PROGRAM TRANSFORMATION WHITEPAPER

From Legacy Billing to Revenue Share

How the Client contact-center program was rebuilt around incentive alignment, nearly doubling revenue while reducing attrition variability by roughly half.

EXECUTIVE SUMMARY

A repeatable model, validated in phases

Between May 2025 and July 2026 the Client contact-center program was converted from a legacy billed-hours model to a Revenue Share (Rev-Share) compensation structure. The change was executed in three deliberate phases (baseline, controlled pilot, full migration) and then compounded with two training investments. Monthly revenue rose from a legacy average of **$276K to $509K**, and Rev-Share attrition ran at roughly **half** the legacy rate.

+84%
MONTHLY REVENUE
$276K legacy average → $509K in Jul 2026

0.40 → 0.75
SALES PER HOUR
Blended across the full team at scale

+46%
POLICIES PER ORDER
1.65 → 2.41

8% vs 15%
MONTHLY ATTRITION
Rev-Share vs legacy, parallel period

The three phases

- **Before: legacy, May–Aug 2025.** AEs were paid by the hour with no direct tie to sales outcomes. Revenue was flat and capped (~$276K/month), bill rates slipped from $42.35 to $35.21, and attrition averaged 12–13% monthly.
- **Pilot: Rev-Share, Sept 2025.** 11–12 OB/IB AEs moved onto Rev-Share at roughly **$55 per policy above threshold**, while the rest of the floor stayed on legacy as a controlled comparison. The pilot outperformed legacy on every tracked metric.
- **Scale: full migration, March 2026.** The entire team, including Digital, moved to a single Rev-Share framework. Two training investments then stacked on top: Coach AI (soft launch Apr–May, full adoption Jun–Jul) and Factor 8 sales training (cohort trained ~1 July).

Why the legacy model had to change

The billed-hours model created a structural misalignment: AEs had no financial reason to sell beyond basic call handling, revenue growth was stagnant, and attrition climbed as dissatisfaction grew. Rev-Share tied earnings directly to policies sold. That alignment connected individual effort to program revenue, made cross-sell and upsell natural rather than scripted, and let managers coach to outcomes instead of activity. Phasing the rollout validated the model on a small cohort before committing the whole floor.

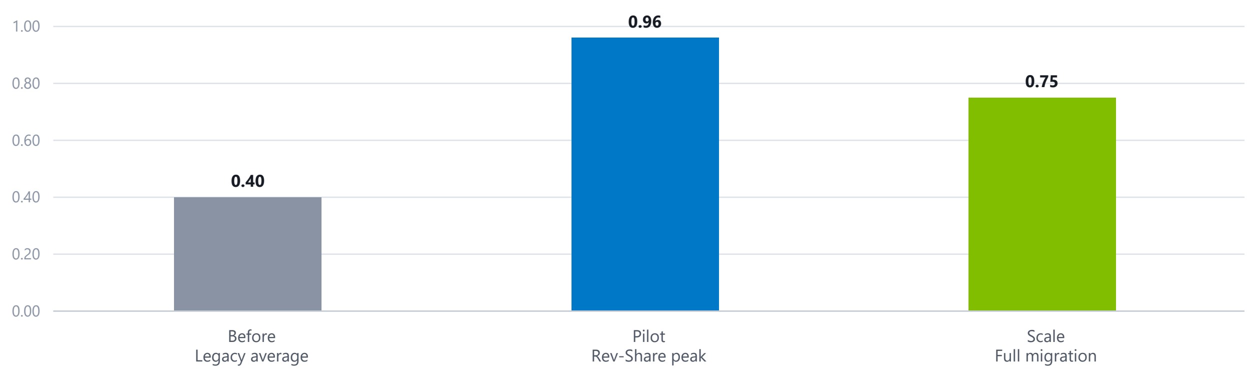

Figure 1. Sales per hour across program phases. Legacy sat flat at ~0.40 (range 0.37–0.47) with no month-over-month improvement. The pilot cohort climbed to 0.96. At full scale, blended across a larger and greener team, SPH settled at 0.75, nearly double the legacy baseline and sustained at scale.

NOTE ON THE FIGURES

The 0.96 pilot figure is the **peak of a small, tenured cohort**; the 0.75 scale figure is the **full team blended**, including new hires. The step down from pilot to scale reflects dilution across a bigger, greener population, not a decline in the model's effectiveness.

SECTION 1

Where we started: the legacy model

The program ran on a straightforward hours-billed model. Revenue was generated by the hour and AEs were not directly incentivized by sales outcomes. Performance metrics existed, but the link between AE behavior and revenue generation that a modern outbound/inbound sales program demands did not.

Baseline metrics: legacy, May–Aug 2025

MONTH	REVENUE	BILL RATE	POLICIES SOLD	SPH	PPO	ATTRITION
May 2025	$251K	$42.35	2,455	0.47	1.59	5%
Jun 2025	$304K	$37.21	2,704	0.37	1.78	13%
Jul 2025	$278K	$35.21	2,699	0.39	1.84	11%
Aug 2025	$271K	$36.76	2,769	0.44	1.60	11%
Average	**$276K**	**$37.88**	**2,657**	**0.42**	**1.70**	**10%**

Key observations

The model was simple to administer, which was its principal advantage:

- AEs had **no financial incentive** to sell or perform beyond basic call handling.
- Revenue was flat and predictable but **capped**, with little room for growth.
- Attrition was high and inconsistent, averaging **12–13% monthly** across the legacy population, and peaked at **22% in January 2026**, an indicator of program instability.
- Bill rate was **declining**, from $42.35 in May to $35.21 in July, suggesting diminishing efficiency.
- SPH was flat at 0.37–0.47 with no meaningful month-over-month improvement; policies per order sat at roughly 1.65.

Training attrition: the hidden cost

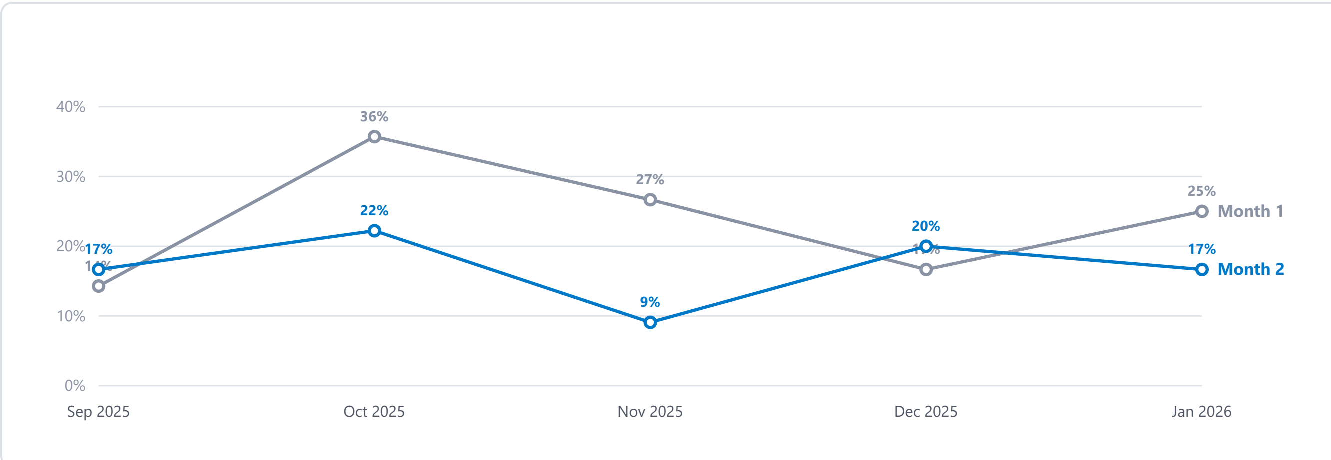

Figure 2. Legacy training attrition by class, month 1 and month 2. First-month losses ran 14–36% and second-month losses 9–22%, so a legacy class routinely shed a quarter to half its intake inside two months. Every termed trainee is sunk training cost with no return.

Legacy training ramp showed limited growth: SPH moved from 0.45 in month 1 to 0.60 by month 4, and did so across a *shrinking* cohort, 68 AEs down to 39.

What the data indicated

By late 2025 the data was consistent: the legacy model would not support continued growth. AE dissatisfaction was rising, revenue growth was stagnant, and the program required a structural change. The final months of the legacy model, particularly January and February 2026, produced the highest attrition spikes in the program's history, likely reflecting AE awareness of the impending change and frustration with a model that did not reward performance.

SECTION 2

Introducing Revenue Share: September 2025

In September 2025 the program piloted a Rev-Share compensation model with 11–12 OB/IB AEs. Rather than billing purely by the hour, AE compensation and program revenue were tied to policies sold, creating direct alignment between AE effort and program outcome.

Pilot design

- **11–12 AEs** transitioned in September 2025; the remaining team stayed on legacy while Rev-Share performance was monitored.
- Compensation tied directly to policies sold, with revenue thresholds established and OB/IB AEs compensated at an average of **~$55 per policy above the applicable threshold**.
- **Digital AEs remained on legacy** during this phase, with separate performance tracking and thresholds.

Financial performance: legacy vs Rev-Share

MONTH	LEGACY		REV-SHARE		REV-SHARE PREMIUM	
	BILL RATE	REVENUE/AE	BILL RATE	REVENUE/AE	BILL RATE	REVENUE/AE
Sep 2025	$35.16	$3,939	$75.42	$10,168	+115%	+158%
Oct 2025	$39.76	$5,032	$60.92	$10,697	+53%	+113%
Nov 2025	$39.47	$4,932	$74.19	$12,572	+88%	+155%
Dec 2025	$38.15	$5,473	$67.59	$10,868	+77%	+99%
Jan 2026	$38.58	$5,050	$80.49	$13,654	+109%	+170%
Feb 2026	$38.40	$5,061	$71.37	$12,113	+86%	+139%

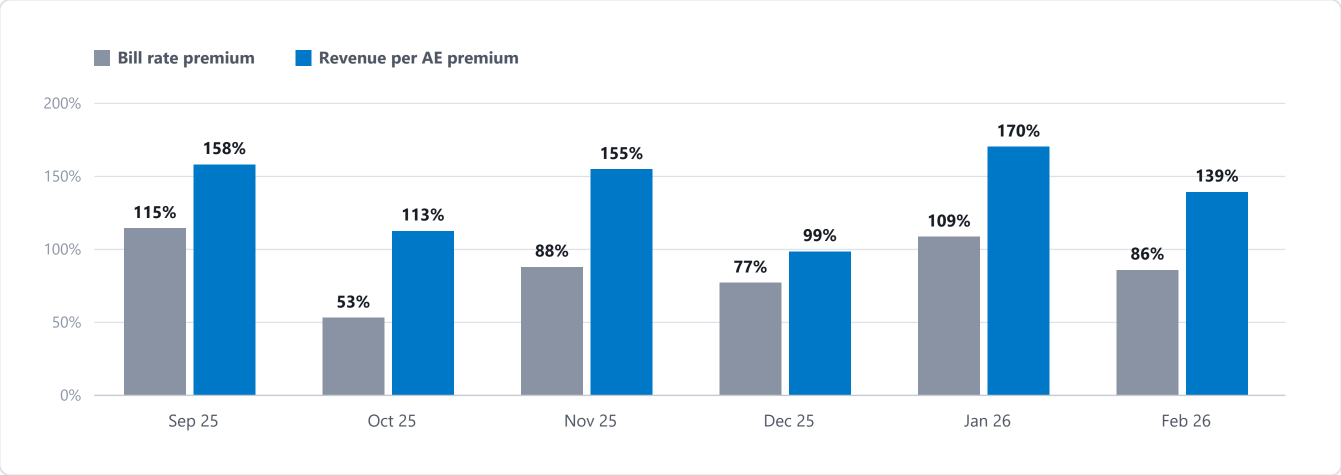

Figure 3. Rev-Share advantage over legacy, by month. Revenue per AE ran 99%–170% higher under Rev-Share in every month of the parallel period, and bill rate was consistently higher too. The gap widened over time, peaking at +170% in Jan 2026 before moderating to +139% in Feb 2026.

Operational performance: legacy vs Rev-Share

Figure 4. Sales productivity, parallel period. SPH rose 0.38 → 0.96 (+153%), policies per order 1.73 → 2.40 (+39%), and contact conversion 17.5% → 33.1% (+89%, near doubling). Contact conversion is plotted as a rate on the same axis for comparison.

Takeaway. Rev-Share drove improvement across both financial performance and sales productivity simultaneously, with the strongest gains in revenue per AE, policies per order, and conversion.

Organizational health: legacy vs Rev-Share

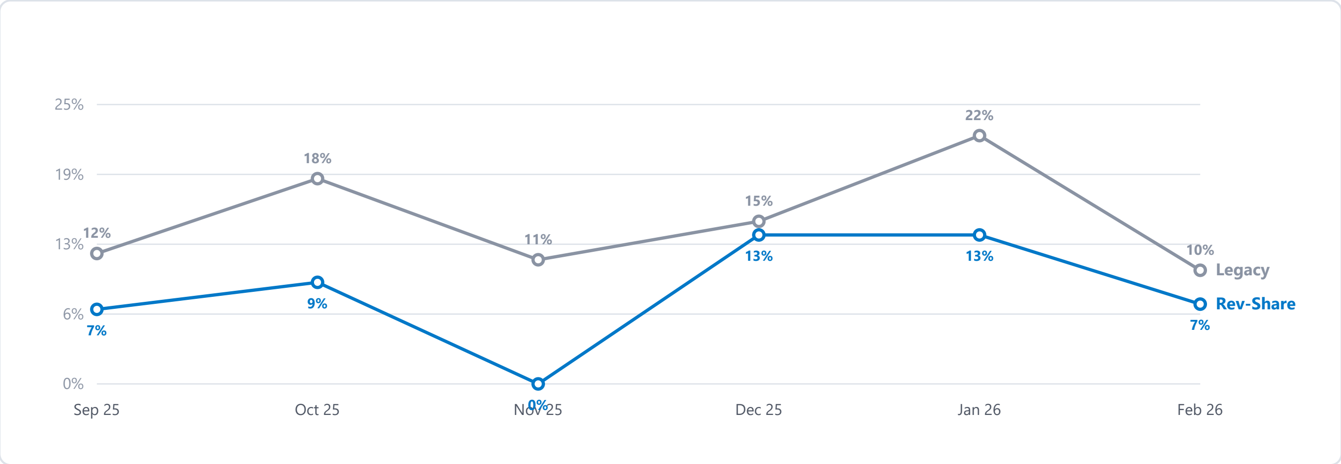

Figure 5. Monthly attrition during the parallel period. Rev-Share AEs averaged **8.3%** monthly attrition against **14.7%** for legacy, roughly half the rate. November 2025 recorded **0% attrition** among Rev-Share AEs.

The retention effect was almost immediate. Rev-Share training classes were also significantly smaller, with proportionally lower training attrition than legacy, an indicator of more selective hiring.

SECTION 3

Full migration: March 2026

In March 2026 the program moved to full adoption: the entire team, including Digital, migrated to Rev-Share. This eliminated the hybrid model and created a unified, performance-driven framework across all channels.

What changed

- All AEs compensated on policies sold.
- Digital AEs transitioned with their own threshold structure (~$20 COA).
- Fixed revenue thresholds eliminated for top performers.
- Full alignment between AE incentives and program revenue.

Why it mattered

- **Eliminated inconsistent operating models.** One set of performance expectations, benchmarks, and coaching frameworks across the floor.
- **Enabled consistent performance management.** Supervisors could coach and evaluate the whole team in a single performance language.
- **Built on validated results.** By March 2026, nearly six months of Rev-Share data showed consistent performance across varying headcounts and operating conditions.
- **Created a platform for improvement.** With one framework in place, Coach AI and Factor 8 could be deployed consistently and measured cleanly.
- **Established a scalable model.** March 2026 marked the transition from proven pilot to unified operating model.

SECTION 4

Performance transformation

METRIC	LEGACY (PRE-REV-SHARE)	REV-SHARE (POST-MIGRATION)	CHANGE
Monthly revenue	$276K	$509K	+84%
Bill rate	$38/hr	$54/hr	+42%
SPH	0.40	0.75	+88%
Policies per order	1.65	2.41	+46%
DPH	$30	$45	+50%

Measured outcomes

- **Revenue nearly doubled.** $276K legacy average → **$509K in July 2026**, the highest month on record in the dataset (+84% on the legacy average; +103% on the May 2025 opening month).
- **Bill rate stabilized and grew** from ~$45 at migration to $54+ by July, reflecting improved efficiency at scale.
- **OB/IB SPH more than doubled**, from 0.38 legacy average to 0.75–0.80 post-migration.
- **Policies sold increased materially.** OB/IB alone hit **5,509 policies** in July 2026 against a legacy high of 2,769 (+99%).
- **Policies per order grew 46%** (1.65 → 2.41) and **DPH grew 50%** (~$30 → ~$45).

What drove the numbers

Rev-Share created a direct line between AE effort and AE earnings, and that changed behavior on the floor: AEs became invested in every interaction, cross-sell and upsell became natural rather than scripted, managers could coach to outcomes rather than activity, and the program began attracting and retaining AEs who thrive in performance-based environments.

Digital channel performance

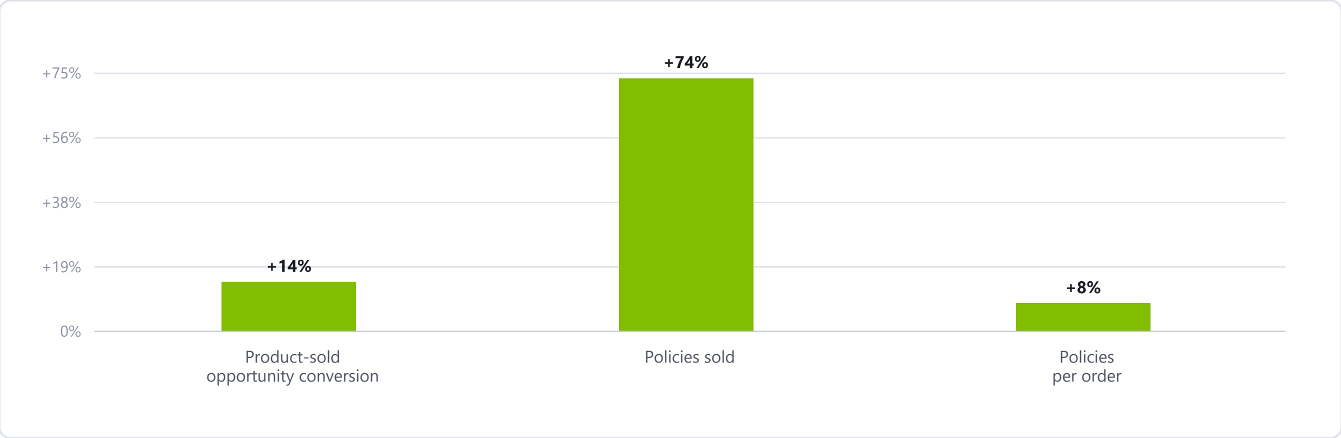

Figure 6. Digital channel change on transition to Rev-Share, March 2026. Policies sold rose **+74%** month-over-month at transition, conversion of opportunities to policy sales improved **+14%**, and policies per order improved **+8%** (3.68 → 3.98), with AEs selling more products per customer interaction.

SECTION 5

Accelerating performance with training innovation

Coach AI: April–July 2026

To compound the gains from Rev-Share, the program introduced **Coach AI**, an AI-powered coaching tool providing real-time feedback and performance insight. Soft launch ran April–May 2026 (limited rollout, testing and calibration); full program-wide adoption followed in June–July 2026.

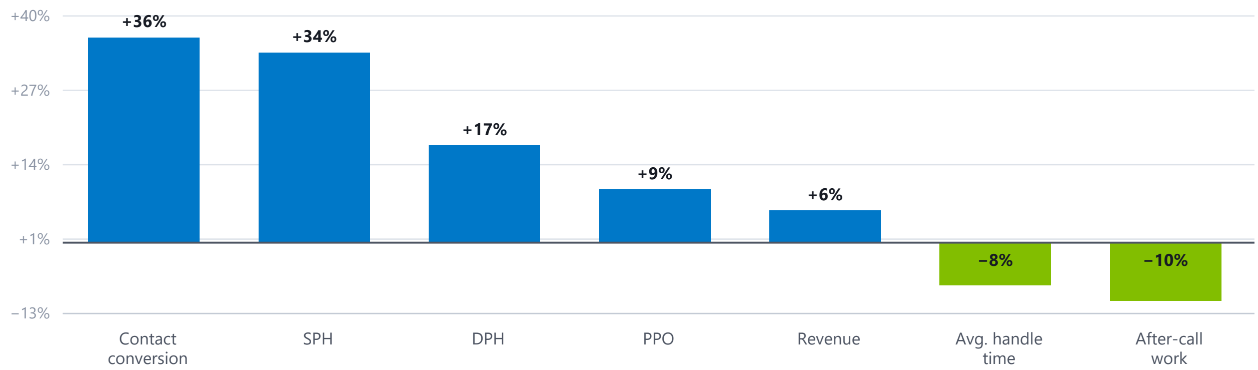

Figure 7. Pre vs post Coach AI. Change from February–April to May–July 2026. **The first five bars are gains**, in blue: contact conversion +36% and SPH +34% led, with DPH +17%, policies per order +9%, and revenue +6%. **The last two bars are times, where a decrease is the improvement**, shown in green: average handle time fell 8% and after-call work fell 10%. The productivity gain therefore came with a cost reduction rather than in spite of one.

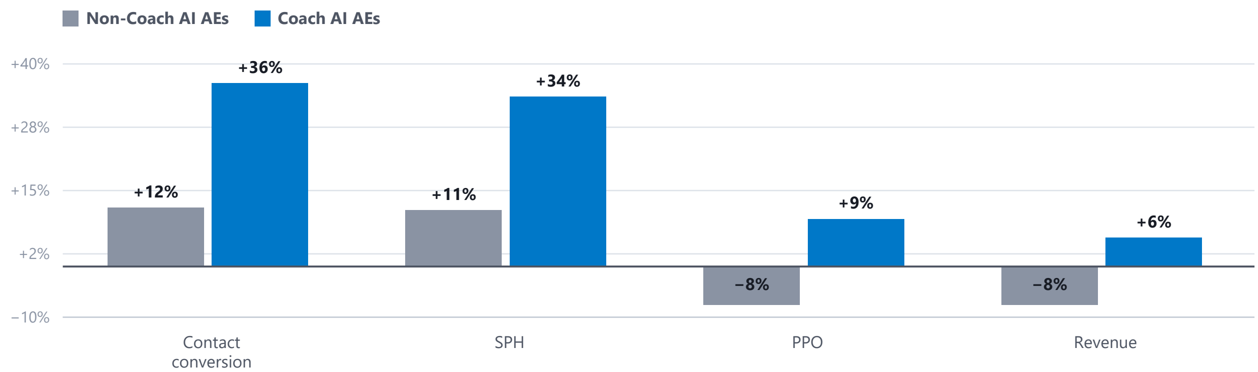

Figure 8. Coach AI vs non-Coach AI AEs. Both groups are measured on the same change, April–May against June–July 2026. **Bars above the centre line are gains; bars below it are declines.** Coach AI AEs improved contact conversion at **3×** the rate of their peers (+36% vs +12%) and SPH at **3×** the rate (+34% vs +11%). On policies per order and revenue the two groups moved in opposite directions: the non-Coach AI group **declined 8% on both**, while Coach AI AEs **gained 9% on PPO and 6% on revenue**.

Training ramp: the Coach AI advantage

One of the clearest outcomes in the data is what Coach AI did to the new-hire ramp curve. By month 2, Coach AI new hires outperformed their peers in nearly every category: **SPH +40%**, **conversion +68%**, **revenue per AE +38%**, **policies per AE +40%**.

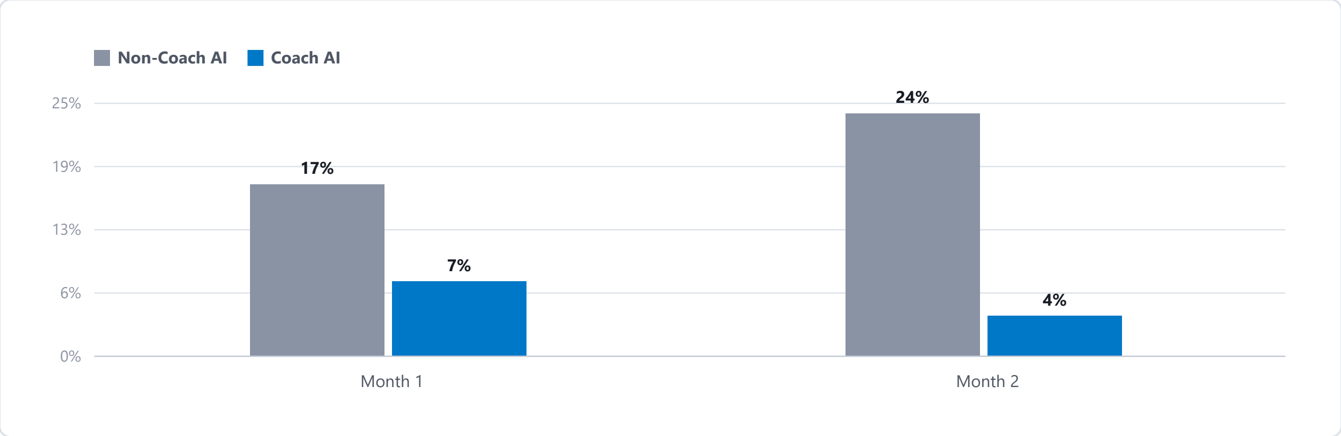

Figure 9. New-hire training attrition, Coach AI vs non-Coach AI. Coach AI cut month-1 attrition by **59%** (17% → 7%) and month-2 attrition by **83%** (24% → 4%). The tool is a retention intervention as much as a productivity one.

Factor 8 sales training: May–July 2026

In parallel, the program invested in **Factor 8**, a specialized sales training program. A cohort of 12 OB/IB AEs received a focused training day on or around 1 July 2026; performance was then tracked against a peer group of 50 non-Factor-8 AEs. All participants were drawn from the Rev-Share population, and training focused on consultative selling, objection handling, and value communication.

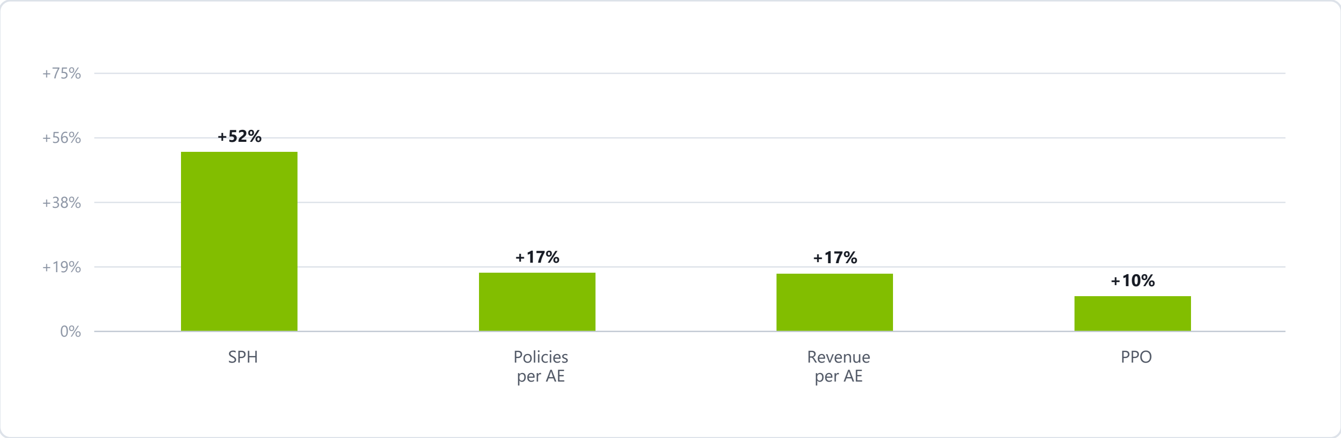

Figure 10. Pre vs post Factor 8 (Apr–Jun vs Jul–Aug 2026). SPH +52% led, with policies per AE +17%, revenue per AE +17%, and PPO +10%. August figures are **pacing, not closed**.

Factor 8 cohort vs peer group, July 2026

METRIC	FACTOR 8 COHORT (12)	PEER GROUP (50)	DIFFERENCE
OB revenue per AE	$6,662	$6,472	+2.9%
OB SPH	0.898	0.913	−1.6%
OB policies per order	2.27	2.28	−0.8%

Reading the result. Within-cohort improvement is clear and strong. Against peers, the Factor 8 group is **at parity** one month post-training: ahead on revenue per AE, fractionally behind on SPH and PPO. The cohort's gain is a real lift from a lower starting point rather than an established advantage over the floor; the training reinforced Rev-Share behaviors by connecting skill directly to earning potential, and August pacing suggests the trajectory continues. A further month of closed data is needed before claiming outperformance.

SECTION 6

The attrition story: Rev-Share's structural benefit

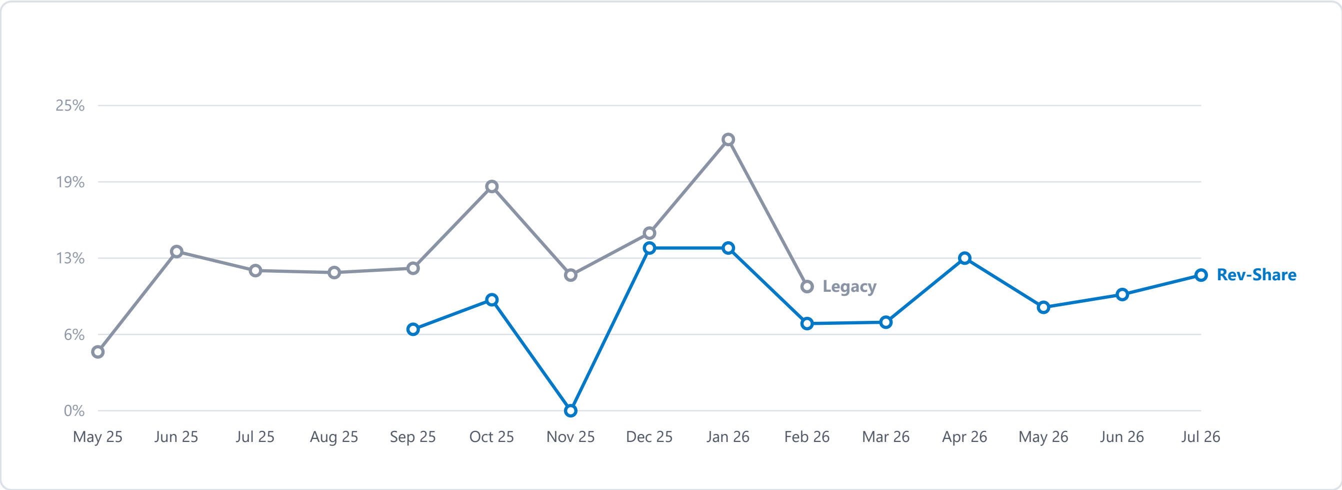

Figure 11. Monthly attrition, full program timeline. The legacy series ends at full migration in March 2026. Legacy attrition is consistently higher and ranges far more widely (4.8%–22.2%); Rev-Share holds a tighter band (roughly 7%–13%) with lower variance, making it more predictable and more manageable.

- Legacy headcount swung widely: high hiring activity alongside declining starting headcount, a pattern consistent with sustained attrition.
- Rev-Share headcount **stabilized and grew**, from 11 AEs at launch to 57–67 by mid-2026, with far more controlled attrition.
- Both models improved after January 2026, but legacy remained the less stable of the two throughout.

Training attrition comparison

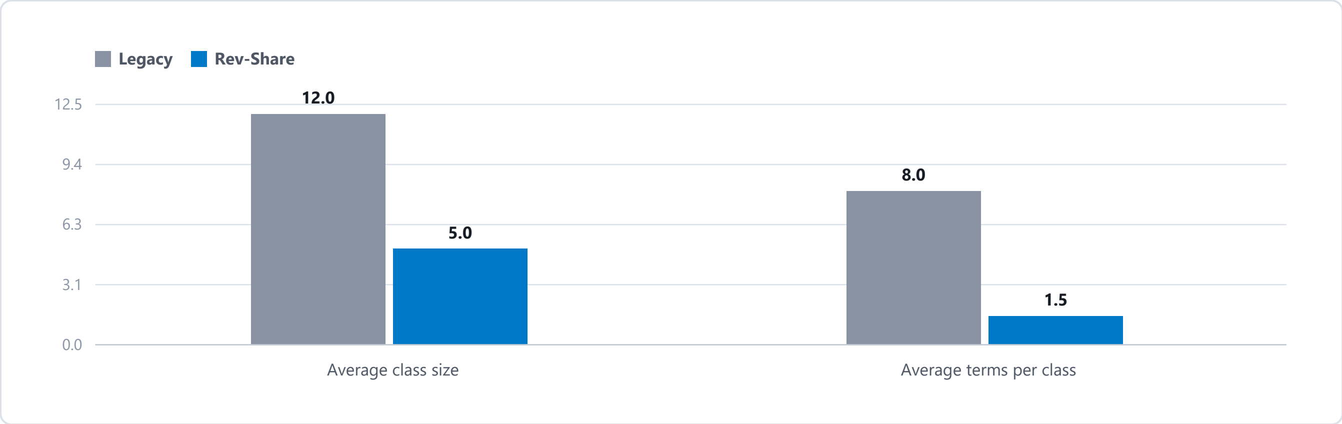

Figure 12. Training class size and losses. A legacy class of 12 lost **8** trainees; a Rev-Share class of 5 lost **1.5**. Class-level attrition of **69%** for legacy against **33%** for Rev-Share, roughly 2× higher.

- Legacy training attrition ran **2× Rev-Share** (69% vs 33%).
- **Legacy lost 8 of every 12 trainees; only 4 completed.** Rev-Share retained proportionally more trainees despite smaller classes. Later classes (Apr–Jul 2026) show 1–2 terms per class.
- Rev-Share's structure appears to be a materially stronger retention mechanism, not merely a compensation change.

SECTION 7

The full revenue story

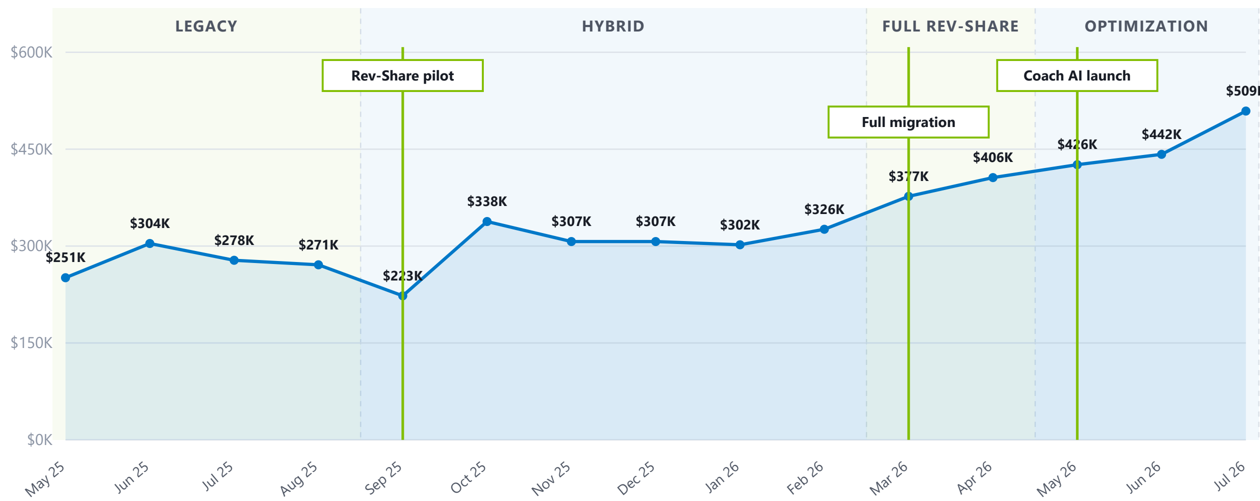

Figure 13. Total monthly revenue with program milestones, May 2025 – July 2026. Reported phase averages: legacy **$276K**, hybrid **$381K**, full Rev-Share (Mar–Apr) **$432K**, reaching **$452K** after the Coach AI soft launch. Factor 8 training landed ~1 July, inside the final data point. Reported averages are drawn from program reporting and run above the arithmetic mean of the plotted monthly series.

Key insights

- **Revenue roughly doubled** over the program, from $251K in May 2025 to $509K in July 2026 (+103%), and +84% against the legacy four-month average of $276K.
- **July 2026 is the highest revenue month on record** in this dataset, 15% above June, attributable to the convergence of Rev-Share, Coach AI, and Factor 8 in a single month.
- **Each phase steps up.** Legacy ~$276K/month → hybrid ~$381K → full Rev-Share ~$432K → $452K after the Coach AI soft launch. Every transition is associated with a higher performance plateau, and none of the gains gave ground afterwards.
- The step change is **structural, not seasonal**: the increase persists across fifteen consecutive months and survives the September 2025 dip that accompanied the pilot cutover.

SECTION 8

Key takeaways

What worked

- **Phased rollout** reduced risk and validated the model before full commitment.
- **Rev-Share alignment** tied AE earnings directly to outcomes.
- **Attrition stabilized.** Wide legacy swings were replaced by a consistent, narrower Rev-Share band.
- **Revenue nearly doubled** following full migration.
- **Coach AI and Factor 8 compounded** the compensation gains rather than duplicating them.
- **Digital integration** with its own threshold structure ensured cross-channel success.

Lessons for future programs

- Incentive alignment is the single most powerful lever available for contact-center performance.
- Phased transitions allow learning without disruption.
- Technology-assisted coaching accelerates skill development and measurably reduces ramp time.
- Compensation reform plus structured training produces compounding, not additive, results.
- **Early attrition remains the open challenge.** Front-loading engagement and training quality is critical.

Conclusion

The journey from a legacy billed-hours model to a fully optimized Rev-Share structure is the result of a clear strategy, disciplined execution, and measurable outcomes. What began as a pilot with 11–12 AEs in September 2025 became a program-wide transformation that nearly doubled revenue, reduced attrition variability by roughly half, and set a new standard for what a performance-aligned contact-center program can achieve.

The investments in Coach AI and Factor 8 ensured the compensation model was matched by the skills and support AEs needed to succeed, producing a reinforcing cycle of performance, retention, and growth. **The result is a repeatable model, not a one-off outcome.**