White Paper

Maximize Lead Profitability with Integrated Lead Management

Maximize Growth through Integrated Lead Management

Multi-line insurance firms regularly receive new leads from a variety of sources. This multi-channel influx of prospects can be both rewarding and challenging. The rewards are obvious – the greater the number of leads, the greater the opportunity to drive revenues and maximize customer profitability. The challenge lies in ensuring that sales reps' time is used effectively and that no lead is lost, overlooked, or mismanaged.

Siloed systems in each channel and line of business make it difficult to share information, distribute leads, and implement a consistent sales process. Firms must therefore centralize lead management to institutionalize best practices for loading, scoring, distributing, and working all leads, regardless of source, to maximize profitability and conversions. Firms must also implement closed-loop analytics to proactively drive the right behaviors and enable management to eliminate bottlenecks and optimize results.

Leading insurance organizations are implementing enterprise CRM solutions with robust Integrated Lead Management capabilities to drive efficiencies in the sales process, maximize lead value, and increase conversion rates. Integrated Lead Management helps firms:

- Capture and process all leads consistently
- Maximize the profitability of each lead
- Make it easy for sales reps to convert leads
- Drive revenue predictability

By leveraging a unique combination of technology and configurable functionality, Integrated Lead Management institutionalizes best practices that enable companies to drive sustainable growth for years to come.

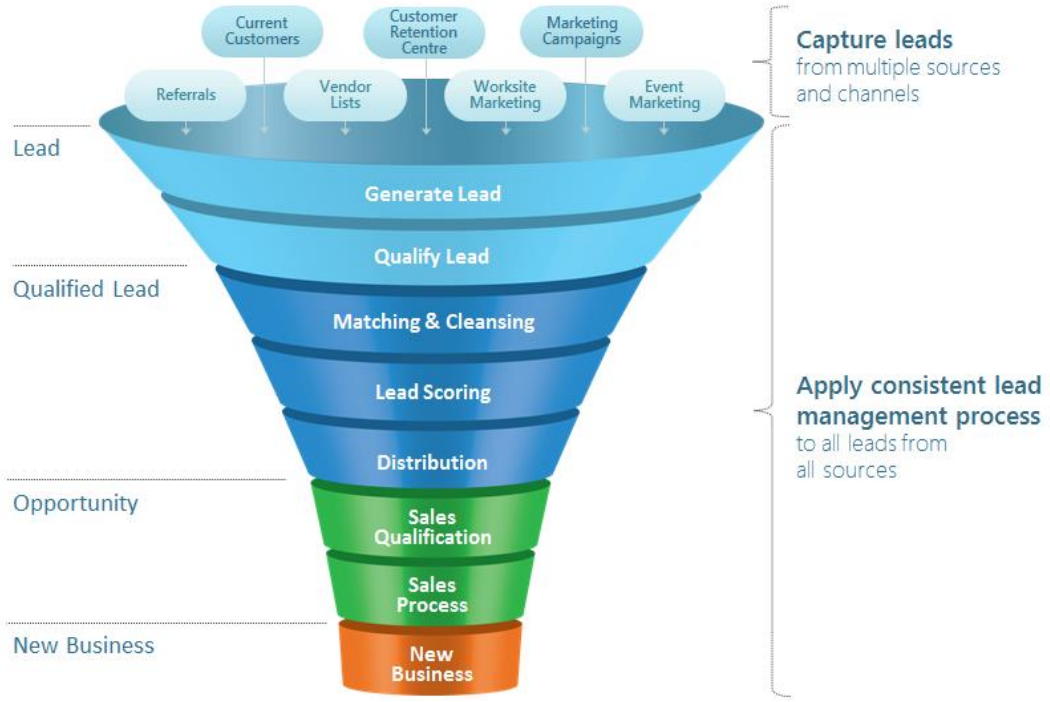

Figure 1: NexJ Systems' Integrated Lead Management process

CAPTURE AND PROCESS LEADS CONSISTENTLY

When lead information is captured through a variety of sources and channels, it is difficult to ensure they are processed in a consistent and effective manner. Consistent processes are critical, however, to optimize conversion and enable sales reps to deliver a differentiated experience that builds trust and confidence. It also helps produce reliable metrics and KPIs that empower organizations to determine lead profitability by source, sales concept, market segment, and more.

Integrated Lead Management helps firms standardize the lead lifecycle by funneling all leads through the same best practice lead management process. Regardless of source – personal, cross-enterprise referral, marketing campaigns, event marketing, worksite marketing, purchased vendor lists, and more – the process remains the same. Utilities and integration points capture leads from multiple sources and channels through a single centralized interface to ensure no leads are lost or mismanaged before continuing through standard Qualification, Matching, Scoring, Distribution, Sales Process and Conversion steps. Due to the dynamic nature of lead initiatives, the Integrated Lead Management solution must be flexible enough to support:

- Manual entry of individual leads in the system by sales reps, sales managers, district managers or marketing administrators
- Bulk upload of leads through a lead import capability
- Automatic capture of leads generated through existing enterprise applications and the Web through integration

MAXIMIZE PROFITABILITY OF LEADS

In lead management, quality trumps quantity. Sales reps have a finite amount of time to spend pursuing leads – the companies with the most successful lead initiatives are those who take care to present their sales reps with the strongest leads to begin with. Consistent processing and management of all identified leads ensures that only the highest quality leads are pursued which enables firms to increase the productivity, profitability, and satisfaction of sales reps.

The goal of Integrated Lead Management is to limit the number of leads passing through the top steps of the lead management process (quality restrictions) and increase the number of leads passing through the bottom steps of the lead management process (higher conversion to placed policies), thus resulting in new business. Improving the quality of leads at the top of the funnel requires firms to configure the following distinct capabilities:

- Matching
- Scoring
- Distribution

Matching

With leads entering the system from multiple sources, there is always a chance of receiving erroneous, duplicate or related leads. These must be identified and weeded out of the process as appropriate to increase sales rep efficiency and effectiveness and avoid redundant prospect touches.

Another key role of matching is to support one of the most important factors in successfully converting a lead, i.e. understanding the lead's existing history with the firm. In order to deliver a personalized pitch, sales reps must understand if the lead or opportunity relates to an existing client or if it is related to existing leads in the system.

This requires an advanced lead matching service which can match captured leads against the firm's lead, opportunity and customer databases to identify potential matches. Configurable rules enable firms to set and update matching criteria according to company and industry best practices.

Subjecting each new lead to a rigorous matching process ensures that sales reps are always aware of any prior history and can gain a complete understanding of the customer prior to sales calls. This enables them to personalize interactions and product offerings to elevate the interaction from a cold call to a proactive interaction which helps to increase

conversion. Furthermore, the matching service will identify and label duplicate leads in order to ensure sales rep efficiency and effectiveness.

Scoring

A configurable and flexible scoring engine is integral to the effectiveness of the Integrated Lead Management solution. Lead score is a powerful metric that can guide distribution of leads as well as a sales representative's behavior when making calls. Scoring quantifies each lead's propensity to convert based on a multitude of factors including lead source and history. This is important because each lead in the system has a different propensity to convert. Two of the most significant benefits of lead scoring are:

- Sales reps can be encouraged to prioritize activity in accordance with lead scores to yield the highest possible conversion rates.
- Marketing departments can devise different lead distribution strategies based on lead score segmentation. For example, leads that fall below a certain score threshold can be kept out of distribution altogether.

Firms must be able to evolve the scoring engine's rules to reflect dynamic trends in the customer base and industry at large.

Name	Market Segment	Sales Concept	Lead Source	Score	Owner	Territory
Brenda Bahr	Starting Out	Off-Road	Worksite Marketing	25	Moore, Jason	North-East
Teresa Cherry	Accumulation	Off-Road	Vendor List	20	Moore, Jason	North-East
Jill Franco	Accumulation	Off-Road	Vendor List	20	Moore, Jason	North-East
Robert Harper	Accumulation	Off-Road	Vendor List	20	Moore, Jason	North-East
Ruth Higgenbotham	Starting Out	Property	Event Marketing	35	Moore, Jason	North-East
Karen Jones	Starting Out	Auto	Referrals	80	Moore, Jason	North-East
Peter Lamont	Starting Out	Property	Vendor List	60	Moore, Jason	North-East
Alfred Lawrence	Starting Out	Auto	Event Marketing	25	Moore, Jason	North-East

Figure 3: NexJ Systems' Integrated Lead Management Scoring

Distribution

The final step in maximizing the profitability of leads is to ensure that each is assigned to the appropriate users. A flexible and dependable distribution engine is vital in ensuring that the value in each lead is recognized and maximized for increased revenue generation.

Centralized, automated lead distribution is the most reliable method of routing leads to sales reps. Unlike manual routing which relies on individuals being able to identify the appropriate lead and thus can be error-prone and time consuming, an automated distribution mechanism enables firms to base assignments on intelligent business rules, such as zipcode, area code, or a combination of multiple attributes such as geography, tenure and specialty. In addition, a distribution engine can be used to ensure leads are not overlooked or allowed to stagnate. The solution can measure the time needed to act on each lead, re-distribute or escalate stale leads based on one or combination or criteria, and update management dashboards.

This ability to tailor assignments, track the sales process, and provide timely follow-up on each lead increases customers' and prospects' trust in the firm, thus setting the stage for a superior customer experience.

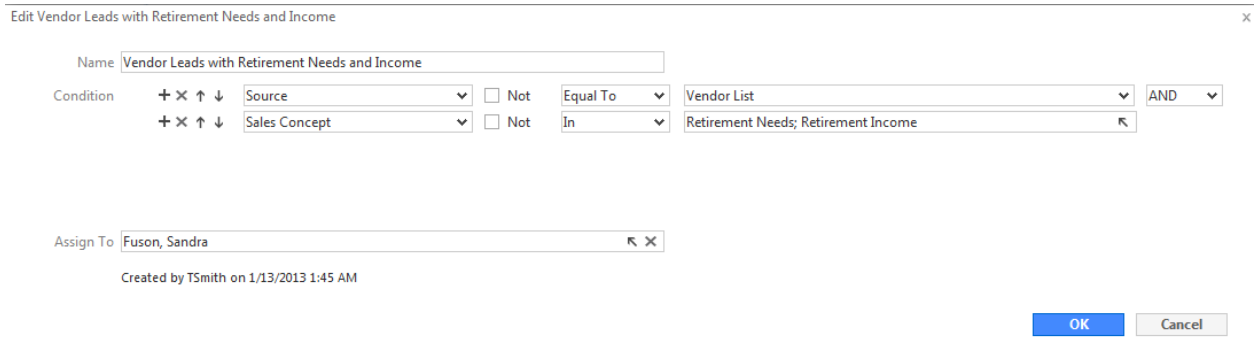

Figure 4: NexJ Systems' Integrated Lead Management Distribution Rules Engine

This consistent processing and management ensures that only the highest quality leads are pursued which, in turn, enables firms to increase the productivity, effectiveness, and satisfaction of sales reps.

MAKE CONVERSION EASIER

Distributing superior leads can only take a firm so far. To maximize conversion rates, firms must first foster system adoption by sales reps and second, make it easy for them to close new business. Fortunately the two go hand-in-hand – the most effective way to increase system adoption by sales reps is to create a sense of confidence that using the system will result in a higher number of converted leads and placed policies.

Next generation CRM with sophisticated Integrated Lead Management capabilities automates sales process best practices to streamline workflows and make it easier to convert leads. Sales reps are provided with tools that make them net receivers of information (i.e., they get more out of the solution than they key in), and are guided to proactive action based on proven best practices for increasing conversion. Firms can evolve these processes to reflect new products, feedback, or new sales practices and seamlessly roll them out to sales reps through automated workflows and tools such as call scripts and meeting templates. Incorporating best practices in this way eliminates the need to retrain sales reps when processes change and enables firms to deliver a consistently superior experience to every customer and prospect.

For example, when a lead is distributed, the sales rep is notified and the lead is added to the rep's call list. Each day, the sale rep can organize her calls by lead score and date. She can review lead information and reasons to call before placing each call. She can also review the complete lead history, including prior call notes and meeting details, to establish sufficient background to tailor the conversation to the lead's needs, interests, and previous experience. During the call, she can follow call scripts that are automatically populated with the relevant talk tracks based on the lead sales concept or she can select another call script to support other information disclosed. As the call progresses, she can select call dispositions from a dropdown list, which will provide her with suggested next steps to increase productivity and ensure timely follow ups, and she can capture call notes at conversational speed to inform future interactions with the prospect.

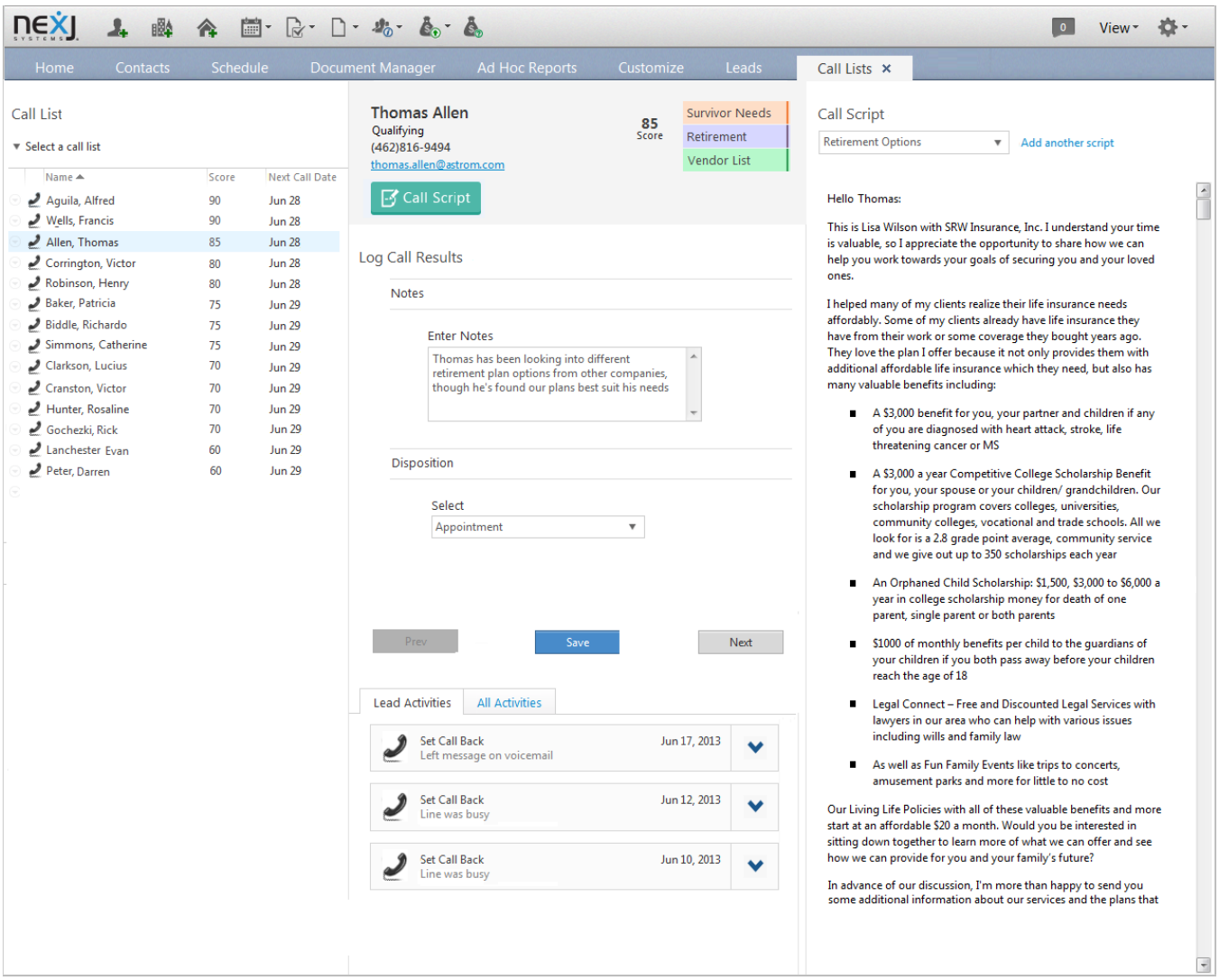

Figure 5: NexJ Systems' Call List and Scripts

Tools that contribute to sales reps' effectiveness and increased conversion rates include:

- **Actionable dashboards** that help sales reps understand their lead assignments and drive next best actions that increase conversion and new business. Dashboards may also provide comparison metrics and dynamic filters that empower sales reps to allocate their prospecting time to more profitable leads.
- **Call lists** designed to encourage sales reps to focus on higher scoring leads first. Each lead should include reasons to call, information on related leads and a simple disposition dropdown that guides next actions. Sales reps should be able to record call notes at conversational speeds. Call dispositions should guide next actions.
- **Call scripts** that can be configured according to the sales concept and are presented dynamically as information is input into the system. Sales reps should have the flexibility to switch to new scripts as required and review historical call scripts in the context of the customer. Call scripts that leverage business rules to suggest next best actions or product offerings help increase revenue and improve customer service.
- **Lead interaction history** to provide context and comprehensive background information. This ensures that sales reps have all the prior history and background information before making a call. This capability can also be leveraged to provide context and history to new sales reps who inherit existing books of business.

- **Bi-directional contact, schedule item and task synchronization** to provide reps in the field with all meeting and contact information on enterprise schedule software (e.g. Microsoft Outlook) and mobile devices.
- **Schedule Item templates** (e.g. Mortgage Needs, Retirement Needs, etc.) that come equipped with default settings and appropriate marketing material as attachments. Templates such as these save time and ensure consistency by enabling sales reps to automatically access all marketing collateral as they set up a meeting.
- **Configurable workflows** that institutionalize best practice workflows and reminders in preparation for each type of call or meeting. These best practices can be applied across the organization or individual offices to ensure that new sales reps can leverage the experience of the more seasoned and successful sales reps.
- **Seamless, in-context integration to third party applications** to support sales processes, increase efficiency, and improve productivity. For example, integration with the "Find Neighbor" service in 411.com would enable sales reps to navigate to individual lead records and look up all neighbors prior to onsite meetings. The integrated application would automatically load a list of all neighbors and allow the sales rep to make additional calls to generate new leads.

DRIVE REVENUE PREDICTABILITY

Closed-loop analytics on the lead lifecycle helps firms create revenue predictability, continually improve processes, overcome obstacles in the sales process, and maximize conversion rates. When implemented at every stage in the lead management process – from goal setting, to tracking sources, matching, scoring, distribution, interaction history, disposition to conversion – embedded analytics and dashboards can help firms understand the effectiveness of leads by source and determine outcomes. This enables firms to:

- Optimize the quantity and quality of leads
- Detect bottlenecks and inefficiencies in the lead management process
- Optimize lead distribution based on conversion metrics and performance KPIs
- Determine lead volume and source requirements necessary to meet business objectives
- Encourage sales force to employ best practices and invest in growth areas
- Improve retention across the sales organization
- Inform decision making from management through to sales reps and drive next best actions that increase conversion and new business.

Metrics such as these help organizations achieve revenue targets by investing in the appropriate source and quality of leads and driving conversion through informed decisions and best practices.

For example, a Lead Conversion Rate by Stage dashboard provides a graphical comparison of new business conversion by year and by stage in the lead management process. This enables management to identify the stage(s) at which conversion rates falter and implement precise process improvements. The ideal process would increase new business conversion by applying restrictive validation and qualification criteria at the beginning of the process to deliver more qualified leads to sales reps and increase overall conversion. In the sample chart depicted below, each bar represents a stage in the process and the percentage at the end of each bar represents the leads that have successfully graduated to the next stage. Management users can see at a glance that, the firm is significantly more restrictive in 2012 with the number of leads processed in qualification, matching and scoring which is resulting in sales reps converting a much higher percentage of their leads to new business.

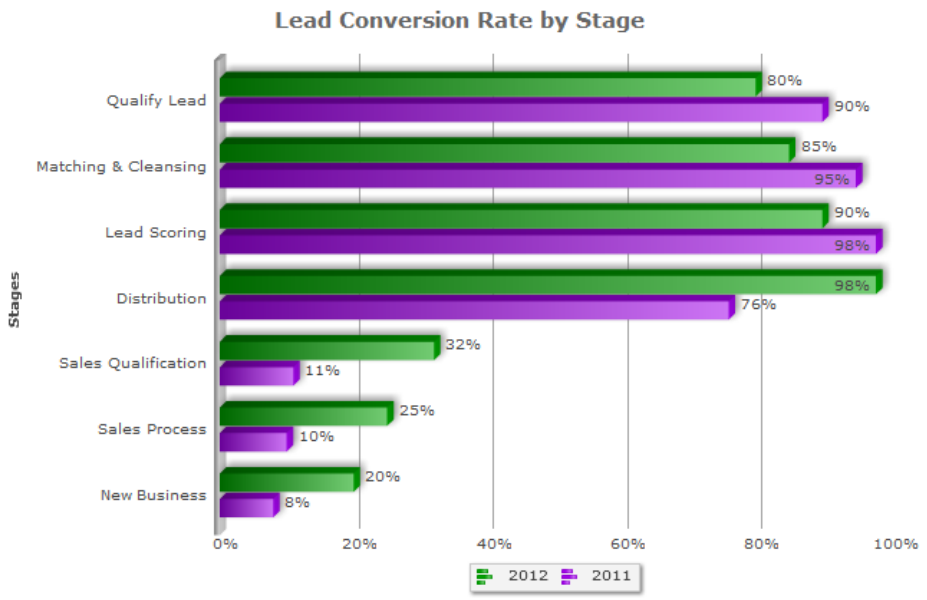

Figure 6: NexJ Systems' Lead Conversion Rate by Stage dashboard

ABOUT NEXJ SYSTEMS

NexJ Contact for Insurance helps agents and sales reps capture more business and maximize their time. It combines industry-specific enterprise CRM functionality with information from multiple applications and data stores to provide insurance firms with a single view of the customer and deliver superior service across multiple channels. NexJ transforms customer information from a policy- or account-based view to a people-centered view, so large insurance firms can better sell to and service their own customers.

Bringing together contact, demographic, and policy information from across the business, NexJ simplifies the lead management, customer service, and other customer related process, so insurance agents and contact center staff can improve efficiencies, increase customer loyalty and drive product cross-sell and upsell.

NexJ leverages pre-built utilities and flexible integration with enterprise data sources and third party applications to capture leads from multiple sources and channels through a single centralized interface. Lead sources can include personal referrals, events, contact center referrals and purchased Vendor Lists, and more. An advanced matching service, configurable scoring engine, and automated lead distribution engine qualifies leads for maximum conversion rates and routes them to the appropriate sales rep.

NexJ provides insurance firms with key functionality to support a comprehensive cross-product, cross-line of business lead initiative. NexJ's robust Integrated Lead Management capabilities automate workflows and deliver a wealth of actionable information and insights directly to sales reps to facilitate intelligent interactions, enhance customer service, and dramatically increase profitability. Features include:

- Actionable dashboards and embedded analytics to drive next best actions, revenue predictability and process improvement
- Call lists with dynamic call scripting to drive productivity, effectiveness and conversion rates
- Comprehensive customer view with complete lead interaction history to personalize interactions
- Bi-directional Microsoft Exchange synchronization to keep sales reps up-to-date on all devices
- Configurable meeting templates to improve productivity and service consistency
- Runtime configurable, automated workflows to encapsulate best practices
- Enterprise mobility for smartphones and tablets to empower field staff

- In-context third party application integration to support the sales process

CONCLUSION

In today's multi-channel world, consistent, best-practice processing of leads is a vital component of any successful lead management initiative. To maximize profitability, increase lead conversion, and drive revenue predictability, firms must implement an Integrated Lead Management solution that standardizes lead processing and simplifies the sales process. With Integrated Lead Management, firms can:

- Capture leads from multiple sources and channels and for each apply a consistent and optimized lead management process. These sources may include personal, referral, website, marketing campaigns, event marketing, worksite marketing, purchased vendor lists, and more.
- Match new leads against existing leads to identify duplicate and related leads.
- Enable timely and flexible rule-based distribution of the leads to Districts, Sales Managers and Sales Reps with tracking activity to detect and re-distribute leads that do not receive timely action.
- Facilitate improved Sales Rep productivity in all stages necessary to migrate from a Lead to a Prospect or Appointment to a converted Sale, all while tracking Sales Reps' interactions and prompting their next action.
- Close-the-loop on the lead lifecycle with reporting and dashboards – from goal setting, to tracking sources, matching, scoring, distribution, interaction history, disposition to conversion.

NexJ Systems delivers enterprise CRM to insurance and financial services companies with sophisticated customization and integration requirements, including four of the top six global wealth management organizations. NexJ's CRM solutions are specifically designed to address complex information management problems, promote producer and customer loyalty, and drive revenues and grow assets in an increasingly competitive marketplace.

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About NexJ Systems

NexJ provides enterprise customer management solutions to the financial services and insurance industries. Our solutions, which integrate information from multiple systems into a unified view, include industry-specific customer relationship management (CRM) for multi-channel engagement and collaboration; customer process management for client onboarding and KYC; and customer data management to better understand customers across line of business and regional data silos.