

Dear NAIFA Member:

**WELCOME TO THE NEW NAIFA MEMBERSHIP
SALES SYSTEM!**

Thank you for your willingness to apply your sales expertise to grow NAIFA membership! With your help, prospective members will learn why NAIFA membership is critical to their career growth and professional success!



The NAIFA Membership Sales System shows you how to apply many of the same processes you use to demonstrate the value of the products and services you sell to your clients to selling NAIFA membership. The following pages walk you through the sales process, from initial approach to secure an appointment, through the discovery/fact-finder phase to identify the prospect's needs, to presenting NAIFA as the solution and closing the sale.

We're anxious for you to start selling NAIFA. As you use the NAIFA Membership Sales System, we welcome and value your feedback, not only on how the system can be improved, but also on what prospective members are telling you about the challenges they are facing in their practices. As NAIFA's sales force, your input is critical to informing and shaping future sales strategies, as well as, program and product development so that NAIFA continues to address the ever-changing needs of advisors.

The work you do on behalf of your clients is inspiring. Your membership in NAIFA demonstrates great devotion to your profession, your colleagues, our industry and the consumers we all serve. On behalf of the NAIFA Board of Trustees, NAIFA staff, your colleagues and your clients, **THANK YOU** for taking a leadership role in growing NAIFA so we remain the premier association of insurance and financial advisors.



Paul R. Dougherty, LUTCF, FSS, HIA
NAIFA President 2016-2017

NAIFA MEMBERSHIP SALES SYSTEM

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MEMBERSHIP APPLICATION

ACKNOWLEDGMENTS

The inspiration for the NAIFA Membership Sales System came from 2015-2016 NAIFA-Iowa president, Greg Johnson, LUTCF, FSS, who identified the need for the state's membership team to have a "track to run on" similar to that provided to new advisors when they first start in the business. At the same time, NAIFA-Iowa member and industry speaker, author and coach, Simon Reilly of Leading Advisor Inc., was introducing a new Membership Workshop to help NAIFA state leaders understand how the same process advisors use to sell their products and services can be applied to selling NAIFA membership. In July 2016, Simon presented his Membership Workshop to nearly 50 NAIFA-Iowa leaders, and the NAIFA Membership Sales System was conceived.

NAIFA would like to thank Greg Johnson, LUTCF, FSS, for his vision, Marty Berger, CLU, for developing the responses to common objections and Simon Reilly for sharing materials used to formulate components of the NAIFA Membership Sales System.

Special thanks to the leaders, recruiters and staff from the seven states (California, Florida, Georgia, Illinois, Iowa, Rhode Island and Texas) for field testing the NAIFA Membership Sales System during the Beta release period.

A BIG NAIFA shout-out to Membership Team Head Coach, Jill Judd, and the Coaching Staff: Jason Carter (Arkansas), Dennis Cuccinelli (New Jersey), John Nichols, (Illinois), Chuck Olson (Nebraska), Steve Saladino (Florida) and Drew Shumski (Pennsylvania) for motivating and inspiring our field sales force to put more "points on the board" for NAIFA!

MEMBERSHIP WORKSHOP



Simon Reilly is an international values & behavioral analyst, business coach, speaker, and author with 30 years of experience in the personal development industry. He is a two-time MDRT, NAIFA National and TEDx Talks speaker. He combines extensive research and study in the areas of values & behaviors analysis, inspiration & motivation, leadership, change management, vision & business planning.

Simon founded Leading Advisor Inc. in 1997 serving the financial services profession. Simon presents his one-on-one coaching, speaking and workshops to help financial advisors and their teams reach and exceed their goals in any economic climate. To read more about Simon visit: <http://www.leadingadvisor.com/about-leading-advisor/simon-reilly/>.

For more information on Simon Reilly's Membership Workshop, please contact Laura Reilly, Leading Advisor, Inc., 1-877-248-6012, lreilly@leadingadvisor.com.

SALES/CRM DATABASE

An integral component of the NAIFA Membership Sales System is Hubspot®, the cloud-based Sales and Customer Relationship Management (CRM) System, NAIFA uses to manage prospects throughout the sales process. With this platform, NAIFA headquarters staff, field staff and volunteers can see every interaction with a prospect, assign leads for follow up, view activity, create reminders, manage the sales pipeline and monitor progress toward goals.

The Sales/CRM system is fully integrated with NAIFA's new Hubspot® Marketing Automation System, used for inbound marketing campaigns to generate qualified leads and outbound marketing campaigns to nurture leads into hot prospects to fill the sales pipeline. In the near future, the Sales/CRM system also will be linked with NAIFA's association membership management system so that member on-boarding, engagement and retention activities can be managed on the cloud-based platform, as well.

Accessing the Sales/CRM Database

The state membership chair and state staff act as Sales Managers for their state, assigning prospects to recruiters for follow up, monitoring sales activity and tracking progress toward goals. Each volunteer recruiter in the state is given an individual log in for the system, with access authorized by the state's Sales Managers. If you have not received an invitation to access the system, please contact your state membership chair or state staff so they can authorize NAIFA headquarters staff to grant you access to the system.

To access the system, go to <http://www.hubspot.com> and sign in by clicking the link at the top right side of the page.

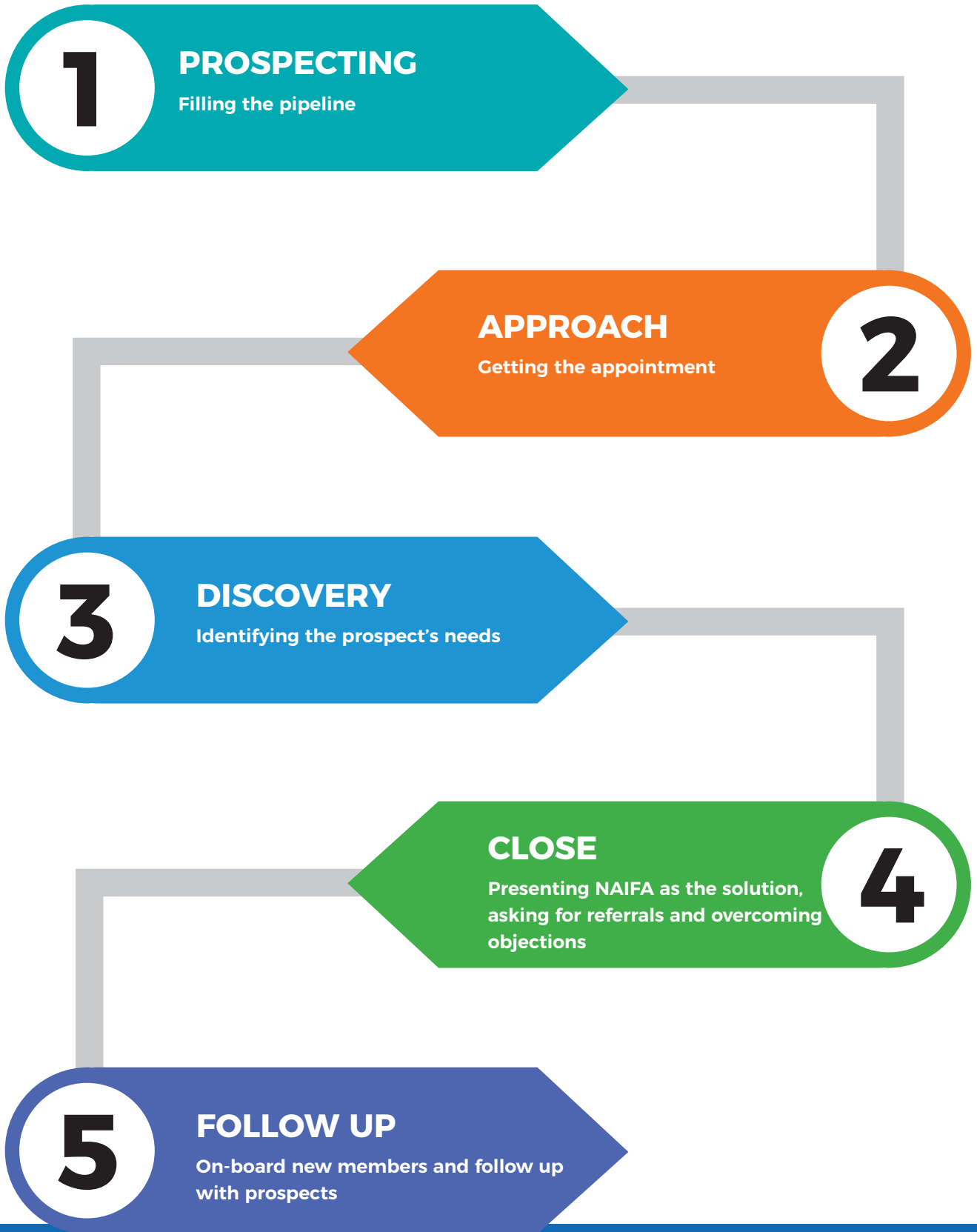
Hubspot® Academy

One of the many benefits of the Hubspot® platform is the wealth of sales and marketing resources available to users. Once you log in to the Hubspot platform, click the graduation cap to the right of the search bar at the top of the page to access sales and marketing ideas, a marketing library, an online community of users and the Hubspot Academy. Who knows...you may pick up a sales idea or two you can leverage in your practice!



Look for the Hubspot® CRM icon as you go through the following pages to learn how to leverage the Sales/CRM system as part of the Sales Process.

THE SALES PROCESS



Prospecting is the most important part of the sales process. In your own practice, if you aren't constantly looking for new leads and asking for referrals from current clients or colleagues, eventually your sales pipeline will dry up. And, just like in your own practice, you don't look to former clients for your next sale.

Selling NAIFA membership is no different. While some former members may be good prospects, because no one sat down with them when they were members to help them understand the true value of NAIFA, we need to focus first on the tens of thousands of advisors who have never been NAIFA members and may not even know about NAIFA.

The good news is that prospective members are everywhere. This section gives you tips on where to find prospects and how to get prospects to "come to you."

1 PROSPECTING

YOUR CONTACTS

Make a list of everyone you know. Sound familiar? When a new advisor starts in the business, they are asked to make a list of 100 people they know and that list becomes his or her first prospect list. Go through your contact list and identify anyone and everyone you know who works directly in the business or services or supports the industry. If there are prospective NAIFA members in your own office, start there!

While our primary targets are insurance and financial advisors, don't forget about wholesalers, broker/dealer representatives, paramedical providers, home office product specialists, continuing education providers, pre-licensing instructors, attorneys, accountants, or others who need access to our members. You don't have to be licensed to sell insurance to be a NAIFA member, just willing to adhere to a strict code of ethics.

REFERRALS

Just like in your practice, the best prospects are referrals you get from current clients. And, just like in your practice, the best way to get those referrals is to ask for them. Don't think you can send out an email blast to your entire membership list and the referrals will just "roll in." It doesn't work that way in your practice and it won't work that way for NAIFA. That doesn't mean the referral "ask" can't be done via email, it just means you should send individual emails to members with whom you have a relationship and ask them personally for referrals. Make it easy for them by suggesting they refer prospects in their own agency who could benefit from NAIFA. If you can get the referrer to make an email introduction to the prospect, that will increase your chances of getting an appointment with the prospect.

You also should plan to ask every new member you recruit for a referral, as well.

"Who else in your agency who could benefit from learning more about how NAIFA can help them take their practice to the next level?"

There should be cards at every meeting that members can use to give you referrals. Also, don't forget about those members who are service-providers to the profession. They call on advisors every day who aren't NAIFA members and will be able to refer you to a large number of prospects.



Use the "Add Contacts" button on the upper right side of the Contacts screen to add prospects to the Sales/CRM. Contacts you add are automatically assigned to you. You can assign a contact to another recruiter in the "about" section of the contact's profile.

COMPANY MEETINGS

Consider exhibiting at company compliance meetings, agency training meetings or regional broker/dealer conferences. Offer to bring donuts or sponsor a break in exchange for a few minutes on the agenda to share a sales idea or best practice to add value to those attending the event. If you can do this right before a break and provide an incentive for people to stop by your table and drop off their card, all the better. Advisors who stop by are prospects you can contact later to schedule appointments.

Gone are the days when we can show a bunch of slides at an agency presentation and expect people to join because we tell them they should. Instead, we have to deliver value in the form of tangible take aways that peak the prospect's interest enough that they will schedule an appointment where the real NAIFA conversation takes place.

STATE AND LOCAL EVENTS

Many NAIFA state and local events attract nonmember attendees who are warm leads. They already know about NAIFA and have received some value for the time they have spent at the meeting.

BLITZ DAYS

Organize a day where members rally in the morning and stop by local agencies and "approach" prospects about NAIFA to get appointments scheduled for the recruiting team. You may not make any sales that day but you should come away with a TON of prospects to fill your pipeline.

WEB LEADS

If you have an intern in your office or have an administrative assistant who can spare a few hours a week, have him or her cull company websites for leads using the "find an advisor" feature or by looking at the "about" section of an agency's website. You also can use Google to search for advisors in your community or look at connections of fellow advisors on LinkedIn for leads.

LISTS

There are lists available from a variety of sources, but their quality is often poor. Avoid list vendors, unless you have worked with them before and can be assured of the quality of their product. Lists of those with insurance licenses often are available from the state, but they tend to be very large and contain names of people who aren't actually good prospects for NAIFA membership. Your recruiting team can review these lists to help them identify prospects they know that they didn't remember to include on their prospect list. Also, state lists can be used to market events to nonmembers using postcard mailers to generate leads.

During the **Approach** phase of the sales process, your goal is not to “sell NAIFA” but rather to get an appointment with the prospect. The sale can only occur after we’ve taken the time to learn about the prospect’s practice, goals and unique situation, including the problems, challenges and roadblocks that are keeping the prospect from achieving those goals. Only then can we present NAIFA as the solution.

To help you get started, this section includes sample elevator pitches and telephone scripts, as well as information on how to use the Sales/CRM system to record your activity so we can learn which approaches work the best and how many contacts it takes to get an appointment.

As a seasoned sales professional, we encourage you to apply techniques from the sales process you use for your own practice to selling NAIFA membership. If you have an approach letter or elevator speech that always gets you an appointment, think about how that same concept can be applied to approaching a fellow advisor to get an appointment for NAIFA.

2 APPROACH

GETTING STARTED

When to Call

Just like in your own practice, finding time to approach prospects doesn't just "happen," you have to schedule the time. Because the NAIFA approach calls are so easy to make, many NAIFA recruiters make those calls first to "warm up" for their practice approach calls. Think about it. You already have a LOT in common with the prospects you are calling...they are people who do what you do and can benefit from something you benefit from yourself!

When deciding the best time to make your NAIFA approach calls, think about your own practice and when you would be available yourself if you were the one getting the call. You also have to work this into your own busy schedule, too, so schedule your NAIFA approach calls for a time that works for you. You may need to try a couple of different calling windows until you find the time that works for you and yields the most conversations with prospective members.

Preparing for a Call

Before you call a prospect, take a moment to review the Sales/CRM and see if there are any notes or activity for the prospect so you know as much as possible about any previous interactions with the prospect. Has the prospect been approached before and what were the results? If the prospect has been through the NAIFA discovery process, do you have anything new to offer of value relevant to the problems, challenges or roadblocks identified by the prospect? Has the prospect viewed specific content on the NAIFA Website that could give insights into the prospect's needs or interests?

If the prospect hasn't been approached, remember to make sure the prospect has a record in the Sales/CRM and that you create a "deal" for the prospect to add the prospect to the NAIFA sales pipeline before you make your first approach call.

Review the prospect's Website and social media posts to learn more about the prospect so you can use this information to build rapport or formulate a specific approach. Remember to update the Sales/CRM with any relevant information you find so you and your fellow NAIFA recruiters can access it later in the sales process.



BEFORE A CALL

1. Review the Sales/CRM for information on the prospect.
2. Update the prospect's profile with background information you find during your research.
3. Create a "deal" if this is the first approach.

After a Call

Always follow up a call to a prospect with an email, even if you just left the prospect a voice mail. In your email, reference your call. If a meeting was scheduled, create a calendar invite and send it to the prospect so your meeting is on both of your calendars. If you spoke to the prospect but weren't able to get an appointment, thank the prospect for his or her time and remind the prospect when you will follow up with him or her again. If you left a voice mail, the email will remind the prospect that you will be calling him or her back and when. If they want to call you back, they will have your contact information handy!

Regardless of the results of your call, it is IMPORTANT that you log your activity in the Hubspot Sales/CRM system so that we can track the prospect's progress through the sales pipeline. If you spoke to the prospect, make notes so you can refer to these notes later in the sales process. This is especially important given that our sales team is made up of volunteers and the person following up with the prospect next year may be someone other than you. Help your successor out by providing detailed notes whenever possible.

THE ELEVATOR PITCH

When you meet a fellow advisor for the first time, don't miss the opportunity to introduce the advisor to NAIFA. Here are some examples of elevator pitches that will help you start the "NAIFA Conversation" and get an appointment with a prospect. You already have something in common with the person, so start there:

"What a coincidence...I'm an advisor, too. So, you must be a NAIFA member..."

PROSPECT REPLY: "WHAT'S NAIFA?"

"NAIFA is a big part of why I've been so successful in this business. I'm sure NAIFA can help you, too, but I'd need to learn a little more about your practice to see if NAIFA is a good fit for you. I can make time for you later this week. Which day works best for you?"

PROSPECT REPLY: "NO. BUT I AM A MEMBER OF XYZ ASSOCIATION."

"A lot of our members are [OR USED TO BE] members of [XYZ ASSOCIATION]. I always recommend that my clients review their financial plan [OR POLICIES/COVERAGE/PORTFOLIO] at least once a year. I'm sure that a representative from [NAME OF OTHER ASSOCIATION] has met with you in the last year to review your membership to make sure you are getting the most from your investment, right?"

[PAUSE FOR RESPONSE. THE ANSWER WILL LIKELY BE “NO” BUT EVEN IF IT IS “YES” OR “I’M GETTING WHAT I NEED,” YOU SHOULD STILL ASK FOR THE APPOINTMENT.]

“I’d be willing to invest some time to see if NAIFA can help you grow your practice [OR AGENCY] like it has helped me. I can make time for you later this week. Which day works best for you?”

PROSPECT REPLY: “NO. BUT MY PARTNER IS A MEMBER OF NAIFA.” OR “NO, BUT [SO AND SO] IN MY AGENCY IS A MEMBER.”

“That’s great. What’s their name? Maybe I know them.

[PAUSE FOR RESPONSE.]

[NAME OF MEMBER] must not have had an opportunity to sit down with you to identify ways NAIFA can help you grow your practice [OR AGENCY] or you’d be a member too. I’ve got some time later this week to help you out. Which day works best for you?”

PROSPECT REPLY: “I USED TO BE A MEMBER BUT I DIDN’T SEE THE VALUE” OR “I DIDN’T HAVE TIME TO GO TO MEETINGS” OR “I OUTGREW NAIFA.”

“That surprises me. NAIFA has been such an important part of my success. If I could just learn a little more about your practice, I can show you how NAIFA can help you, too. I’ve got some time later this week. Which day works best for you?”



CREATING A DEAL

Before you make your first call to a prospect, you need to add the prospect to the Sales Pipeline in the Hubspot Sales/CRM, This is accomplished by creating a deal in the prospect’s profile.

1. Find the “Deals” section on the left of side of the profile just under the “About” section.
2. Click the “Create a Deal” button. Fill out the fields and you’re ready to make your first call to the prospect!

TELEPHONE SCRIPTS

These scripts assume that you are well-versed in basic conversation techniques to engage the prospect and build rapport. Remember, the goal is to get an appointment, not “sell NAIFA” during the **Approach** phase of the sales process.

GENERIC

People love to talk about themselves and their successes, and this script plays to that desire. If you don’t know the person’s history with NAIFA or how long they’ve been in the business, this is a good approach to use. Remember, the goal is to get the appointment.

“This is [YOUR NAME] with NAIFA. I’ve heard a lot of great things about you and the success of your practice, and I think NAIFA would be a good fit for you. Did I catch you at a bad time? [PAUSE]

[IF SO, ASK WHEN IT WOULD BE A GOOD TIME TO CALL BACK. IF NOT, BUILD RAPPORT BEFORE ASKING FOR THE APPOINTMENT]

I’d love to ask you some questions about what drives you and what’s made you so successful to see if NAIFA can help you like it’s helped me. I’ve got some time later this week. Which day works best for you?”

NEW ADVISOR: INCREASING REFERRALS

“This is [YOUR NAME] with NAIFA. Did I catch you at a bad time? [PAUSE]

[IF SO, ASK WHEN IT WOULD BE A GOOD TIME TO CALL BACK. IF NOT, BUILD RAPPORT BEFORE ASKING FOR THE APPOINTMENT]

I remember what it was like when I first got in the business, so I know you’re busy, but I’m interested in learning about your practice to see if NAIFA can help you increase your referrals [or take your practice to the next level]. I’ve got some time later this week. Which day works best for you?”



LOG YOUR ACTIVITY

Remember to log your activity in the Sales/CRM. If you spoke to the prospect, record notes in the “Deal” screen so you can refer to those notes later in the sales process. If you left a message, make note of that, too, but also schedule a time to make your next call. If you scheduled an appointment, record the date/time of the appointment AND update the “Deal” stage to move the prospect to the next stage of the Sales Pipeline.

NEW ADVISOR: WHAT'S WORKING

"This is [YOUR NAME] with NAIFA. Did I catch you at a bad time? [PAUSE]

[IF SO, ASK WHEN IT WOULD BE A GOOD TIME TO CALL BACK. IF NOT, BUILD RAPPORT BEFORE ASKING FOR THE APPOINTMENT]

I remember what it was like when I first got in the business, so I know you're busy, but I'm interested in learning about your practice and what is working for you to see if NAIFA can help you like it helps me. I've got some time later this week. Which day works best for you?"

GENERIC REFERRAL FOLLOW UP

Use this script if you get a referral from a current member. If possible, see if the member who made the referral is willing to send an email introduction so the prospect is expecting your call.

"This is [YOUR NAME] with NAIFA. I'm calling because [USE NAME OF PERSON WHO REFERRED YOU] suggested I reach out to you. Did I catch you at a bad time? [PAUSE]

[IF SO, ASK WHEN IT WOULD BE A GOOD TIME TO CALL BACK. IF NOT, BUILD RAPPORT BEFORE ASKING FOR THE APPOINTMENT]

NAIFA has really helped me in my practice and I'd like to learn more about your practice to see if NAIFA is a good fit for you. I've got some time later this week. Which day works best for you?"

NEW ADVISOR REFERRAL FOLLOW UP

Use this script if you get a referral to a new advisor from a current member. If possible, have a brief conversation with the member who made the referral to learn more about any challenges the new advisor may be facing and customize the script to address their specific needs.

"This is [YOUR NAME] with NAIFA. Did I catch you at a bad time? [PAUSE]

[IF SO, ASK WHEN IT WOULD BE A GOOD TIME TO CALL BACK. IF NOT, BUILD RAPPORT BEFORE ASKING FOR THE APPOINTMENT]

I'm calling because [NAME OF PERSON WHO REFERRED YOU] suggested I reach out to you because you were interested in [taking your practice to the next level or another more specific challenge you may know the advisor is facing]. I remember what it was like when I first got in the business, so I know you're busy, but I'd like to learn more about your practice to see if there

is any way NAIFA can help. I've got some time later this week. Which day works best for you?"

RESPONDING TO OBJECTIONS

The vast majority of objections during the **Approach** phase of the sales process are simply knee-jerk reactions from busy advisors who don't have enough information yet to see the value of NAIFA. The reactions can be classified one of two ways:

1. "I don't understand the value, and I'm too busy to think about it." To avoid this reaction, articulate value early and concisely. Respect the prospect's time and explain what you want early in your outreach. Every email, voice mail, and phone interaction should lead with an assurance that you won't take much time, followed by a short (30 seconds or less, or one to two sentences), buyer-centric, and customized value proposition.
2. "I'm not ready for a buying conversation." During your approach, don't try to sell NAIFA; sell the next step. It's possible the prospect has only just learned about NAIFA. Don't get into a benefit conversation yet. If they ask a specific question about NAIFA, use that as an opportunity to set up an appointment.

Remember, the goal of the **Approach** phase is move the prospect into the **Discovery** phase by getting an appointment. Here are some common objections you may get and possible responses.

JUST SEND ME SOME INFORMATION

If this comes early in the conversation, then suggest that you follow up later when they have more time. If this objection comes later in the conversation, consider the following response:

"NAIFA offers so much that I don't want to waste your time sending you information that isn't relevant to you. If we could sit down for a few minutes so I can learn a little bit more about your practice, I'll know if NAIFA is a good fit for you so I don't waste any more of your time if it isn't. I've got some time later this week. Which day would work best for you?"

I'M ALREADY A MEMBER OF...

Often prospects use their membership in other organizations as an excuse for not joining NAIFA.

"A lot of our members are [OR USED TO BE] members of [XYZ ASSOCIATION]. I always recommend that my clients review their financial plan [OR POLICIES/COVERAGE/PORTFOLIO] at least once a year. I'm sure that a representative from [NAME OF OTHER ASSOCIATION] has met with you in

the last year to review your membership to make sure you are getting the most from your investment, right?"

[PAUSE FOR RESPONSE. THE ANSWER WILL LIKELY BE "NO" BUT EVEN IF IT IS "YES" OR "I'M GETTING WHAT I NEED," YOU SHOULD STILL ASK FOR THE APPOINTMENT.]

"I'd be willing to invest some time to see if NAIFA can help you grow your practice [OR AGENCY] like it has helped me. I can make time for you later this week. Which day works best for you?"

CALL ME BACK NEXT QUARTER

The prospect is trying to put you off, probably hoping you won't call back next quarter. Acknowledge that the person is busy, but suggest that meeting now will actually save the prospect time.

"Of course. I'm happy to do that but we should sit down and see if NAIFA is a good fit for you before that so we aren't wasting your time next quarter if it isn't a good fit. If it is of interest, we'll both know to make time for it when the quarter rolls around. When is a good day/time for us to meet?"

I CAN'T AFFORD IT RIGHT NOW

We suggest the following response to this objection to move the prospect to the next step:

"That's OK. I'm not asking you to buy anything right now. We'd just like to learn more about your practice to see if NAIFA is a good fit for you so you can budget for it later if it makes sense for you to join. I've got some time later this week to get together for a quick cup of coffee. Which day works best for you?"

GETTING INTO THE WEEDS

Sometimes the prospect knows just enough about NAIFA to have a preconceived notion of NAIFA's value. If someone starts asking specific questions about NAIFA and its benefits, try to direct the conversation back to the next step, which is setting up a meeting to walk through the discovery process.

"I'm glad you asked that. I think it would be helpful to set up a time where I can learn a little more about your practice goals so I can make sure that I'm giving you answers that are relevant to you and where you are in your career."

During the **Discovery** phase, you will use a discovery/fact finder questionnaire to learn about the prospect's practice, goals and unique situation, including the problems, challenges and roadblocks that are keeping the prospect from achieving those goals.

The information you gather during this phase will be used in the next phase to present NAIFA as the right solution. It is important to actively LISTEN to the prospect's responses and ask probing questions to get the information you will need later to "make the ask."

Remember to update the prospect's record in the Sales/CRM system with the information you gather during the interview. NAIFA will use the information to customize our follow-up messages if the person decides not to join at this time. If they DO join, this information will be used as part of our new member on-boarding process so the new member continues to receive targeted solutions during their first year of membership.

3 DISCOVERY

**NAIFA MEMBERSHIP SALES SYSTEM
DISCOVERY/FACT FINDER QUESTIONNAIRE**



Meeting Host: _____ Meeting Date: _____

CONTACT INFORMATION

First Name	Middle Name	Last Name	Suffix
Friendly Name/Nickname		Designations	Title
Business Name		Primary Company Appointment	
Business Address		City/State/Zip	
Work Phone	Mobile Phone	Date of Birth	Gender
Work Email	Personal Email		
LinkedIn Address	Facebook Address	Twitter Handle	

BUSINESS PROFILE

- What are your practice specialties/areas of focus?
 - Commercial Property & Casualty Insurance
 - Personal Property & Casualty Insurance
 - Life Insurance
 - Health Insurance/Health Savings Accounts
 - Medicare Supplements
 - Disability Insurance
 - Long Term Care Insurance
 - Group/Employee Benefits/Cafeteria Plans
 - College Savings Planning (529)
 - Estate Planning
 - Business Succession Planning
 - Fee-Based Planning
 - Investments
 - Retirement Planning (401(k), 403(b), 457, IRAs)
 - Tax Planning
 - Wealth Management
- What year did you start in the business? _____
- Why did you get into the business? _____

- Why do you still do it/what drives you? _____
- What do you like about it? _____
- What's not so great about it? _____
- Where do you see yourself in the next 3-5 years? (Where will you be? What will your life be like?) _____
- On a scale of 1 to 10 with 10 being the highest, where would you rate yourself as good at:
 - Managing your time? _____
 - Asking for referrals? _____
 - Delegation? _____

- What are the three biggest improvements that you are committed to making in your business?
 - _____
 - _____
 - _____
- What are the three biggest roadblocks that are getting in the way of your success?
 - _____
 - _____
 - _____
- Which one of the improvements that you want to make or roadblocks that you want to eliminate is the most important to you and why? _____

- How important would it be for you to get these results? Is it something that you should do, might do someday or something you must do? _____
- If I had a potential solution for you, would you be interested in learning more? _____

PRESENT SOLUTION

Present NAIFA as the solution to their problem, sharing information and resources that demonstrate how NAIFA addresses their specific problem.

How does that feel/look/sound to you? (Trial close)

How much would it be worth to you if you absolutely knew that you were going to achieve the improvements you are committed to making...\$2,000? \$4,000? \$10,000? (Get answer) _____

OR

Based on what I have told you, can you see the benefits of being a NAIFA member so that you can improve upon _____ and eliminate _____? (Get answer)

Great! The investment in NAIFA is only \$_____ per month. Will that be Visa, MasterCard or American Express?

JOINING SUMMARY

SOLUTION PRESENTED

Management respecting ideas: _____

JOIN

the Next 30 Days 31-60 Days

> 90 Days Not Likely to Join

to Join/Do Not Contact Further _____

FOLLOW UP/NEXT STEPS

- Joined/Begin On-boarding Process
- Schedule Meeting with Decision Maker
- Who: _____
- Phone: _____
- Schedule Follow Up Meeting
- (Date/Time): _____
- Refer to Another Member for Follow Up
- (Who): _____
- Other: _____

MEETING NOTES

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BEFORE THE MEETING

Send an email to the prospect reminding him or her of your appointment. Also, review the prospect's profile in the Sales/CRM system including any profile notes or "deal" notes you made from previous contacts with the prospect. If you haven't had a chance to review the prospect's Website or social media accounts, now is a good time to do so.

If it has been a while since you've had a Discovery meeting with a prospect, you also should review the Discovery/Fact-Finder Questionnaire to familiarize yourself with the questions and go over the Close phase of the NAIFA Membership Sales System to remind yourself of the closing process and how to overcome some of the common objections prospects have to joining NAIFA.



BEFORE THE MEETING

Remember to review the prospect's profile in the Sales/CRM for background information and notes that may be useful during the discovery meeting.

DISCOVERY/FACT FINDER QUESTIONNAIRE

NAIFA's Discovery/Fact Finder Questionnaire is designed to help you learn about the prospect's business and the problems, challenges and roadblocks or "pain points" so you can tailor your message about NAIFA's value to the prospect's specific needs.

Contact Information

The Contact Information section is fairly straightforward, and most of the information can be found on a standard business card, which can be attached to the form. A few key data points may not be on a business card, so try to collect this information so we can enhance the prospect's profile.

Gender and Date of Birth—This demographic information will help us identify networking opportunities and programs that may be of interest to the prospect. For example, NAIFA produces special programming specifically targeted to NAIFA's Young Advisor Team (YAT) open to every member under the age of 40 or those over the age of 40 but in the business less than five years.

Personal Email—We ask for both the prospect's work email and personal email so that we can maintain contact with the prospect should they change firms.

Social Media Accounts—There are three fields to collect the prospect's social media account information: LinkedIn, Facebook and Twitter. This information will allow you to follow a prospect's activities and look for opportunities to engage the prospect later in the sales process. When the prospect joins NAIFA, this information

will help NAIFA connect the new member to NAIFA’s social media activities, which will be an important way to engage the new member and enhance his or her experience early in the on-boarding process.

Primary Company Appointment—If the prospect is a captive agent, we are looking for their company name here (i.e., State Farm, MassMutual New York Life, Southern Farm Bureau, Northwestern Mutual, AXA Advisors, etc.). This information allows us to report participation rates to our company partners and more quickly identify nonmembers from a company. If the prospect is an independent advisor, we are looking for either the IMO, broker/dealer, wire house or carrier through which the prospect writes most of their business.

Business Profile

This section of the form walks you through several questions that will help you gather information to customize your NAIFA presentation to the prospect’s specific needs and circumstances.

Some of the information also will be used when the prospect joins to customize their NAIFA experience and deliver relevant content to the prospect based on their years in the business, their practice specialty and the improvements the prospect wants to make in their practice.

Here are the questions you’ll find on the Discovery/Fact Finder Questionnaire:

1. What are your practice specialties/areas of focus?
2. What year did you start in the business?
3. Why did you get into the business?
4. Why do you still do it/what drives you?
5. What do you like about it?
6. What’s not so great about it?
7. Where do you see yourself in the next 3-5 years? (Where will you be? What will your life be like?)
8. On a scale of 1 to 10 with 10 being the highest, where would you rate yourself as good at:
 - a. Managing your time?
 - b. Asking for referrals?
 - c. Delegation?
9. What are the three biggest improvements that you are committed to making in your business?
10. What are the three biggest roadblocks that are getting in the way of your success?
11. Which one of the improvements you are committed to making or roadblocks that you want to eliminate is the most important to you and why?
12. If you did not make this improvement or eliminate this roadblock, what would it cost you over the next 3 years?
13. If you made this improvement or eliminated this roadblock, how would your business or personal life be better?
14. How important would it be for you to get these results? Is this something you should do, might do someday or something you must do now?
15. If I had a potential solution for you today would you be interested in learning more?

Present Solution

This section of the form is there to remind you that you should have enough information to present a solution and move to the **Close** phase of the sales process. The next section of this guide walks you through how to present NAIFA as the solution and make the ask. The discovery form itself includes brief scripts as a reference point.

Meeting Summary

NAIFA Solution Presented—It is important for you to record which solution you presented so that NAIFA can track results and make adjustments to the sales process. If a specific solution isn't making the sale, NAIFA needs to know that so we can revise the system or develop new solutions to meet the needs of prospective members.

Likely to Join—For those that do not join, this section helps you “rank” the likelihood that someone will join (or not) and by when, so that the sales managers can better project future closing rates.

Follow Up/Next Steps—Make note of recommended next steps in this section and record those notes and schedule any follow up reminders in the Sales/CRM system when you get back to the office.

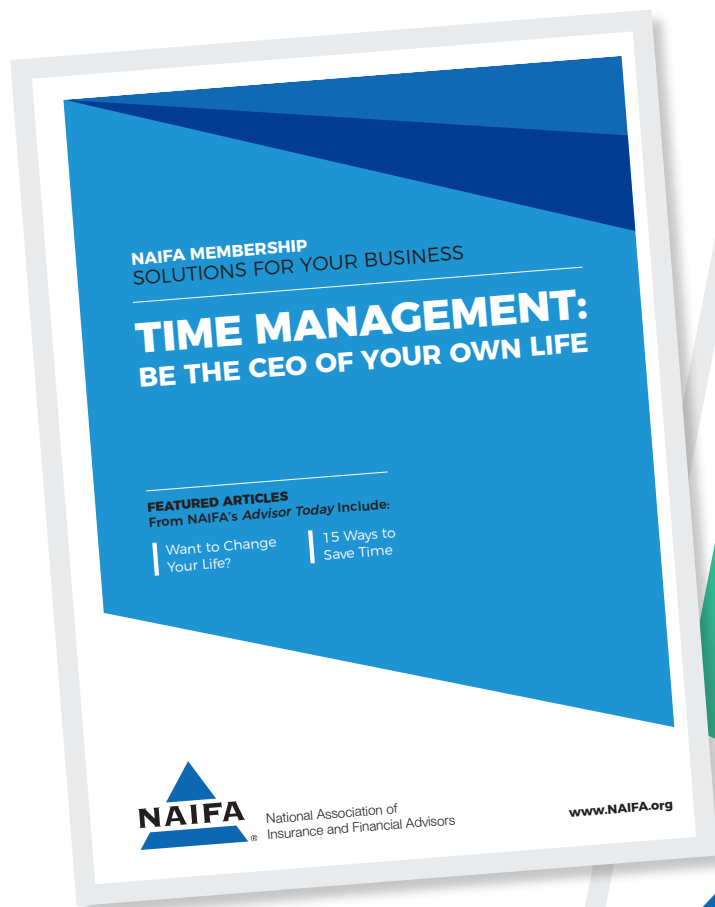
Meeting Notes—Make notes of any key takeaways from the meeting that will help you or others on the sales team evaluate the meeting and prepare for the next outreach. Remember to input this information in the Sales/CRM for future reference.

The NAIFA Membership Sales System is designed to be a one-meeting sales cycle. We are so convinced that you can effectively demonstrate the value of NAIFA that the prospect will join at the meeting. It won't always go that way, but you should always enter the meeting thinking that the logical end result will be the prospect becoming a NAIFA member.

*During the **Discovery** phase, the prospect is likely to have identified an issue that can be tied back to one of the three solutions included with the sales system: Time Management, Prospecting, or General Sales Ideas.*

This section provides some sample closes and explains how to use the Solution Materials included in your sales system binder.

4 CLOSE



PRESENTING NAIFA AS THE SOLUTION

The last question on the Discovery/Fact Finder Questionnaire is, “If I had a potential solution for you today, would you be interested in learning more?” The positive response the prospect will naturally give to this question is your queue to start the close.

Find the one-pager and the “starter” solution kit that most closely matches one of the challenges, problems or roadblocks identified during the **Discovery** phase and walk the prospect through the solutions NAIFA provides.

[PRESENT THE ONE-PAGER]

“Here is an example of just a few of the resources NAIFA has available to help you start solving [CHALLENGE/PROBLEM/ROADBLOCK] today.

[IF YOU HAVE BENEFITED FROM ONE OF THE ARTICLES OR WEBINARS, SHARE YOUR POSITIVE EXPERIENCE. IF A FELLOW MEMBER WAS A GREAT RESOURCE TO YOU ON THE TOPIC, SHARE THAT EXPERIENCE.]

“This is just an example of the countless resources that are readily available to NAIFA members. I’ve got a starter kit with me with two of the best articles on the list that I can leave with you today so you can get started solving this problem right away.”

“The most exciting thing is that this is just the tip of the iceberg. NAIFA has so many more resources on this and other challenges that may come up throughout your career. If there’s something in this industry that you want to learn or get better at, NAIFA can help.”

“How does that feel/look/sound to you?” [TRIAL CLOSE]

“How much would it be worth to you if you absolutely knew that you were going to achieve the improvements you are committed to making...\$2,000? \$4,000? \$10,000?” [GET ANSWER.]

[OR]

“Based on what I have told you, can you see the benefits of being a NAIFA member so that you can improve upon [IMPROVEMENT HE/SHE WANTS TO MAKE] and eliminate [ROADBLOCK]?” [GET ANSWER.]

“Great! The investment in NAIFA is only \$[MONTHLY DUES] per month. Will that be Visa, MasterCard or American Express?”

If they are unsure, or if you just feel like they need a little extra motivation, use a personal story close outlined below to further illustrate the value of NAIFA.

If the prospect has objections, this is where they are most likely to come up. The Overcoming Objections section provides detailed objection-handling techniques that you should review and learn.

If the prospect still says they are not interested or are unsure, try to learn more about what is fueling their reluctance and address the objection. If you can't address a specific objection, let the prospect know you are a volunteer and don't have an answer for them today but you will get an answer for them.

"I understand that you aren't ready to commit to improving your career right now, but I want to leave you with at least some understanding of the value NAIFA delivers."

"I can't leave the solution starter kit with you because it is for members only, but I would like you to have this one page value guide that gives a few pointers and can direct you to where you can find out more about NAIFA resources, including some free items."

"I'd also like to follow up with you in few weeks to see what your thoughts are about how you are going to make these improvements and whether NAIFA can help."

The **Follow Up** phase covers our procedures for keeping a prospects active even if they don't join at this meeting. In the event that they give you a full on refusal, or if they tell you they do not want you to follow up, politely thank them for their time, wish them best in their career and tell them you will have their name removed from our records.

Solution Starter Kit FAQs

Q: CAN I PRESENT A SOLUTION TO MORE THAN ONE ISSUE?

A: The closes work best when you focus on one solution. Please present just one at a time.

Q: IF THEY ASK, CAN I PRESENT ANOTHER SOLUTION?

A: If they are interested in a different solution, please meet their need and show them what they are interested in.

Q: CAN I GIVE THE NEW MEMBER MORE THAN ONE SOLUTION STARTER KIT?

A: If they join at the meeting, then you may give them a copy of the other solutions. Do not give a prospect more than one copy of each starter kit. We don't want them distributing them to nonmembers. Remember that you

may have other meetings between now and when you can get your next shipment. Plan ahead so you have enough kits for the other meetings you have scheduled.

Q: ARE THERE OTHER SOLUTION STARTER KITS AVAILABLE?

A: Right now, these are the three that we have, but we are already developing more.

Q: IF I RUN OUT OF A SOLUTION KIT OR HANDOUTS, HOW DO I GET MORE?

A: Send an email to membersupport@naifa.org to order more sales materials.

TALKING PRICE

When you present the NAIFA dues amount, only present the MONTHLY AMOUNT as ONE NUMBER (the sum of the national, state and local dues). Today, people think in terms of what something costs per month (cell phone bill, cable TV, NetFlix, etc.) People can easily multiply that figure by 12 if they really want to know what it costs per year. Also, make sure you know what the monthly dues are for the prospect before you go to the meeting.

MAKING THE SOLUTION PERSONAL

Even the best example of a NAIFA solution cannot demonstrate the value of NAIFA as well as your personal testimonial. After you present the NAIFA solution, talk about how NAIFA or a fellow member has helped you solve a problem in your practice. If you can offer a solution to the prospect's specific problem, you will demonstrate the value of NAIFA in real time. For example:

"I remember when I was exactly where you are today. I'd been in the business just a few years and wondered how I was going to make that leap from barely paying the bills to actually making money. My manager told me to check out this "NAIFA meeting" (which I had no idea why I should go to!) so I went. That's where I met Ralph Smith. At the time, neither Ralph nor I knew that he was going to end up being my mentor for the next 20 years, but that's exactly what happened. I don't know why or how, but we just hit it off and I can honestly tell you that I would not be sitting here across from you right now, paying for your lunch without Ralph and without NAIFA. I literally owe my success and my kids owe their college educations to my showing up at that first meeting 20 years ago. That's what NAIFA delivers that nothing else can, and that's why you can't afford not to join. Let's fill out that application."

Build your personal story “close” in 3 steps:

1. Listen carefully during the discovery for the real pain point. The discovery questions you ask should give you the information you need. It may seem small, but if it’s something that concerns the prospect, it’s going to resonate when you help the prospect see how they can solve it.
2. Tell a story about how you, or someone you know, had the same or similar issue that NAIFA helped them address or solve. Give details, have some empathy, and tie NAIFA value to some level of positive result that would not be easily achieved without NAIFA.
3. Drive it Home! Make sure the prospect understands that without NAIFA you wouldn’t be where you are, and imply that without NAIFA the prospect is never going to achieve as much as he or she could with NAIFA’s help. That can look very different to different prospects, but common triggers include personal success, supporting a family or a specific lifestyle or being worry-free/sleeping well at night.

The personal story is the cherry on top and, when delivered with honesty and conviction, will be hard for the prospect to ignore. It’s always a good idea to have a few of these rehearsed, based on the most common issues such as prospecting, asking for referrals, time management, managing staff, delegating, etc.

ASK FOR REFERRALS

After you close the sale, remember to THANK the new member and ask him or her:

“Which of your friends or colleagues could benefit from learning more about NAIFA?”

OVERCOMING OBJECTIONS

NAIFA has developed responses to some of the most common objections to joining. Whenever possible, try to direct the conversation back to the improvements the prospect is committed to making in his or her business and how NAIFA can help them solve that problem.

Objection

“It’s too expensive.” OR “I can’t afford it.”

When your clients raise this objection, you know it’s because they don’t fully understand the value of the product or service you are offering. The same thing applies to a prospective NAIFA member who raises this objection. Remind them of the biggest problem/challenge/roadblock they identified earlier and what that problem/challenge/roadblock costs them in lost production.

“You mentioned that [STATE PRIMARY PROBLEM/CHALLENGE/ROADBLOCK] is costing you \$XX in lost production each year. I’ve got one NAIFA solution I can leave with you today that could help you start solving that problem right away. When you think of it in terms of what you will gain, then wouldn’t you agree that you can afford to invest just \$XX [MONTHLY DUES] per month to increase your production by as much as \$XX,XXX [AMOUNT THE ISSUE COSTS THE PROSPECT ANNUALLY] per year?”

Objection

“My Company provides all the sales and practice management resources I need.”

When a prospective NAIFA member uses this objection, remind them that even the best company resources provide just one perspective. Through NAIFA’s community, members can access best practices from top advisors from all companies. Remember, too, that both Northwestern Mutual and New York Life have done research and found that their advisors who are NAIFA members are higher producers than those who are not NAIFA members. NAIFA’s own research has shown that average first-year commissions for NAIFA members are nearly double that of nonmembers.

“I think it’s great that your company [OR Broker/Dealer] provides these kinds of resources for you; but you wouldn’t advise your clients to invest all their

assets in one stock or advise them not to buy life insurance just because they have disability insurance as an employee benefit would you?"

"You may not know this but one of the major companies who provides strong resources like your company [MENTION NORTHWESTERN MUTUAL IF TALKING TO THEIR ADVISORS] found that their advisors who are NAIFA members produced 62% more premium and wrote 40% more individual policies than their advisors who weren't NAIFA members. If you could make an investment of just \$XX [MONTHLY DUES] per month that gives you the potential to increase your production by 40%, wouldn't that be a wise investment for you to make?"

If you happen to be from the same company as the advisor you are talking with share an example of a problem you had in your practice or with closing a sale where you found the solution through NAIFA's community or resources. This is also a great opportunity to drop the names of top advisors from their own company or agency who are NAIFA members.

Depending on how strongly they push this objection, you may want to remind them that they've identified a specific problem/challenge/roadblock and the amount they identified it is costing them each year and that having access to as many solutions as possible will increase the likelihood of addressing that issue.

Objection

"I'm already a member of another industry association." OR "I'm pursuing a designation offered by another organization."

When provided with this objection, there are several approaches to take. Start by asking questions about how the other organization is helping them solve their specific problem/challenge/roadblock. You may find out rather quickly that the organization really isn't meeting that specific need very well. For example, an industry veteran might be concerned about business succession planning or recruiting and training junior advisors. NAIFA has a very large and active community of young advisors that they won't find with other organizations. You aren't saying they shouldn't be part of the other organization, you are saying that NAIFA can meet a need the other organization can't so they should belong to both.

Remember that NAIFA is the big tent, providing resources for every practice specialty and stage of the advisor's career. For newer advisors, you should talk about how their practice will evolve throughout their career and that NAIFA will be with them every step of the way. If they are a captive agent, they may someday want to branch out on their own and their NAIFA network will already be established and available to help them during the transition. If they are building

a property and casualty business or other practice specialty, NAIFA can help them learn how to cross-sell to their clients or provide a strong referral network to help grow their business.

Also, most people don't know that many of the organizations serving our industry were actually created by NAIFA, not to replace what members get from NAIFA, but rather as an add-on to address specific needs of smaller segments of the industry or to serve the industry as a whole:

- GAMA was created by NAIFA to provide additional resources and networking opportunities for managers.
- AALU was created by NAIFA to provide additional resources and networking opportunities to advanced life underwriters.
- The American College was created by NAIFA to provide access to additional educational opportunities for the industry.
- MDRT was created by NAIFA to provide additional resources, networking opportunities and recognition for top producers.
- LIFE Happens (formerly the LIFE Foundation) is a charitable organization created by NAIFA to raise consumer awareness of the industry and the important role our products play in planning for the future.

Objection

“Someone from our agency, firm or financial institution is a member already.”

This objection is most common when the agency, firm or financial institution is paying one advisor's dues so that the agency, firm or financial institution is “represented” in the organization. In this case, the advisor has an “employee mindset” rather than that of an entrepreneur. First we need to help them see that they are ceding control of their success to others.

“That's great! How much time is [NAME OF MEMBER] able to spend with you each week sharing the NAIFA resources with you and helping you solve your [STATE PROBLEM/CHALLENGE/ROADBLOCK]?”

[PAUSE FOR RESPONSE]

“You mentioned that you were interested in addressing this issue with your practice, and I've got one NAIFA solution I can leave with you today that could help you start solving that problem right away rather than waiting for [NAME OF MEMBER] to have time to share information with you. When you think of it in terms of having ready access to the resources you need to address this issue, then wouldn't you agree that you can afford to invest just \$XX [MONTHLY DUES] per month to solve this issue that you said

was costing you as much as \$XX,XXX [AMOUNT THE ISSUE COSTS THE PROSPECT ANNUALLY] per year?"

Though not the primary argument because we want to continue to focus on the prospect's needs and how NAIFA meets those needs, this may be a good opportunity to introduce the concept of "career insurance" to the prospect. No other organization "Protects Their Business" like NAIFA. NAIFA has members in every Congressional District and a strong voice in every state legislature. NAIFA also has the largest industry political action committee. In the end, if the prospect can only afford to belong to one industry association, it should be NAIFA.

Objection

"I don't sell life insurance." OR "I specialize in one specific type of product or service."

The old stigma that NAIFA is only for life insurance professionals is not true and hasn't been for more than a half of a century. In fact, nearly 20 years ago, the phrase "life underwriter" was removed from our name BECAUSE the scope of products and services our members provided to their clients had gone far beyond life insurance decades earlier. NAIFA is an organization of insurance and financial advisors. Our members are fee-for-service financial planners, property and casualty agents, health and employee benefits advisors, as well as commission-based product specialists covering life insurance, annuities and income protection (disability, long-term care, etc.). What our members have in common is a desire to help their clients protect their assets, plan for their retirement, help them achieve their financial goals and manage their wealth.

Ideally the NAIFA recruiter who is meeting with this prospect could answer the "I don't sell life insurance" objection with "Neither do I." but even if this isn't the case, there are top advisors you know who don't sell life insurance that you can reference to help overcome this objection. You should make a list of well-known members in the community whose practices represent the diverse practice areas of our membership. The goal is to direct the conversation back to the specific problem/challenge/roadblock the person is facing and how NAIFA can help solve that problem for a small monthly investment.

An added argument for why they should belong to NAIFA regardless of their practice specialty is that, as an industry, we are stronger if we stick together. If the industry continues to fragment into smaller specialty groups with no one organization speaking for the industry as a whole, then our voice will not be as strong and legislators and regulators will continue to attack smaller segments of our industry until they have put us out of business.

Objection

“There is (or was) nothing in it for me.”

This is a common objection from former members who didn't find value from their membership the first time around or felt like they'd "outgrown" NAIFA. This is a perfect opportunity to bring the conversation back to the specific problem/challenge/roadblock they are facing, what it is costing them and how NAIFA has solutions for them as outlined under the "too expensive" objection covered earlier. The value exists, we just need to remind them of their needs and how NAIFA, for a small monthly investment, provides the tools and resources to meet those needs.

Objection

“I am too busy.”

What the prospect is really saying is “I am too busy to invest time or money in something that I am not sure will benefit me.” Think of the parent who was too busy to volunteer to coach the little league team until his son or daughter was on the team...when it is important or provides value, people make the time. We need to remind the prospect of the problem/challenge/roadblock they identified during the **Discovery** phase of the conversation and what this problem/challenge/roadblock is costing them in terms of lost production and get them to recommit to solving this problem by making not only a dues investment in NAIFA but committing to implementing the solutions NAIFA provides.

Often, those with this objection have time management as one of their top three problems/challenges/roadblocks. If time management is on the list but wasn't their primary issue, use this opportunity to highlight the time management solution you have in your toolkit that you could leave with them so they can start working on a solution to this problem today.

Surprisingly, we often hear this objection from a new advisor who does not have a full client load yet. In this case, the issue has as much to do with inefficiency (having to make more calls to get the same number of appointments as a seasoned advisor with a solid referral network or prospecting system). NAIFA has solutions for this, too. If the new advisor is too busy now, how will they ever be able to serve their clients when their business doubles or triples? It is never too early to get a new advisor to start thinking about streamlining their practice and all the tools and resources available through NAIFA to help them.

We all know that the best sales idea or practice management tip in the world only helps those who actually learn about it and implement it, so don't discount this objection as "fluff" but rather an opportunity to show the prospective member that NAIFA provides great value to members who engage in the community and use the resources and tools we provide. If you can share real-life examples of time you've invested (either by attending a meeting, participating in a webinar, reading an article or blog post or serving in a volunteer role) and how that investment paid dividends back to you and your practice, it will go a long way to overcoming this objection.

Objection

"I don't believe in Political Action Committees [or lobbying or advocacy]"

If you are following the sales system carefully, this objection won't be raised very often because we aren't focusing on what NAIFA does for the industry as a whole, but rather on the prospect's specific problem/challenge/roadblock and the solutions NAIFA offers. Still, NAIFA is well known in the industry as the voice of the agent, so this objection may still be raised.

For those prospects who object to the role of Political Action Committees in our electoral process, use the following script:

"I certainly respect your beliefs, and I want to assure you that federal law prohibits NAIFA from using any part of a member's dues to fund our Political Action Committee. Now that I've addressed this important concern, I'd recommend that you enroll in NAIFA's convenient monthly auto-renewal program. All we need to get you started is your bank account information or a credit card. Which would you prefer to use today?"

While less common than the objection to PACs, some people just do not like politics and are reluctant to support organizations that are politically active. Strongly held beliefs like this are difficult to overcome, so don't be surprised if you aren't able to convert this prospect.

Consider using the following response:

"I know how you feel. I hope you understand that NAIFA didn't create the system, we are just working within it to make sure that legislators and regulators are aware of any unintended consequences to the laws they are trying to pass or the regulations they are trying to implement. I sleep better at night knowing that an organization like NAIFA is representing the interests of my clients in both Washington and in [STATE CAPITAL]."

“That being said, I hope you know that most of your membership investment is used for the tools and resources like the solutions I have for you today to address [RESTATE PROBLEM/CHALLENGE/ROADBLOCK THEY IDENTIFIED]. I’d like to help you start addressing your [RESTATE PROBLEM/CHALLENGE/ROADBLOCK THEY IDENTIFIED] today by enrolling you in the monthly auto payment program...would you like to enroll using a credit card or do you want to have the investment deducted from your bank account?”

Objection

“My manager [or supervisor, company or compliance department] does not want me to join.”

If the prospect indicates that their manager or supervisor doesn’t want them to join NAIFA, then see if a well-respected or successful advisor in the firm is a NAIFA member and drop his/her name. (You should plan to research this before your appointment with the prospect so you are prepared.):

“I’m surprised to hear that since [NAME OF A NAIFA MEMBER FROM THE FIRM] from your firm is a NAIFA member. I’m sure your manager was referring to another organization. Now that we know NAIFA is an organization you can join, I would recommend that you enroll in the monthly payment program so that you have uninterrupted access... would you like to enroll using a credit card or do you want to have the investment deducted from your bank account?”

If there isn’t another member from that firm, then see if NAIFA has received an endorsement letter from that company that you can share with the prospect. If you don’t have the letter with you, mention that you’ll send them the letter and reengage in the conversation about NAIFA’s solution to their problem/challenge/roadblock.

“I’m surprised to hear that since I have a letter from your home office recommending NAIFA membership. I’m sure your manager was referring to another organization. Now that we know NAIFA is the organization recommended by your home office, I would recommend that you enroll in the monthly payment program so that you have uninterrupted access... would you like to enroll using a credit card or do you want to have the investment deducted from your bank account?”

If NAIFA doesn’t have an endorsement from their company, then you will want to schedule a meeting with the manager/supervisor and run through the discovery/fact finder with the manager to understand the improvements the manager wants

to make in the agency or roadblocks they want to eliminate so that they get on board with encouraging all of their advisors to join NAIFA.

“I’d love to have an opportunity to sit down with [MANAGER’S NAME or HIM or HER] and learn more about [HIS/HER] concerns. Are they available now?”

[PAUSE FOR RESPONSE]

[IF NOT AVAILABLE NOW, GET THE APPOINTMENT] “Can you introduce me to [HIS or HER] assistant so I can set up a convenient time to meet with [HIM OR HER] to discuss this further?”

If the prospect specifically cites the compliance department, then the prospect may be confusing NAIFA membership with the separate and voluntary contribution to NAIFA’s political action committee that some companies have limited due to the SEC’s Pay-to-Play rules. For the compliance objection, respond with the following:

“That’s interesting. I know that some compliance departments have limited an advisor’s ability to contribute to NAIFA’s Political Action Committee but I’ve never heard of a compliance department restricting membership in NAIFA itself. In fact, NAIFA has nearly 40,000 members throughout the United States.”

Objection

“I need to talk to my partner [or manager, supervisor, company or compliance department] before I can join.”

If you were meeting with a client and got this response to your close, it would mean one of two things...the person you are talking to isn’t the final decision maker or the person you are talking to is still uncertain that the solution you are offering is the right solution for them.

“I’m sorry. I wasn’t aware you needed someone else’s approval or I would have asked you to invite them to our meeting. I’d be happy to meet with the person who makes these decisions for you. Who would that be and how quickly do you think we could get that meeting set so we can start addressing the [RESTATE IMPROVEMENTS/CHALLENGES/ROADBLOCKS IDENTIFIED BY THE PROSPECT]?”

More than likely, you’ll discover that the prospect is able to make these decisions but is still unsure of the value. This is a perfect opportunity to bring the conversation back to the specific problem/challenge/roadblock they are facing, what it is costing them and how NAIFA has solutions for them as outlined under

the “too expensive” objection covered earlier. The value exists, we just need to remind them of their needs and how NAIFA, for a small monthly investment, provides the tools and resources to meet those needs.

Objection

“As a manager, I am concerned that others will proselytize my advisors.”

An advisor who is successful where they are is going to be less likely to look around for another opportunity. We need to help the manager understand that NAIFA can contribute significantly to the success of their advisors, which will help the manager retain them.

“I understand your concern, and NAIFA wants to help you keep your advisors by giving them the resources they need to be successful so they are more likely to stay with you. NAIFA has a strict policy against recruiting advisors at our events, but, in the end, the best way to keep them is to make them as successful as possible and NAIFA can help you do that.”

Objection

“I am retiring [or slowing down or phasing out]”

If the prospect has identified a problem/challenge/roadblock that needs to be addressed and identified what it is costing them, then the prospect is still focused on improving their practice.

“That’s great! NAIFA’s monthly auto-renewal program was designed for people like you who aren’t sure how many months they’ll still be practicing. Would you like to enroll using a credit card or do you want to have the investment deducted from your bank account?”

Though not the primary argument because we want to continue to focus on the prospect’s needs and how NAIFA meets those needs, this may be a good opportunity to remind the prospect that NAIFA is working every day to protect our industry and our clients.

“Even though you are slowing down, I know you will never stop caring about your clients and all the plans you’ve helped them make. Won’t you sleep better at night knowing that an organization like NAIFA is representing the interests of your clients in both Washington and in [STATE CAPITAL]?”

Your meeting with the prospect will result in one of three outcomes. Either the prospect made the right decision and joined NAIFA; the prospect sees value but isn't ready to make the buying decision yet; or the prospect isn't really a good fit for NAIFA.

*During the **Follow Up** phase, we'll focus on the first two outcomes: those who joined NAIFA and those who are not ready to make the buying decision yet.*

For those prospects that are not a good fit for NAIFA, you will simply record your assessment in the Sales/CRM, close the file and move on. While we can be disappointed that every advisor doesn't see the value of NAIFA, there are so many advisors we need to reach that we can't spend too much more time on these "lost souls."

5 FOLLOW UP

AFTER THE MEETING

Update the Sales/CRM

After the meeting, update the prospect's "deal" stage in the Sales/CRM to one of the following options:

Joined—This will close the deal and remove the individual from future membership marketing campaigns.

Refused—This option will close the deal and remove the contact from the sales pipeline. Use this option for those who indicate they are not interested in joining and have indicated that they want to be left alone.

Follow Up—This option will keep the prospect in the sales pipeline for future follow up. Based on your assessment of when the prospect is likely to close (refer to the "likely to join" section of the discovery questionnaire), update the "closing date" field of the deal to the date when the prospect is likely to close. This will help you schedule follow up activity and aid NAIFA in projecting future sales.

Review the Discovery/Fact Finder Questionnaire and add any pertinent notes to the prospect's profile that will be useful to others who may be assigned to follow up with the prospect in the future. Also, update the customer's profile with any new contact, demographic or practice specialty information you obtained during the interview.

For those prospects requiring follow up, make note of the required follow up in the Sales/CRM and add a reminder so you remember to follow up. Your follow up may be a promise to send specific information you didn't have with you during the meeting or to schedule a follow up meeting. You could have multiple follow ups in the system for a single prospect. The important thing is to not forget to deliver what was promised or let a prospect fall through the cracks because reminders were not put in the system.

Thank the Prospect

Regardless of the results of the meeting, always send the prospect an email thanking the prospect for his or her time. If you can add value by sharing a resource or sales idea, it will leave them with a



AFTER THE MEETING

Remember to add notes from your meeting to the prospect's record in the Sales/CRM. Add any new contact, demographic and practice specialty information you gathered so we can customize our outreach going forward. Also, don't forget to update the "deal" to reflect the prospect's new stage in the sales pipeline and the solution you presented.

positive experience even if they decided not to join. For the prospects that require further follow up, customize your thank you email to outline what you promised and when you will be back in touch. A more detailed follow up for new members is outlined below.

Keep Your Successor in Mind

As a volunteer, you may get busy and need to step back from your NAIFA recruiting activities for a period of time or you may be asked to step into another role in your organization. If this happens, someone else will be assigned to “work” your prospects. Think of the others who may “follow” you and put as much information as you would want others to leave for you if the roles were reversed.

ON-BOARDING NEW MEMBERS

Submitting the Application

NAIFA wants every new member to feel confident they made the right investment. First impressions are lasting, and a new member’s first impression of NAIFA is how quickly and efficiently we process his or her application. Never hold an application, even for just a day. Always submit it right away!

Hopefully you collected the new member’s NAIFA application during the meeting or, better yet, submitted the application online by going to www.NAIFA.org/join. If that isn’t the case, you will need to follow up with the prospect to collect the application. Just like in your practice, the sale isn’t complete until you “pick up the check.”

Submitting an application online is the fastest way for the member to start receiving benefits. If the new member filled out a paper application and is paying by credit card, consider submitting the application online when you get back to your office so they can start benefiting from their investment immediately. If the new member is paying by check, you must mail the application to the NAIFA Membership Lock Box so it is processed as quickly as possible. Do NOT mail checks to NAIFA Headquarters in Falls Church, Va., because it then has to be forwarded to the Membership Lock Box for deposit, which delays processing by several days.

Welcoming the New Member

Make a BIG deal of every new member you enroll. Here are a few things you can do to help the member feel connected to NAIFA right away:

- Take a picture of the new member when you pick up their application and post the photo along with a welcome message on the association’s website and social media pages. Remember to “like” the post so that it shows up in your social media feed to broaden the reach.
- Invite the new member to connect with your association’s social media pages or groups.

- Send a personal email welcoming the new member, copying other leaders or members who are willing to reach out with additional welcome messages or calls.
- Introduce the new member via email to a few fellow members who you know can help the new member solve one of the problems identified during the discovery process.
- Within the first week, forward the new member any additional NAIFA resources relevant to the specific needs that were identified during the discovery process.

On-Boarding Call

Don't wait for the next new member orientation meeting to familiarize the new member with the value being delivered on the national, state and local levels. Consider creating an on-boarding committee composed of members familiar with local, state and national resources. Past local or state board members or those "connected" members who seem to have relationships with just about everyone in the business are great candidates for the on-boarding team.

NAIFA suggests reaching out to the new member right away to schedule the on-boarding call with the goal of holding the call within the first two weeks of when the new member joins.

Ongoing Engagement

The key to retaining new members beyond their first year is connecting them with the broader NAIFA community early and often. Make sure new members get calls to remind them about upcoming meetings or social events. Invite new members to participate in meetings with legislators so they learn about NAIFA's advocacy work. Make a special effort to introduce new members to others at meetings. A new member isn't really a member until they renew the first time!

During the first year of membership, consider asking your on-boarding committee to check in with new members throughout the first year. It is important to revisit the issues identified during the [Discovery](#) phase to make sure those issues are being addressed and NAIFA is delivering any additional resources that are needed. Let's go the extra mile to make every new member a member for LIFE!