

MARKETING PLANS



2022 Retail Marketing Goals

1. Recruiting & Retention: Grow Retail Salesforce by net 7%
2. Implement and integrate CRM (Total Expert)
3. Establish digital NCA programs to drive \$50M in purchase originations

1. Recruiting

Goal: Grow Retail Salesforce by net 7%. Reduce attrition/increase positive sentiment. Support active growth and recruitment.

Value Props: At Caliber Home Loans, we proudly foster deep and tenured relationships in the communities we serve and empower originators with the tools, resources and brand power needed to sustainably build their business, year after. Our mighty team has the experience, financial backing and connections needed to help propel career to the next level. Our approach is progressive, tech-driven and designed with our originator's success in mind by a marketing, product and leadership team comprised of former loan officers. Customer resell opportunities, brand awareness, distinguishing customer and servicing strength, remarkable turn times and scalability, recapture rates and growth are just a few of the many factors that separate us from the competition. Our unmatched products are designed to exceed the expectations of today and tomorrow's borrowers and help our originators win.

Current state: The current messaging strategy for recruits is to lead with the company value proposition. This leaves a gap as recruit doesn't really know what it's like to work at Caliber or how we can help them grow their purchase business. There is little social media presence in our local markets (and from corporate), we aren't getting our message (impressions) out to enough qualified candidates, and most BMs spend less than 3% of their work time each week recruiting due to a lack of specific direction on actions that will drive results. We also lack a corporate focus on retail recruiting (executive messaging, corporate visits).

- Tap third-party marketing support for special campaigns
- Evaluate and access existing and former drip campaigns to determine appropriate tracking and metrics to identify effectiveness
- Explore additional tools/platforms available to further engage with candidates (Total Expert Recruiting module)
- Promote our dedication to our diverse customer segments to mirror our markets: showcase our involvement with the diverse trade organizations
- Supercharge our best recruiting resources: implement a Recruiting system (playbook) that will drive the specific tactics and actions that RVPs/BMs will complete each day
 - RVPs/BMs are the best recruiters, but lack of time is always the issue. They are the brand and leaders recruits will ultimately work with in the local market.
 - Must commit 30-45 minutes a day to recruiting.
 - The RVP/BM must have a clear vision, defined core values and goal for their market.
- Marketing to play a key role in Retail recruiting system: Provide frequent refresh and promotion of our value proposition and vision; Support and encourage the personal brand marketing of our RVPs/BMs in their local markets; Support of structured candidate "dog & pony" show for visits to corporate.

Q1 Tactical Focus

- Content: Launch updated recruiting pitch deck and Social campaigns; social campaign supporting promotions of Retail leaders
- Hire Retail Recruiting Marketing Manager: will partner directly with Retail recruiting team to create tactical recruiting marketing materials (website, social, scripts, input on James's Recruiting Playbook).
- Roadshows/presentations at regional meetings and sales rallies

1a. LC Retention

Goal: Increase trust of leadership, positive brand association, reduce attrition. Pro-active retention vs. re-active.

Value Prop: Caliber is the leading mortgage lender for Retail originators of all production levels, not just top producers. Our originators feel supported and knowledgeable on all resources, tools, and programs available to them as Caliber employees.

Current state: Marketing has historically had a limited and reactive approach to producer retention, which has become more important than ever post-Covid. While we must rely on the local leaders to keep their teams engaged and feeling seen, we must also provide easy to use tools and content to help them keep morale high and attitudes positive. Internal milestones and external awards are recognized via social tiles for top producers. It is difficult to manage and support all of Retail equally with our limited staff size.

- Provide a robust, structured marketing option for LCs to market effectively and provide support at events via pilot
- Ensure creative and compliance staff are equipped to manage volume and speed to market of content creation desired by Retail
- Identify and track KPIs for content usage, performance, impact
- Manage impactful takeaways from surveys, LC Roundtables

Q1 Tactics

- Content: 2021 Recap video message from James; Proactive campaigns to celebrate rankings and award winners (Circle of Excellence; #3 Lender in the US for the Latino/Hispanic community, NAHREP Top 250 Latino Mortgage Originators, NAMMBA Top 100, AREAA A-List 2021 Top Originators, Scotsman Top Originators, etc.)
 - Internal comms supporting promotions of Retail leaders and other relevant information to keep sales included and up to date
 - Revamp Product update messaging to include more sizzle and clear benefits to customers
 - Survey Retail Sales, share results broadly, and craft trackable actions for improvements
 - Roadshows/presentations at regional meetings and sales rally events
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2. Implement & Integrate Total Expert CRM

Goal: Create an ecosystem of value for Caliber originators to do more business more efficiently.

Value Prop: Provide more control and insight into originations; build efficiencies via journeys and workflows; receive corporately provided leads and track lead conversion throughout the entire loan process; bring value to our partners (agents) via additional marketing functions

Current state: CaliberAMP is the corporately provided Marketing platform integrated with third party vendors and internal systems (H2O, Caliber websites) receiving customer and business partner data. AMP provides simplistic automatic touches during the transaction and post close, but it is not a true CRM and lacks many features needed by originators to conduct business more efficiently.

- In 2022 we will adopt Total Expert as the CRM solution for Retail Sales. We will transfer our robust library of corporate and LC generated content (profile driven, branded to individual LCs) and build more in-depth automated journeys for multiple audiences, while also leverage new features and functionality our LCs crave: texting campaigns, reporting dashboards, end to end lead tracking, and more
- This will simultaneously provide value to LCs (more robust, user-friendly system) while reducing cost per loan:
 - o AMP Annual corporate spend approx. **\$580K** (AMP cost Includes seat licenses for 2,715; custom software development; third party integrations; subsidized fulfillment and all print costs associated with OBO campaigns)
 - o Total Expert Annual spend estimated at **\$204K** + set up fees

Q1 Tactics

- Identify Pilot participants draft pricing model for full launch (field survey)
- Load creative assets, journeys for MVP; connect API with internal (IT, EA, H2O) and external (ComeHome, BombBomb, Mortgage Coach, etc) groups
- Draft pricing model for full launch (field survey) and circulate with Retail leaders
- Eliminate duplicate entry for LCs using Jungo (approximately 15% or 240 LCs using) – support technical project via internal communications as needed

3. Digital New Customer Acquisition (NCA)

Goal: Maintain best in industry customer retention rate of 52% or higher

Value Prop: We will increase total Retail Purchase volume by delivering leads in an easy to digest and track fashion (CRM) and positioning LCs as local market expert.

Current state: No corporately provided digital lead generation program, PPC, or SEO programs exist. Caliber receives alerts that a property within our DTC owned or Retail portfolio has been listed on MLS. This data is sent to AMP, which triggers an Intro email followed by Caliber Home Summary email to borrower. The Home Summary contains property summary details, previous business partners from original transaction. If property is DTC owned, the LC is being given a local, warm lead, however, due to the infrequent delivery of these leads and lack of tracking (no CRM) we have yet to reach critical mass and conversion is low. We now have access to a large customer base as part of the NewRez portfolio of companies.

- Route purchase leads from our \$500B Portfolio, with wide promotion to maximize conversions via introduction to local, experienced Loan Consultants
- Create customer segments based on their propensity for buying home. Higher propensity customers - Google Ads, Facebook Ads of LC/company to customers with higher propensity of purchasing home; Funnel leads to LCs. Lesser home buying propensity: Extensive Lead nurturing for customers, Email campaigns that explore a variety of personal finance topics/Credit score/savings, investing, credit cards, home improvement projects etc, include downloadable PDF for info on various topics/Cheat sheet
- Educate LCs on rowing their digital presence at the local level, while constantly exploring partnership opportunities
- Provide regular reporting to Retail and Executive leaders

Q1 Tactics

- Share company sponsored SEO best practices
 - Include lead delivery in CRM framework
 - Launch Patch.com for Retail
 - Get Google Analytics involved with the social media campaigns, to track and share Likes, comments, clicks etc. AMP has capability to output campaign performance to Google Analytics, we will share this with LCs
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3a. Customer Retention

Goal: Maintain best in industry customer retention rate of 52% or higher

Value Prop: Leverage existing analytics and tools to protect Retail LC to Customer relationships, focusing on a 'Customer for Life' approach and continuing to drive new loans back to Retail.

Current state: We service 90%+ of the loans we originate. Data Science, Enterprise Analytics, Marketing, Legal, Compliance and IT have teamed up to create a digital infrastructure that wraps around each LCs Caliber database. 99% of Retail repeat customers are retained in Retail – Retail customers stay in Retail. We use servicing activity (available in real time due to our 90%+ servicing of the loans we originate), geographic economic data, market rate movement, in the moneyness, and key consumer behaviors to derive a probability score that the customer will soon be in the market for a purchase or refinance.

- Enhance Lead Trigger events by including additional data sources to current model; update creatives using NewRez best practices
- Create customer segments based on their propensity for buying home. Higher propensity customers - Google Ads, Facebook Ads of LC/company to customers with higher propensity of purchasing home; Funnel leads to LCs. Lesser home buying propensity: Extensive Lead nurturing for customers, Email campaigns that explore a variety of personal finance topics/Credit score/savings, investing, credit cards, home improvement projects etc, include downloadable PDF for info on various topics/Cheat sheet
- Maintain website experiences to ensure customer relationship with Loan Consultant is maintained and maximized

Q1 Tactics

- Update Lead Trigger creatives using NewRez best practices
- Review existing data protocols
- Interview LCs with highest purchase recapture rates and share best practices with all of sales