

B2B MARKETING

2024



B2B MARKETING CASE

Presented by

The logo for Promutuel Insurance is displayed on a bright yellow rectangular background. The word "PROMUTUEL" is written in a large, bold, dark blue sans-serif font. Below it, the word "INSURANCE" is written in a smaller, bold, dark blue sans-serif font.

PROMUTUEL
INSURANCE

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The Company

Promutuel Insurance is a group of mutual insurance companies in Quebec, recognized for its commitment to community, personalized service, and collaboration. As a cooperative insurance organization, Promutuel Insurance operates on the principle of mutuality, where policyholders are also considered members and have a say in company decisions.

Founded in 1852, Promutuel Insurance was created with the primary goal of providing insurance solutions tailored to the unique needs of its members. Now, they are the most recommended consumer insurers in Quebec, working with over 634,000 members, 90 points of service, and having returned \$3.8M to members and communities as of 2022.

One of the key distinguishing features of Promutuel Insurance is its strong emphasis on community involvement and local support. With a network of 14 regional mutual insurance companies across Quebec, Promutuel Insurance operates on a decentralized model, allowing each region to adapt its offerings to the specific requirements of the local population they serve.

The range of insurance products offered by Promutuel Insurance is comprehensive, covering various aspects of property, and business. The company's dedication to understanding the unique circumstances of each policyholder sets it apart in an industry often characterized by more standardized offerings. Promutuel Insurance deals exclusively in property and casualty insurance, currently standing as the 4th largest insurer in Quebec, and is currently the only major insurer to deal with both direct insurance and brokers both under the Promutuel Insurance name.

In addition to its core insurance offerings, Promutuel Insurance is also actively involved in community initiatives and charitable endeavors. Through sponsorships, partnerships, and community engagement programs, the company contributes to the well-being and development of the regions it serves. This commitment to corporate social responsibility reflects Promutuel Insurance's belief in making a positive impact beyond the realm of insurance. With a strong foundation built on trust, reliability, and a cooperative spirit, Promutuel Insurance stands as a respected and enduring institution in Quebec's insurance sector.

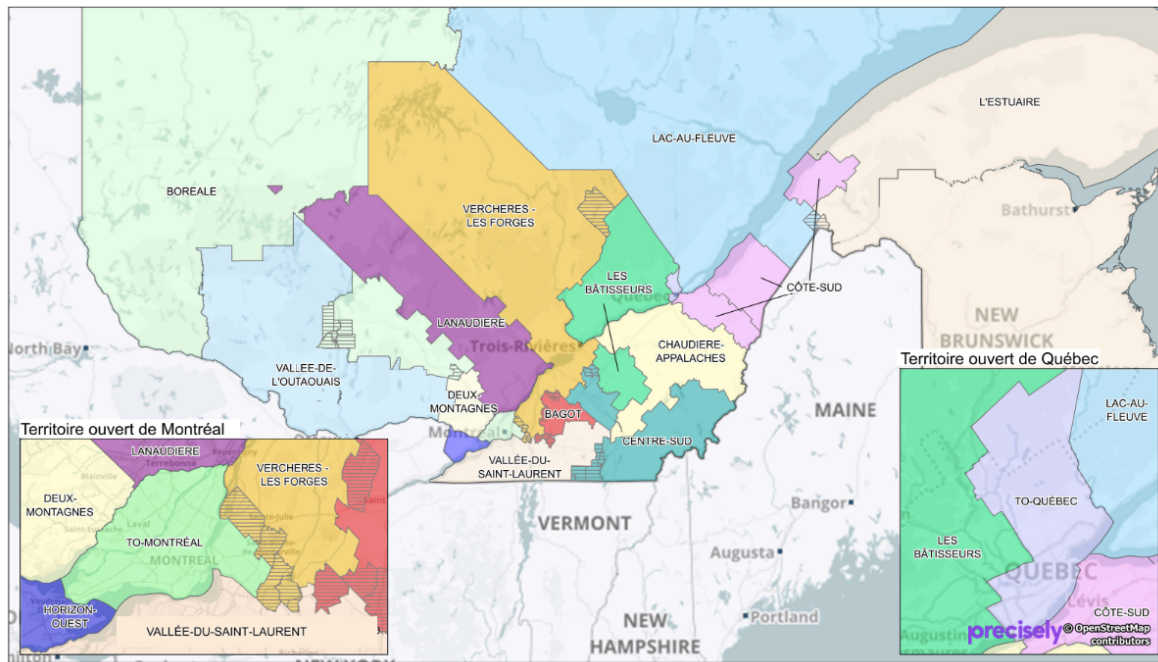
Insurance Distribution at Promutuel Insurance

There are 14 independent mutuels operating around different regions of Quebec under the Promutuel Insurance name. Each of these organisations has their own board of directors, and manage their own operations (not directly controlled by the Promutuel Insurance Group). These mutuels all offer the same types of insurance: automobile, home, leisure vehicle, business, and agricultural. For businesses, Promutuel Insurance offers liability insurance, protection against business interruption, equipment breakdown and more.

The Federation (corporate-level services) of Promutuel Insurance represent key overarching services that are provided and used by each mutual (ex. Marketing/Strategy support, IT, HR support, etc.). More detailed processes, such as underwriting, are managed separately by each mutual, as is the claims process and the sales process. This means when a member calls Promutuel Insurance, they either call the number for their region directly, or call the general number and are directed to their local mutual.

Quebec is split as follows (in French - see Appendix 3 for a written list)

Territoire de l'ensemble des sociétés mutuelles



As is common for property & casualty insurance businesses, Promutuel Insurance operates with both a direct insurance model, and with a broker model. The overall premium volume comes 70% from direct sales and 30% from brokerage. However, for their commercial line specifically, the split is approximately 50-50 between direct and brokerage.

The Montreal Region

The Montreal region is poorly served by Promutuel Insurance - none of our mutuals are established there. On the other hand, a group of 8 mutual societies, supported by the Federation, are handling this market, but with limited resources. In Montreal, specifically at the commercial insurance level, 20% of the volume comes from direct and 80% comes from brokerage. It is therefore an important channel for distribution considering the importance of developing and maintaining a network of local contacts. It is also important to consider the importance of the presence of various ethnic and cultural communities in this market and their desire to do business with someone closer to their reality. The anglophone community is also less well served, since it is much less concentrated in the regions of Quebec than in Montreal. Just as it is important to connect with these communities, it is equally important to interact with them and understand them properly in order to better serve them in the future.

The Direct Insurance Model

Direct insurance with Promutuel Insurance represents a customer-centric approach to obtaining insurance coverage. Prospective policyholders can initiate the claims process through various channels, including online platforms, telephone consultations, or by visiting a local Promutuel Insurance office. For business insurance, they can also fill out their information in a quick form on their website. A business insurance agent will then contact them to offer a personalized quote tailored to the nature of their operations.

One notable advantage of the direct insurance process with Promutuel Insurance is the emphasis on personalized service. Throughout the application process, individuals have the opportunity to interact with knowledgeable and friendly insurance professionals who can provide guidance, answer questions, and ensure that the coverage selected aligns with the specific needs and circumstances of the policyholder. This human touch distinguishes Promutuel Insurance's direct insurance from more impersonal and automated alternatives.

Pros

- **Personalized Service:** The emphasis on personalized service ensures that policyholders receive individual attention and tailored advice.
- **Flexibility and Customization:** The ability to customize coverage allows individuals to create insurance packages that align with their unique needs.
- **Efficient Claims Process:** Promutuel Insurance's commitment to efficient claims processing helps policyholders recover from losses quickly and with minimal disruption.

Cons

- **Limited Physical Presence:** While online and telephone services are convenient, some individuals may prefer face-to-face interactions, which might be limited in certain regions.
- **Potential for Information Overload:** The abundance of customization options might be overwhelming for some individuals, requiring careful consideration of coverage choices.

The Broker Model

In the broker model, individuals start by engaging a licensed insurance broker who acts as an intermediary between clients and insurance providers. The broker conducts a thorough needs assessment by understanding the client's lifestyle, assets, and risks, recommending suitable coverage options. Leveraging their industry knowledge, brokers perform market research, comparing policies from various providers to secure competitive quotes and comprehensive coverage.

Upon the client's selection of a policy, the broker assists with the application process, ensuring all requirements are met. Throughout the policy term, brokers offer ongoing support, helping with amendments, addressing queries, and guiding clients through the claims process when necessary, remaining present through the entire journey.

Pros

- **Expert Guidance:** Insurance brokers offer expert advice, leveraging their knowledge of the insurance market to help clients make informed decisions.
- **Access to Multiple Providers:** Brokers have access to a wide range of insurance products from various providers, allowing clients to compare options and find the most suitable coverage.

- **Time and Effort Savings:** Brokers handle the research, paperwork, and communication with insurance providers, saving clients time and effort in the insurance procurement process.
- **Advocacy During Claims:** In the event of a claim, brokers act as advocates for their clients, helping navigate the claims process and ensuring fair and prompt settlements.

Cons

- **Broker Fees:** Some insurance brokers charge fees for their services, which can be an additional cost for clients. However, many brokers are compensated by the insurance companies, and their services may be provided at no extra charge to the client.
- **Potential for Biased Product Knowledge:** While brokers are knowledgeable, there's a possibility that some may be more familiar with certain insurers than others, potentially limiting the breadth of available options and favoring certain insurers over ones that offer better services for the problem.
- **Dependency on Broker Availability:** Clients may need to coordinate with the availability of the broker, which could be a concern for those who prefer immediate online access or self-service options. Another point is that the broker might have to send different clients to different mutuals, depending on need and location. It can get complex to refer the client to the right mutual, as they are not a one-stop shop as other insurers may be.

Current positioning

Promutuel Insurance actively collaborates with businesses in various industries, including financial, service, and retail. Promutuel Insurance focuses primarily on small and medium businesses, opting for a more personalized approach rather than targeting larger corporations. With 14 locations, each engages in localized marketing efforts, reaching out to enterprises through diverse platforms. Promutuel Insurance employs a range of strategies, including TV and radio advertising, search engine optimization (with limited use of digital tools beyond this), social media ads, and direct participation and networking in local events. The Federation undertakes so-called "provincial" marketing efforts which will simultaneously affect all markets, while each mutual complements its strategy with so-called "local" marketing efforts, focused on its unique objectives and guided by their knowledge of the local market they serve.

Competitors

Desjardins Insurance: Desjardins Insurance provides a wide range of commercial insurance products. With a focus on flexibility, businesses can tailor their coverage to specific industry needs. Desjardins emphasizes technological innovation, offering online tools and resources for efficient policy management. The company's extensive network and financial stability make it a prominent choice for commercial insurance in Quebec.

Intact Insurance: Intact Insurance offers comprehensive coverage for businesses of all sizes. Known for its strong financial standing, Intact provides stability and reliability to policyholders. The company emphasizes risk management solutions and leverages advanced analytics to assess and mitigate commercial risks effectively. Intact's commitment to innovation positions it as a competitive option in the Quebec commercial insurance landscape.

Other competitors to note are Beneva (a merger between La Capitale and SSQ Insurance), and Lloyd's of London (a commercial insurer focused in non-traditional products) (see Appendix 1 for more details).

Your Mandate

Promutuel Insurance knows that in order to solidify its position in the Quebec market, it must strengthen its B2B strategy on multiple levels. In the past, they have already taken on a number of strategies to capture businesses, but what's next for them?

Promutuel Insurance wants to revamp their B2B marketing efforts in a way that showcases Promutuel Insurance as the insurer of choice among businesses in a long-term strategy. With many options on how to move forward, they have hired your team to **build a strategy that identifies new marketing opportunities, sales and distribution strategies that can be tailored to the SME market in Quebec. Ultimately, they are looking for a layered strategy - one that helps build the brand image of Promutuel Insurance on a provincial level, and tactics that Promutuel Insurance as a federation can support and help implement for each of the mutuals.** It is important that they are able to meet the needs of their local mutuals, as the sum of their 14 goals represent the goals of the Promutuel Insurance Group in Quebec.

Overall, the leadership team at Promutuel Insurance is open to any ideas that will strengthen their B2B marketing, so long as it is possible to be implemented rapidly to be able to start benefiting from your strategy as soon as possible.

It's your time to shine! Good Luck!

Appendix 1

Competitor Infographic (in French)

Le double mode de distribution semble être un avantage compétitif pour les assureurs québécois

3 des 4 assureurs les plus importants au Québec font à la fois du courtage et du direct

Rang	Compagnie	Primes (000)	Part industrie %
1	Intact C D	3 703 676	24.85%
2	Desjardins D	2 143 006	14.38%
3	Beneva D C	1 796 750	12.06%
4	Promutuel D C	975 073	6.54%
5	Lloyd's C	721 750	4.84%
6	Aviva C	521 841	3.50%
7	Industrielle Alliance D	508 332	3.41%
8	Northbridge C	448 589	3.01%
9	Zurich C	284 653	1.91%
10	TD Assurance D	281 862	1.89%
Total Top 10		11 385 532	76.39%

Note: **C** : courtage | **D** : direct. Lorsqu'une compagnie apparaît à la fois dans le tableau des assureurs par courtage et dans celui des assureurs directs, les deux lettres C et D sont indiquées à côté de son nom. La première lettre qui apparaît montre son mode de distribution le plus important en termes de volume de primes.

Source: Journal de l'assurance, Sept. 2022

- Tout comme nous, Intact et Beneva utilisent les deux modes de distribution. Ces deux joueurs se retrouvent respectivement au premier et troisième rang des assureurs au Québec
- Tous les autres joueurs du top 10 se concentrent uniquement sur un seul canal de distribution
- Le fait d'utiliser les deux modes de distribution est perçu par nos gens comme une force contribuant à notre croissance et qui nous procure davantage d'opportunités de développement

Please note:

1. This table is for all property and casualty lines of business: Auto, Home, Agriculture and Commercial.
2. Intact is listed as brokerage & direct: Intact is the brokerage insurer and belairdirect is their direct sales subsidiary.
3. Beneva is listed as brokerage & direct: Beneva is the direct-selling insurer and L'Unique is their brokerage sales subsidiary.
4. Promutuel Insurance sells both types (brokerage and direct) under the same brand name.

Appendix 2

Marketing Examples (French)

LÀ POUR VEILLER SUR LA RÉUSSITE DE VOS AFFAIRES

Nous communiquerons avec vous dans les prochains jours pour vous offrir nos conseils en assurance des entreprises et vous accompagner vers les meilleures protections adaptées à votre réalité et à vos besoins.

PROMUTUEL ASSURANCE
promutuelassurance.ca

LÀ

POUR LES ENTREPRISES DE CHEZ NOUS

Promutuel Assurance protège plus de 60 000 entreprises partout dans la province.

En plus d'une présence active dans les communautés locales avec plus de 90 points de service au Québec, nous offrons aux entrepreneurs d'ici des services de proximité et des protections adaptées qui font toute la différence.

PROMUTUEL ASSURANCE

NOS AVANTAGES CLÉS POUR PROTÉGER VOS AMBITIONS

Assistance juridique et vol d'identité gratuite	Couverture bris d'équipements incluse	Protection pour vous aider à faire face aux cyber-risques dans le cadre de vos activités d'entreprise	Plusieurs avenants disponibles pour répondre aux besoins spécifiques de votre secteur d'activité
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Link to the Google Drive with extra examples (TV, radio, and social media):

<https://drive.google.com/drive/folders/1ayisoAe0C0mJlqPLVGshzbKiqFuCTZqv>

Appendix 3

List of Promutuel Insurance Mutuals in Quebec

1. Promutuel Insurance Bagot
2. Promutuel Insurance Boréale
3. Promutuel Insurance Centre-Sud
4. Promutuel Insurance Chaudière-Appalaches
5. Promutuel Insurance Estuaire
6. Promutuel Insurance Deux-Montagnes
7. Promutuel Insurance Lac au Fleuve
8. Promutuel Insurance Outaouais Valley
9. Promutuel Insurance Lanaudière
10. Promutuel Insurance Les Bâtisseurs
11. Promutuel Insurance Côte-Sud
12. Promutuel Insurance Vallée du St-Laurent
13. Promutuel Insurance Horizon Ouest
14. Promutuel Insurance Verchères – Les Forges