

LOCALTAPIOLA

CHANGE LED BY CUSTOMERS' OPINIONS



LocalTapiola's purpose is to safeguard its customers' lives and prosperity.

LocalTapiola's vision is to offer Finnish people a safer and healthier life. For LocalTapiola's customers, lifelong security means comprehensive, proactive services.

LocalTapiola Group is a mutual group of companies owned by its customers. It serves individuals, farmers, entrepreneurs, companies and public-sector customers. LocalTapiola's products and services cover life, non-life and pension insurance, as well as investment and saving services. LocalTapiola is also a professional in the fields of corporate risk management and personnel well-being.

AIMING TO MODERNISE IN A CUSTOMER-ORIENTED WAY

Trainers' House began working with LocalTapiola's major customers unit in spring 2016. The goal of the assignment was to support the practical implementation of the unit's strategy. "A key part of the strategy was to modernise in a customer-oriented way, and we selected Trainers' House to give us a boost in this area," says Matti Kiiski, Director of the Major Customers unit at LocalTapiola.

In the initial phase, the management of the major customers unit and Trainers' House's team held discussions to jointly build an operating and management method to support customer-oriented actions in the unit. At the same time, joint operating methods were defined for every role in support of the strategy.

SUPERVISORY WORK PLAYS A DECISIVE ROLE

All of the personnel in LocalTapiola's major customers unit were involved in the growth programme. To begin with, Trainers' House's team interviewed LocalTapiola's personnel and customers to clarify the starting point.

After this background work, the supervisors convened to build a new, shared operating method. The supervisors reached a joint decision on what needed to change and how the new operating methods would ultimately be disseminated to every member of personnel. For the remainder of the personnel, workshops were held where Trainers' House's team and the supervisors reviewed what the revised strategy means for each person's work.

STATUS OVERVIEW AND ACTIONS FROM THE CONTROL ROOM

Everyday supervisory work is the best way to support the implementation of strategy. To support senior managers, the unit began using a "Control Room". The Control Room assembled a weekly status overview of customers and personnel. Based on the status overview, the unit's management decided on the necessary measures. The management reviewed the weekly customer interviews in the Control Room, which put customer-orientation in a concrete form.

CUSTOMERS' EXPERIENCES ON DISPLAY EVERY WEEK

A key factor for successful collaboration was highlighting the opinions and experiences of customers as a part of weekly management. It was equally important that the new activities were transparent, quantifiable and manageable on a weekly level.

"We reached the goals we set at the beginning of the partnership. This was highly professional collaboration. We did not abandon our goal, and it was important to review the critical phases in sufficient depth.

With the help of the growth programme, we have successfully supported the major customers unit in meeting its business objectives. We have made positive progress in terms of business results, and sales have improved.

We have received further examples of the successful handling of customer cases and successful teamwork. In addition, the international angle has widened, new development ideas have made their way off the drawing board, and our customer service has taken on a new role," Kiiski concludes.

LocalTapiola has continued its weekly Control Room activities.



"WE REACHED THE GOALS WE SET AT THE BEGINNING OF THE PARTNERSHIP"