Data-Driven Approaches for Incentivizing Sales Performance

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Dear Allan, March 14, 2025

We are pleased to share our final report on "Data-Driven Approaches for Incentivizing Sales Performance," a senior capstone project conducted by four students in the Department of Management, Science & Engineering at Stanford University, with Professor Elisabeth Pate-Cornell as our faculty advisor.

Our project initially aimed to analyze the decline in sales performance at your Alhambra and Glendora offices and explore incentive-based strategies to improve agent performance. However, through our research, we broadened our scope beyond incentives and examined macroeconomic factors, including industry-wide trends and external challenges. Ultimately, we found that California's ongoing wildfires and rising insurance rates were key contributors to declining underwriting activity. As a result, we shifted our focus from purely optimizing incentives to developing an insurance sales performance simulator designed to help set realistic, motivating sales goals tailored to market conditions and individual agent performance.

The attached report details our findings, methodology, and actionable recommendations. We hope it provides valuable insights for strengthening your team's cohesion and achieving sales targets.

We appreciate your time and support throughout this project and are more than happy to answer any questions you may have.

Wishing you all the best,

Justin Wahby, Hannah Treehan, Andrea Nam, Ehukai Molitau

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Executive Summary

I. Client Description

This report analyzes the factors influencing insurance sales performance at Allan Cheng's State Farm agencies in Alhambra and Glendora, California. Allan leads a team of eight, overseeing operations at both locations. While the Alhambra branch has an office manager, the Glendora office currently has a vacancy for this role.

II. Problem Statement

Over the past few years, Allan Cheng's State Farm agencies have experienced a 40% year-over-year sales decline. This has raised concerns about the effectiveness of the current operational strategies, particularly the financial incentive model, as Allan's compensation model consists of one-third fixed base salary and two-thirds commissions. However, broader industry challenges also play a role—California's insurance market has been heavily impacted by wildfires and natural disasters, leading to consecutive interest rate increases and fluctuating sales across the sector. To address these challenges, we analyzed both internal compensation policies and external market conditions to identify root causes and develop strategic improvements.

III. Solution

We developed a time-step simulation to forecast sales performance by analyzing how agents allocate their efforts over time based on internal sales strategies (e.g., call targeting) and external factors (e.g., regional economic indicators). The simulator identifies strategic adjustments to enhance new policy acquisition and client retention, particularly during periods of heightened risk.

Introduction

I. Overview of State Farm Agency

State Farm is a leading group of insurance and financial services companies, primarily known for its auto and home insurance products as well as life, health, renters, and business insurance. In addition, State Farm offers banking and investment services through its financial subsidiaries. The company serves over 96 million policies and accounts, generating an annual revenue of $123 billion in 2024 (“State Farm Announces 2024 Financial Results”).

Our direct client, Allan Cheng’s State Farm Insurance Agency, offers a comprehensive range of products, with core categories being auto insurance, fire insurance, life insurance, and health insurance. Although the agency also provides banking services and investment planning services, these two areas lie outside the scope of our current analysis.

II. Problem Description and Project Evolution

Over the past few years, Allan Cheng’s State Farm insurance agency has experienced a decline in sales performance as team members have joined and left. In 2024, sales dropped 40% compared to 2023, raising critical concerns about the effectiveness of current operational strategies. Given that Allan’s compensation model consists of one-third fixed salary and two-thirds commissions, our initial hypothesis was that a lack of financial incentives was the primary driver of declining sales, potentially affecting the motivation of the sales team.

However, an analysis of State Farm’s internal reports revealed fluctuating sales performance over the past five years, rather than a consistent downward—or at least, gradually.

This challenged the idea that team motivation alone was responsible for recent underperformance. As our research progressed, macroeconomic factors emerged as a more pressing concern. The U.S. insurance industry is facing rising interest rates, escalating catastrophe losses, and broader economic shifts. In California, industry-wide insurance sales declined between 2023 and 2024, driven by regulatory changes, market saturation, and climate-related risks—factors that have increased insurance rates, led to policy cancellations, and pressured sales outcomes (Isidore).

Given these findings—and the fact that team members reported general satisfaction with the compensation model but concern over external market conditions—we broadened our focus. We shifted our focus from developing a purely data-driven incentivization handbook to building a sales performance simulator that estimates insurance sales based on internal decision variables and macroeconomic indicators. This tool will provide more accurate market forecasts, helping Allan and his team develop targeted strategies to navigate industry fluctuations and achieve sales goals.

Through this revised scope, we aim to provide Allan's agency with practical tools and data-driven insights to navigate external pressures, optimize internal processes, and ultimately strengthen sales performance over the long term.

III. Data Assessment and Deliverable

To consistently assess sales performance across both the Alhambra and Glendora offices, we focused on insurance products from 2020 to 2024, aligning with the period following the Glendora location's establishment in 2019. Our data collection combined quantitative metrics—sales performance data, team members' performance records, and agencies' promotion

and compensation updates—with qualitative insights from sales team interviews and was further complemented by an analysis of national insurance market trends as well as the ongoing insurance crisis in California. This broader perspective helped identify key factors, such as regulatory changes and natural catastrophes, that have contributed to the recent decline in insurance sales statewide.

Ultimately, our research aims not only to propose improved incentivization methods for Allan's agency during times of distress due to macroeconomics factors but also to develop internal sales strategies based on forecasts generated by the sales performance simulator tool we developed. This time-step simulation of the performance of a sales team provides a more comprehensive assessment of how Allan's agencies should adjust their strategies to attract and retain clients.

Data Analysis

I. Qualitative Data—Interview Report

To assess the motivational drivers of sales agents at Allan Cheng's State Farm Insurance Agency and evaluate the effectiveness of existing incentive strategies, we conducted interviews with team members from the Alhambra and Glendora offices. This section expands on the key insights from these interviews: team dynamics, workplace culture, the role of financial and non-financial incentives, and the challenges posed by external market conditions.

An interesting finding was the subtle contrast between senior and junior agents regarding their experiences with compensation, management, and job expectations. Senior agents from both the Alhambra and Glendora offices reported high levels of satisfaction with the agency's work environment, compensation, and Allan's leadership. Three crucial factors were brought up as central to their motivation:

- *Learning-Oriented Culture:* Senior agents highly value the environment where mistakes are framed as learning opportunities, colleagues provide mutual support, and the leader fosters trust. They described Allan as a calm, nonintrusive leader who makes them feel valued and motivated to remain long enough with the agency. Some even referred to him as "the best employer ever," crediting his habit of recognizing even small achievements and sustaining a positive environment.
- *Intrinsic Motivation and Role Fit:* Senior agents expressed a profound appreciation for their work, highlighting a strong sense of fulfillment in engaging with clients. However, they acknowledged that the insurance agent role itself demands a genuine passion for

relationship-building. They noted that when such passion is absent, agents may struggle with client interaction, and even high financial incentives may not be sufficient to prevent burnout. Yet, these cases were considered rare and more reflective of individual fit than management shortcomings.

- *Financial Incentives and Workplace Culture:* Senior agent interviewees concorded that State Farm's financial incentives and bonus structures are strong—even surpassing those offered in previous roles such as AAA. However, they also noted that while "financial incentives are important, they are not everything." Indeed, the collaborative culture cultivated by Allan has played an equally, if not more, significant role in their job satisfaction and retention.

On the other hand, junior agents who have been working for fewer than five years and joined the team provided a distinct view of Allan's managerial skills and working culture:

- *Lack of Standardized Sales Guidance:* Unlike senior agents, junior agents joined without prior sales experience or came from non-commission-based roles. Yet, due to the lack of a standardized sales handout or guidebook, new hires have to self-learn or shadow colleagues. Although some valued this hands-on approach, others felt that a structured guide would facilitate their onboarding process and accelerate their learning curve.
- *Emphasis on Life Insurance:* Junior agents noted that Allan places a disproportionate focus on life insurance, despite State Farm's brand identity being more strongly associated with auto and homeowner insurance—sectors that require greater emphasis.
- *Difficult-to-Achieve Incentives:* While they acknowledged that Allan's financial incentives are attractive and fair, they found them difficult to achieve because of high

premium targets. The main barrier is the perception that State Farm is more expensive than competitors, resulting in frequent pricing objections from potential customers. Without transparent, standardized justifications for price variations, junior agents struggle to overcome resistance and close deals.

- *Less Preference for Non-Monetary Incentives:* Junior agents reported being largely unaware of non-monetary incentives such as team-building activities, retreats, and professional development opportunities. While initial reception was lukewarm, this likely stems from limited awareness and how these incentives are implemented. However, junior agents may be more receptive to initiatives that foster a supportive, peer-driven community. Additionally, mentorship and professional development opportunities would likely generate strong interest as per early career development & high motivation.

Despite the differing internal perspectives, they all agreed that the external market conditions have made insurance sales increasingly difficult. One interviewee specifically highlighted that economic factors notably affect sales performance. A tightening labor market—with over 15% of individuals taking low-paying jobs—has limited prospective customers' capacity to afford premium coverage. Concurrently, substantial rate increases at the state level—22% in February 2024 and 17.9% in February 2025[1]—have further deterred potential clients and hindered cross-selling opportunities among existing customers. Furthermore, State Farm's decision to discontinue fire and auto insurance policies due to increasing wildfire risks has complicated sales efforts. Select agents noted that bundling auto and

[1] The statistical numbers were provided by the manager of the Alhambra State Farm Agency during the interview.

home insurance—a key competitive advantage in the past—is no longer viable, weakening State Farm's value proposition.

The interviews suggest that while internal incentive structures and agency culture influence employee motivation and retention, external economic and regulatory factors are the dominant forces behind the approximately 40% decline in insurance sales. In the following sections, we delve more deeply into these macroeconomic trends to understand their impact on the agency's overall performance.

II. Quantitative Analysis of Insurance Sales Performance in Alhambra and Glendora

Both the Alhambra and Glendora offices exhibited fluctuations in their insurance sales from 2020 onward, yet overall, the average sales percentage changes (see Table 1) were positive. Glendora, in particular, experienced remarkable growth under Allan Cheng's leadership—a 328% increase in auto insurance sales, alongside a 9.35% increase in life insurance and an 82.50% surge in health insurance over the past five years. Alhambra also demonstrated a positive overall trajectory, though its average percentage increases in each insurance category were more modest compared to Glendora. These differences may reflect Alhambra's established customer base, which offers consistent retention over time, compared to Glendora's newer, high-growth business strategies.

Notably, neither quantitative nor qualitative findings point to sales team behavior or motivation as the primary cause for any sales shortfalls. Both offices have experienced sharp spikes and dips from year to year—such as Alhambra's 680% increase in health insurance sales in 2023 (Table 2) and Glendora's 1,529% increase in auto insurance sales in 2020 (Table 3). While each branch's performance did fluctuate, we found no indication of a sustained downward

or upward trend that would suggest systemic issues stemming from team morale or compensation incentives.

Table 1: Average Percentage Change in Insurance Sales 2020-2024

Average Percentage Change in Insurance Sales 2020-2024				
	Auto Insurance	Fire Insurance	Life Insurance	Health Insurance
Alhambra	9.66%	-27.88%	5.52%	194%
Glendora	328.00%	582.74%	9.35%	82.50%

Table 2: State Farm Alhambra Office Sales Performance 2020-2024

State Farm Alhambra Office Sales Performance				
	Auto Insurance	Fire Insurance	Life Insurance	Health Insurance
2020	-13.40%	-24.60%	-15.50%	158%
2021	5.50%	45.50%	16.20%	-83.00%
2022	25.40%	-10.80%	13.50%	680.80%
2023	47.50%	-60.70%	27.40%	14.30%
2024	-16.70%	-88.80%	-14.00%	200.00%

Table 3: State Farm Glendora Office Sales Performance 2020-2024

State Farm Glendora Office Sales Performance				
	Auto Insurance	Fire Insurance	Life Insurance	Health Insurance
2020	1529.40%	3010.00%	N/A	N/A
2021	-9.00%	35.70%	82.00%	147.50%
2022	41.00%	-9.00%	-45.10%	200.00%
2023	96.30%	-25.50%	68.00%	-100.00%
2024	-17.70%	-97.50%	-67.50%	N/A

However, recent data reveals a striking downturn across multiple insurance lines in both locations. Alhambra's fire insurance sales began falling in 2022 (-10.80 %) and declined by 88.80% by 2024. Meanwhile, Glendora—despite initially high rates of growth—saw its fire

insurance sales plummet by 97.50% solely in 2024 (Figure 1), along with other products. This near-total decline over a single year prompts a key question: What happened in 2024 that so drastically affected fire insurance sales as well as auto and life insurance sales?

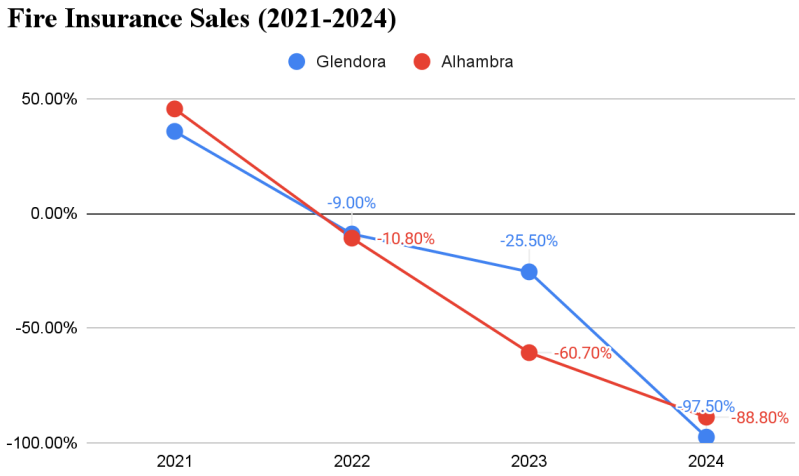


Figure 1: Fire Insurance Sales from 2020-2024

In the sections that follow, we study how macroeconomic variables and broader market conditions—including changes at both the state and national level—contributed to this steep drop. By examining external factors such as regulatory shifts, climate-related events, and evolving consumer behavior, we aim to clarify why the 2024 downturn occurred and how Allan Cheng's agency can best prepare for similar challenges in the future.

Literature Review

I. General View of Insurance Market Trends in the U.S.

As the economy continues to evolve at a rapid rate, the U.S. insurance industry functions not only as a financial safety net but also as a critical economic barometer. Insurers nationwide face a dual challenge: They must navigate traditional macroeconomic pressures - such as fluctuations in interest rates, inflationary trends, and variable GDP growth - while also confronting the increasing burden of volatile catastrophe losses. Over the past five years, a surge in natural disasters, ranging from hurricanes to wildfires, has led to substantial underwriting losses. These losses have compelled carriers to adopt more dynamic premium-setting strategies to stay solvent in an environment where risk is constantly shifting (Deloitte Insights).

Simultaneously, evolving consumer expectations are reshaping the industry landscape. Policyholders now demand real-time support, user-friendly digital platforms, and integrated service offerings that enhance transparency and convenience in managing their policies. This shift has spurred insurers to invest heavily in advanced analytics and digital transformation initiatives. By harnessing big data, predictive modeling, and real-time risk assessment tools, carriers are refining their underwriting decisions and more accurately anticipating emerging threats (McKinsey).

In response, many U.S. insurers have diversified their product portfolios to include more specialized offerings. A noticeable trend is the uptick in premium growth within the Excess and Surplus (E&S) lines segment, as traditional carriers adjust their exposure by retreating from high-risk areas. This reallocation of risk has driven insurers to adopt more advanced analytics and AI-driven underwriting tools, underscoring the competitive pressure to innovate technologically while remaining compliant with an increasingly complex regulatory environment

(Jason Woleben).

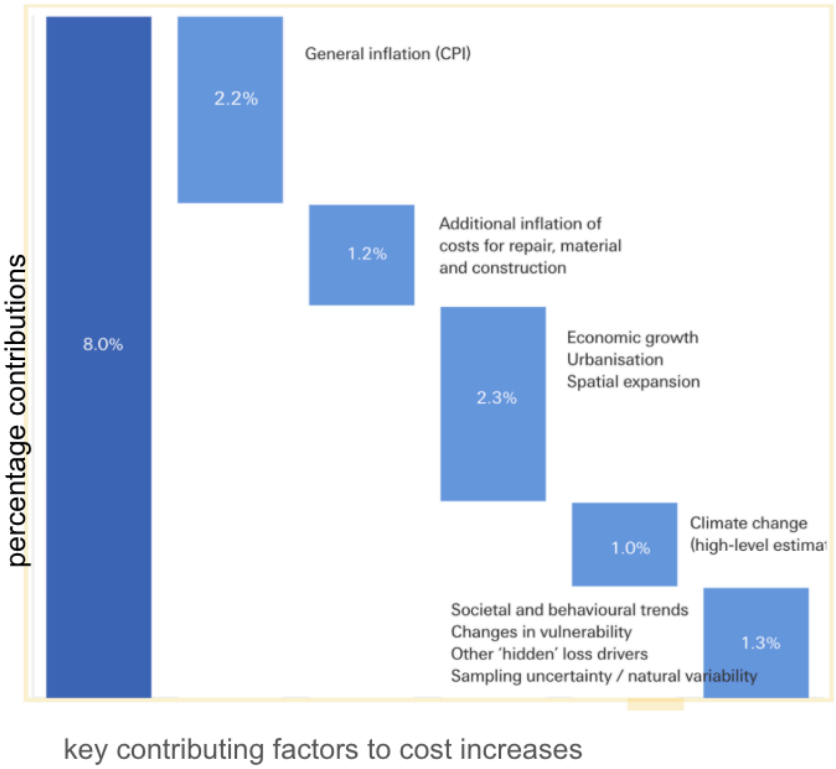


Figure 2: Breakdown of Factors Contributing to an 8.0% Increase in Insurance Costs in the US, 2008–2023, with light blue boxes representing key cost drivers.

Moreover, industry experts emphasize that technological innovation is now as critical to maintaining profitability as sound regulatory practices (Mckinsey). Carriers are streamlining their operations by modernizing their infrastructure and embracing agile business models that facilitate a forward-looking approach to risk management. As the industry continues to transform, the convergence of robust data analytics and digital tools is expected to foster a more resilient insurance landscape—one that not only protects consumers but also supports broader economic stability.

II. Insurance Market Trends in the State of California

California's insurance landscape is uniquely challenging due to its extreme environmental risks and rigorous regulatory framework. Over recent years, the state has seen a marked escalation in catastrophic wildfires and other severe weather events that have led to significant underwriting losses. This volatility has compelled insurers to recalibrate their risk models and adjust premium pricing strategies accordingly (Woleben). As traditional carriers retreat from high-risk areas, the E&S market has grown to absorb increased exposure, resulting in a notable rise in E&S premium volumes within the state.

The growing mismatch between actual risk exposure and allowable premium rates has led major carriers to reassess their market participation. Since insurers cannot swiftly adjust premiums to reflect rising risks, they face mounting losses that cannot be offset by internal efficiency improvements or incentive structures alone. For instance, State Farm's decision not to renew approximately 72,000 policies directly responds to these regulatory constraints rather than a failure of sales performance or motivation (Vives). As Politico warns, if insurers remain unable to align pricing with risk, the fire insurance segment may face a broader systemic crisis (Begert).

Amid these converging challenges, California insurers are increasingly investing in advanced analytics and real-time data integration to better assess risk and tailor premium structures to actual exposure. This strategic shift toward digital transformation and operational agility is critical not only for stabilizing financial performance but also for ensuring that insurers can manage the state's complex risk profile. Such innovations are seen as essential to building a more resilient and responsive framework capable of meeting the unique challenges posed by California's dynamic environment.

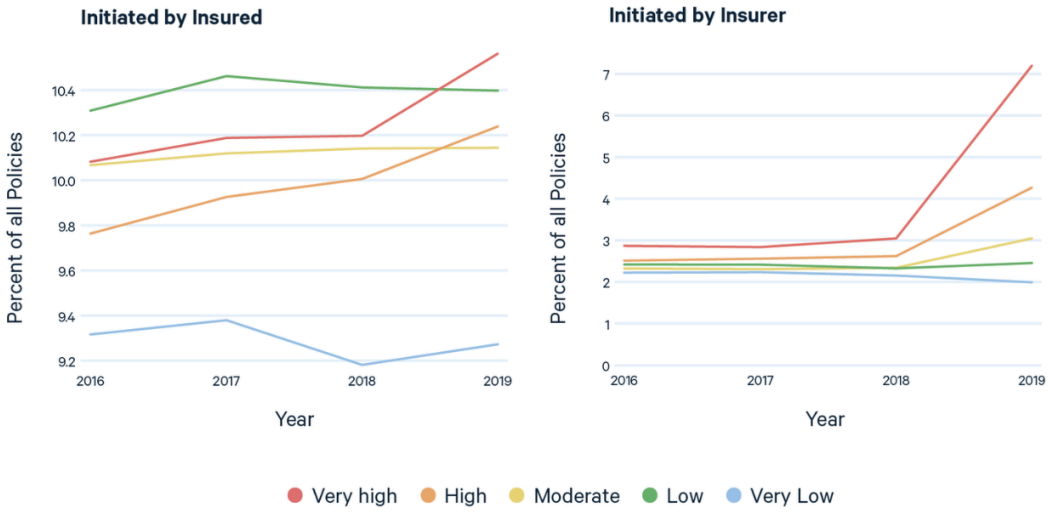


Figure 3: Insurance Non-Renewals Initiated by Insurers in California by Fire Risk Category, 2016–2019

Figure 4. Map of Insurer-Initiated Nonrenewal Rate in California in 2019 by ZIP Code. High non-renewal rates in wildfire-prone areas reflect insurer withdrawals due to regulatory and market pressures, not failures in internal incentive structures.

III. State Farm's Market-Specific Challenges

State Farm's struggles in California are not purely due to its incentive structure but rather the result of broader macroeconomic and regulatory challenges. The increasing frequency of catastrophic wildfires has driven significant underwriting losses, prompting insurers to reassess their risk exposure. However, California's rigid rate-approval process has made it difficult for insurers to adjust premiums in response to rising risks, compounding financial pressures.

While internal incentive structures may influence operational efficiency and sales strategies, they are not the primary driver of State Farm's non-renewals. The decision to drop 72,000 policies reflects an industry-wide response to external pressures—mounting catastrophe losses, regulatory constraints, and increasing reinsurance costs—rather than a failure of motivation or sales performance. As insurers retreat from high-risk areas, the burden shifts to the state's insurer of last resort, raising concerns about long-term market stability (Begert). Moving forward, addressing these challenges will require more than adjustments to incentive structures.

IV. Monte Carlo Simulation: Model for Deliverable

Monte Carlo Simulation, also known as the Monte Carlo Method, is a probabilistic modeling technique used to estimate the likelihood of various outcomes by accounting for randomness and uncertainty in complex systems. Unlike deterministic models that rely on single-point estimates, the Monte Carlo simulation incorporates multiple random variables to generate a range of possible outcomes, offering a more robust approach to uncertainty analysis (Kvilhaug).

At its core, the Monte Carlo method follows three crucial steps ("What is Monte Carlo Simulation?"):

- *Predictive Model:* Identifying dependent variables (outcomes to be predicted) and independent variables (risk factors) that influence predictions.
- *Probability Distribution:* Assigning probability weights to the independent variables based on historical data or subjective estimations.
- *Simulation Iteration:* Running repeated simulations, each drawing random values for the independent variables to generate a distribution of possible outcomes.

Monte Carlo simulations are widely applied across various fields, including medicine, astrophysics, and particularly finance, where they are used for investment portfolio analysis, risk assessment, and pricing predictions. Financial institutions leverage this technique to estimate the probability of cost overruns, asset price fluctuations, and portfolio performance under different market conditions. Furthermore, advancements in AI have enhanced Monte Carlo simulations by improving accuracy and generating more timely insights, increasing their relevance in financial decision-making.

For our deliverable, the Monte Carlo Simulation serves as the foundation for a **time-step discrete event simulation of sales team performance**. Our approach allows users to input decision variables while the tool dynamically simulates key industry parameters. By iteratively running the simulation, our client can quantitatively compare projected sales outcomes across different targeting strategies. This will enable them to refine sales approaches, set more realistic targets, and optimize incentive structures. The tool's ability to dynamically adjust based on historical sales data and external market factors makes it a valuable asset in forecasting and strategic decision-making under uncertainty.

Deliverable Manual

I. Time-Step Simulation of Team Sales Performance

Platform: **MATLAB**

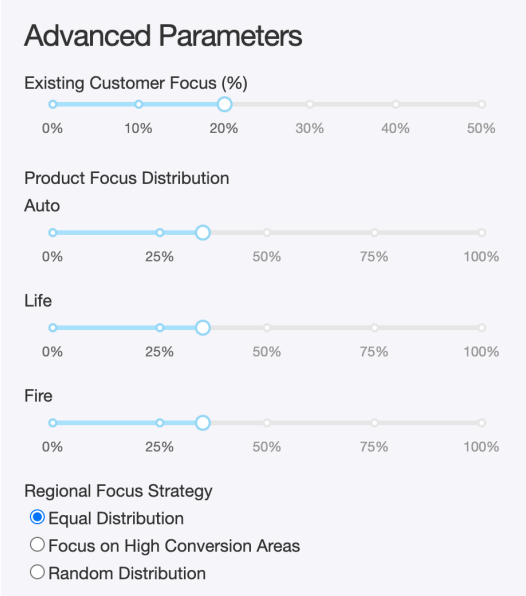
Overview: This program will be a time-step discrete event simulation of the performance of a sales team. The user may input values for decision variables, such as call quantity and targeting (existing versus new customers, regional targeting, demographic targeting, etc). The tool will then simulate the calls made by each agent over the desired time period, sampling the duration, outcome, and sales revenue of each call based on probability distributions fitted to existing State Farm data. This process will be repeated for the desired number of Monte Carlo repetitions. The final output of the simulation will be the average monthly projected sales performance based on the team's strategy.

Purpose and Impact: This tool will allow State Farm to compare projected results from a variety of call targeting strategies and choose the optimal strategies for their teams.

User-Adjusted Parameters:

- Office location (Alhambra or Glendora).
- Whether to include fire insurance in the simulation (due to potential wildfire situations).
- Each agent's monthly time budget for making calls.
- A target growth rate for agent skill levels (initially set based on agent-specific conversion rates).
- Each member's call targeting strategy.

- *Regional strategy:* The user will have the option to divide calls equally among the regions, to prioritize regions with high conversion rates, or to randomize the distribution.
- *Product strategy:* The user will be able to select the proportions of calls focused on auto, life, and (if included) fire insurance products.



- *Existing customer strategy:* The user will choose the percentage of calls that will be targeted toward existing customers.

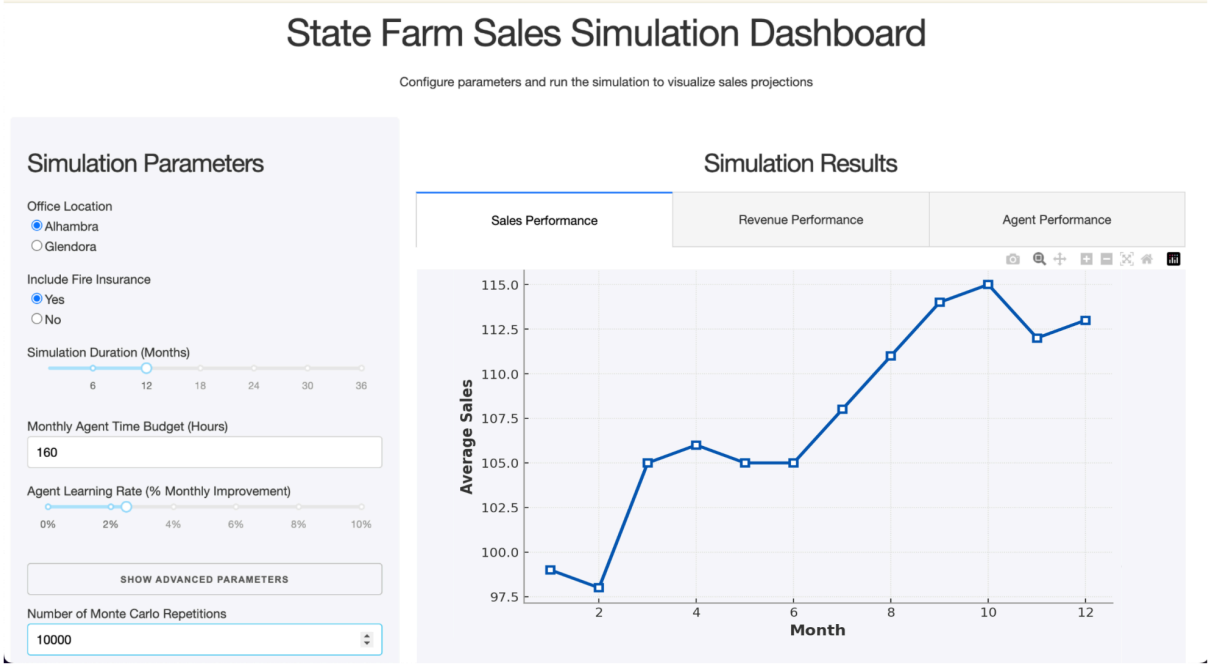
- Number of Monte Carlo repetitions. More repetitions result in a longer runtime but higher accuracy, so the user has the option to choose according to their priorities.

Simulated/Computed Parameters:

- Projected success rates (dynamically adjusted based on agent skill levels and previous time steps).
- Call outcomes (successful or unsuccessful).
- Call durations (adjusted based on call success).
- Call revenue (dependent on product - distributions derived from State Farm data).
- Each team member's skill level (derived from historical sales data and dynamically updated with each time step).

Output Information:

- A time-series plot depicting the projected monthly deals closed by the team being simulated.
- A time-series plot depicting the projected monthly revenue generated by the team being simulated.
- A final expected value for the total projected sales.
- A breakdown of the projected sales by team member.



Practical Use: Allan could run this simulation at the start of each fiscal quarter to assess the appropriate strategy for each of his team members in the months ahead. He could then convey this information to his team and set performance goals that reflect the optimal strategies. By adjusting input parameters such as skill growth rates and targeting preferences, he can analyze

multiple strategic options and determine which allocation yields the highest projected sales. This data-driven approach allows him to refine the team's outreach efforts, ensuring that resources are allocated efficiently to maximize conversions and customer retention.

After running multiple simulations, Allan can use the results to set performance goals, aligning individual sales team members with the regions where they are most effective. He can also optimize customer targeting by adjusting the percentage of calls allocated to existing versus new customers to balance retention and growth. Moreover, it offers insights into market sensitivity by analyzing how external economic indicators and industry-wide performance trends influence projected sales outcomes, leveraging historical data embedded in the model.

II. Implications and Next Steps

Given the commission-heavy compensation model, economic downturns and industry crises can directly impact the financial stability and motivation of his team. To mitigate these risks, Allan can introduce **performance-based stability bonuses** that reward employees for maintaining client relationships and retention, even when new sales are down. This aligns with the application of Learning Theory in management, which highlights that behaviors change when rewards are effectively structured and that money—when combined with strong human relations—serves as a powerful motivator to improve performances (Eisenhardt). Additionally, tiered commission adjustments can be structured to offer higher rewards for policy renewals rather than new acquisitions, ensuring steady income streams during volatile periods. Introducing emergency financial support programs, such as temporary income stabilization bonuses, can also provide a necessary safety net for agents when external economic pressures make sales unpredictable.

Beyond financial incentives, Allan can also leverage the insurance sales simulator to set more strategic and adaptable sales goals. Learning Theory suggests that adaptive learning and experience-based reinforcement are critical in skill development (Keenan); hence, incorporating data-driven sales assignments can also ensure that each team member is targeting regions and demographics where they have historically performed well, maximizing efficiency and conversion rates. Moreover, adopting an **adaptive goal-setting approach**—where targets adjust in real-time based on market conditions—strengthens experiential learning, helping to alleviate pressure and maintain motivation during economic downturns by refining their strategies dynamically rather than relying solely on static sales targets.

Recognizing that financial incentives alone do not drive long-term motivation, Allan should also invest in **non-monetary strategies** that strengthen team resilience. Offering professional growth opportunities, such as certifications in financial advising or underwriting specializations, can enhance career progression and engagement. Additionally, wellness programs focused on stress management and mental health support can help sales agents navigate industry volatility more effectively. Ultimately, Allan should continue fostering a culture of peer learning and mentorship that can ensure that knowledge-sharing remains a core part of the agency, empowering employees with adaptive sales strategies that help them thrive despite external challenges. By integrating these financial, strategic, and cultural initiatives, Allan can create a resilient and motivated sales team, capable of sustaining performance and morale even in difficult market conditions.

Conclusion

Our analysis reveals that external economic factors significantly influence team performance under a commission-heavy compensation model. To mitigate these risks, Allan Cheng's State Farm Agent should follow the Learning Theory criteria; implementing performance-based stability bonuses and tiered commission adjustments can provide a stable financial base and maintain motivation even when new sales lag.

Beyond financial incentives, the insurance sales simulator can guide strategic, data-driven goal setting. By focusing on customer retention, upselling, and cross-selling, Allan's agency can reduce pressure on new policy acquisitions. An adaptive goal-setting framework—updating targets in real time based on market conditions—can ensure each team member further maximizes efficiency.

Finally, non-monetary incentives play an equally important role in long-term resilience. Investing in professional development and a peer-learning, mentorships-focused culture can sustain engagement and performance despite external challenges. Collectively, these financial, strategic, and cultural initiatives create a more adaptable, motivated sales force positioned to succeed in fluctuating market conditions.

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