



CASE STUDY: Bringing New Life to Consumer Relationships



Background

ING U.S. is a premier retirement, investment and insurance company serving the financial needs of approximately 13 million individual and institutional customers in the United States. ING offers products and services through a broad group of financial intermediaries, independent producers, affiliated advisors and dedicated sales specialists throughout the United States.

Challenges

- ING U.S. had acquired books of business from several national and regional carriers over time
- Portfolio included many different branded life products and disparate distribution channels and go-to-market strategies
- ING brand itself had limited equity with consumers in the life insurance category
- Leadership team was seeking a way to develop a CRM strategy that could establish a direct-to-consumer relationship without alienating or dis-intermediating the traditional broker/dealer network or independent agents
- They were also seeking ways to reduce cost of production by leveraging web-based alternatives for enabling producers more efficiently, generating and nurturing leads and communicating directly and educating consumers as appropriate

Approach

- Led the development of a CRM strategy and defined the channel and alliance strategies for minimizing threat of disintermediation to broker/dealer network and independent agents
- Created vision for enabling improved productivity through the existing channel using the web as opposed to developing a pure consumer-direct business model
- Put an integrated roadmap in place to guide campaign management and assure alignment between online and traditional broadcast advertising



Result

- Successfully launched CRM program
- Enabled new positioning of life insurance products directly with consumers

Note: Based on continued success, ING US will rebrand as Voya Financial in 2014 on it's path to becoming an independent, standalone, U.S.-based company