

The HUB logo is displayed in a bold, white, sans-serif font. The background of the slide features a dark blue gradient with two large, overlapping circles: a medium blue circle on the left and a dark navy blue circle on the right.

HUB

Moving Stuck Deals

Hub Sales Force Development

Signs of “stuck” deals

- Low conversion from lead to opportunity and opportunity to paying customer
- Lots of deals stuck at 2nd meeting
- An average sales cycle that keeps getting longer, or
- Many prospects getting “rolled” to next renewal



Reasons they don't buy

- Wrong product fit
- Selected a competitor



But mostly...

Crickets



Why?

Your prospect has a day job!



*Inertia can be your toughest competitor.
Some prospects simply opt to do nothing.*

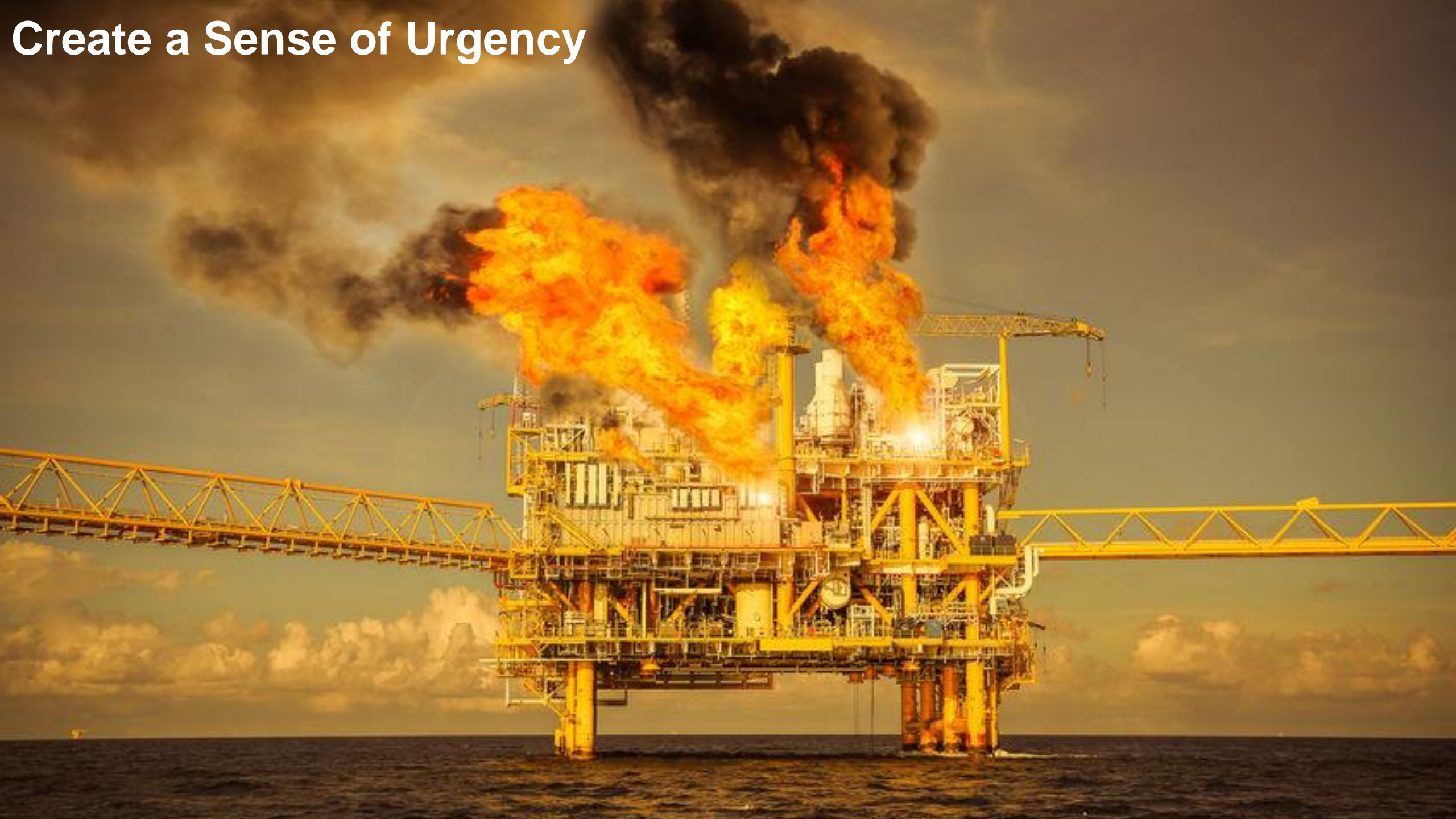
Clearing that Pipeline – Unsticking Leads



HUB

Getting an “In-Person” Meeting

Create a Sense of Urgency



Send it “Dirty”



Hi PAUL! I SAW YOUR NEWS RELEASE THAT YOU WON A NEW CONTRACT IN THE SUDAN!
CONGRATULATIONS - AND A FEW THOUGHTS BELOW...

Are your business goals aligned with protective strategies?

The business world has never been more complex. Regulation, competition and employment practices bring a set of challenges that can be difficult to navigate. Together we can develop a comprehensive executive liability strategy to help you meet your short and long-term goals.

You deserve an executive liability strategy that is scoped, scaled and tailored for your business. Together, we can build it.
Let's get started.

Benefit from Our Expertise

Directors and Officers Liability (D&O)

There's a fine line between company assets and your assets. Let's develop a plan that protects the personal assets of your executive team, board members and your organization.

Employment Practices Liability (EPL)

We live in a litigious world that can result in a wide range of employment-related lawsuits. Our team works with you to review your potential exposures and then develop a program that manages your risk anywhere in the world.

Cyber Liability/Privacy Liability/Data Security

Protecting your company's data as well as that of others is a major concern for most businesses. What are the consequences to your business when a data breach occurs? We help you structure a program to effectively manage a breach response and address potential liability when data has been exposed.

Crime

On average, companies lose approximately \$1 million in fraud losses with those frauds lasting a median of 18 months before being detected. In addition, hackers use phishing schemes to take advantage of unsuspecting employees. We will work with you to understand your potential crime exposure and design the right coverage for a range of potential fraud scenarios.

Kidnap/Ransom & Extortion

The possibility of kidnap, extortion or illegal detention is a very real threat in today's global economy. Our executive liability team has significant experience to ensure that your business is protected and most importantly your key team members and their loved ones.

Trade Credit & Political Risk

Most companies sell goods and services on credit terms. Whether you sell within your town or around the world, credit insurance helps ensure that you will be paid for merchandise or services delivered to your customers. Let's work on developing a plan that ensures your balance sheet is protected in case of credit loss.

Fiduciary Liability

The regulatory landscape continues to evolve and create potential hazards if you manage your company's retirement or employee benefits plan. You could be personally liable if a suit arises. We'll work with you to ensure your Fiduciary policy is executed properly.

Transactional Liabilities/Reps & Warranties

Inaccuracies in representations and warranties in connection with a merger or acquisition can be costly. Buyers can be left without the ability to recover losses and sellers can be forced to hand back a portion of the purchase price. As a supplement to indemnity and escrow, this insurance can be the key to reducing deal friction and risk transfer of those liabilities to the insurance market.

Work with a HUB advisor today: hubinternational.com

We're HUB



6th LARGEST
INSURANCE BROKER IN THE WORLD



1+ MILLION
CLIENTS AROUND THE GLOBE



450 OFFICES
ACROSS NORTH AMERICA



11,000+
EMPLOYEES
ACROSS NORTH AMERICA

I'M CONCERNED ABOUT YOUR FOLKS VISITING YOUR NEW SITES IN AFRICA...

WILL YOUR PEOPLE IN AFRICA BE CONNECTING TO NON-COMPANY WI-FI?

I HAVE OTHER CLIENTS IN SIMILAR CIRCUMSTANCES WOULD LOVE TO SHARE HOW WE'RE HANDLING THEM! — CHAS





Time is Money...

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Change Concerns

Operational Impacts

What non-feature issues might a prospect be worried about?

- Migrating to new markets with new claims procedures,
- Not trusting the servicing or getting the support they need
- Having to train or re-train staff around new insurance practices



Political Impacts



Gaining internal commitment is complex



Companies and Prospects are systems

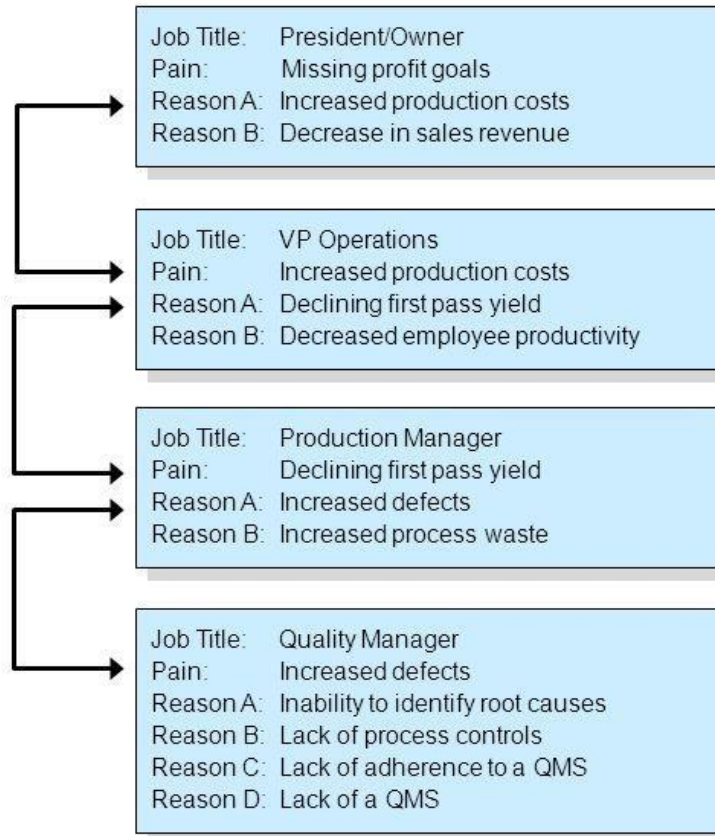


New sales
attempts rock the
“system” boat

...which
rebalances itself by
rejecting the
purchase

Gaining Access to All Decision Makers

Pain Chain™: Manufacturing. Example



Seven Types of Customer Stakeholders



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Unsticking in Person

How to unstick that prospect on the phone or in client's office



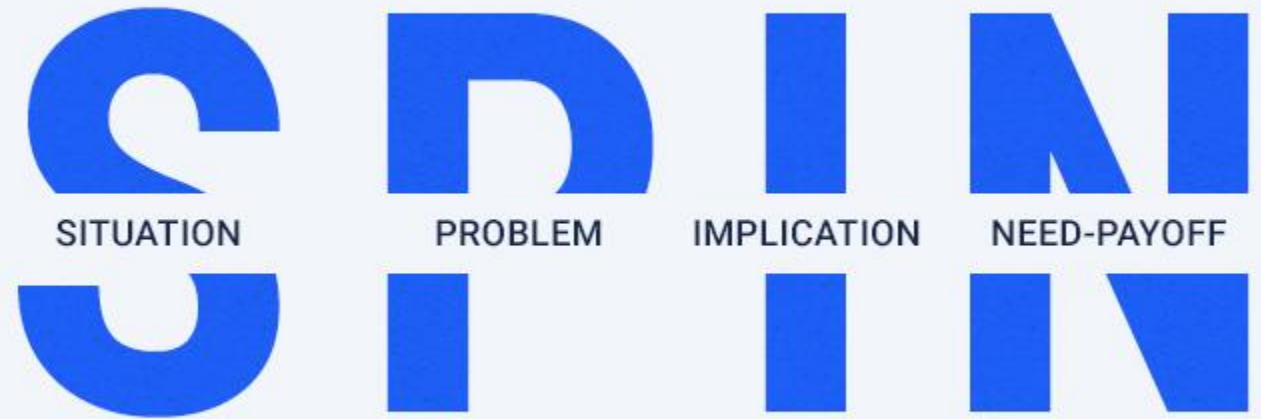
Creating Urgency using SPIN Questioning

Structure your questioning strategy to generate urgency with (S)P.I.N.

Problem questions

Implication questions

Need-Payoff questions



Pre-call Research

Find articles, social media posts, website updates, press releases, news stories, and/or industry updates to create a

Possible Value Proposition

If your prospect expresses indifference, ask a Situational Question →

Situation Questions S

- ▶ What are you currently doing about...?
- ▶ How do you deal with...?
- ▶ What are you currently doing to...?
- ▶ Tell me how you are handling...
- ▶ What do you have in place now for...?

Problem Questions P

- ▶ How well is that working for you?
- ▶ How well does that work at providing...?
- ▶ What trouble, if any, have you had with...?
- ▶ What problems, if any, have you experienced with...?
- ▶ How successful has that approach been so far?

Implication Questions I

- ▶ What are the effects of that?
- ▶ How has that impacted your business?
- ▶ What have been the consequences of...?
- ▶ How do you feel about...?
- ▶ How has that affected you?

Need-Payoff Questions N

- ▶ It sounds like you'd rather have...right?
- ▶ Would it be important for you to...?
- ▶ Would it be better if you could...?
- ▶ So you need...right?
- ▶ Would you like to have a way to...?

What **PROBLEMS** do you **SOLVE**?

One of your financial solutions	At least 3 problems it solves for your potential client

Ask questions about these problems

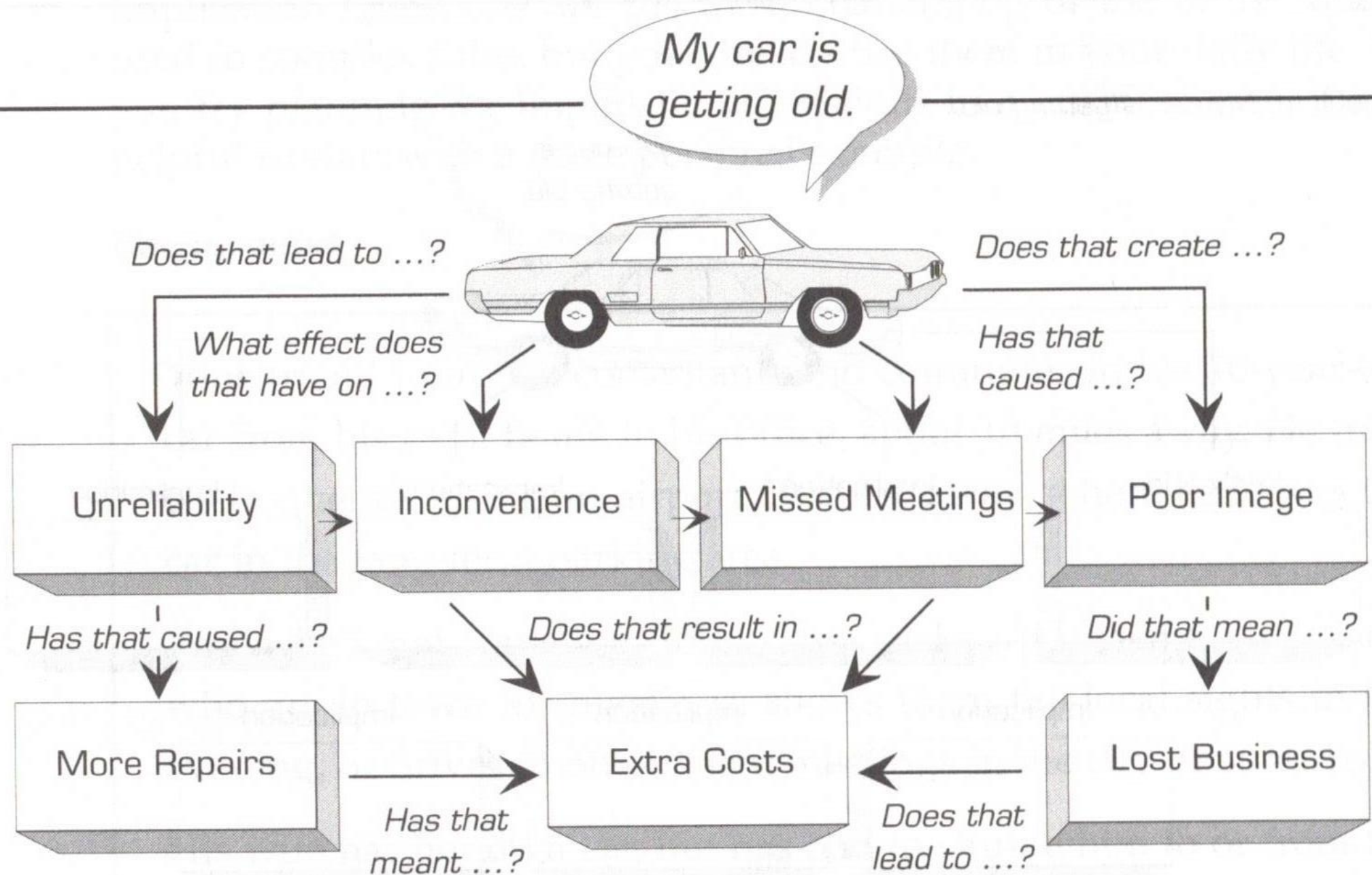
Examples: **PROBLEM** Questions

- Tell me about your business succession plan currently in place.
- Are you looking for ways to reduce tax on corporate investment income?
- Would you like to be able to pass assets to a beneficiary?
- Do you have a corporate life insurance need?
- Do you have taxable passive investment assets?
- Do you own corporate investments with a deferred capital gain?
- Do you want a certain amount of estate value guaranteed?

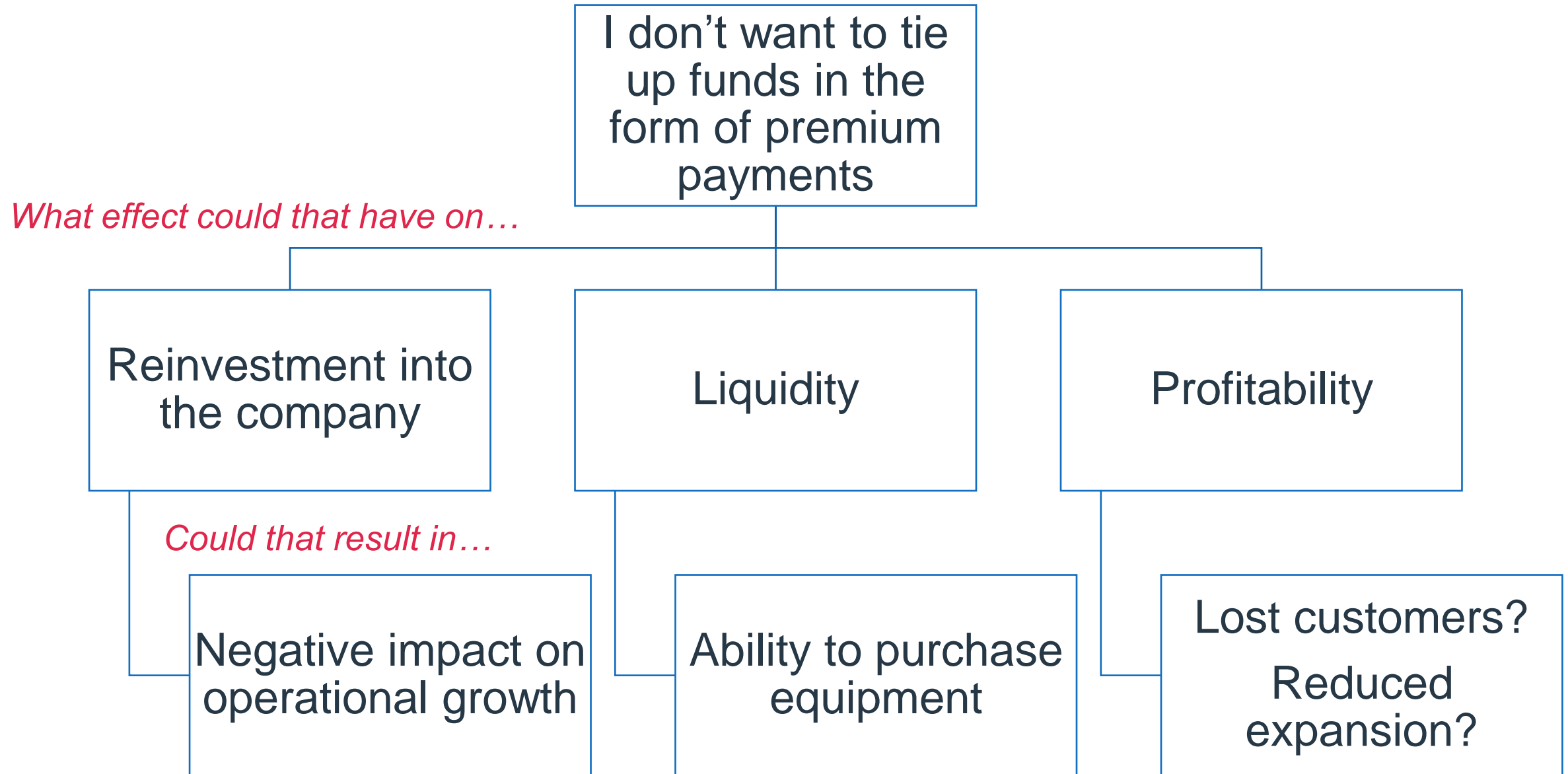
Example of a PROBLEM question using Permanent Life Insurance

Product	Permanent Life Insurance
Solution	Allocate a portion of your annual retained earnings to a tax sheltered, alternative investment product.
Problem question	Tax liability is eroding wealth. Over the long term, this compounding effect will have a significant impact to your estate / retirement income. How will you prepare for that tax implication?

Step 2: **IMPLICATION** questions



Example of IMPLICATION questions using Permanent Life Insurance



Sample IMPLICATION questions

While Living

- When are your taxes payable on investment income?
 - Or interest?
 - Or dividends?
 - Or realized capital gains?

At Death

- When are taxes payable on deferred capital gains?
- When are taxes payable on transfer to.....?

Sample PAYOFF Questions

While Living

- Are policy earnings growth tax-exempt up to government prescribed limits?

At Death

- Are all policy proceeds paid tax-free to the corporation? (no deferred gains)
- Does the death benefit minus the adjusted cost base paid out tax-free to shareholders estate through a notional capital dividend account?

Sample PAYOFF questions using Permanent Life Insurance

- Would increasing your overall wealth be something that would bring you value?
- Were you aware of the annual tax savings available by investing in permanent insurance?
- Are you looking to use excess funds to invest in a stable and predictable asset class?
- If liquidity is a concern, do you understand that the cash value inside a permanent life insurance plan is accessible if you need it?

Debrief



Thank you.