



SOCIETY OF ACTUARIES

Marketing and Market Development Plan

2006-2008

Actuaries

The Best-Kept Secret in Business™

Turn Risk Into Opportunity™

EXECUTIVE SUMMARY

Section One: Executive Summary

The Society of Actuaries is embarking on a long-term journey with other key North American actuarial organizations to market and position the actuarial profession, establish actuaries as more primary leaders and decision makers in their traditional marketplace and establish an initial footprint in the broader financial services market (e.g. commercial and investment banks, mutual funds).

Why is opportunity at risk?

SOA research shows that the current actuary “brand” is a key barrier to greater opportunity. The current brand perception is that actuaries are too narrow, too technical and too weak in “business savvy” competencies. This perception has begun to limit actuaries’ ability to be considered for high-paying, senior positions within traditional firms and places them at a severe disadvantage when competing for relevant positions within the broader financial services sector, such as Chief Risk Officer.

What will it take to improve the actuary brand?

Changing the long held perceptions of actuaries will take time and will require investment to re-brand the profession’s image and better equip actuaries with additional skills known to be valued by employers. Over the next three years, the resulting increase in demand for actuaries and the better skills within the supply of actuaries will result in a growth of the actuary’s employment opportunities. Essential to this will be the profession’s multiple organizations’ ability to create a new level of demand collaboratively. This, along with focused, creative professional development will ensure that the value promoted can be delivered.

What is the desired outcome of the plan?

This marketing and market development plan will focus predominantly on the “demand elements” of the solution. Its desired outcome is to create demand for actuaries as senior leaders and critical resources within enterprise risk management in both traditional and broader financial service settings. Other potential “targets of opportunity” will also be explored and evaluated based on input from the marketplace and the profession. During the next three years, the SOA and its peer organizations will create and execute campaigns that will increase the demand for actuaries as leaders and vital team members.

How will we go forward?

The SOA marketing and communications department will work strategically with the SOA Marketplace Relevance Strategic Action Team (MRSAT) to complete and implement this plan. A key component of the success of this endeavor will be to identify and acquire the investment and effort required to fulfill the overall objectives.

A potential supply and demand challenge is envisioned and the MRSAT is prepared to work closely with the Knowledge Management Strategic Action Team (KMSAT). Together they will work to identify what actuaries will need to prepare for these new roles.

What are the goals of the marketing and market development plan?

The journey begins with a re-branding of the actuarial profession. The goals are to:

- o Create a more dynamic and relevant image of the profession in the minds of key employers and those people who influence them.
- o Create a shared vision of The Actuary: A 21st Century Thought Leader. This vision will build on the profession’s technical competencies and add communication and business savvy skills as well as any identified technical skills.
- o Institutionalize marketing and market development within the profession’s multiple organizations.
- o Create demand for products and services that create the skills projected for success in the 21st century. These products and services will be created in response to identified employer needs.

How will we measure success?

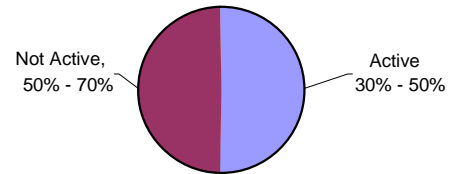
We will measure success for each audience’s campaign by changes in awareness, understanding and behavior of the audiences. As an example, our three-year objectives for the actuary campaign are:

<p>Create awareness and understanding. Create greater awareness and understanding (among actuaries) for the unique value of the actuarial skill set and its broader relevance and value to the enterprise.</p> <p>Measure. We expect 80 percent of actuaries will gain a high level of awareness of their potential to offer a new value proposition to employers.</p>	<p style="text-align: center;">Actuary Awareness - Year 3</p> <p>A pie chart titled 'Actuary Awareness - Year 3'. The chart is divided into two segments: a large blue segment representing 'Active' at 80%, and a smaller maroon segment representing 'Not Active' at 20%.</p>
<p>Develop skills and knowledge. Provide actuaries with expanded skills and knowledge required to compete for senior positions. We will work with the KMSAT to identify and deliver appropriate education and professional development to facilitate this as well as create a “pull” by highlighting successful actuaries who are good communicators and businesspeople.</p> <p>Measure. We expect that 35 to 50 percent of actuaries will participate in the skills development programs.</p>	<p style="text-align: center;">Actuary Skills Year 3</p> <p>A pie chart titled 'Actuary Skills Year 3'. The chart is divided into two segments: a blue segment representing 'Active' with a range of 35% to 50%, and a maroon segment representing 'Not Active' with a range of 50% to 65%.</p>

Demonstrate competence. Aid and encourage actuaries to articulate their value proposition to employers.

Measure We expect 30 to 50 percent of actuaries to actively demonstrate the skills required to communicate the value proposition to employers and position themselves for greater employment opportunities.

Actuary Competence Year 3



What is the strategy?

The strategy is to create a new marketplace awareness of the broader value of actuaries while building a movement within the profession toward skill enhancement and communication of those values. This strategy has two key drivers:

- **Image.** Research indicates a need for re-branding of the image of the actuary, both for actuaries themselves and their employers. We will target four high-impact audiences for image building.
- **Skills.** Our research also demonstrates a need to better equip actuaries to leverage their thought-leadership skills toward business challenges that focus on the identification, evaluation and management of risk. Many actuaries hold the belief that risk can be turned into opportunity and that the actuary is the best equipped to do this. This is one of the best-kept secrets in business. Our strategy is to introduce a new and valuable thought leader for 21st century business – the actuary. In order to deliver on this new promise to the business community, the actuarial profession will need to add more refined skills of communication, business acumen and active leadership to its already respected skill set.

Who are the targeted audiences?

Specific audiences were selected with the goal of providing appropriate representation of the profession, as it is composed today, as well as representation of the area(s) that are expected to offer the most future employment opportunities. These determinations were made by multiple groups of volunteer leaders and their respective staff partners. Research was also conducted to validate the assumptions of these leaders. As a result, our messages will be focused on the following audiences:

1. Actuaries
2. Traditional Market Employers—Insurance
3. Traditional Market Employers—Benefits
4. Nontraditional Market Employers—Broader Financial Services

We will engage other groups such as the business media, recruiters and other North American actuarial organizations to gain additional leverage and influence on target audiences.

Themes

The program will be based on three themes that support the goals and target audiences:

- Enterprise Risk Management
- The Actuary: A 21st Century Thought Leader
- An Actuarial Value Ladder for the Profession

The first theme, **Enterprise Risk Management**, offers a short-lived window of opportunity for actuaries to claim a newly evolving role in traditional and broader financial services settings. While risk is an ancient variable, the focus and degree of intensity associated with today's business risk (and the profession's interest in pursuing this opportunity) is a major reason for choosing this theme.

The second theme, **The Actuary: A 21st Century Thought Leader**, is derived predominately from the 2003 SOA Employer Research. Employers clearly articulated what they valued in the legacy actuary and what they need from the actuaries to begin to see them, as a group, as valued advisors and leaders. Upon review, the profession's volunteer organizations concluded that there is a need to address these findings from both a demand and supply perspective.

The final theme, **The Actuarial Value Ladder for the Profession**, will require a great deal of development. It is a more future-oriented theme that speaks to the evolving value that actuaries must identify, develop and market to employers. Because market development is necessarily about the future, we will explore the development of an actuarial value ladder to identify where actuaries can add new value to the enterprise and assist them in developing and projecting those benefits to the employer. Conversations with employers will be used to create levels of mastery within the context of actuarial roles, practice area functions or some other framework yet to be identified. This work will provide direction and content for the future demand creation for actuaries.

Key Marketing and Market Development Programs

The three-year marketing and market development plan will focus on four key programs, which will be implemented to accomplish the objectives set for the target audiences. These programs will be implemented using tactics designed to respond to the nuances of each target audience. Below is a brief overview of each key program.

- **Grassroots.** A grassroots program will leverage the talent, credibility and energy of each actuary and the individual and collective power of the sections. The SOA will organize itself to optimally support those individuals and groups who are willing to actively participate in the evolution and growth of the profession. This support will include development of the individual, advocacy of actuaries to organizations and employers, and mentoring. A key focus will be to institutionalize (with actuaries and their multiple professional organizations) the grassroots marketing and market development communications as well as skill-development programs to help actuaries become advocates for their own value. Examples of specific grassroots projects include:
 - **Pioneers program:** This project will require the collection, archival and then communication of success stories of actuaries. It will also serve as a resource pool for mentors.
 - **Employer outreach:** This project will encourage actuaries and staff to visit current and potential employers of actuaries and educate them on the value of the actuary. It will also provide a feedback channel to gain insight into what employers want and need.
 - **The Actuary Care Center:** SOA employees will staff this center and its sole purpose will be to support the efforts of actuaries who are attempting to advance themselves or the profession.

- Web site evolution. A new Web site will provide the tools, information and general support of the grassroots program — both for members and employers.
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- o **Web site.** Evolution of the SOA Web site and development of an actuarial profession Web site as the nexus of image building, market development, grassroots activities, media and public relations, education and research information and campaign communication efforts, and other membership benefits. Examples of Web site projects include:
 - Section needs and analysis, content and functionality development.
 - Candidate needs and support analysis, content and functionality development.
 - Re-organization and enhanced presentation of existing content in a more timely, practicing actuary-focused fashion.
 - Development of pages that connect the efforts of all actuarial groups in their achievements when advancing the profession.
- o **Public relations.** Aggressive earned media and public relations programs to build awareness, understanding and inclusion of the profession in key audiences. Examples of PR projects include:
 - Developing a spokesperson/speakers bureau network with key messages, white papers, articles, Web content, case studies and non-technical research on relevant topics that will help generate publicity for the profession.
 - Becoming a leading source of knowledge on risk as it relates to insurance, financial products and employee benefits
 - Promoting the SOA annual meeting, ERM Symposium and key image building, revenue-producing programs.
- o **Horizontal marketing.** Development of a system that results in the consistent market positioning of product and service offerings from North American actuarial organizations (e.g. internal, external communications reflect new brand identity). Examples of horizontal marketing projects or actions include:
 - All products and services will be linked to the actuary brand image.
 - “Product” development (e.g. research, education, publications) will enhance market research (formal and informal). We will develop a more integrated and coordinated system for discovering the employer’s needs, wants, and challenges.
 - Actuaries will receive messages that are better conceived and communicated.

KEY THEMES

Section Two: Key Themes

The marketing and market development plan will address three key themes facing actuaries. They include:

- Enterprise Risk Management
- The Actuary: A 21st Century Thought Leader
- An Actuarial Value Ladder for the Profession

A. Enterprise Risk Management (Creating demand)

Enterprise risk management (ERM) represents a short-term opportunity to leverage increased marketplace interest in risk management and grassroots interest to promote the actuarial profession—and the professional. ERM provides an opportunity for actuaries to demonstrate “thought leadership,” and in the process, add new value to the enterprise.

In February 2005, the SOA Board of Governors adopted a strategy to position those in the profession as leaders in enterprise risk management. This strategy includes educational, research and publicity components. The marketing and market development plan will help to advance this strategy.

The logical outgrowth of this theme will be an increased demand for actuaries as key players in the corporate enterprise risk management function.

B. The Actuary: A 21st Century Thought Leader (Creating a demand for and supply of actuaries who can compete for key team member and senior leadership roles in traditional markets and gain a team member role in broader financial services markets.)

The 2003 SOA Employer Research identified the profession’s strengths and weaknesses relative to competing professions and in the eyes of employers in both traditional and broader financial services (BFS) markets. Specifically, the report identified a desire for actuaries to develop business acumen and communication skills to complement the existing strong analytical, technical and thought leadership skills. This desire was in response to the question of what it would take to make the actuary a more valuable employee. The employer’s need for stronger leadership was identified as a window of opportunity for actuaries to emerge as thought leaders in matters of risk management. It was believed that a greater demand for actuaries could be created by assisting them to be able to more readily explain the knowledge their technical skills created as well as to assist in the application of this knowledge.

Within BFS markets, the need for a more systemic management of risk is needed and the findings within the employer research showed that BFS employers’ understanding of how actuarial skills could be applied in their business was very much lacking. It was also clear that they, too, would not view an actuary as capable of being a successful team member in their worlds.

This theme will establish a new brand of actuary – one that embraces employers’ ever-evolving needs to manage risk and return a profit as well as the need to have risk leaders who can lead teams or participate as key decision makers.

To the actuaries themselves, this theme will emphasize the potential benefits of adding business, project-management and communication-skills development to the strong technical base in order to

gain a seat at decision-making tables in both traditional and BFS markets. This aspect of demand creation will be in direct support of the KMSAT's skill development goals. In this way, both the demand and supply of qualified, competitive actuaries will be increased as well as the demand for SOA products and services.

Visualize an advertisement with a table full of executives with an empty seat and a headline that reads, "We're preparing a seat at the table. Will you be ready?" This theme is both about creating the seat and filling it.

C. An “Actuarial Value Ladder” for the Profession

(Defining the demand of the future) To ensure the actuarial profession's position of strength, a market-based value ladder will be developed. Once completed, it will be used to help guide career development, student recruiting and focused marketing efforts.) Some background:

As many basic professional services become commoditized (e.g. legal, accounting, primary medical care) other professions are responding to a changing environment by rethinking their value propositions and considering how their value, compensation and influence are increased. In response to this trend, the accounting profession launched a program to encourage accountants to evolve their skills and thinking to enhance their value proposition for the future.

To better visualize the future they introduced a model called the “Economic Value Chain.” This model reinforces that information-based products and services are losing value in the marketplace and are rapidly being replaced with knowledge-based products and services that command higher fees.

The model suggests that the future of the accounting profession lies in moving from providing services in Platforms 1 and 2 (see below) to services in the emerging knowledge industries on Platforms 3-5 and beyond.

Economic Platforms	Scope of Knowledge	Distribution of Knowledge and Effect	Time Span of Impact
Platform 7	Global	Ability to determine the rules of the game at an international level	50 years
Platform 6	National	Ability to influence the rules of the game at a national level	30 years
Platform 5	Industry	Ability to conceptualize the multiple realities that exist within the environment and capitalize on them.	10–15 years
Platform 4	Market	Ability to create and manage multiple, parallel outcomes based on market needs and internal competencies.	3-5 years
Platform 3	Value Chain	Ability to identify and improve alternative systems to achieve predetermined goals.	1-2 years
Platform 2	Process	Ability to conform and adhere to linear and technical processes.	3 months
Platform 1	Product	Ability to perform given tasks and focus on immediate, tangible tasks.	Immediate

The actuarial and accounting professions share some similar challenges. Both professions are:

- Mature, well established and slow growing.
- Burdened by negative stereotypes (narrow and technical; poor communication).
- Experiencing “encroachment” at the foundational level.
- Not naturally considered for leadership roles outside their specialty.

In applying the logic of the Economic Value Chain, the services performed by the more traditional actuarial roles could be considered Platform 1–3 services. Based on the accounting profession's model, this would suggest that the profession is at risk. The chief risk officer (or other logical senior leadership role) might represent Platform 4-6 services.

A similar model may provide a useful tool for helping the profession to visualize what added value "looks like" and offer important insight for the SOA marketing and skill-development efforts.

Research and Development of Actuarial Value Ladder

Recommendations for the MRSAT

The objective of work is to introduce the concept to the Board of Governors in June and to bring a full backgrounder with strong analytical data for a mega-issue dialogue in September (tentative).

Specific tasks would include:

1. *Prepare backgrounder on the opportunities and risks for the actuary mapped to the Economic Value Chain.*
 - a. *Gather data on current actuarial jobs and opportunities for jobs in insurance, benefits and broader financial services. We should also gather data on jobs that CFAs are holding.*
 - i. *Primary research – interview, survey*
 - ii. *Secondary research – existing information on job types from all actuarial organizations*
 - b. *Align current and potential future actuarial jobs to the platforms.*
 - c. *Analyze - identify actuarial jobs that are at risk.*
 - i. *Risk of being replaced*
 - ii. *Risk of being pigeonholed*
 - iii. *Risk of being passed over for others of lesser value/credentialing*
 - iv. *Risk of lost opportunity*
 - d. *Quantify the current and foreseeable risks for the actuarial profession.*
 - i. *Discuss possibility for creating a numeric risk indicator for each chain.*
 - e. *Answer pertinent questions about the most beneficial use of this chain for the profession in terms of creating future demand: developing actuaries.*

(We can conclude that this is consistent with the approach that the accounting profession used in determining risk.)

TARGETED AUDIENCE CAMPAIGNS

Section Three: Targeted Audience Campaigns

Achieving overall success with the marketing and market development plan requires addressing multiple audiences with specific, interdependent campaigns designed to produce specific outcomes. It is not a one-size-fits-all solution.

The decision to target the following audiences was based on the 2003 SOA member and employer research and the strategic analysis that followed. Each campaign will have three main objectives, which will be illustrated with audience-focused journey diagrams, as well as described and aligned with success indicators. A series of programs and projects (campaign treatments) will be executed to achieve the objectives in each campaign.

A. Actuaries

The actuarial audience is defined to include FSA, ASA, FCA, ACA, FCAS, ACAS, EA, MAAA and FCIA credential holders – approximately 20,000 actuaries across North America.

The objectives of this campaign are to create awareness and understanding, skill development and competence needed to represent, promote and develop actuaries based on the identified needs of employers. The messages to this audience may be segmented based on characteristics and readiness and targeted with readiness-appropriate messaging.

Problems/Needs

- Limited understanding and ability to communicate about the profession's skill set application and value, resulting in poor employer perceptions of the profession (perceived as narrow in focus and too technical)
- Narrow self-image of their profession
- Lack of readiness to engage in leadership or risk decisions involving business acumen
- Recognition of the need to develop a larger range of skills so that actuaries are more employable in senior-level jobs in traditional markets and more employable, in general, within nontraditional markets
- Ability to voluntarily seek leadership and business acumen development

Actuary Campaign Objectives

1. **Create awareness and understanding.** Create greater awareness and understanding (among actuaries) for the unique value of the actuarial skill set and its broader relevance and value to the enterprise.

Success Indicators

- Success stories from actuaries in new leadership roles across traditional markets and a measurable footprint in broader financial services organizations
- Targeted percentage of actuaries actively participating in the actuarial image campaign
- Highly-visible and respected actuaries are engaged in promoting active involvement to peers and organizations ensuring that image building and marketing is a significant, long-term priority

2. Develop skills and knowledge Provide actuaries with expanded skills and knowledge required to compete for senior positions. We will work with the KMSAT to identify and deliver appropriate education and professional development to facilitate this as well as create a “pull” by highlighting successful actuaries who are good communicators and businesspeople.

Success Indicators

- Targeted percentage of actuaries participating in skills leadership, business acumen and communication development
- Evaluation of training programs as highly relevant and applicable to meeting audience objectives

3. Demonstrate competence. Aid and encourage actuaries to articulate their value proposition to employers.

Success Indicators

- More actuaries equipped to positively promote the profession, its skills and their value (milestone)
- Reported increase in self-confidence (in the actuarial value proposition) (milestone)
- Increase the number of actuaries acting as pioneers for the profession to practitioners and key external audiences
- Reported increase in the active promotion of their value to employers
- Archive of case studies on how these pioneering actuaries add value when dealing with enterprise risk management and providing value as identified in the value ladder

Key Messages

- Actuaries can answer the 21st century need for thought leadership on risk – they are best equipped to “turn risk into opportunity.”
- Actuaries are the “best-kept secret in business.”
- The profession must define how the actuarial skill set can be developed and leveraged to produce thought leadership on risk.

Benefits

As a result of successfully executing this campaign:

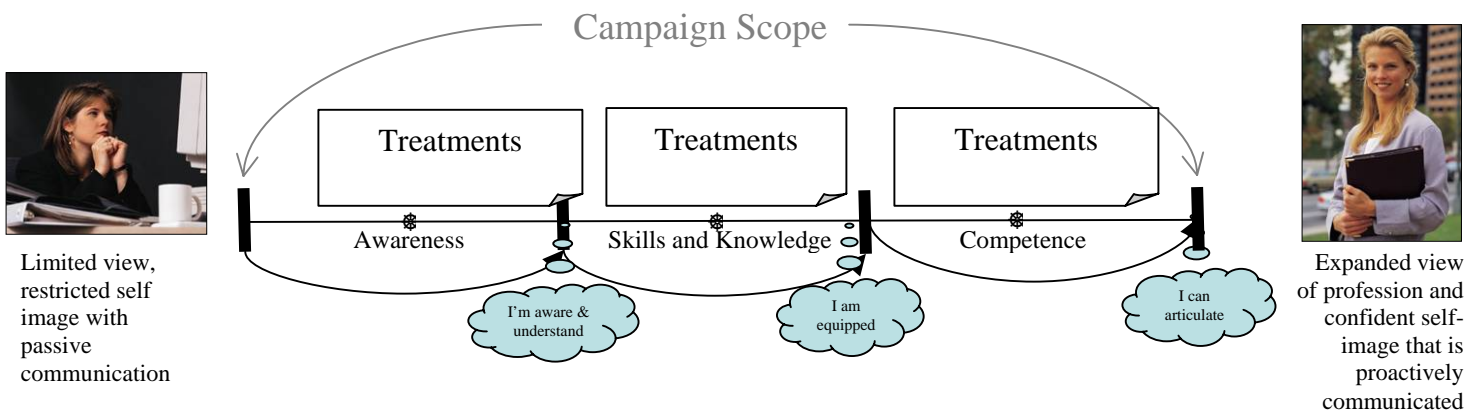
- Actuaries will be better positioned for new opportunities and leadership roles.
- Actuaries will move up the economic value chain.
- Actuaries will be perceived as key thought leaders and team members in enterprise risk management.
- Employers will have a model by which they can better understand the actuary’s value.
- New positions will be created due to the growth in the demand for professionals who work in enterprise risk management.

Actuarial Audience Journey

Actuaries are the key audience served by the SOA and other North American actuarial organizations. Each actuary follows a unique career path driven by his/her talents, aspirations and available opportunities. The marketplace relevance theme of the SOA strategic plan calls for a program to expand current and leadership roles within traditional markets and growth of actuarial employment within the broader financial services sector. The initial opportunity identified in both sectors is in the area of enterprise risk management.

The marketing program goal is to equip actuaries with the skills, confidence and messages to articulate their value proposition to the enterprise.

Actuaries will receive a series of campaign treatments to help them gain an expanded view of the profession, their own capabilities and their leadership potential. The result will be a more confident self-image and projection of a more “dynamic and relevant” image to their employers.



B. Traditional Employers

1. Insurance CEO / CFO / C-Level and Senior Management

This audience represents the core of “traditional” actuarial employment where technical roles predominate. The goal is to identify the key companies that will be “early adopters” and be the most willing to hire actuaries for key enterprise risk management roles. As a starting point, we will utilize the traditional market general findings from the 2003 SOA employer research.

Problems/Needs

- Low understanding of how the actuarial skill set can be applied beyond historical technical roles
- Diminished access to senior leadership
- Limited perceived value (by employer) outside of the past technical roles
- Low knowledge of career pathways to key enterprise risk management positions
- Limited recognition of the need for chief risk officer or equivalent and/or actuary’s suitability for that role

Traditional Employer Campaign Objectives – Insurance

1. **Awareness.** Heighten the senior leaders’ awareness of the need to continuously identify, monitor and manage risks that insurance companies face and how those risks, collectively, can positively or negatively (depending on how risks are evaluated and managed) impact the security of management, Board, customers, shareholders and ultimately impact the company’s growth and profitability. Create awareness that the actuary has a unique ability to identify, evaluate and manage risks in the insurance setting.

Success Indicator

- Better understanding of potential applications (and value) of actuarial skill sets for enterprise risk management. As the Actuarial Value Ladder is developed and positioned, it will also define how the actuary can bring value to an organization.
2. **Evaluation.** Encourage senior leaders to evaluate the need for enterprise risk management and determine who would be best to lead and/or significantly deliver upon the exercise. We want senior leaders to invite the actuary to the table to play an active role.

Success Indicator

- Key decision makers will understand the value of enterprise risk management and how the actuarial skill sets, combined with appropriate broader business and leadership skills, offer one of the best options for management, execution and leadership of the ERM function and, eventually, in all roles defined within the actuarial value ladder.
3. **Inclusion.** Drive senior leaders to utilize actuaries as a trusted advisor and a team member. The actuary would act as a thought leader and contributor to solutions involving the management of risks. We want actuaries to be involved in all aspects of ERM. A significant decision involving risk would not be made without an actuary on the team. Employers would understand the value of actuaries at every level of performance in their businesses, i.e. the actuarial value chain.

Success Indicators

- Broader access to senior leadership
- More actuaries will be hired for senior enterprise risk management positions.

- Convince the decision maker that the actuary is the best candidate for the job of chief risk officer or equivalent
- Actuaries will be invited to participate in ERM discussions, strategy, problem identification, process leadership, and consulting

Key Messages

- Actuaries can provide the most comprehensive, balanced and insightful understanding of risk and can contribute to turning risk into opportunity.
- Actuaries can and are playing a leadership role in risk management.
- Actuaries are best positioned to serve in senior ERM positions because of their expertise in identifying, evaluating and providing solutions for managing risks and because of their multi-disciplinary fashion.

Benefits

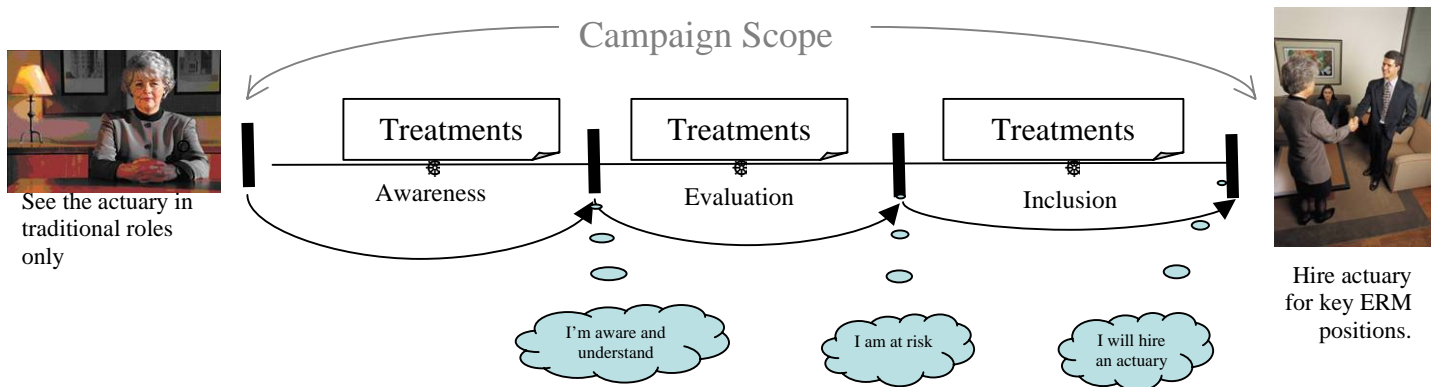
As a result of successful execution of this campaign:

- Actuaries will be better recognized for their unique contribution to enterprise risk management
- Actuaries will be considered—and hired—for key enterprise risk management roles
- Actuaries will become a trusted advisor to senior management.

Traditional Insurance Audience Journey

Insurance companies have been a major employer of actuaries more than 100 years. Insurers play an increasingly important role in the evolution of enterprise risk management. The goal is to expand senior leader understandings of the actuary’s broader value and consider actuaries for senior roles in enterprise risk management.

Current knowledge suggests that decision makers see actuaries as important but narrow, technical and best suited to traditional roles. Additionally, actuaries have lost visibility to senior management. The campaign treatments will guide them along a journey toward the recognition of the actuary’s broader value.



2. Traditional Benefits Employer Audience: CEO / CFO / C-Level and Senior Leaders

This audience represents those decision makers in organizations for whom actuaries play a role as consultants (either internal or external) to the employee benefits program. This primarily includes pension as well as some health actuaries.

Employee benefits can be characterized as relatively short-term or long-term. **Short-term benefits** include active employee health care, disability and other short-term compensation benefits (profit sharing, stock options, etc.). **Long-term benefits** are primarily those designed to meet retirement needs, which have a longer funding and accrual period, such as pension (defined benefit or "DB", and defined contribution or "DC") and post-retirement medical. Opportunities for actuaries vary distinctly in these short-term and long-term benefit markets.

Short-term benefits

Employee health care is characterized in the U.S. by a fractured health care delivery system and lack of a transparent pricing structure. These conditions provide many opportunities for health care employee benefit consulting actuaries to design and deliver programs. As long as the health care market is in disarray, health care employee benefit consulting actuaries have ample opportunity to help their clients manage costs and risks of employer provided health care.

An opportunity also exists for actuaries to move aggressively into the valuation of contingent liabilities. A key example today is stock option plans, which are subject to new accounting requirements. Pension actuaries are well suited to this work; pensions are a contingent liability, and many of the skills and concepts used in valuing stock options will be the same. If actuaries can show expertise beyond other financial players in the understanding and valuation of these liabilities, this opens doors for the traditional pension actuary.

Long-term benefits

Employers' commitment to long-term benefits is declining. The traditional long-term benefit programs, post-retirement medical plans and defined benefit pension plans, keep most or all of the financial risks (and opportunities) associated with these benefits with the employer. Traditional defined benefit plans are declining due to market perceptions of their high cost to shareholders, hastened by stock market declines in the first part of this decade. Employees place low value on these plans, due to increased job mobility, complexity of design, negative press and court cases surrounding cash balance plans, and highly publicized pension bankruptcies (e.g. steel, airlines). Employer reaction has been--and will likely continue to be--to change from DB to DC programs.

The adoption of the FAS 106 accounting statement for post-retirement medical benefits has contributed to their decline (mostly because it highlighted the true cost and potential long-term risk of these plans). The loss of consulting around post-retirement medical may decrease the likelihood the health actuary will be asked to consult about short-term benefits (if the actuary is already being called to work on the long-term benefits, they may be more likely to be asked to design the employee system; if they aren't already designing the post-retirement medical benefits, then the employer may be more likely to use a non-actuary for the employee benefits).

There will continue to be work for actuaries in these long-term benefits. The traditional defined benefit plans will still be the benefit plan of choice for many employee groups, particularly unions and public employees. Frozen defined benefit plans still require annual valuations, and there is significant work as a plan terminates. There are opportunities for actuaries consulting around the design and risk management of DC plans; however, there is less of this work in general and no traditionally actuarial work. There are also companies that still have post-retirement medical plans, particularly for unions and public employees. The recent Medicare Part D legislation has provided consulting actuaries with additional business opportunities for the remaining plans, as has the recently published standard of GASB 45 (requiring that non-pension retiree benefits such as post-retirement medical benefits be accrued as a liability).

The switch from DB to DC and elimination of post-retirement medical plans introduces a new (and often unrecognized) set of risks to society, employers and employees. In addition, changing demographics and the retirement of the baby boom may put pressure on employers to retain employees beyond traditional retirement dates. Benefits actuaries have opportunities to help

society, employers and individuals identify, quantify, and manage the range of short- and long-term risks related to providing a lifetime of financial security, including pension, health and long-term care (LTC) benefits. Short-term, this opportunity includes defining and communicating how the risks of existing programs (DB, DC) relate to other business risks faced by employers: the role of benefits in the employer's enterprise risk management framework. Long-term, this includes opportunities to educate the public on the value of risk-pooling arrangements over individual risk arrangements, and development of new forms of risk-pooling retirement income security plans ("retirement insurance") to fill the void left by the decline of DB and employer post-retirement medical plans. It also includes opportunities for greater involvement in healthcare and LTC planning as key aspects of lifetime financial security.

Long-term benefits key to actuaries' value

The actuary's value to employers and society comes through managing the risk-pooling aspects of long-term benefit plans. The survival of long-term benefit arrangements is key to the market for actuarial services. If we devolve retirement systems to individual arrangements, the roles for actuaries shrink to two markets (primarily):

- First, actuaries working for insurers and other financial service companies designing and managing risk pooling products (not significant employment over current numbers).
- Second, there could be opportunities for personal actuaries to help individuals manage their risk profile; this would be difficult to establish (financial planners have this market), actuaries would have to demonstrate value, and would be a lower paying career option. The premise of the "personal actuary" aligns with this market concept.

If we develop new models for group risk sharing, then actuarial opportunities are comparable to what they are today:

- First, actuaries are designing and maintaining numerous group risk-sharing arrangements to provide retirement income, which could be based along employer lines or other commonalities (e.g. professional (TIAA-CREF)).
- Second, actuaries are designing and maintaining numerous health care risk-sharing arrangements, again either based on employer lines or other commonalities (and this could be extended to long-term care arrangements, although this is probably less likely). As noted earlier, this may improve market penetration for consulting on short-term arrangements, as health actuaries may be more likely to consult on employee medical benefits in those companies that also have post-retirement medical.
- Third, actuaries are consulting to employers and others about various pooling arrangements, their advantages and disadvantages, including the value of creating their own pooling arrangement. This also keeps actuaries in front of employers to value other contingent liabilities, design employee savings arrangements, and other "add-on" work that follows once actuaries are consulted about long-term benefits.
- Fourth, there would still be insurers and other financial service companies employing actuaries to design and manage risk-pooling products for individuals and small businesses.
- And fifth, any redesigned system will very likely include more individual risk than in the past, so there would still be a need for personal consultation, through a personal actuary market. However, there would be difficulties in establishing actuarial expertise over financial planners, as noted above.

To ensure 21st century value of actuaries, long-term benefit systems (e.g. pension, medical, long-term care) have to evolve in ways that better meet individual, employer and societal needs. Actuaries could play a key role in the evolution of these systems. However, if actuaries do not shape the discussion of how to fund and share the risk of these systems, the current system is likely to evolve in ways that greatly reduce actuarial opportunities. Actuaries would have to become key players in a discussion of "re-envisioning retirement."

Problems/Needs

- DB market is shrinking. Post-retirement medical plans are less common.
- Meeting the employers' and market's demand for transparency is difficult (DB plan valuations may be perceived by employer as "black box");
- Actuaries are not well versed in the language of CFOs (the ultimate decision makers);
- Current market focus is short-term (i.e., quarterly earnings); retirement plans are inherently long-term and are seen by current markets as "risky" and "volatile."
- Actuaries face competition on short-term benefits, particularly health and disability, from other disciplines (underwriters, health financial analysts, etc.). If actuaries consult on long-term benefit (post-retirement medical) they are more likely to consult on short-term benefits.
- Little understanding of how the actuarial skill set can be applied beyond traditional DB valuation work.
- If there is not a targeted, organized effort to develop the next generation of "retirement insurance," opportunities for pension actuaries will decline sharply. If actuaries don't actively design next-generation systems, those systems could evolve into systems that don't need actuaries and, more critically, don't consider risk-sharing mechanisms.

The marketing and market development plan will be different if the profession actively and publicly works to re-envision retirement. Differences in key messages, etc are noted throughout this document.

Traditional Audience Campaign Objectives--Benefits

1. Awareness. Heighten the CFO and HR leaders' awareness of the need to design, assess, and evaluate all employee benefits in the context of (a) providing the firm with the ability to attract, retain, and retire the right employees and (b) creating shareholder value within the firm's overall risk profile. In addition, heighten the CFO's awareness of the risks posed by the firm's contingent liabilities in the context of shareholder value and the firm's overall risk profile. Create awareness that the actuary has a unique ability to contribute to the design, assessment, and evaluation of the risks and incentives inherent in any benefits structure and in the valuation of contingent liabilities.

Success Indicators

Better understanding within the broader business community of the value of this holistic benefit plan management (cost, risk and benefit to employees). Better understanding within the broader business community of the need for contingent liabilities valuations. Understanding of the applications (and value) of actuarial skill sets in these both of these areas.

2. Evaluation. Encourage senior finance and HR leaders to assess the short- and long-term value of employee benefit programs through a holistic review of those programs and determine who would be best to lead and/or significantly deliver that review. Similarly, encourage senior finance leaders to determine and assign value to their firm's contingent liabilities. We want these senior leaders to seek out actuaries to play active roles in both endeavors.

Success Indicators

Key decision makers will understand the value of holistic benefit plan management and how actuarial skill sets, combined with business and leadership skills, offer the best option for design, assessment, and management of these plans, in partnership with the leadership of the firm. Similarly, key decision makers will understand the need to determine, assess and manage contingent liabilities, and how actuarial skill sets offer the best option for this work.

3. Inclusion. Drive senior leaders to call upon actuaries as trusted advisors and team members. The actuary would act as a thought leader and contributor to solutions involving the objectives of attracting, retaining, and retiring the right employees to meet the employer's short- and long-term goals. A significant decision involving the benefits program would not be made without an actuary on the team. Employers would understand the value of actuaries and strive for their involvement at every level of the actuarial value ladder. As well, senior leaders will look to actuaries for help in appropriately assessing the impact of contingent liabilities on their business results.

Success Indicators

- Broader access to the CFO;
- Actuaries will be involved in all levels of the employee benefits programming process; they will be reaching to "stretch" the benefits plan's pertinence to the employer's goals;
- Convince the decision makers that employee benefits decisions are more than a significant percentage of a compensation package; they are strategic tools that can be leveraged to further a firm's short- and long-term goals;
- Actuaries will be invited to lead and participate in discussions involving workforce strategy, benefits plan alignment, and risk profiling;
- Actuaries are the business partners of choice when it comes to identifying and valuating a firm's contingent liabilities.

If we adopt "re-envisioning retirement" as a key strategic endeavor for the profession, the following objectives would be added:

Senior finance and HR leaders are aware of the need to evaluate new types of benefit programs and look to partner with actuaries to determine which of the new programs work best to meet their goals of enhancing shareholder and employee value through the attraction, retention and retirement of employees--all within the company's risk profile.

Key Messages

- Actuaries partner with management to help attract and attain the right workforce in order to achieve defined business objectives through the design and management of an appropriate benefits program.
- Actuaries can analyze complex benefits issues and derive practical and optimal risk management solutions given an employer's or employee's unique circumstances and objectives.
- Actuaries can measure and manage complex contingent liabilities.
- Actuaries are highly ethical business partners, adhering to standards of practice and a professional code of conduct.

If we adopt "re-envisioning retirement" as a key strategic endeavor for the profession, the following messages would be added:

- *Actuaries are key architects of long-term benefit design.*
- *Actuaries have unique abilities to help individuals, employers and society rebalance financial risk-sharing mechanisms to better serve individuals, business and society in the 21st century.*

Benefits

As a result of the successful execution of this campaign:

- Actuaries will serve as business partners, providing financial security information for both employers and employees in the context of broader business and personal objectives, rather than solely as technical advisors/resources to plan sponsors.
- Employers will look to actuaries for guidance on the best way to provide for their employees' financial security for a given level and type of risk and given level of investment.
- Employers will look to actuaries to measure and manage key contingent balance sheet liabilities.
- Individuals may hire actuaries to help them manage their individual retirement risk (this relates to the concept of the personal actuary, as previously mentioned). Also, companies may hire actuaries to help communicate these issues to their employees, e.g. through software programs.

If we adopt "re-envisioning retirement" as a key strategic endeavor for the profession:

- *Society (government, key non-actuarial audiences) looks to actuaries as key players, with others, to design better retirement risk-sharing systems for the 21st century. This includes income, medical and long-term care.*
- *Employers look to their actuaries to help design next generation retirement risk-sharing systems, recognizing that moving all risk to individuals (income, medical and long-term care) is not the automatic solution.*

- *Individuals may hire actuaries to help them manage their individual career and retirement risk (this could be a broader longer-term relationship and stretches what personal actuaries do today).*

Benefits Audience Journey

Traditional long-term benefits (defined benefit and post-retirement medical plans) have required use of actuaries in their maintenance and design. As the long-term benefit market evolves, the plan sponsor may view actuaries as less relevant to their needs if they no longer have the traditional long-term benefit plan. *The goal of this campaign is to expand employers' and actuaries' understandings of the actuary's broader value and to consider actuaries for guidance in this dynamic environment.*

Actuaries should show value in consulting with employers about the full spectrum of risk/benefit tradeoffs as the long-term benefit market evolves. Actuaries should also look for short-term opportunities in contingent liability valuations.

For the CFO, and HR manager, the actuary has a unique ability to help you understand the evolution of the long-term benefit market, and to ensure your programs match your employment needs. Actuaries understand the demographics and risk drivers and can help you model what happens if you can't attract, retain and retire the right people. Actuaries can also help you understand the risk profile presented by your current plan, and how to best manage those plans as both they and your business evolve. There is an additional short-term message to CFOs that actuaries have unique abilities to price contingent liabilities to give you a number that's more reliable and can help you understand how that result might change with economic and demographic changes.

For the employee, the evolution in long-term benefit design puts more risk on your shoulders. You may want to consider hiring an actuary to help you manage your individual retirement risk.

If we adopt "re-envisioning retirement" as a key strategic endeavor for the profession:

- *For benefits consulting actuaries, think long-term in how to redesign the system to best meet the needs you see in the marketplace. Consider evolving demographics, global competition, shorter, more volatile business cycles and long-term birth-evolution-death of plan sponsors. Actuaries have the answers: volunteer your time to help your profession develop them. Actuaries at insurers (product developers) need to work more directly with benefits consulting actuaries to partner to develop solutions.*
- *For the CFO, manage the risk of your retirement system. Consider the next generation of retirement insurance as a better fit for your organization. Work with HR to ensure that your company can continue to attract, retain and retire the right people. For the HR manager, ensure your benefits policies meet 21st century demographic needs. Consider the next generation of retirement plans as a possibility, along with the traditional DB and DC plans. The CFO and HR manager jointly consult with an actuary to figure out the best mix, levels and types of risk to distribute between shareholders and employees.*
- *For the employee, look for new forms of retirement insurance available from your employer. Figure out how your employer will help you manage the retirement process. Hire an actuary to find out what's best for you.*

2. Benefits: CEO / CFO / C-Level and Senior Management

This audience represents those decision makers in organizations for whom actuaries play a role as consultants (either internal or external) to the employee benefits program. Again, the two thematic focuses for building the image of the actuary are the enterprise risk management arena and the offering that would exist from the yet-to-be-developed actuarial value ladder.

Currently a commissioned task force is reviewing the more prominent needs of this group. The MRSAT, the Pension Section and other key leaders in the actuarial profession are working to better understand the potential marketplace opportunity and define challenges and desired outcomes. In contrast to enterprise risk management opportunities within the traditional audience of insurance and certain financial sector firms, the image building and employment value propositions for this audience are less immediately evident. For this reason, the integration with the marketing and market development plan of the approach for positioning with this segment of the traditional market will be introduced in the next phase of the campaign.

Problems/Needs

- TBD by MRSAT task force

Traditional Audience Campaign Objectives – Benefits

4. Awareness — TBD
5. Evaluation — TBD
6. Inclusion —TBD

Key Messages

- Actuaries can provide the most comprehensive, balanced and insightful understanding of risk and can contribute to turning risk into opportunity.
- Actuaries are the “best-kept secret in business.”

Benefits

- An actuary will be viewed as a “benefits risk consultant” rather than solely a technical advisor/resource to plan sponsors.
- Placeholder for additional benefits resulting from new value propositions
- To be determined by MRSAT task force

Benefits Audience Journey

MRSAT Task Force work and value ladder development will assist in determining future programs and treatments.

C. Broader Financial Services CEO / CFO / C-Level and Senior Management

This audience includes non-insurance financial services sector employers, specifically investment banks, mortgage banks, commercial banks, asset managers, commercial and investment banks and mutual fund firms.

The segmentation goal will identify early adopter BFS companies that would have the highest “readiness” to implement enterprise risk management (e.g. medium to large size, complex risk exposure, sophisticated management, competitive pressures) and hire actuaries for senior risk management roles. Segmentation will be refined as a greater understanding of the market is gained. We will utilize findings from the 2003 SOA employer research report to assist with segmentation.

Problems/Needs

- Low level of understanding what actuaries do, what existing and potential value they provide and how they are different from other analytical professionals (e.g. CFA, CPA, financial engineers, Ph.D.s)
- Low awareness of the potential value delivered from enterprise risk management
- Low awareness of the optimal way to implement enterprise risk management (e.g. with an actuary as a chief risk officer).

Campaign Objectives (Broader Financial Services)

1. **Awareness.** Heighten senior leader awareness of the risks that BFS companies face and how these collective risks can positively or negatively (depending on how risks are evaluated and managed) impact the security of management, Board, customers and shareholders, and ultimately impact the company’s growth and profitability. Create awareness that the actuary has a unique ability to identify, evaluate and manage risks in the BFS setting. (This effort will likely be a lot longer due to the low awareness of actuaries by this audience.)

Success Indicators

- Key decision makers understand what actuaries do, how they differ from competing professionals, and why they are the best fit for key risk management positions.
 - Key decision makers understand the value that enterprise risk management can bring an organization and how it can be used to achieve competitive advantage.
2. **Evaluation.** Encourage senior leaders to evaluate the need for enterprise risk management and determine who would be a good leader and/or a significant team member to effectively evaluate and manage risk.

Success Indicators

- Consider actuaries as candidates for key risk management positions.
 - Convince the decision maker that the actuary is the best candidate for the job of key risk manager or chief risk officer.
 - Actuaries will be invited to participate in ERM discussions, strategy, problem identification, process leadership and consulting.
3. **Inclusion.** Drive senior leaders to utilize actuaries as trusted advisors and team members. The role includes acting as a thought leader and contributor to solutions involving the management of risks. We want them to be involved in all aspects of ERM. A significant decision involving risk would not be made without an actuary on the team.

Success Indicators

- Hire more actuaries in key risk management positions.
- Consider actuaries as candidates for risk management positions.
- Convince the decision maker that the actuary is the best candidate for the job of senior level risk manager or chief risk officer.
- Actuaries will be invited to participate in ERM discussions, strategy, problem identification, process leadership and consulting.

Key Messages

- Actuaries can provide the most comprehensive, balanced and insightful understanding of risk and can contribute to turning risk into opportunity.
- Actuaries are the “best-kept secret in business.”
- The actuarial skill set has value beyond technical roles in the traditional insurance and benefits sectors, and there is already precedent for the application of these types of skills in financial arenas.

Benefits

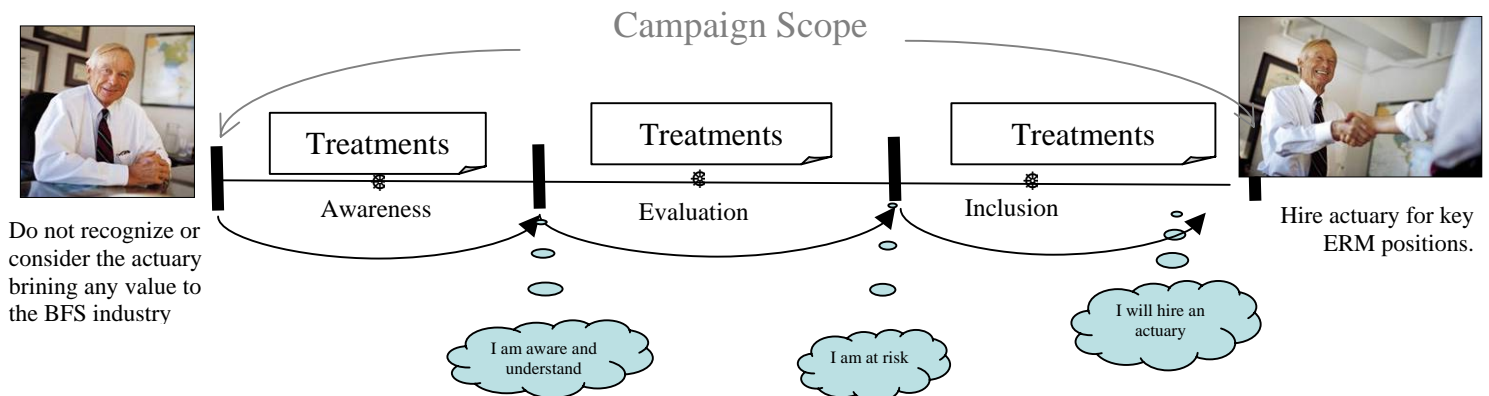
As a result of successful execution of this campaign:

- Actuaries will be better recognized for their unique contribution to enterprise risk management.
- Actuaries will be considered—and hired—for key enterprise risk management roles.

BFS Audience Journey

The SOA strategic plan has identified the BFS sector as a source of new opportunity for actuaries as risk managers. At the same time, research has demonstrated that employers are neither aware of the actuarial skill – nor can they differentiate actuarial risk management expertise from that of competing professionals. The goal is to expand senior leader understandings of the actuary’s special expertise in risk management, and suitability to serve in senior enterprise risk management roles, or to enter the marketplace at other levels of performance.

The BFS senior leaders have low to no awareness of actuaries or the actuarial skill set. Campaign treatments will guide them along a journey toward recognition of the actuary’s value to the enterprise and build their confidence to promote themselves and their value.



D. Strategic Influencers

Strategic influencer audiences will help communicate messages that support our campaigns. In some cases, we will be partnering with these audiences to develop these messages, and for others, they will be called upon to deliver the message.

Although each strategic audience will have perceptions of the actuary, we will focus our attention on bringing them up to speed quickly by demonstrating the value of the actuary and the benefits the profession will bring to industry. There will be no separate plans for these audiences at this time, as the objectives relating to these influencers will be woven into the target audience campaign projects.

Business Media

The business media audience includes organizations that reach current and prospective employers of actuaries. We plan to identify the print and broadcast trade and consumer media outlets that target audiences find credible. These audiences will then be segmented by their familiarity and attitudes toward the profession and the issue of enterprise risk management. Public relations activities will form the basis of this outreach, with advertising employed as our budget permits.

Recruiters

This audience includes employment professionals who are in a position to present actuaries as candidates for senior ERM positions.

We plan to identify internal and external recruiters serving insurance companies and selected broader financial services firms. We will further segment this audience by identifying which ones serve "early adopter" clients/employers.

We will work to convince and elicit their support in interviewing and recommending the actuary for hire.

North American Actuarial Organizations

Together with the North American actuarial organizations, we will partner to leverage membership and industry connections to drive all campaign programs and the goals of the Marketing and Market Development Plan. The audience includes organizations represented on the North American Actuarial Council:

- American Academy of Actuaries
- American Society of Pension Professionals and Actuaries
- Canadian Institute of Actuaries
- Casualty Actuarial Society
- Colegio Nacional de Actuarios
- Conference of Consulting Actuaries
- Society of Actuaries

MEASUREMENT AND EVALUATION

Section Four: Measurement and evaluation

Marketing the profession and the actuarial professional (and measuring results) will be a long-term, resource-intensive process. The campaigns are expected to produce measurable results that contribute to the SOA's marketplace relevance goals and the profession's growth and positive image. The options for implementation of this plan are described in detail in Appendix 4. The marketing and market development plan will be evaluated on both the strategic and programmatic levels using the best research that we can afford.

Strategic (Board) Level Measurements

The four campaigns described in this plan will include measurements that provide the Board of Governors with the means to evaluate progress on an annual basis. This measurement system will be developed using the objectives set forth in this plan for each respective campaign. These objectives are developed to reflect the specific results that are needed within each campaign. At the aggregate level, it is our belief that as these objectives meet the strategic level measurements found on the SOA's Balanced Scorecard.

Meanwhile, we have developed a sample measurement for the actuary campaign (see below) as a model to demonstrate how we might visualize progress at the campaign objective level.

SAT Level Measurements

With the responsibility for execution of the marketing and market development program, the MRSAT will monitor the campaign objective measurements and the programmatic level measurements (below), including the achievement of specific milestones, which will need to be communicated widely throughout the profession.

Programmatic Level Measurements

As discussed previously, the programs will be delivered so as to deliver the impacts needed within each specific audience's campaign. Success at the programmatic level will be monitored by MRSAT and staff and evaluated on three measurement levels:

- **Lowest-Level Measure: Output.** Evaluate program performance against the quantitative objectives (e.g., number of grassroots participants, number of media placements) and qualitative objectives (e.g. are messages delivered to the target audience). Analysis should be conducted consistently using tactics like literature searches, etc., for effectiveness of publicity generation and messaging.
- **Mid-Level Measure:** Evaluate if the target audience is receiving the messages and how they are reacting to the message and presentation. A key target audience is the employer. This evaluation can be done by implementing a tracking study that monitors the employer group (individuals who participated in the 2003 employer survey) on a yearly basis. This will identify if the message is getting through.
- **Highest-Level Measure:** Evaluate how each program helps produce desired behaviors (e.g., interviews for senior ERM positions, etc.). Accomplishing these behaviors requires that the "supply" of actuaries match the demand. This can be measured by an analysis of titles in the SOA member database, interviews/surveys of recruiters and other readily available reports. Accountability for this outcome will be shared between the MRSAT and KMSAT and the marketing and education functions of the SOA organization. The objectives within each campaign are outcomes, and there may be additional programmatic measures if needed.

With this system of measurement, staff and volunteers can monitor the incremental success of each program, which is predominantly measured at the output and uptake levels of measurement. The campaign successes and outcomes of each program can be monitored by the MRSAT. And, at the most strategic review, the campaign's successes will be evaluated beginning at the campaign objective/program outcome level and ultimately with the Balanced Scorecard measurements.

Please see Appendix 3 for an example of how measurements will be managed.

APPENDICES

Appendix 1: Key Campaign Messages

The following is a summary of key messages by audience-focused campaign. The actual words that are used in the campaign communications will be tailored to the publication, event, interaction, etc. These messages may be modified based on research, strategy refinement or tactical need.

Campaign	Key Messages
Actuaries	<ul style="list-style-type: none"> ○ Actuaries can answer the 21st century need for thought leadership on risk – they are best equipped to “turn risk into opportunity.” ○ Actuaries are the “best kept secret in business.” ○ The profession must engage in defining how the actuarial skill set can be developed and leveraged to produce thought leadership on risk.
Traditional Insurance Audience	<ul style="list-style-type: none"> ○ Actuaries can provide the most comprehensive, balanced and insightful understanding of risk and can help turn risk into opportunity. ○ Actuaries can and are playing a leadership role in risk management. ○ Actuaries are best positioned to serve in senior ERM positions because of their expertise in identifying, evaluating and providing solutions for managing risk in a multi-disciplinary environment.
Traditional Benefits Audience*	<ul style="list-style-type: none"> ○ Actuaries can provide the most comprehensive, balanced and insightful understanding of risk and can contribute to turning risk into opportunity.* ○ Actuaries are the “best-kept secret in business.”*
BFS Audience	<ul style="list-style-type: none"> ○ Actuaries can provide the most comprehensive, balanced and insightful understanding of risk and can contribute to turning risk into opportunity. ○ Actuaries are the “best-kept secret in business.” ○ The actuarial skill set has value beyond technical roles in the traditional insurance and benefits sectors, and there is already precedent for the application of these types of skills in financial arenas.

****Subject to change pending value proposition work.***

Appendix 2: Audience Journey Glossary

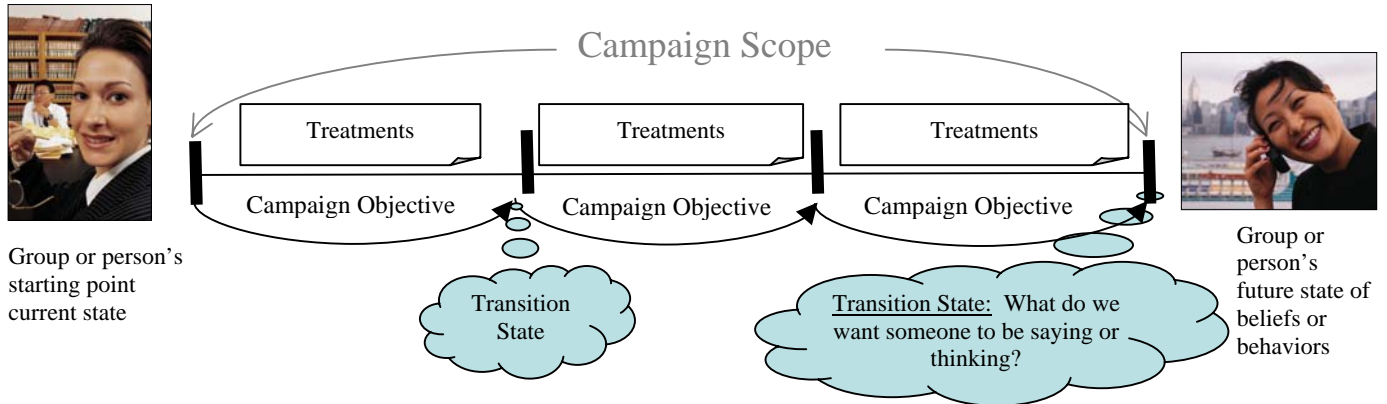
An “audience journey” illustrates the projected path as well as the ability and willingness of a person to move toward a desired outcome. It also depicts how the SOA will guide the movement toward these outcomes through a series of experiences created by implementing the marketing plan.

Glossary

Key components of the marketing and market development plan and audience journey are described below.

- *Audience Journey* – A path of evolution or transitions through which a group travels when the SOA engages them and begins to influence their awareness, understanding and actions.
- *Campaign Objectives* – Whenever campaign treatments are implemented there is always an objective. The objectives provide a description of what is to be accomplished with the audience throughout their journey.
- *Transition State* – A group or person makes their way down the journey through milestones. These milestones are supported by a campaign objective. The movement from one milestone to the next is collectively known as the transition state. What a person may be thinking at a milestone is an expression of their state.
- *Current State and Future State* – Every group of people that is targeted (i.e. targeted audience) has a present day or current state. This current state is the starting point for a journey that will result in a new and improved state.
- *Program* – The hierarchy of campaign projects and their respective treatments. Multiple projects can sit in one program. This level provides an overall description of associated projects that support campaign objectives.
- *Project* – Projects are a subset of a program that better define the channels of communication that will be leveraged to carry out the campaign objective.
- *Campaign Treatment* – A treatment is something that is created or provided for an individual in a targeted audience that is meant to affect and influence them. These treatments are the effects of experiences, collaterals, tools, conversations, encounters, interactions or education used to move a member of a group down the path through the projected milestones and ending at the desired outcome.
- *Schedule* – The schedule communicates the timing of campaign treatments/projects planned for deployment.
- *Evaluation* – Each campaign treatment/project will be measured for effectiveness in delivering upon the desired campaign objective.
- *Campaign* – A plan of actions, events and communications. The plan is designed to achieve the goals of the organization. These goals may have different objectives and messages within each chosen group of people the organization is trying to influence.

Campaign Journey Model



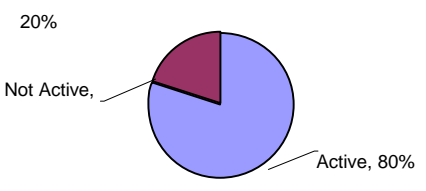
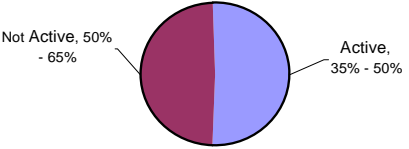
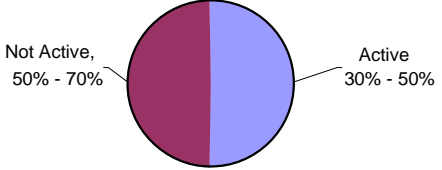
Audiences will encounter a series of campaign treatments as they make their journeys to a new set of beliefs and behaviors. These will consist of published material, tools, conversations, encounters, experiences and education. Each treatment moves the group or person closer to acting and creating the envisioned outcome.

Key audiences will be guided across a journey during the next three to four years to arrive at their specific, long-term outcomes.

Appendix 3: Measurements

Example: Actuary Campaign Objective Outcome Measures

The following is a model of how we can measure campaign progress over an annual—and three-year period at the most significant level—the outcome level. In this instance we are looking at how the actuary campaign can be evaluated (by objective). This set of graphs helps visualize the three-year goal; one year goals can and will be set.

<p>Create awareness and understanding. Create greater awareness and understanding (among actuaries) for the unique value of the actuarial skill set and its broader relevance and value to the enterprise.</p> <p>Measure. We expect 80 percent of actuaries will gain a high level of awareness of their potential to offer a new value proposition to employers.</p>	<p style="text-align: center;">Actuary Awareness - Year 3</p>  <p>A pie chart titled "Actuary Awareness - Year 3". The chart is divided into two segments: a large blue segment representing "Active" at 80%, and a smaller maroon segment representing "Not Active" at 20%.</p>
<p>Develop skills and knowledge. Provide actuaries with expanded skills and knowledge required to compete for senior positions. We will work with the KMSAT to identify and deliver appropriate education and professional development to facilitate this, as well as create a “pull” by highlighting successful actuaries who are good communicators and businesspeople.</p> <p>Measure. We expect that 35 – 50 percent of actuaries will participate in the skills development programs.</p>	<p style="text-align: center;">Actuary Skills Year 3</p>  <p>A pie chart titled "Actuary Skills Year 3". The chart is divided into two segments: a blue segment representing "Active" at 35% - 50%, and a maroon segment representing "Not Active" at 50% - 65%.</p>
<p>Demonstrate competence. Aid and encourage actuaries to articulate their value proposition to employers.</p> <p>Measure. We expect 30 – 50 percent of actuaries to actively demonstrate the skills required to communicate the value proposition to employers and position themselves for greater employment opportunities.</p>	<p style="text-align: center;">Actuary Competence Year 3</p>  <p>A pie chart titled "Actuary Competence Year 3". The chart is divided into two segments: a blue segment representing "Active" at 30% - 50%, and a maroon segment representing "Not Active" at 50% - 70%.</p>

Appendix 4: Sample Campaign Project Description (Actuarial Audience)

Objective

Creating awareness and understanding. Create greater awareness and understanding (among actuaries) for the unique value of the actuarial skill set and its broader relevance and value to the enterprise.

Key Programs	Project	Treatment	Schedule	Evaluation
Branding	<ul style="list-style-type: none"> Logo, marketing and communications collateral 	<ul style="list-style-type: none"> Introduce brand identity in profession's communications. 	<ul style="list-style-type: none"> Launched January 2005 	<ul style="list-style-type: none"> All SOA collateral materials include actuary brand
Branding	<ul style="list-style-type: none"> Pioneers 	<ul style="list-style-type: none"> Identifying, telling and archiving of role model success stories 	<ul style="list-style-type: none"> Launched January 2005 and will continue through campaign 	<ul style="list-style-type: none"> Branding of pioneers and continued articles in <i>The Actuary</i> and partner publications
Grassroots	<ul style="list-style-type: none"> Develop and evolve a set of tools, services and products (e.g. a kit to be used by actuaries in promoting themselves, the profession and the work of volunteers groups such as sections) 	<ul style="list-style-type: none"> Introduce the notion and the means for personal advocacy to decision makers by actuaries. Begin to create dialogue with individuals and groups that move them toward actual skill development actions 	<ul style="list-style-type: none"> Introduce in July 2005 and will continue to evolve through 2006 	<ul style="list-style-type: none"> Members are using, valuing tools and helping to create additional tools
Grassroots	<ul style="list-style-type: none"> Campaign introduction CD-ROM 	<ul style="list-style-type: none"> Create overall campaign awareness at the grassroots level 	<ul style="list-style-type: none"> January 2005 	<ul style="list-style-type: none"> More than 900 actuaries responded with interest in participating in the campaign

Key Programs	Project	Treatment	Schedule	Evaluation
Grassroots	<ul style="list-style-type: none"> Develop a center to support, educate, inform or assist an individual or group who is doing work that results in the advancement of the profession or an actuary 	<ul style="list-style-type: none"> Provide promotional support to pioneers Construct a set of practices, services and database of information that would allow for each member to be better served, better promoted and more promotable to senior jobs As employer awareness increases, they gain valuable insight and more highly value the actuary The application of the 21st century actuarial skill set are defined through dialogue with the employer and promoted by the center with assistance one employer at a time Assist the pioneers and others who enlist to promote their profession, utilize the practices, services and database of information that the center provides 	<ul style="list-style-type: none"> Begin mid 2006 and launch in late 2006 Evolve through campaign 	<ul style="list-style-type: none"> Member are using and valuing the center and it is having a positive effect on both member satisfaction and marketing of the profession and professional

Key Programs	Project	Treatment	Schedule	Evaluation
Web site	<ul style="list-style-type: none"> Conceptualize, design, and build a Web site that meets the needs of the membership and supports the strategic plan 	<ul style="list-style-type: none"> Provide a superior member service experience that supports them in their daily practice and professional development Provide consistently updated information and support for the actuary as they seek to understand expectations of employers and develop themselves to meet those expectations 	<ul style="list-style-type: none"> Key phases launched April 2005 with a targeted conclusion at the end of 2006 	<ul style="list-style-type: none"> Visitor data indicates strong usage and members view the site as a valuable member benefit
Earned media (PR)	<ul style="list-style-type: none"> Spokespersons network 	<ul style="list-style-type: none"> Relay positive news to actuaries that instills the belief that they can do not only what they do today, but also anything that has to do with risk Provide information on current activities, successes and challenges of the 21st century actuary 	<ul style="list-style-type: none"> Ongoing 	<ul style="list-style-type: none"> Actuaries are sought out by media sources for relevant issues (e.g., ERM) Actuaries prepare themselves to be effective spokespeople for the profession and themselves

Key Programs	Project	Treatment	Schedule	Evaluation
Horizontal marketing	<ul style="list-style-type: none"> CE, Research, E&E collateral materials; SOA Web site, webcasts 	<ul style="list-style-type: none"> Consistent display of the brand and actuary value message to the profession The goal is for actuaries to become aware of the emerging need to redefine not only themselves, but also the manner in which they evolve their skills as leaders in risk. It is also to understand that the SOA and other professional organizations are actuaries' partners in this endeavor 	<ul style="list-style-type: none"> Launched April 2005 work to continue through July of 2006 	<ul style="list-style-type: none"> Actuary brand included on all promotional materials for SOA programs, products and services.