



# A BROKER'S DILEMMA

## A Case Study on servicing small business clients profitably

This retail property and casualty insurance brokerage and employee benefits consultant is among the top 20 largest employee benefits broker consultancies in the U.S. Over 1,400 U.S. team members provide Property, Casualty and Employee Benefits to more than 20,000 clients.

### Finding a Better Way

With a client mix of 50 percent small business less than 50 lives, this brokerage firm was facing the same challenge as most of its peers — **how to profitably manage the economics and development needs of small business clients**. Small business clients generally required the same service and producer intensity as larger groups, but generate a fraction of revenue. In this broker's case, mid-to-large size clients were driving the majority of the firm's revenue and cash profits, but smaller clients were monopolizing the bulk of the most valuable asset any brokerage has — its time and people resources.

"The great thing about a Decisely partnership:  
Brokers no longer have to say no to smaller accounts.  
They now have something to offer everyone."  
— Josh Morse, VP of Partner Sales, Decisely

While the brokerage recognized the financial challenges of their small business clients, they (like most brokers) wanted to continue to support growth in this challenging marketplace for several important reasons:

1. **Small business clients often originate from key circles of influence (friends, family, business partners like law firms and accountants)**
2. **Small businesses sometimes grow into large businesses**
3. **Small businesses are a great training ground for junior producers**
4. **Small businesses often can belong to a target association or franchise that has a mix of small, mid and large businesses**



Any solution to the financial challenges of small business clients needed to address all avenues of the relationship in order to work, while helping to optimize the brokers' use of its people and resources towards the best possible financial outcome.

### The Decisely Solution

Founded by brokers, for brokers, Decisely uniquely understands the challenges faced by today's advisors and offers partnership options to establish focus, expertise and margin improvement.

From referrals to custom programs, we offer partnership opportunities designed to meet a broker's business needs. Our objective is to help our partners increase margin and profitability (EBITDA.) The best part — Decisely is the only company that helps brokers grow and manage their small business book — with the option to bring high-growth clients back to the firm when ready.



Decisely was able to help the broker transform the underperforming majority of the client mix into a more sustainable and growth-oriented portfolio that improved the overall margins of the business.

## The Results

This brokerage engaged Decisely to help solve their small business challenge. Decisely worked with the firm to assess the performance of its overall portfolio (their sources of business revenue across client segments), where the brokers and teams could grow most profitably and consistently with their target market and operating model, as well as fine tune their small business offering to compete in the increasingly competitive space of integrated technology, HR and Benefits offerings common in the marketplace. Decisely developed a customized optimization strategy in partnership with the firm specifically branded to the brokerage, to ensure that small business clients received the personal service they desired, with an integrated technology benefits brokerage and delivery system profitable to the brokerage. The strategy also included a High Growth Account “return” option to the broker, for small business clients that could become large enough to be profitable in-house. In addition, Decisely purchased a substantial number of smaller accounts to free up time and resources for mid-market growth.

By monetizing their small business clients and effectively freeing up their time and resources for newer, mid-sized or larger clients while offering a professional, brokerage co-branded solution tailored to small business, Decisely was able to help the broker transform the underperforming majority of the client mix into a more sustainable and growth-oriented portfolio that improved the overall margins of the business.

## ABOUT DECISELY

Decisely is a broker-friendly brokerage and HR services firm specializing in integrated technology solutions for Small Businesses. Supported by licensed benefit brokers and industry professionals, the Decisely solution provides the right mix of healthcare benefits, recruiting, HR admin, compliance, and payroll on one easy-to-use platform. For more information visit: **Decisely.com**.



