

LIC Strategy Execution Series Part 2

Brand, Marketing, and Sales Impact

How creating a strong brand foundation and aligning marketing, sales and operations that impacts the value proposition for agents, current and future customers.

Presented by Tim Heaton & Mark Rothwell

July 2024



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Your presenters...



Tim Heaton

Tim is a highly accomplished leader, renowned for his proactive and results-driven approach. He has consistently guided insurance organizations to attain their revenue, profit, and business growth objectives. Tim collaborates with company leadership to drive growth through sound strategic development and execution. His career highlights include successfully leading a company through a dramatic turnaround, managing system installations and conversions, cultivating strategic partnerships, and innovative new life and health insurance products. He was responsible for corporate planning at three companies; coordinating planning, communication and execution company wide. He also held top Actuarial officer positions and product line of business responsibilities at life and health insurance companies.

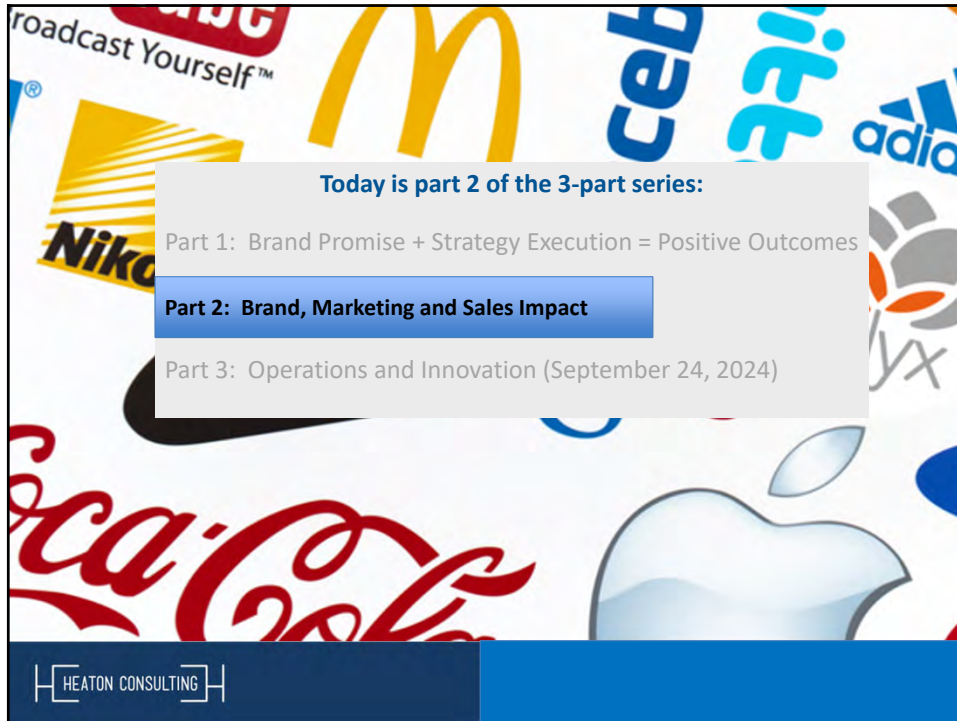


Mark Rothwell

Mark is an entrepreneurial minded executive with extensive management, strategic marketing, and brand transformation experience, that has successfully inspired consumer engagement efforts with great brands across multiple industries. He has over 25+ years of marketing leadership with Oscar Mayer, The Coca-Cola Company, Miller Brewing Company, Famous Footwear, Dean Health System, American Family Insurance and WPS Health Solutions. Under his leadership, he helped deliver significant improvements in key brand health metrics, consumer satisfaction and overall business results (market share, revenue and profitability).



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Today is part 2 of the 3-part series:

- Part 1: Brand Promise + Strategy Execution = Positive Outcomes
- Part 2: Brand, Marketing and Sales Impact**
- Part 3: Operations and Innovation (September 24, 2024)

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Today's Program

Brand, Marketing and Sales Impact – 60 minutes

- Examine the role of Brand Management, Marketing, and Sales in revenue generation and how a comprehensive process coordinated with corporate planning creates stronger internal alignment – enhancing performance and strengthening the brand promise with external stakeholders.

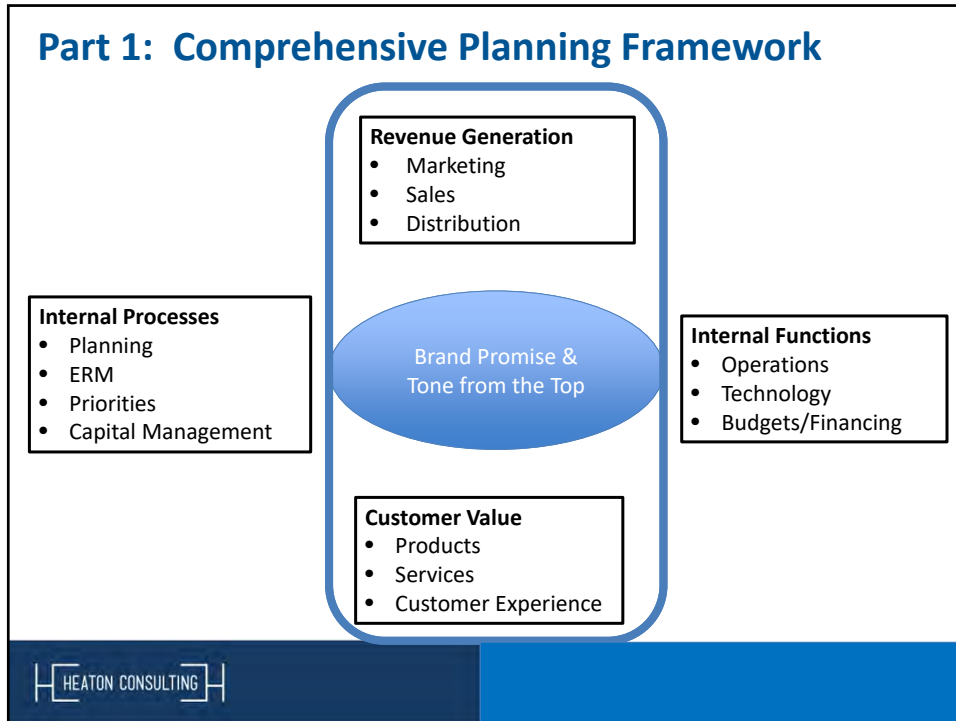
Direct to Consumer Panel Discussion – 30 minutes

- The session will close with three executives reviewing strategic decisions and actions taken when they pursued direct to consumer market in addition to using independent agencies for distribution.
- Panelists:
 - Steve Shaffer**, CEO of Homesteaders Life
 - Dierdre Woodruff**, Senior Vice President of Puritan Life
 - Mark Rothwell**, President of The Brand Matters

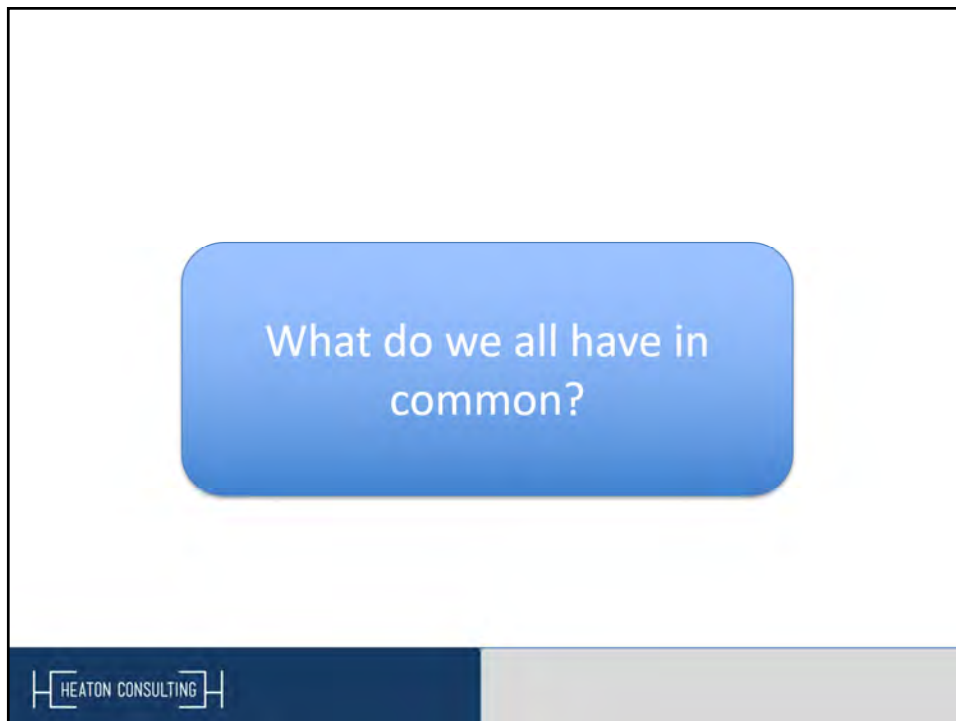


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We are all consumers!



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Learning Outcomes

Drivers of Industry Consolidation

Branding

- What is a brand?
- Why should you care?
- How can I make my brand stronger?

Marketing and Sales

- Would you like to outperform your competition?
- Customer Journey, how to engage and attract them?
- What is the role/importance of marketing and sales?
- How they work together to:
 - ✓ attract prospects
 - ✓ partner with agents
 - ✓ retain current customers

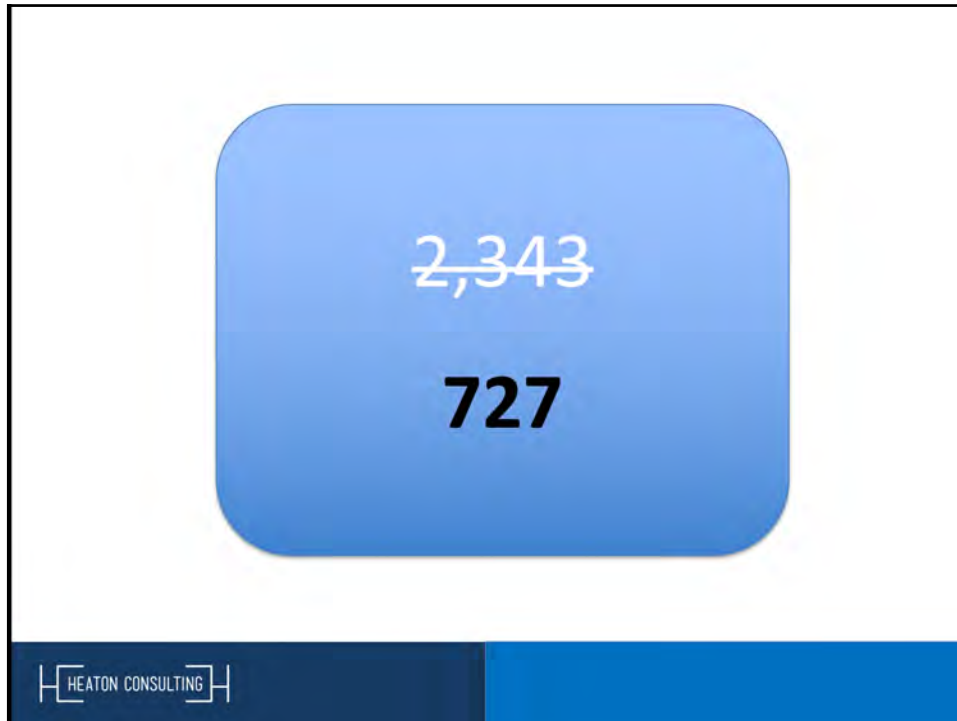
New Digital World

Customer Experience

- Why this is a critical factor for long term success?

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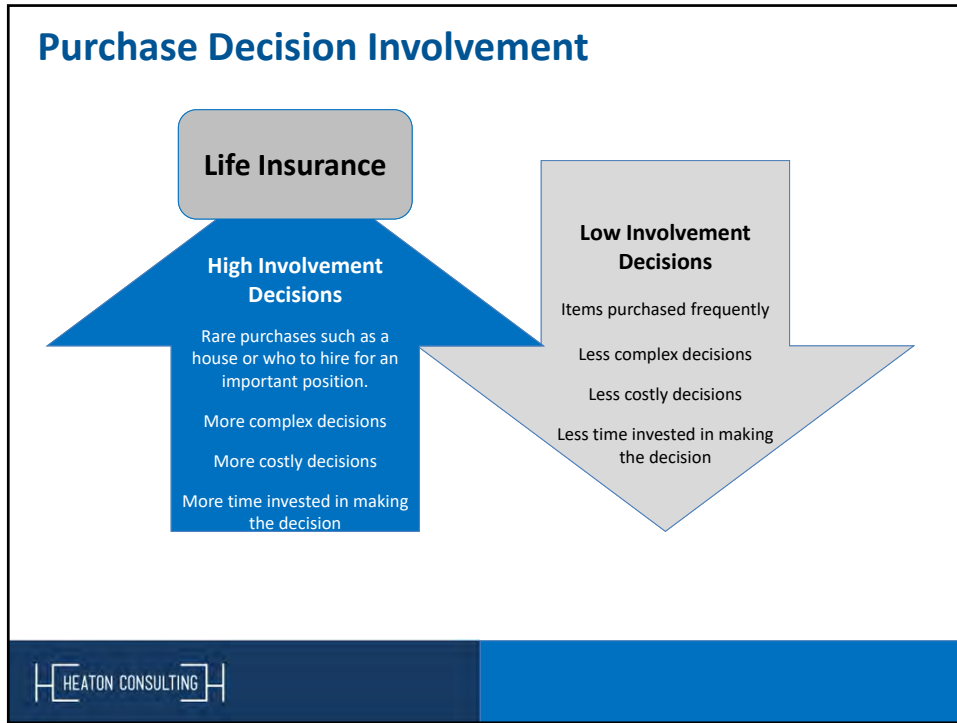
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Industry Consolidation

1. Economic Pressures
2. Regulatory Changes
3. Technological Advancements
4. Market Saturation and Growth
5. Diversification of Risk
6. Competitive Pressures
7. Demographic Shifts
8. Financial Health

A glowing lightbulb is shown against a black background. The word "Brand" is written in a cursive font inside the bulb, and the filament is visible and glowing.

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What is a Brand?

“Put simply, your “brand” is what your prospect thinks of when he or she hears your name.

It’s everything the public thinks it knows about your offering—both **factual** (e.g. It comes in a robin’s-egg-blue box), and **emotional** (e.g. It’s romantic).

Your brand exists objectively; people can see it. It’s fixed. But your brand exists only in someone’s mind.”



Source: Forbes; “What is a Brand, Anyways?”
<https://www.forbes.com/sites/jerrymclaughlin/2011/12/21/what-is-a-brand-anyway/?h=cc4278bb2a1b1>

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Brand vs. Marketing?

Brand is your organization, what it stands for and what need it satisfies for your employees, customers, partners and investors!

Marketing is a department that is a champion of storytelling that attracts prospects to your brand and partners with other departments to ensure delivery of the promise made to existing customers, partners and investors.



“Your brand can’t just be a promise; it must be a promise delivered.”

— Denise Lee Yohn



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What is a Brand?

BENEATH THE BRAND THE BRAND ICEBERG

The Unseen Forces Behind Successful Branding

WHAT PEOPLE SEE IN A BRAND

- Logo
- Products & Services
- Marketing & Advertising

WHAT THEY DON'T SEE IN A BRAND

- Performance Measurement
- Values & Ethics
- Trial and Error
- Customer Feedback
- Strategic Planning

WHAT THEY DO SEE IN A BRAND

- Purpose, Vision, Mission, Values
- Market Research
- Product Development
- Employee Culture
- R&D
- Innovation
- Market Segmentation
- Customer Journey Mapping
- Quality Control
- Brand Positioning
- Competitive Analysis
- Environmental & Sustainability

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Source: Louis Cho.com

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The World's Most Valuable

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Source: <https://www.statista.com/statistics/264875/brand-value-of-the-25-most-valuable-brands/>

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**The
World's
Most
Valuable**



NVIDIA®



Microsoft



SAMSUNG

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Source: <https://www.statista.com/statistics/264875/brand-value-of-the-25-most-valuable-brands/>

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What Do Great Brands Do?

1. Great Brands Start Inside
2. Great Brands Avoid Selling Products
3. Great Brand Ignore Trends
4. Great Brands Don't Chase Customers
5. Great Brands Sweat the Small Stuff
6. Great Brand Commit and Stay Committed
7. Great Brand Never Have to "Give Back"



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Source: "What Great Brand Do: The Seven Brand-Building Principles that Separate the Best from the Rest". Denise Lee Yohn

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Why should you care about brand?

Well-known brand name can generate more money than those with less well-known names.

Strong brands enhance business performance primarily through their influence on three key stakeholder groups:

- ✓ Customers
- ✓ Employees
- ✓ Investors (independent distribution & rating agencies)

They influence **customer choice and create loyalty**; **attract, retain, and motivate talent**; and **lower the cost of financing for the companies**.



Source: McKinsey & Co.—The True Value in Brand

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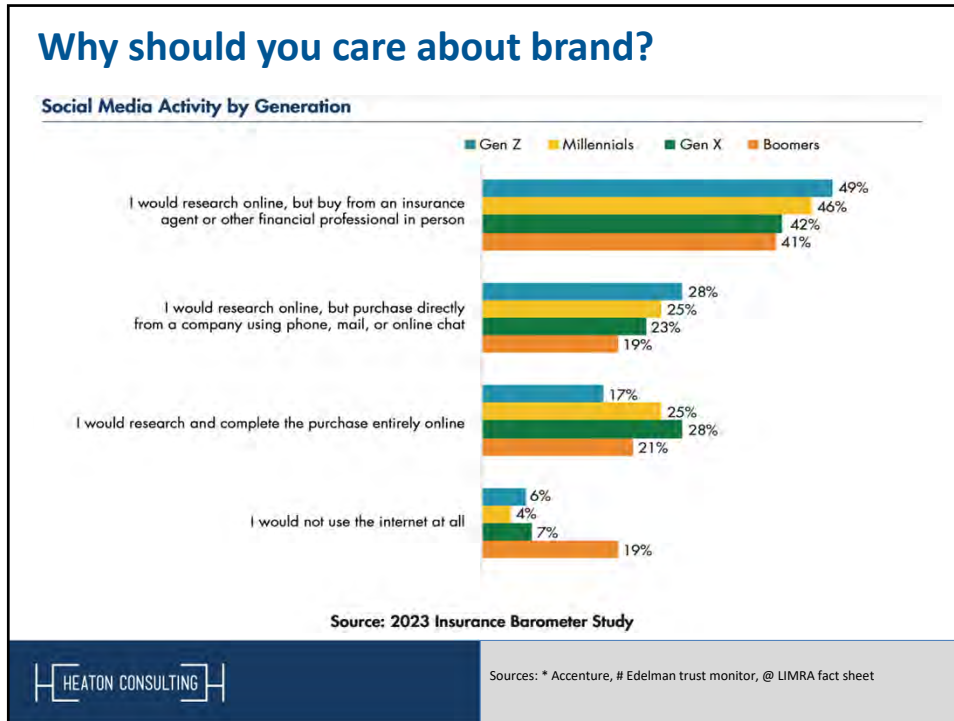
Why should you care about brand?

1. 65% of consumers say that a **brand's CEO and employees influence their decision to buy**. *
2. Around **4 in 5 consumers need to trust a brand** to consider buying it. #
3. Consumers are more than **twice as likely to buy first, stay loyal, and advocate for brands they trust**. #
4. The **majority of consumers research online** prior to buying life insurance. @
5. 2023 was the first year that consumers said they would **prefer to shop and purchase life insurance online** versus via in-person meetings. @



Sources: * Accenture, # Edelman trust monitor, @ LIMRA fact sheet

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- ## Why should you care about brand?
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 5. 2023 was the first year that consumers said they would **prefer to shop and purchase life insurance online** versus via in-person meetings.@
 6. In the end, purchasers of Life Insurance **only consider 3 to 5 brands!***
- HEATON CONSULTING
- Sources: * Accenture, # Edelman trust monitor, @ LIMRA fact sheet

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Why should you care about brand?

Factors Influencing the Consideration Set:

- ✓ Complexity of the Product
- ✓ Information Availability
- ✓ Personal Recommendations
- ✓ Marketing and Advertising
- ✓ Trust and Reputation

Consumer Behavior Trends:

- ✓ Digital Influence
- ✓ Advisory Influence

Industry Insights:

Life insurance shoppers **often start with a broad set of potential providers but focus on a smaller group of 3 to 5 brands** as they gather more information, refine their criteria and ultimately make a decision.



Sources: * Accenture, # Edelman trust monitor, @ LIMRA fact sheet

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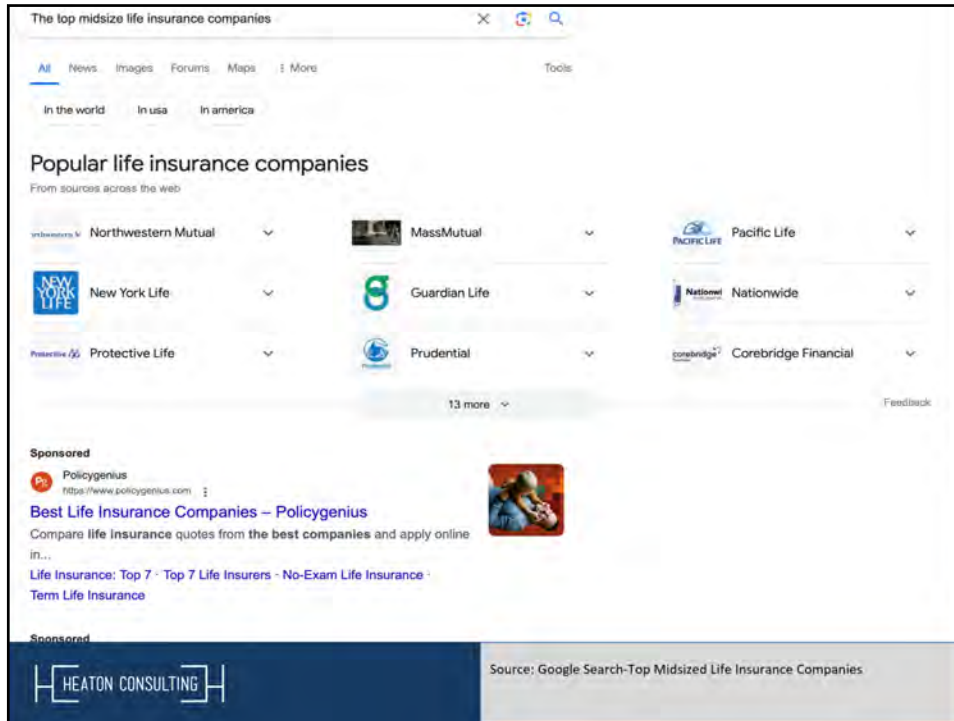
Online Research

93% of online searches happen on

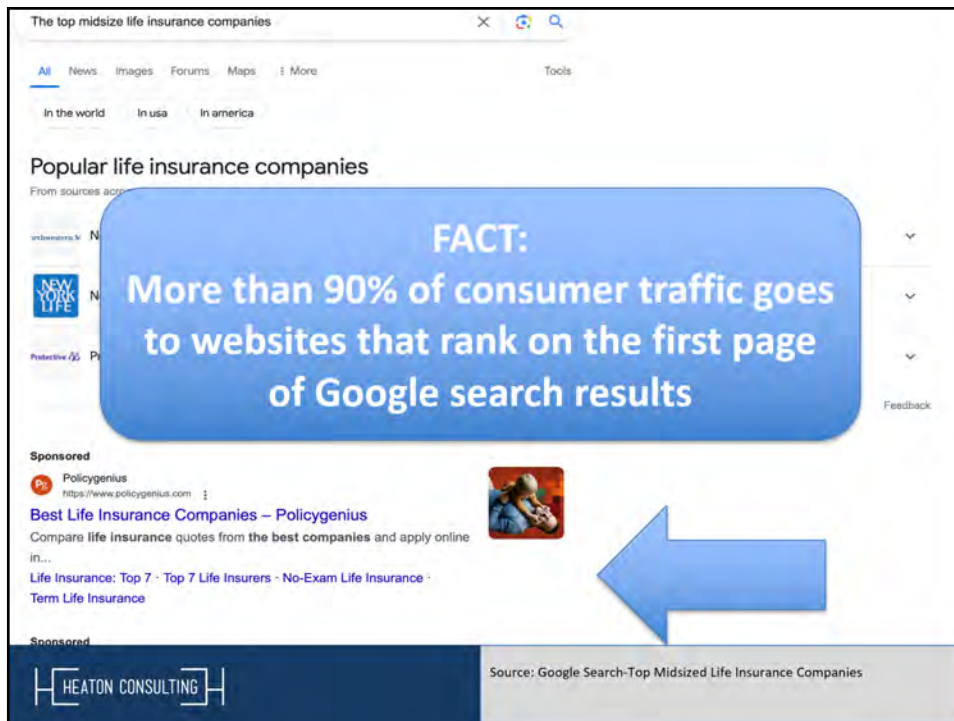



Source: Google Search-Top Midsized Life Insurance Companies

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Policygenius Life Home Auto Disability About us Sign in Get life insurance

Company	Policies offered	Cost	Policygenius rating	
Brighthouse Financial	No-exam term life	\$	5.0/5 ★	Get a free quote
Legal & General America	Term life, no-exam term life, universal	\$	4.9/5 ★	Get a free quote
MassMutual	Whole life, term life, universal, VUL	\$\$\$	4.9/5 ★	Get a free quote
Lincoln Financial	Term life, IUL, VUL	\$	4.8/5 ★	Get a free quote
Pacific Life	Term life, no-exam term life, universal, IUL, VUL	\$	4.8/5 ★	Get a free quote
Corbridge Financial	Term life, whole life, universal, guaranteed issue	\$	4.6/5 ★	Get a free quote
Mutual of Omaha	Term life, no-exam term life, final expense, universal, IUL	\$\$	4.5/5 ★	Get a free quote
Foresters Financial	Term life, no-exam term life, whole life, universal	\$\$	4.3/5 ★	Get a free quote

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Brand Math



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Brand Math



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Brand Math



< .1%
Are Being
Considered!

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Brand Strategy Assessment

Brand Transformation: A thorough overhaul affecting nearly every aspect of the brand, used for major strategic shifts.

Brand Refresh: Significant updates to modernize and stay relevant, affecting visual identity, messaging, and customer experience, but not the core identity.

Brand Polish: Minor, cosmetic updates to fine-tune and enhance the brand's appearance and consistency, maintaining the existing identity.



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Elements of a successful brand strategy.

- ✓ Brand Purpose and Mission
- ✓ Brand Vision
- ✓ Brand Values

- ✓ Target Audience
- ✓ Brand Positioning

- ✓ Brand Messaging
- ✓ Brand Identity
- ✓ Brand Experience
- ✓ Brand Story
- ✓ Brand Consistency

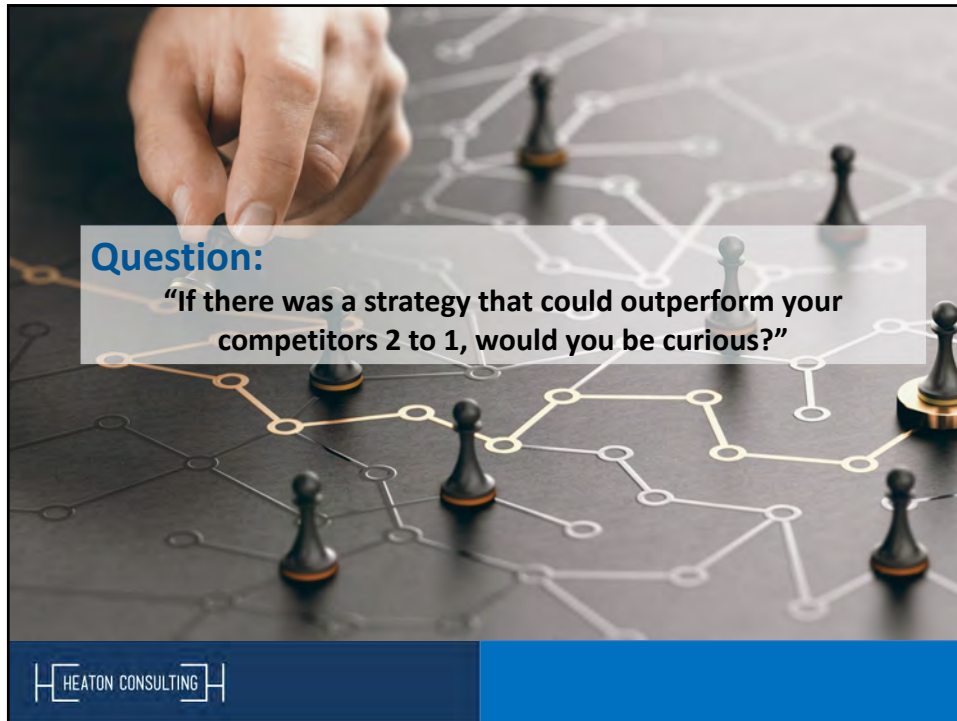
- ✓ Brand Metrics and Evaluation



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Question:
“If there was a strategy that could outperform your competitors 2 to 1, would you be curious?”

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Unrivaled Growth

McKinsey & Company

According to the March 2024 McKinsey Consulting study;
“Put marketing at the core of your growth strategy”

Finding: Companies that make the decision to put marketing at the core of their growth strategy are twice as likely to see revenue growth of 5% or more than those who don’t.

What are they doing?

- 1. Marketing as a core growth strategy**
(Specifically--Branding and advertising as a top two growth strategy).
- 2. Invest, on average, three times more on marketing.**

Advice:
“Hit the Reset button”

1. Define what you need (Organizational Wellness Assessment)
2. Nominate a chief customer advocate
3. CEO = Growth Coach

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Source: <https://hbr.org/2024/03/put-marketing-at-the-core-of-your-growth-strategy>

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Marketing & Sales



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Marketing & Sales



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Marketing & Sales Role Definition

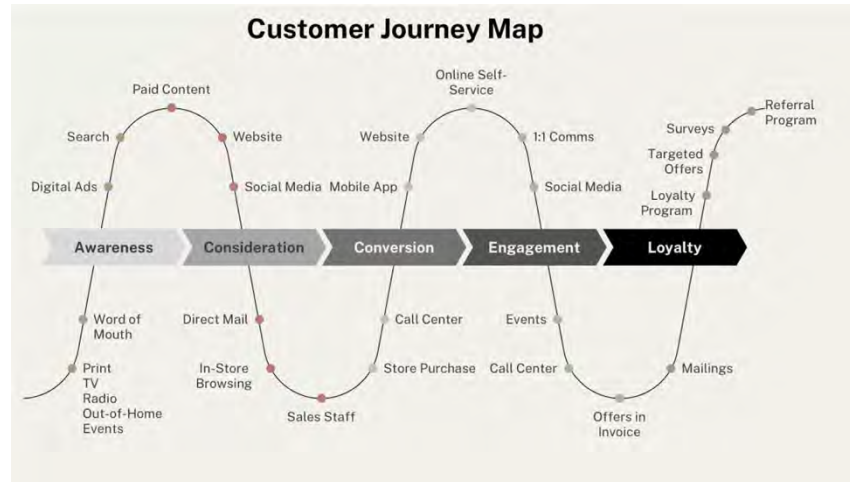
	Marketing	Sales
Focus	Understanding and creating demand by identifying customer needs and developing strategies to attract and retain customers. It encompasses activities like market research, branding, advertising, and content creation.	Converting prospects into customers through direct interaction. This includes activities such as prospecting, negotiating, and closing deals.
Timeframe	Typically has a long-term perspective , aiming to build brand awareness and customer relationships over time.	Generally, has a short-term perspective , concentrating on achieving immediate sales targets and revenue goals.
Approach	Uses various channels to reach a broad audience, aiming to generate MQL (Marketing Qualified Leads) and nurture them through the sales funnel.	Involves personal interaction with SQL (Sales Qualified Leads), often one-on-one, to address specific needs and objections and to finalize the purchase.
Goals	Aims to attract and engage potential customers, create brand loyalty, and support sales efforts.	Seeks to close deals, meet sales quotas, and generate revenue.
Metrics	Success is measured through metrics like brand awareness, lead generation, website traffic, and engagement rates .	Success is measured by metrics such as conversion rates, sales volume, revenue, and customer acquisition costs .

- **Marketing** sets the stage by generating interest/engagement among prospects (**MQLs**), and **Sales** engages (**SQLs**) to convert them into paying customers.
- **Both functions are essential and should work closely together to ensure business growth and customer satisfaction.**

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New Funnel



Source:
https://www.linkedin.com/feed/update/urn:li:activity:7212790014680715264/?utm_source=share&utm_medium=member_ios

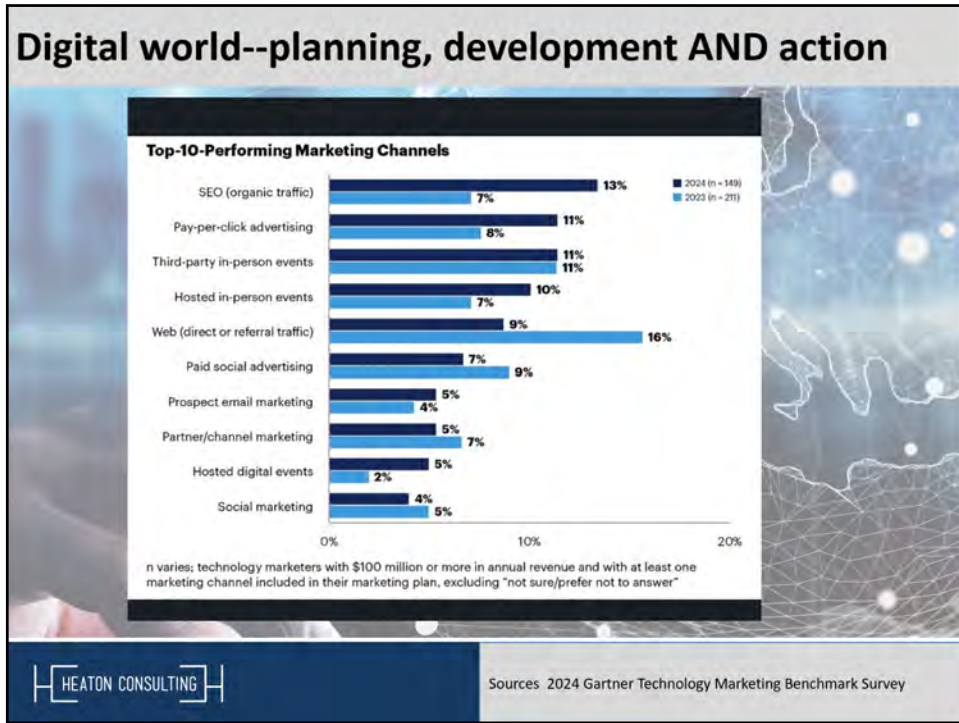
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Marketing & Sales Planning, Development and Action

1. Market Analysis, Research and Segmentation of Consumers
2. Target Audience Identification/Personas
3. Product Portfolio Strategy
4. Brand Positioning & Messaging
5. **Prospect Purchase Journey**
6. Distribution Channel Strategy/Broker Engagement
7. Budget Planning
8. **Marketing & Sales Planning: Objectives/Strategies/Tactics**
9. Implementation/Action Plan
10. Testing, Measurement & Optimization
11. Customer Experience Delivery in partnership with Ops/Sales



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Jump in and Play

AI

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Sources: 2024 Gartner Technology Marketing Benchmark Survey

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Most Powerful Marketing & Sales Tool



Word of Mouth

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Most Powerful Marketing & Sales Tool



Word of Mouse

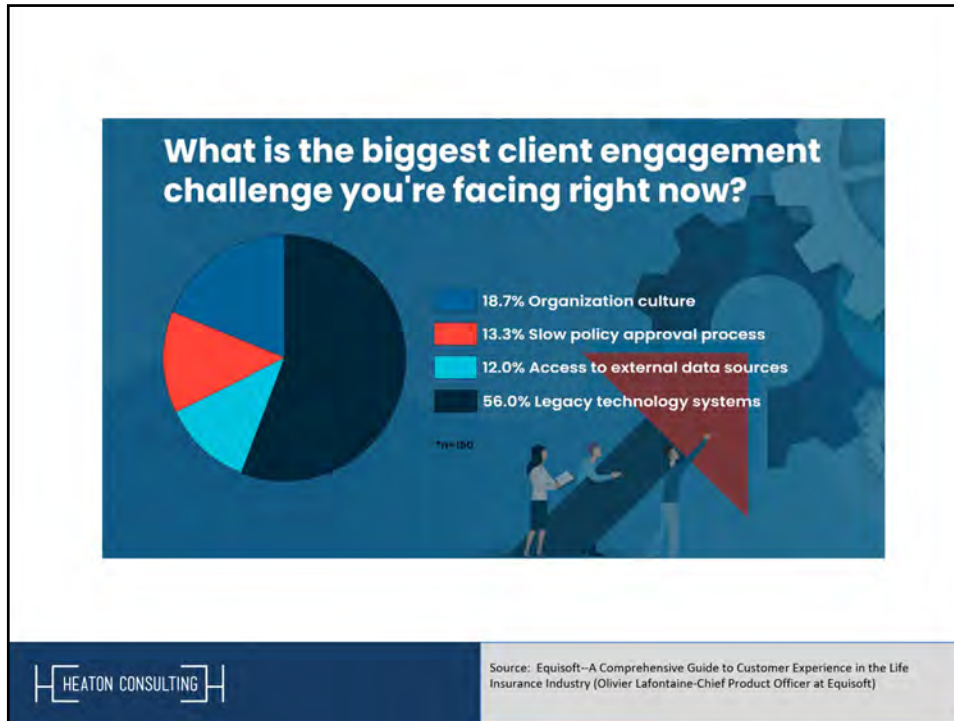


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Source: Equisoft—A Comprehensive Guide to Customer Experience in the Life Insurance Industry (Olivier Lafontaine-Chief Product Officer at Equisoft)

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"Each and every action is a touchpoint between client and insurer, which has the potential to increase the quality of the relationship—or turn it in the opposite direction."



Olivier Lafontaine
Chief Product Officer



Source: Equisoft--A Comprehensive Guide to Customer Experience in the Life Insurance Industry (Olivier Lafontaine-Chief Product Officer at Equisoft)

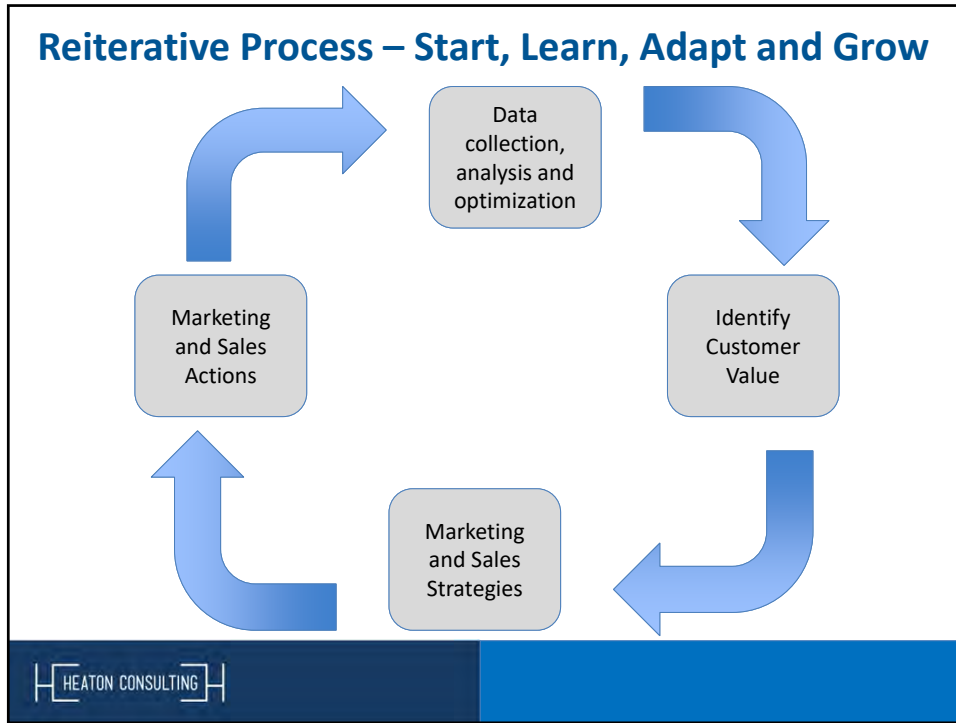
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Where to go from here?

1. **Assess where your Brand is vs. the Brand elements** (slide 19).
2. **Determine gaps/opportunities with your current Brand strategy.** (Transformation/Refresh/Polish)
3. **Answer:**
 - Do you have an internal brand champion?
 - Are the executive team and employees "living the brand?"
 - Is your brand, marketing, sales and customer experience resonating? (partners, prospects and customers).
4. **Are you Data and Consumer Insights driven?**
5. **Do you have a customer journey map for your organization?**
6. **Are you investing in Marketing and Sales? How much?** (below/at or above industry benchmarks)
7. **Are you currently active in Brand Building and Performance Marketing? What marketing and sales channels are you leveraging?**



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Panel Discussion on Direct-to-Consumer Marketing

Panelists

Steve Shaffer, CEO of Homesteaders Life

- Preneed Products



Dierdre Woodruff, Senior Vice President of Puritan Life

- Annuity Products



Mark Rothwell, President of The Brand Matters

- Medicare Supplement Products

