



MDRT

The Premier Association of
Financial Professionals®

focused

ON YOUR SUCCESS

United States *Strategic Charter*

**All Staff Meeting
July 9, 2015**

Staying True to MDRT's Core Values

January 2013 to Today: What We Accomplished

- **Staying True to MDRT's Core Values**
 - Reaffirmed **Mission**
 - Articulated **First Principles** to Guide Decision Making
- **Strategic Objectives**
 - Developed **Charter Statements** to Summarize Broad Strategic Plan Goals
 - Visualized MDRT's Value Proposition (**Member Engagement Illustration**)
 - Integrated **Member Segments**
- **Chosen Focus**
 - Created **Global Platforms**

Staying True to MDRT's Core Values

January 2013 to Today: What We Accomplished

■ Strategies Developed

- Developed **Specific Strategies** to Achieve Plan Goals
- Identified **Core Countries** on Which to Focus
- Created **Country Charters** to Provide Roadmap for Increasing Member Engagement
- Relied on **Work Streams** to Provide Stakeholder Input

■ U.S. Charter

- **Reviewed Output** from Work Streams
- Articulated the **U.S. Vision Statement**
- Identified Six **Focus Areas** to Achieve the Vision
- Outlined **Initiatives** Within Focus Areas

Staying True to MDRT's Core Values

MDRT's Mission

At the beginning of the strategic planning process, the Executive Committee spent considerable time identifying how MDRT carries out its mission and how members engage with it.

To be a valued, member-driven, international network of leading insurance and investment financial services professionals/advisors, who serve their clients by exemplary performance and the highest standards of ethics, knowledge, service and productivity.

Staying True to MDRT's Core Values

First Principles

At the core of MDRT and the strategic plan is a set of Principles that unite members regardless of age, country of origin or gender. **They provide a lens to review strategic decisions to ensure they are consistent with MDRT's values.**

| First Principles | |
|---|--|
| Organizational Independence | Steadfast adherence to MDRT's best interests. |
| Highest Standard of Excellence | Offering the best to the most accomplished. |
| Value and Self-Worth to the Member | Providing personal and business development opportunities. |
| Member Connectivity | Sharing common experiences and unique insights |
| Ethical | Behaving professionally with the highest standards. |

**Decisions need not apply to all First Principles for approval.
However, if an opportunity violates even one Principle, it will be disqualified.**

Strategic Objectives Charter Statements

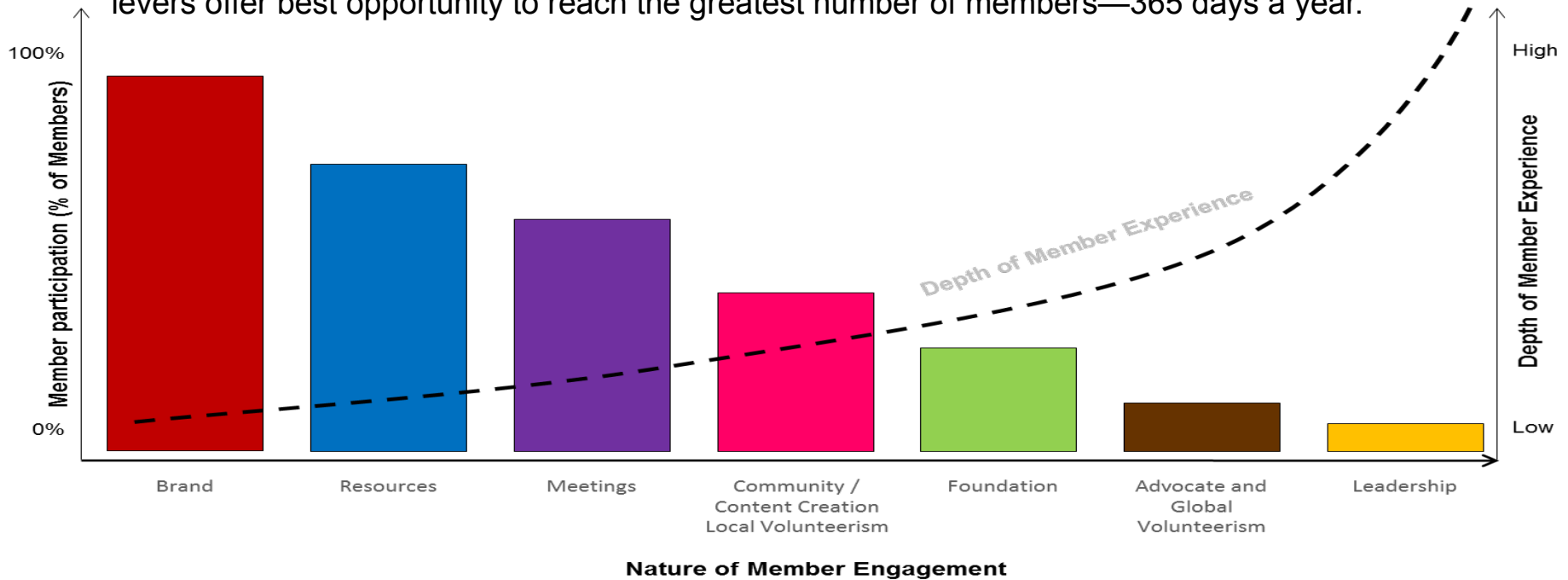
The Executive Committee identified five objectives for MDRT's strategy. MDRT's Charter states the strategic plan's goals and provides guidance on how to execute MDRT's vision.

| Charter Statements |
|-----------------------------------|
| Promoting success and achievement |
| Enhancing brand excellence |
| Sharing innovative experiences |
| Connecting people and ideas |
| Growing global leaders |

Strategic Objectives

Member Engagement Model

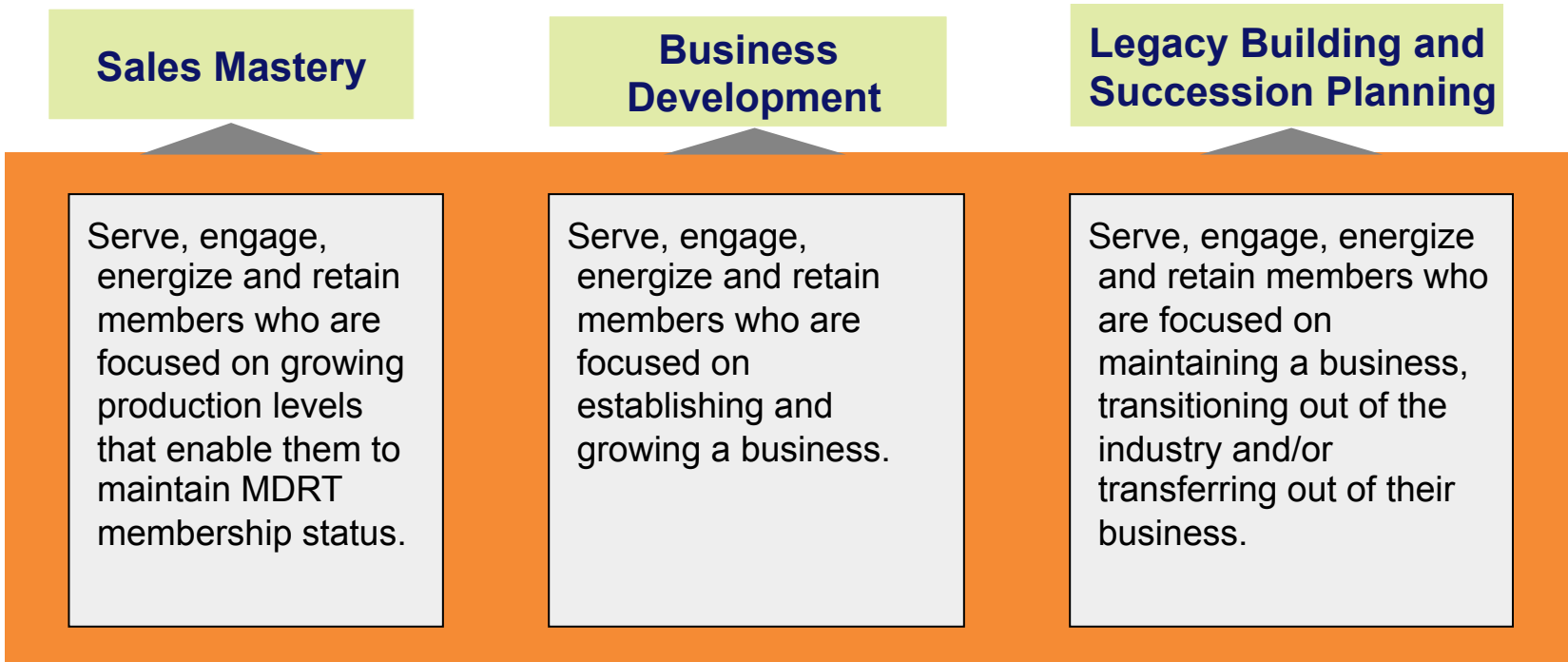
- Created to visually demonstrate MDRT's value proposition and the different ways members engage (participate) in MDRT.
- The goal is to increase member engagement in all levers, both in terms of the number of participants and the depth of the member's experience.
- The Strategic Plan places particular emphasis on first two levers: Brand and Resources. These levers offer best opportunity to reach the greatest number of members—365 days a year.



Strategic Objectives

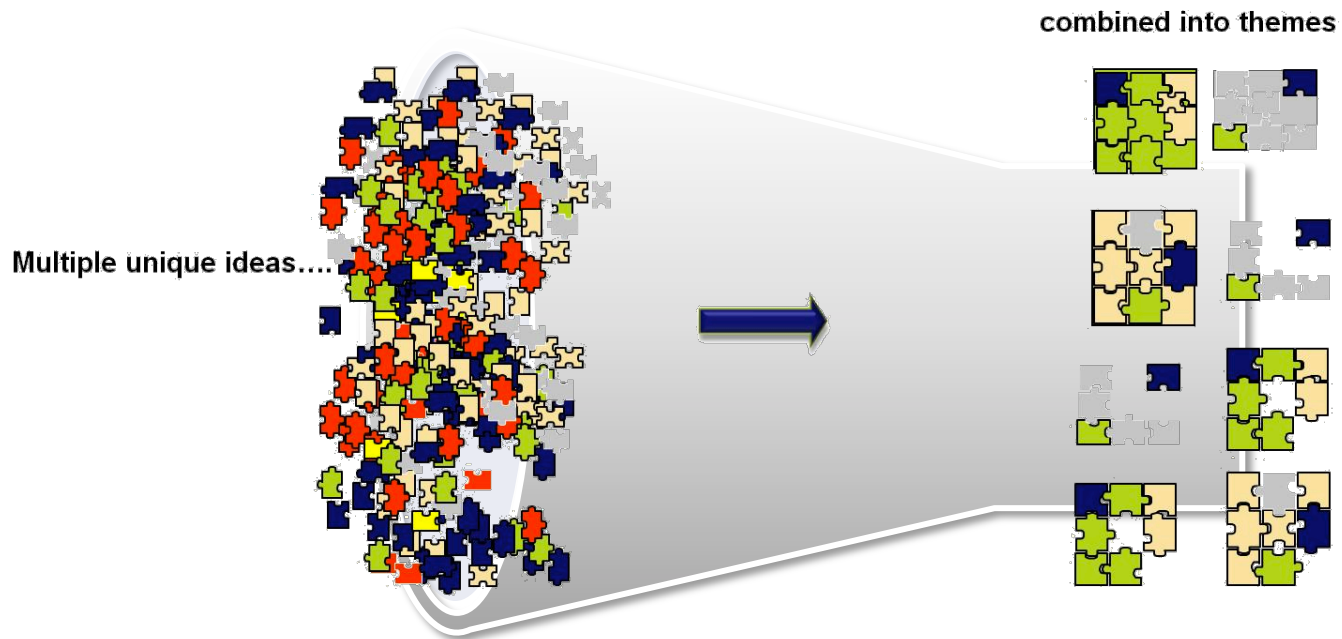
Member Segments

- The Hay Group and staff developed the Member Segments before the strategic planning process began.
- MDRT's strategic intent is to design and deliver products and programs targeted to the special needs of the segments.



Chosen Focus

Global Platforms



Chosen Focus

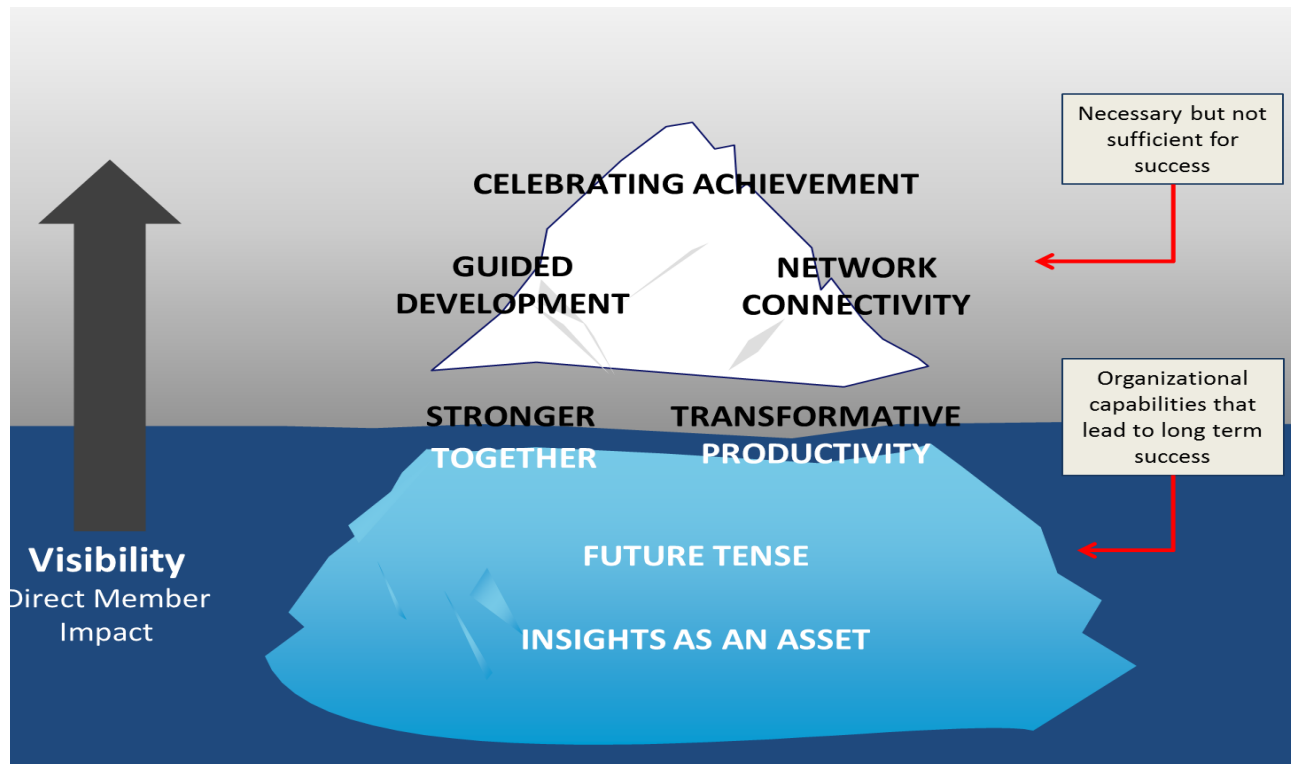
Global Platforms

| | |
|---------------------------------------|---|
| 1. Transformative Productivity | Enabling members to achieve and surpass their personal and professional goals by capturing, curating and distributing relevant resources to become more productive. |
| 2. Guided Development | Leveraging the coaching expertise of members and outside experts to assist members seeking to integrate further in the MDRT community. |
| 3. Future Tense | Develop an informed understanding of emerging market trends to anticipate and meet the unique needs of MDRT members by investing in research and regularly communicating with allies. |
| 4. Celebrating Achievement | Awareness, recognition, and celebration of member achievements that align with MDRT's high standard of excellence. |
| 5. Insights as an Asset | Gathering and reporting unique data from and about members that will be relevant to MDRT, members, external allies and others. |
| 6. Stronger Together | Establish relationships with companies, associations and other external organizations to attract and retain members, add value to key allies and enhance organizational capabilities. |
| 7. Network Connectivity | Providing opportunities for members to share ideas, connect on similar interests, and build community. |

Chosen Focus

Platform Iceberg Graphic

- Platforms above waterline have most visible member impact.
- Platforms below waterline are foundational capabilities; they enable other Platforms.
- All are essential to increasing member value.



Strategies Developed Specific Plans

Specific strategies have been developed to help achieve the goals of the Strategic Plan and the global Platforms:

- **Technology** (*Mark, Jim and Wayne*) (*Foundational to all Platforms/Levers*)
- **Content** (*Caroline, Pam and Katie*) (*Transformative Productivity Platform*)
- **Branding** (*Jim and Don*) (*Celebrating Achievement Platform*)
- **Meetings** (*Brian, Ray, Tammy, Katie and Barb*) (*Meetings Lever*)
- **Guided Development** (*Brian and Pam*) (*Guided Development Platform*)

Strategies Developed

Identifying Core Countries

- **Analysis conducted on top 25 membership countries to identify areas where MDRT has a strong membership and significant growth prospects.**
- **Ultimate goal of country analysis: Ensure MDRT effectively develops and fairly allocates resources to its diverse membership.**

Strategies Developed

Identifying Core Countries

- **Narrowed down to three core countries: United States, Japan and Korea**
 - Charters for MDRT's core countries developed based on membership trends and findings in strategic plan.
 - Each Charter articulates plan for further increasing member engagement in a particular country.

- **Analysis also identified emerging countries:**
 - Mexico, China (via Hong Kong, Taiwan) and Southeast Asia.
 - Focus on developing and extending growth in these regions.

Strategies Developed

Developing Country Charters

- MDRT leadership, staff and the Hay Group participated in several interrelated initiatives (**Work Streams**) to develop specific Country Charters within the Strategic Plan.
- Each Charter provides a roadmap for implementing the Strategic Plan in that particular country.
- **The Charters are based on data and input from staff, various segments of membership and key allies.** The most significant contributions to the U.S. Charter were:

Strategies Developed

Stakeholder Input: Work Streams



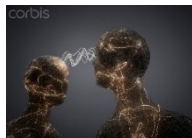
Innovation
(Mark Hanna)

Identification of seven **Platforms**, which are areas for adding value to members and stakeholders (allies, companies, etc.)
(Staff: Pam and Katie).



Strategic Relations
(Caroline Banks)

Input from strategic **company allies**
(Staff: Eryn, Patti and Preciosa).



Member Insights
(Brian Heckert)

Surveys of current and former members on a wide range of topics
(Staff: Tom, Don and Vickie).



U.S. Charter Task Force
(Micki Hoesly)

To develop the U.S. Charter, chosen U.S. members built on the insights of other work streams to **develop recommendations** unique to U.S. membership *(Staff: Ray and Tammy).*

Strategies Developed

The “Kill List”

- Executive Staff worked with their staffs to develop a list of initiatives to eliminate.
- Needed to look at what fit in with the new strategic direction and what did not.
- Concerns about adding too much to our plates.
- The Executive Staff recommended several items for elimination.
- Presented to the Executive Committee in December 2014 and March 2015.
- We are working on eliminating those initiatives this year.

U.S. Charter

U.S. Charter

Development Process

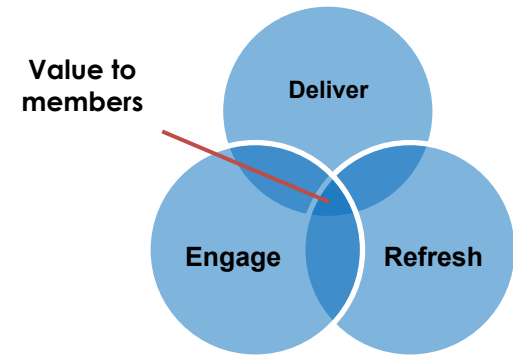
- In April 2014, the U.S. Charter Task Force gathered to review output from the three other Work Streams, and made recommendations to create value for their fellow members.
- Subsequently, the task force conducted conference calls to finalize their output.
- In August 2014, staff developed a draft of the charter, based on the task force's output, for the Executive Committee to review and approve.
- Development of the charter began with the vision statement.

U.S. Charter

Vision Statement

As a leader in the world's leading financial market, MDRT aspires to:

- Deliver relevant and customized offerings
- Engage members throughout the year, and
- Refresh the brand for the U.S. market ...



... in order to attract and retain qualified financial professionals of today and tomorrow throughout their careers.

U.S. Charter

Achieving the Vision: U.S. Focus Areas

- The Focus Areas are how the strategic planning vision is realized in the United States.
- They were created to help MDRT increase U.S. member engagement throughout career stages.
- The Focus Areas are also U.S. manifestations of the global Platforms.

U.S. Charter

Achieving the Vision: U.S. Focus Areas

- 1. Branding/Marketing**
- 2. Communities**
- 3. Companies**
- 4. Content**
- 5. Development**
- 6. Technology**

U.S. Charter

Achieving the Vision: U.S. Focus Areas

1. Branding/Marketing

Effectively communicate MDRT's value proposition to key audiences to enhance the perception that MDRT is vital to a financial services professional's success and to position U.S. members as business and community leaders.

Primary Platform: Celebrating Achievement

Branding/Marketing Initiatives (Prioritized by the Executive Committee)

High Priority

- **Create and implement a simple, consistent, repeatable messaging campaign.** Create awareness of MDRT and our value proposition, with customized communication targeting key audiences. *(4th Quarter 2015)*
- **Recognize membership milestones.** MDRT should celebrate membership milestones (Years 1, 5, 10, etc.) as a way to recognize members' achievements. *(3rd Quarter 2015)*
- **Recognizing volunteerism of new MDRT members.** Special recognition—possibly via a congratulatory letter or certificate—should be given to MDRT volunteers who became members within the past five years and whose contribution significantly exceeds expectations (100-120 rating). *(3rd Quarter 2015)*
- **Broaden branding efforts.** Broaden industry branding and marketing to include not only insurance magazines, but other distribution channels in order to reach the broader financial advisor. *(4th Quarter 2015)*

Branding/Marketing Initiatives

Medium Priority

- **Create a branding toolbox/marketing back office to enhance MDRT membership in the eyes of the client/ future clients.** Once messaging is created, develop an online toolbox for clients and centers of influence will help members market their achievements as MDRT members and enable them to clearly articulate the value of MDRT membership and what differentiates MDRT members from other advisors. The toolbox should focus on digital tools, such as a video of client testimonials. *(2nd Quarter 2016)*
- **Maximize membership value by better communicating offerings.** Communicate the benefit of membership via video snippets will best capture members' attention and convey the emotive perspective of other members through audio-visual communication. *(3rd Quarter 2016)*
- **Develop content marketing techniques, leveraging the Resource Zone.** *(After content strategy is finalized, possibly 4th Quarter 2015)*

Branding/Marketing Initiatives

Low Priority

- **Employ strategic and integrated marketing and communications campaigns around specific initiatives.** (*Ongoing*)
- **Explore external branding.** External branding of MDRT is important to members and should be reconsidered. Such efforts may be more financially feasible due to changes in technology. The idea of MDRT members as community leaders should be considered as part of the external messaging. (*3rd Quarter 2015*)

U.S. Charter
Achieving the Vision: U.S. Focus Areas

2. Communities

Facilitate and encourage virtual and in-person communities throughout the year to bring MDRT's special sense of self to various segments of membership, particularly those growing their businesses.

Primary Platform: Network Connectivity

Communities Initiatives

High Priority

- **Create focus groups.** Focus groups or “SWAT” teams of MDRT members to develop content, while providing an opportunity to encourage communities and engage members. *(Began 2nd Quarter 2015)*
- **Conduct local events to facilitate face-to-face interaction beyond the Annual Meeting.** Social, business, SWAT teams, etc. *(3rd Quarter 2016)*

Medium Priority

- **U.S.-only reception.** The idea of a U.S.-only reception at the Annual Meeting should be explored. *(Conducted 2nd Quarter 2015, 2nd Quarter 2016 and 2017)*
- **Connectivity through the Annual Meeting.** Enhance and leverage the value of the MDRT Annual Meeting to better engage, recruit and retain members. *(2nd Quarter 2016)*
- **Expand offering of networking events to various segments at all our meetings.** Tag on study groups after committees, Annual Meeting, etc. *(4th Quarter 2015—pop-up study groups)*

Communities Initiatives

Low Priority

- **Leverage cohort/“class of” communities based on years of membership or first-time Annual Meeting attendance. (3rd Quarter 2015)**
- **Create social media groups for special interest and demographic communities. (3rd Quarter 2017)**

U.S. Charter

Achieving the Vision: U.S. Focus Areas

3. Companies

Work closely with key allies to address our shared concerns, provide added value and grow mutually beneficial relationships.

Primary Platform: Stronger Together

Companies Initiatives

High priority

- **Establish an account management approach to company relations.** *(Completed 1st Quarter 2015)*

Medium Priority

- **Develop and implement a corporate communications campaign that creates recognition of MDRT's value proposition.** *(4th Quarter 2015)*

Low Priority

- **Provide customized content.** Provide customized content and programming to companies based on their stated needs. *(1st Quarter 2016)*
- **Leverage data as an asset.** Share appropriate data with companies while maintaining member confidentiality. *(Began 1st Quarter 2015)*

U.S. Charter

Achieving the Vision: U.S. Focus Areas

4. Content

Make MDRT the “go to” for professional and personal development resources by providing relevant, high-quality, easily accessible content to financial services professionals throughout their careers.

Primary Platform: Transformative Productivity

Content Initiatives

High Priority

- **Develop and implement content strategy relevant to member segments.** *(1st Quarter 2016)*
- **Create focus groups.** Focus groups or “SWAT” teams should be created with MDRT members, including regionally, to determine what content and/or resources they would like from MDRT. The invited members should be a diversified group relative to experience, involvement, specialty and other demographics. *(4th Quarter 2015)*
- **Align meeting programming with content strategy.** Develop meeting content relevant to content strategy, including member segments. *(2nd Quarter 2017)*
- **Repurpose content.** Content strategy should include the repurposing and/or curation of content in multiple formats. *(Ongoing—New website provides another vehicle)*

Content Initiatives

Medium Priority

- **Survey segments of members to understand interests and areas of expertise in order to develop and offer customized content.** *(1st Quarter 2018)*
- **Push relevant content.** Once we begin to recognize milestones and have the ability to organize and connect members with content, the next step is to push targeted content to members—based on what we know about them—at key milestones. Acknowledge and contact members when they achieve major milestones—on their birthday, first year and other anniversaries. *(Simple Recognition—3rd Quarter 2015; Customized Content—1st Quarter 2018)*
- **License content from other organizations (white label).** *(To be considered as part of content strategy)*

Content Initiatives

Low Priority

- **Identify content experts/contributors. (*Ongoing*)**
- **Deliver customized content in targeted, innovative ways. (*1st Quarter 2018*)**
- **Raise awareness of content through marketing to specific segments. (*4th Quarter 2015*)**

5. Development

Create an integrated set of offerings to promote the personal and professional development of financial services professionals across career stages.

Primary Platform: Guided Development

Development Initiatives

High Priority

- **Create the Guided Development Division: Study groups, coaching and mentoring.** The Division would be charged with *(4th Quarter 2015)*:
 - **Assessing ways MDRT can create a coaching program for all future member segments.**
 - **Using Whole Person in the coaching program.**
 - **Enhancing the mentoring program.**

- **Develop a practice assessment tool.** As part of the Guided Development process, MDRT can provide members with tools to evaluate which areas of their personal or professional lives could benefit from coaching or mentoring. *(Begin 4th Quarter 2016)*

Development Initiatives

Medium Priority

- **Enable personal, group and virtual development forums. (2nd Quarter 2017)**

Low Priority

- **Provide an integrated set of personal (Whole Person) and professional development offerings by member segment. (4th Quarter 2017)**
- **Create network of accredited member and/or third-party providers to support facilitated development. (4th Quarter 2017)**

U.S. Charter
Achieving the Vision: U.S. Focus Areas

6. Technology

Build a strong technology platform to enable all other
Focus Area initiatives, thereby enhancing the
member experience.

Foundation for all Platforms

Technology Initiatives

High Priority

- **Choose and implement a new CRM/association management software.** This software will replace the current membership system and support processes. (*Possibly 4th Quarter 2017*)
- **Develop and implement a technology strategy that enables the support of other Focus Areas, integrates where appropriate and ensures a seamless user experience.** (*Ongoing Effort—see Technology Strategy*)
- **Launch new MDRT web platform and Resource Zone to provide a customized, seamless experience in line with MDRT’s strategic goals.** (*Launched 2nd Quarter 2015*)
- **Launch “My MDRT.”** (*Phase 2 of web platform development*) The concept of a customized MDRT website—“My MDRT”—the delivery of communication, offerings, value propositions, invitations, requests and content can be personalized over time through attainment of member preferences, established expertise, areas of interest, language abilities, cultural experiences, previous selections and other member-specific information. (*4th Quarter 2016*)

Technology Initiatives

Low Priority

- **Create a consumer-facing website.** MDRT should create a sole website or a subset of the MDRT website dedicated to finding MDRT members. This search would give MDRT members a valuable benefit by adding credibility and giving the consumer a place to find a well-qualified advisor. *(4th Quarter 2018)*
- **Create/foster participation on leading-edge social media and virtual community platforms.** *(4th Quarter 2018)*

U.S. Charter Next Steps

■ Implementation

- Based on approved timeline
- Track and measure success
- Suggest innovative ways to implement current/new initiatives

■ 2016

- Develop budgets
- Committee involvement (Guided Development Division)
- Member participation
- Key ally involvement/participation

Japan and Korea Charter Next Steps

- **Charters for both countries have been developed and approved by the Executive Committee**
- **Staff to:**
 - **develop timelines**
 - **identify priorities**
 - **seek Executive Committee approval**
- **Move to implementation**