

REPRESENTATIVE TRAINING HANDBOOK



PERRY ORGANIZATION 2020



INTRODUCTION

Welcome to Primerica! Your decision to take advantage of this opportunity is probably one of the best decisions that you can make to better your future as well as the future of your family, friends and community. This is a company that was built by helping people establish their financial future so that they won't retire broke like most Americans are doing today.

Your role as a Primerica Representative will be to help solve the fundamental financial problems associated with today's household. This training handbook will help teach you the proper steps to make your business grow. This handbook is complete only when used in conjunction with field training and one-on-one training with a manager.

Primerica Financial Services is a tremendous opportunity. However, it is just that—an opportunity. You will have the total support of your managers as well as the company and all of its resources. We are committed to your success! But remember, it's your commitment that will make the difference in how well you do.

Take the time to study this handbook carefully and always have it with you for reference when you attend training sessions. Your success will depend greatly on your commitment to this proven system.

Sincerely,

Shane Perry

Senior National Sales Director

CHAPTER 1

GETTING STARTED

Initial steps of a new associate

1. Make sure you get all of your questions answered so you're comfortable getting started.
2. When able, submit the completed Independent Business Application (IBA) with the \$99 background check fee and the \$25 POL subscription fee to your trainer as soon as possible. Once you submit these you will get issued a solution number. This is your identification with the company. You will then be able to access Primerica Online, as well as enroll in your pre-licensing class. You will also be able to sell our unregulated products, such as our Auto & Homeowners Insurance program, and Vivint home security. Most importantly, Once you receive your solution number your first 30 days begins, which means you're now able to receive up to \$300 with the Fast Start Bonus Program.
3. Be sure to enroll into the pre-licensing class as soon as you get your solution number. This can be completed at ucanpass.com. Talk to your trainer about the easiest way to get the 32 hours out of the way. **It's critical that you complete this class ASAP.**

***NOTE:** If the money is a problem, don't worry about it. You can still get going and continue with the following steps. Just remember that you cannot begin the licensing class or get paid until you submit this.*

Steps to get started:

1. Meet with your trainer/manager. During this meeting:
 - Ask any questions and address any concerns that you may have.
 - Begin the steps to do your own Financial Needs Analysis if you haven't done so yet. It's important that you do your own FNA so you can see what it's like to be in our clients' position. If any of our solutions can help you then you should implement them at this point. It will help you get your own financial house in order and will also help you to get off to a fast start.
 - You will receive double production credit towards your first promotion and the iPad incentive on your own insurance plan if you get it started. (If there's a need)
 - Also, Starting your own plan will result in beneficiary and emergency contact forms that will need to be delivered. This will help to get your training underway as well as put you in position to earn the \$300 fast start bonus.
2. Make sure you receive a 12-Month RVP guide from your trainer. This guide will walk you through the pre-licensing period and will get you on track to a fast start.

Getting started building your own client base: (If going for promotions before getting licensed)

3. If you decide to build your own client base, then it's important to get the word out and let people know what you're doing. It's critical to understand that we're not going to go in and try to sell these people anything. We're there to show them who we are and what we

do. Most, however, will be interested in an FNA, and we will go back on a second appointment with their FNA and they usually become clients.

4. Assemble a list of as many people as you can using the memory jogger below.

Works with	Has poor or no pension plan	Other relatives in vicinity	Brother
Works for you	Ate lunch with yesterday	Wealthy grandparents	Sister
Working couple	Who lives on your Left	Closest friend	Church
Recent death	Who lives on your Right	Adopted children	Ambitious
Owens business	Who lives across the street	Thrift-minded	Golf - Bowl
Best salesman	Single working person	Good traveler	Bridge club
Sells something	Financially successful	New baby	Minister
Needs more money	Recent job promotion	Most enthusiastic	Large family
Day off in week	Recent job change	Doctor - Dentist	Teacher
Works for a company	Is in a business	Charity work	
	Partnership	Manager	

- These should be people that you trust, people that could benefit from our products, and people that would be good as associates in the business.
- Go over the list with your manager and have him/her qualify the names and assemble a new qualified contact list.

What to do with your qualified contact list:

1. Determine with your manager whom to contact first. You will also need to decide whether they would be more apt to respond as a client, an associate or a source of referrals.
2. Start setting appointments with them to begin your field training and to begin your Sr. Rep qualification. Be sure to work with your trainer so that you know how to set appointments properly. Use the appointment-setting page of the 6-Month RVP Guide.
3. If you list anybody that you think would be good at the business as Associates, it's best to talk to your trainer about setting an appointment to interview them. This appointment can be held at their home or out somewhere else such as a Starbucks, etc. Try to use Shane for these appointments.

IMPORTANT: *It is critical that you get started with this immediately. By getting your business off to a fast start you'll insure that you're on track to get your Sr. Rep/District promotion and your Fast Start Bonus during your first 30 days.*

Beginning your pre-licensing training process:

Now, after completing the above steps, you are well on your way to getting started with PFS. The following are some steps to help you during your pre-licensing period.

1. Probably the most important thing you can do is to attend the weekly meetings and training sessions. Talk you your trainer to get the current meeting schedule.

2. Be sure to study your training handbook. Especially Chapters 2 and 3. These are the chapters that you will reference the most.
3. It's best to try to be out at least one or two nights per week on appointments during your training period. By doing this you should be well prepared to go out on your own once you've received your license. Also, you will retain much more information during the pre-licensing training process if you do your field-training appointments in a short period of time.
4. Don't be afraid to ask questions during your training.
5. Finally, you might be wondering what goals you should be shooting for. Most successful representatives usually do about 15 appointments: 10 agency/recruiting appointments and 5 FNA delivery appointments within their first 90 days.

Now you should start studying Chapters 2 and 3. The next step is to start going on appointments and these chapters explain how the process works and what you should do.

CHAPTER 2

BUILDING A CLIENT BASE: 1ST AND 2ND APPOINTMENTS

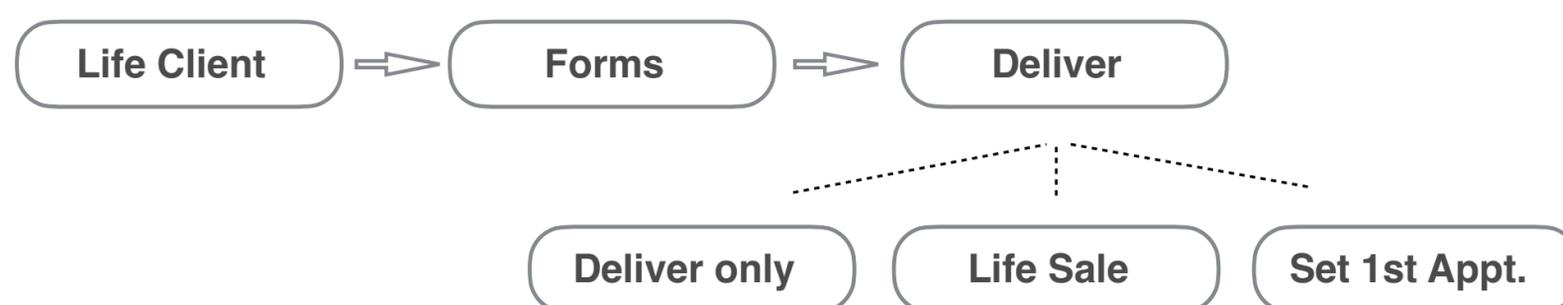
There are two ways to build your client base. The existing life client, beneficiary / emergency contact form process is the easiest way by far. This has revolutionized the way we build our business. It's critical, however, that you learn the traditional client process as well, as you'll be using both. This chapter teaches both processes.

Beneficiary / Emergency Contact Forms Process

This process was created out of the need to protect our clients, their beneficiaries, and our company. This process ensures that every death claim will be paid in a timely manner for our clients.

This process is extremely simple, yet requires you to know exactly what to do and say. It's important not to say too much, and to stick to the scripts and the process itself.

Below is a basic diagram outlining the order of the process:



1. When calling an existing life insurance client for a revisitation / forms appointment:

"Hello _____? This is _____, I'm with Primerica financial Services, you have your life insurance with us. I've been assigned as your new agent. I'm calling to introduce myself to you, and to let you know that I have some important papers regarding your beneficiaries that I need to get to you. Is there a time that we can get together? I only need about 10 minutes."

2. Steps to be taken on a revisitation appointment:

- Introduce yourself and give them your business card.

- Review their policy information. Check for any changes: coverage, address, and especially beneficiaries.
 - Once the review is complete, explain the beneficiary / emergency contact form process as described below.
3. After closing a life sale or visiting an existing client, it's important to explain why we gather and deliver the forms:
- Let them know that the industry has been in trouble over the last few years for not paying death claims, and that it's mainly because they weren't notified of the clients' death.
 - We don't want that to happen to our clients or our company, so we created the beneficiary/emergency contact form process.
 - Explain how we hand-deliver the forms to their beneficiaries (usually just the contingent) and their emergency contacts so that we're sure to get notified of a death.
 - Our policy is to hand-deliver the forms. (In case they offer to keep them and deliver themselves)
 - Be sure to ask them to either text or call the people that we're going to deliver the forms to informing them of our call. That way they won't think we're trying to sell them anything.

2. When calling the beneficiaries or emergency contacts:

"Hello _____? This is _____, you don't know me, but I'm _____'s life insurance agent. I'm calling because _____ has listed you as a beneficiary / emergency contact, and I have an important form that I need to deliver to you. Is there a time that you and your spouse are available? It only takes about 10 minutes."

- When you're there, explain the process so they understand why you're doing this.
 - Deliver the form and review it with them. Also, you should attach your card to it as well. You should also attach a 'Benefits of Primerica's life companies' page from the quick quote module. This page is what you'll review with them. It's during this time that they'll usually ask about themselves. If they do, then stop and get into the quote process with them.
 - If they don't ask about our products, then ask them who they have their life insurance with. This usually strikes up a conversation. If it goes well, and they seem interested, then keep going. If you don't think a life sale can happen, then try to set up a 1st appointment to come back and show them what we do. That appointment will be the traditional client approach listed in the next section.
 - If you end up closing a life sale, then finish with getting the forms from them. This is critical, as it keeps you from running out of people to talk to, as well as holds true our promise to protect our clients.
3. Don't forget, this is a great way to find new associates. Be sure to talk to new and existing clients, and especially to the people you deliver the forms to. You're sure to find great new associates.

Traditional Client Appointment Process: 1st Appointment

NOTE: There are recorded webinars on the pfsperry.com website that train on the presentation and the input form. These are great for training. Be sure to check them out.

The Financial Needs Analysis is a powerful tool that allows a family to dramatically improve their future with the help of their Primerica Representative. It is important that you master this material and your presentation. When you have done that, you will be able to make a real difference in people's lives, including your own.

One of the things that make our organization so unique is our presentation and our sales process. You will *not* be taught to be a salesperson. Instead, you will be taught to be an educator to your clients. We are dealing with real *needs* as opposed to *wants*. Therefore, our entire system is designed for the average person with no sales background to succeed at the highest levels.

On the following pages is the heart of this system, our sales process. Study this, memorize it, and master it as soon as you can.

1. During field training, meet your field trainer at a neutral spot so that you arrive together at the appointment. It is not good for one to arrive before the other.
 - Trainee could say too much without realizing the damage that a premature statement could cause.
 - Trainer and prospective client could be uncomfortable while waiting for the trainee.
2. Always introduce trainer immediately as your manager or associate, not your boss.
3. Always sit at the kitchen or dining room table (if they have one). It is much easier and more comfortable.
 - Often, the client will offer to sit in the living room on the couch.
 - The trainee is responsible to ask if it would be possible to sit at the table. It could seem rude for the trainer to ask. Make sure you tell the trainee this in advance.
4. Allow the trainer to pick a seat at the table first. Make sure the husband and wife can both see the presentation easily from where they are sitting.
 - Trainer starts the presentation while the trainee observes and takes notes.

Very important:

Here's the idea behind the FNA presentation: Because we don't try to come across as a salesperson, we instead want them to feel like we're showing them what we did for this family, because we're assuming that they are already taken care of, and that there's nothing we can do for them.

- **Don't say this to them.**
- **The idea is that as we're showing them what we did for this family and using the words 'most people' over and over, they will realize that they actually do need this.**

Introduction to the FNA presentation

***NOTE:** Begin this introduction after you have broken the ice with the clients and are sitting down with them. Your goal is to let them know that you're not there to sell them anything, but to help them through education. You want them to relax and enjoy the time. Without saying this directly, the idea you want to communicate is... "You're probably okay, but let me show you what we did for this family and you might know someone that could benefit."*

“What has _____ told you about this? (*WFA ... Wait For Answer*)

The reason that I'm here is that _____ is training to become a Representative with our company and is not yet licensed. Our company is in a 2 to 3 year expansion period and _____ is one of our new associates.

All we're going to do tonight is tell you a little about our company and what we do. I don't know if you'll see anything that can benefit you or if you would even be interested, but if so, we'll come back another time to talk more about that. We never do any business on the first appointment.

Our company teaches people about financial planning. The concepts we teach might be new to some families, but these concepts have been taught to the wealthy in this country for decades. We're just about the only company that takes this information to the people who need it the most – middle-income families.

Explaining the FNA (The Presentation)

The presentation should be the only thing on the table at this point. Your presentation should only have a sample FNA and some input forms in it. Be sure not to overwhelm them by pulling out a thick notebook.

Before going into the Goals & Objectives page, explain the benefits our clients receive with their personal FNA as follows:

“The tool that we use to help our clients become debt free and financially independent is a Financial Needs Analysis. We’ve changed this family’s names to keep their information confidential. Together with a Primerica Representative, the FNA allows us to do **four things** for our clients:

1. It allows us to **identify** any **shortfalls** that they may have.
 - Most families don’t want to know this. And we understand that it can be scary, but you must find the holes before you can plug them.
2. It helps us **establish** definite financial **goals**.
 - We often hear people say, “We’re not where we want to be; things have to get better.” We’ll ask them “where, exactly do you want to be and they don’t know.
3. It enables us to **implement** a **program** within the family’s budget to achieve their goals over time. And...
4. It gives us a system to **monitor** the **progress** and success of these programs over time.

We provide a personal FNA for our clients as a complimentary service. Others charge from \$300 to over \$1000. We don’t believe that it would be in a family’s best interest to charge them a fee for our service when their money would be put to better use helping them achieve their goals.”

Open the FNA and turn it toward the clients so that they can both see it. Let them know that you will just be giving them a brief overview of the FNA. Practice the presentation upside down so that you become very comfortable in making the presentation this way.

NOTE: *Always use a pen as a pointer, never use your finger.*

Company profile page (just a couple pages about Primerica and our partners)

- Just read the pages and point out briefly some of our strategic partners.
- Don't spend much time on this.

Goals and Objectives (Only use this page for the presentation, not their own personal FNA)

- Problems: Very simple, just read the four points and our goal statement.
- Retirement: “This family is only saving 4% of their income. Which is high actually” “They were saving in a company sponsored 401K program at work, which is one of the best ways to save for retirement because of the employer contribution and the pretax advantages. But we also find that company-sponsored plans tend to give people a false sense of security. It’s very common to hear people talk about how they’re taken care of for retirement through their job. As you can see, this family’s current retirement plan will last only ____ years. This wasn’t enough. Nowadays, due to improved medicine and diet people live another 25-30 years after retirement.”
- Education: “In your situation, is college education for your children important to you? Is that something you’ve thought about? (*WFA*) The FNA shows how to plan for that.” (You must ask this because it tells you whether or not you're going to spend any time on the education pages of the FNA presentation)
- Debt Elimination: “This is this family’s debt-freedom date. Believe it or not, most people today have no idea the year, much less the month that they will be debt-free. We think people need to know this.”
- Income Protection: “This deals with the income protection aspect of a family’s financial plan, also referred to as life insurance. We don’t like the life insurance industry. We feel that they have taken a good need and then twisted it and made it one of the most deceptive products ever sold. We find that most families today are either underinsured, or they’re paying too much for the wrong kind of protection.” *Ask the husband*, “In your situation, is that something that you’ve thought about?” (*WFA*) “Okay, we have a page that explains that area more.”

Financial Position:

- “This page gives an overview of a family’s financial position.”
- “As you can see, they make _____ combined each month.”
- “This shows a family where their money is going.” (Read down the items and the numbers next to them, emphasize the ‘living expenses’ segment)
- Read through the rest of this page starting with their assets and then to their liabilities until you get to their net worth:
- “This is this family’s net worth. Although we can get fancy with the FNA, it all really comes down to this number. Our goal over time is to increase their total net worth.”

Saving For Retirement Needs

- Take your time on this page. It is very important to a family's future that they grasp its value.
- “We'll ask families if they've thought about when they want to retire and what kind of lifestyle they want to plan for during retirement – assuming that they could eliminate their debt and the kids would be grown and gone.”
- Read down the left and then the right columns at the top of the page.
- Explain the importance of life expectancy and inflation in planning for retirement.
- At the 'Warning' portion of the page: Continue to read. Make sure to replace the word 'you' with the word 'they'. We never go after them during the presentation.
- Explain mutual funds at this time: "Most people wonder where they can get these types of returns. We believe in Mutual Funds. They have proven to be among the best performing and safest investments in history. Emphasize that we're different from other financial companies in that we'll open an account for as little as \$50 per month, etc.
 - They're safe
 - 9% is expected over the long term
 - We'll open an account for as little as \$50 per month with no initial deposit.

Saving for Retirement Results

- 'This shows their financial independence number of \$_____.'
- Read down the first column to show where they're at and their shortfall.
- Focus on how long their current savings will last at retirement. And that's assuming a 9% rate of return.

Education Details

- Do not spend any time on this page unless they've already expressed a definite interest back on the goals and objectives page.
- “You mentioned earlier that college was important to you. Are you currently saving for college? (WFA) When we talk to families about college, we find that they either ‘want it’ or they would ‘like it’ for their children. Those that ‘want it’ understand that it will take planning, discipline, and even some sacrifice to make it happen. Those that would ‘like it’ to happen are hoping for a scholarship or a grant. In your situation, which of these two would you say that you fall into?” (WFA)
- “We have the cost of all the major colleges and universities in our system. The FNA will project that cost when a families children are ready for college and show them a plan to achieve their goals.”

Education Results:

- Highlight this family's total education savings needed.

- "Most people can't believe that it's that much. We have a 529 savings plan that we use that enables our clients to get great, tax free returns." (don't say more than that unless you're securities licensed)

The following debt pages are not included in the presentation, but it's important to learn them since many clients want them included in their FNA.

Debt Resolution Summary

- Don't say much on this page, as we don't have any debt products currently.
- The main focus is to show their debt to them and when they'll become debt free.
- Go to the 'Total' row on the bottom of the box and read all of their totals. Emphasize the projected payoff date and the projected interest paid.

Debt Resolution Debt Stacking Details - Your Goal

- "This page illustrates one of the best ways to eliminate debt, debt-stacking."
- Very easy, just read the page to them.
- Only read the first few lines so they get the picture. Don't spend a lot of time on it.
- Make sure to show what happens if they invest for retirement what they were paying towards their debt payments.

Debt Resolution Results - Debt Stacking

- This is a great page to illustrate why it's important to take debt stacking seriously.
- Just read both columns to them.
- Remember, we don't have a debt product at the moment, so don't spend too much time on these pages.

Budget Worksheet

- "This is a great page that we include with the FNA that automatically inputs a family's fixed expenses, and allows them to add other monthly expenses. It's a great way for people to see how much is wasted every month. We usually include a few copies of this for our clients."
- Review the page briefly.

Life Insurance Needs (Theory Page)

- "The top section of this page compares what a family has now versus their actual need. This family didn't have any income protection yet."
- "The bottom section of this page illustrates the Theory of Decreasing Responsibility and shows the importance of income protection, or life insurance, and how it fits into the entire plan. The insurance industry typically sells life insurance one of two ways. They'll either ask, 'How much do you think you need', and the usual response is 'about \$100,000'. Or they'll ask, 'How much can you afford'; and the response might be 'about \$100 per month'; and they'll give them what fits that amount."

- “Neither of those ways finds out how much protection a family really needs. We deal on a ‘needs basis’, so we’ll ask our clients a few questions and let them tell us through the FNA: 1) if there is a need; and 2) if so, how much is needed.” (*Go into the Theory now.*)
- “Most families, during the early years, need income protection because they may have young children, a mortgage, or other debt. During this time, the death of one of the parents could be financially devastating to the surviving spouse and their children. In those early years, however, families usually don’t have enough assets built up to fall back on, which is normal. So they need the right kind of protection; affordable, level term life insurance.”
- “But they also need to start investing for their retirement. Because in the later years, by the time they reach retirement, they need to have assets built up. They don’t need life insurance now, they need cash.”
- “The way this works is for a family to get the proper amount of protection when they need it the most, and at the same time, start a good mutual fund investment. As their investments grow and their debt decreases over time, they are building a cash estate and decreasing their need for protection. The purpose of life insurance is to protect a family financially if one of them dies before they have accumulated a cash estate. When income stops, either due to an untimely death or retirement, an estate is required to replace that income and meet the family’s needs.”
 - ***Optional points:***
 - Our goal is not to try to sell people life insurance, but to help them accumulate a cash estate. Most insurance companies want to sell an “insurance plan”, which is cash value insurance they want a family to keep for their entire life. Cash value life insurance has a savings building up within it, which sounds good. But what many families don’t realize is that if they want to get to ‘their savings’ they will have to borrow it at 6-8% interest, and the company will keep ‘their savings’ if the insured dies and just pay the family the death benefit. What we provide is a financial program, which provides protection in the early years, but just as importantly provides a cash estate for the later years.
 - ***For a “new buy”:*** If we separate the two and try to do one without the other it doesn’t work. The protection without the investment will take care of a family if someone dies. But they can’t retire on life insurance. On the other hand, a lot of people really like to get the investment without the protection because they really like to watch their money grow and no one enjoys talking about insurance. The investment without the protection will provide a lot of money for retirement. But if they don’t protect their family and something happens to them during the next 10-20 years, their investment won’t be big enough for their family to fall back on, which means that their goals for their family will never happen.

Life Insurance Results

- Very quick. Just highlight what they currently have, and what they need.

Recommendations Page

- "We produce a recommendations page for our clients. This page shows how best to implement their financial plan using their budget."
- Briefly read both columns of the page, then go to the bottom implementation segment.
- "this shows how we were able to implement the Theory of Decreasing Responsibility for this family"
- Read through it, showing how we replaced their coverage, therefore

After the FNA presentation

- Ask them if they have any questions about the FNA.
- **KEY POINT:** Then ask, *"In your situation, have you thought about any of this information?" Bring up any points that they seemed interested in during the presentation such as College, debt, etc. and get them to talk about it.*
- "I don't know if we can help you guys out or not, but if you want, we can go ahead and take a few minutes to gather some information and do an FNA for you. Would you like to go ahead and do that?" (*WFA*) Keep it casual sounding!

NOTE: *Usually at this point they say 'yes' and you would pull out an input form. If things are going well it's always a good idea to have the new associate fill it out. It's good training for them as long as you help them through it.*

FNA Input Form

- Pull out the input form and start filling it out completely! Take your time and be thorough.
- Important Note: If they have an area of the FNA that really interests them, start with that section of the input form.

Important points to remember when filling out the input form:

- When gathering their FNA input information: (This is a very critical step) take the time to collect all financial information.
- Be sure to ask them if they have a savings or a checking account at a bank when you get to the ‘other assets’ information.
- When you get to the income protection part and you ask for their current life insurance information, ask if they can get their insurance policies for you to take a look at.
- Be sure to ask for **all** retirement assets they may have.
- When you get to the ‘goals & dreams’ section:
 - Get the usual long-term goals, etc.
 - Try to get them (him usually) to talk about the material ‘things’ that they want such as new cars, boat, Jet Ski, new home/home upgrade, etc.
 - It is critical that you get from them the monthly payment for these.

***NOTE:** There is no place in the FNA to put monthly payments for their goals but you will use them on the recommendations page.*

- **The purpose of this is to create a monthly shortfall and then to sell them on the part time opportunity to get these things. DON'T FORGET TO DO THIS!!!**
- Always ask how much they can set aside additionally each month last, after everything else is filled out.
 - **KEY POINT:** “The last thing I want to ask is how much extra, if anything, would you say that you could comfortably set aside each month to help you reach your goals? Just to give you an idea, we find that most of our clients who are comfortable, with things fairly stable, are able to set aside 10% of their income. Families with above average income or with lower than average debt, can usually set aside 15% toward their financial plan. And clients that are just getting started and are getting their foot in the door can usually set aside about 5% of their income to help them reach their goals. Of those three, which category, if any, would you say that you fall into? We’re not going to hold you to this; this just gives us an idea of what we have to work with.” (WFA)
 - After they have told you, calculate for them what that percentage of their income would equal. “You have a combined income of approximately [\$4,000] per month. 5% would be [\$200]. Does that sound like something that you could comfortably set aside to help you reach your goals?” (WFA)

- Write down their commitment on the input form. Steps of the commitments: **This is very important! Do not forget this!**

- 1. **KEY POINT:** “What I’ll do now, is take the time to develop your FNA and my recommendations for you. I don’t know if we’ll be able to do anything for you or not, but I think you’re going to like what your FNA shows. **Now, when I come back with your FNA, if I can show you how we can put together a plan for you that takes care of your needs for today as well as tomorrow, and we’re able to keep this within your budget, does this sound like something you would be interested in?”** (*WFA*) – usually a ‘Sure, I don’t see why not’. “That’s great. I think you are going to really like what we come up with.”
- 2. **IF leaving referral sheets:** Point out the referral sheets and say, “As I mentioned before, we don’t charge \$500 to \$1,000 for the FNA. The only thing we ask our clients is that when we do get back together, if they feel good about what we do for them, if they would recommend people like them that might be able to benefit from this. What I’d like to do is leave a referral sheet here with you and if you can think of anyone just put their names down. This is our primary way of getting new clients, word of mouth.”

- Set the 2nd appointment within 2-5 days.
 - **KEY POINT:** “Now, what would be a good time for us to get back together ... we usually like to get back together within 2-5 days while everything is still fresh. Today is [*Tuesday*] and I’m going to be in the area [*Thursday*] or [*Friday*]. Would one of those two days’ work for you? This seemed to be a good time for you. How about [*Thursday*] at this time?” Pay attention to the calendar and bring up any potential conflicts that could cause them to reschedule (e.g. back to school night, Monday Night Football, scheduled for on-call at work, etc.). Schedule on a different day if there is a potential conflict. Then, be sure they write it down so they don’t forget about it.

- **You’re ready to leave. Have you:**
 1. Picked up all of their life insurance policies to analyze (or take pictures of the documents)? (Statements are not enough)
 - Type of policy (e.g. universal, whole life, etc.).
 - Issue date.
 - Monthly premium.
 - Guaranteed and projected cash value; current and at age 65.
 - Cash surrender charges.
 - Policy riders (e.g. spouse, term, etc.).
 - **Do not make it a big deal if they cannot find their policy!**
 2. Completely filled out the input form?
 3. Retrieved all the information about other investments, loans, etc?

4. Set a solid appointment within 1-4 days?

Preparing the Recommendations:

It's very important that you learn to put together a quality Recommendations for your clients. This is the tool that will allow you to close business as well as zero in on their shortfall to recruit them.

- Be sure to put their FNA numbers in the left column. The last box labeled 'goals/other' is where you need to plug in the monthly payments for their goals.

- Example:

Boat = \$250/mo.

SUV = \$650/mo.

Total: \$900 per month additional needed to hit these goals. This amount goes into the goals/other box on the left side of the recommendations page.

2nd Appointment

Note: When preparing their FNA for the second appointment, just produce a low quality FNA and staple it together. That way you can write on it. Corrections, notes, etc.

Tell them that once everything is implemented you'll redo their FNA with their current plan and that one will be nice. Binder, etc.

After breaking the ice:

1. Review our goals for our clients: debt-free and financially independent. Tell them that they are really going to like their FNA and our recommendations. ***Be excited! What you are doing is incredible! Don't forget that no other company is willing to do what you're doing for them.***
2. Go over their policy analysis with them if you've done one for them. Be sure to point out the percentage of savings as well as the difference in values at retirement. **EMPHASIZE THE VALUE!!**
3. **Put the analysis away!** Move on to the FNA. Make sure that they understand every page as you go through it. It is important that you review their FNA and practice going over it before the appointment.

NOTE: This is where you are going to begin the final stage of completing their plan. Whether or not you finish the transaction depends on how well you follow the next few steps. PAY CLOSE ATTENTION!

Ask them if they have any questions about their FNA before moving on to the recommendations.

- Pull out the Solution Recommendations page and go over it with them. Be sure to do an adequate job explaining the value of this.

Reviewing the Recommendations with a Client:

Left Column:

“According to what you told me last time we were together, this is what the FNA said you need to do. You need \$ on _____ & \$ on _____ for \$ per month. You need \$ by age ___ for \$ per month. This is to have the retirement lifestyle you desire. For college it will take \$ per month. Also, to be able to hit your other goals you need to set aside an additional \$ ___ per month. So, the total monthly amount needed to accomplish all of your goals is \$ ____.

Now, you said that you could comfortably set aside \$ per month and you’re paying \$ per month for your current life Ins. So we have \$ per month to work with. You need \$ but all we have is \$ to work with.

For most families, this is how their priorities typically fall into place. For an average family today:

- Income protection
- Retirement
- College
- Other goals & dreams, etc.

The reason we put these in this order is because no matter who you are, one of these two things are going to happen to you: You are either going to die young or you are going to make it to retirement. So, the first two are not options.

Now, a lot of people feel a little guilty putting retirement ahead of their kids’ college education, and that’s fine if you feel that way, but maybe the children don’t want to go to college, or maybe they’ll get a scholarship, or join the military. It’s just not as certain as death and retirement. As far as other goals and dreams; to be honest with you, the reason this is on the bottom is because that’s the reason people are in the financial straits that they are in today. This is because we’ve been taught as a middle-income society that it’s o.k. to live and spend for today. Most people buy their TV’s, Boats, Toys, etc. before they establish income protection or a retirement plan. And because they get so socked up with debt and expenses they have no money left over to implement the things that are important. They just can’t do it. This is why it falls in this order.”

Right column:

“You need \$ on you and \$ on ____ for \$ per month. Now I know this doesn't fully cover you and you probably want to be fully covered, but remember, we have to work within the confines of your budget. You need \$ at age ____ for retirement. We can give you \$ for \$ per month. Now what does this translate to as far as retirement? Well, you're still going to be ok, but you might have to work 5-7 more years or have to really cut back on your retirement lifestyle. You might not be able to do all the things that you wanted to do. But at least you won't be in the welfare line either.

Now, I know college was important to you, but unfortunately we don't have any money left over for college. So we're not going to do anything there. And we can't do anything as far as the goals & dreams go either.

So, unfortunately this isn't everything you wanted to do, but within your budget we only have enough money to take care of the first two priorities since they are the most important ones. We can't take care of them 100% but we can get them started for you.

Now, do you remember the Theory of Decreasing Responsibility? That is something we are going to be able to establish. If we can't take care of everything, we want to at least make sure the theory is implemented. What that means is that when you are ready to retire you won't have the need for income protection anymore because you will be self-insured. So we laid out two plans for you. (Explain both plans)”

“Now, looking at these two plans, how do they look to you?” (*WFA*)

“If you had to choose one, which of these programs would you say that you are the most comfortable with?” (Close the sale)

Now you must let them talk. Be sure to stay in control of the conversation. If they argue about which to choose, always go with the smaller amount just to get started.

At this point, you have found something that they want to go with. **Do not ask them if they want to do it!!!** They will always say that they want to think about it first, which will allow them to procrastinate and avoid doing the right thing for their family. Instead, say the following:

“The Phrase”

KEY POINT: “Financial services are different from most products in that you can’t just decide to buy them. Before you can make a decision, we first must see if you qualify with our company. This process usually takes 15-60 days. This is good because it gives you a chance to think about it, as well as a chance for us to give you more information about your investments, etc. Once our company approves you, if you are satisfied, everything is in place and you’re set. If you decide against it, that’s okay too. To start this process I just need to get some additional information from you. “So if you’d like, we can at least see if you qualify”

If they stall at all, always fall back on: “We’re just going to see if you qualify. This gives you plenty of time to think about it and talk it over. We can always change things if needed.”

Closing statements

- *Waiver of Premium:* “This plan also includes waiver of premium. This means that if you get disabled for six months or more, our company will pay your premiums for you.”

Finishing the paperwork/turbo app - helpful hints and transition statements

- *Explaining the Pre-Authorized Draft:* “The only way that insurance and investment companies do a monthly payment nowadays is by pre-authorized draft from a bank account. This is where you pick the day and the company electronically drafts your payment for you. What day between the 1st and the 28th would be best for you?” Fill in the date. Remember, they can always change it later if needed.
- *Replacement form:* “Because you are considering replacing an existing policy, the state requires that you sign this form and that I keep it on file. This is not a cancellation notice.”
- **POINTS:**
- **When explaining the deposit:**
“Within the next couple of days they’ll draft your account for (monthly premium amount). This will be deposited into an escrow account in your name. You will be conditionally covered as of now. Assuming you qualify, you’ll receive the policy and that deposit will then be applied towards your first months payment after that. If, for some reason, you decide to change it, or you decide that you don’t want it at all, then they’ll just sent it right back to you?”

After the sale: Recruiting our clients and getting referrals. (The 15 Minutes)

At this point, you should be finished with the life application / TurboApp. Now put everything away except the Recommendations page. (Remember, you are not going to take a loan application or open mutual fund accounts at this point. Instead, take 15 minutes to either recruit them or get a name and number of someone that they know that would be good at this business)

“Now the thing I want to talk about here is your shortfall. I'll be honest with you, for most people, the way they deal with their shortfall is to pretend it doesn't exist or hope that it goes away and they don't deal with it at all.

You are obviously not like that, since you have taken the steps tonight to get your financial future going in the right direction. So I think it's obvious that this is not something that you're willing to just blow off. So I want to talk about how to deal with this shortfall:

In these times the only real way for most people to deal with their shortfall is to make more money; either consider part-time work or a career change. Let me ask you, have you ever considered part time work or a career change? (Continue on before they answer)

You know, the reason I ask is because it's a fact that most families in America today either have or have considered part time work in the last 3 to 5 years. However, here's why most people never pursue a part-time job: Because your average part time job works you between 40-60 hours per month. These hours are usually dictated by a boss and they are usually weekends and evenings. And when everything is said and done, you're lucky to take home \$500 a month. Now, even though most families could really use the extra \$500, it's just not worth the time away from the family. **(They will usually be nodding their heads in agreement at this point)**

Have you guys ever thought about getting part-time work? (Let them answer)

The reason that I'm bringing this up -- and I don't want you to get the wrong idea: this isn't why I came over here tonight -- is because I think you guys would be great in this business.

As you know, we are trying to grow and expand in the area right now and we're looking for good people. We have found that typically our best associates come from our client base: Either the clients themselves, or someone they know. You guys are good people and I think you would be great at this.

The difference here vs. a job is that you'll like what you're doing because you get to help people. You get to work when you want and set your own hours and there aren't any minimums or quotas.

I really think you ought to consider it. Let me ask you, have you ever thought about doing something other than working at _____?”

➤ *If they say ‘yes’, set a time over the next 24-48 hours to meet with them.*

How to set the third appointment:

They just said ‘yes’ to thinking about doing something else:

“Great, listen, I don’t want to take any more of your time tonight but what I’d like to do is swing back by sometime over the next few days to drop off some information and talk to you a little bit more about the positions. Are you guys going to be around tomorrow or the next night?” (WFA)

They said ‘yes’ and now you set the appointment:

“I’ll try to bring my manager with me so you can meet him/her and they can also give you more information about your investments as well as the positions.”

Very Important!

You must recognize that the 15 hours has now begun with these clients and you can’t let more than 2 days go by without seeing them again.

Don’t leave without setting this very important appointment!

You should also do their investments and loan application on the third appointment.

Getting referrals from your clients:

Always try to get referrals from your clients. Hopefully they put down at least a few names while you were filling out the life application. If they did, take it with you. If not, ask them if they would consider it and then ask if you can pick it up in a few days.

Getting beneficiary and emergency contact forms:

Refer to page one of this chapter to review getting forms from the clients.

Mature Market (Over 50) (Long Term Care & large investments)

Tell them that we have programs that are designed specifically for people typically over age 50. Explain that most people have their savings in banks or credit unions. We have investment programs that provide safety with mutual fund-type returns. Also explain the need for long-term care insurance. One out of three people over 65 will have a need for it over the next 10-20 years. People are living longer, etc. Tell them that everybody over the

age of 50-55 has at least thought about it. Now ask them whom they know who might be interested in some information.

This should all take place at the end of the 2nd appointment. Make sure you set a third appt. to finish implementing their solutions. When you come back, you can talk more about the referrals, etc.

You should now be able to see how valuable the third appointment is. This is where you'll make most of your money by cross selling as well as get every referral possible.

Chapter 2 summary

This chapter is full of a lot of information. This is the heartbeat of PFS. Remember, the only way to truly get a feel for how the process works is to get out into the field with your trainer and see it happen before you.

There is no way you can become competent by studying this chapter alone, as critical as your study is. This entire handbook is designed to be used in conjunction with training sessions and field training with your manager.

CHAPTER 3

BUILDING AN AGENCY: THE PRIVILEGE OF RECRUITING

Introduction

By this time, you are probably aware that Primerica Financial Services is a company that can help you achieve the dreams of a lifetime. To truly build a large business and provide a great life-style for your family, you need to understand the privilege of recruiting.

The opportunity to recruit people, develop them, and then to be compensated when they become productive is the single reason why the financial services industry is the most lucrative field in America. The broker/agent compensation system gives people the chance not only to earn a good income by selling, but a chance to build a solid, recurring, growing income with less effort over time because they have built a solid agency and taught their agents to do the same thing. The difference with PFS is that it gives everyone the opportunity to build an agency of their own from day one. Other financial service companies require you to put in years of experience and perform as a top producer before you can even think of being in a management position. This is the dream that everybody chases when they enter this field. However, only a select few ever achieve it. At Primerica Financial Services everyone has the same opportunity to build an agency as big or small as they choose. This chapter gives you some hints as well as some techniques to use to help you build your own agency.

Note: It is very important that you realize that recruiting is not very easy in the beginning. You should always use your manager to do interviews and meetings with you when talking to a prospective recruit, at least for your first six months.

Three markets to recruit in

Warm market - people that you know personally

- Put together a list of people that you would want as *business partners*.
(See Chapter One – memory jogger)
 - Not people that need an opportunity, but those that would be good at this.
 - People that are motivated, care about helping others, and are not satisfied with their current job.
 - People that are always looking for something better.
 - People like you!
- Go over the list with your manager before you talk to these people. You definitely want to say the right things.

- Contact them and tell them what you want.
 - You're starting with another company. Part-time with a possible career change in the future.
 - Tell them your manager says you're doing great and asked you if you knew anyone like yourself that you thought would be the kind of person we're looking for. Let them know that they were one of the first people you thought of.
 - Be excited! Very important!
 - Say just enough to get them to sit down with your manager, preferably after work or during their lunch break at a nearby restaurant.
 - Don't use the word "interview". Just an introduction to acquaint them with your manager and allow him/her to introduce the company to them.
 - Don't say too much!
 - If you can't set up an interview, try to bring them to a meeting.
 - Pick them up, otherwise they won't show up!
 - If they don't come, don't wait until the day of the meeting the following week. Instead, set up a time with your manager for an interview within the next few days. This is extremely important to remember because it is very common for people not to show up for a meeting.
 - After the meeting, be sure to take them over to your manager so that he can answer any questions that they might have. The manager's job at this point, if they are interested, is to set up an appointment to get with the new recruit and their spouse within 24-48 hours.

Clients - people that you do business with (referrals)

- Refer to Chapter 4 at the end of a 2nd appointment.

Cold Market

- This usually happens when you are out and you happen to see someone that you think would be good in the business.
 - If they work at a business that you're in, do not go up and talk to them about the business. This could get them in trouble as well as make you look cheap. They have probably been approached before by other "deals" and they usually won't take you seriously. Instead, get their name and leave. Be sure to write it on something so you don't forget it, then either call them yourself or have your manager call them using this script:
 - "Hello, ___? Hi, my name is ___. The reason I'm calling is because I was in your store the other day and I noticed that you seem to be a good person and work well with people. I have an office here in town and we're looking for people to come work with us. I don't know if you'd be interested, or if you'd even qualify, but I thought that we might meet up sometime and I can tell you a little bit about it and you can introduce yourself to me. Now ___, let me ask you, have you ever thought about doing something other than working at ___?" (*WFA*)

- If they say yes ... "Ok, well I noticed that there's a ___ (Taco Bell, McDonald's, etc.) nearby. Maybe we can meet there on your lunch break or after work."
 - *Set up a time to meet with them at a fast food restaurant or something similar near their job. If you set it at our office, you are taking the chance that they won't show up.*
 - Set the time then say ... "I don't want to take up any more of your time at work so I'll let you go. Here's my number, if I don't hear from you then I'll see you then."

Interview/Recruiting process

It is important to understand that you have now begun the 15 hours with them. Remember, you cannot let more than 48-72 hours go by without meeting with them. Below is an outline that explains this process for you.

15-hour Outline

First, it's very important that you understand the 15-hour rule. Anytime you talk to someone about them doing the business, the 15 hours has started. It takes 15 hours for someone to get fully recruited into this business and you must get them out of the way within 10-12 days. You can't let more than 2-3 days go by without seeing them.

The 15-hour process has three objectives in mind:

- To get them recruited to stay so that nobody can talk them out or scare them into quitting the business.
- To turn them into crusaders. You must give them enough information and knowledge so that they are not afraid of setting appointments. Instead, they can't wait to share this with their friends.
- To get them off to a fast, productive start. (Preferably fast track to District)

Let's review each of these objectives:

- Getting them recruited to stay so that nobody can talk them out or scare them into quitting the business.
 - Don't be afraid to expose them to the fact that people will give them a hard time about this business.
 - One of the best ways to do this is by explaining to them the middle-income mentality:
 - We have been taught to think this way from the time we were kids from: Parents / T.V. / advertisers / society / tradition, etc.

- Some examples:
 - Don't pay off your mortgage because you would lose a great tax break.
 - Keep your money in the bank because it's safe.
 - If it sounds too good to be true, it probably is.
 - Money can't buy happiness.
- Explain some of these to them.
 - Remember, money can't buy happiness *unless* you have the freedom to go with it.
 - The rich keep getting richer because, although it may sound too good to be true, they at least check into it, just in case it is, so that they won't miss out.

Turning them into crusaders:

You must give them enough information and knowledge so that they are not afraid of setting appointments. Instead, they can't wait to share this with their friends.

- This is critical because most new associates won't take you to see their friends because they feel like they're bothering them.
- The reason they feel this way is because they still don't truly understand what we do for our clients. Once they understand our concepts they can't wait to go show their friends.

Then teach them about cash value life insurance vs. term.

If securities licensed, teach them about mutual funds. If not licensed, teach them the Rule of 72 as well as the power of compound interest and the high cost of waiting.

You can easily spend one to two hours on each of the above topics with your new associates. Remember, this is the stuff that people want. By giving it to them, they are happy, and you're turning them into crusaders so they'll want to get out and show people.

Getting them off to a fast, productive start (Preferably fast track to District):

(Once they submit their IBA with fees be sure to get them the 6-Month RVP guide and training handbook)

This is where conventional logic clashes with the intangible truths about this business, i.e.: Logic tells us that we should get licensed and know everything before we do anything. However, it's a fact that the pace an associate has during their first 90 days is typically the pace they'll have during their entire career. *(What a scary thought, huh?)*

When getting them going, it's important that you don't use the word 'need'.

- Example: "I *need* you to get me on some appointments." Or "You *need* to get going."

This can give them the feeling that they work for you or that you're being greedy and only want them to set appointments so you can make money.

- Instead, use words like "I'd like to get out there with you and get you going so you can experience what it's like with clients."

Try to get them to go for the fast-track incentive program for Sr. Rep or District Manager.

You should try to get them to start their first 30 days within their first week or so. Don't let them wait too long to get started. Usually by the time your 15 hours is done they are more than ready to get out there. (Most of the time, their first training appointment is still during their 15 hours)

Other things to do during the 15-hour process:

Do their FNA:

- If they aren't clients yet, let them fill out their own FNA information and then meet them at the office so they can watch how we put them together.
- This is great training for the Associates and they always enjoy the process.
- If they need any of our solutions, implement them without making it seem like that's all you care about. Don't forget to remind them about the double credit towards their first promotion by starting their own plan.

Give them a tour of and Primerica Online.

- Be sure to remind them that they will have very limited access to POL until they get licensed and appointed.
- There are great resources and materials online. Make sure you check it out yourself first so you know where to take them.

Take them through Chapter 1 and Chapter 2 in the handbook.

- It's a good idea to be there with them so you can explain it as you go.

Qualify their lists with them:

- Three lists:
 - Everyone they know that can benefit from our products (income and children under 12 years old)
 - People that would be 'good' at this business.
 - Centers of influence.

Chapter 3 summary

There is a lot more to recruiting than can be put in this handbook. To be the most effective, you should always be with your manager or RVP until *they* think you are ready to go on your own. Borrow their success until others are borrowing yours. When it comes to recruiting, you hardly ever get a second chance with someone if you were ineffective the first time.

When you are with your manager on a recruiting appointment, always pay close attention to what they say and how they handle each situation.

It is important that you start recruiting as soon as possible. Why wait to hire someone after you're licensed, when you can have your manager help you with them in the beginning? Your goal is to be in an overriding position as soon as you're licensed, not six months later.

CHAPTER 4

POINTS TO REMEMBER ON A 1ST OR 2ND APPOINTMENT

Note: The following 24 points have been put together from experience in the field. These points have been proven to be true many times. If you take this chapter seriously you will succeed much faster. If you don't, you will learn the hard way, and it will slow you down. And more importantly, you could hurt your chances to be able to help a family.

1. Never set a “one-legger” appointment. This is where one spouse is not present for the presentation. If you go on an appointment and only one spouse is there, you must reschedule for a later time when they both will be present. One spouse can never properly explain to their spouse the concepts that we have taught them.
2. Never pick up a policy without a presentation. This practice never works because you have not changed what the clients believe about life insurance and savings.
3. Make sure the trainee always brings their training handbook and presentational. This can help them see what's going on and they will learn the presentation much faster.
4. Look sharp when you visit a client. You represent PFS, a professional organization whose products and services are marketed by professionals. Encourage your trainees to look sharp also.
5. Never do the appointment if the clients have guests in their home. Insist on rescheduling in the best interest of the clients.
6. Remember, you will lose the sale if one or the other spouse is absent at either the first or second appointment.
7. During an appointment, always try to sit at the kitchen table and position yourself so that both the husband and wife can see the presentation. Do not let them sit at opposite ends of the table with you in the middle. One of them will be offended because you will be forced to make eye contact with only one at a time—making the other feel less important and left out.
8. When you meet with clients for the first time, find something you can show an interest in to break the ice. Show an interest in them and remember that everyone likes to talk about themselves.
9. Always remain in control. Do not let interruptions of phone calls; children, animals, etc. distract you from what you're doing. You must always remain confident and assured.

10. Remember, your appointments should never be longer than one hour 45 - 60 minutes. Only stay if they keep asking you questions.
11. Adapt to their environment. Do not let the circumstances rattle your confidence.
12. As a trainer, make sure you stay with the same format every time. Repetition is the best way to teach a transferable system to new trainees. Don't get too fancy.
13. Never argue with the client. Be patient, thorough, and truthful.
14. Remember that all of the information you acquire while working with your clients must remain strictly confidential.
15. Always get a yes or no answer when getting the commitments to do business with you and provide you with referrals. Do not accept a "maybe". You only go back on a 2nd appointment because you know they are interested in what we have to offer.
16. If the client won't give you a commitment to do business on the 1st appointment, ask them why. Then make sure that they understand what we have taught them. If they still say no, then leave and do not set a 2nd.
17. Do not hand out too much literature! Most of it will never be read.
18. When you are ready to leave your 1st appointment, set the exact date and time within the next 2 to 5 days for the 2nd. Make sure it is solid!
19. If their policy is at the office or bank, set two appointments before you leave. One appointment to meet one of them to pick up the policy, and another for the 2nd appointment.
20. Never set the 2nd appointment more than 5 days from the 1st. Otherwise they will forget not only the appointment, but also most of what you taught them the last time.
21. When you are finished with the clients, leave immediately and don't socialize. If you stay too long they will remember, and might not be too excited to have you back. "We're going to let you have the rest of your eventing."
22. If you go on the 1st alone, never take someone back with you on the 2nd unless they are for securities only and the clients are expecting them. Otherwise they could be uncomfortable, thinking they are there to close them.
23. Don't forget to remind the clients of their commitments to you. Do this tactfully so you don't look pushy. Do this before pulling out their FNA.
24. Never quote quarterly or semi-annual premiums! Only quote monthly. They can always convert it later to a different payment schedule. You won't get any production credit or get paid unless monthly or annual.

CHAPTER 13 POLICY ANALYSIS WORKSHEET

Note: This worksheet can be used to help you effectively analyze policies when you're setting up for the 2nd appointment.

1. Insured's name: _____
2. Insured's age: _____
3. Policy face amount (accidental does not apply): _____
4. Monthly premium (if not monthly, convert it to monthly): _____
5. How many years in force (check issue date): _____
6. Current cash value (if universal, check surrender charge): _____
7. Cash value at age 65: _____
8. Smoker/Non-smoker: _____

Note: If spouse is on this policy, put spouse information next to primary. If spouse has a separate policy, use another form to analyze their policy, then combine the information using the primary's age for cash value at age 65.

9. Calculate rates for same amount of protection using the level-20 product.
10. Subtract our cost from what they are currently paying to get the monthly savings.
 - * Divide savings by what they pay now to get percentage of savings.
 - * Put savings information in the middle of the page below their current plan information.
11. Project the monthly savings to age 65 at 3%, 6% and 9%.
 - * Put the amounts on the right side of the page below the savings.

Note: Although this seems very simple, it is all you need to effectively make your point. Remember, clients buy you, not a fancy piece of paper. Don't get fancy!

See the example on the following page.

POLICY ANALYSIS EXAMPLE

