



NAIFA

2025

STRATEGIC PLAN

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2024 Business Implementation Plan

A Message from the CEO

As we enter Year Four of the NAIFA 2025 Strategic Plan, NAIFA finds itself at an inflection point that will shape the future success of our association and dramatically amplify NAIFA's positive influence on the insurance and financial services industry, the professional advancement of our members, and the financial security of American consumers. As we wound down Year Three, NAIFA finalized a merger with the Society of Financial Service Professionals (FSP) and the addition of Life Happens.

Each organization will maintain its established brand under the NAIFA umbrella, and each brings strengths to bolster our efforts as we achieve our remaining strategic goals and develop a new strategic plan for the years to follow. Bringing these three great organizations together combines our strengths and creates exciting new synergies, but it also presents challenges. That is why having a clear and focused, yet nimble, strategic plan is so important. NAIFA will maintain its focus on achieving our goals in the areas of Membership Growth, Brand Amplification, and Membership Experience Improvement. This 2024 Business Implementation Plan presents specific actions we will take to propel NAIFA further along our NAIFA 2025 roadmap toward meeting our objectives.

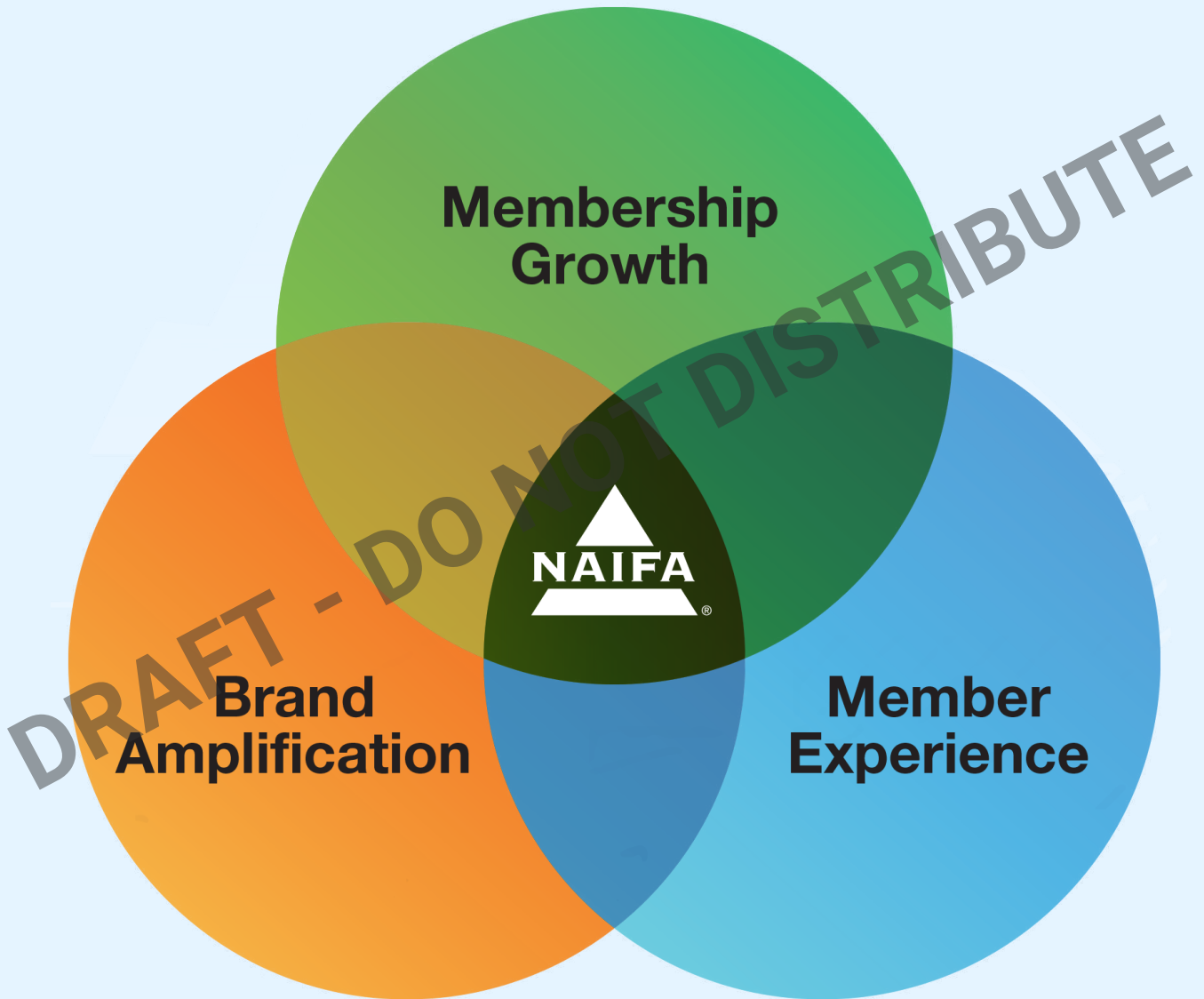
NAIFA has begun seeing concrete indications of sustainable membership growth. Since NAIFA restructured in 2019, more than 6,400 insurance and financial professionals have joined NAIFA as first-time members. Our retention rate is up and attrition, due primarily to members retiring or leaving the industry, is well below the association industry average. Through the first three quarters of 2023, NAIFA added nearly 1,400 new and reactivated members. The merger with FSP will significantly increase our membership rolls and open a new and expanded pool of prospective members. Our 100% Agency and Financial Security Champion programs, combined with increasingly effective corporate outreach, are resulting in more group memberships.

Amplification of the NAIFA brand continues through our high-impact advocacy work, focus on providing a clear and consistent value proposition, and strong corporate outreach efforts. NAIFA's Centers for Excellence host webinars and provide resources for advisors in focused practice areas. The addition of FSP and Life Happens amplifies the NAIFA brand to an expanded pool of financial professionals and consumers. Our *Advisor Today* platform, including webinars and podcasts, is putting NAIFA's content in front of more financial advisors and enhancing NAIFA's reputation as an association of highly successful professionals and industry thought leaders.

Year Four of the NAIFA 2025 Strategic Plan builds on successes achieved since the 2019 restructuring. High standards and accountability are our watchwords. Surveys and interviews of NAIFA members, prospective members, and former members will inform our assessments of what we are doing right and where we can improve. They will also provide valuable insights into NAIFA programs and benefits. The ultimate goal is to constantly improve members' satisfaction and increase the value their membership provides. Along with 2024 NAIFA President Tom Cothron, I will continue to report on our progress in quarterly State of NAIFA webinars and in written Enterprise Reports.

The 2024 Business Implementation Plan presented in the following pages outlines NAIFA's tactics for the coming year. It incorporates lessons we learned and sets us up to continue our progress into Year Four of our strategic plan and beyond. As One NAIFA we are building a strong association with a growing membership, a powerful brand, and high membership satisfaction.

Three Pillars of the 2025 Strategic Plan



2025 Strategic Plan Executive Summary

The NAIFA 2025 Strategic Plan establishes a roadmap to lead the association to new heights of success. NAIFA 2025 sets priority goals and desired outcomes for association years 2021 through 2025 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. Diversified workforce 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.

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.

2025 Strategic Plan Executive Summary (continued)

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 2024 Business Implementation Plan

NAIFA's senior staff, drawing on the goals of the NAIFA 2025 Strategic Plan and work completed during the first three years of the plan, established tactics and issues that NAIFA will address during 2024. Some of them reflect stages that are part of a multi-year undertaking to achieve desired outcomes over the duration of the NAIFA 2025 Strategic Plan. The Business Implementation Plan provides a snapshot of the body of work NAIFA seeks to undertake in 2024. The tactics and issues to be addressed are classified according to the three main goals of the strategic plan.



GOAL A: 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 Four of NAIFA 2025.

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I. Focus Area – Increased Engagement

Near Term

- Expand membership targets and goals and strategies to achieve them.
- Full-scale promotion of group sales programs (100% Agency, Financial Security Champion, etc.) to increase their volume.
- Development of a group sales retention program.
- Expand chapter membership development plan with defined expectations for chapter involvement, recruitment, and engagement.
- Expand the target list of companies that NAIFA will approach for support and the strategies to use that list to drive membership. Identify penetration and scoresheet for each company.
- Increase participation in NAIFA Signature programming (NAIFA Live, National Leadership Conference, FSP Institute, Apex, and Congressional Conference).
- Identify new ways for chapter leaders to consume and adopt One NAIFA.
- Develop a plan with companies to include LUTCF as part of the onboarding and training of new agents.
- Find ways to engage FSP members.
- Increase engagement with NAIFA Watch Parties.

Medium Term

- Create connectivity as we introduce new members.
- Look at new members over the last 3-5 years and identify what makes the retained members sticky and utilize the analysis to grow membership.
- Validate that NAIFA members are more successful and stay in the business longer.
- Define conversion rates for membership from Lead to Member.

Longer Term

- Median age for membership moves 10 years younger as we diversify generational membership and recruit more advisors to replace retired/deceased members.
- Create a database for company engagement that employs a holistic approach to company data and include professional development, certifications, and legislative and regulatory threats as part of account management.

II. Focus Area – Accelerating a Diversified Workforce

Near Term

- Support, align, communicate, and cooperate with, and contribute to carrier company and industry initiatives.
- Ensure programming that we provide targets, appeals to, and engages a big-tent audience.
- Increase Chapter participation in programming that focuses on topics promoting a diversified workforce.
- Increase and strengthen relationships with association partners that represent a diversified workforce.
- Participate in initiatives both within the industry and with policymakers that support and promote a diversified workforce.
- Improve member data on workplace diversity demographics.
- Increase the content on NAIFA's website and other communications media to highlight and showcase our ongoing effort.
- Leverage student memberships to expand the workforce.

Medium Term

- Establish a call for volunteers to ensure leadership of NAIFA is representative of the industry.
- Provide leadership training in workforce and population topics.

Longer Term

- Produce professional development courses and programs that reach a wide audience and cross-market across practice areas.
- Ensure diversity in Congressional Conference attendance.

III. Focus Area – Young Professionals

Near Term

- Re-launch domestic LUTCF program as training program for new advisors.
- Increase promotion of student membership value.
- Analyze and assess the components of a YAT program.
- Offer more micro-volunteerism opportunities to increase involvement.
- Convene a working group for why Young Advisors should join NAIFA and take LUTCF.
- Build out and launch a full mentorship program.

Medium Term

- Ensure all chapters have YAT awards & programs (YAT Leader of Year, Four Under Forty).

Longer Term

- Become a resource for companies to recruit new advisors through student membership programs (e.g., the Future Leaders program).
- Examine the conversion rate of student memberships.

IV. Focus Area – Advocacy

Near Term

- Increase participation in national advocacy programming.
- Increase chapter prioritization of advocacy as a primary objective.
- Increase participation in grassroots advocacy engagement and training program.
- Establish and strengthen relationships between members and state and federal lawmakers.
- Grow PAC participation.
- Advocacy training for Chapter leaders at National Leadership Conference.
- Continue to better communicate advocacy efforts to show the complete diversity of our issues. Utilize in target marketing.
- Identify and prioritize state advocacy issues and develop collaborative lobbying efforts (enterprise, coalitions, etc.).
- Increase adoption of the model advocacy program by managed Chapters.
- Leverage opportunity in sharing Life Happens Stories for advocacy.

Medium Term

- Leverage Financial Security Alliance for marketing efforts.
- Increase adoption of model advocacy program by chapters.



GOAL B: 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 Four of NAIFA 2025.

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I. Focus Area – Accelerating a Diversified Workforce

Near Term

- Expand our portfolio of partners and coalitions.
- Utilize blogs, social media, etc. to market and promote our initiatives and increase engagement with our communications.

Medium Term

- Motivate Main Street media to contact NAIFA as resource for quotes and SMEs.

Longer Term

- Create PR campaign around Workplace Diversity efforts. Leverage our status as the Big Tent and utilize main street media to share message. Ensure we are in publications that target specific Workplace Diversity communities.

II. Focus Area – Clear and Consistent Value Proposition

Near Term

- Adoption of standardized visual identity and messaging.
- Adopt and standardize enterprise marketing and communication efforts at Chapter level.
- Chapters are accountable to use and fully adopt standard resources reflecting NAIFA brand.
- Broaden media network at national and Chapter levels and expand media placement.

- Continue to communicate the responsibilities for Chapters and national to ensure each component plays to their strengths, supports intersections, and works together to further the association and its goals in furtherance of a One NAIFA culture.
- Focus on winning awards from associations and media outlets.
- Move to a model for chapters that includes accountability through consistent and clearly articulated goals and a measurement matrix.
- Onboard more chapters to NAIFA Association Management Services.

Medium Term

- Build awareness of the NAIFA name and what advisors do to the consumer audience. Establish value proposition to the consumer.

III. Focus Area – Advocacy

Near Term

- Increase testimony opportunities for NAIFA members to share their Main Street stories.
- Need to consistently promote advocacy and resources to industry media at both national and chapter levels.
- Increase attendance at Congressional Conference and State Legislative Days and include more media.

Medium Term

- Create policy heat maps.
- Increase participation in Public Affairs Council, PAC Pal, and NABPAC.
- Submit GR initiatives for award recognition by ASAE and others.



GOAL C: Member 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 Four of NAIFA 2025.

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I. Focus Area – Consistent Quality

Near Term

- Integration of FSP and NAIFA Chapters.
- Consolidation of enterprise processes, programs, and experience.
- Utilize survey data to evaluate program effectiveness and satisfaction.
- Ensure chapters have financial resources and effective budgeting needed to put programs into place.
- Continue to analyze current programming and initiatives to amplify successful programs/services and sunset programs/services that are less impactful.
- Develop a deeper adoption of the Centers by our leaders and members.

Medium Term

- Advance an enterprise-wide staffing structure.

Longer Term

- Develop the lifetime value of a membership.

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II. Focus Area – Innovation

Near Term

- Leverage member experience model to meet the needs of members of all generations.
- Evaluate programs and services for their ROI, impact and determine which programs should be sunset.
- Ensure delivery of programs to membership meets the way members communicate.
- Utilize our new FSP and Life Happens team as well as outside experts and key stakeholders through our Industry Leadership Board to provide additional and innovative perspectives.
- Explore more opportunities for cross-Chapter and regional programming within NAIFA.
- Evaluate program offerings as a result of NAIFA's expansion and consider utilizing Professional Pathways to enhance the member experience.
- Leverage the materials from Life Happens to enhance the value proposition for NAIFA members.

Medium Term

- Map out member experience model from point of entry to senior and tenured member.
- Create a product development process to utilize as we are implementing the strategic plan.

III. Focus Area – Unity

Near Term

- Invite FSP and Life Happens to share their talents, skills, and resources to strengthen the greater team of NAIFA.
- Develop an enterprise level framework for programming, advocacy, membership and marketing utilizing input of key stakeholders.
- Continue to leverage ongoing cohort discussions to obtain stakeholder and Chapter input to build unity.
- Continue to foster an internal home office understanding that we are a team with the same end goals. Utilize the expanded talent pool to enhance the service of member experience.
- Create mindset across the NAIFA enterprise to ensure an understanding that we are all on the same One NAIFA team and we are working towards the same end.

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Together We Can Take On Anything

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