



on the future  
of retirement



# Retirement Income Industry Employment Survey Results

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## Employment Survey Team



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# Conclusions & Commentary



- **Firms are taking seriously the market changes and opportunities.**
- **They are developing new products and launching them. However, they are somewhat puzzled about measuring success and where to go from here.**
- **There is not a strong trend to organizational change either in past or future. Most believe the changes will take place within existing organizational structures.**
- **2/3rds are staffing up and the majority believe more staff will be needed along with additional training.**
- **Sales, product development and marketing are where the additional staff and training will be focused.**
- **Those that had well researched the market and had a formal plan, as opposed to just leading with a product, were the most confident.**

# Survey Parameters



- Web and phone survey
- Called/sent to RIIA membership – January & May/June
- 39 companies - large financial services companies
- Asked them to categorize their business line

<b>DB Provider</b>	<b>7%</b>
<b>DC Provider</b>	<b>13%</b>
<b>Consultant</b>	<b>13%</b>
<b>Bank</b>	<b>4%</b>
<b>Investment Manager/Mutual Funds</b>	<b>20%</b>
<b>Insurance/Annuity</b>	<b>38%</b>
<b>Full Service Broker</b>	<b>4%</b>

# Survey Purpose



- **How are customers organized to pursue the shift from accumulation to decumulation?**
- **How do they see the market developing?**
- **How are they positioning their offerings?**
- **What are their staffing requirements?**
- **What are their training implications?**

# Product and Service Offering



- Does your firm anticipate major shifts in product and/or services as a result of baby-boomer transitions to income products and away from traditional accumulation products?

YES 94%      NO 6%

- Have you begun marketing any new Retirement Income product or services?

YES 74%      NO 26%

- Are you currently working on developing any new retirement products or services?

YES 91%      NO 9%

- Is any new product development in place?

YES 57%      NO 43%

# Organizational Issues



- Has your company made any organizational changes in the *past* to meet the growing needs for retirement income products?

YES 54%      NO 46%

- If yes, type of organizational change:

Research Project	20%
Multi-Functional Team	51%
New Marketing Group	29%
New Sales Group	29%
New Business	31%

# Organizational Issues



- Do you anticipate any further organizational changes in the *future* to meet the growing needs for retirement income products?

YES 57%      NO 43%

- If yes, type of organizational change:

Research Project	29%
Multi-Functional Team	31%
New Marketing Group	29%
New Sales Group	29%
New Business	20%

## Staffing Implications – To Date



- Has your company transferred or hired any additional personnel to meet your retirement income business objectives?

**YES 61%**

**NO 31%**

	<u>Transferred</u>	<u>New Hires</u>
<b>R&amp;D</b>	<b>20%</b>	<b>17%</b>
<b>Product</b>	<b>11%</b>	<b>37%</b>
<b>Marketing</b>	<b>11%</b>	<b>26%</b>
<b>Back-Office</b>	<b>9%</b>	<b>20%</b>
<b>Relationship Management</b>	<b>11%</b>	<b>20%</b>
<b>Sales</b>	<b>14%</b>	<b>20%</b>

# Staffing Implications – Future



- Do you believe your company will need additional personnel to meet your future needs in retirement income?

**YES 83%      NO 17%**

<b>R&amp;D</b>	<b>57%</b>
<b>Product</b>	<b>63%</b>
<b>Marketing</b>	<b>66%</b>
<b>Back-Office</b>	<b>37%</b>
<b>Relationship Management</b>	<b>54%</b>
<b>Sales</b>	<b>71%</b>

# Training Implications



- Do you believe your planned retirement income offerings will require additional training for your staff?

**YES 94%**

**NO 6%**

<b>Less</b>	<b>0%</b>
<b>Same</b>	<b>26%</b>
<b>More</b>	<b>69%</b>

# Training Implications



- If more training will be required, in which business functions do you see the need for additional training?

<b>R&amp;D</b>	<b>14%</b>
<b>Product</b>	<b>34%</b>
<b>Marketing</b>	<b>57%</b>
<b>Back-Office</b>	<b>29%</b>
<b>Relationship Management</b>	<b>49%</b>
<b>Sales</b>	<b>66%</b>