

## TURNING CUSTOMER INSIGHT INTO ACTION

By harnessing customer feedback, a company sharpens its value proposition and accelerates growth.

When the world’s largest insurance broker sought to accelerate growth, they called in Watermark to assist. Their challenge was in creating a value proposition that would resonate with consumers in over 100 local markets around the world. Here’s how we helped them do it...

### About the Profiled Company

This firm is the world’s leading insurance broker and risk manager – a \$5 billion company with 25,000 staff, operating in over one hundred countries around the world.

### The Challenge

While the company’s business was growing, there was a sense the organization could do better. One acknowledged weakness was the quality and consistency of the firm’s value proposition. Many of its regional offices did not have a process for gathering insights into local market needs, nor the expertise to translate such information into a compelling value proposition.

### The Solution

Watermark developed a customized client research program that enabled the company to gather market insights in a consistent, structured manner across its many country outposts. Staff around the world were taught how to conduct objective, in-depth client interviews that revealed market trends and identified unmet consumer needs. Watermark analyzed the client feedback and worked with the firm’s regional offices to develop compelling value propositions that accentuated the company’s strengths and addressed local market needs.

Among the services provided by Watermark were:

- **Brand positioning** to better define and articulate points of differentiation.
- **Survey development** to conduct client interviews efficiently and objectively.
- **Feedback analysis** to distill volumes of interview data into focused and actionable themes.
- **Sales pitch tuning** to construct value propositions that resonated with target markets.
- **Content writing** to articulate value propositions in clear, simple and compelling terms.
- **Collateral design** to create new, globally consistent marketing material templates.
- **Tool development** to provide instruments for prioritizing and addressing client feedback.
- **Internal communications** to educate and excite worldwide staff about the project.

### The Results

The company realized many benefits by partnering with Watermark on this project:

- **Sales growth.** Revenue growth in the targeted business accelerated by 500 basis points, generating an additional \$10 million in annual revenue.
- **Brand clarity.** Value propositions, while tailored to local markets, were articulated in a consistent manner – presenting a more unified brand to the firm’s multinational clients.
- **Customer focus.** The project reinforced the importance of “outside-in” thinking, heightening leaders’ appreciation for using client feedback to guide decision making.
- **Innovation.** Insights gained through the process helped generate new ideas for business improvements, service enhancements and product development.

### Watermark Consulting

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