

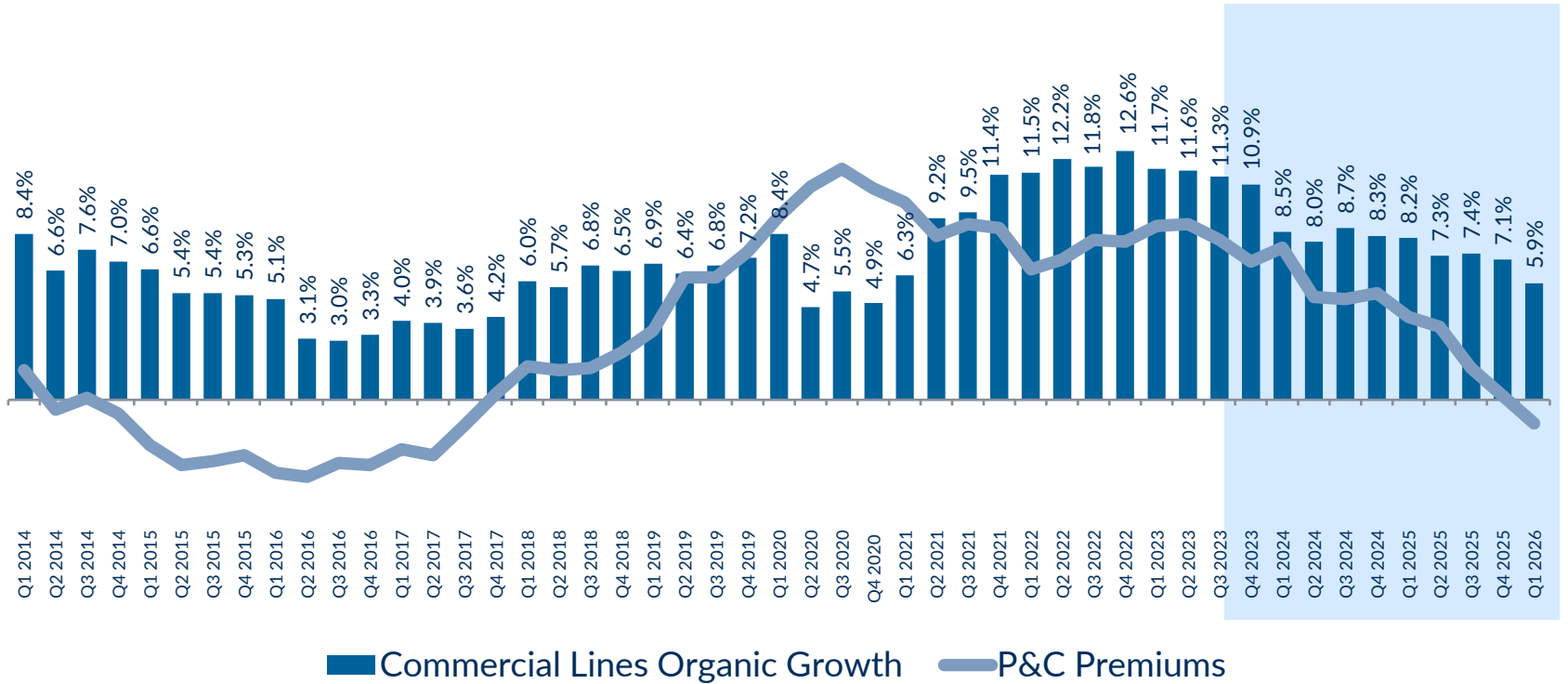


Best Practices: The Top Performing Firms' Playbook

Harrison Brooks
Partner, Reagan Consulting

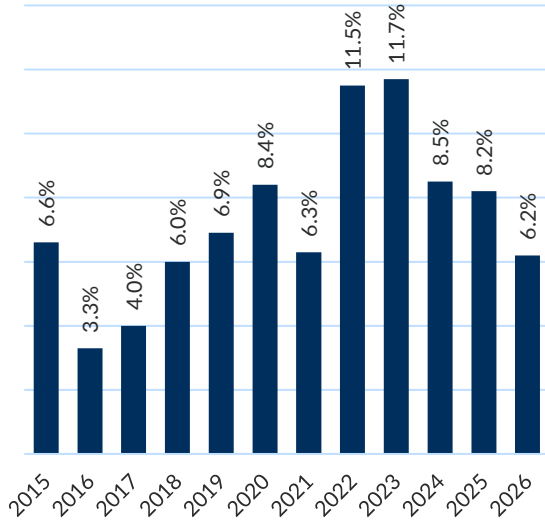


Organic Growth vs. Pricing

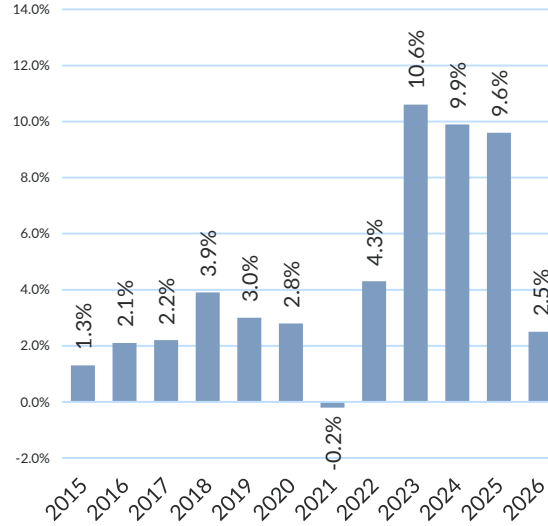


Organic Growth by Line of Business

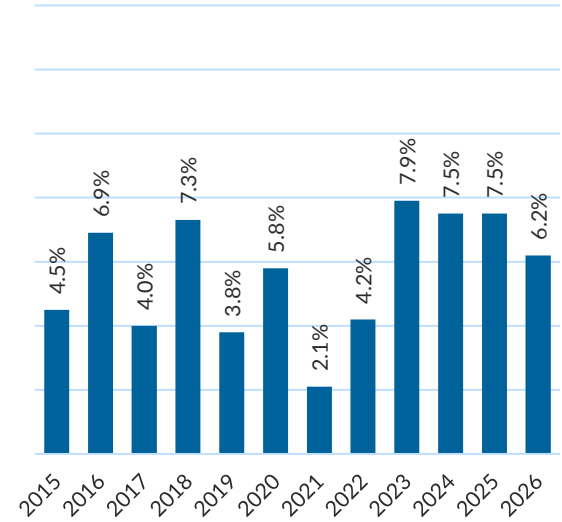
Commercial Lines



Personal Lines



Employee Benefits



BEST PRACTICES STUDY

SCALING EXCELLENCE:
GROWTH STRATEGIES FOR
INSURANCE AGENCIES



CONDUCTED BY

BIG 1

Trusted Choice

REAGAN

349

firms designated as
Best Practices Agencies

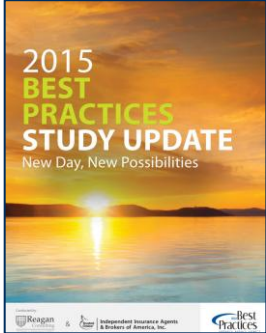
Lessons Learned Across Categories

Play Offense

- Specialization sustains top quartile growth
- Producer recruiting remains crucial
- Sales velocity has to be at the center of the playbook



Specialization Journey



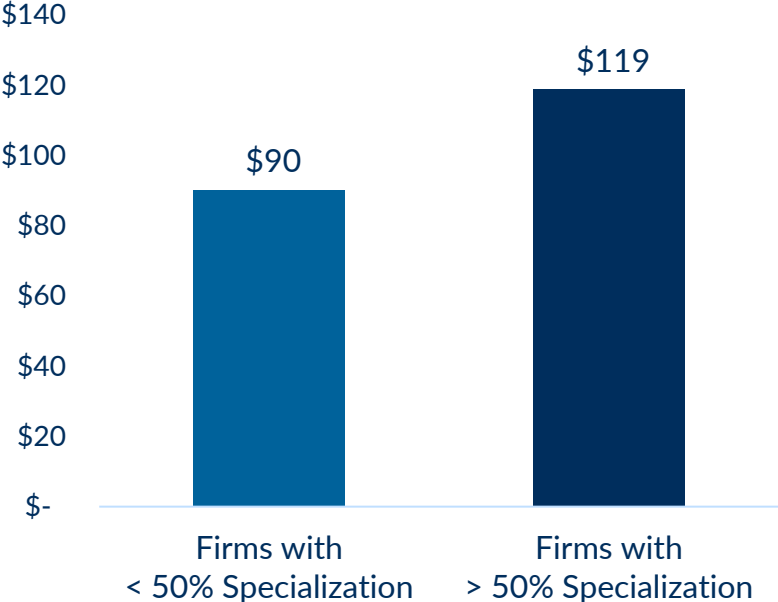
Total Commissions & Fees Generated from All Specialties/Niches

33% higher organic growth

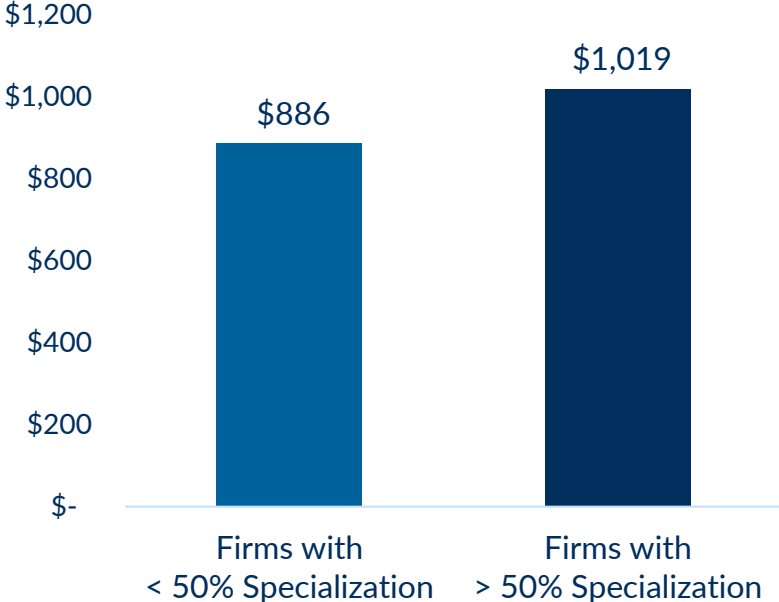
Total Specialty Revenue as % of Net Revenues

Specialization Delivers

Average Producer New Business (\$ in 000s)



Average Producer Book (\$ in 000s)



Sales Velocity

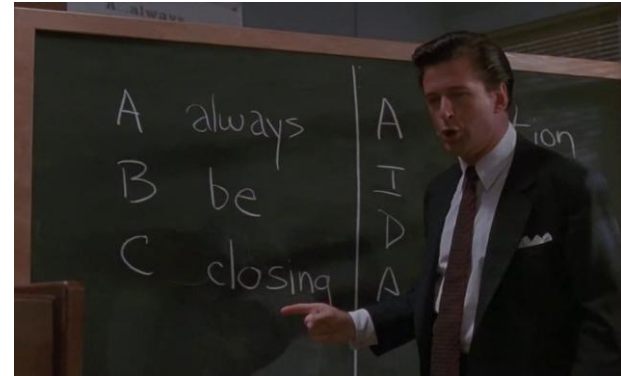
Sales Velocity is an excellent measure of an agency's success in writing new business. It is calculated by dividing new commission and fee income written by prior year commission and fee income.

Sales Velocity Calculation:

CY New Business: **\$1.5M**

PY Comm. & Fees: **\$10M**

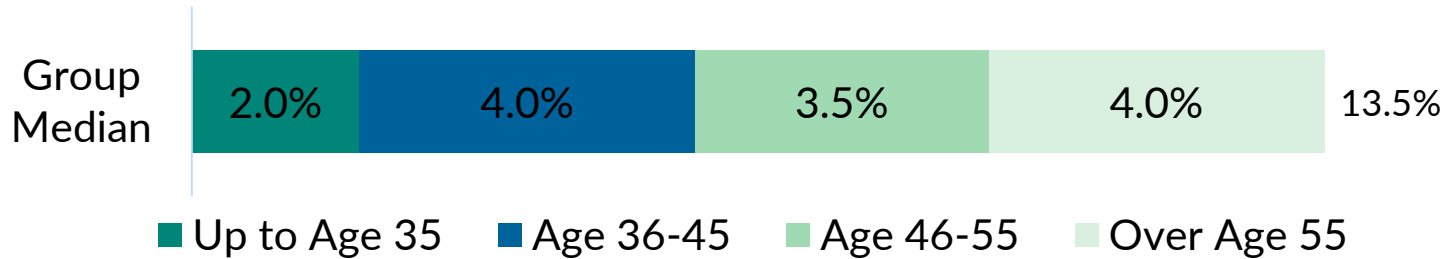
15.0%
Sales Velocity



Sales Velocity



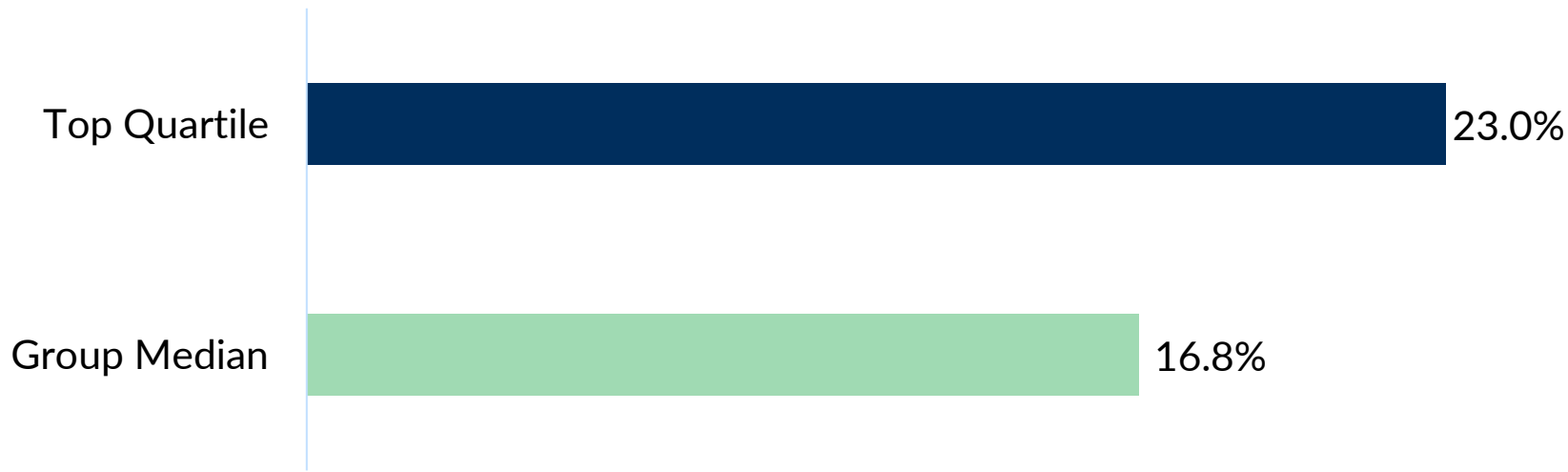
Age-Banding of Sales Velocity



Are we hiring enough producers?

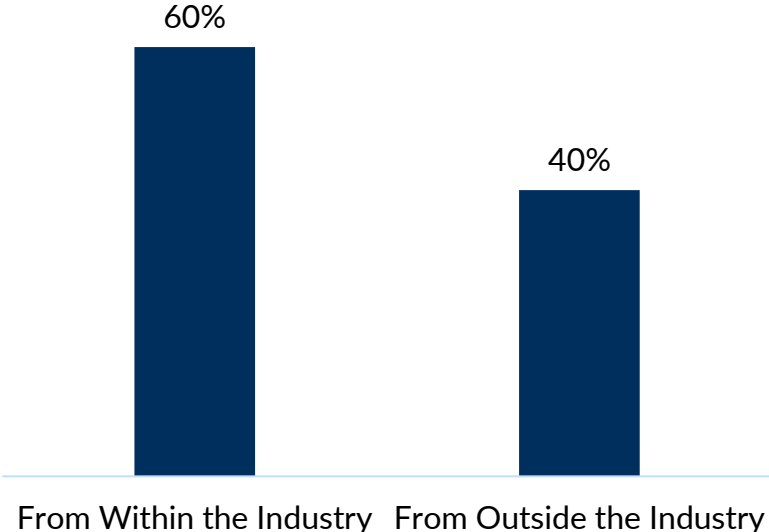
Producer Hiring Velocity

Producer Hiring Velocity is measured by dividing the number of new producers hired in a given year by the total number of producers (both validated and unvalidated) at the beginning of the year.

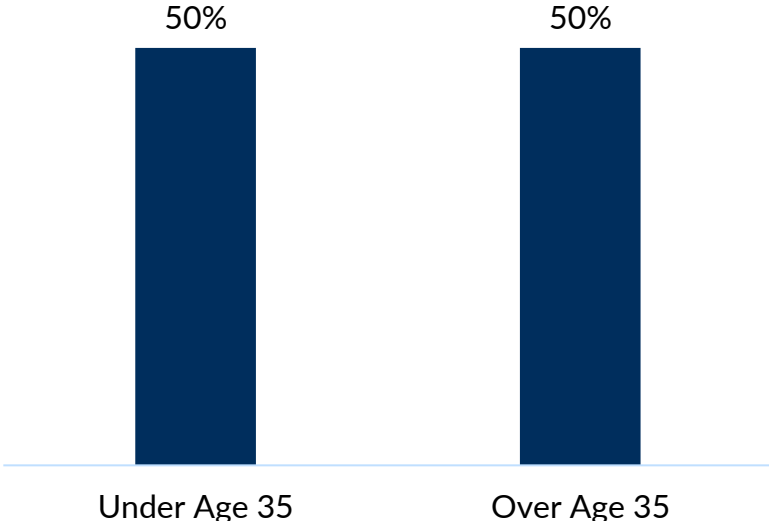


New Producers Hired

By Industry



By Age



Redefining Success



60%-65%

of players from the draft
still on NFL team 3 years
later



30%-50%

make it to Partner



20%-30%

graduation rate

The Case for Producer Recruiting

One successful
producer hire



5-Year Internal
Investment Return
of

86.2%

One successful
producer hire and
one unsuccessful
producer hire



5-Year Internal
Investment Return
of

49.3%

One successful
producer hire and
two unsuccessful
producer hires



5-Year Internal
Investment Return
of

32.2%

One successful
producer hire and
three
unsuccessful
producer hires



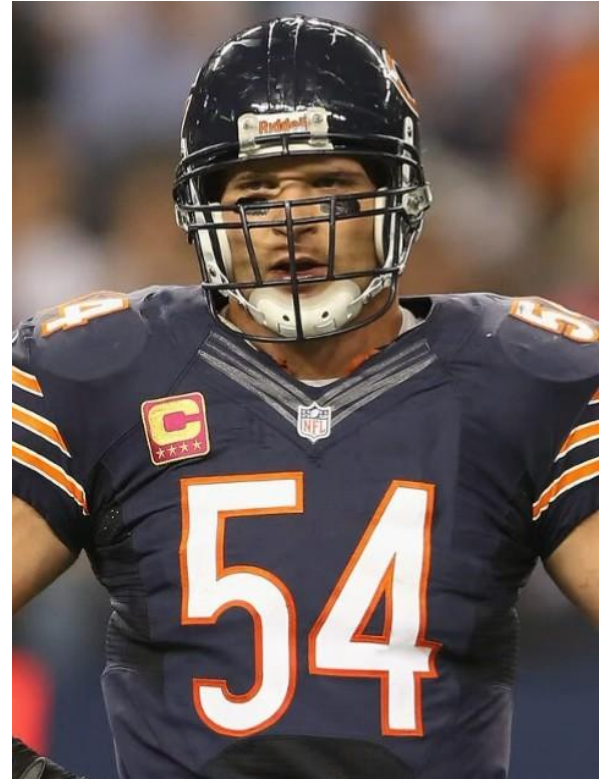
5-Year Internal
Investment Return
of

21.5%

Lessons Learned Across Categories

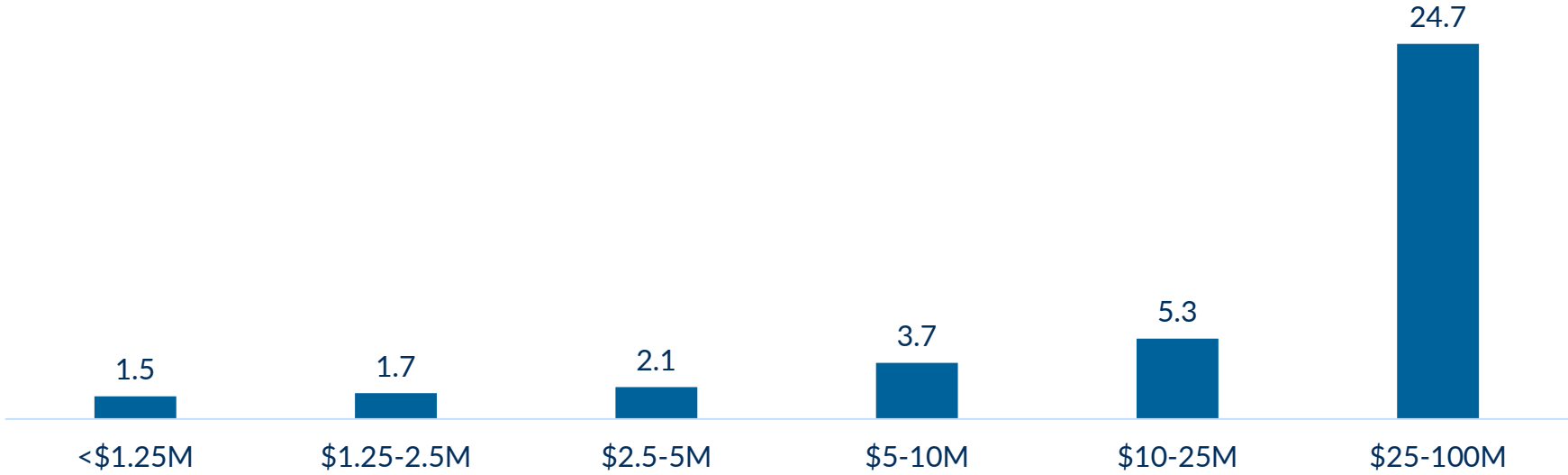
Play Defense

- Share the wealth through equity or deferred compensation
- Develop a producer book perpetuation plan



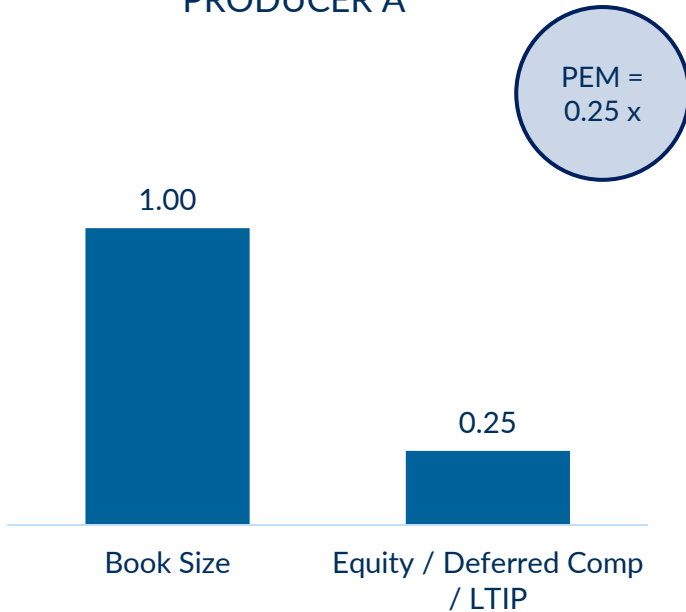
Ownership

Average Number of Shareholders

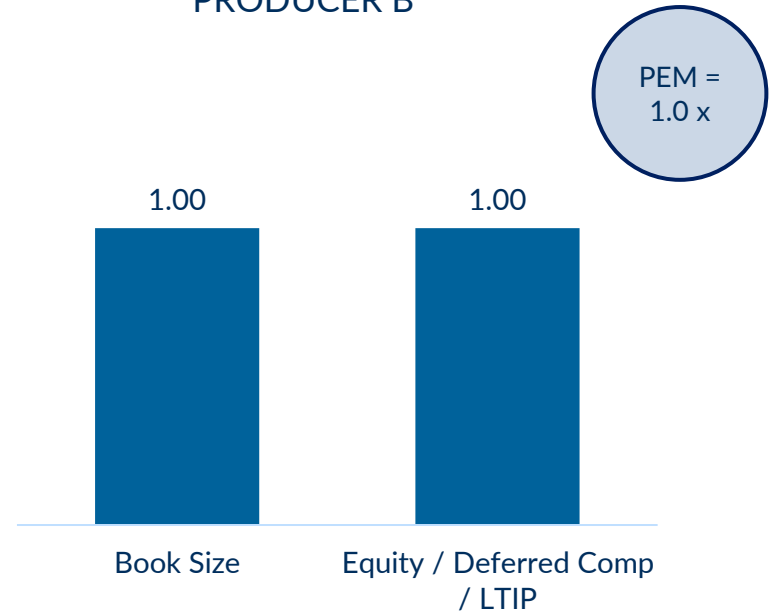


Producer Equity Multiple

PRODUCER A

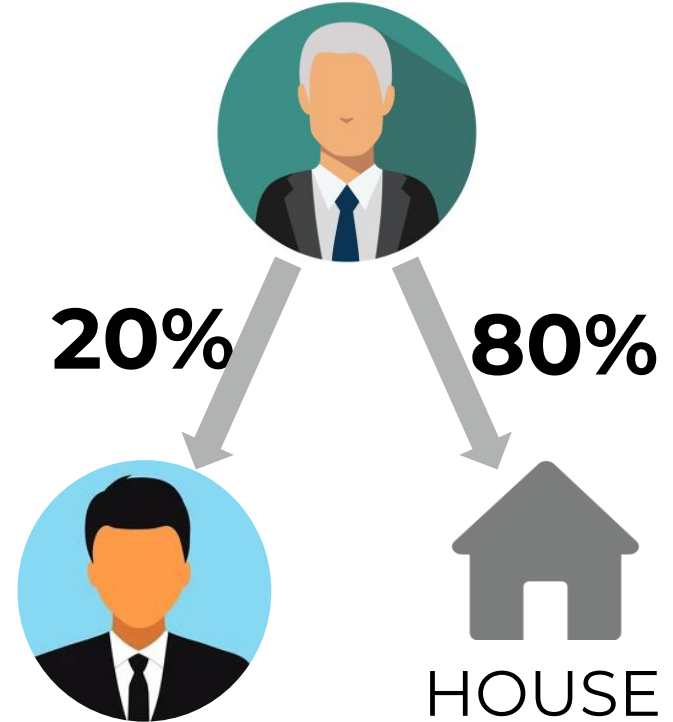
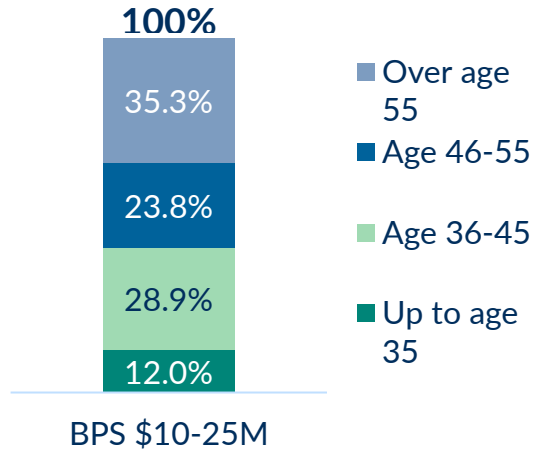


PRODUCER B



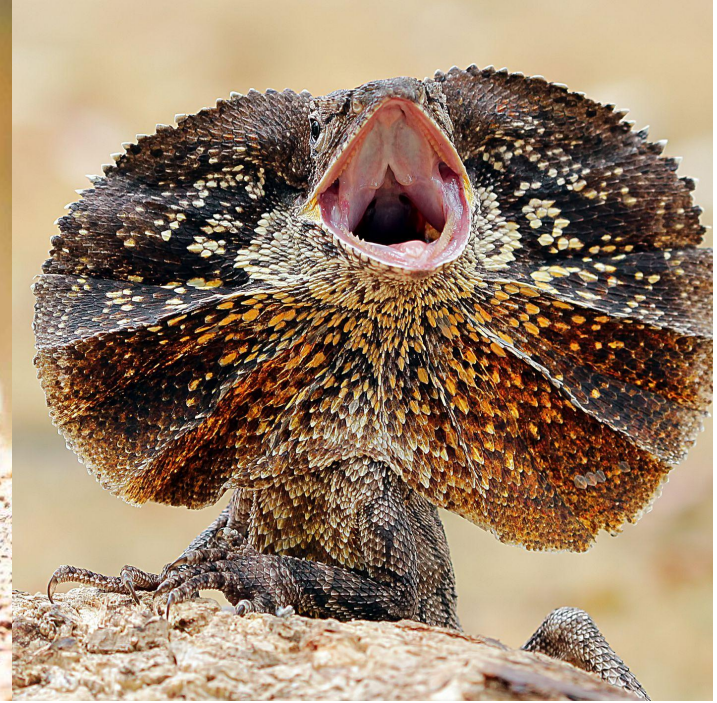
Book Transition Percentage

% Total Book by
Producer Age



AI Disruption

Technology Disruption



Reality vs. Hype



ZENEfits

Recent Disruptors that Couldn't Live Up to the Hype



COVERHOUND®

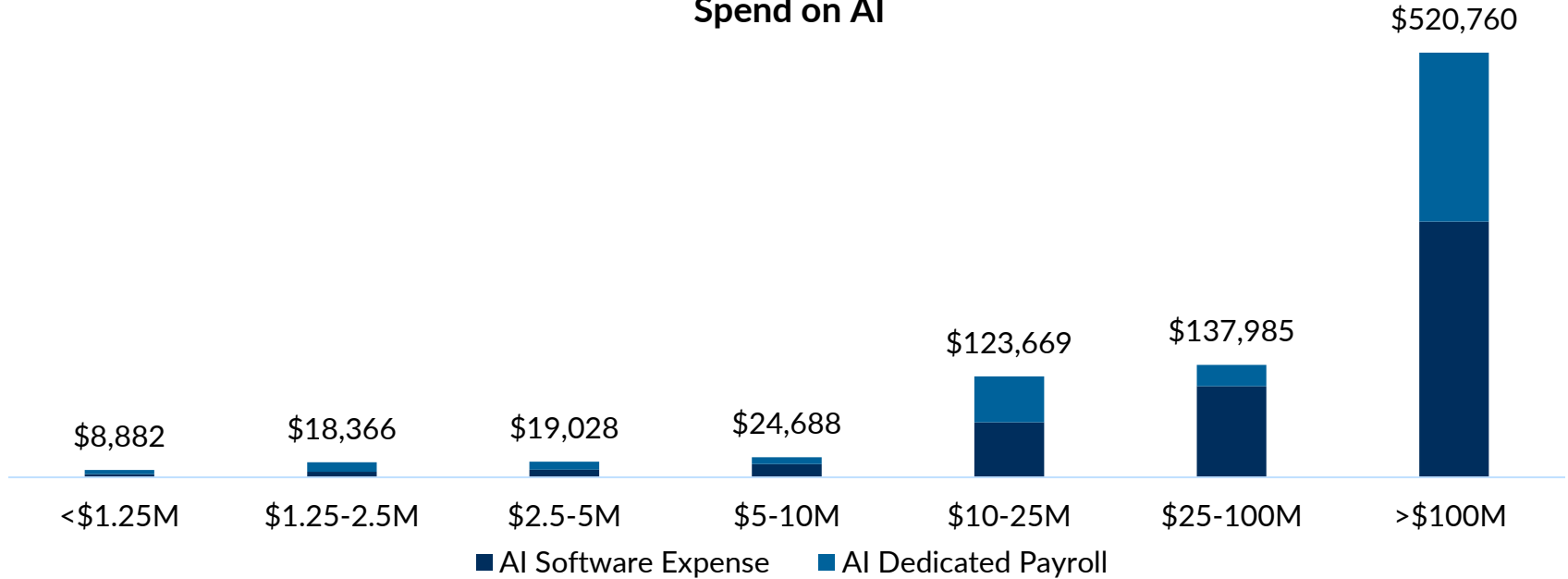


Lemonade

How are Brokers Responding to AI?

AI Investment is Accelerating

Best Practices Average Spend on AI



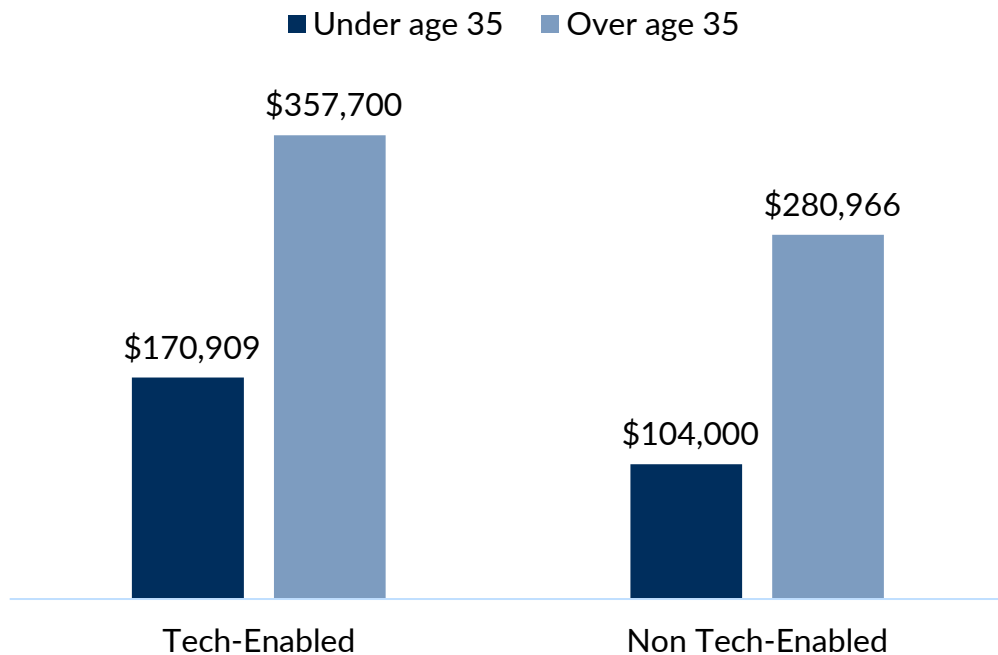
HUB International Brings Anthropic's Claude to 20,000+ Employees

Reports 85% Productivity Gains and 90% User Satisfaction

February 25, 2026

Tech Enabled Producers

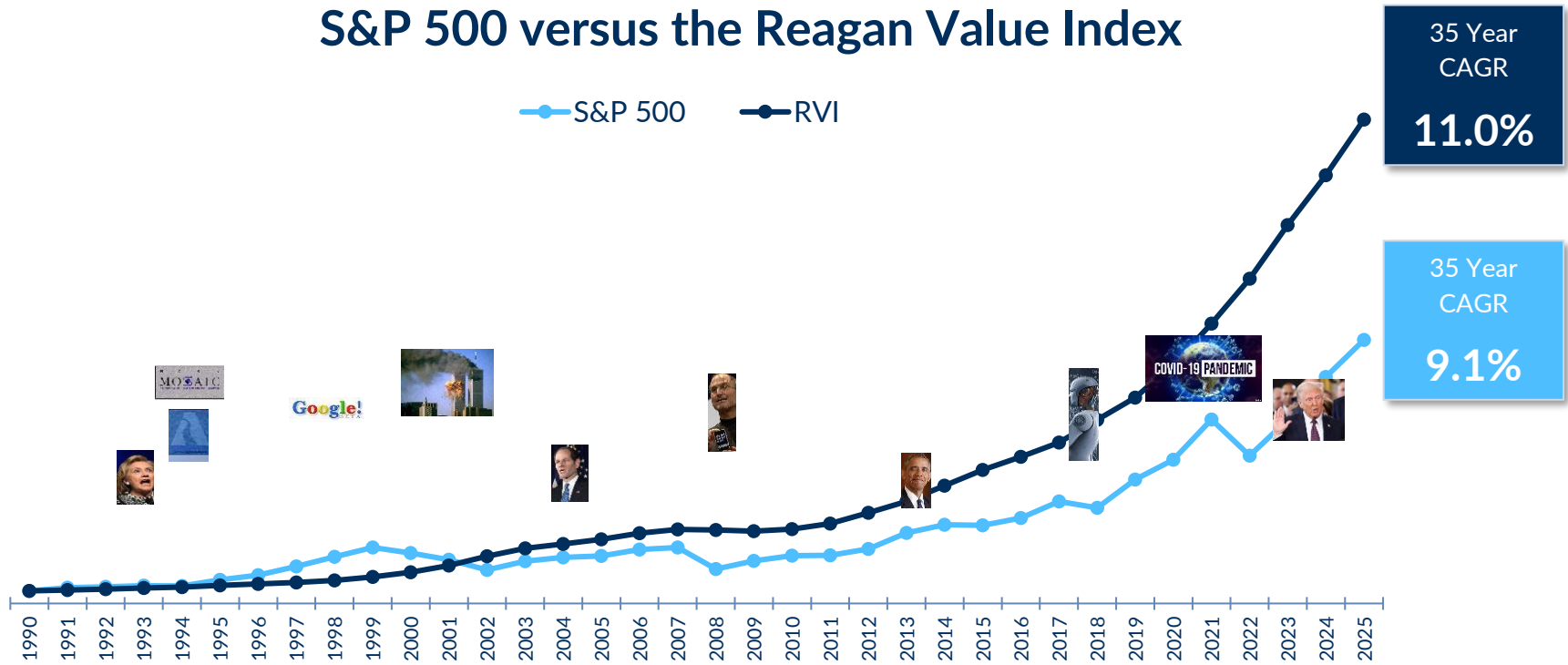
Producer Median New Commissions



- Customer Servicing Tools
- AI Customer Policy Reviews
- Automated Outbound Email
- Internal AI Assistant
- Web-based Intake Forms
- Outreach Software

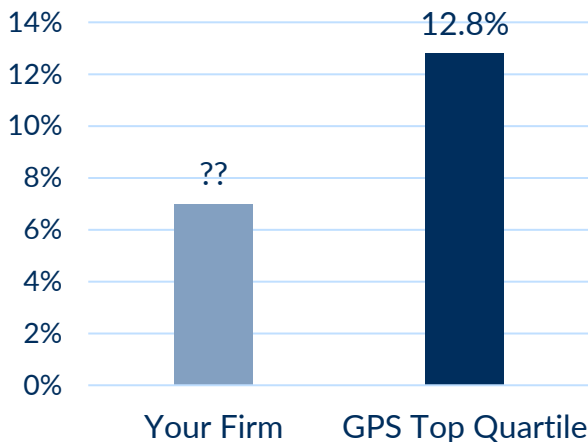
Brokers Outperform in Any Weather

S&P 500 versus the Reagan Value Index

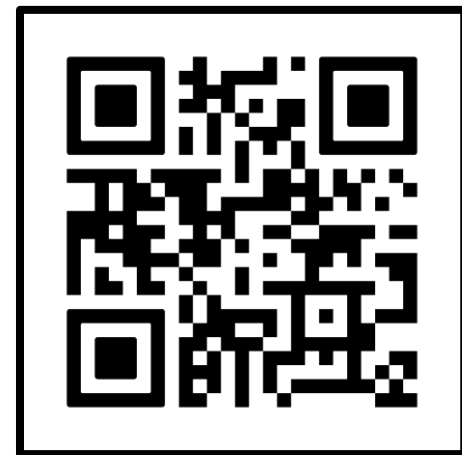
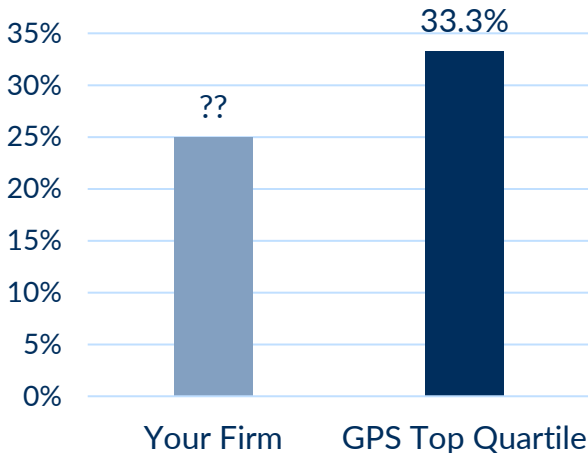


Since 2008, helping agencies deliver a consistent top quartile performance

Total Agency Organic Growth



Total Agency EBITDA Margin





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Partner

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