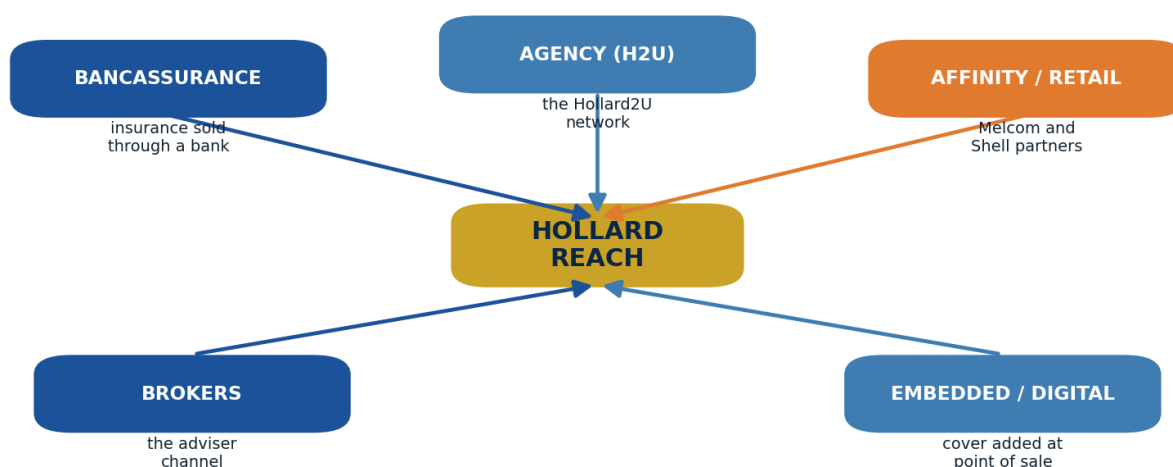
For a business's most important customers, this loop should be written down as a strategic account growth plan. Such a plan records what the account holds today, the gaps and opportunities discovered, the wallet share Hollard currently commands, and a realistic goal for growing account value over the next one to three years, with named actions, owners and review dates. It turns a relationship that might otherwise drift into a managed asset with a growth target. A simple template for such a plan is provided in Appendix C.

Progress is tracked with a small set of measures: the retention or renewal rate, the movement in wallet share and policy density, the growth in account value, and a measure of advocacy such as referrals or a satisfaction score. Watched together over time, these show whether the relationships in a book are strengthening or quietly slipping, long before the annual numbers make it obvious.

8.4 Strategic Partnerships

Growing one account at a time is essential, but the largest leaps in reach come from strategic partnerships, in which Hollard joins forces with another organisation to reach a whole channel of customers at once. Where a strategic account plan deepens a single relationship, a partnership opens thousands of new ones. Figure 16 shows the main models available to Hollard.

Strategic Partnership and Distribution Models



Each partnership opens a channel at scale. The prize is quality business both sides help each other keep.

Figure 15 Strategic partnership and distribution models

Each model reaches customers in a different way. In bancassurance, insurance is sold through a bank's branches and customer base, a channel growing quickly in Ghana (Business and Financial Times, 2025). Agency partnerships extend reach through networks such as Hollard2U. Affinity and retail partnerships place cover where people already shop, as Hollard does through Melcom and Shell. Broker partnerships remain the backbone of corporate distribution. And embedded or digital partnerships add cover at the point of sale of another product, the model behind the mobile insurance schemes that signed up millions across Africa (MTN Group, 2023; Enterprise Group, 2021).

The lesson from the successful partnerships across the continent, from Ecobank's bancassurance for small enterprises to the mobile schemes of aYo and Enterprise Life, is consistent: partnerships scale only when both sides invest in helping the partner's staff understand and sell the cover, and when claims are paid well enough to protect both brands (Ecobank Group, 2020; allAfrica, 2025). A partnership is not a logo on a leaflet; it is a shared commitment to serve a channel of customers reliably. Chosen and run well, it is the fastest route to the quality, retainable business this whole programme is designed to build.

8.5 Case Scenario

A strategic account growth plan for a key client (Ghana)

A Relationship Manager is responsible for a group of schools that holds only property cover with Hollard. Rather than waiting for renewal, she writes a strategic account growth plan. It records the current holding and premium, notes gaps in liability, group life for staff, and personal accident for pupils on trips, estimates that Hollard holds perhaps a third of the group's total insurance spend, and sets a goal of doubling account value within two years through a sequence of well-timed, well-founded offers.

She schedules an annual account health check with the group's bursar, delivers faultlessly on a small property claim early in the relationship, and uses that proof of service to introduce group life at the next review. Within eighteen months the account holds four lines, Hollard's wallet share has roughly doubled, the bursar has referred a sister institution, and the relationship is now managed as a strategic asset rather than a single renewing policy.

Discussion Questions

- a. Which parts of the retention and account-growth loop can you see in the manager's approach?
- b. How did delivering on a small claim early change what became possible later?
- c. Choose one key account in your own book and outline the first draft of a strategic account growth plan for it.

8.6 Knowledge Check

- Q1. Retention is earned mainly through:
- a) the lowest premium
 - b) the quality of service and claims experience
 - c) advertising
 - d) reinsurance
- Q2. The retention and account-growth loop runs in the order:
- a) expand, deliver, review, advocacy
 - b) deliver, review, expand, advocacy
 - c) advocacy, expand, review, deliver
 - d) review, advocacy, deliver, expand
- Q3. A strategic account growth plan is best described as:
- a) a one-off quotation
 - b) a written plan to grow a key account's value over one to three years with named actions and owners
 - c) a complaints log
 - d) a reinsurance treaty
- Q4. Selling insurance through a bank's branches and customers is known as:
- a) reinsurance
 - b) bancassurance
 - c) coinsurance
 - d) underwriting
- Q5. List three measures you would track to know whether a key account is strengthening.

8.7 Practical Tasks

1. Write a strategic account growth plan for one key client using the template in Appendix C, including a two-year account-value goal.
2. Schedule annual account health checks for your five most important accounts and prepare an agenda for the first one.
3. Identify one partnership channel (bank, agency, retail, broker or digital) Hollard could grow, and outline how you would help the partner's staff sell.
4. Set up a simple monthly tracker for retention rate, wallet share, account value and referrals across your top accounts.

8.8 Module Recap

- a. Retention is where profit lives and is the direct route to Hollard's Net Earned Premium goal.
- b. Service and claims, not price, decide whether customers stay; protect Hollard's claims reputation.
- c. Grow accounts through the loop: deliver, review, expand, advocacy.
- d. Write strategic account growth plans for key clients, with goals, owners and review dates.
- e. Strategic partnerships, from bancassurance to embedded cover, scale reach when both sides help each other sell.

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.

IMPLEMENTATION GUIDE: THE FIRST 90 DAYS

Training changes results only when it changes behaviour in the weeks that follow. This guide turns the manual into a structured ninety-day plan, moving from foundation, to momentum, to embedding. Each participant will own their plan, each line manager will review it, and Hollard's leadership will sponsor it. Baseline figures against which progress will be measured are to be confirmed with Hollard before the programme begins.

Implementation Roadmap: First 90 Days After Training



Owned by each participant, reviewed by the line manager, sponsored by Hollard leadership.

Figure 16 Implementation roadmap: the first ninety days after training

Days 1 to 30: Foundation

The first month is about setting up to succeed. Each participant will:

- Map their top twenty accounts and the coverage gaps in each.
- Build a personal discovery question bank across the four SPIN question types.
- Bring every live opportunity into one qualified pipeline view.
- Agree cross-sell, upsell and retention targets with their line manager, tied to the branch or portfolio numbers.

Days 31 to 60: Momentum

The second month is about doing the work in the field. Each participant will:

- Run structured discovery on every renewal conversation.
- Make at least one well-founded next-best offer in each customer meeting.
- Qualify and advance corporate leads in partnership with the relevant broker.
- Review the pipeline with the team every week, advancing, holding or removing each opportunity.

Days 61 to 90: Embedding

The third month is about turning activity into results and habits. Each participant will:

- Close the first tranche of cross-sell and upsell opportunities and record the premium gained.
- Complete strategic account growth plans for key clients.
- Track the movement in conversion rate, wallet share, policy density and retention.
- Coach peers and share what worked, so the behaviours spread beyond the room.

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