

## **Bolton & Company leverage Client Service Review System An unwavering Commitment to serve their Customers**

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Established in 1931, Bolton & Company is one of the nation's largest employee-owned insurance brokers providing clients worldwide with insurance and risk management services, employee benefits and financial products. Bolton's web site states that their "longstanding reputation as an industry leader is founded on an unwavering commitment to serve our customers". To deliver on this commitment, Bolton & Company wanted to ensure they optimized the level of service for each and every client. They searched for a better way to understand their clients' specific needs and wants, something that could change from year to year. They were also looking for an efficient method to distribute this information across their organization, thereby improving and refining service delivery on a client by client basis. After reviewing different types of solutions to accomplish this, Bolton found something called Client Service Reviews, a unique process developed by Active Retention based in Concord, MA. "The Client Service Review solution seemed to address all of our client needs with one comprehensive approach. Their solution would allow us to survey our clients, immediately record and distribute the feedback and track and monitor our progress on every issue and opportunity that surfaced" according to Mike Morey, COO.

The Client Service Review Methodology is very different than a customer satisfaction survey. It's about eliciting candid feedback from clients and "acting" upon them immediately. Active Retention calls this "actionable information". Active Retention guarantees a 50% response rate and automatically forwards the results immediately through something called Active Email technology. These emails are coded (Green – positive, Yellow – caution, Red – immediate attention) so they are simple to understand for any team member. "We acted upon the Active Emails immediately", said Morey, "our clients were impressed with our responsiveness and our sales and service teams know exactly what the clients wanted."

Some clients wanted their renewals earlier, others had internal changes and wanted bills going to a different person, some had issues with carrier performance and others wanted more education. Bolton & Company was surprised at the candid feedback even though they had been told by many other agencies this was the norm for Client Service Reviews. "Everyone in the company learned new and important things about our clients' specific needs. I found some surprises even with my own book of business" said Ron Wanglin, CEO. Bolton had seen continued growth in their organization but as mentioned on their web site, they still believed in unwavering commitment to service and support. Mike Morey said, "Client Service Reviews allow you to stay very closely attuned with your clients. They delivered unfiltered feedback directly from the decision makers to our management team. It's much easier to stay on top of client satisfaction when you can measure and monitor every issue on a client by client basis. Our continued goal is to deliver the highest possible level of tailored services to each and every Bolton & Company client."

The project goals for Bolton & Company were as follows:

- Identify quality issues, carrier issues and loyalty issues across our best clients
- Elicit candid feedback specific to individual clients with respect to service
- Identify “broken service factors” and create a plan to address these strategically
- Determine Cross-Selling Opportunities
- Implement a Referral Tracking System

Bolton successfully accomplished all of their project goals, helping to better service their clients while growing their book of business. Over 77% of the clients who were contacted chose to participate. And over 60% of the entire contact group completed the 15 minute web based surveys. With traditional satisfaction surveys typically generating a 25% response, Bolton was impressed that so many of their clients chose to participate. Almost 20% of their clients expressed dissatisfaction with their carriers. This allowed Bolton to work more closely with their carriers to resolve specific issues expressed by their clients. With the specific responses broken out by client, carrier and broker there was no guess work on which entity needed to address a given issue. There were 18 accounts needing some type of attention, a small but very important number for Bolton. And the #1 issue revolved around renewals, typically working with the carrier to ensure better lead times for certain Bolton clients.

Client Service Reviews also identify growth opportunities. Of the 51 client opportunities identified, Bolton closed 7 within the first 120 days. This was a win-win for both Bolton and their clients. “The Client Service Reviews identified issues and opportunities and then allowed us to follow up on these through their Issue & Opportunity Workbench”. Active Retention loads every issue and opportunity (referral and cross selling) into a tracking and monitoring system called “The Issue & Opportunity Workbench”. Alan Blume, Active Retention Principal says, “Simple Workbench tools allow users to record notes and track every opportunity. It’s a big step for our clients to be able to touch a button and know every open client issue (by agency or carrier), every referral and every cross selling opportunity across all lines of business. As their clients grow they need their systems to grow along with them – this helps them better service and support their existing and future needs of their clients”

Bolton & Company Client Service Review Project		
	Contact Response	Participant Response Percentage
Total Contact Group	270	
Opted In (said they would participate)	209	77%
Surveys Completed (% of total)	158	60%
Carriers listed as detrimental to service/value	31	20%
Immediate Cross Selling Opportunities	29	18%
Offered to actively assist with referrals	22	14%
Accounts needing attention	18	11%
#1 issue – Renewals	15	10%
Top Opportunity – Outsourced On-line HR	12	8%

Even though Bolton had invested resources to ensure a timely and efficient renewal process, their results indicated they needed additional attention to work with their carriers to deliver these renewals sooner for specific clients. “Carrier logistics and renewals has always been an important area for us. The survey results indicated however, that we needed to focus even more attention on this number one client issue”, said Mike Morey. Morey continued, “Though we only had 8 “Red” accounts needing immediate attention, we were able to focus on their specific areas of concern to rapidly resolve outstanding issues. In many cases, our greatest issue revolved around carrier performance, and the empirical data supplied through this process helped our advocacy on behalf of our clients participating in this process. By staying in touch with every client’s individual needs, we can create a tailored service plan to ensure the highest possible level of satisfaction with our agency. I believe both Bolton and our participating clients are delighted with the results of this project.”

## About Active Retention

Active Retention pioneered the Client Service Review solution which yields survey response rates over 50% and guarantees immediately actionable results. Actionable is a key word at Active Retention. Every survey response is reviewed by our expert analysts and our industry leading technology pushes the results to the responsible sales, service and management teams – all within 48 hours of receipt. Our predictive surveys uncover hidden cross selling and referral opportunities and retention risks. We then provide detailed information on the immediate actions which should be taken. Many clients say our results are impressive, but in many cases, they are startling. Our projects result in dozens or even hundreds of net referral and cross selling opportunities. That is why Active Retention guarantees a 300% ROI on all projects – in writing.

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## About Bolton & Company

Established in 1931, Bolton & Company is one of the nation's largest employee-owned insurance brokers providing clients worldwide with insurance and risk management services, employee benefits and financial products. Our longstanding reputation as an industry leader is founded on an unwavering commitment to serve our customers with integrity, professionalism and creativity in everything that we do. Our mission is to provide our clients with innovative and cost effective insurance products and services resulting in sustained company growth and enhanced shareholder value.

As an employee-owned company, our guiding principles are based on the following values:

- Placing the interests of our clients first.
- A continuous focus on quality and integrity in everything we do.
- A commitment to treating our employees, clients and carriers with dignity and respect.
- A commitment to teamwork and a stated goal of personal and professional growth for all employees.
- Contributing to and being good citizens of the communities in which we live and work.

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