

# Retirement Income Organizational Strategy:

Highlighted Excerpts from FRC's Upcoming Study  
*Building & Positioning Retirement Income Solutions*, 2007 edition

RIIA Annual Meeting

September 2007

Presented by Laura Varas

**FRC**

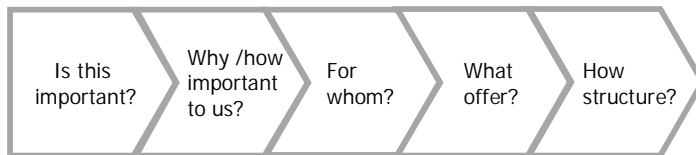
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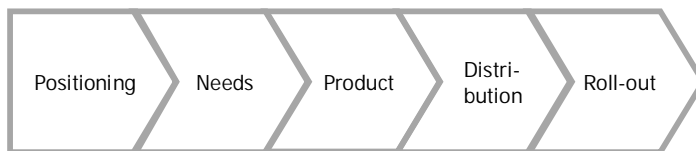
# FRC Retirement Income Products & Services, 2007 edition

- ◆ Objective is to paint a broad and detailed portrait of opportunity and market activity
- ◆ Over 30 respondents with about \$15 trillion in assets
- ◆ Identify key trends through comparison to 2005 results
- ◆ Aid in strategic decision making:

## Executive Decisions



## Strategic Decisions



## Contents

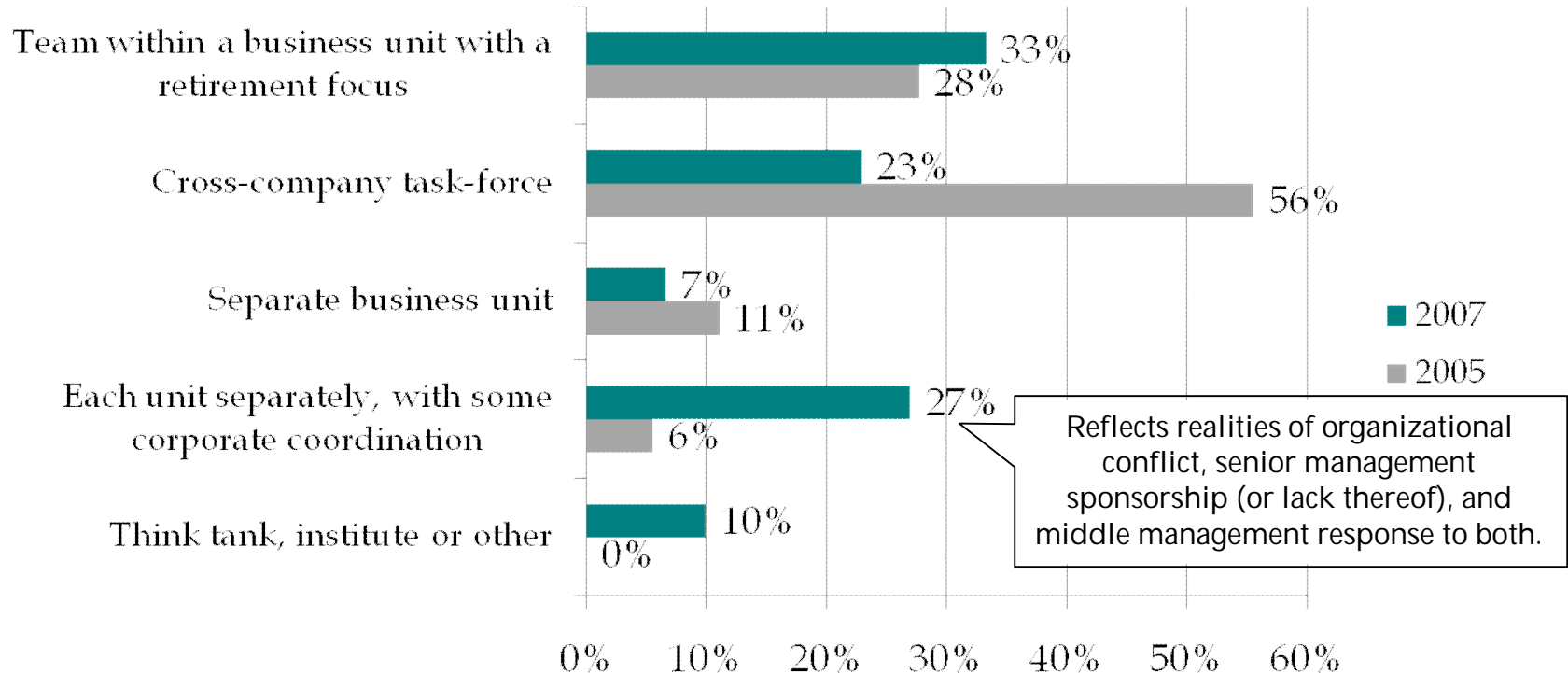
- Market definition & sizing
  - ✓ Retiree draw down analysis
  - ✓ Strategic beliefs
  - ✓ Prioritization versus other opportunities
  - ✓ Target market sizing & competitive landscape
- Current and future trends in:
  - ✓ Offering strategies
  - ✓ Income methodologies
  - ✓ Organization
  - ✓ Marketing
  - ✓ Product development, including product inventory grids
  - ✓ Sales and distribution

# Key Organizational Themes

- ◆ Conviction about market definition and sizing
- ◆ Definition of success and measurement programs
- ◆ Organizational best practices:
  - Securing and maintaining senior engagement through a governance committee
  - Structuring the company to drive focus
  - Setting up an empowered team with a high level of cross-pollination and a connection to ideas that are born outside the business model

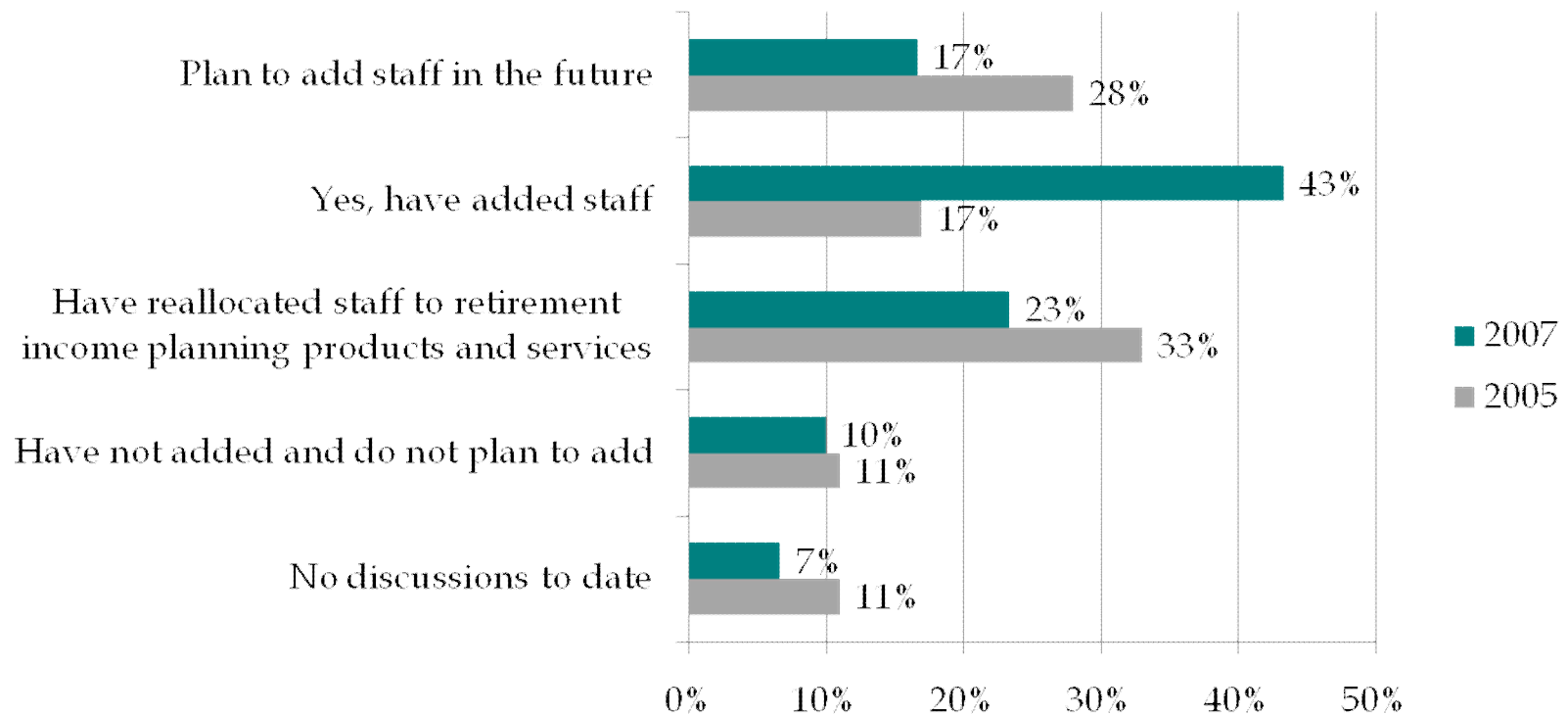
# CCTFs are less common; action, and thought, become priorities

Organizational Trends - 2007 vs 2005



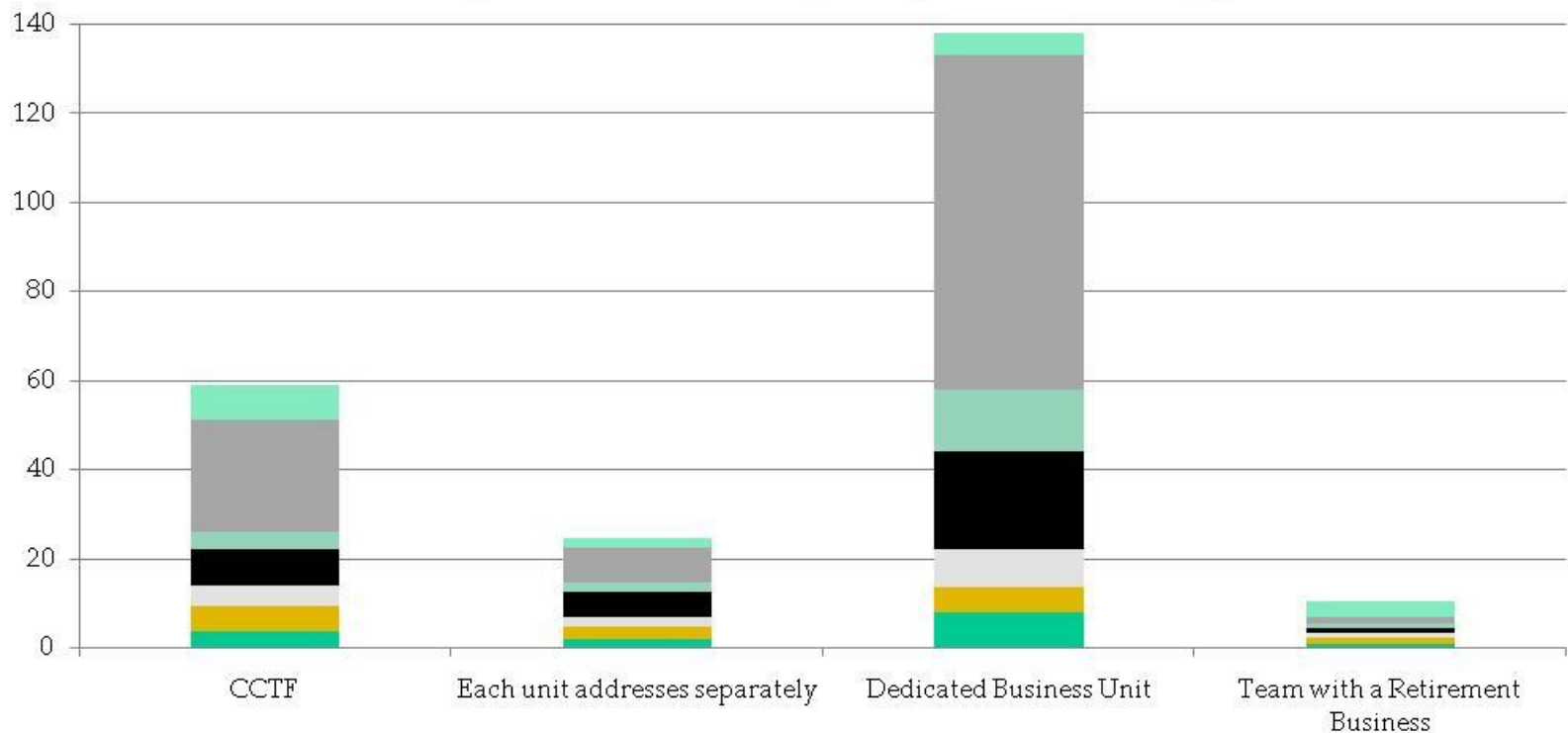
# "A feeding frenzy looking for the A team"

Staffing Activity - 2007 vs 2005



# Average headcounts range from lean to mean

**Staffing Benchmarks by Organization Type**





Laura Varas  
Research Partner

Financial Research Corporation  
100 Summer Street

[www.frcnet.com](http://www.frcnet.com) Boston, MA 02110 617-824-1274

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