Synergies in Agency Acquisitions

# Customer Base

Average size account

Customer expectations for service, billing, audits, re-marketing, engagement

Opportunity for cross-sell

number of monoline accounts

industry focus vs. current agency expertise

benefits, cyber, umbrella

Average coverage limits

Information on accounts and ability to access information (email, phone, cell)

Number of high-risk accounts

Nature of key relationships with customers

# Book of Business

Geographic Location

Core expertise needed to transition and service accounts

Information on accounts and ability to access information (email, phone, cell)

Number of high-risk accounts

Nature of key relationships with customers

Average coverage limits

# Carrier Relationships

Access to new markets or expansion of options in current markets

Eligibility for appointment with new carriers

Impact on contingency as a combined entity

Potential need for a book roll

Loss ratios

# Operating Expenses

Owner Compensation and benefits

Staffing costs

Need for new hires

Benefits costs for combined entity – bringing cultures together

Number of locations that remain will impact the following costs:

rent, utilities, repairs and insurance

equipment leases

technology, internet, phones

Marketing and branding costs

Data conversion costs – to a single system

# Performance

Growth

New Business

Loss Ratios

Profitability

Productivity

Efficiency

# Culture

Data/metric Driven

Compensation structure

Sales/Service Culture

Paperless

Use of technology

Performance metrics