

[Year]

DI Sales and Marketing Plan

Agent Name

Agency



Berkshire

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Introduction

Because it is so occupation-specific, disability income insurance is well-suited to a target marketing approach. **This sales and marketing plan template is designed to aid you in planning activities to penetrate a target market.** A target market is a definable segment or group of people who network and communicate with one another. This makes it easier to build relationships and gain access to them.

We recommend that producers choose target markets with which they have an affinity, or where they may have a means to access members of the market. Occupations/professions are obvious and key target markets – members of a profession often belong to the same associations or other networking groups. They have common interests and concerns.

One target market should not be overlooked: your own **in-force clients** – specifically, those individuals who have life insurance or equity products, but not DI. The advantages of working with in-force clients are many:

- Ready access, because you already have a relationship
- Efficient prospecting, because you learned about their needs via the planning process
- Client loyalty, because clients who have more than one product or service with you are much less likely to leave you for someone else
- Enhanced persistency, because clients who have more than one product or service are much less likely to let a policy lapse
- Stronger renewals, because with greater client loyalty and enhanced persistency come a strong stream of renewal income

[Year] DI Sales Goals

To set your DI sales goal, consult with your General Agent, Career Development Supervisor (CDS) and/or Disability Income Specialist (DIS). Some producers concentrate on DI and have higher premium goals; others might expect to produce about 20 percent of their life premium goals in DI premium.

Total DI Sales (First Year Premium) \$ _____

Weekly Activity Goals

Determine appropriate activity levels to enable yourself to meet your sales goal. Work with your CDS or DIS for guidance on realistic activity goals to meet your sales objective.

letters mailed _____

follow-up calls (contacts) made _____

appointments set _____

applications submitted _____

cases closed _____

of referrals _____

Marketing Plan

This marketing plan template is designed to aid you in planning activities to penetrate a target market and make DI sales to your in-force clients.

As you develop your marketing plan, keep in mind:

Marketing expenditures must be balanced with sales results. In other words, begin with the least expensive forms of marketing – letters and mailings – and then, based on sales results, invest in more costly tactics.

The table below illustrates a sample time frame for marketing activity – based on sales results – to penetrate your target market.

Marketing Expenditures Should be Calibrated to Sales Results			
Time Frame	Marketing Activity	Prospecting Activity	Sales Results
1-2 Months	Market surveys Market research	Cold calls off target list Pre-approach mailings/calls	1 - 3 sales
2 - 6 Months	All above, plus: Attend organization meetings Contribute byline articles	All above, plus: Networking - gather names	3 – 5 additional sales
6 - 9 Months	All above, plus: Subscribe to industry publications Join organization Ad in organization newsletter	All above, plus: Wave mailings/calls Referrals/calls	5 - 10 additional sales
9 - 12 Months	All above, plus: Seminar for organization Support organization special event Trade show	All above, plus: Follow up with attendees of seminar, special event, trade show	10 - 15 additional sales

- Every marketing event should have a specified outcome (sales, new prospect names, referrals, seminar RSVPs, etc.).
- Costs and results for each marketing event should be tracked to determine effectiveness and inform the coming year's marketing plan.

Marketing Planning Ideas

As you develop your marketing plan, consider incorporating some or all of these tactics:

- Prospect Database
- Mailings – pre-approach and wave
- Public Relations
- Advertising
- Seminars
- Association Participation/Industry Events

Detailed guidelines for each of these tactics appear on the following pages.

Prospect Database

A database of prospects to cultivate for sales is essential to your success. It's important to include in-force clients who do not have DI coverage, as well as new names.

In-force Clients

When looking at your in-force client base for DI prospects, consider the following:

- Do you have up-to-date information on each client?
- Do a mailing to double-check contact information while performing some good client care.
- Work with your agency's DIS to identify who among your in-force clients are the best prospects for DI. For example, who is:
 - Age 35 – 55
 - In a professional occupation or a business owner/self-employed (including home-based business owners)

Berkshire offers a professionally-written, compliance approved pre-approach letter for you to reach out to existing clients about DI. To order the letter, send your request for publication number PA149 to supply@berkshirelife.com. You can order the enclosure, Pub3526BL, through the corporate warehouse.

New Target Market Prospects

There are many sources of names, but the most qualified names - prospects versus suspects - will come via networking, personal observation and asking for referrals.

Sources include:

- Names from referrals
- Names from list vendors
- Names from market surveys
- Names from organization membership lists

“Ten Most Wanted” List

As you work to penetrate your target market, you can aim to maximize success by creating and focusing on a “Ten Most Wanted” list. This is a list of individuals who are considered to be centers of influence or key players in your target market.

If these people become clients, they have the potential to influence others, provide excellent testimonials and make powerful referrals.

Mailings

Pre-approach and wave mailings help you build a warm environment in the market for sales, so that when you call a member of the market for an appointment, he or she is more likely to say “yes” than “no.”

You’ll also want to include regular mailings to in-force clients in your prospecting mix.

- Review *The Catalog* from Berkshire for mailing ideas or work with your Marketing Director to select pre-approach letters and other materials. (If you are not familiar with *The Catalog*, it can be located via Guardian Online or also at www.berkshirelifetools.com.)
- Consider a **wave mailing** - three mailings within 10 days per defined group of prospects – to “warm” environment to set up appointments with prospects.
- Mail to only as many prospects as you can contact (not just call!) in a given week.

Public Relations

Public relations will help establish your reputation as a trusted disability income expert in your target market - a key to building more sales from more prospects.

If possible, work with your agency's Marketing Director on these activities:

- Keep an up-to-date list of local business media and consumer media in your target market.
- Make contact with editors of trade newsletters and journals, suburban weeklies, target market publications, the local business journal, and the business editors of the daily paper(s).
- Make sure a copy of each of Berkshire's compliance-approved byline articles is on hand. Order byline articles by emailing your request to supply@berkshirelife.com.
- Ensure that each independently-written article is submitted to GEAR for compliance review at least three weeks in advance of the publication deadline.
- Issue press releases to promote DI events.

You will also want to:

- Identify key community target market events.
- Contact program chairs at the Chamber of Commerce, Rotary, etc. to offer a general educational seminar on how to select quality disability insurance.
- Plan your involvement and participate at these events.
- Track sales and other (e.g., referrals) outcomes from the events.
- Have an up-to-date head shot and bio for submission with byline articles.

Also, see Berkshire's tip sheet on public relations (contact Wendy Webster Coakley, 413-395-4467 or wendy_coakley@berkshirelife.com), as well as *Guardian's Guide to Local Media Placement and Exposure for General Agencies* (Pub# 3689).

Advertising

Like public relations, advertising helps build an image for you and your agency. DI ads in Chamber of Commerce newsletters, local business journals and publications read by members of your target market can build prestige for your business and leads for you.

Again, work with the agency's Marketing Director on these efforts, if possible:

- Select target publications; focus on local publications read by businesspeople and members of your target market.
- Obtain information on deadlines, ad sizes and insertion costs.
- Select ads from Berkshire's library of compliance-approved ads, and order with your imprint using imprint order form 2331 and place the ads on a consistent basis. Ads promoting disability insurance can be found in *The Catalog*, a guide to all marketing materials available to support the sale of DI and LTCL. *The Catalog* can be found via Guardian Online or at www.berkshirelifetools.com.
- Ensure that each independently designed ad is submitted to GEAR for compliance review at least three weeks in advance of the publication deadline.
- Investigate using ad reprints as follow-up mailers for seminars and other events.
- Make sure a budget is in place to support your advertising program.

Also see Berkshire's tip sheet on advertising also found in *The Catalog*.

Seminars

Seminars entail various roles and responsibilities – inquire about assistance from the agency’s Marketing Director or an administrative staff member.

- Select a topic and date.
- Define the audience (all members of the target market, members of a certain organization, etc.)
- Ensure that the database contains contact lists (names, addresses, phone and fax numbers, email addresses) in a format that can be used to send seminar invitations.
- Reserve and confirm seminar location.
- Create or obtain invitations.
- Set invitation mailing date.
- Determine invitation follow-up (e.g., calls to confirm RSVPs; reminder email, postcard or phone call to non-respondents).
- If for any reason you are not the speaker, determine who the seminar presenter will be. If you are partnering with someone, include them in the planning process.
- Develop and rehearse the presentation.
- Select from several targeted presentations on Berkshire e-Forms, access via Guardian Online or www.berkshirelifetools.com.
- Prepare any materials to be handed out at the seminar, including a seminar evaluation form and schedule/reservation form for upcoming events.
- Prepare and send follow up letters: thank you letters for attendees, “sorry you missed it” letters for non-attendees.
- Promptly execute “glad you could make it” calls to attendees after the event. Use these calls to set appointments.
- Log each lead. Make sure you track each lead for premium generated or other outcomes.
- Make sure a budget is in place for seminars and track your costs.

Association Participation / Industry Events

Collaborating with the associations or organizations to which members of your target market belong is a sound strategy for:

- Developing face-to-face relationships within the target market
- Achieving ease of referrals and an immediate source of prospects within the target market
- Achieving favorable-basis access to prospects
- Becoming a resource for association members

To proceed:

- Identify key industry organizations.
- Get a schedule of their most important events – these become part of your calendar of events. (See sample marketing calendar that follows.)
- Pursue opportunities to attend/present/sponsor or otherwise participate in the events.
- Make sure a budget is in place for event sponsorship and costs are tracked.
- Log each lead that comes out of each event. Make sure you track each lead for premium generated or other outcomes.

As your client base grows in a particular target market, you may wish to pursue becoming an endorsed provider for an association. For more information on the process to submit an association for approval by Berkshire, contact Product Support at 1-866-590-8845.

Sample Sales and Marketing Planner

A sales and marketing planner helps you bring together all of your planned marketing tactics into a visual plan with assigned timeframes and deadlines. It also provides a way to track calls, appointments and sales results. The following is a sample; blank quarterly planners follow for your use. Of course, feel free to utilize the planning mechanism that works best for you.

Target Market: Optometrists

<i>What?</i>	January	February	March
Mailings & E-mails	<ul style="list-style-type: none"> • Week 1: Pre-approach letter mailing • Week 2: Pre-approach letter mailing • Week 3: Pre-approach letter mailing • Week 4: Pre-approach letter mailing • Week 4: Invitation to optometrist association presentation on 2/30 • Week 4: "See You at the Show" mailer to optometrist list 	<ul style="list-style-type: none"> • Week 1: Pre-approach letter mailing • Week 2: Pre-approach letter mailing • Week 2: Fax reminder – seminar on 2/30 • Week 3: Pre-approach letter mailing • Week 4: Pre-approach letter mailing 	<ul style="list-style-type: none"> • Week 1: Seminar follow-up letters: Thank you to attendees; sorry you missed it to others • Week 2: Pre-approach letter mailing • Week 3: Pre-approach letter mailing • Week 4: Save-the-date mailing for optometrist association golf outing in April • Week 4: Pre-approach letter mailing
Public Relations	<ul style="list-style-type: none"> • Byline article in optometrist bimonthly magazine 	<ul style="list-style-type: none"> • Speak at optometrist association chapter breakfast meeting 	<ul style="list-style-type: none"> • Byline article in optometrist bimonthly magazine
Advertising	<ul style="list-style-type: none"> • Ad in optometrist association newsletter about seminar 	<ul style="list-style-type: none"> • Ad in optometrist association newsletter about seminar • Ad in optometrist trade publication 	<ul style="list-style-type: none"> • Ad in optometrist association newsletter • Ad in optometrist trade publication
Seminars	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • Presentation to optometrist association members on 2/30 	<ul style="list-style-type: none"> •
Trade Shows/ Special Events	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • Optometrist trade show on 2/17 	<ul style="list-style-type: none"> •
Phone Calls for Appointments	<ul style="list-style-type: none"> • In-force prospects for DI 	<ul style="list-style-type: none"> • In-force prospects for DI 	<ul style="list-style-type: none"> • In-force prospects for DI • Optometrist trade show follow-up
#Appointments			
Sales	\$	\$	\$

Marketing Calendar

Target Market:

<i>What?</i>	January	February	March
Mailings & E-mails	<ul style="list-style-type: none"> • _____ • _____ • _____ • _____ • _____ • _____ 	<ul style="list-style-type: none"> • _____ • _____ • _____ • _____ • _____ • _____ 	<ul style="list-style-type: none"> • _____ • _____ • _____ • _____ • _____ • _____
Public Relations	<ul style="list-style-type: none"> • _____ • _____ 	<ul style="list-style-type: none"> • _____ • _____ 	<ul style="list-style-type: none"> • _____ • _____
Advertising	<ul style="list-style-type: none"> • _____ • _____ • _____ 	<ul style="list-style-type: none"> • _____ • _____ • _____ 	<ul style="list-style-type: none"> • _____ • _____ • _____
Seminars	<ul style="list-style-type: none"> • _____ • _____ 	<ul style="list-style-type: none"> • _____ • _____ 	<ul style="list-style-type: none"> • _____ • _____
Trade Shows/ Special Events	<ul style="list-style-type: none"> • _____ • _____ 	<ul style="list-style-type: none"> • _____ • _____ 	<ul style="list-style-type: none"> • _____ • _____
Phone Calls for Appointments	<ul style="list-style-type: none"> • _____ • _____ 	<ul style="list-style-type: none"> • _____ • _____ 	<ul style="list-style-type: none"> • _____ • _____
#Appointments	<ul style="list-style-type: none"> • _____ • _____ • _____ 	<ul style="list-style-type: none"> • _____ • _____ • _____ 	<ul style="list-style-type: none"> • _____ • _____ • _____
Sales	\$ _____	\$ _____	\$ _____

Marketing Calendar

Target Market:

<i>What?</i>	April	May	June
Mailings & E-mails	<ul style="list-style-type: none"> • _____ • _____ • _____ • _____ • _____ • _____ 	<ul style="list-style-type: none"> • _____ • _____ • _____ • _____ • _____ • _____ 	<ul style="list-style-type: none"> • _____ • _____ • _____ • _____ • _____ • _____
Public Relations	<ul style="list-style-type: none"> • _____ • _____ 	<ul style="list-style-type: none"> • _____ • _____ 	<ul style="list-style-type: none"> • _____ • _____
Advertising	<ul style="list-style-type: none"> • _____ • _____ • _____ 	<ul style="list-style-type: none"> • _____ • _____ • _____ 	<ul style="list-style-type: none"> • _____ • _____ • _____
Seminars	<ul style="list-style-type: none"> • _____ • _____ 	<ul style="list-style-type: none"> • _____ • _____ 	<ul style="list-style-type: none"> • _____ • _____
Trade Shows/ Special Events	<ul style="list-style-type: none"> • _____ • _____ 	<ul style="list-style-type: none"> • _____ • _____ 	<ul style="list-style-type: none"> • _____ • _____
Phone Calls for Appointments	<ul style="list-style-type: none"> • _____ • _____ 	<ul style="list-style-type: none"> • _____ • _____ 	<ul style="list-style-type: none"> • _____ • _____
#Appointments	<ul style="list-style-type: none"> • _____ • _____ • _____ 	<ul style="list-style-type: none"> • _____ • _____ • _____ 	<ul style="list-style-type: none"> • _____ • _____ • _____
Sales	\$ _____	\$ _____	\$ _____

Marketing Calendar

Target Market:

<i>What?</i>	July	August	September
Mailings & E-Mails	<ul style="list-style-type: none"> • _____ • _____ • _____ • _____ • _____ • _____ 	<ul style="list-style-type: none"> • _____ • _____ • _____ • _____ • _____ • _____ 	<ul style="list-style-type: none"> • _____ • _____ • _____ • _____ • _____ • _____
Public Relations	<ul style="list-style-type: none"> • _____ • _____ 	<ul style="list-style-type: none"> • _____ • _____ 	<ul style="list-style-type: none"> • _____ • _____
Advertising	<ul style="list-style-type: none"> • _____ • _____ • _____ 	<ul style="list-style-type: none"> • _____ • _____ • _____ 	<ul style="list-style-type: none"> • _____ • _____ • _____
Seminars	<ul style="list-style-type: none"> • _____ • _____ 	<ul style="list-style-type: none"> • _____ • _____ 	<ul style="list-style-type: none"> • _____ • _____
Trade Shows/ Special Events	<ul style="list-style-type: none"> • _____ • _____ 	<ul style="list-style-type: none"> • _____ • _____ 	<ul style="list-style-type: none"> • _____ • _____
Phone Calls for Appointments	<ul style="list-style-type: none"> • _____ • _____ 	<ul style="list-style-type: none"> • _____ • _____ 	<ul style="list-style-type: none"> • _____ • _____
#Appointments	<ul style="list-style-type: none"> • _____ • _____ • _____ 	<ul style="list-style-type: none"> • _____ • _____ • _____ 	<ul style="list-style-type: none"> • _____ • _____ • _____
Sales	<ul style="list-style-type: none"> • \$ _____ 	<ul style="list-style-type: none"> • \$ _____ 	<ul style="list-style-type: none"> • \$ _____

Marketing Calendar

Target Market:

<i>What?</i>	October	November	December
Mailings & E-Mails	<ul style="list-style-type: none"> • _____ • _____ • _____ • _____ • _____ • _____ 	<ul style="list-style-type: none"> • _____ • _____ • _____ • _____ • _____ • _____ 	<ul style="list-style-type: none"> • _____ • _____ • _____ • _____ • _____ • _____
Public Relations	<ul style="list-style-type: none"> • _____ • _____ 	<ul style="list-style-type: none"> • _____ • _____ 	<ul style="list-style-type: none"> • _____ • _____
Advertising	<ul style="list-style-type: none"> • _____ • _____ • _____ 	<ul style="list-style-type: none"> • _____ • _____ • _____ 	<ul style="list-style-type: none"> • _____ • _____ • _____
Seminars	<ul style="list-style-type: none"> • _____ • _____ 	<ul style="list-style-type: none"> • _____ • _____ 	<ul style="list-style-type: none"> • _____ • _____
Trade Shows/ Special Events	<ul style="list-style-type: none"> • _____ • _____ 	<ul style="list-style-type: none"> • _____ • _____ 	<ul style="list-style-type: none"> • _____ • _____
Phone Calls for Appointments	<ul style="list-style-type: none"> • _____ • _____ 	<ul style="list-style-type: none"> • _____ • _____ 	<ul style="list-style-type: none"> • _____ • _____
#Appointments	<ul style="list-style-type: none"> • _____ • _____ • _____ 	<ul style="list-style-type: none"> • _____ • _____ • _____ 	<ul style="list-style-type: none"> • _____ • _____ • _____
Sales	\$ _____	\$ _____	\$ _____

Budget Worksheet

Cost Items

Lead Generation
(purchased lists) \$ _____

Pre-Approach & Wave Mailings
(postage, brochures or other enclosures) \$ _____

Building An Image
(press release postage, advertising costs,
special events, community support, trade
shows) \$ _____

Prospect/Client Seminars
(invitations, mailers, refreshments, room costs,
postage) \$ _____

Total Marketing Costs* \$ _____

DI Sales Goal \$ _____

Premium Minus Costs = ROI \$ _____

*Again, keep in mind that marketing investment should be predicated on sales results, beginning with the lowest-cost forms of marketing.