EXECUTIVE SUMMARY

This project focuses on identifying factors that affect the usage of the Digital Sales Process Management System amongst life insurance salespersons at Janashakthi Insurance PLC. The actual usage of the system is way below the management expectation and it is important that the direct reasons for this performance gap be identified and solutions developed to close the gap. The company has wanted to add more convenience to the customer through digital methods and use digitalization as one of its key strategies to differentiate itself from its competitors. The business has made significant investment in the system, training and development and provision of tablet PC devices to the Salesforce. In spite of all these investments and efforts the milestones the business has achieved in terms of digitalization is way behind the expected level.

Through observations and interviews it was revealed that there were several causes for the low system usage. The key areas in which the company had issues to address were in the training and development interventions arranged to build the knowledge of the salespersons, the internal processes of the company should enhance the convenience for salespersons to use the system, and finally the system itself should be user friendly to be used. There were several root causes which were identified in each of these areas and precise solutions needed to be developed to address all of these issues.

The strengths, weaknesses, opportunities and threats of the organization was identified via a SWOT analysis, and the low transition towards digitalization was identified as a clear weakness for the company. This further enabled developing the cause and effect diagram, and the key causes identified were in digital system training, gaps in internal processes and the digital sales system. Further a theoretical underpinning was used to support the findings from the analysis and the key areas were the project components identified for this project.

The project is focused at recommending a plan to increase the system usage by insurance salespersons from its current 45% to 100%. The other sub objectives are aligned against each of the project components identified in driving the system usage up to the expected level. Recommendations have been made to improve training and development interventions, align internal processes to support salespersons, and to make the system itself more user friendly. Plans have been recommended to accommodate salespersons who are unable to participate for training programs, and recommendations have been made to enhance the quality of the salespersons recruited. Two key departments required to

facilitate salespersons to use the system are HR department and IT department. The IT support staff have been advised for a skill upgrading training program, and changes have been proposed to HR department for the new recruit's onboarding process, also HR has been advised to define KPIs for IT support staff and to develop a job description for IT support staff. Finally from a system perspective, a cloud based database server has been recommended for to address system slowness in the month end, a new business submission plan and a monitoring mechanism have also been recommended for implementation.

Resources were allocated based on the requirement for the component, and the project team assigned consisted of a diverse mixture of skill sets, who were able to bring in their expertise to arrive the best solutions for the issue under consideration. Costing techniques were used to arrive at the cost of the project. The final chapter of this document included recommendations, which consisted from training, recruitment, internal process alignment, addressing to server requirements, and arriving at a new business submission plan. The implementation time for each of the recommended solutions were also discussed and the key considerations the business should take into account during implementation.

The life insurance industry is rapidly moving towards digitalization and it is important that Janashakthi Insurance PLC transform its Salesforce to use digital technology. In a competitive industry such as life insurance, the company should be able to iron out the internal problems to face the market place with confidence. When a company has major operational and managerial level issues to be addressed, which also can be internally addressed using managerial techniques, it is important that such concerns are attended to at the earliest. The usage of the Digital Sales Process Management system by the salespersons will render immense benefits to the organization to move forward in its strategic direction of digitalization.