



# STRATEGIC PLAN

2017-2020



INDEPENDENT INSURANCE AGENTS  
& BROKERS OF LOUISIANA

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## INTRODUCTION & PURPOSE OF PLAN

The board of directors of the Independent Insurance Agents & Brokers of Louisiana (IIABL) met in Covington, Louisiana, October 27-28, 2016 to conduct a Strategic Planning Retreat. During this time, the leadership of the organization reviewed and analyzed IIABL to develop a road map with the purpose of establishing a vision and aligning the resources of the organization with that vision.

## PROCESS

The IIABL Strategic Planning process consisted of gathering of internal and external data prior to the Strategic Planning Retreat. The data included a membership survey, leadership survey, and other association data. The information was compiled and presented to participants. The retreat began with a discussion of the strategic planning process, agreement on that process, and a review and discussion about the IIABL Mission Statement. We moved to the SWOT analysis then reviewed and amended the Mission Statement. From the SWOT analysis we identified goals and objectives. We further developed the goals and objectives through group discussion and exercises. Staff developed tactics based on the information gathered during the retreat process. The following is the IIABL Strategic Plan adopted by the IIABL Board of Directors and Membership.

## SWOT ANALYSIS

The IIABL leadership utilized the SWOT (Strengths, Weaknesses, Opportunities, and Threats) method to facilitate discussion during the Strategic Planning Retreat.

The Strengths and Weaknesses identifies were issues that the board of directors felt affected the organization internally.

The Opportunities and Threats identified were issues that the board of directors felt affected the organization externally.

SWOT data was developed from input from IIABL leadership, Staff and Membership Survey. During the retreat the data was discussed and outlined to help develop Strategic Objectives for the Association.

	<b>Helpful</b>	<b>Harmful</b>
<b>Internal</b>	<p style="text-align: center;"><b>STRENGTHS</b></p> <ul style="list-style-type: none"> <li>• Lobbying</li> <li>• Executive Director</li> <li>• Staff</li> <li>• Membership (size)</li> <li>• Technical Advisories</li> <li>• Financial Strength</li> <li>• Communications</li> <li>• Relationship with National Big I</li> <li>• Consistency of leadership</li> <li>• Relationship with other state associations</li> <li>• Reputation</li> <li>• E&amp;O program</li> <li>• Member Services</li> <li>• Louisiana Leadership at National level</li> </ul>	<p style="text-align: center;"><b>WEAKNESSES</b></p> <ul style="list-style-type: none"> <li>• Perception that IABL is a “big agents” association</li> <li>• Staff perpetuation</li> <li>• Member complacency</li> <li>• Lack of participation (member)</li> <li>• Membership recruitment (diversity)</li> <li>• Geographic discontent</li> <li>• Cost of dues</li> <li>• Continuing Education</li> <li>• Declining revenue (CE, dues, E&amp;O, etc.)</li> <li>• Communications (Market Segmentation, Social Media, Text, Millennials, Baby Boomers, etc.)</li> <li>• Networking, social atmosphere</li> <li>• Lack of group power (outside of lobbying)</li> <li>• Membership – selling ourselves better</li> <li>• Trying to be all things to all members</li> <li>• Social media</li> <li>• Declining membership</li> <li>• Multiple agent associations</li> <li>• Board participation/engagement</li> <li>• Brand awareness</li> <li>• Engagement of agency staff members</li> <li>• Technology</li> <li>• Lack of tangible membership benefits</li> <li>• Time &amp; cost of convention</li> <li>• Branding</li> </ul>
<b>External</b>	<p style="text-align: center;"><b>OPPORTUNITIES</b></p> <ul style="list-style-type: none"> <li>• Consolidations of agency associations</li> <li>• Better identify value for non-members</li> <li>• Markets program (i.e. auto market)</li> <li>• Raise professional standard to grow market share</li> <li>• Branding – Trusted Choice</li> <li>• Increase membership</li> <li>• Focus on shrinking agency force</li> <li>• Social media (internal and external training)</li> <li>• Help agency owners create career paths for employees</li> <li>• Louisiana Insurance Academy</li> <li>• Attract new talent to industry</li> <li>• Staff perpetuation for IABL</li> <li>• Marketing to members &amp; non-members</li> <li>• New revenue sources</li> <li>• Being identified as an advocate for consumers</li> <li>• National spokesperson/voice</li> <li>• Professional training (high end) (education &amp; training rather than continuing education)</li> <li>• Online education</li> <li>• Small business issues</li> </ul>	<p style="text-align: center;"><b>THREATS</b></p> <ul style="list-style-type: none"> <li>• Online continuing education</li> <li>• Government relations</li> <li>• State regulations</li> <li>• Technology – direct to consumer</li> <li>• Declining customer base</li> <li>• Mergers and acquisitions</li> <li>• Consumer reputation of agents</li> <li>• Insurance Companies</li> <li>• Multiple distribution systems</li> <li>• Economy</li> <li>• Insurance distribution disrupters</li> <li>• Internet/1-800</li> <li>• Competition with E&amp;O program</li> </ul>

## MISSION STATEMENT

The following mission statement was developed through a comprehensive review of the SWOT analysis, other state independent insurance associations and other business and non-profit organizations.

***The mission of IIABL is be an unrelenting advocate for independent insurance agents and provide members with competitive advantages.***

## PERENNIAL GOALS

### Member Advocacy

1. The first priority of IIABL is the perpetuation and success of the Independent Agency system. IIABL will be a progressive association which will provide leadership to help members succeed in the future. IIABL will always be driven by member needs, and will be the primary external resource for member agencies.
2. IIABL will provide member agencies with sustainable competitive advantages and create an environment which increases the market share of independent insurance agents.

### Member Involvement, Meetings & Networking

1. IIABL will involve a diverse cross-section of all staff in member agencies in IIABL activities and programs.
2. IIABL will also work with local associations to expand member involvement and respond to local needs of members.
3. IIABL will use the Young Agents Committee to involve young agents in all aspects of association activities.
4. IIABL will use Board Lunch & Learn Programs, Town Hall Meetings, Convention, conferences, and other appropriate meetings to reach out to member agencies and provide networking opportunities.

### Government Affairs

1. IIABL will create the best possible legislative and regulatory environment for independent agents by providing strong, effective government affairs leadership on both the state and federal levels. IIABL will be recognized as the legislative and regulatory leader in Louisiana on insurance issues. IIABL will maintain the political resources to protect members and their customers from harmful legislation or regulation and will proactively introduce legislation and regulations which benefit members and their customers. IIABL will promote the effective state regulation of insurance activities.
2. IIABL will maintain and coordinate strong involvement of agency members in grassroots politics and political fundraising.

### Industry Affairs

1. IIABL will work with all insurance industry organizations to create a competitive insurance environment which attracts insurance market capacity to Louisiana and is beneficial to IIABL member agencies and their customers.
2. IIABL will be an unrelenting advocate for IIABL member agencies when their interests are different from other insurance industry interests.

## **Technical Affairs**

1. IIABL will maintain strong technical expertise that will serve as the primary information and advisory resource for members, regulators, legislators, rating organizations, the insurance industry, and the consumer public.
2. IIABL will be proactive and innovative in the development and refinement of insurance coverages and equitable pricing which benefits consumers.

## **Markets**

1. IIABL will relentlessly pursue efforts to meet members needs for markets, and will maintain a favorable insurance market environment to encourage the development of additional insurance company markets.
2. IIABL will provide specialty market programs to members when appropriate. However, IIABL is not in the position and does not have the capacity to provide agency contracts to all member agencies with standard admitted multiline insurance companies.

## **Communications & Branding**

1. IIABL will maintain effective communications which both receives and delivers messages effectively with IIABL members, the consumer public, public policy makers, and the insurance industry.
2. IIABL will regularly survey members for direction on IIABL programs, products, and services.
3. IIABL will promote the value of independent agents with the consumer public using the Trusted Choice brand.

## **Talent Development & Staff Perpetuation**

1. IIABL will provide member agencies with the training and resources necessary to identify, recruit, and develop appropriate professional staff talent.
2. IIABL will promote independent agent career opportunities in high schools, community colleges, and universities.
3. IIABL will assist member agencies with internship programs to facilitate employment opportunities.

## **Education & Information Resources**

1. IIABL will provide high quality insurance education programs which address the various training needs of member agencies at competitive prices.
2. IIABL will provide education programs which will provide training for various agency positions including CSRs, producers, and agency managers, as well as diverse subject areas including technical, sales and agency management.

IIABL will provide members with information and resources to improve agency operations in areas of interest including technical, sales, agency management, legislative and regulatory.

## **Membership & Member Services**

1. IIABL will provide quality products and services which reduce costs or increases operational efficiencies of member agencies when a significant need exists. These will include
  - Agents professional liability insurance.
  - Insurance products for the use of members.
  - Insurance products for sale by members.

- Agency management products and services.
2. IIABL will maintain a qualified prospect list and solicit new member agencies for membership
  3. IIABL will provide information and marketing materials to describe the products, services, and benefits IIABL provides to member agencies.

### **Association Management**

1. IIABL will minimize dues through a philosophy of charging reasonable fees for services, and will operate in a financially responsible manner.
2. IIABL will maintain adequate staffing and other resources needed to meet future IIABL strategic plan goals and the needs of IIABL members.
3. IIABL will exceed the service expectations of members and manage its operations in a progressive manner.

## **STRATEGIC GOALS & OBJECTIVES**

The following objectives were developed by retreat participants through the strategic planning process. Each area was identified in the SWOT analysis and further developed through the process. The following are the top four areas of focus.

### **Goal #1: Membership**

- A. Increase and grow the IIABL membership.
  1. Personal contact with members and non-members.
    - a. Board Members will have assignments and deadlines and will be held accountable for contacting agents in their area.
      - 1) Provide lists of non-renewals to Board Members based on their geographic area.
      - 2) Hold Board Members accountable for recruiting non-members in their geographic area.
      - 3) Develop resources to help with retention and recruitment efforts that include:
        - a) Script
        - b) Brochures
        - c) Invoices
        - d) Thank you notes
      - 4) Engage board of directors February 1 to contact non-renewals.
      - 5) Reinstate commitment to Lunch & Learn programs.
      - 6) Develop written job descriptions for committees and liaisons.
    - b. Coordinate with district chapters on membership recruitment, retention, and value proposition.
    - c. Develop a Membership Retention & Recruitment Plan.
      - 1) Develop a marketing plan to promote membership in IIABL.
        - a) Regular Email Communications
        - b) Informative Mailer(s) and Invoices
      - 2) Draft talking points on IIABL membership benefits.
      - 3) Coordinate meetings with board members and key prospects.
      - 4) Engage membership committee to implement plan.

- 5) Research a New Member incentive program
2. Diversify IIABL membership.
  - a. Work to identify minority agents (Disadvantage Business Enterprises).
  - b. Work with Department of Insurance Minority Affairs to increase minority membership representation.
3. Develop a New Member program
  - a. Develop a New Member welcome packet
  - b. Assign Board Members to mentor New Members and contact them on a regular basis
- B. Increase membership participation/engagement.
  1. Better define and promote the value of membership.
  2. Educate members on how to support the political process with grassroots contacts.
  3. Provide annual usage reporting for VoterVOICE in Final report and recognize those that were involved and identify legislations that were contacted and not contacted.
- C. Explore merging with other associations (i.e. PIA, HAFA, LAHU, NAIFA).
- D. Address the impression that IIABL is a large agent association in IIABL activities and communications.

### **Goal #2: For Profit Products & Services**

- A. Continue to maximize the E&O program.
  1. Provide alternative markets to agents.
  2. Create a more aggressive marketing campaign to members and non-members (Lee Mowe).
- B. Develop new for profit services.
  1. Address long-term revenue needs of the association.
  2. Review and evaluate current revenue sources and changes that may need to be made.
  3. Identify important needs of member agencies which can be met with new programs that are new revenue sources.
- C. Grow Independent Market Solutions (IMS).
  1. Expand available markets.
  2. Aggressively market IMS to members.
  3. Market IMS to non-members.

### **Goal #3: Communications**

- A. Better define and communicate the value of IIABL membership to agents.
  1. Members
  2. Non-members
- B. Promote the association by distributing press releases highlighting the organization and member's successes.
- C. Continue to assist agents with websites, social media, digital marketing, etc. through TrustedChoice.com and Agency Nation.
  1. Help members develop websites.
    - a. Continue to promote search engine optimization programs.
    - b. Promote 3rd party vendors that can help members with their websites.
    - c. Educate members on website development and optimization.
    - d. Search engine optimization programs for member agencies.
  2. Train members on how to create a social media presence for their agency.
  3. Continue to enhance the value of the Trusted Choice brand to IIABL members.

- D. Expand the social media presence for IIABL.
  - 1. Transition IIABL Facebook to a business page.
  - 2. Speakers for convention that can train on social media.
- E. Develop multiple channel communications to members that include:
  - 1. Emails
  - 2. Social Media
  - 3. Text messages
  - 4. Webinars
  - 5. YouTube Videos (grass roots promotions, legislative alerts, etc.)

#### **Goal #4: Workforce Development**

- A. Provide resources to members on how to recruit, train and retain new employees.
  - 1. Develop and implement a practical and user friendly recruitment and training tools.
    - a. Recruit insurance majors from ULM and ULL.
    - b. Identify new employee training programs that agents can use.
    - c. Develop an internship program that members can implement that progresses toward a career path.
    - d. Post internship prospects and insurance graduates on IIABL website.
  - 2. Share Louisiana Incumbent Worker Training Program (IWTP) information with IIABL members.
  - 3. Expand online education resources.
  - 4. Explore the possibility of conducting pre-licensing seminars.
- B. Improve education resources.
  - 1. Provide resources to members about perpetuation planning.
  - 2. Educate members about perpetuation financing from InsurBanc.
  - 3. Develop an IIABL Best Practices Library.
  - 4. Provide high quality seminars when appropriate.
  - 5. Help members find ways to take advantage of strategic alliances. (clusters/aggregators).
  - 6. Educate members on strategies to compete with alternative distribution systems.
- C. Provide education programs that trains members on new insurance agency technologies.
- D. Explore the possibility of developing an agency certification program.

## **CONCLUSION**

The Independent Insurance Agents & Brokers of Louisiana is a professional trade association that has been in existence since 1900. Our membership is made up of 403 member agencies across the state of Louisiana. The strategic planning process is an effort to chart a course for the future of IIABL while respecting the history and tradition of the association. These recommendations are offered to align the organizations resources and vision. This adopted document is a road map for the future of the association. We especially thank those individuals who have served as leaders of IIABL over its long and storied history. We also thank those leaders who will take over the leadership of the organization in the years ahead. This document is an effort to create a connection between where we have been and where we are going.