INTELLAGENTS™

2019 RISE

REPORT

BENCHMARK YOUR GOALS.
MEASURE YOUR ASCENT.

SMITH INSURANCE AGENCY

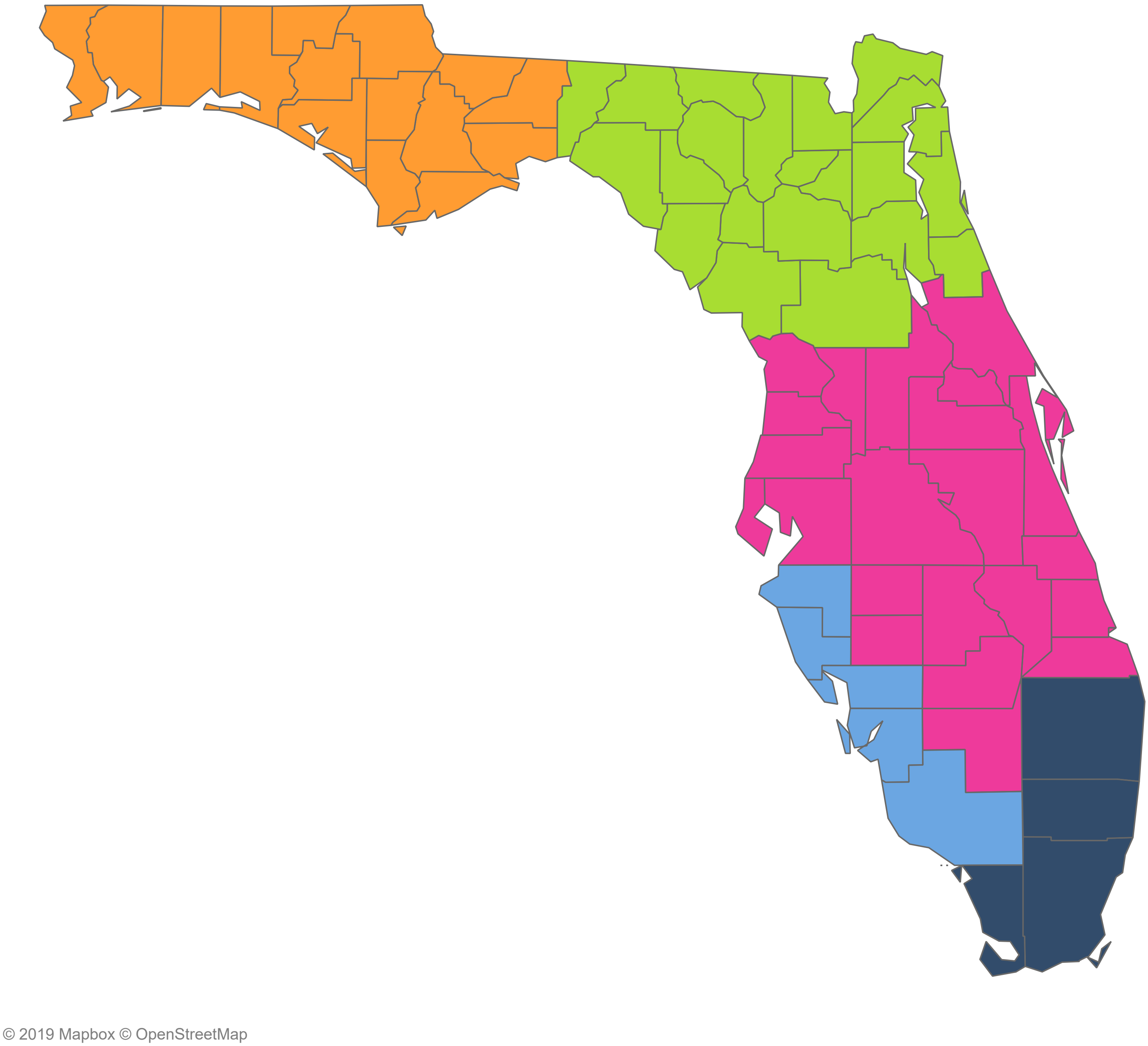
Study Features

COMPENSATION COMPARISONS

Understand if your agency is paying competitive salaries.

WRITTEN PREMIUM GROWTH

Is your book of business growing at the rate of similar agencies?



Region
- 1
- 2
- 3
- 4
- 5

A MESSAGE FROM THE CEO...

Strategic business partner. Trusted advisor. Fierce advocate.

These are just a few of the many important roles the Florida Association of Insurance Agents (FAIA) has played for independent agents since 1904.

It has been an incredible journey and one that has been influenced by tremendous change in regulations, technology, industry consolidation, consumer buying behaviors, etc. One thing, however, has remained constant—FAIA's commitment to promote, protect, and advance the interests of independent agents. Our dedication to the American Agency System is unwavering and fueled by our passion for this most honorable profession.

With any business, success requires that constant re-assessment be undertaken to ensure performance goals and company objectives are being met. Through the association's recent investment in IntellAgents, FAIA is now in a unique position to assist independent agents in better understanding their business and identifying key metrics that drive performance. Of course, this is not a new concept, as many other industries are now utilizing data analytics to modernize their operations, better connect with their clients, and grow their business.

We believe a large segment of the independent agency system has been overlooked in this regard, and an opportunity exists to apply improved data analysis to agency performance benchmarks. Through its advocacy work over the years, FAIA has earned the trust of independent agents, and we feel there is no organization better positioned to help members understand data benchmarks and grow successful businesses.

Now is the time that we leverage data together for the benefit of the independent agency system. We hope you will join us in this new journey to perpetuate success and enhance member performance.

-Jeff Grady, President/CEO
Florida Association of Insurance Agents

TOPICS COVERED

- Product-Line Mix
- Carrier Influence
- Growth Indicators
- Productivity Scores
- Staff Age Allocation
- Generational Health
- Weighted Shareholder Age
- Staff Compensation Bands
- Employee Benefits Offered
- Talent Acquisition Tips

LEGAL DISCLAIMER

The purpose of this study is to provide THE AGENCY with metrics that they can use to understand their business.

The study is reflective of data supplied by THE AGENCY from their agency management system or other records for use in the IntellAgents' studies. We have provided this analysis based upon our knowledge of both THE AGENCY and the insurance marketplace.

This study was conducted using financial and other information supplied to THE COMPANY (IntellAgents, LLC) by THE AGENCY. All adjustments and conversations regarding THE AGENCY operation were conducted with THE AGENCY owner representatives.

THE COMPANY has not audited, verified, or validated THE AGENCY financial data provided. We have utilized agency-produced policy documents and financial statements. We have taken the financial statements and data provided at face value and make no representations for the validity of said data.

Certain information set forth in this presentation contains "forward-looking information", including "future oriented financial information" and "financial outlook", under applicable securities laws (collectively referred to herein as forward-looking statements). Except for statements of historical fact, information contained herein constitutes forward-looking statements and includes, but is not limited to, the (i) projected financial performance of THE AGENCY; (ii) completion of, and the use of proceeds from, the sale of the shares being offered hereunder; (iii) the expected development of THE AGENCY's business, projects and joint ventures; (iv) execution of the Company's vision and growth strategy, including with respect to future M&A activity and global growth; (v) sources and availability of third-party financing for THE AGENCY's projects; (vi) completion of THE AGENCY's projects that are currently underway, in development or otherwise under consideration; (vi) renewal of THE AGENCY's current customer, supplier and other material agreements; and (vii) future liquidity, working capital, and capital requirements. Forward-looking statements are provided to allow THE AGENCY and its potential investors the opportunity to understand THE AGENCY's beliefs and opinions in respect of the future so that they may use such beliefs and opinions as one factor in evaluating an investment.

These statements are not guarantees of future performance and undue reliance should not be placed on them. Such forward-looking statements necessarily involve known and unknown risks and uncertainties, which may cause actual performance and financial results in future periods to differ materially from any projections of future performance or result expressed or implied by such forward-looking statements.

Although the benchmark data contained in this presentation are based upon what management THE COMPANY believes are reasonable assumptions, there can be no assurance that these benchmarks will prove to be accurate, as results and future events could differ materially from those displayed in such current data. The reader is cautioned not to place undue reliance on the benchmark data within these statements.

This analysis is intended for the explicit use of THE AGENCY and their representatives.

BENCHMARKING

INDEPENDENT INSURANCE AGENCIES

By Carey Wallace, CEO of IntellAgents

Independent agents are passionate when it comes to advising and protecting their clients.

You are laser focused on understanding your clients' unique situations, matching the appropriate products with their needs, being their best advisors and finally, protecting them. Exactly how each agency executes on this mission is unique, but all achieve the same core outcome. The beauty in being an independent agency owner is that you have many options in how to run your business.

So many choices!

Independent agency owners have choices, many choices, in fact.

The choices an agency owner and agency staff make are what ultimately transform the clients' customer experience.

As an agency owner, you can decide what customers you want to target, carriers you want to work with, products you want to offer, niches you want to focus on, your agency location, management system, mix of business, organizational structure – I could go on.

The bottom line is that those are all choices you are able to make.

There is no set plan or road map that every independent agent is required to follow.

This reality is a beautiful thing for those who have an entrepreneurial spirit and taste for adventure (ever think you'd see "taste for adventure" in an article about the insurance industry?).

The challenge

These choices set independent agents apart from their captive cousins, but this also creates a unique challenge.

The diversity within independent insurance agency models in the IA space could leave you unsure of how to establish a group of "peer agencies" and determine how you stack up.

You may have no way of knowing which model of decisions will set your agency up for the best chance to succeed.

Where can I find help?

And I know, there is a TON of information flooding your in-box every day telling you about the latest "silver bullet solution" in technology, marketing and sales. Every time you turn around, you are learning of yet another Insurtech company and their new unique solution.

But where can you go for a gut check on those messages, to find out if they are relevant to your marketplace, your situation and your reality?

Our state organizations have the information to provide those resources.

We've done business with thousands of agencies for more than a century.

We have learned a great deal about the agencies that we serve.

We have watched some agencies grow and shift as the industry changes, while others have suffered.

It is our organization's sole purpose to help independent agencies be successful.

We believe one way we can serve that mission is by using the information we have to create peer group resources and benchmarks that you can use to measure the performance of your agency.

We have an opportunity to leverage aggregate agency data for you, so you can use it to make sure the decisions you're making in your agency will lead to a path of sustainable success.

Essentially, we're giving you the power to use big data in a trustworthy, mutually beneficial and easy-to-understand way.

The last word

There is no single right way to run an agency.

Which means that these benchmarks are meant to serve as a guide, not an absolute. They will certainly provide you with actionable insights as you are making decisions about the future of your agency.

In some cases, these benchmarks will be used to validate that an agency is on the right track.

In other cases, this information may be the strategic foundation on which a new path forward is set.

Either way, we want to help you where you are in your journey.

Knowledge is power.

We want to impart all of the knowledge we have and empower you to use it to make the best decisions possible for the future of your agency.

SUMMARY INSIGHTS

& KEY TAKE-AWAYS

PRODUCT-LINE MIX

- Balanced book strategy, 3% more commercial revenue than region
- 15% avg commission rate (excluding L&H), higher than region and premium group
- 5% higher L&H concentration than region and 4% higher than premium group

CARRIER INFLUENCE

- #1 P&C carrier is Carrier A, 25% of your total book
- Most influence with Carrier B, 0.5% of their total Florida book
- Top 5 carriers make up 70% of your total book

GROWTH INDICATORS

- 'Steady Organic Premium Growth' category agency, steadily increasing annual growth in premium volume over the last 5 years without business acquisitions
- Avg Annual P&C growth rate of > 0%, below average in this category
- +2% increase in premium versus last year

PRODUCTIVITY SCORES

- 'Spread Ratio' of $1.62, covering expenses plus 62% additional operating revenue
- Revenue/producer is higher than benchmarks
- Agency value is higher than benchmarks
- Revenue/employee indicates may be understaffed in producer role

STAFF AGE ALLOCATION

- Healthy agency has around 25% of staff in each of the four age brackets
- Some age diversification in producer/owner roles, however may want to staff up on talent in prime of career (36-55 yrs)
- Places emphasis on mentoring new producers, help ensure healthy perpetuation plan

SUMMARY INSIGHTS

& KEY TAKE-AWAYS

06

GENERATIONAL HEALTH

- Average staff inside 'sweet spot' (between 40-50) at 47 years
- Agency may want to consider hiring more staff in prime of career (46-55 yrs) to be better positioned for the future
- Suggested age distribution is 30-60, yours is outside range at 34-61

07

WEIGHTED SHAREHOLDER AGE

- WASA of 61 years older than state avg (57), premium group (54) and overall region (57)
- 2 employees own shares; may pose perpetuation risk as majority owner(s) retire and may want to consider selling portions to younger producers to counterbalance age-risk
- This is an opportunity to identify perpetuation plan if haven't already

08

STAFF COMPENSATION BANDS

- Total payroll 10% above recommended 48% of total revenue
- Heavy on total service pay with lower average pay, most roles in line with benchmarks
- Executive ($120k), producer ($60k), CSR ($42k), admin ($39k)

09

EMPLOYEE BENEFITS OFFERED

- You have 2 of 3 major beneifts: health and 401k plans
- Considered positive differentiators for attracting high-quality talent
- Benefit package in line with majority of agencies in your premium group

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TALENT ACQUISITION TIPS

- Research shows Millennials largely want same things as most generations
- Millennials looking for growth opportunities, great managers, jobs well-suited for their talents and interests

PRODUCT-LINE MIX

Operationally, the first step to running a successful business is to be familiar with the overall assortment (mix) of products you are selling. In other words, within what lines of business are you writing the most and generating the highest percentage of commission for your agency, making it more profitable.

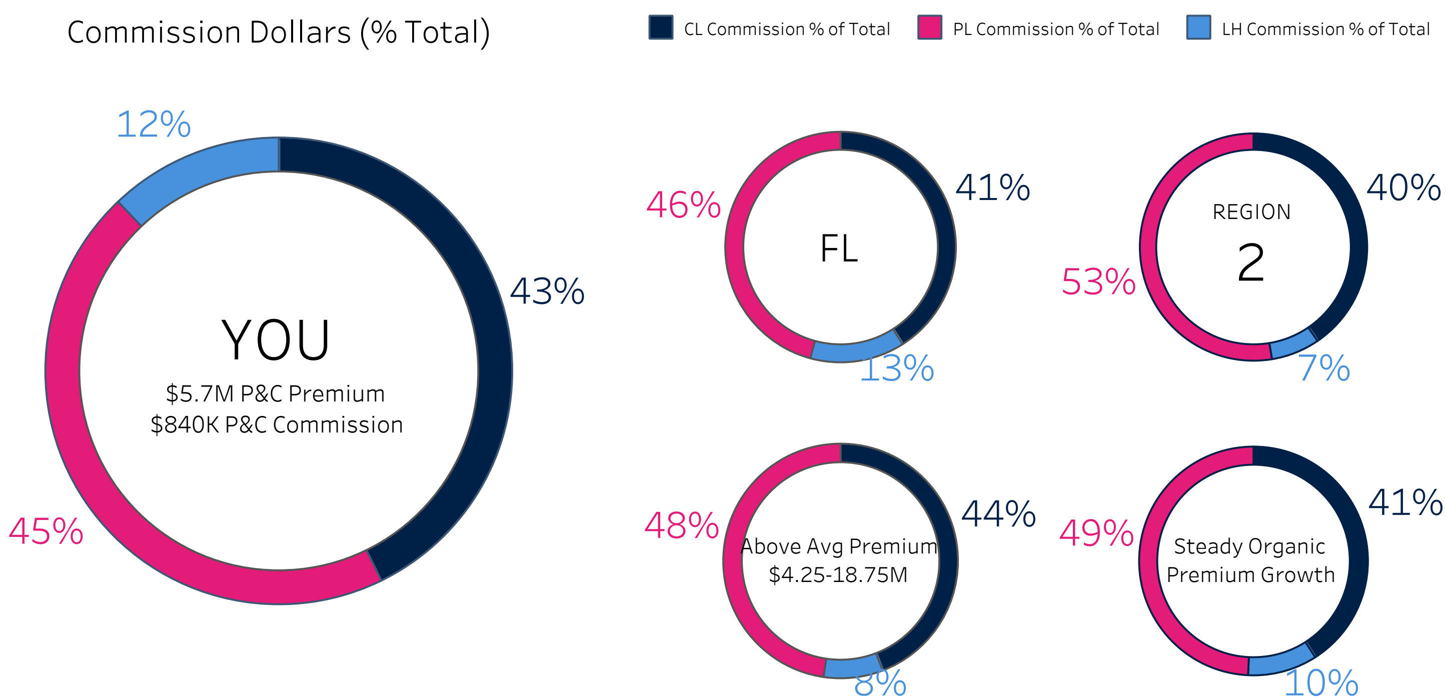
For lines of business that drive more revenue and have better commission percentages, an agency should consider focusing its selling and marking efforts on those lines to increase the agency's overall profitability.

Given the market conditions it is optimal for agencies to have a balanced book, so the overall impact on the agency is mitigated as the personal lines market continues to be commoditized by technological advancements, increased competition, and the change in consumer purchasing behaviors.

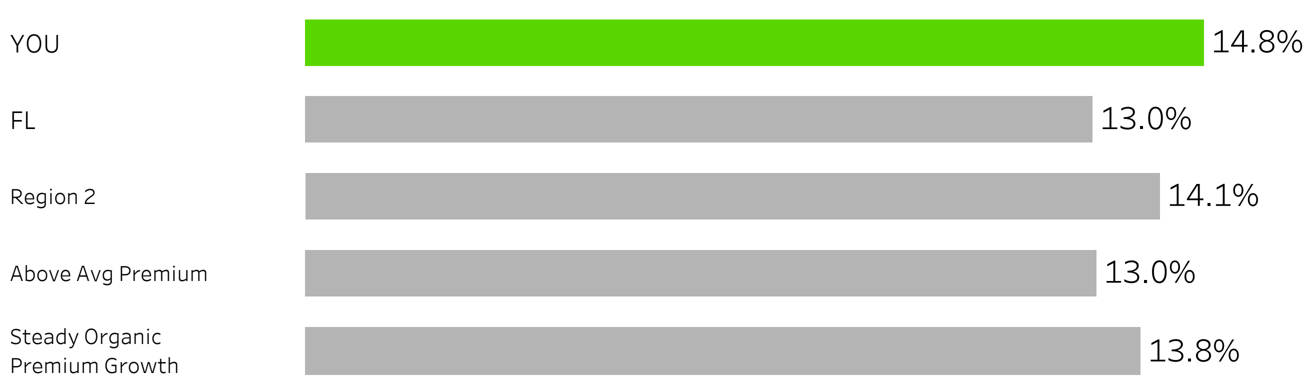
SMITH INSURANCE AGENCY

This data tells us that you are currently deploying a balanced book strategy to run your agency. Meaning, no one specific line makes up the majority of your book, or over 50%. Your current product mix gives you a 43% concentration of commercial revenue, which is 3% more than other agencies in your region. The complexity of commercial lines normally generates more revenue per written premium dollar, thus increasing your overall average commission rates. If we exclude life & health revenue, your commission rates are roughly 15%, on average, which is higher than other agencies in your region and premium group. Personal lines typically drives a lower commission rate, which could negatively influence your average commission ratio.

Commission Dollars (% Total)



Average Commission Ratio* (excludes L&H)



***Commission Ratio** is calculated as: Total earned commissions / Total written premium

CARRIER INFLUENCE

An agency can be successful if it has the right products to offer its clients, and that is completely dependent on the carriers that the agency chooses to do business with and represent.

An agency must consider several factors when choosing the carrier mix that is right for them. First, the overall focus of their agency, then the needs of their customers, the quality of the products, the ability to build a strong relationship with the carrier, the benefits and support that a carrier can offer the agency, and the cultural fit.

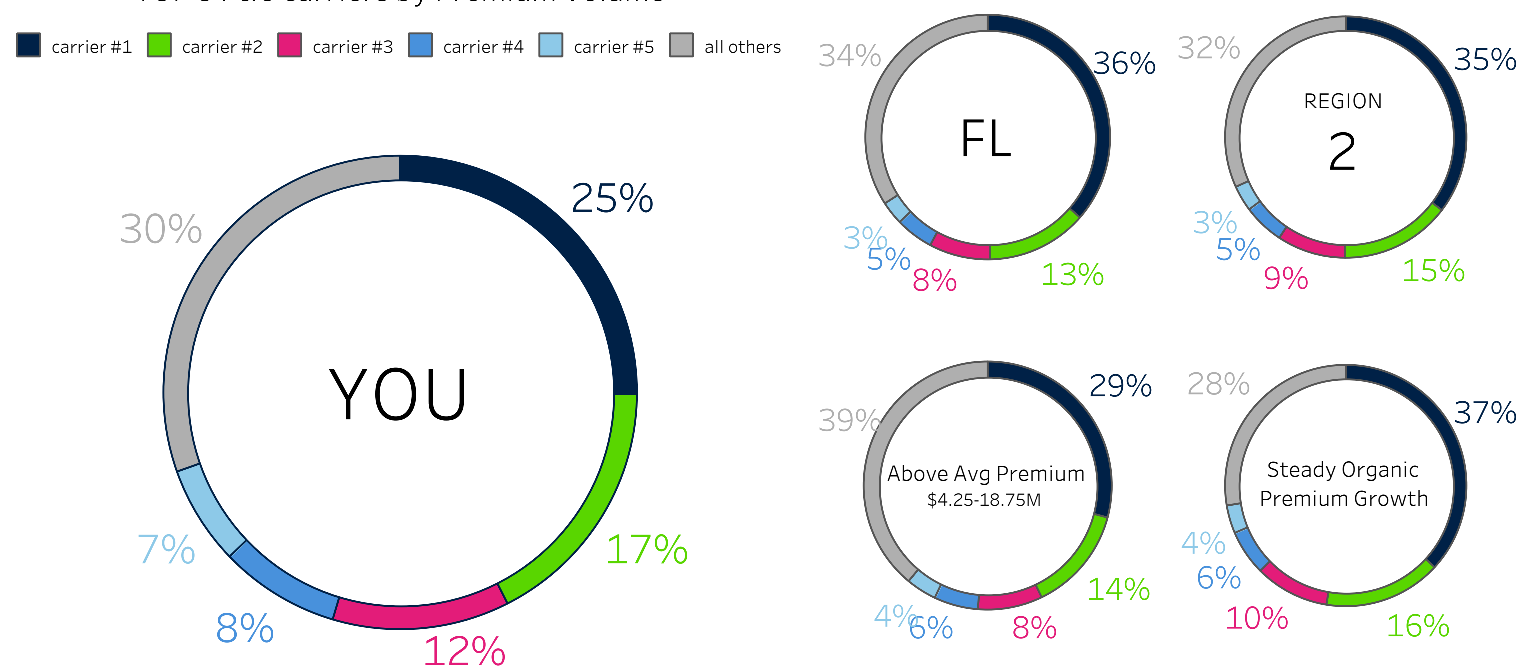
As an independent insurance agent, it is important to track, analyze and leverage the data related to the performance of your top carriers during negotiations.

It is important that you don't have 25% or more of a concentration of your book of business with any one carrier. A concentration in excess of 25% with one carrier will significantly increase your risk profile due to the lack of diversification in your portfolio of business.

SMITH INSURANCE AGENCY

Carrier A is currently your #1 P&C carrier ranked by premium volume, which makes up 25% of your total book of business. This puts you in line with the recommended maximum individual carrier concentration of 25%. Of your top five P&C carriers, it is also important to note that you have the most influence with Carrier B, as your agency's premium represents 0.5% of their total Florida written premium. Overall, your top five carriers make up 70% of your total book, which indicates you may be spread thin. This is likely driven by one or more of these three factors: (1) you have have a lot of small-niche business being written with other carriers, (2) you have too many carriers or brokers, (3) you have a significant portion of your book in life & health which is making up the remaining 30% of your business.

TOP 5 P&C Carriers by Premium Volume



		State Carrier Rank	State Carrier Mkt Share %	Your % of State Mkt	Your Premium $	Your % of Total Premium
carrier #1	CARRIER A	6	4.5%	0.4%	$2.6M	25%
carrier #2	CARRIER B	13	2.1%	0.5%	$1.8M	17%
carrier #3	CARRIER C	5	5.9%	0.1%	$1.3M	12%
carrier #4	CARRIER D	2	6.6%	0.1%	$0.9M	8%
carrier #5	CARRIER E	22	1.1%	0.4%	$0.7M	7%
all others	All Others				$3.2M	30%
Grand Total		10	20.2%	0.3%	$10.4M	100%

*Source: Florida Market Share from 2017 Top 100 market share report

GROWTH INDICATORS

Given the rapid pace of change in the insurance marketplace, it is more critical than ever before for agency owners to be more strategic in their approach. They must embrace technology, think differently and consider how their customer expectations have changed and will continue to change in the years to come.

The overall performance of an agency is measured by their consistent organic growth: their increase in revenue year over year in terms of commissions and fees.

An agency's organic growth is directly related to their ability to write new business and retain their existing business. There are many factors that can impact the ability for an agency to grow their business consistently, so it is important that agency owners consider where they want to invest to improve the agencies performance. When considering where to invest, we know that it is helpful to understand what other agencies are choosing to do in order to remain competitive in the insurance marketplace.

SMITH INSURANCE AGENCY

Being categorized as a "Steady Organic Premium Growth" agency means that your agency has experienced a steadily increasing positive annual growth in premium volume over the last five years without a book of business acquisition. With a growth rate that averages 2% per year, you are below the average agency in your growth category. However, you had increasing year-over-year premiums versus last year. You should always be considering what your agency is doing to increase retention of its existing customers and acquisition of new customers. Continuing to build deeper business relationships with existing customers will help these metric and boost your organic growth.

	YOU	FLORIDA				
	Steady Organic Premium Growth	Heavy Organic Premium Growth	Steady Organic Premium Growth	Fastest Growing Premium	Growing Premium w/ M&A	Declining Premium
Avg. Annual P&C Growth	2%	22%	4%	12%	9%	-8%
Prior Year P&C Growth	2%	25%	4%	45%	6%	-12%
CL Avg. Annual Premium Growth	6%	30%	5%	7%	8%	-9%
PL Avg. Annual Premium Growth	2%	22%	4%	12%	9%	-8%
Avg. Agency WASA	60	55	59	47	53	62
Avg Employee Age	58	51	55	50	51	55
Avg. Full Time Employees	8	18	15	27	42	14
CL Premium % of Total	48%	62%	45%	35%	65%	49%
PL Premium % of Total	52%	38%	55%	65%	34%	50%
CL Commission % of Total	43%	54%	41%	33%	49%	43%
PL Commission % of Total	45%	37%	49%	60%	28%	45%
LH Commission % of Total	12%	9%	10%	8%	23%	12%

PRODUCTIVITY SCORES

Productivity is a vital part of measuring any service- based organization. One critical metric to consider for productivity is the total revenue per employee. The higher this number, the more 'efficient' your operation is being run. However, if this metric is too high, it may mean that you are running your business too lean and putting stress on your staff. An agency's 'spread ratio' is an important metric to determine if your agency's major controllable operating expense (payroll) is covered by the operating revenue generated from the products being sold. It is very important to keep a score above 1.0, which is the 'break-even' for an agency to cover their expense without losing any money. Spread is considered the best general measure of productivity because it accounts for the variability in the commission rates earned by carrier and the salaries of employees based on region.

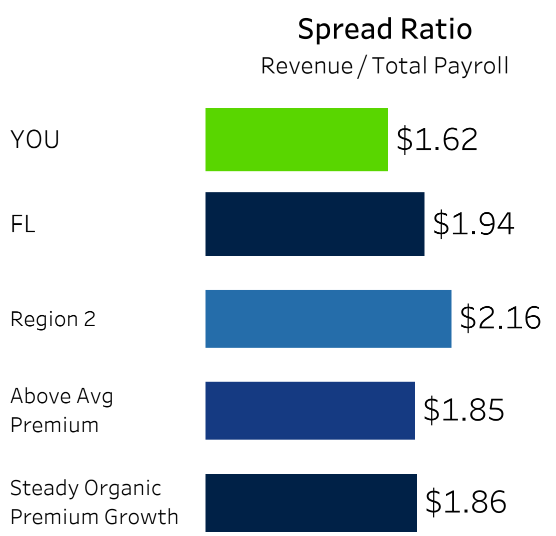
SMITH INSURANCE AGENCY

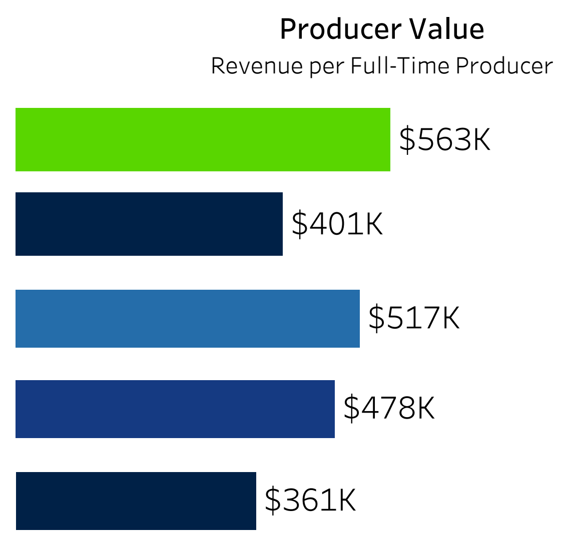
Moving from left to right, and top to bottom, your agency 'Spread Ratio Score' is $1.62, which means that your agency is covering their payroll expenses with the revenue they are generating in addition to making 62% additional operating income. This spread value is lower than those in your region and premium group, meaning dollar for dollar you are producing less revenue per payroll dollar than your peers.

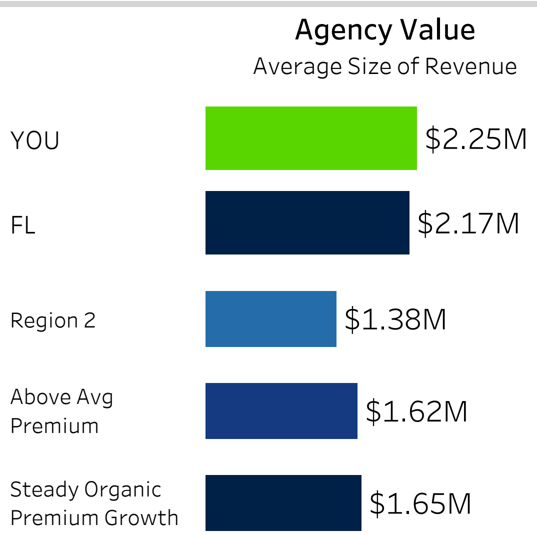
Your 'Producer Value' tells us how efficiently your producers are driving revenue. In this case, your revenue to producer ratio is higher than your region and premium group, and this efficiency metric seems slightly high based on all other metrics.

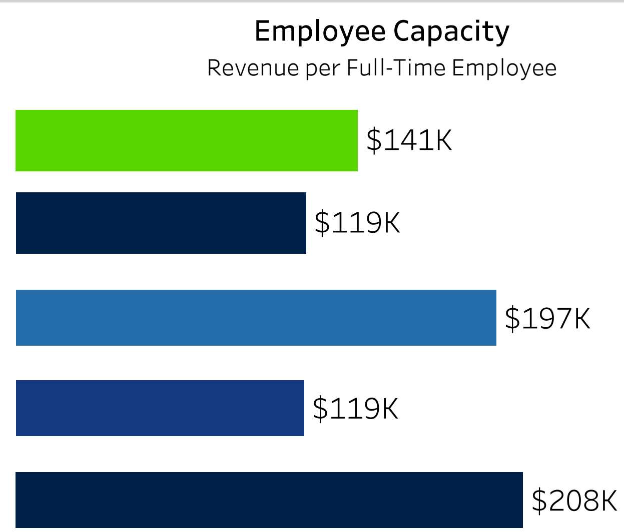
'Agency Value' shows the size of your agency based on revenue, which is higher than your region and premium group.

'Employee Capacity' highlights how much revenue is being managed per employee. This metric, combined with your previous metrics, highlights that your agency may be understaffed in producer role.









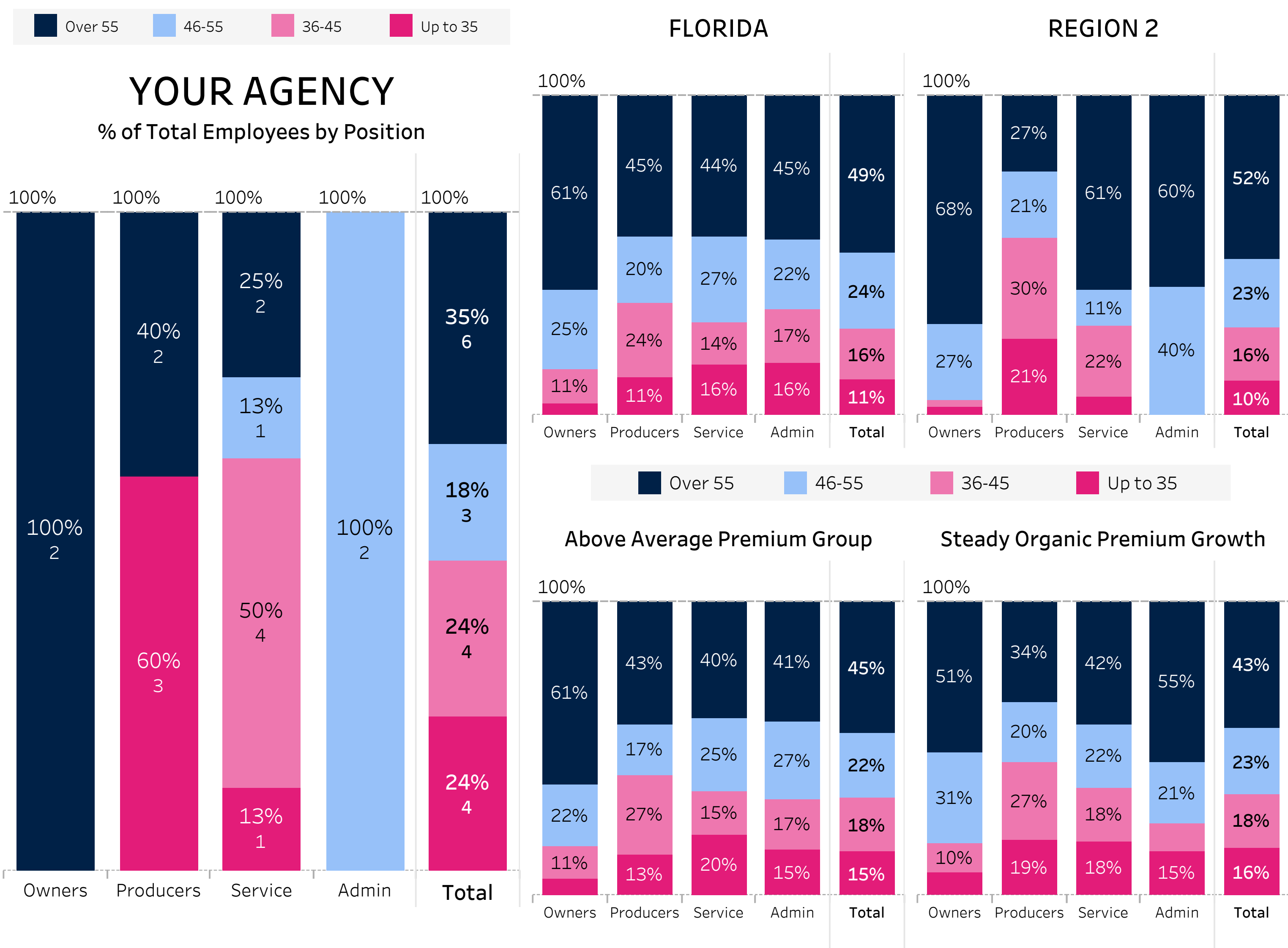
STAFF AGE ALLOCATION

People are the most valuable asset to any agency. Your people are who create your culture, deliver your customer experience, and ultimately who will make or break any agency. Balance is the key to these four age groups, of which you should be allocating people roughly into quarters within each. In order to maintain continuity of business for the future of your agency, you will want to continue hiring younger producers, CSR's and administrative staff.

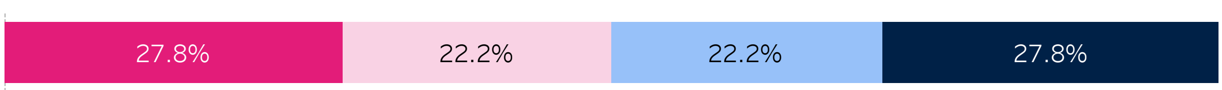
Agency owners must have all generations covering their books of business to be best positioned to serve their clients and successfully transition their business into retirement. You want to establish 'bench strength' in all roles. But, the producers are the 'hunters' and growth drivers within the agency, making it very important for all agencies to have an even spread of producers across all generations.

SMITH INSURANCE AGENCY

An agency's future growth is dependent on the allocation of the total staff within each age group and by role. Industry standards recommend that a healthy agency has around 25% of its staff in each of the four age brackets. Your agency has 17 active employees and 2 are identified as owner. When looking across the agency producer and owner groups, it appears that you have some age diversification in these critical roles, however you may want to consider staffing up on more talent in the prime of their career (36-55 yrs). This places an emphasis on ensuring career experience is helping to drive the success of a group of newer producers and help ensure a healthy perpetuation plan. Through a mentorship program, you can ensure business continuity for years to come.



healthy agency profile*



GENERATIONAL HEALTH OVERVIEW

Generational health takes into consideration the age and experience of the organization's staff and their impact on the overall production and service of the business.

For agencies to improve their generational health, it is critical that they continuously recruit new talent and train their existing employees. Recruitment cannot be viewed as an event, but rather an ongoing process.

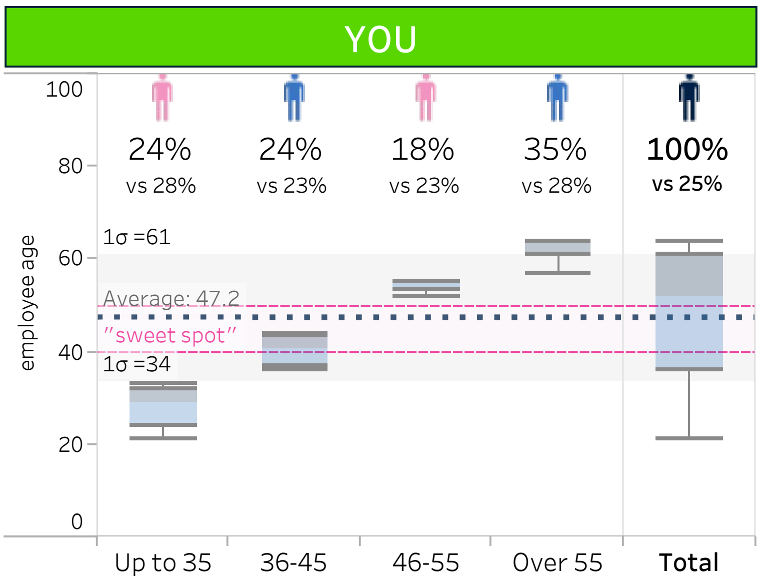
On average, it takes 6-12 months to hire and train an associate to become functional and productive contributors.

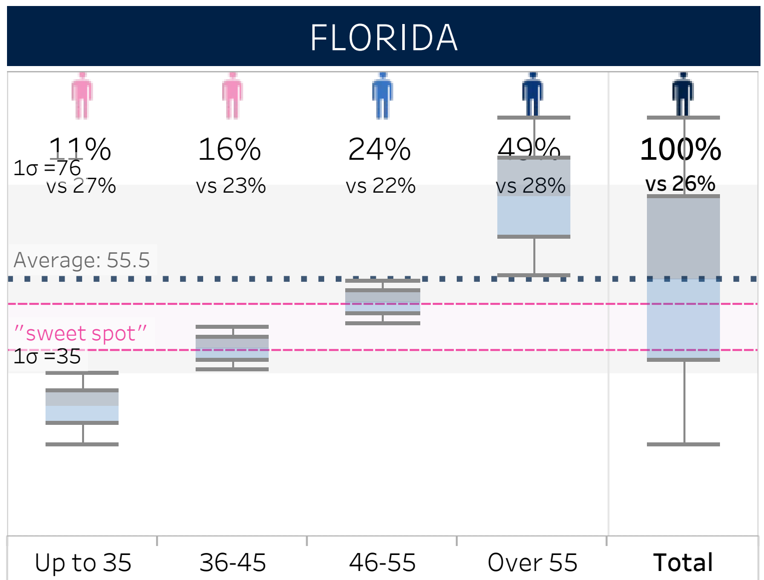
The healthiest agencies have an even distribution of employees across the three generations currently in the workforce. They effectively leverage the knowledge and experience of the senior members of their team to train the younger generation on processes, technical knowledge, customer service & agency culture.

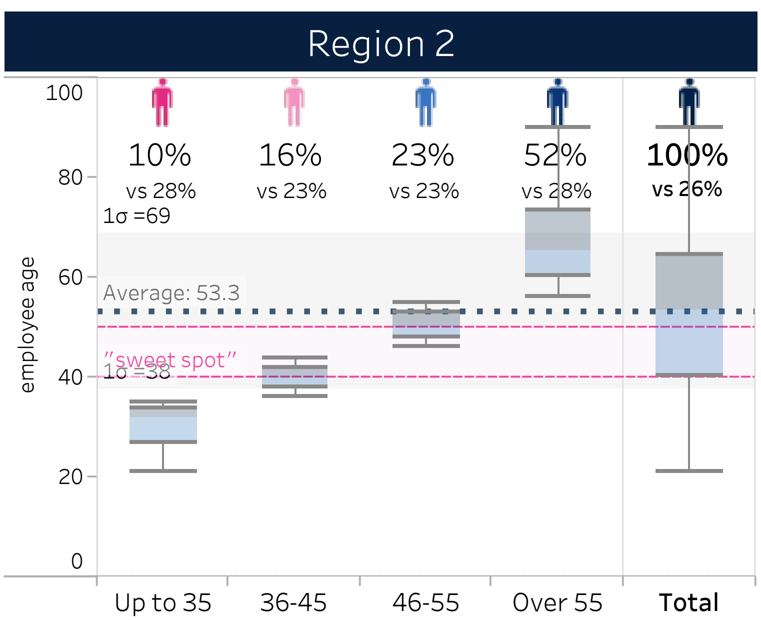
Setting up a structure where your seasoned employees can mentor new talent is critical to the success of your new employees and the agency.

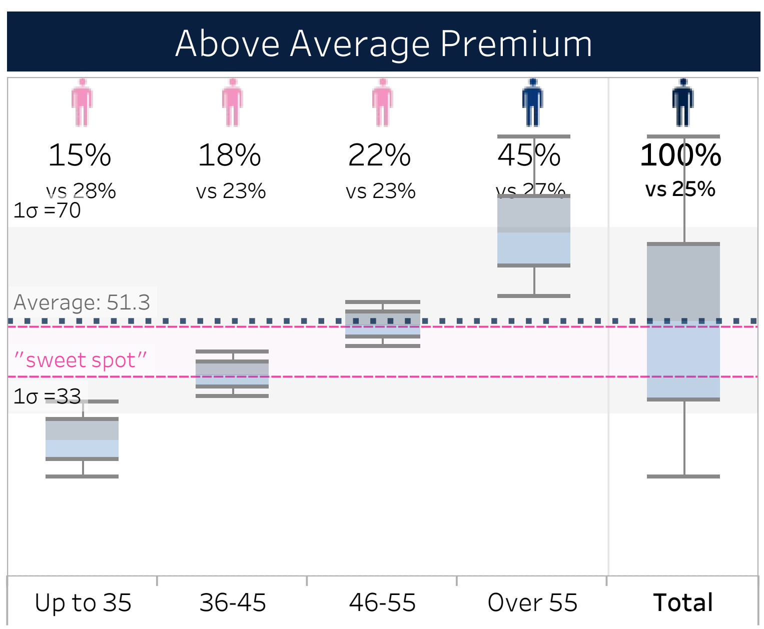
SMITH INSURANCE AGENCY

Your agency is inside the "sweet spot". This means that the average age of your staff, at around 47 years, is between the ages of 40 and 50. As referenced in the previous section, a healthy agency has around 25% of its staff in each of the four age brackets. With this in mind, your agency seems well-positioned for the future, however you may want to consider staffing up on more talent in the prime of their career (46-55 years). The optimal generational health would have the majority of your staff falling within the 30-60 age range, and yours falls within 34-61 years (light gray box).









WEIGHTED SHAREHOLDER AGE

Of the 38,000 independent agents nationwide, the average age of the principle is 58, and over 50% of the agency owners with 20% or more ownership are over the age of 55.

Attracting young people into the insurance industry continues to be a challenge. It is estimated that over the next 10 years, that the insurance industry will grow between 20-40% and technology will be a major factor in shaping the skills needed in the agencies of the future.

Part of an agency's talent retention and perpetuation strategy should be a plan to transfer ownership to the high-performing next-generation employees who are driving agency value, making it more likely for the agency to perpetuate.

When these producers get a taste of the benefits of agency ownership through stock and dividend distributions, they become inspired to continue to drive growth and build agency value. Therefore, the broader the agency ownership, the more valuable the agency will be compared to narrowly held agencies.

SMITH INSURANCE AGENCY

With a Weighted Average Shareholder Age (WASA) of 61 years, your agency is older than the agency state average (57). In addition, your agency is older than your overall premium group (54) and your overall region (57).

You have 2 full-time employee(s) in your agency that own(s) the shares, which may pose a risk to the perpetuation of your business as the majority owner(s) approach retirement. If you haven't already, it is time to identify a perpetuation plan. As a part of this plan, consider selling additional portions of your business to younger, high-potential producers within the agency that can counterbalance the age-risk as you continue growing your business.

STAFF COMPENSATION BANDS

Remaining ahead of the competition means you must be able to recruit and maintain top level talent within your organization. One of the most critical and basic tools you have in your arsenal for doing that is the salary you offer.

To remain competitive in your industry, you must offer salaries that are competitive with similar businesses in your industry and in your location. To do that, you need to know what those salaries are and how you compare.

While this information is typically shrouded in secrecy after all, no business wants to give the competition an unfair advantage; there are organizations that are devoted to finding out this valuable information.

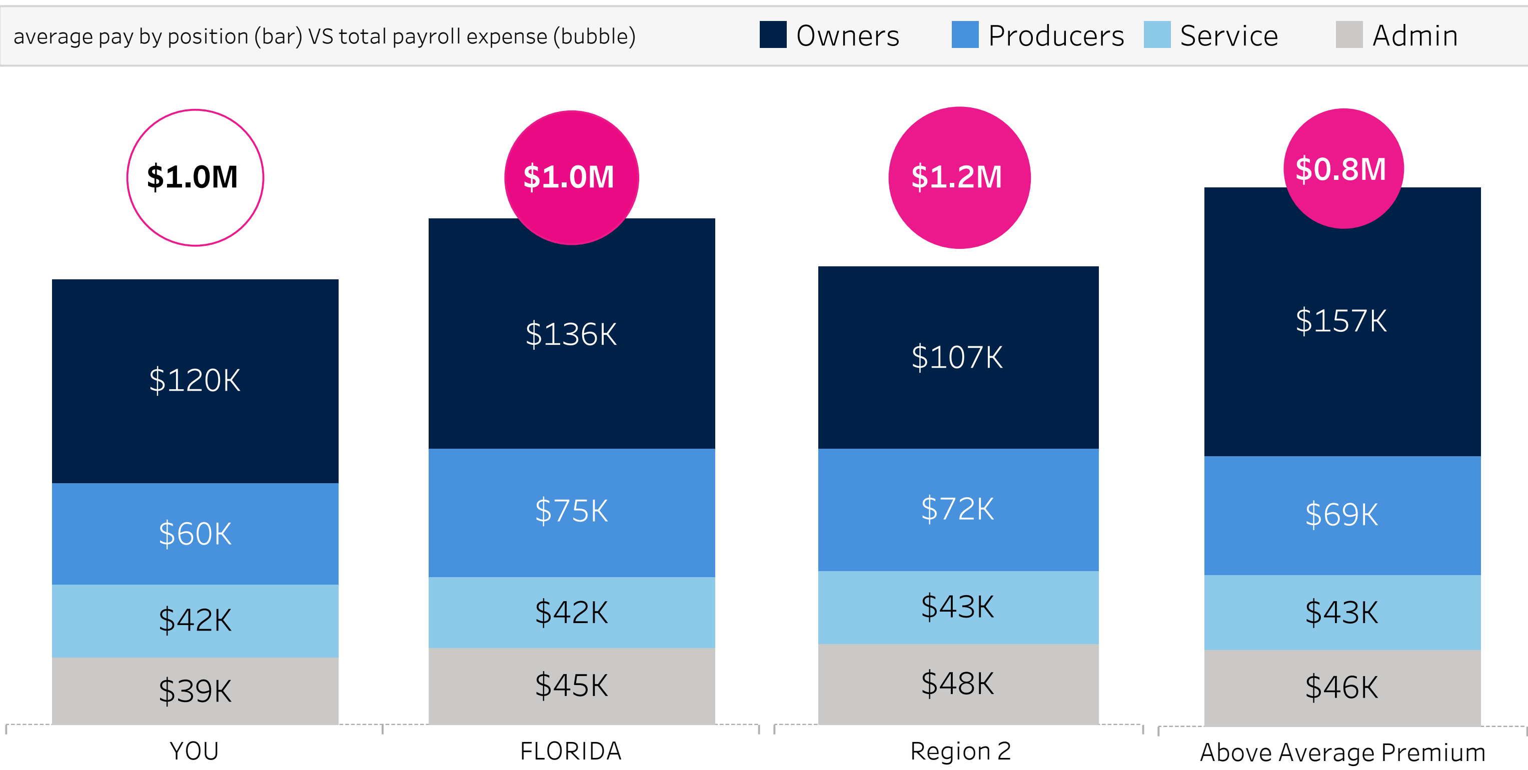
It is true that there is variability in how each position is paid out in each agency, but one thing is certain: Total Compensation Dollars are comparable. Knowing the annual total 'take home' pay normalizes all the noise between bonuses, commission & base pay.

SMITH INSURANCE AGENCY

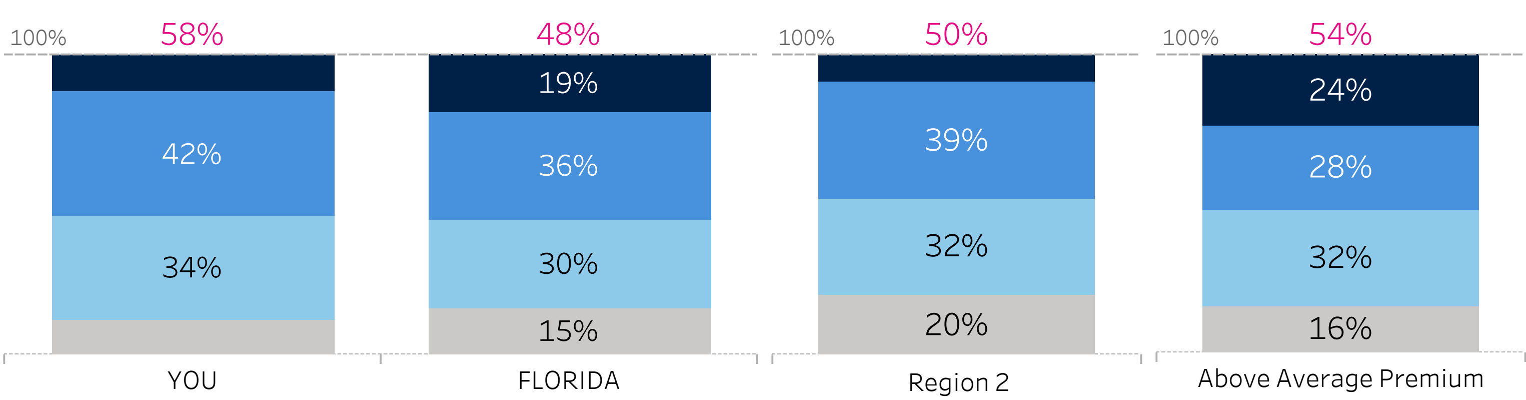
As a general guideline, your agency's total payroll compensation should not exceed 48% of your total revenue. Your agency is 10% above the recommended 48%, and your splits are as follows: 12% executive, 42% producers, 34% service and 12% administrative staff. Most of your role-based average pay bands are generally in line with your benchmarks. However, given the size of your agency, you are heavy on total service pay and your average is lower than your benchmarks.

Note: Top chart is full-time employees' annual rate only. Bottom chart is total payroll and includes all employees.

average pay by position (bar) VS total payroll expense (bubble)



total payroll as a percent of total revenue (by position)



EMPLOYEE BENEFITS OFFERED

With record low unemployment in today's job market, savvy employers know they need to differentiate themselves from the competition. Offering a competitive benefits package will increase the caliber of the producers you are able to recruit and be reflective of the culture within your agency.

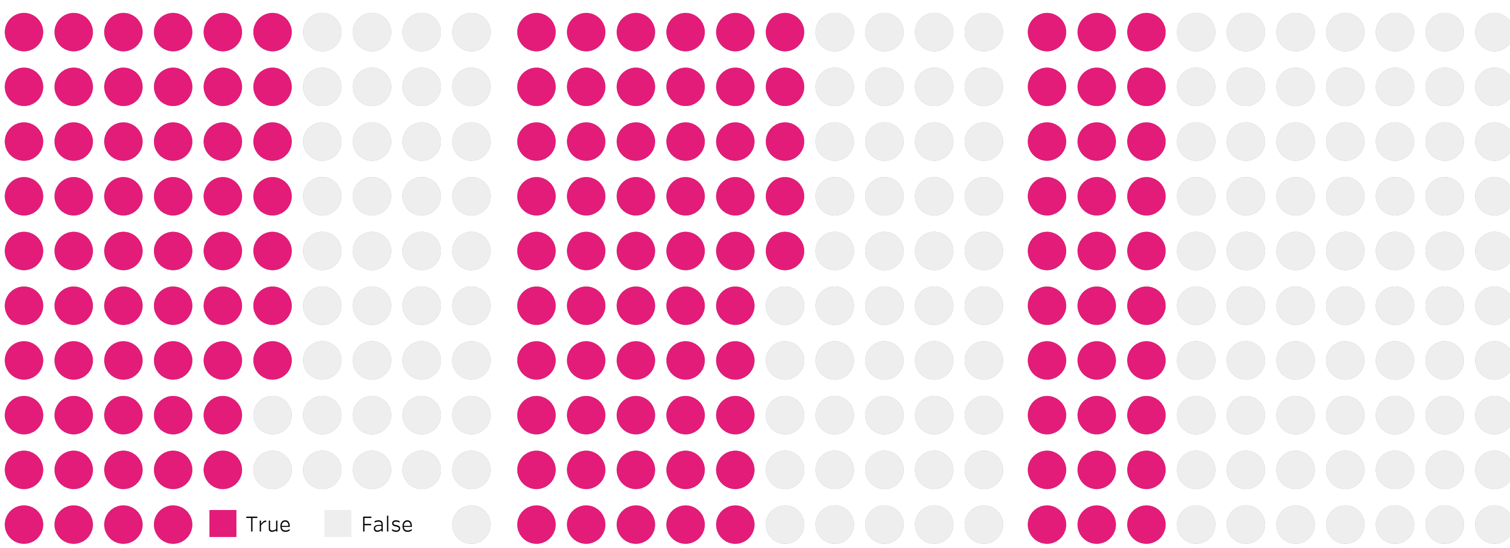
Knowing how your agency's benefit package stacks up against the competition will help you make the necessary adjustments to aid in recruiting new talent and retaining existing top talent.

Are you offering health benefits, retirement, vacation time, life insurance, disability, educational assistance, flex time? See how you stack up.

SMITH INSURANCE AGENCY

While salary typically ranks as the top factor in a candidate's decision to join an agency, benefits are a close second. Once an employee has joined your team, many studies have found that 80% of people rank additional or enhanced benefits as more important than a pay raise when it comes to employee loyalty. It may seem obvious, but it is the larger agencies (>$25M premium) that offer the most comprehensive benefits packages, not to mention better rates. Your agency does offer health insurance and a 401k plan, which can be a positive differentiator for attracting high-quality talent. In addition, you may want to consider offering an HSA/FSA plan as another way to differentiate your agency in the marketplace, as half of agencies in your premium group offer one to their employees.

401k Retirement	Health Insurance	HSA/FSA



Your agency offers a 401k plan to its employees.

Your agency offers Health Insurance to its employees.

Your agency does not offer an HSA/FSA plan to its employees.

		% of 401k	% of Health	% of HSA	YOUR GROUP
Grand Total		58%	54%	30%	
High Premium	$18.75-82M	89%	95%	68%	
Above Avg Premium	$4.25-18.75M	80%	81%	50%	•••
Avg Premium	$0.96-4.25M	45%	36%	13%	
Below Avg Premium	$0.2175-0.96M	14%	7%	4%	

TALENT ACQUISITION TIPS

We have all heard the new adage, or stereotype, that Millennials in the workforce are lazy, have short attention spans, and do not value the same things that previous generations valued.

We have also heard that Millennials will never buy houses because of the housing crisis and were doomed to live in their parents basement for all of eternity. However, according to Zillow, "Millennials are shaping the market more than anyone realized. In fact, half of all buyers are under 36 and half of sellers are under 41."

Is it possible that what we thought about Millennials in the job market is also wrong too? A Harvard Business Review study shows us that Millennials may be more like the other generations than we thought.

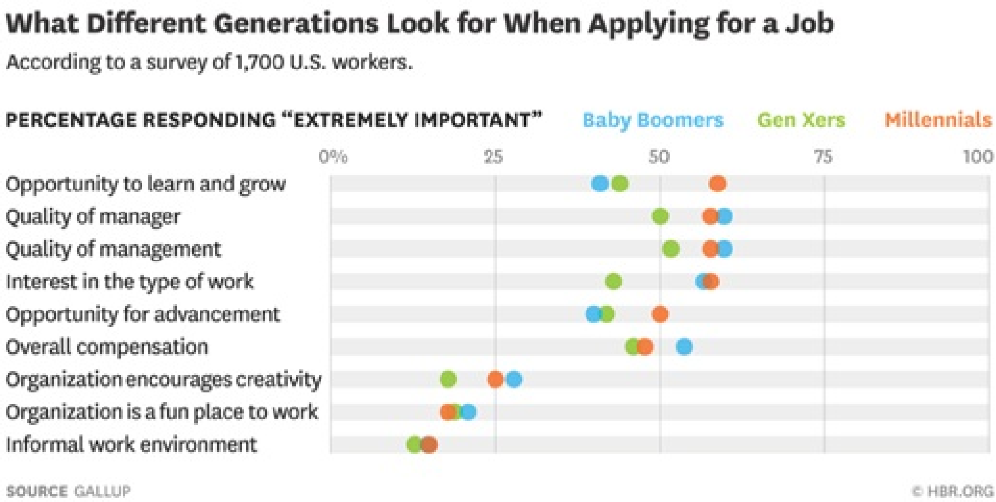
Maybe we just weren't listening to what past generations really wanted from their careers.

What Millennials Want from a New Job

Harvard Business Review

by Brandon Rigoni, Ph.D. & Amy Adkins

"If your company wants to do a better job of retaining Millennials, it's important to understand what motivates them, what doesn't, and the delicate balance between the two. And while they differ in some ways from a recruiting and retention standpoint, Millennials largely want the same things from their employers as most generations. They look for growth opportunities, great managers, and jobs that are well-suited for their talents and interests. When organizations can provide these attributes, they may keep their Millennial employees from continually searching for — and pursuing — the next best thing elsewhere."



01 **Opportunity to learn & grow**
At their current stage in life, Millennials fundamentally think about their role as a stepping stone and a growth opportunity.

02 **Quality of manager**
The study suggests they also want to feel deeply committed to their role and to work for a manager who will invest in their development.

03 **Quality of management**
Research shows that having a great manager and being part of a great management culture are important to all employees.

04 **Interest in the type of work**
Millennials need to be convinced why and how an organization will help them learn, grow, develop and further their careers through interesting and captivating work.

05 **Opportunity for advancement**
Make sure you provide opportunities for your younger agents to grow their careers within your agency. Start by outlining what a successful career path could look like for them.

06 **Overall compensation**
Although income is not among Millennials' top five factors when applying for jobs, it still matters. Half of Millennials say they would consider taking a job with another company for a raise of 20% or less.

07 **Organization encourages creativity**
The study suggests that Baby Boomers are more likely than Millennials and Gen Xers to say that creativity is "extremely important" to them when applying for a job.

08 **Organization is a fun place to work**
What about ping-pong tables and free beer? Contrary to popular perception, the study also suggests Millennials place little importance on a company being a fun place to work.

09 **Informal work environment**
Part of attracting good talent from the younger generation means creating a flexible work schedule and allowing remote work-from-home opportunities. Mostly just create a more informal workplace, from dress to location.

Your journey with **IntellAgents™** is just getting started.

01 QuickClicks™

Not ready for a full valuation or benchmarking report, but curious about your agency's ballpark value? Our online tools allow you to estimate your agency's fair market value range and get an idea of agency metrics to help you make better decisions & drive future results.

02 Agency Valuation Services

Our Full Valuation & Perpetuation Services are for agency owners who are considering perpetuating internally, selling their agency to a third party, or even purchasing another. Our team of experts understands that your agency is your lifeblood, your reputation, and your legacy. We will provide guidance as you navigate the steps of perpetuating your agency.

03 Agency Link™

Looking to buy, sell or merge your agency? The right partner can make all the difference. Let IntellAgents help you find the right match to meet your agency's goals and value. Submit your information today to receive a proposal!

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