## Growth Engine – Learning from ADMS

From the Agent Digital Solution Program, we learned that agents desired more and higher-quality leads. However, carriers typically engage with traditional third-party lead sources, which resell the same leads multiple times (up to 12 times), and agents are restricted to selling only in states where they are licensed. Additionally, agents often lacked the resources to thoroughly vet leads and found it challenging to sell to internet-sourced customers. What agents truly needed were "local, ready-to-purchase buyers," not just leads.

To address these needs, we leveraged a pay-for-performance model to create a customized demand-generation program for our top agents. This program nurtured and filtered local leads through advanced technology and telephony. When customer profiling indicated a match with the desired segment, leads were hot-transferred directly to agents for closing.

## Predictive financial model developed for benefit-analysis and agency participation contracts:

What if levels of Investment														
Investment		investment		Total investment		Potential DWP levels		PIF counts	5yr commission stream		Sum of commission stream and		income per policy	
\$	25,000	\$	25,000	\$	50,000	\$	170,000	170	\$	88,265	\$	113,265	\$	519
\$	50,000	5	50,000	\$	100,000	\$	338,000	338	\$	175,500	\$	225,500	\$	519
\$	75,000	\$	75,000	\$	150,000	\$	506,000	506	\$	262,700	\$	337,700	\$	519
\$	100,000	\$	100,000	\$	200,000	\$	675,000	675	\$	350,000	\$	450,000	\$	519
\$	125,000	5	125,000	\$	250,000	\$	845,000	845	\$	439,000	\$	564,000	\$	519
\$	150,000	5	150,000	\$	300,000	\$	1,015,000	1,015	\$	527,000	\$	677,000	\$	519

**Results:** I developed a demand-generation program that delivered a pipeline of filtered and nurtured consumers directly to agents, achieving the lowest cost-per-policy acquisition ratio in Nationwide's history.

• This program generated 99,830 new customers and an aggregate ROI of 6.2:1, resulting in \$57M in new premiums in 2015, \$59.2M in 2016, and \$63.5M in 2017.

