



CASE STUDY

Cross-selling through Industry Specialization for a P&C Insurance



ace group

"Our experience with Fox MC was extremely positive. In a relatively short period of time they developed a solid understanding of our industry and the ACE organization."

*- Carl Sutter, Senior Vice President,
Distribution Management*

Recommendations

Fox MC found that there were no substantial organically existing cross-buying patterns at ACE. Industry specialized cross-selling could still be successful by identifying industry targets through the use of an Opportunity Screen utilizing selected filtering criteria and decision factors. The operating model required to drive success utilized a team-based organizational structure with specific performance and knowledge management systems. Additionally, Fox MC recommended enhancement to the sales process, as well as to the marketing support systems.

Client Profile

The ACE Group is a global leader in insurance and reinsurance. It serves a diverse group of clients across the globe and has a physical presence in over 50 countries. ACE USA is one of five operating businesses of the Insurance – North American segment of ACE Group distributes coverage through retail brokers while providing specialty property, casualty, A&H insurance products and risk management services. ACE USA serves corporate clients across the United States and Canada. ACE USA Regional Operations is responsible for driving national and local distribution strategies for ACE USA.

The Project

ACE engaged Fox Management Consulting (Fox MC) to work with ACE USA Regional Operations and identify existing cross-buying at ACE that could be leveraged as part of an industry focused cross initiative. Fox MC was also tasked with developing the necessary operating model to ensure success of the industry specialized initiative.

