



NAIFA

2025

STRATEGIC PLAN

2023 Chapter-Level
Business Implementation Plan

A Message from the CEO

As we enter the third year, the midpoint of the NAIFA 2025 Strategic Plan, we continue to explore and implement new ways to fully accomplish its objectives. We have created strong momentum over the first two years and continued progress this year will move us significantly closer to achieving our goals in the areas of Membership Growth, Brand Amplification, and Membership Experience improvement. We have been asked by numerous leaders throughout the NAIFA enterprise how our Chapters and Affiliates can help accelerate our success and have developed this Chapter-Level Business Implementation Plan as a tool for your Chapter to use in driving your own, as well as that of the national organization.

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. In the latter months of 2022, we had consecutive months with month-over-month membership growth, and we're working to continue this positive membership trend. We have built out and implemented a comprehensive marketing plan and sales process to put NAIFA's membership proposition in front of more potential members and bring more insurance and financial professionals into the fold. Our 100% Agency and Financial Security Champion programs, combined with increasingly effective corporate outreach, are resulting in more group memberships.

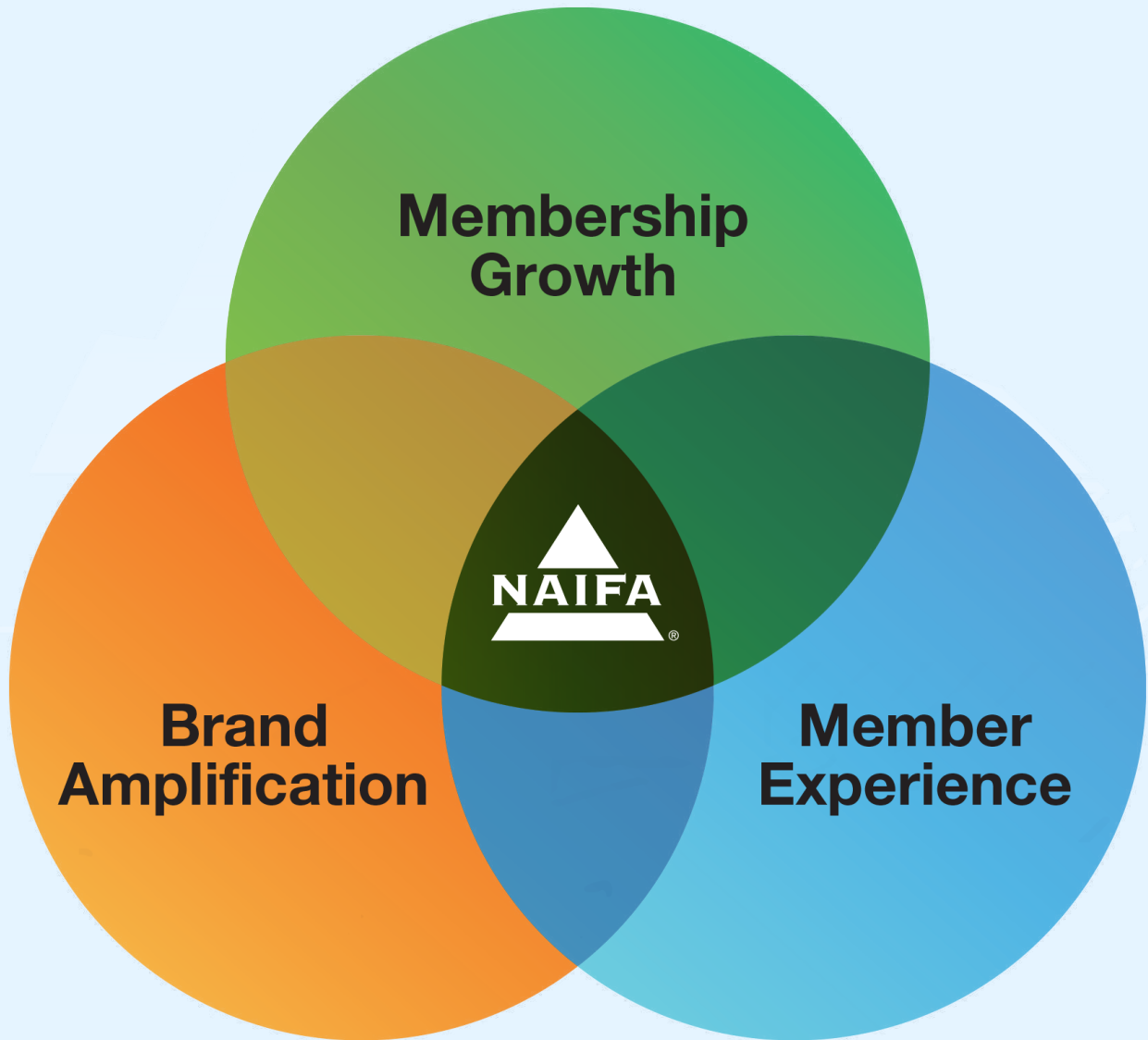
Amplification of the NAIFA brand continues through our high-impact advocacy work, focus on providing a clear and consistent value proposition, and our promotion of diversity, equity, and inclusion (DEI) in the insurance and financial services industry. A great example, which combined our advocacy and DEI work to highlight NAIFA's leadership and influence, was when NAIFA Trustee Chris Gandy participated in the fall of 2022 in a National Association of Insurance Commissioners (NAIC) panel on "Diversity, Equity, and Inclusion in Producer Licensing." Our successful signature events – the Congressional Conference, Apex sales summit, and National Leadership Conference and Belong awards celebration – brought NAIFA members, prospective members, partners, and the media together to spotlight the great work NAIFA is doing. The expansion of our *Advisor Today* brand to include 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 Three 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 2023 NAIFA President Bryon Holz, I will continue to report on our progress in quarterly State of NAIFA webinars and in written Enterprise Reports.

The 2023 Chapter-Level Business Implementation Plan presented in the following pages outlines NAIFA's Chapter-level 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.

Kevin M. Mayeux, CAE
Chief Executive Officer

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 engagement with agency managers, company leaders, and the community of insurance and financial services professionals within a Chapter's jurisdiction. Diversity, equity, and inclusion initiatives will broaden the Chapter'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 the Chapter's recruitment of the next generation of membership. Chapters should also leverage their 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 Affiliates and will generate feelings of pride and unity for members and volunteer leaders across the nation.

2025 Strategic Plan

Executive Summary (continued)



The NAIFA brand will project a clear and consistent value proposition across NAIFA Nation, demonstrating NAIFA’s unity and strength at the home office, Chapter, and Affiliate levels. On-brand messages will appeal to audiences at the corporate, manager, advisor, and consumer levels, emphasizing each Chapter’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.

Chapters should leverage the NAIFA Best Practices Model of Chapter Operations 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.

The 2023 Chapter-Level Business Implementation Plan

NAIFA’s Chapter Services Team, drawing on the goals of the NAIFA 2025 Strategic Plan and work completed during the first two years of the plan, established tactics and issues that Chapters should address during 2023. Some of them reflect stages that are part of the multi-year undertaking to achieve desired outcomes over the duration of the NAIFA 2025 Strategic Plan. The Chapter-Level Business Implementation Plan provides a snapshot of the body of work Chapters should seek to undertake in 2023. 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 State and Local Chapters should employ to achieve the goal of Membership Growth during Year Three of NAIFA 2025.

I. Focus Area – Increased Engagement

Action Items

- Implement Chapter Membership Development plan with defined expectations for Chapter and Affiliate involvement, recruitment, and engagement.
- Identify and report to NAIFA Growth and Revenue Department any viable candidates for group membership sales. (*100% Agency, Financial Security Champion, etc.*)
- Maximize Chapter Leader participation in Cohort calls and Leader webinars to foster a greater One NAIFA culture.
- Focus YAT Subcommittee on identifying benefits and developing programming to attract younger members to NAIFA.
- Promote and increase Chapter and Affiliate participation in NAIFA Signature programming. (*Congressional Conference, DEI Symposium, NAIFA Live, and National Leadership Conference*)
- Capability to segment membership lists and communicate by Affiliate regions. (*State Chapters*)

II. Focus Area – Diversity, Equity, and Inclusion

Action Items

- Focus DAT Subcommittee on identifying benefits and programming that will appeal to diverse audiences.
- Expand representation of diverse populations that attend Congressional Conference and obtain the Financial Security Advocate badge.
- Promote and increase Chapter and Affiliate participation in DEI programming.
- Identify colleges and universities within the Chapter's jurisdiction to target the expansion of student membership and the Future Leaders program.

III. Focus Area – Young Professionals

Action Items

- Promote NAIFA as a resource for developing and locating ethical agents and advisors that provide comprehensive financial services to Main Street Americans via social media and other channels.
- Promote the value of student membership to colleges and universities within the Chapter's jurisdiction and consider ways to add value for these members.
- Promote and hold a Leadership in Life Institute (LILI) class as a Chapter or promote participation in a virtual class.
- Implement and promote YAT awards & programs. (*YAT Leader of the Year & Advisor Today's 4 Under 40 Award*)
- Adopt and promote a system of micro-volunteerism, utilizing resources from the Chapter Playbook.
- Consider adoption and promotion of forthcoming NAIFA Mentoring and Coaching programs.

IV. Focus Area – Advocacy

Action Items

- Schedule and report State Legislative Day to NAIFA as early as possible to facilitate collaboration and promotion under the Power of You. Power of Us. national brand. (*State Chapters*)
- Share photos, stories, and efforts with the NAIFA Marketing & Communications Department for promotion and solicitation of media coverage.
- Increase Chapter and Affiliate participation in national advocacy programming, focusing on advocacy as a primary objective, following the NAIFA Governmental Relations Department’s model advocacy program.
- Increase the number of Financial Security Advocate badge-holders within the Chapter, including a target of having every Chapter and Affiliate Leader obtain theirs.
- Work to develop, document, and report to the Advocacy Action Center a key contact with every state and federal lawmaker within the Chapter’s jurisdiction.
- Grow the number and percentage of Chapter and Affiliate members who contribute to IFAPAC.
- Prioritize notification and collaboration with NAIFA's State Government Relations Manager on legislation and policy positions of the Chapter.



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 Affiliates and will generate feelings of pride and unity for members and volunteer leaders across the nation.

Following are tactics State and Local Chapters should employ to achieve the goal of Brand Amplification during Year Three of NAIFA 2025.



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 State and Local Chapters should employ to achieve the goal of enhancing the Member Experience during Year Three of NAIFA 2025.

I. Focus Area – Consistent Quality

Action Items

- Encourage Chapter and Affiliate Leaders and Staff to thoroughly review the Chapter Playbook and be familiar with the tools and resources available to support the NAIFA Best Practices Model of Chapter Operations.
- Consistently seek to improve Chapter Health Score through completion of items on the Chapter Action Plan in pursuit of recognition through the Chapter Excellence Awards.
- Encourage all Chapter and Affiliate Leaders to participate in as many of the Chapter Webinars and Trainings as possible, to maximize the Chapter's effectiveness.
- Obtain recognition as a Certified Leadership Board through NAIFA.
- Carefully review budgeting practices to ensure that the Chapter has a realistic break-even or growth budget, built on fiscally sound and historically supported assumptions.

II. Focus Area – Innovation

Action Items

- Evaluate Chapter and Affiliate programs and services for their ROI and impact, and determine which programs should be sunset.
- Facilitate a discussion with Chapter and Affiliate Leadership on how to best communicate with and meet the needs of members from each generation.
- Adopt more modern communication methods that suit respective audiences' communication styles and preferences.
- Ensure delivery of programs to membership meets the way members communicate.

III. Focus Area – Unity

Action Items

- Fully embrace the One NAIFA principle that we are all essential components working together in furtherance of the enterprise goal of providing members with a consistent and quality member experience.
- Implement the NAIFA Best Practices Model of Chapter Operations for programming, advocacy, membership, and marketing.
- Continue to leverage ongoing Cohort discussions to obtain stakeholder and Chapter input to build unity.
- Consider the possibility of partnering with neighboring Chapters and Affiliates on cooperative or regional programming within NAIFA.



Together We Can Take On Anything

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