

## CHAPTER ONE

# **Executives Insights Activities Downloads**

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# INTRODUCTION: **Industry Goals, Strategies, and Initiatives**

- Selling to executive buyers requires that you know:
  - Company-wide goals
  - Lines of business that are aligned with these goals and their:
    - **STRATEGIES**
    - **INITIATIVES**
    - **MEASURES OF SUCCESS**
- Knowing these will help you create more business-focused account plans and conversations with executive buyers.
- This document provides examples of these for a variety of industries.

FOR MORE INFORMATION:

Contact us at [info@finlistics.com](mailto:info@finlistics.com) | [www.FinListics.com](http://www.FinListics.com)

EXAMPLES OF:

# Industry Goals, Strategies, and Initiatives

**BANKING**

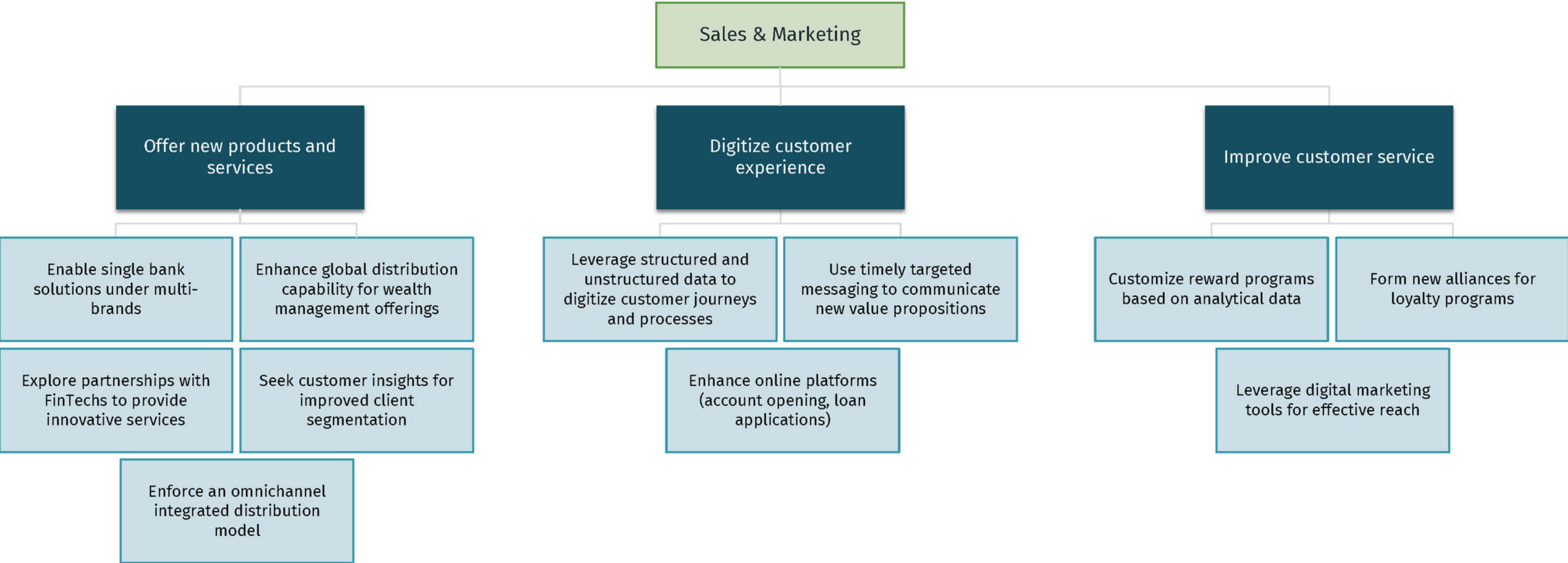
**INSURANCE**

**MANUFACTURING**

**RETAIL**

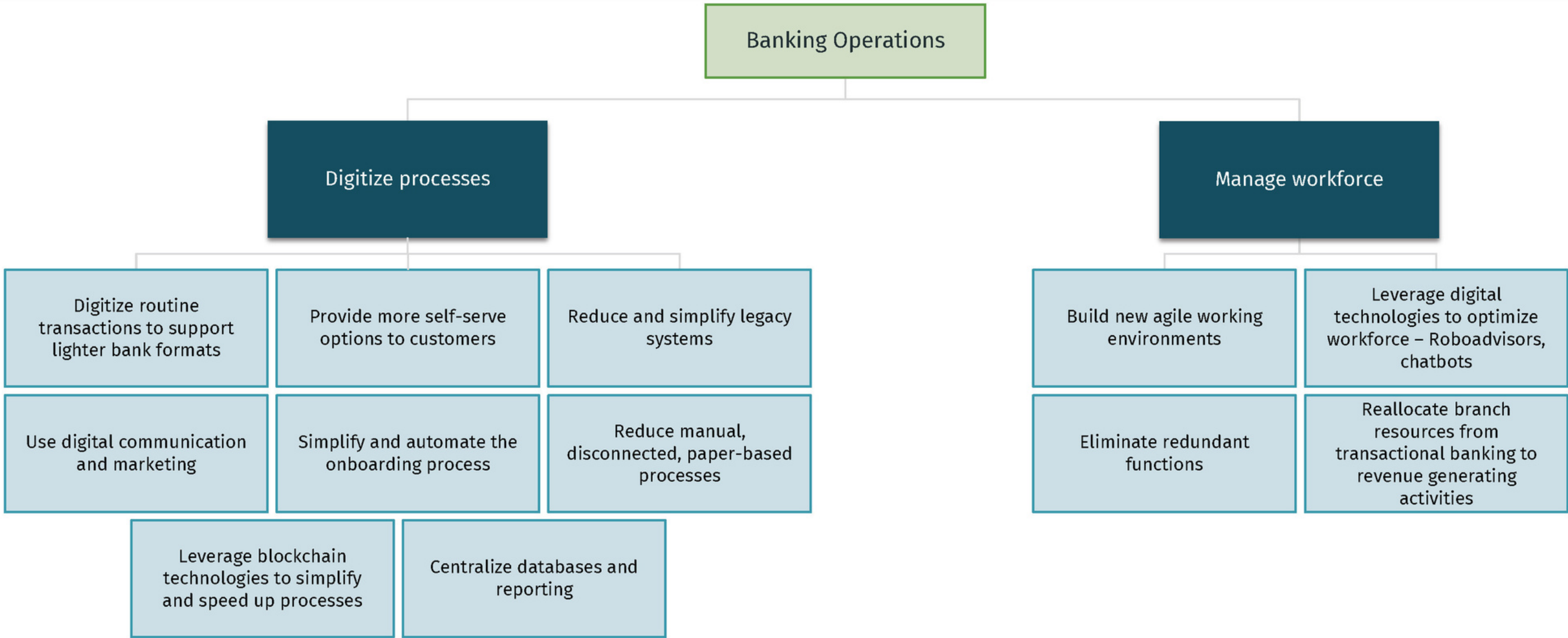
**TELECOMMUNICATIONS**

Enhance customer experience



Financial Metrics	Key Performance Indicators	
<ul style="list-style-type: none"><li>▪ Net interest income growth</li><li>▪ Noninterest income growth</li></ul>	<ul style="list-style-type: none"><li>▪ Revenue from new customers</li><li>▪ Revenue from cross-sell/up-sell</li><li>▪ Revenue from new products/services</li><li>▪ Customer churn</li></ul>	<ul style="list-style-type: none"><li>▪ Net Promoter Score</li><li>▪ Assets under Management (AUM)</li><li>▪ Average AUM per account</li></ul>

Initiative	Business Function	Strategy	Goal
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Financial Metrics	Key Performance Indicators	
<ul style="list-style-type: none"><li>Cost to income (efficiency) ratio</li></ul>	<ul style="list-style-type: none"><li>Staff expense</li><li>Customer service expense</li><li>Occupancy expense</li><li>Finance function</li></ul>	<ul style="list-style-type: none"><li>Labor turnover</li><li>Cost of learning and development</li><li>Cost to recruit</li></ul>

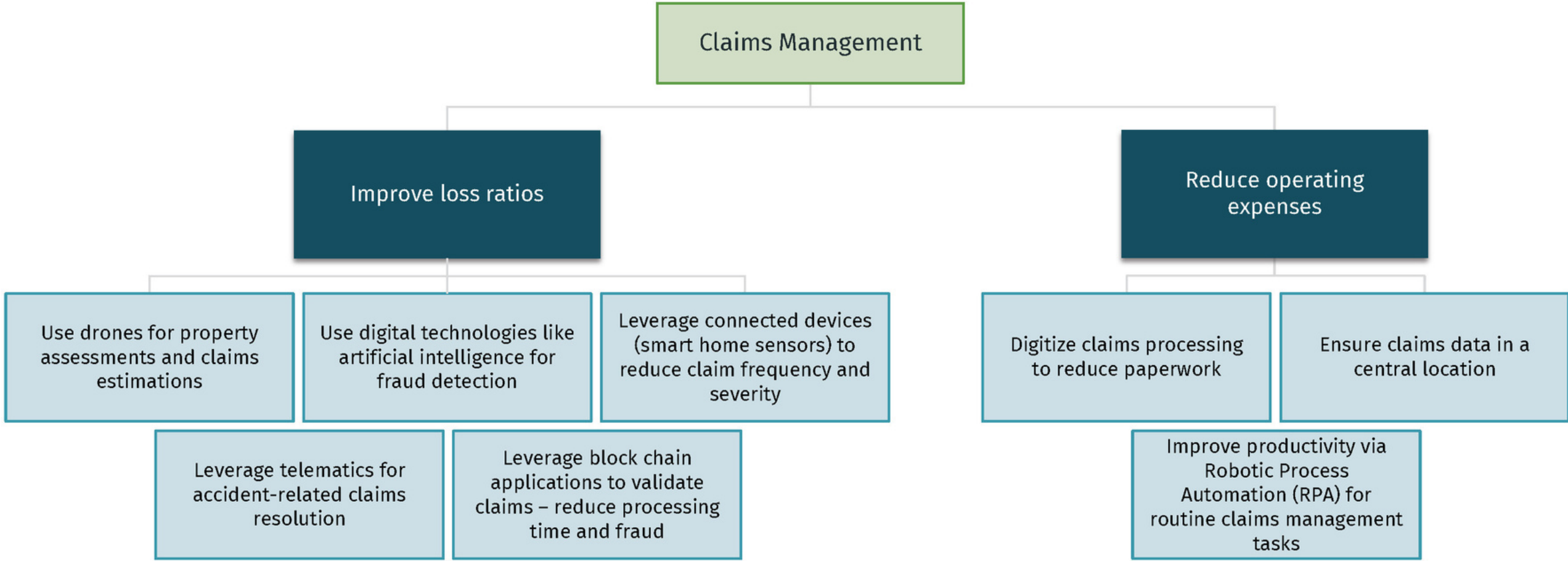
Initiative	Business Function	Strategy	Goal
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Financial Metrics	Key Performance Indicators	
<ul style="list-style-type: none"><li>▪ Premiums growth</li><li>▪ Non-premium revenue growth</li></ul>	<ul style="list-style-type: none"><li>▪ Revenue from new services</li><li>▪ Revenue from marketing campaign</li><li>▪ Revenue new customers</li><li>▪ Cross-sell/up-sell</li><li>▪ Customer churn (lapse ratio)</li></ul>	<ul style="list-style-type: none"><li>▪ Revenue per policyholder</li><li>▪ Revenue growth by channel</li><li>▪ Growth in policies written</li><li>▪ Net Promoter Score</li><li>▪ Online sales</li></ul>

Initiative	Business Function	Strategy	Goal
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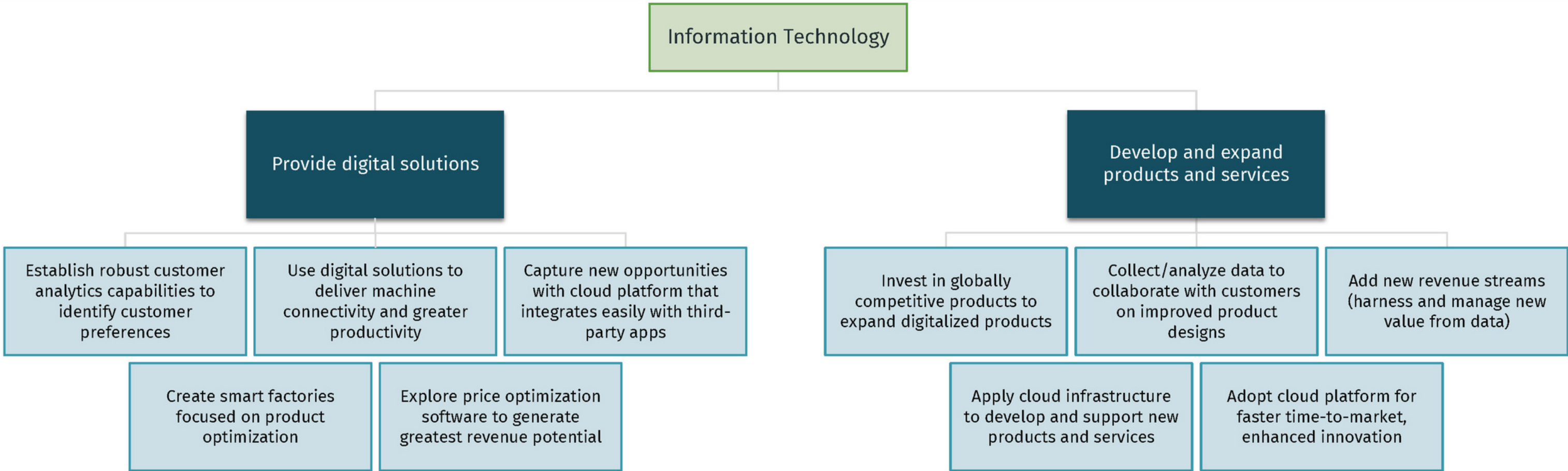


Financial Metrics	Key Performance Indicators		
<ul style="list-style-type: none"><li>Benefits &amp; Claims</li><li>Selling, general &amp; administrative</li></ul>	<ul style="list-style-type: none"><li>Loss ratio</li><li>Loss adjustment expense (LAE) ratio</li><li>Claims management expense</li><li>Fraudulent claims</li><li>Fraud management expense</li></ul>	<ul style="list-style-type: none"><li>Frequency of claims</li><li># of high severity claims</li><li>Cycle time for claims settlement</li><li>Claims first time resolution</li><li>Claims auto-adjudication rate</li></ul>	<ul style="list-style-type: none"><li>Claims requiring manual intervention</li></ul>

Initiative	Business Function	Strategy	Goal
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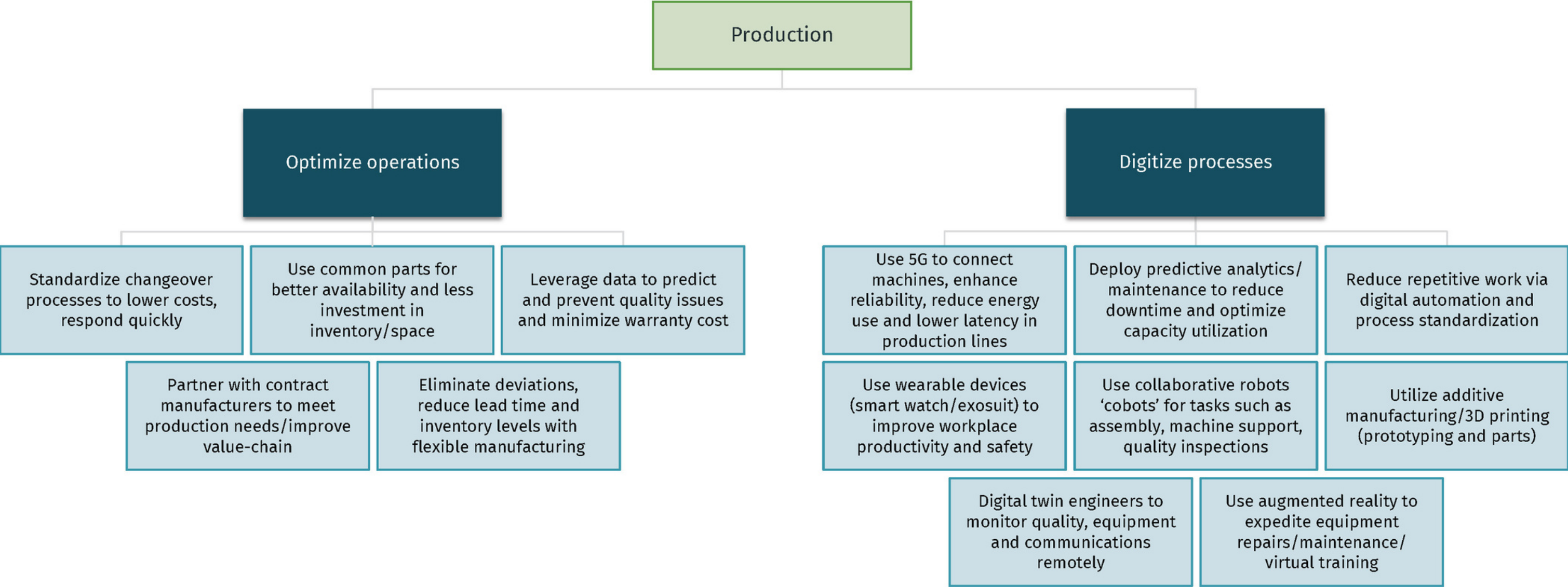
Drive revenue growth



Financial Metrics	Key Performance Indicators	
<ul style="list-style-type: none"><li>Revenue growth</li></ul>	<ul style="list-style-type: none"><li>Revenue from cross-sell/up-sell</li><li>Revenue from new customers</li><li>Revenue from new products/services</li><li>Revenue from online sales</li></ul>	<ul style="list-style-type: none"><li>Customer churn</li><li>IT allocated for growth/transformation of the business</li><li>Time to market - new products</li></ul>

Initiative	Business Function	Strategy	Goal
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Maximize operational efficiency



Financial Metrics	Key Performance Indicators			
<ul style="list-style-type: none"><li>Cost of goods sold</li><li>Days in inventory</li><li>Fixed asset utilization</li></ul>	<ul style="list-style-type: none"><li>Materials expense</li><li>Labor expense</li><li>Overhead expense</li><li>Total cost to manufacture</li><li>Overall Equipment Effectiveness (OEE)</li><li>Scrap and rework</li></ul>	<ul style="list-style-type: none"><li>Warranty</li><li>Maintenance on production and logistics assets</li><li>Spend on MRO consumables</li><li>Forecast accuracy</li><li>Production capacity utilization</li></ul>	<ul style="list-style-type: none"><li>Unplanned machine downtime</li><li>Yield</li><li>Mean time between failure (MTBF)</li><li>Mean time to repair (MTTR)</li></ul>	

Initiative	Business Function	Strategy	Goal
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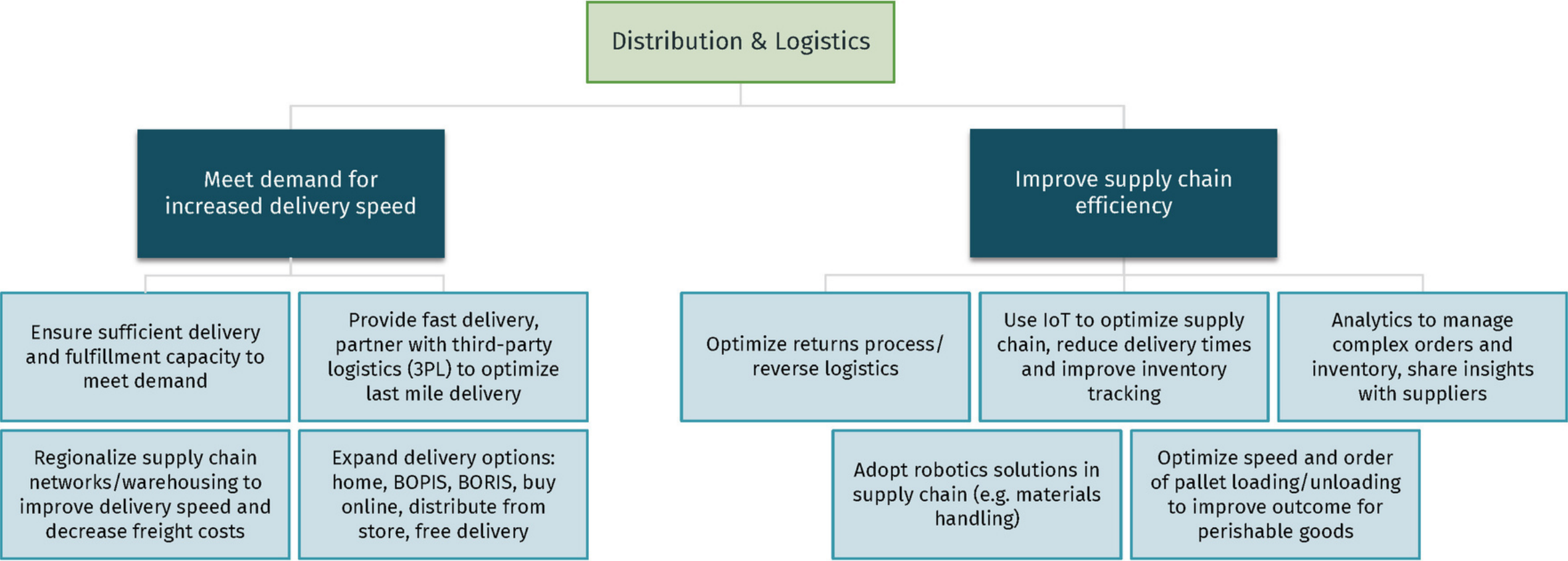
Enhance the customer experience



Financial Metrics	Key Performance Indicators	
<ul style="list-style-type: none"><li>Revenue growth</li></ul>	<ul style="list-style-type: none"><li>Revenue from cross-sell/up-sell</li><li>Revenue from new customers</li><li>Revenue from new products/services</li><li>Revenue from online sales</li><li>Revenue from marketing campaign</li></ul>	<ul style="list-style-type: none"><li>IT allocated for growth or transformation</li><li>Customer churn</li><li>Net Promoter Score</li><li>Footfall traffic</li></ul>

Initiative	Business Function	Strategy	Goal
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Improve operational and supply chain efficiencies



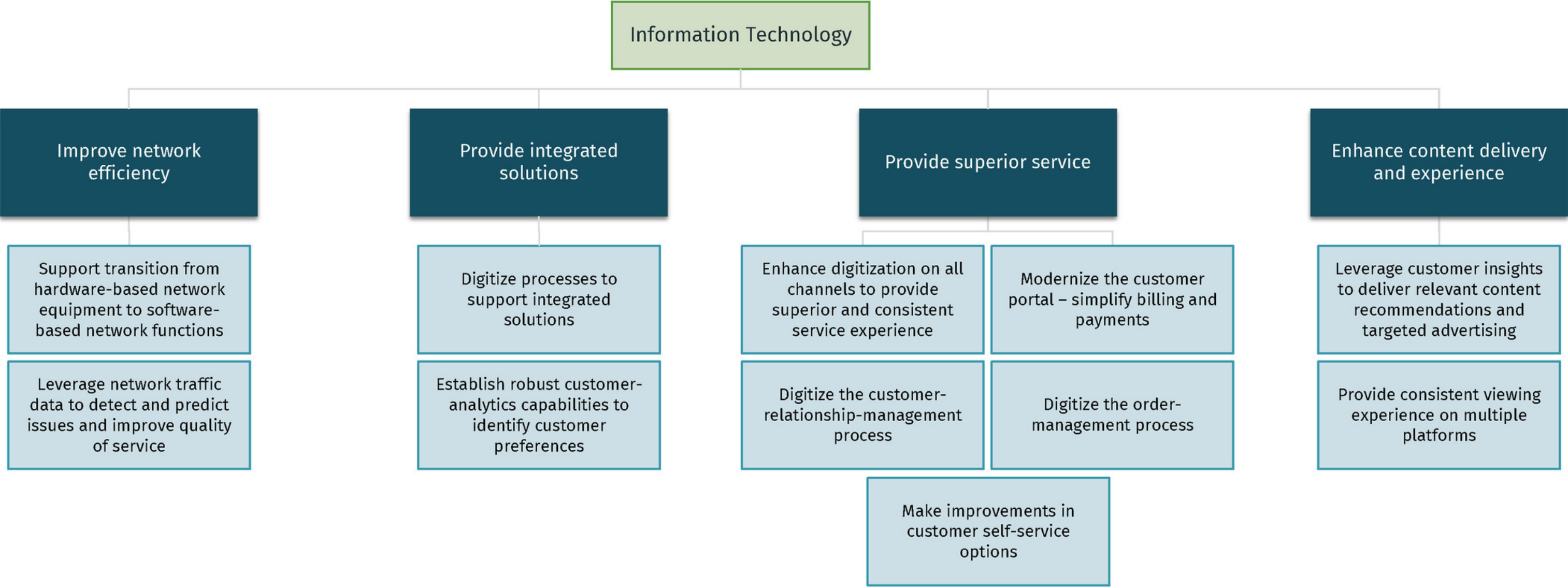
Financial Metrics	Key Performance Indicators	
<ul style="list-style-type: none"><li>Cost of goods sold</li><li>Days in Inventory</li><li>Fixed asset utilization</li></ul>	<ul style="list-style-type: none"><li>Logistics expense</li><li>Warehousing expense</li><li>Shrinkage</li><li>Returns inventory/logistics</li></ul>	<ul style="list-style-type: none"><li>Order management/Order fill rate</li><li>On-time delivery</li><li>Maintenance on logistics assets</li></ul>

Initiative	Business Function	Strategy	Goal
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Enhance customer experience

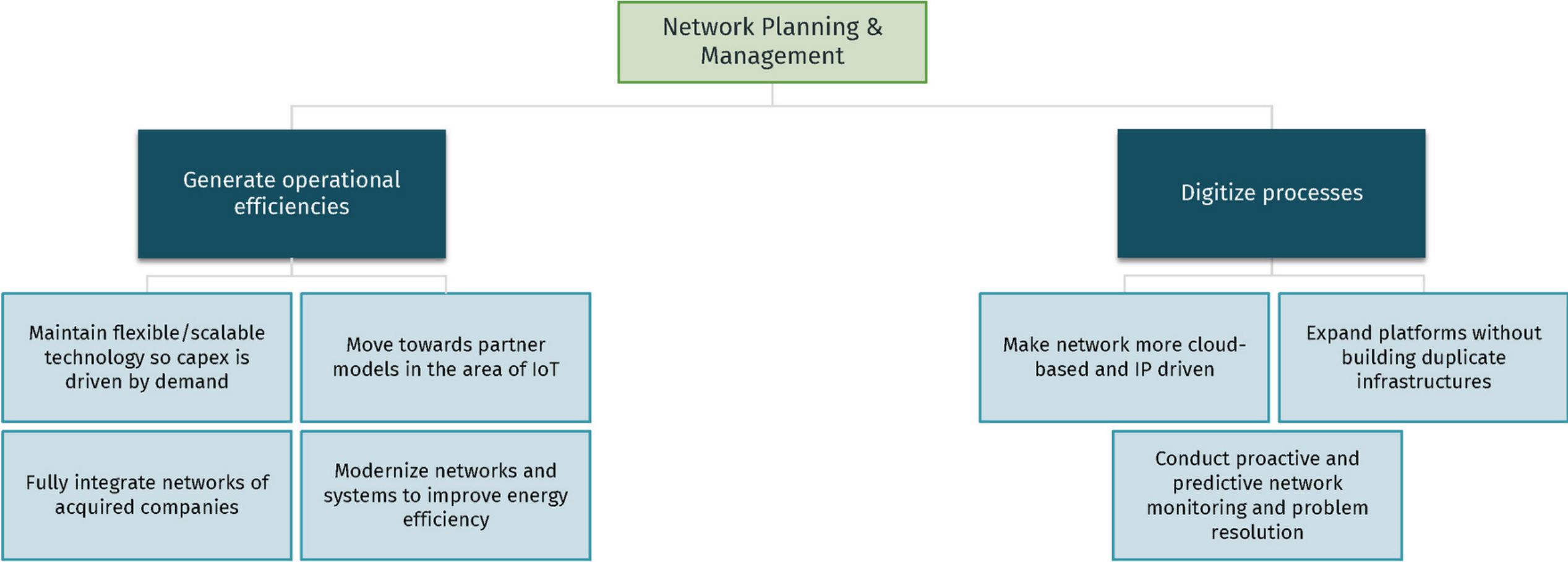
[← Back to Strategies](#)



Financial Metrics	Key Performance Indicators
<ul style="list-style-type: none"><li>Revenue growth</li></ul>	<ul style="list-style-type: none"><li>Revenue from new customers</li><li>Revenue from new services</li><li>Customer churn</li><li>Net Promoter Score</li></ul>

Initiative	Business Function	Strategy	Goal
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Improve margins and cash flows



Financial Metrics	Key Performance Indicators	
<ul style="list-style-type: none"><li>▪ Cost of goods sold</li><li>▪ Fixed asset utilization</li></ul>	<ul style="list-style-type: none"><li>▪ Labor cost</li><li>▪ Overhead expense</li><li>▪ Maintenance expense</li><li>▪ Infrastructure utilization</li></ul>	<ul style="list-style-type: none"><li>▪ Network downtime</li></ul>

Initiative	Business Function	Strategy	Goal
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