# New Marketing & Sales Position

Proposal: October 2020

## Goals & Objectives

**Goal**:
Grow submissions and premium, and increase engagement with targeted, high-growth potential distributors through dedicated distributor management.

**Objectives**:
- Identify and capitalize on distributor growth opportunities
- Build long-term relationships with existing distributors and ensure their engagement by developing a 360-degree view of their builders risk business
- Retain top talent by creating a clear path from Marketing Representative to Role III, as well as a transition opportunity from service operations to Marketing & Sales

**Tactic**:
Create a new production-incented position within the call team focused on developing long-term relationships as the single point of contact at <COMPANY> for an assigned set of distributors.

## Call Team Roles: Description and Guidelines

- **Existing – Roles I and II: Marketing Representative and Marketing Specialist**
  - Producer / lead activity-based campaign outreach
  - No account ownership or distributor-level long-term relationship development
  - Success measured by call quality, volume and conversion-based KPIs
  - Six FTEs: recommendation is to maintain this staffing level to continue to generate new leads, promote events and have the ability to connect with a broad, engaged audience
- **New – Role III:  Distributor Relations Specialist**
  - Final title TBD based on feedback from leadership
  - Single point of contact and dedicated resource for an assigned set of distributors
  - Builds long-term relationships with distributors and all key decision makers and producers within the agency
  - Success measured by production-based growth goals and KPIs
  - One FTE to launch new role H1 2021 with option to add a second FTE in H2 2020 based on proof of concept.
- **Role III Essential Functions and Key Responsibilities**
  - Increase registrations, submissions and premium of targeted distributors
  - Serve as key contact and manage relationships with assigned distributors, including:
    - Identifying key decision makers who influence the placement of their builders risk business
    - Marketing of <COMPANY> products and program access
    - Data analysis and interpretation, including industry trends and resulting impacts
    - Creating and presenting production reports that provide distributors insight into their relationship with <COMPANY>
    - Providing account support, requested information and general guidance
    - Researching and recommending new opportunities for product distribution
    - Registering, onboarding and educating agency staff members
    - Facilitating the resolution of any service, underwriting or billing issues
  - Understand registration, production and marketing engagement history of assigned distributors
  - Identify distributor short- and long-term needs and future growth opportunities
  - Research and provide insights into unique opportunities and/or challenges in distributor state or region
  - Generate leads within existing assigned distributors
  - Develop new leads identified by the call team as potential growth opportunities (process to be developed further after launch)
  - Ensure Salesforce records for assigned distributors, producers and leads are accurate
  - Identify and share competitor information
- **KPIs**

    - Premium growth goal of assigned distributors (% TBD)
    - Submission growth goal of assigned distributors (% TBD)
    - Annual companywide premium growth goal
    - Producers earning commission / active producers growth goal
    - For consideration: new registrations within assigned distributors

### Account Management and Assignment Criteria

- **Targeted distributors**
    - Blended assignment of 150 distributors based on each of the criteria below:
        - Minimum of 30 submissions in the last calendar year
        - “Top down” approach starting with the highest earning distributors not currently engaged with Sales & Distribution
        - Distributors in a state targeted for growth
        - Distributors identified by the Sales & Distribution team as potential opportunities to drive premium (e.g. distributors with a high policy volume without an established Marketing & Sales relationship; agents / larger agencies within managed-account aggregators)
    - One – two touchpoints per agency location per quarter, including phone outreach, email and/or virtual meetings. This is a minimum – the right amount of contacts is expected based on their interactions with the distributors. There is no “one size fits all” approach
    - Voicemails and emails responded to within one business day

### Daily Tasks

- **75%** interacting with assigned distributors
    - Outreach to assigned distributors
    - Responding to agent requests; follow up on promised action items
    - Planning and leading virtual meetings
    - Acting as a single point of contact
- **25%** research, analysis and administrative work
    - Measuring and reviewing distributor production data (submissions and premium)
    - Researching state / MSA / regional markets
    - Updating or creating materials required for meetings
    - Participating in department projects
    - Partnering with other teams to create a 360-degree view of the distributor’s relationship with <COMPANY>, such as working with Underwriting to help guide how they’re submitting business, or working with Billing if the distributor has a lot of returned mail, etc.

### Compensation Structure:

- **Employee Status**
    - Exempt
- **Base Salary** (TBD based on feedback from leadership)
    - $48K – $55K
- **Potential Annual Bonus** (TBD based on feedback from leadership)
    - 10% – 15% of base
    - Performance-based; not guaranteed
- **Total Compensation**
    - $48K – $60K+

### Transition Plan: Personnel

- **Candidates**
    - Proof of Concept: Potential Marketing & Sales candidates: Zack Kuderski and Kirsten Lewis
        - Both possess the skillset and core competencies required of the role, and can execute immediately
    - Second position: Internal and External postings: Job description to be created upon proposal finalization
- **Two to four weeks of onboarding, including:**

- Understanding distributor assignments; beginning research into specific accounts
- Shadowing and best practice sharing with Colin and / or Aprille
- Salesforce account management processes and reporting
- Software and reporting: Salesforce / Lotus Notes / PowerPoint / BOSS / Excel (Pivot tables) / Power BI
- Planning and creating agent-facing presentations and meeting agendas

### Transition Plan: Dependencies & Next Steps

- Finalize strategy to backfill positions vacated by internal candidates, or begin external recruiting efforts
- **Account Assignment**
  - Finalize account assignment strategy; analyze and assign mid-tier and accounts identified by Sales & Distribution team.
  - Validate any data pulled from Pivot Tables with IT (primarily number of producers and number of locations)
  - Determine and implement a method to identify and assign distributors from external reports.
  - Create methodology for routing and contacting agents within assigned distributors who have entered a call campaign, such as New Producer Nurture or a Workshop Follow Up.
- **System Requirements**
  - EDW / Power BI / BOSS
    - Gain buy-in from IT to dedicate time / resources in support of reporting
    - Partner with IT (and Sales & Distribution) to leverage any existing reports for monitoring KPIs on a monthly and quarterly basis, creating new reports / dashboards as needed
  - Salesforce
    - Review and implement changes to roles and profiles
    - Implement page layout changes (to document and track activities)
    - Create report(s) for FTEs to track assigned accounts
  - Standardized template for production reporting
  - Prepare training materials and agenda
  - Develop job description
  - Research and partner with Underwriting to understand assigned accounts that have an existing relationship with an Underwriter

### Transition Plan: First 90 Days

- **Account Assignments**
  - Conduct a time study to provide foundational data for a staffing model and verify if the number of accounts assigned is optimal (adjust as needed)
  - Design a framework for account prioritization, using tiers to enhance the ability to further segment assigned accounts. This will assist with daily and weekly outreach planning.
  - Validate any account assignment tracking and reporting is functioning as intended
- **Lead Generation & Development**
  - Outline plan for Role III to receive potentially “hot” leads from call team lead mining and qualification efforts

### Timeline

- **Plan and budget approved**
  - September / October
- **System enhancements completed**
  - January / February 2021
- **Communication of opportunity to candidates / begin recruiting**
  - March / April 2021
- **Role start date**
  - April 1, 2021 (dependent on recruiting and reporting deliverables)