



Products and Services

Operational Review

An operational review is an on-site assessment designed to identify opportunities for increasing profitability as a result of analysis of an agency's internal operations. Areas assessed include:

- Effective use of automation
- Workflow and procedures
- Organizational structure
- Personnel management
- Re-engineering proper CSR job design
- Improving producer sales through delegation to CSRs
- Managing, compensating and motivating producers
- Assessing proper staffing levels
- Job descriptions and CSR scorecards
- Establishing a small commercial servicing department

Executive/Producer Compensation

Assistance in developing property-casualty, life and group executive & producer compensation programs that meet the needs of both management and successful sales personnel. After reviewing and prioritizing compensation objectives of all parties involved, we can tailor a program either through the mail or on-site at your agency. Appropriate salary, commission splits, expense allowances, equity options and contract provisions are discussed and refined until a compensation program is designed that is a win-win for all parties involved.

Build a Strategic Growth Plan

Grow your business and outsmart the competition with an on-site planning session that covers high impact topics that increase revenue growth and improve profits. We bring to the planning session the knowledge and recommendations for change to help your agency meet or exceed its growth goals. When planning for growth with clients, here are some of the key topics we cover:

- Marketing tools to attract and retain clients
- Finding and hiring sales staff
- CSR and producer incentive compensation
- Operational support of sales
- Finding acquisitions
- Organizational/management changes to support growth
- Differentiating your agency from the competition.

These are just some of the topics we build into a *Strategic Growth Plan*. Following the planning session, clients are provided a written report to guide growth and retention efforts.

Selling Your Agency for Top Price

While every insurance agency owner strives to have their firm prosper and perpetuate, the time may come when the best perpetuation option is to sell the business to an outside buyer. With potential tax increases always on the horizon, now may be the best time to test the marketplace. Our professional and discreet multi-step

process positions our selling clients to receive a premium value. Contact us for a confidential, free, no-obligation preliminary assessment of your agency's market value.

Strategic Business Planning

An on-site service to develop a written strategic business plan. Subject matter is customized to focus on issues of greatest concern to agency management. Action oriented goals are developed for all key result areas. Specific strategies, individual responsibilities and target dates are set to insure completion of planned tasks and achievement of optimum results. The consultant specializes in creative strategic solutions to the complex challenges facing today's insurance professionals.

Agency Valuation

Agency valuations are necessary for many reasons. They include: adding new shareholders, updating buy/sell agreements, mergers, acquisitions, sale of an agency, divorce settlements, etc. Valuations are priced as follows:

- Agency revenue less than \$750,000 - \$3,700
- Agency revenue greater than \$750,000 - \$4,300
- Divorce appraisals and qualified plans (ESOPs) are custom priced

Many of our clients have annual appraisal updates performed as a management information tool. Annual updates are discounted.



Daniel J. Devlin is the President of *Devlin Consulting, LLC*. A veteran insurance consultant, Devlin was Managing Officer for 12 years of the Agency Consulting Division of the Travelers. He is a frequent speaker at Agency Management and Business Valuation seminars. Devlin earned his Bachelor Degree from La Salle University in Philadelphia, Pennsylvania and his MBA in Finance from Rensselaer Polytechnic Institute in Troy, New York. Articles by Devlin have been published in several state association magazines, *The Standard* (New England's Insurance Weekly) and the CPCU Society's Agent & Broker Solutions.

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Clusters and Marketing Joint Ventures

Our consulting practice can assist agencies build their own cluster or marketing joint venture to maximize carrier contingency income and reduce expenses. Or, we can introduce agencies to our many cluster clients around the country with programs already in place. For existing clusters and marketing joint ventures, we offer strategic planning services to help your group prosper and grow.

Family and Shareholder Disputes

Internal disputes can destroy a business. We are experienced in resolving management conflict, using diplomacy to forge compromises and move management's focus back to key business issues.

Banks and Credit Unions

Our consulting practice can:

- Work with agency management in the negotiation and sale of their agency to a financial institution.
- Assist a bank or credit union in the purchase of an insurance agency.
- Assist both agencies and financial institutions in forming a marketing joint venture to maximize cross-selling opportunities.

Claim Department Review

Is your claim department just pushing paper or really adding value to an agency relationship? A full assessment of your claim department will examine workflow, procedures, use of automation, staffing and service levels provided to customers.

State of Readiness for Perpetuation

Is your agency ready for perpetuation? Are key employees prepared to assume the debt service associated with a stockholder's buyout? Are you certain these key employees have the operational and sales skills necessary to assume critical management roles? Are agency operations and sales "fine tuned" to sustain agency earnings growth? If the answer to any of these questions is maybe or no, consider using our expertise to obtain a professional assessment.

Street Talk

All clients of *Devlin Consulting, LLC* receive a free color copy of *Street Talk*, a bi-annual publication. This newsletter is filled with valuable business recommendations and data for independent agents.

Professional Fees

Agency appraisals have fixed prices. Professional fees for all other services are custom quoted based on the complexity and extent of the consultant's mission. Travel expenses are extra.