



# NAIFA 2021

**BUSINESS IMPLEMENTATION PLAN**

TOGETHER WE CAN  
TAKE ON ANYTHING

# A Message from the CEO

The NAIFA 2021 Strategic Plan was created during the COVID-19 pandemic as a guide to put our association on a path to greater growth, service, and impact over the next five years. While the plan incorporates lessons we learned during 2020, it looks beyond the pandemic to offer ambitious goals and desired outcomes that will take NAIFA to new heights of success.

I believe that the strength of the plan is due to the process we undertook in its formulation. Under the recommendation of strategic planning consultants, we created a strategic planning committee composed of NAIFA leaders, members, staff, and industry leaders to create a true cross-section of various viewpoints that we incorporated into the Plan. The committee then undertook a six-month envisioning process that resulted in the 2021 Strategic Plan adopted by NAIFA's Board of Trustees in January 2021.

Three years into our new bylaws that were adopted on January 1, 2019, after a historic vote by the membership, NAIFA is a wholly different association. We have thoroughly rebooted and emerged as a modern association with a structure and financial model that gives us the nimbleness we need to provide NAIFA members with the highest possible return on their membership investment. Now in Year One of the NAIFA 2021 Strategic Plan, our volunteer leadership and senior staff have outlined the annual business implementation plan for turning the goals outlined in the 2021 Strategic Plan into actuality.

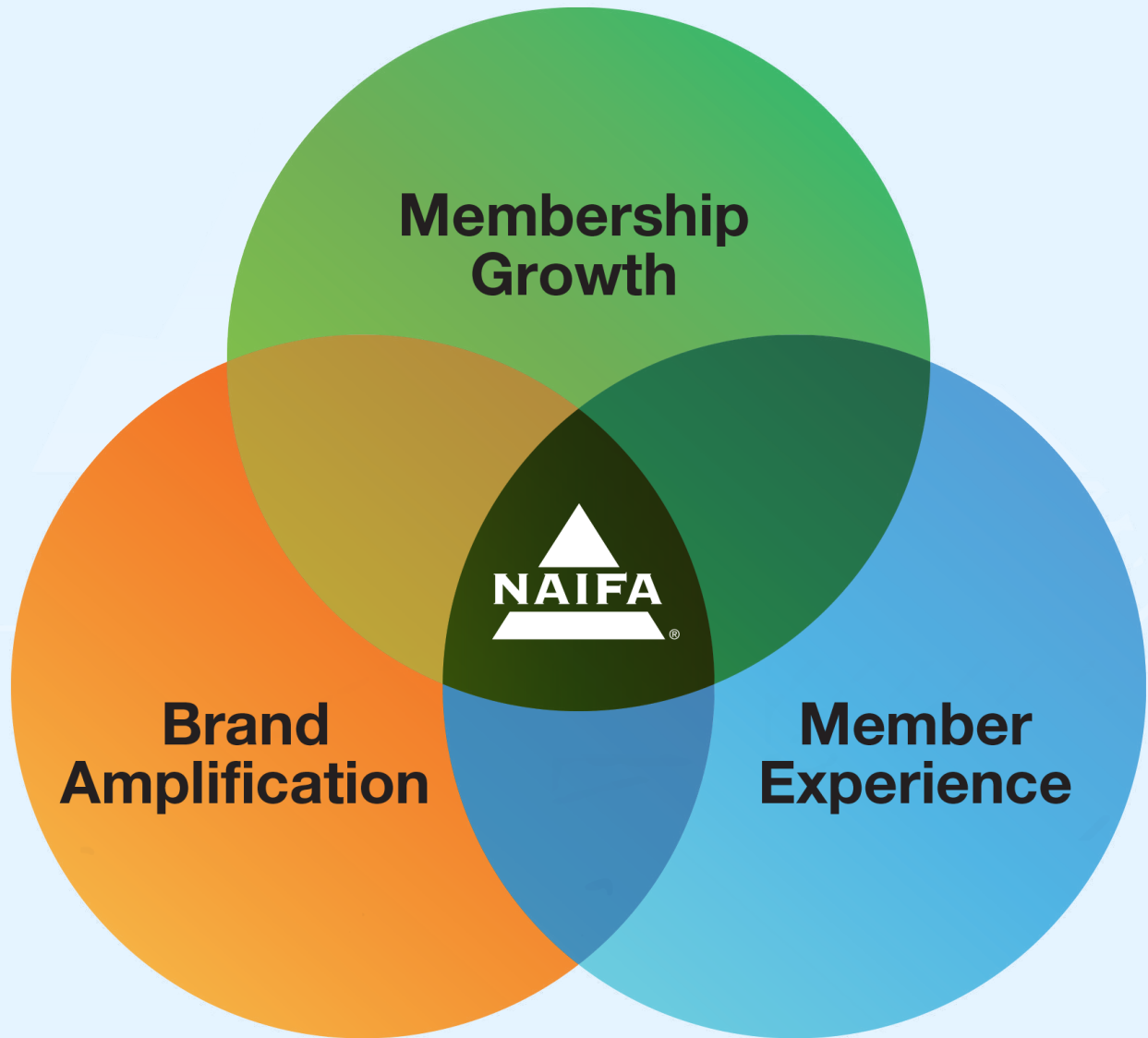
I am committed to working with our professional staff, both in NAIFA's home office and our chapters around the country under the guidance of our Board of Trustees to achieve the three priority goals set out in the plan: Membership Growth, Brand Amplification, and Member Experience Improvement.

Membership growth is crucial, not only to ensure the health and sustainability of NAIFA as an association, but to fulfill our goal of ensuring that all Americans have access to the products, services, and advice they need for financial security. To reach ever-growing and more diverse populations, NAIFA needs a growing and diverse membership. NAIFA's brand says that NAIFA members are successful, professional, and committed to ethically serving their clients' best interests. We must amplify our brand so that everyone knows who NAIFA is and what we stand for. Providing NAIFA members a consistent, high-quality member experience is crucial. We are committed to keeping up with advances in technology and pursuing new ideas to continuously improve our member experience.

I am excited to begin executing our NAIFA 2021 Strategic Plan during Year One and look forward to regularly reporting back to our members and industry partners on our progress. We are poised to confront all of our challenges and take advantage of every opportunity to make the most of the NAIFA 2021 Strategic Plan and set our association up for sustained growth and success.

Kevin M. Mayeux, CAE  
Chief Executive Officer

# Three Pillars of the 2021 Strategic Plan



# 2021 Strategic Plan Executive Summary

The NAIFA 2021 Strategic Plan establishes a roadmap to lead the association to new heights of success over the next five years. NAIFA 2021 sets priority goals and desired outcomes for association years 2021 through 2021 in three categories: Membership Growth, Brand Amplification, and Member Experience.

## **Membership Growth**

NAIFA will create and implement a sustainable growth model that assures it is recognized as the leading voice and preeminent membership association for insurance and financial security professionals in the United States. Carrier companies, broker-dealers, and individual agents and advisors will recognize NAIFA's advocacy and professional development strength and view NAIFA membership as fundamental to professional and industry success.

Membership growth outcomes will involve increasing NAIFA's engagement with agency managers, company leaders, and the community of insurance and financial services professionals. Diversity, equity, and inclusion initiatives will broaden NAIFA's appeal and promote increased opportunities for a diverse pool of professionals to succeed in the industry. An emphasis on engaging with younger professionals and providing training, professional development, networking, and mentoring to help them succeed will aid in NAIFA's recruitment of the next generation of membership. NAIFA will also leverage our political advocacy strength to appeal to a broader array of financial professionals.

## **Brand Amplification**

NAIFA will take our brand identity that projects strength, success, and value and amplify it to the American population of insurance and financial professionals. The brand will resonate with members, non-members, insurance and financial services organizations and companies, the media, legislators and regulators, and other stakeholders. NAIFA's brand will be uniform across our chapters and will generate feelings of pride and unity for members and volunteer leaders in every state and local chapter.

# 2021 Strategic Plan Executive Summary

The NAIFA brand will project a clear and consistent value proposition across NAIFA Nation, demonstrating NAIFA's unity and strength at the home office and state and local chapters. On-brand messages will appeal to audiences at the corporate, manager, advisor, and consumer levels, emphasizing NAIFA's strength and success and positioning NAIFA members as the leading professionals in their field.

## Member Experience

NAIFA will provide members with a high caliber inclusive, and innovative quality member experience for a united group of professionals throughout their careers. The high-quality membership experience will be consistent for all NAIFA members and will include opportunities to engage in advocacy, professional development, and networking programs. NAIFA membership will deliver consistent, high-level value for members and the consumers and communities they serve.

NAIFA will leverage technology to market and deliver professional development, networking, advocacy, and other benefits that are easily accessible and reflect changing business and communications practices among insurance and financial services professionals. NAIFA will leverage the best practices of chapters and good ideas of volunteer leaders and chapter staff and replicate them across the NAIFA enterprise.

## The 2021 Business Implementation Plan

NAIFA's senior staff, drawing on the goals of the NAIFA 2021 Strategic Plan, established tactics and issues that NAIFA will address during the current year. Some of them reflect the initial stages of a multi-year undertaking to achieve desired outcomes over the duration of the NAIFA 2021 Strategic Plan. The Business Implementation Plan provides a snapshot of the body of work NAIFA seeks to undertake in 2021. The tactics and issues to be addressed are classified according to the three main goals of the strategic plan.



# Membership Growth

NAIFA will create and implement a sustainable growth model that assures it is recognized as the leading voice and preeminent membership association for insurance and financial security professionals in the United States. Carrier companies, broker-dealers, and individual agents and advisors will recognize NAIFA's advocacy and professional development strength and view NAIFA membership as fundamental to professional and industry success.

Following are tactics NAIFA will employ to achieve the goal of Membership Growth during Year One of NAIFA 2021:

## Focus Area #1: Increased Engagement

- NAIFA will develop targets and goals for membership recruitment. A membership development plan will define expectations for chapter involvement and recruitment.
- NAIFA's Business Development and Marketing teams will create a target list of insurance and financial industry companies that NAIFA will approach for support to drive membership in 2021. They will develop a score sheet to identify penetration and successful results for each company.
- NAIFA will build out the 100% agency program that recruits agencies that ensure all of their agents and advisors are active members. The program encourages political action and involvement and provides incentives for 100% agency members to be fully engaged "good NAIFA citizens." NAIFA will develop a plan to make the program scalable.
- NAIFA will create a target list of specific companies to promote NAIFA certifications and designations. This will include growing the list of companies that have approved NAIFA's Life and Annuity Certified Professional (LACP) certification for agents and advisors. NAIFA will develop a plan to encourage companies to help promote the LACP and the LUTCF designation.
- NAIFA will launch a members-only app to build a digital community and add value for members.
- NAIFA will increase paid participation in our signature programming, including the Performance + Purpose conference, scheduled as a virtual event in 2021.
- NAIFA will achieve 75% attendance of chapter presidents on scheduled monthly calls.



## Focus Area #2: Diversity, Equity & Inclusion

- NAIFA will provide programming to reach a diverse audience of insurance and financial professionals and encourage growing diversity within NAIFA's membership. Programming will also provide attendees with education and resources to help them reach diverse communities with products, services, and advice that give all Americans opportunities to achieve financial security and prosperity.
- NAIFA will create content in 2021, including webinars and thought leadership products, on DEI subjects and issues.
- NAIFA will participate in community, state, and federal DEI initiatives, working with legislators and regulators when appropriate.
- NAIFA will increase our communication to insurance and financial services companies on DEI initiatives.
- NAIFA will increase the DEI presence on our website to highlight and showcase the ongoing effort and increase the audience.



## Focus Area #3: Young Professionals

- NAIFA will begin development of a new professional training program to support producers new to the industry to reduce their washout rate.
- NAIFA will change our student pricing structure and increase promotion to build awareness of NAIFA's value and build interest in the insurance and financial services profession.
- NAIFA will create a plan to target universities with relevant financial services programs to increase student membership.
- NAIFA will identify all states that have financial literacy requirements for high school graduation.

## Focus Area #4: Advocacy

- NAIFA will build a grassroots advocacy engagement and training program.
- NAIFA will increase advocacy action among members by providing encouragement and instruction on how to establish relationships with state and federal lawmakers.
- NAIFA will grow the number of members participating in IFAPAC, our political action committee.
- NAIFA will provide chapter leaders with advocacy training at the National Leadership Conference.
- NAIFA will identify and prioritize state advocacy issues and develop collaborative lobbying efforts, including coalitions and partnerships with organizations inside and outside the insurance and financial services industry when appropriate.
- NAIFA will leverage our advocacy partnership with the American Council of Life Insurers to share NAIFA's advocacy value with companies, reinforcing NAIFA as the most powerful grassroots voice of the industry representing the interests of Main Street USA that are critical to elected officials.
- NAIFA will create a model advocacy program for managed chapters.



# Brand Amplification

NAIFA will take our brand identity that projects strength, success, and value and amplify it to the American population of insurance and financial professionals. The brand will resonate with members, non-members, insurance and financial services organizations and companies, the media, legislators and regulators, and other stakeholders. NAIFA's brand will be uniform across our chapters and will generate feelings of pride and unity for members and volunteer leaders in every state and local chapter.

Following are tactics NAIFA will employ to achieve the goal of Brand Amplification during Year One of NAIFA 2021:







# Membership Experience

NAIFA will provide a high-quality, inclusive, and innovative quality member experience for a united group of professionals throughout their careers. The high-quality membership experience will be consistent for all NAIFA members and will include opportunities to engage in advocacy, professional development, and networking programs. NAIFA membership will deliver consistent, high-level value for members and the consumers and communities they serve.

Following are tactics NAIFA will employ to achieve the goal of enhancing the Member Experience during Year One of NAIFA 2021:

## Focus Area #1: Consistent Quality

- NAIFA will refine and clearly communicate our membership experience standards to national and each chapter.
- NAIFA will develop resources to achieve success consistent with our standards and train national and chapter leaders and staff on implementing them.
- NAIFA will develop measures to ensure accountability.
- NAIFA will create and implement a member experience survey and utilize results to affirm member experience baselines. NAIFA will then utilize the survey data to evaluate the effectiveness of and satisfaction with specific programs.
- NAIFA will create standards and benchmarks for member satisfaction with NAIFA customer service.
- NAIFA will collect data to evaluate the status and consistency of chapter operations and create a targeted plan to help NAIFA grow and improve.
- NAIFA will use exit interviews and surveys to determine why NAIFA members resign their membership.



## Focus Area #2: Innovation

- NAIFA will evaluate programs and services for their ROI and impact to determine which programs should sunset. NAIFA will create a scorecard to help determine success.
- NAIFA will modernize programs to meet the demands of a new virtual world. This will include ensuring delivery of programs to membership that reflects the way members communicate and moving away from email to more impactful communications channels.
- NAIFA will highlight resources, processes, and tools NAIFA has available to help our leaders and chapters be successful and encourage their use across the enterprise.

## Focus Area #3: Unity

- NAIFA will explore opportunities to create cross-chapter or regional programming to increase and freshen up programming diversity.
- NAIFA will create a monthly Chapter Program Chair call to identify unity and collaboration opportunities.
- NAIFA will develop an enterprise-level framework for programming, advocacy, membership, and marketing that reflects the input of key stakeholders.
- NAIFA will create board and chapter training to clarify the roles of leaders and staff and define responsibilities and expectations.
- NAIFA will continue to foster an internal home office understanding that we are a team with the same end goals.



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