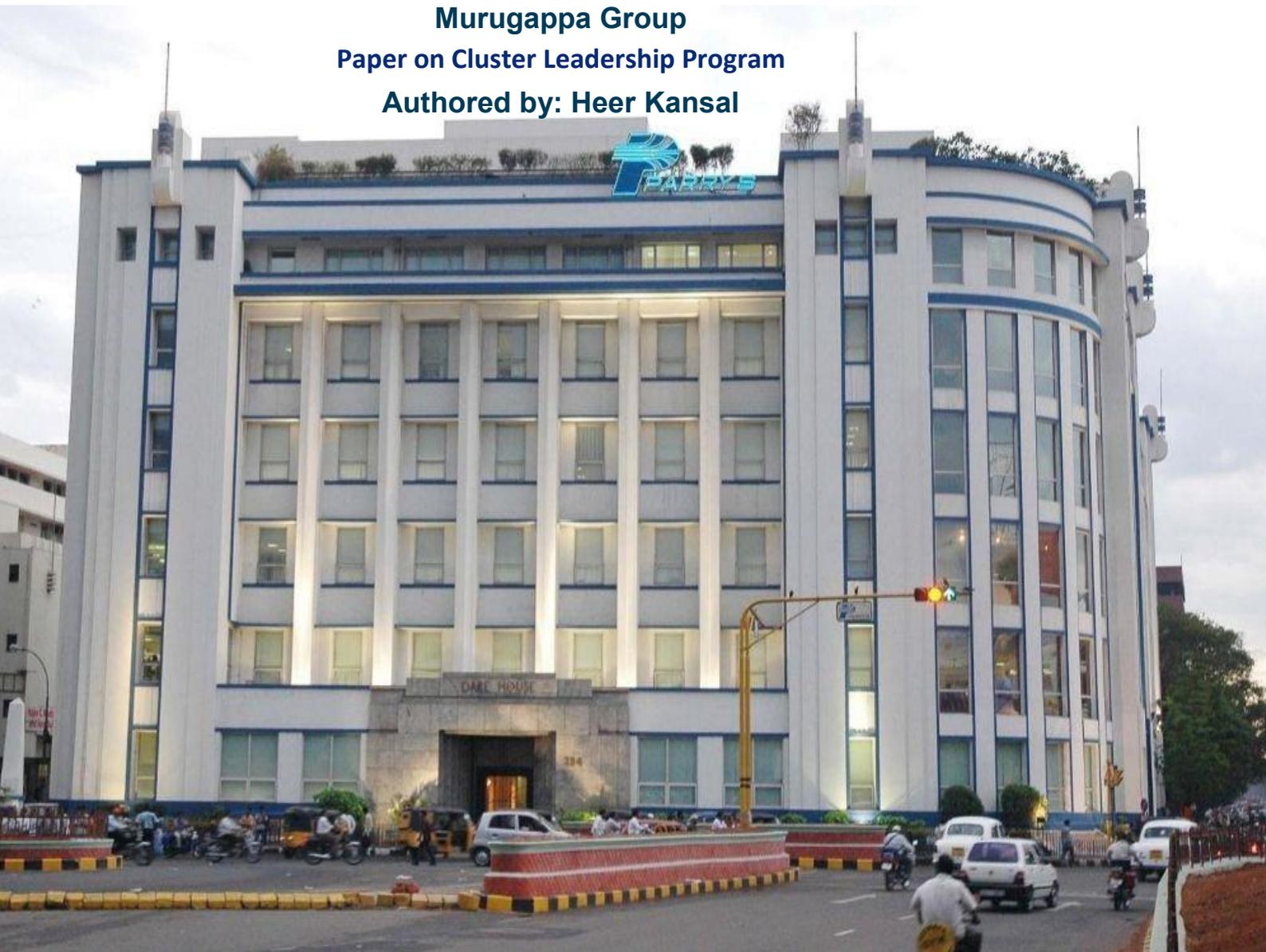


Developing Frontline Leadership Excellence
Chola MS & Management Development Centre @ Murugappa Group, 2018-2019

Murugappa Group
Paper on Cluster Leadership Program
Authored by: Heer Kansal



CLUSTER LEADERSHIP PROGRAM 2018-2019

Learning journey of Frontline Hi-Potential Leaders @ Chola MS



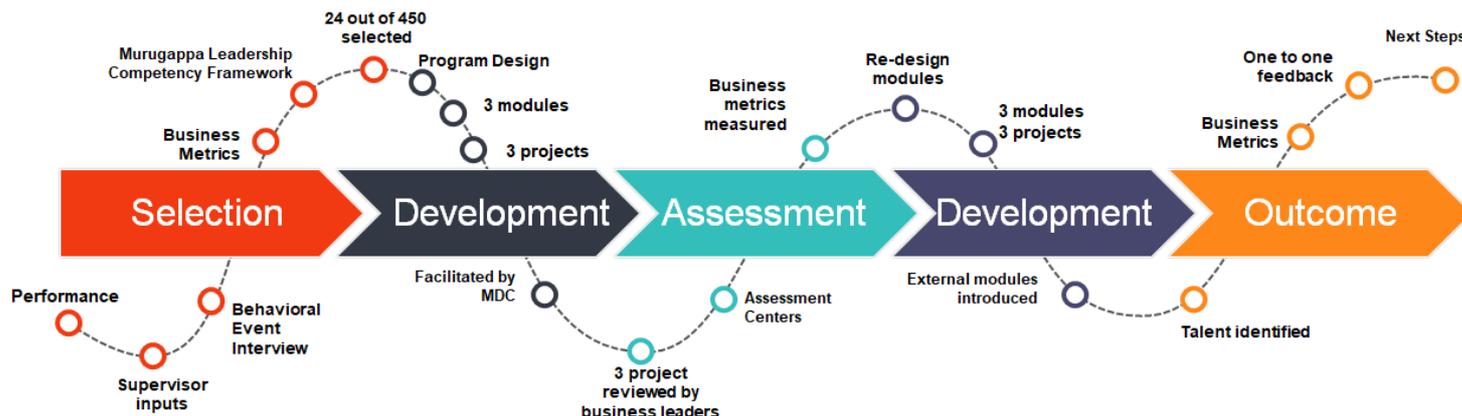
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EXECUTIVE SUMMARY

Chola MS (Cholamandalam & Mitsui Sumitomo), a joint venture that entered the insurance business in 2003 with a vision to be the most respected company amongst General Insurance in India, sought to provide a career for hi-potential branch managers to evolve into next level leaders. Chola MS leadership recognize that Insurance sector needs committed and quality talent. The leaders also feel the need to have quality sales managers and agent advisors to ensure need based and right selling.

Chola MS partnered with Management Development Centre (MDC) to prepare the identified transition role holders who have performed consistently well over the past 2 years to evolve into next level position by providing opportunities to learn, progress and grow. Named “**Cluster Leadership Program**” (CLP), this journey was developed around two key principles: **to provide every participant with a career path and an opportunity to display their business and leadership skills to reach the next level**. In its current form, the program offers quick perspectives to gear up to face challenges of the future.



Started with an aim of providing career development to individuals, CLP exceeded expectations by providing tangible **business impact with a 14% GWP (gross written premium) growth, 27% productivity increase** and visible increase in customer loyalty with **increase in number of insurance policies by 80%** during the course of the program. The business acknowledged a significant **32% increase in customer acquisition and business growth of 14%** from November 2018 – February 2019 as direct contribution from the CLP. Overall, the company assessed readiness of their talent with 40% CLPians ready to independently perform in the new role with little support and the remaining secondary pool to be further mentored and up-skilled for next 6 months.