



# INNOVATE WITH PURPOSE

2024 LIMRA ANNUAL CONFERENCE

## Keys to Success: Strategizing Growth and Life Insurance Productivity



*Navigate With Confidence*



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# Perspectives Across Leading Life Insurance Companies



Perspectives informed by ...



Distribution executive survey



Interviews with distribution leaders



LIMRA/BCG research and market experience



# Key Insights Across Life Insurance Carriers

- 1 Distribution productivity is a top priority for carriers
- 2 Leading carriers translate business goals into KPIs used to assess financial professional productivity
- 3 Top quartile financial professionals are ~2x more productive than median across all channels
- 4 A systematic approach is needed to improve distribution productivity
- 5 Carriers are investing in sales support, financial professional- and customer-facing technology, and wholesaling
- 6 Impacting productivity requires tailored channel strategies

# Integrated Ecosystems

**Leading carriers embrace an integrated ecosystem approach to increase the productivity of financial professionals (FPs)**

**Develop KPI ecosystem to track performance**

**Monitor & iterate approach based on effectiveness and results**



**Measure and identify top producing FPs**

**Create initiatives to boost FP productivity**

# Metrics used to define life insurance productivity

Core metrics	Total premium	Monitored by all carriers
	Policy count	
	Premium per policy	
Strategic metrics	Persistency rate	Widely used, varies based on strategic emphasis
	Policy size by product	
	Policy retention rate	
	Placement rate	
Additional metrics	Cross-sell rate	Selectively used
	FP satisfaction	
	Customer satisfaction/NPS	

Carriers track productivity with total premium, policy count and premium per policy; additional KPIs depend on strategic goals

# Top Financial Professionals Are ~2X More Productive

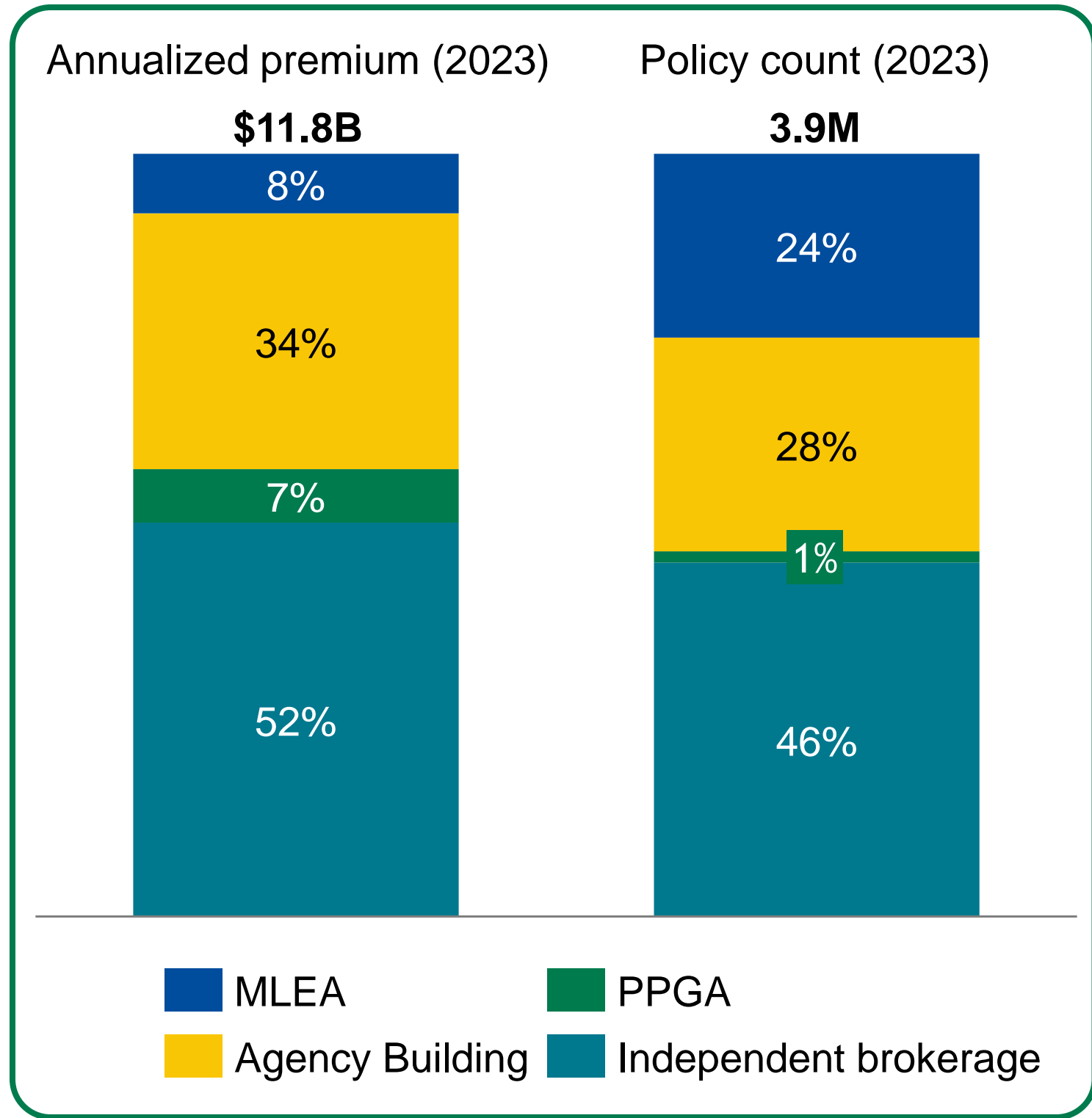
Number of life policies sold per FP per year <sup>1</sup>				
	Channel	Median FP	Top Quartile FP	Delta
Affiliated channel	Agency Building	~40	~70	1.8x
	MLEA	~25	~70	2.8x
Independent channel	Independent Brokerage/ PPGA	~25	~50	2.0x

Opportunity to boost productivity through implementing top quartile best practices

1. Based on group of ~900 experienced financial professionals who met minimum premium threshold  
 Source: BCG and LIMRA Executive Survey; LIMRA data; Executive interviews; BCG analysis.



# Most Channels Focus on Higher Annualized Premiums



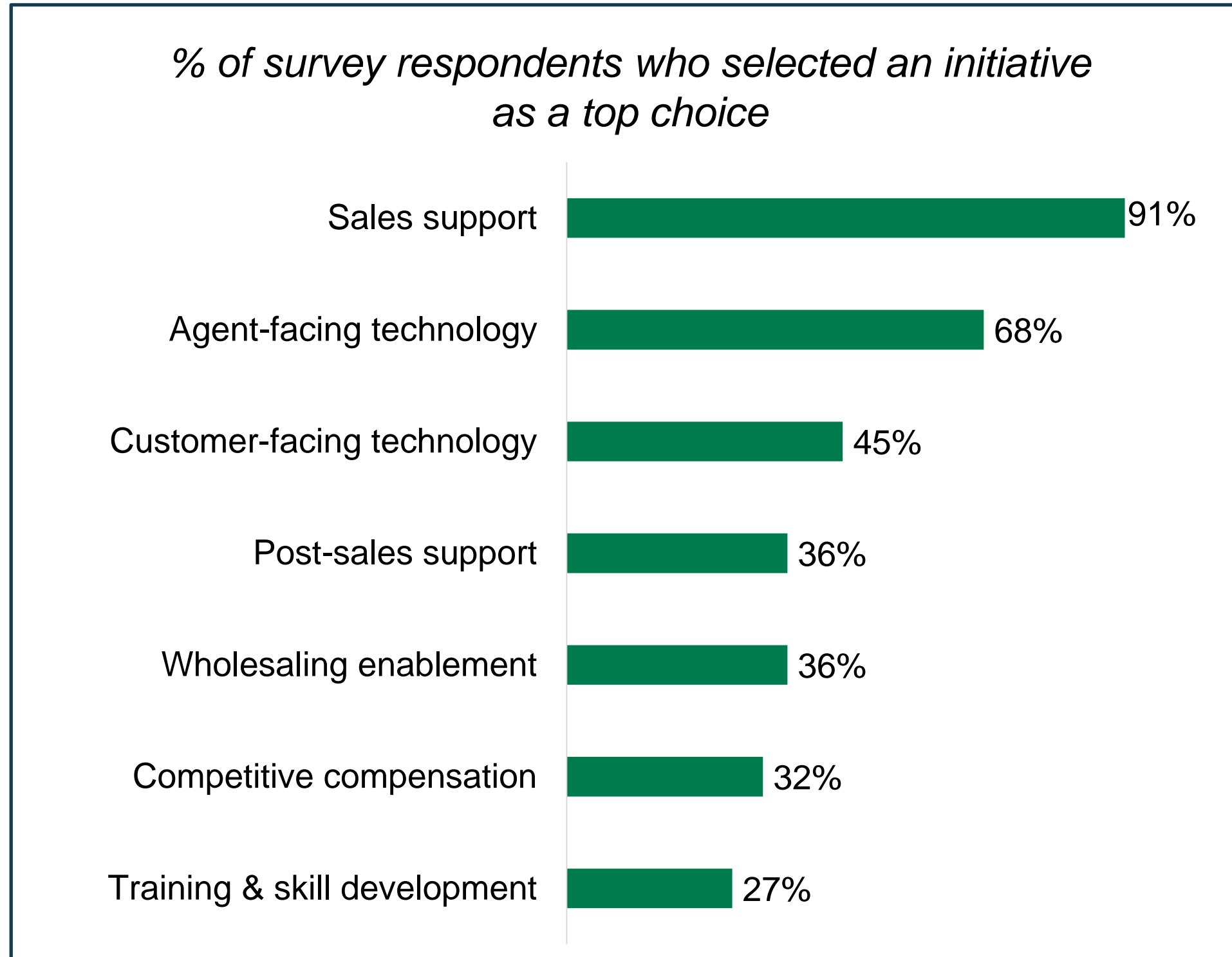
Opportunity Area	Best-Suited Channel
<ul style="list-style-type: none"> <li>Increase term life minimum premium to encourage higher coverage and drive profitability</li> <li>Grow cash value of IUL products to increase premiums</li> </ul>	MLEA
<ul style="list-style-type: none"> <li>Shift from sales approach to holistic guidance; develop value-add services to deepen client relationships</li> <li>Grow cash value of IUL and VUL products to increase premiums</li> </ul>	Agency Building
<ul style="list-style-type: none"> <li>Expand on products that cater to high-net-worth clients typically served by PPGA FPs</li> </ul>	PPGA
<ul style="list-style-type: none"> <li>Increase FPs through wholesaler engagement</li> <li>Optimize wholesaler performance with measuring and monitoring</li> <li>Redesign business processes and technology to increase ease of doing business and become preferred carrier</li> </ul>	Independent brokerage

Source: BCG and LIMRA Executive Survey; Executive interviews; BCG analysis





# Future Initiatives Carriers Intend to Pursue

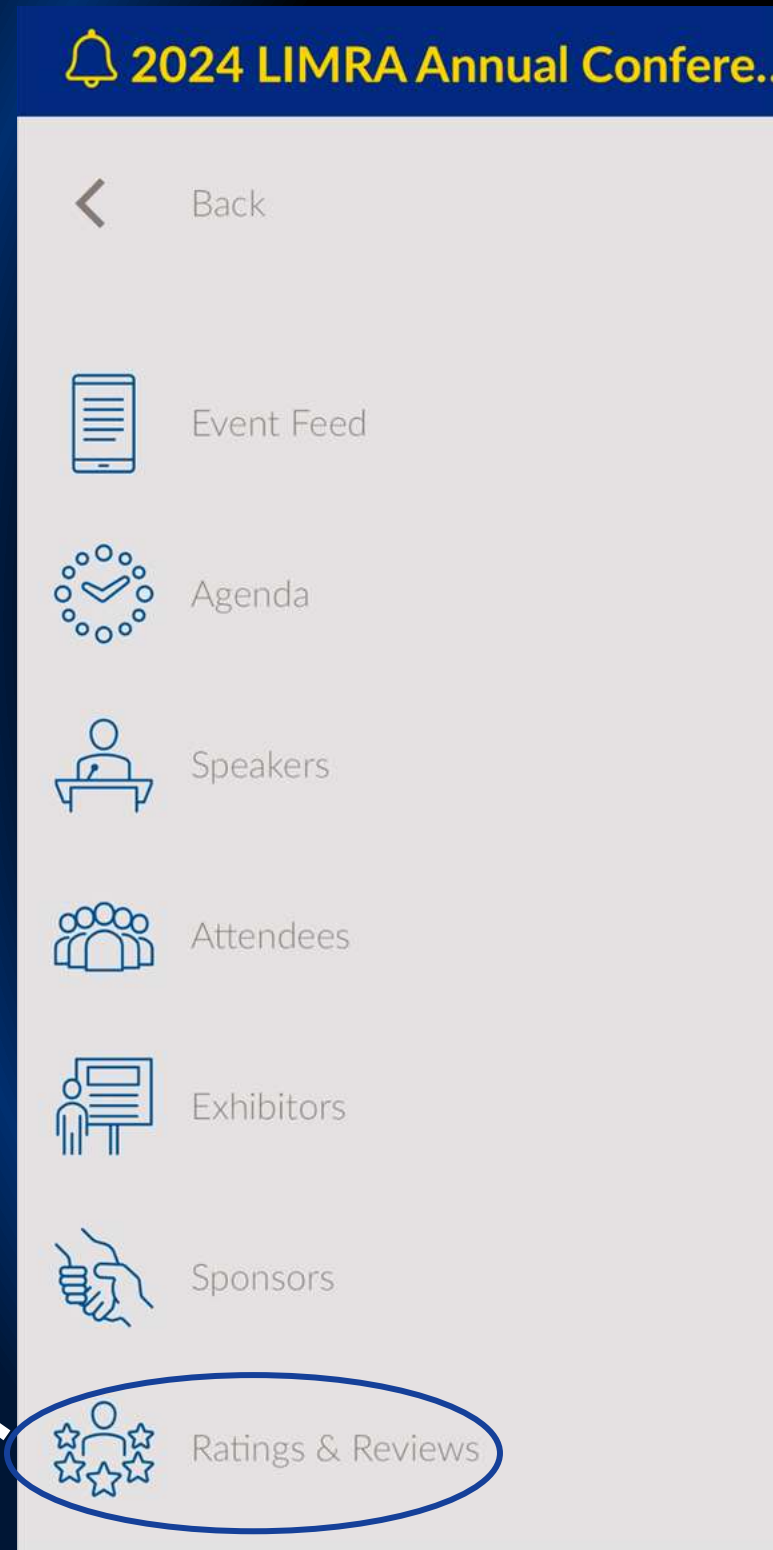


## Future Investments

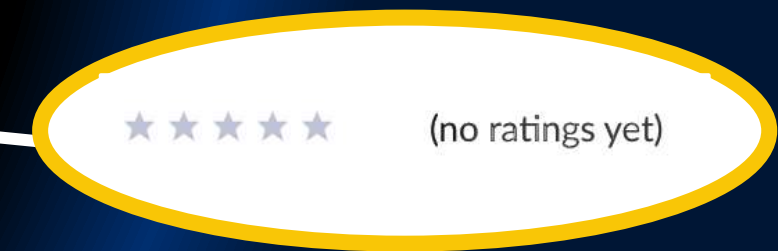
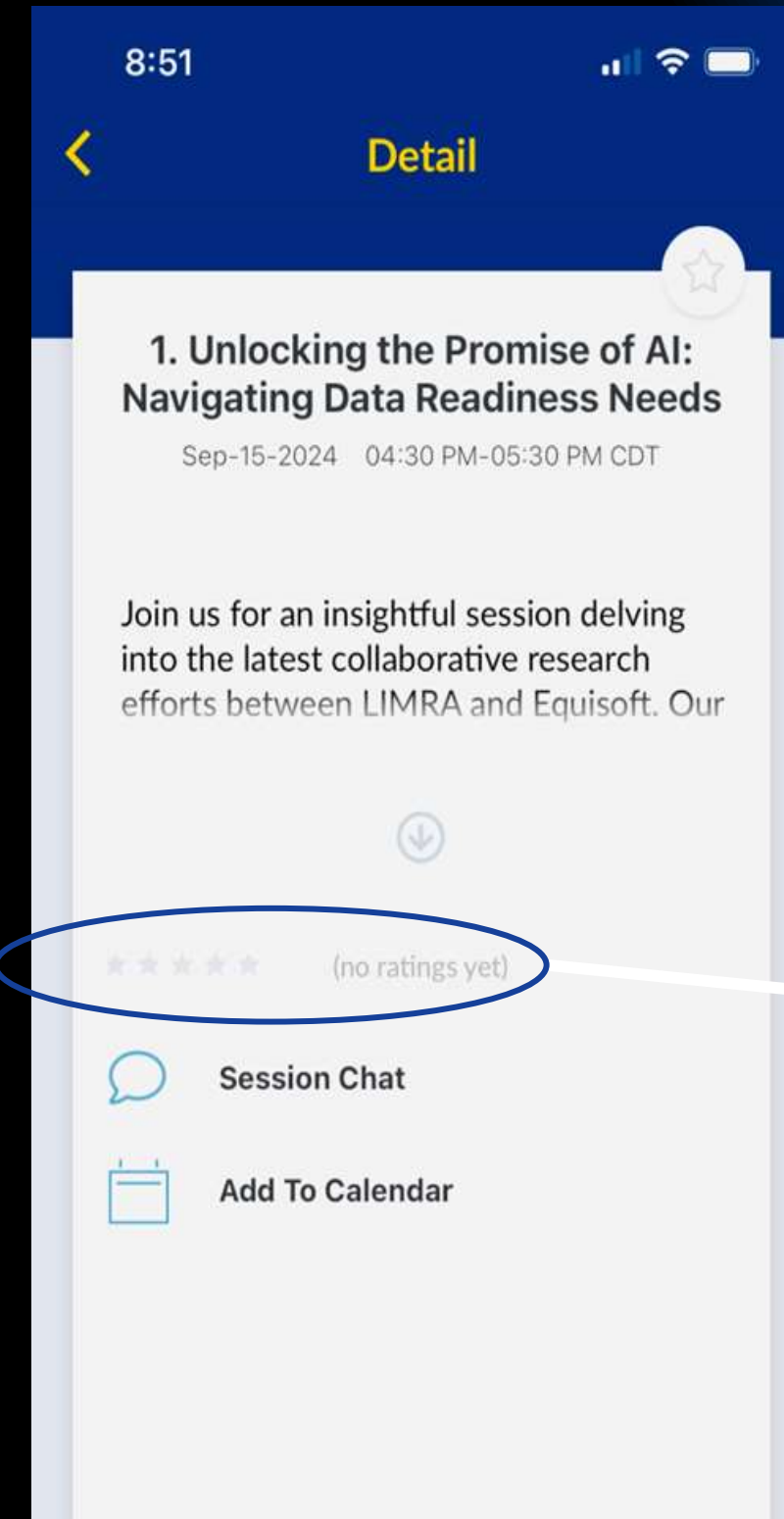
Carriers plan on investing across sales support, financial professional- and customer-facing technology, and wholesale enablement

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# Thank You

