

Case Study

Building Cultural Bridges for Top-Line Performance

WorkOut

Aligning your Organization for Change

Situation

A global multi-national insurance giant faced growth challenges within an Asian operating unit. The European based parent organization had concerns regarding sales projections in the Asian business unit. Although UK-based analysts showed extensive market potential of the region and had invested in extensive remote efforts to remedy the situation, the differences in operating culture were limiting the impact of these initiatives. Frustration took over both leadership and staff.

Solution

Headquarters adopted **WorkOut** as a means to bring together staff from very different backgrounds and work through their cultural differences that were clearly affecting business results negatively. The core challenge centered around capturing the synergies that existed without alienating the culture. All of the Brainstorming and team sessions were held virtually with team members attending from UK, Europe and Asia. The vast number of stakeholders engaged in the solution facilitated the cultural exchange and dramatically reduced costs.

Results: Streamlined Processes

As a result of **WorkOut**, the Asian business unit experienced 400-500% growth in premiums. The achievements were largely due to operational improvements, brought about by collaborative, cross-functional teams that focused on implementation at the **WorkOut** sessions. In addition, the teams also reduced the policy issuance time to under 2 days despite the normal processing and work lag associated without multi-national underwriting approvals. The success experienced dramatically improved the working relationship between business units and invigorated the competitive sales culture of the Asian group, with unforeseen positive implications for long term growth prospects.



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