

Is your aggregator working  
for you? **KEVIN EDDY**  
sets out the results of  
the 2012 Brokers on  
Aggregators survey

**EXPOSED**



## THE IMPORTANCE SCALE

	CATEGORY
1	Quality of lending panel
2	Licensing/NCCP support
3	Training and education
4	Quality of BDMs
5	IT and broker systems
6	Back-office support
7	Industry information
8	Range of white label/diversified products
9	Marketing support

Welcome to *MPA's* fifth Brokers on Aggregators survey. In the five years we've been doing this survey, the mortgage industry has changed dramatically – with resulting changes in the relationship between brokers and aggregators. What are the key issues – and what drives brokers and aggregators apart?

As per previous years, we've asked brokers to rate various aspects of aggregator service from 1–5 in terms of importance (along with supporting comments), given them a rating, and ranked them on our 'importance scale'. We've broken this down into individual 'importance scales' for each of the major aggregators. We also asked for general feedback on what aggregators do well, what they could do more of and what concerns brokers have about their aggregators.

Additionally, we asked brokers about switching aggregator – specifically, whether they're thinking of changing, what would encourage them to change and about the barriers to change. You can find the results of this section on page 35.

We received an overwhelming response, with hundreds of submissions. Respondents were evenly spread across the industry, with aggregators represented more or less in similar proportions to their market share.

## GENERAL CONCLUSIONS

Considering the number of gripes you hear about aggregators, the results of the survey were pleasingly positive. Most of the comments made were supportive of aggregators' efforts, and criticism was typically constructive.

In terms of aggregator services, the lesson to take is not that some services are more important than others – all of the services we ranked on were seen as important, with none scoring less than 3/5. Still, there were clear standout priorities – lender panel quality, NCCP support and education all ranked highly.

IT remains a key battleground, sparking the most animated comments. There was also a fear from brokers belonging to smaller independent aggregators that the owners of their groups could sell out; seeing as more aggregator consolidation has been mooted for some time, this is potentially a valid concern.

Otherwise, the other key trend is that brokers are keen for their aggregators to really represent them. A number of respondents called on aggregators to stand up to lenders more, take a tougher line on negotiation and to represent brokers' interests more forcefully. As one respondent put it: "[aggregators] don't seem to understand that the aggregator's success is directly dependent upon the mortgage broker's success".



## 1. QUALITY OF LENDING PANEL

**Average score: 4.36**

**2011 score: 4.15**

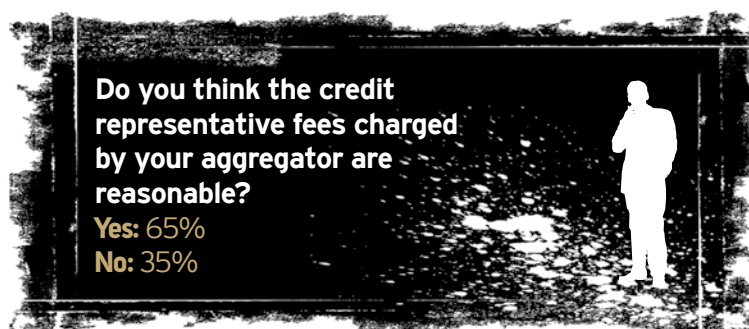
CHOICE, PLAN AND FAST WERE PRAISED FOR THE QUALITY OF THEIR LENDING PANELS

Holding number one on the importance list – as it has done every year since *MPA* started this annual survey – is quality of lending panel. More than half of respondents ranked it 5/5 in terms of importance, and 88% ranked quality of panel as either 4/5 or 5/5.

Respondents were largely satisfied with the quality and number of lenders on aggregators’ panels, including alternative options outside the Big Four banks. While most aggregators saw positive feedback on panel quality and diversity, Advantedge aggregators Choice, FAST and PLAN were particularly highlighted for their excellent lending panels.

What could aggregators do better? Several respondents requested more credit union and building society options – this was equally spread across aggregators, so it seems there’s a real industry desire for more access to the so-called ‘fifth pillar’. One AFG broker also voiced concern that other lenders were ‘being dropped’ to make way for white label products.

**88% of respondents ranked lending panel as 4/5 or 5/5**



### Brokers speak

“Aggregators usually have pretty much the same lending panel. Brokers should not have to use an aggregator to gain access to lenders – they should be allowed to be truly independent.” (AFG broker)

“More lenders from the credit union/building society ranks would be good.” (AFG broker)

“More commercial credit unions would be great.” (FAST broker)

“Would love to see credit unions on board in the near future.” (Firstfolio broker)

“Excellent [panel]. Provides genuine alternatives outside the Big Four banks.” (LoanMarket broker)

“We have access to over 30 panel lenders. This is a massive choice. Business distribution usually spans 7-8 lenders with usually 2-3 lenders comprising 55% of our business.” (Plan broker)

“A broker can only be as good as the lenders available and the software to search for the loans.” (Vow Financial broker)

### Brokers speak: AFG

#### Importance scale - AFG brokers

1. Quality of lending panel
2. IT and broker systems
3. Licensing support
4. Training and education
5. Back-office support

#### What has AFG done to help grow brokers’ businesses?

“Data mining and marketing campaigns targeting our client base.”

“Improved commission structure.”

“Personal development program; access to insurance offerings, car leasing and so on.”

“Their CRM and marketing systems have been the best thing they ever did for us. It’s state of the art.”

#### What should AFG do more of?

“Consider offering a flat fee model.”

“Give us more ideas to grow our business.”

“More in-house products.”

“More panel lenders in the area of building societies and credit unions.”

“More social media, mobile and online tools.”

“A trail trading scheme: I would love to buy trail books within my aggregator from parties exiting the industry.”

#### What concerns do brokers have about AFG?

“Lack of support from BDM and training in regards to credit licence requirements.”

“Lack of support when going against the bank about commissions.”

“Since commissions have been cut and individual broker minimum volumes introduced, it doesn’t seem like the aggregators are on the brokers team anymore. They seem to either side with lenders or be completely toothless in negotiations. It seems everyone is just trying to survive, including aggregators.”

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## 2. LICENSING/NCCP SUPPORT

**Average score: 4.03**

**2011 score: 3.76**

VOW FINANCIAL, CHOICE AND NMB MOST IMPRESSED RESPONDENTS WITH THEIR NCCP SUPPORT

The burden of compliance is evidently weighing heavy on brokers: after dropping back to third place on last year's list, licensing support has rebounded to retake second position. Brokers are clearly still concerned about the impact of regulation, with the word 'critical' cropping up again and again, and one respondent calling the regulatory framework a 'minefield'. It's no surprise that three-quarters of brokers ranked licensing and NCCP support as 4/5 and 5/5 in terms of importance.

There's a real desire out there for solid aggregator support around compliance – and an undertow of frustration, too. The cost of being a credit rep and the ability of software to cope with the licensing regime made up the bulk of complaints – while one broker accused Aussie of going 'over the top' in its reaction to the licensing regime. Overall, though, brokers were happy with the support aggregators provided, with Vow Financial, Choice and National Mortgage Brokers receiving glowing praise from a number of respondents.

**Only 9% of respondents ranked licensing/NCCP support as 1/5 or 2/5**

### Brokers speak

"Look at what they charge credit reps - nothing short of a rip-off to cover their compliance costs." (AFG broker)

"They have helped considerably with the minefield, and continue to offer guidance and check my compliance to ensure I understand everything as I should." (Loan Market broker)

"The NCCP support is first class and will ensure that we're compliant and in readiness for any ASIC visit." (Plan broker)

"[A] critical area... the aggregator needs to ensure we are compliant by giving accurate tools and training." (AFG broker)

"Made the transition to NCCP very easy and provided all the necessary NCCP documentation as well as updates as they come." (Firstfolio broker)

"I am a credit rep and have been audited three times with good results. They even have a department to look after NCCP and licensing." (nMB broker)



### Brokers speak: Vow Financial

#### Importance scale - Vow Financial brokers

1. Quality of lending panel
2. Training and education
3. Quality of BDMs
4. Licensing support
5. Marketing support

#### What has Vow Financial done to help grow brokers' businesses?

"Diversification, marketing, BDM support."  
 "Introduction of various other income-generating supplementary services."  
 "Multiple opportunities are provided for diversification, now with a rewards program built in."  
 "Software efficiencies, marketing, education and PD days, insurance and risk services."

#### What should Vow Financial do more of?

"Assist in providing marketing initiatives."  
 "Continued professional development in the techniques for cross-selling each of the diversified products which are now part of the aggregator set."  
 "Front-end lead generation."  
 "Consolidated end-to-end systems."

#### What concerns do brokers have about Vow Financial?

"Culture changing as it grows."  
 "The software is awful, and even though I am working with the software developer, I can see that there will be no change to the system to make it work as it should."  
 "Sustainability of current business model."  
 "Taking on a lot of worthwhile projects and potentially stretched... but aren't we all?"

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### 3. TRAINING AND EDUCATION

**Average score: 3.86**

**2011 score: 3.68**

CONNECTIVE, VOW FINANCIAL AND CHOICE WERE JUDGED TO HAVE EFFECTIVE TRAINING AND EDUCATION PROGRAMS

It looks like the days of attending training just to get your CPD points could be over. Leapfrogging into third position – up from fifth in 2011, 2010 and 2009 – is training and education. Sixty-nine per cent of respondents rated this as 4/5 or 5/5, and the accompanying comments from brokers show that there's a real desire for solid training content.

Indeed, the consensus view is that while training provision is good, it could be better targeted and with more content for experienced brokers. Other requests included more support for brokers outside capital cities and smaller group or individual training. Most aggregators saw positive feedback about their education programs, with Connective, Vow Financial and Choice garnering the most effusive praise.

**38%** of respondents rated training and education 5/5



#### Brokers speak

"There's still work to do here, as unless you're in the capital cities you're on your own." **(Aussie broker)**

"A face-to-face or small group training option would be good." **(FAST broker)**

"Good, but can be improved with more targeted modules and speakers." **(Plan broker)**

"Continually offers its members webinars, ongoing training and education." **(Choice broker)**

"This is a strong area, regular PD days and lender expos. Plus Connective Academy which allows us to attend focused business-building style workshops in their head office at no charge to improve our business skills." **(Connective broker)**

"Cutting-edge training around everything from cross-sales through lead generation through IT." **(Vow Financial broker)**

#### Brokers speak: FAST

##### Importance scale - FAST brokers

1. Quality of BDMs
2. Quality of lending panel
3. Licensing support
4. Back-office support
5. Industry information

##### What has FAST done to help grow brokers' businesses?

"Acquisitions and networking."  
 "Very helpful with the growing of my mentoring business."  
 "Expanded lender panel and other services."  
 "Marketing tools, access to valuation services at reduced costs, and continuing professional development with industry heads."  
 "We have worked closely on ways we can leverage off each other to grow in the commercial space."  
 "The white label product is a good offering."

##### What should FAST do more of?

"Change of commission structure once book reaches a certain level."  
 "Greater strength initiatives to go in to bat for you against the sometimes appalling service offered by lenders."  
 "Improve current software to be more flexible and look at further marketing strategies."  
 "More media branding of our aggregator as an industry giant."  
 "More templates to be able to customise our own marketing."  
 "More webinars to share ideas on best business practices."

##### What concerns do brokers have about FAST?

"Acquisition by or merger with another business... uncertain future of their business structure may affect my business."  
 "Lack of contact and support from local BDMs, and the merging of all back-office under Advantaged."  
 "Not using their strength of numbers to leverage improvements for its brokers."  
 "Since being acquired by NAB, FAST does not represent brokers as a group and prefers to concentrate mostly on elite, high volume brokers."

#### 4. QUALITY OF BDMs

**Average score: 3.83**

**2011 score: 3.62**

NO ONE AGGREGATOR WAS PARTICULARLY PRAISED FOR ITS BDMs - IT'S MORE DOWN TO INDIVIDUAL RELATIONSHIPS

This aspect of aggregator provision is crawling up the rankings – up from sixth place in 2011 and 2010. Views on BDMs ranged from ‘of no real importance’ to ‘of utmost importance’, but show support of a good BDM.

Tellingly, there's little consensus over whether any one aggregator is particularly strong or weak: whereas several FAST brokers found their BDMs to be fantastic, another couldn't remember what having a quality BDM was like – and it was a similar story for most other aggregators. That suggests it may come down to the individual relationship between the broker and BDM: if you work well together, you probably find your BDM of value. Indeed, it's very clear that the brokers who were positive about their BDM thought that BDM quality was more important than those who were less impressed.

**68%** scored quality BDM at 4/5 or 5/5 – whereas just **16%** scored it at 1/5 or 2/5

#### Brokers speak

“It's of no real importance to me – I never call on my BDM and do not know who they are.” (AFG broker)

“We never hear from a BDM. I'm not even sure who ours is.” (Connective broker)

“My last BDM was great – he left. The new one has been very quiet, with only nominal contact.” (AFG broker)

“Vital to get things done quickly and efficiently. I hear of too many brokers who do not value their BDMs, whether they are from lenders or aggregators. Your BDM is one of your best resources to assist with maintenance and even implementing new ideas you have.” (Plan broker)

“BDMs who are knowledgeable and call you back are always fantastic. They are the best.” (Choice broker)

“They are of utmost importance when you are lost.” (FAST broker)



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## 5. IT AND BROKER SYSTEMS

**Average score: 3.79**

**2011 score: 3.85**

NMB AND CONNECTIVE WERE THE ONLY AGGREGATORS TO RECEIVE WHOLESALE POSITIVE FEEDBACK ON SOFTWARE

IT occupies its lowest position on the Brokers on Aggregators importance scale since the survey's inception, dropping down to fifth position. However, the overall average shows that brokers consider IT to be more important than it was last year – it's just that other factors have become even more important.

It's certainly an area which incites strong opinion. Regardless of how important respondents considered IT to be, there was criticism of aggregator software packages across the board. Advantedge's troubled Podium software package came in for a drubbing from users – although some brokers are starting to find it better than its predecessors – while several brokers were eagerly awaiting upgrades to AFG's FLEX system. The only aggregators who received wholesale positive feedback on their IT systems were nMB and Connective.

**40%** of respondents ranked IT and broker systems as 5/5 on the importance scale

### Brokers speak

"The IT system is the worst in the marketplace – even after the promises and money spent on it!" **(Plan broker)**

"This is the most important part of any mortgage broker's infrastructure. Cloud CRMs are the future but considering \$20m+ has been spent, all aggregators' software packages are far from being up to scratch." **(Plan broker)**

"Improvements are being made which is good, but they are long overdue." **(AFG broker)**

"The system is definitely there and just needs refining, and additions need to be made." **(Choice broker)**

"Whilst the migration to Podium had its challenges, the improved capabilities more than offset any frustration experienced during the change process." **(Plan broker)**

"Connective's Mercury software is a fantastic support to our business via system info updates and CRM/reporting." **(Connective broker)**



### Brokers speak: Loan Market

#### Importance scale - Loan Market brokers

1. Quality of lending panel
2. Licensing support
3. IT and broker systems
4. White label/diversified product quality and range
5. Industry information

#### What has Loan Market done to help grow brokers' businesses?

"Established goals and encouraged engagement in the business even though I'm a new broker in the market."  
 "Initiated relationships with real estate agents."  
 "Assisted in growing my business with recruitment. They also have a great commission model. A tiered process: the more you write, the more you earn."  
 "Assisted with marketing and relationships with referrers."

#### What should Loan Market do more of?

"Constant support and sharing of ideas when things are challenging."  
 "Marketing in media."  
 "I want them to be proactive, not reactive."  
 "Marketing support and lead generation for those that do not use their brand."  
 "More mainstream marketing to get the brand a little more well recognised."

#### What concerns do brokers have about Loan Market?

"Direct relationship with Ray White – it has pros and cons."  
 "Poor lead quality."

## IN FOCUS: SWITCHING AGGREGATORS

The Brokers on Aggregators survey is the ideal opportunity to find out whether brokers are eyeing up a new best friend. With this in mind, we posed a series of questions specifically about switching aggregators.

TOP 10 REASONS TO SWITCH	
1	Accuracy of commission payments
2	Transparency of commission payments
3	Speed of commission payments
4	IT and broker systems
5	Quality of lending panel
6	Licensing support
7	Quality of BDMs
8	Back-office support
9	Training and education
10	Marketing support

Unsurprisingly, getting paid is top of the broker wish list in factors that would convince them to move to another aggregator.

IT systems were also seen as a key issue, although it was pointed out that it's difficult to assess this properly before you use it.

TOP 5 BARRIERS TO SWITCHING	
1	Data migration/IT issues
2	Clawbacks/trail issues
3	Licensing issues
4	Upfront commission issues
5	Contractual obligations

It seems that commission clawbacks and trail issues aren't the number-one bugbear - instead, issues around data migration are more of a barrier.

### TIME TO SWITCH?

**Are you looking to change aggregator in the next 12 months?**

78% No

22% Yes

Aggregators can breathe a sigh of relief - a switching war isn't about to happen, according to our survey. Over three-quarters of respondents aren't looking to move aggregators in the next 12 months.

Even better news is that brokers are staying put because most of them are happy with their current aggregator, according to the vast majority of comments received.

That leaves 22% who are looking to change aggregator in the next year - a substantial minority, and up from 12% last year.

Why are they looking to switch? Software and systems seem to be the biggest bugbear. Other reasons include negotiating a better commission split, receiving a better supply of leads and simply looking for a more 'broker-friendly' aggregator.



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Do you think commissions are paid accurately, transparently and on time?

Yes: 80%

No: 20%

## 6. BACK-OFFICE SUPPORT

Average score: 3.75

2011 score: 3.5

Up from seventh position in 2011, back-office support was rated 4/5 or 5/5 by 67% of respondents.

Views were generally positive across the board about aggregator back-office support for those that utilised it; for others, it wasn't seen as a major issue as long as there was a good relationship with a BDM. Others commented that they didn't need back-office support from their aggregator, as it was all done in-house.

16% of brokers rated back-office support as 1/5 or 2/5

### Brokers speak

"We outsource a lot of processing tasks already and are very happy with the outcomes." (AFG broker)

"Broker Support team is really good and if they don't know the answer they will find out who does." (Firstfolio broker)

"These guys are usually excellent. Some grey areas need development." (Plan broker)

"Aggregator has the economy of scale to provide it cheaper and more efficiently than the individual." (AFG broker)

"Awesome support from their back-office; they cannot try to help enough and in a timely manner." (Choice broker)

"We have been with Connective for five years, and it has always been a personable business. We can ring up and talk to the directors, who are there for the brokers to support them. Very much a theme of their business." (Connective broker)

### Brokers speak: PLAN

Importance scale - PLAN brokers

1. Quality of lending panel
2. Back-office support
3. Quality of BDMs
4. Training and education
5. Licensing support

#### What has PLAN done to help grow brokers' businesses?

"Commercial referral network/business equipment referral program."  
 "Assisted with the formulation and implementation of a business plan."  
 "Business planning assistance. Helps with obtaining referrers. Good white label products. Helps in diversifying business income streams."  
 "Have put me in touch with brokers looking to join my business, advising me of brokers selling their loan books, sharing business ideas and is a sounding board for solutions around challenges."  
 "Proactive state manager and, more importantly, BDM who assist with business planning and staff training."

#### What should PLAN do more of?

"BDMs should be more specialised in CRM solutions and be able to customise it to a broker's business."  
 "Have people on the ground who are more in touch and have the knowledge so they can show me how to grow my business."  
 "Lead generation. It would be nice if they could also help drum up leads for brokers - especially during the slow periods."  
 "Pressure on lenders to pay faster. IT systems further developed to handle NCCP docs automatically."  
 "Regional marketing. Real value PD days that are worthwhile attending, rather than 'soft' presentations. We want serious and professional."  
 "Software modifications."

#### What concerns do brokers have about PLAN?

"My concern is that the software is appalling and they are not listening. I think brokers may leave the aggregator because of it."  
 "Poor performing software - there's too much duplication and adjustment to make it work. It's clunky and antiquated despite \$21m+ investment. All software should be cloud-based and available for use with any browser."  
 "The large amount of staff changes in the past year and the increased NAB influence."

## 7. PROVISION OF INDUSTRY INFORMATION

**Average score: 3.68**

**2011 score: 3.69**

BROKERS TYPICALLY GET THEIR INDUSTRY INFORMATION FROM INDEPENDENT MEDIA LIKE *MPA*

Down from number four last year, it seems that brokers think the provision of industry news and updates should be accordingly lower on aggregators' plates. Many respondents cited independent media (*MPA* and sister title *Australian Broker*) as key sources for industry information, and as such argued that aggregators shouldn't be expending too much effort on this area.

Even so, several brokers highlighted that the updates they do receive from their aggregators are of use: Choice in particular was highlighted for its excellent information provision, as was nMB.

**59%** of respondents rated this as 4/5 or 5/5 on the importance scale

### Brokers speak

"We mainly get this information from other sources these days, like *MPA*." (**FAST broker**)

"Daily updates that come through on email are great." (**Choice broker**)

"The CEO is very hands-on with this information, and quick at updating members with this information." (**Choice broker**)

"Regular updates and our executives have excellent access to necessary sources." (**nMB broker**)

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## 8. RANGE AND QUALITY OF WHITE LABEL AND DIVERSIFIED PRODUCTS

**Average score: 3.59**

**2011 score: n/a**

VOW FINANCIAL WAS PRAISED FOR ITS APPROACH TO DIVERSIFIED PRODUCTS

A new category for this year, it appears that while diversification is the subject on everyone's lips, it's not at 'top of mind' for brokers just yet. Only 21% of brokers rated this 5/5 on the importance scale, with some saying they already have referral agreements, others commenting that they weren't interested, and others still holding mixed views over the products offered by their aggregator.

Diversified products found more favour than white labels, with Vow Financial's insurance, wealth and leasing range being approved of by respondents; AFG's range of diversified products was also highlighted. Of the white label mortgages, PLAN's product found favour with several brokers.

**58% of respondents scored the white label and diversified products category at 4/5 or 5/5**



### Brokers speak

"I have agreements outside of my aggregator because I get a better deal and referrals, so will continue with these relationships." (AFG broker)

"I have alternative options for most of these products and services so it doesn't really matter to me if the aggregator offers it or not. Good as a back-up." (FAST broker)

"This has been welcomed by consumers and currently a white label funder is getting 19% of our business." (Plan broker)

"White label: nil use (0 rating); insurance, wealth and leasing are good (5 rating)." (Vow broker)

"Good product at competitive prices." (Plan broker)

"They provide all the above, however I have not used, as in this market I do not want to take the blame in case they increase the rates due to the funders. I prefer to use known lenders so the client is also part of the decision making." (Connective broker)

"Extremely proactive and encouraging, with training, breadth of offering and ability to select what is and what isn't desired." (Vow Financial broker)

### Brokers speak: Connective

#### Importance scale - Connective brokers

1. IT and broker systems
2. Quality of lending panel
3. Licensing support
4. Training and education
5. Industry information

#### What has Connective done to help grow brokers' businesses?

"Flat fee model means we get to keep all of our commission. They are always willing to help in most things if you ask for it."

"Great support, great IT, excellent flat fee model."

"IT platform, including iPad and iPhone application."

"Good support for NCCP, and PD training."

"White label product (ability to adjust rate/product to suit), back-office support, marketing program."

#### What should Connective do more of?

"Better marketing support."

"Further enhancements to the IT offerings."

"Lead generation."

"Pay upfront commission twice a month."

"Apply more pressure on banks re: commission levels, volume requirements."

#### What concerns do brokers have about Connective?

"Potential sale of the business down the track to a new entity that doesn't have the same vision or drive."

"That they may forget the smaller, regionally-based brokers."

"The directors could decide to sell the company, who may change the flat fee model or increase the monthly fee."

"They judge themselves on their own perception of what is relevant while up-selling at every opportunity for their own benefit."

"They will sell and we merge with another aggregator."

## 9. MARKETING SUPPORT

Average score: 3.21

2011 score: 3

THE QUESTION OF COST CAME UP OVER AND OVER AGAIN

Marketing support has come dead last in every edition of the Brokers on Aggregators survey, and this year is no different. That doesn't mean it's not important, of course: 45% of respondents still rated marketing support 4/5 or 5/5. However, it's certainly the least crucial of the nine aggregator services rated.

Part of the problem could be that what aggregators offer is insufficient and/or it costs too much. The question of cost, minimum order sizes and what is actually available came up in the comments over and over again – AFG and Plan were criticised on cost in particular. It was also noted that aggregators are beginning to put more time into this area, particularly the Advantedge aggregators and Connective, so it's possible this could become more important over time.

**30%** of respondents ranked marketing support 1/5 or 2/5 on the importance scale

### Brokers speak

"Always at an additional cost, for often expensive band-aid offers." (AFG broker)

"Marketing only available if you pay. They don't seem to understand that the aggregator success is directly dependent upon the mortgage broker's success." (Plan broker)

"There is quite a bit available on Podium which you can tap into and customise to your business: it would be good if there was more available re: marketing." (Choice broker)

"I don't use this a lot; however, I can see that they are starting to put more time into this area." (Choice broker)

"Provision of a cutting-edge marketing system, integrated with social media is vital these days." (AFG broker)

"The best I have seen anywhere. Very easy to access and ready to deploy in my business instantly." (Vow Financial broker)

### Brokers speak: Choice

Importance scale -  
Choice brokers

1. Licensing support
2. Quality of BDMS
3. Quality of lending panel
4. Back-office support
5. Training and education

What has Choice done to help grow brokers' businesses?

"Assisted in better commission structures; continual business support and ideas, and a great IT platform."  
"Bringing in more opportunities for diversification."

What should Choice do more of?

"Concentrate on more training in the commercial lending area."  
"More training on new IT programs."  
"Refer more opportunities moving forwards to grow our referral network."

What concerns do brokers have about Choice?

"Getting the IT system stabilised."  
"If you don't live in Sydney, they don't want to know about you."  
"Not enough training for regional brokers."



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