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About NAIFA

NAIFA 20/20 will re-energize NAIFA’s historic mission. Founded in 1890 as The National Association of Life Underwriters (NALU), NAIFA is one of the nation’s oldest and largest associations representing the interests of insurance and financial professionals with members from every congressional district in the United States. Members assist consumers through highly competent and ethical advice and by focusing their practices on one or more of the following: life insurance and annuities, health insurance and employee benefits, multiline, and financial advising and investments. NAIFA’s mission is to advocate for a positive legislative and regulatory environment, enhance business and professional skills, and promote the ethical conduct of its members.

Vision Statement

The National Association of Insurance and Financial Advisors protects and promotes the critical work of members, whose role is to provide financial advice and protection in helping consumers develop sound financial guidelines and strategies, essential for their financial security.

Mission Statement

The National Association of Insurance and Financial Advisors advocates for a positive legislative and regulatory environment, enhances business and professional skills, promotes ethical conduct and positions members as consumer advocates for financial security.

Executive Summary

For 125 years, NAIFA has been committed to developing educated and ethical insurance and financial advisors by offering products and services to grow and protect their businesses.

The services provided by NAIFA members are needed now more than ever. Americans are woefully under-insured and the retirement crisis is growing. At the same time, legislative and regulatory changes at the federal and state levels will continue to challenge members’ ability to manage their businesses and serve their clients. There is an increasing need for the industry to assure policy makers and regulators that advisors look after the best interests of their clients and provide indispensable products and advice to secure Americans’ financial futures.

The NAIFA 20/20 strategic plan will re-invent NAIFA to meet the challenges of today and tomorrow.
Strategic Plan Objective

NAIFA 20/20 is a roadmap to transform NAIFA with a new financial and business model that streamlines the federation, diversifies revenue and grows membership. The plan includes strategies that empower NAIFA to improve its position as an essential, nimble and forward-thinking professional development and advocacy organization. These strategies will ensure that NAIFA is and will continue to be the pre-eminent and unified voice for advisors in the insurance and financial services industry.

NAIFA 20/20 Strategic Plan, 2016-2021

The Strategic Plan identifies three goals and outcomes to be achieved over the next five years.

**Goal A: Empowerment**

NAIFA is the premiere advocacy, empowerment and awareness organization for insurance and financial advisors that attracts diverse talent and prestige to the profession and advocates for consumers.

**Outcomes**

- **Advocacy.** Members conduct business in a legislative and regulatory environment at the federal and state level that ensures consumer access to affordable insurance and financial advice and products.

- **Diversity.** A diverse population of advisors is recruited to the profession and engaged in member services and benefits.

- **Training and Professional Development.** Programs include workforce recruitment and retention, quality training and certifications, and financial literacy programs for consumers.

- **Awareness.** Lawmakers, the public and other key stakeholders perceive NAIFA as an advocacy organization whose members succeed in helping consumers become more financially-literate while securing their futures.
Goal B: Business Model

The NAIFA business model will more effectively and efficiently deliver member value and grow membership across the Federation.

Outcomes

- **NAIFA Infrastructure.** The infrastructure supports nimble decision-making and flexibility across all levels of the federation to adapt association business models to meet member needs.

- **Local Associations.** Locals have the flexibility to strengthen their business models to meet member needs and facilitate participation in state and federal grassroots advocacy.

- **State Associations.** States have the flexibility to strengthen their business models to meet member needs, and the ability to support local associations in doing the same. States coordinate grassroots activity and provide a robust presence in the state capitol.

- **NAIFA National.** National has the flexibility to strengthen its business model to meet member needs, and the ability to support states and locals to do the same. National develops programs to raise consumer awareness of members’ role in protecting and securing financial futures.

- **Quality Member Experience.** NAIFA ensures a baseline of high quality member services through established standards for success at the local, state and national levels.

- **Membership.** NAIFA has at least 50,000 dues-paying members by 2020.

Goal C: Financial Model

NAIFA will simplify and diversify its revenue structure to provide more resources that deliver member value through training, certification, dues and corporate support and sponsorship.

Outcomes

- **Dues Structure.** NAIFA has a unified and cohesive dues structure for implementation throughout NAIFA.

- **Revenue Share.** NAIFA has a uniform revenue-sharing model with states and locals.

- **Diverse Portfolio.** NAIFA has a strong financial model with a diverse portfolio of non-dues revenue.
Business Tactics: Turning Strategy into Action

NAIFA 20/20 is a five-year strategic plan to empower NAIFA, improve its business model and diversify its revenue structure with strategies and tactics to ensure long-term strength and sustainability for the association. Each NAIFA Department – Business Development, Communications & Marketing, Executive Office & Human Resources, Finance, Government Relations, Information Services, Membership & Association Services, Professional Development & Education – has action plans to achieve the organizational goals and desired outcomes.

The tactic summaries presented on the following pages prioritize departmental activities through mid-2017. Work executed on a daily basis will advance implementation of NAIFA 20/20 while accelerating the success of the association.

NAIFA Departments: A Snapshot
Aligning Staff Expertise with Tactical Planning and Goal Implementation Fiscal Year 2017

Goal A: Empowerment

Outcome A1: Advocacy

NAIFA’s Government Relations Department takes the lead in executing activities that ensure members can conduct business in a positive legislative and regulatory environment. The Department’s strength in professional lobbying and in nurturing dedicated volunteer leaders in fundraising and political involvement ensures NAIFA remains the most effective advocacy organization in Washington and in the state capitals. Among the tactics to achieve this outcome:

- Nurture inner circle of individuals with industry knowledge and expertise to develop and share strategies, build relationships and execute on key policy issues.
- Grow teams and training programs for dedicated volunteers to serve as fundraisers and citizen lobbyists in Washington and state districts.
- Identify new opportunities to benefit members and industry through participation in impactful coalitions on joint lobbying visits, PAC contributions and representation before legislators and regulators.
Outcome A2: Diversity

NAIFA’s Membership and Association Services Department will lead efforts to attract and grow a diverse population of advisors to the association and the profession. The Department’s formal partnerships with diverse organizations foster the exchange of ideas and best practices in professional development and advocacy. NAIFA’s Business Development Department reaches out to corporate partners and other organizations to create opportunities to increase brand awareness, interact with industry stakeholders and invest in the future of the profession through sales and sponsorship opportunities. NAIFA’s Information Services Department provides the information technology required to manage the membership structure, including data collection, processing and storage, networks and support.

Among the tactics to achieve this outcome:

- Increase use of research and technology to collect data on member demographics for use in targeted engagement campaigns to recruit diverse members.
- Create strong leadership team with task force of diverse members including young advisors to drive strategy and attract members.
- Secure partnerships and sponsorships with organizations committed and seeking to raise visibility on diversity-related initiatives.
- Create an inclusive environment with development of diversity-focused events, published profiles and reports of diverse members and markets.

Outcome A3: Training and Professional Development

NAIFA’s Professional Development & Education Department develops high-caliber training and education resources that engage members and deliver value. NAIFA 20/20 calls for the Department to build upon the success of its LUTCF designation program, popular webinars and Advisor 2020 Workshops, with additional resources that position NAIFA as the creator of gold-standard programs that attract talent to a growing workforce and that respond to the current business needs of members. The Business Development Department will ensure companies and organizations perceive NAIFA’s resources as keys to the success of the workforce. Among the tactics:

- Launch three new programs based on comprehensive data and market analysis of member needs in 2017.
- Explore the development, launch and management of new certification programs in the U.S. and abroad, as well as core competency programs along various career tracks.
- Establish corporate awareness, acceptance and usage of training programs.
- Empower members to become consumer advocates through marketing their role and dedication to educate and guide consumers to secure financial futures.
Outcome A4: Awareness

NAIFA’s Communications & Marketing Department executes strategies that raise the visibility of NAIFA members before lawmakers, the public and others as trusted advisors and industry thought leaders. The Department produces and curates timely and forward-looking content to drive media coverage and serve members with reports on industry trends ranging from the use of technology in practices to strategies for reaching diverse markets. NAIFA 20/20 calls for additional efforts to brand the association and its members before consumers with messages on the value and ethics of members, and their role in securing Americans’ financial futures. Tactics include:

- Strengthen consumer, media and stakeholder outreach through targeted messaging and execution of communications strategies utilizing various communications channels and multimedia platforms.
- Enhance media and presentation skills among member leaders and executives who can serve as informed spokespeople for the association and industry.
- Report and increase awareness of advocacy success among members, corporate partners and lawmakers. Promote PAC ranking, impact and influence.

Goal B: Business Model  

Outcome B1: NAIFA Infrastructure

NAIFA’s Executive Office and Human Resources Department oversee Governance, which among many functions, addresses association management policies and procedures. For the purposes of NAIFA 20/20, the Executive Office and HR will create, coordinate and execute tactics that seek to transform the NAIFA infrastructure so it supports nimble decision-making and flexibility across all levels of the Federation so each entity may adapt their business model to meet member needs. Among the tactics:

- Seek Federation input and gain consensus on national bylaws changes and association agreements so the National Board is empowered to make decisions related to operations.
- Seek Federation input and gain consensus on model bylaws revisions and association agreements to provide flexibility on local and state operations adaptable to member needs.
- Seek Federation input and gain consensus on association standards to establish and enforce benchmark requirements that ensure a quality member experience.
Outcome B2, B3, B4: Local Associations, State Associations, National

The goal to improve the Business Model involves activity at the local, state and national levels. The common goal across all three entities is to provide flexibility to strengthen each association’s business model in ways that meet member needs, support grassroots activity and deliver member services in training and professional development. Tactics required to advance the business model involve multiple NAIFA Departments. Among them:

- To build upon NAIFA’s state-level advocacy program, Government Relations will develop targeted advocacy materials and build relationships with state insurance commissioners and other regulatory and legislative bodies.
- Communications & Marketing will create strategies to enhance relationships between national and state and local executives to ensure delivery of key messages.
- Professional Development & Education will offer high-caliber training programs for delivery at the state and local levels.
- Utilizing its Federation contacts and committees, Membership Marketing & Association Services will create programs featuring a fresh menu of services that states and locals may use to enhance member experiences.
- Communications & Marketing will grow the consumer awareness campaign to ensure members are aware of resources to brand NAIFA and its members as advisors they can trust.

Outcome B5: Quality Member Experience

NAIFA 20/20 calls for the establishment of a baseline of quality member services through established standards for success at the local, state and national levels. Among the early-stage tactics to be executed by NAIFA Communications & Marketing:

- Seek Federation input on perceptions of established standards criteria and ensure acceptance on importance of use of standards through promotion and communications.
- Promote collective input on standards to create Federation buy-in and adherence.
- Train association leaders on branding fundamentals and utilization to strengthen the NAIFA brand across the board and foster unified messaging and enhanced member experience.
**Outcome B6: Membership**

NAIFA will have at least 50,000 dues-paying members by 2020. Among the tactics to begin implementation toward this goal:

- New year-round targeted campaigns, enhanced membership growth tools, and executive and volunteer training are among the tactics the **Membership Department** will execute to enhance membership recruitment and retention efforts among national, states and locals.

- NAIFA’s **Business Development Department** will grow, engage and strengthen corporate partners to secure support in membership growth activities, such as corporate auto enrollment and ledger deduction programs, and dues support.

- NAIFA’s **Membership Department** will identify opportunities to launch additional membership categories.

**Goal C: Financial Model**

**Outcome C1: Dues Infrastructure**

Multiple NAIFA Departments will execute tactics to ensure NAIFA has a unified and cohesive dues structure. Among the tactics:

- **NAIFA Executive Office & HR** will seek Federation input and consensus on uniform dues as a way to secure adoption of a bylaws amendment for a unified dues structure.

- **NAIFA Finance and Information Services Departments** will articulate the operational complexities that arise from the existing dues structure to assist in creating buy-in for a unified dues structure.

- **NAIFA Information Services** will collect data points on the NAIFA pilot program so they may be applied to membership marketing strategies.
Outcome C2: Revenue Share

Multiple Departments will execute on tactics to ensure NAIFA has a uniform revenue-sharing model among national, states and locals. Among the tactics:

- **Communications & Marketing** will create a working group of state and local leaders for input on model development, followed by tools to promote messages on revenue-sharing synergies.
- **NAIFA’s Finance Department** will develop a revenue-sharing model to apply across the Federation.

Outcome C3: Diverse Portfolio

Multiple Departments will execute on tactics to ensure NAIFA has a strong financial model with a diverse portfolio of non-dues revenue.

- **Business Development** will leverage industry trends to attract partners for sponsorships of relevant content and programs that will maximize partners’ visibility.
- **Professional Development & Education** will grow participation in the LUTCF designation and launch a new certification program.
- **Professional Development & Education** will launch three new training programs and promote them across the Federation and to carrier companies and independent advisor groups.
Strengthening Success and Sustainability through 2020 and Beyond