



Gain The Edge: S.I.R.'s 2004 Annual Meeting

by Candace Curls, Claritas, Inc.

The brightest minds are coming together this fall in one location ready to reveal what they think will give you the edge. Gain insights into new business models, learn best practices on the hottest subjects and decipher the impact the latest trends will make on your company during 2004's SIR Annual Conference, Workshops and Exhibit Fair in Atlanta, Georgia.

Recharge your batteries with this event. Each speaker has been tasked with delivering a golden nugget of knowledge that is both timely and critical in today's market. Which pieces will you use to succeed?

- Our keynote is on the pulse of our leaders. Expand on the insights editor Sam Friedman from *National Underwriter* will share on our most pressing issues.
- Focus your course as the Wall Street ratings gurus set the blueprint for distinguishing winners from losers.
- Take advantage of three insurance Commissioners' insights on how insurers can develop strategies to face the challenges of the future.
- Leverage insights from retired Harleysville CEO, Walter Bateman, as he shares things CEO's should tell employees about the competition.
- Hit the ground running from changes caused by the November election results. Get ready for expected impact on the companies and the public for 2005 and beyond.
- Formulate the right combination within expense management.
- Learn tools to assure research efforts achieve the highest rate of return.
- Get a feel for the state-of the art approaches for underwriting.
- Determine how to adapt to changes in customer demographics and firmographics.
- Identify the drivers for customer satisfaction, retention and loyalty.
- Restructure claims operations to play a critical role in achieving profitability.

For more than thirty years, the Society of Insurance Research has served the insurance industry by providing high caliber forums aimed at stimulating professional growth. A tradition of excellence, S.I.R.'s events usually qualify for continuing education credits and come with a full slate of learning formats including an exhibit fair and workshops. This year's pre-conference workshops are aimed at either improving your skills at comparing disparate data sources in the Benchmarking Workshop or giving you a jump on the competition by arming you with the most current insights on insurance scores, rate modernization or market conduct in the Hot Topics Workshop.

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stanhopp@mindspring.com

My goal is for you to walk away with the best information currently available in insurance and research and the insights that will enable you to become more effective.

This year's annual conference will be held in Atlanta, Georgia at the Grand Hyatt Hotel in Buckhead. Atlanta is the largest city in the southeast; it is very accessible and has much to offer. Beyond the fine dining and shopping, rambling estates and exciting nightlife found in Buckhead, Atlanta boasts some of the finest cultural and historical sights in the country. Hidden gems include the High Museum of Art, the Governor's Mansion, the Jimmy Carter Library, Atlanta History Center and Museum and Atlanta Heritage Row. Attendees should save time to visit these or take a trip to the Kennesaw Mountain National Battlefield Park or Underground Atlanta, both rich in Civil War history. For the more eclectic taste, Atlanta also features special attractions such as the Martin Luther King Jr. Historic District, The World of Coca-Cola, the Tara Museum, Zoo Atlanta, Atlanta Motor Speedway, CNN Studio Towers and Stone Mountain Park (containing one of the world's largest sculptures!). Who knows? The Atlanta Hawks basketball team may even be at home when the S.I.R. hits town on November 14!

To register for the S.I.R. annual conference and workshops, contact Stan Hopp, Executive Director, 770-426-9270, e-mail - stanhopp@mindspring.com or www.sirnet.org. So, march over to Atlanta, and I'll see you soon!

Synopsis of Summer Workshops

"A concise, cutting edge overview of (the) insurance research system." This is what one attendee said about S.I.R.'s June workshop series held in Indianapolis. Nine different half-day sessions were offered, with topics ranging from primary, secondary and statistical research and putting research into motion to the more technical topics of competitive intelligence, strategic planning, ratemaking fundamentals, and advanced market analysis concepts. In addition, a session providing an "Insurance Hot Topics Overview" took place on the final day.

It's hard to describe all of the highlights over this two-and-a-half day period. One clearly was our Monday luncheon speaker, Dr. Morton J. Marcus, director emeritus – Indiana Business Research Center, Indiana University, who combined his insights on economic and demographic trends with a great deal of humor. Another workshop featured Dr. Nat Pope of Bradley University, who taught the basics of statistical research, going over data types and sampling, data assessments, and reviewing statistical methods and simulation modeling. It's gratifying to hear from attendees that the "entire presentation was excellent; Nat fulfilled his promise to make statistics 'non-scary'!!" Even the workshop on the fundamentals of ratemaking didn't prove too formidable to the registrants, as speakers Bethany Webb (State Farm), John Wade (Pinnacle Actuarial Resources), and W. Randy Peppers (Kentucky Office of Insurance) discussed a somewhat complicated concept in layman's terms. "How rates are developed," "the details of rate making," and "terms for the novice" were mentioned as the items of greatest value learned at this session.

The "What? So What? and Now What? of Secondary Research" was another workshop where attendees participated by recommending secondary research sources they use in their work. In addition to State Farm corporate librarian Malisa Anderson's 28 insurance-related web-sites and tips and tricks when using the Google search engine, attendees shared about 20 more sites that they found helpful. Marcy Updike (JHA) reviewed the importance of secondary research and provided a foundation for our knowledge,

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explaining the difference between primary and secondary research and what their advantages and disadvantages are. Marcy and Sandy Theile (State Farm) then showed attendees how they utilize secondary research at their respective companies, showcasing JHA's *Disability Fact Book* on secondary research related to disability and life insurance and the *State Farm Consumer Almanac*, an online reference tool based on secondary research findings that helps employees better understand customers. Moderator Sandy Theile observed, "Everyone seemed to walk out of this conference with at least a better appreciation for secondary research and the address of a new web-site to investigate." Kudos to Sandy, Malisa and Marcy for providing, as one attendee observed, "source information that was clearly and concisely presented. The entire program was well-presented."

In the "Advanced Market Analysis Concepts" workshop, the concept of approaching market analysis research in two parts (i.e., understanding the customer and understanding the site) was discussed, whereby the activities could be linked up and joined together. Representatives from the consumer side and the commercial line presented best practices for the processes, techniques and strategies that can be used to answer the following questions on who is the customer, what are they like and where can I find them? What is the competitive landscape in those areas? How many units can be supported? What is the market potential by product? Is a territory different if it is urban versus rural, and how good will a specific location be in 5 years? How can information be effectively distributed and agents empowered to pull prospect lists? Speakers here included Candace Curls (Claritas Inc.), Howard Goldstein (Glen Ellyn Consulting Group), Keith Pickering (Westfield Insurance), Kris Whalen (MassMutual) and Fritz Yohn (MarketStance). Thank you, folks, for "very good information" that was "well tied together."

The other workshops on primary research, putting research into motion, Competitive Intelligence and Strategic Planning also offered much to attendees. Recognizing "a good diversity of topics" and the "variety of design/analysis elements included in the (primary research) presentations," one individual said, "I was pleasantly surprised by the topics." From the session on "Putting Research into Motion," it was good to get "Maynard Robison's (The Response Center) insights, and the AIG perspective (by Joe Farrell) on a giant company with a small team."

The Competitive Intelligence (CI) workshop had much to offer as well. For example, "concrete examples of what CI people are doing and Herb (Sauer's – MetLife Auto & Home) concepts are useful to bring back to managers, explain where we want to go with CI," "tips on starting a CI area; what pitfalls to avoid," "personal experiences of the speakers; personal discussion with the speakers;" "Rick Marchetti's (The Hartford Financial Services Co.) presentation on building the network;" and "integrating CI into the planning process, basic rules for CI on a budget" were some of the items of value gained from this session.

In the strategic planning session, Rich Nahmias (Nahmias & Company), Michael Murray (Insurance Services Office, Inc.) and Scott Davison (OneAmerica Financial Partners, Inc.) presented case studies, giving the audience a better understanding of the need to involve the right players, designing an iterative process with minimal bureaucracy, and the role of research in planning and aligning it with corporate goals. "Very relevant," and "very valuable information" were just two of the comments made by attendees at this workshop.

Last, but certainly not least, the "Insurance Hot Topics Overview" was presented by extremely knowledgeable industry professionals involved with their respective topical areas at both the state and federal government level. The session started off with a very comprehensive review, provided by John Gerni (American Council of Life Insurers) about current and expected state legislative hot buttons facing the life insurance industry. The program then shifted to a federal regulatory focus as Peter Bisbecos (National Association of Mutual Insurance Companies) updated workshop attendees on the most recent developments related to both the Terrorism Risk Insurance Act and the current state of civil justice reform.

The remainder of the "Hot Topics" session was devoted to a more recent state regulatory issue currently the focus of great contention, i.e., the use of the Comprehensive Loss Underwriting Exchange database information. Attendees were treated to some straightforward facts about this issue, which helped to dispel certain common misperceptions about the use of this information, from Steve Gilliard with perhaps the knowledgeable source of information on this important issue, ChoicePoint. In addition, Lynn Knauf (Property Casualty Insurers Association of America) lent her expertise on this issue by summarizing the current status of state legislative efforts to either curb the use of this information or more generally to regulate it. Ken Marshall (NAMIC) states, "I am pleased to report that our 'Hot Topics' presentations were all very well received, as evidenced by the favorable evaluations and comments of attendees of this event." This is confirmed by one registrant who said: "All of it! Great!" (Note: This "Hot Topics" session will be repeated on November 14 as one of the S.I.R. pre-conference workshops in Atlanta, Geo. Don't miss out on this one!)

It's very rewarding to know that the S.I.R. can and do offer these types of educational programs for its members and others in the industry. We hope that more of you will take advantage of these events in the future. The evaluations made by attendees at this most recent set confirm what our recent workshop survey results show (see next article), i.e., that one of the greatest benefits to attending these events is hearing what experts in their fields have to say and share with you. We hope to see you at future workshops!

Workshop Survey Results

In April 2004, the S.I.R. Marketing Committee, headed up by Lynn Phillips, marketing consultant, conducted a survey of society members to: (1) market the summer workshops; (2) benchmark workshop satisfaction; and (3) understand workshop strengths and weaknesses. In addition, the S.I.R. board wanted to have a better understanding of members' opinions of the journal, *Risk Management and Insurance Review (RMIR)*, published by the American Risk and Insurance Association, and made available as a benefit to S.I.R. members. About two-thirds of the membership participated in this questionnaire. Joyce Valley, National Council on Compensation Insurance, Inc., and David Miller, Erie Insurance Group, created the survey instrument. Special thanks go to Peter Hooper and his staff at Atlantic Marketing Research for conducting the telephone calls and compiling the results.

It was found that S.I.R. workshop satisfaction is overwhelming for the 10 previous events polled. All were rated "excellent" or "good" by nine out of 10 attendees. Networking aspects and having good speakers who are knowledgeable experts in their fields are the top two reasons why the satisfaction level is so high. This is followed by the variety of topics and interesting subjects offered, along with the sharing of different points of view among speakers and audience. In general, respondents consider it very to somewhat important that workshops provide a broader conceptual understanding of topics, even though attendees may not receive the hands-on ability to perform the tasks themselves. They also want to hear discussions and information about current insurance issues, such as those offered at the June "Hot Topics" workshop in Indianapolis. Slightly more than a third of respondents (36.6%) feel the primary target of workshops should focus on a combination of property/casualty and life/health topics.

About 70 percent of survey participants say they are very or somewhat likely to attend future workshops. The convenience of the workshop location is an important consideration in whether or not someone attends, while the appeal of the location generally does not affect people's decision to attend. The time of year workshops are offered also is not too significant a consideration, although more respondents prefer having workshops scheduled in May rather than June (28% - May vs. 19% - June). More than half of survey participants said the timing made no difference as to whether they attend or not.

The *RMIR* journal was found to be somewhat to very useful by nearly nine out of 10 persons, with 55 percent of respondents having read one or more articles. Only one out of 10 respondents feels the journal is not useful; it is recommended that this aspect be explored further to better understand the reasons.

The S.I.R. greatly appreciates all those members who took the time to provide input to this survey.



What Numbers Say About the Efficacy of Dental Benefits

by Ken Bernardi, Vice President, Underwriting and Actuarial Services, Delta Dental of California

Many employers and group healthcare benefit purchasers offer dental coverage because these benefits are widely regarded by both employers and employees as an indispensable part of a competitive compensation package. Still, it's nice when empirical evidence supports that a purchaser's investment in a dental plan is actually accomplishing what it is supposed to do – namely, improve and maintain the oral health of an enrollee population.

A recent study of dental claims data representing dental services delivered to millions of Californians over a recent five-year period indicates that people with dental benefits do in fact increase their use of diagnostic and preventive services, and require fewer restorative services as a result.

The study, conducted by underwriters at Delta Dental of California, draws on claims data representing dental treatment offered to some 9 million of the company's commercial (non-government) enrollees between the years 1998 to 2002. Among the statistical findings:

- Diagnostic and preventive services submitted for payment increased as a proportion of total procedures from 67 percent in 1998 to 68.1 percent in 2002.
- At the same time, claims for simple restorations (fillings) decreased during the same period as a proportion of total procedures from 15.8 to 15.2 percent; oral surgery decreased from 4.1 to 3.6 percent; crown and cast procedures decline from 4.5 to 4.2 percent; and prosthodontic procedures (partial or full dentures) decreased from 3.3 to 2.7 percent.

The study also shows that today, Delta's enrollees are obtaining fewer total dental procedures on an annual basis than they did five years ago. Dramatic reductions, in fact, were noted in the number of procedures per primary enrollee for prosthodontics (tooth replacement, down 16.9 percent), endodontics (root canal therapy, down 12.5 percent), crowns and other cast restorations (down 5.14 percent) and simple tooth restorations (fillings, down 4.9 percent).

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The only increase in the number of procedures per primary enrollee outside of diagnostic and preventive services occurred in the area of periodontics (gum surgery, up 5.6 percent), which is no doubt due to the increasing longevity of natural teeth. It's logical that periodontics would grow as a service category, because as an insured population retains more teeth, there is greater need to attend to the surrounding gum tissue.

Delta's five-year study reinforces what many observers and policy makers regard as the beneficial effect of dental insurance on the general oral health of Americans. Former U.S. Surgeon General Dr. David Satcher points to the growth of dental benefits, along with fluoridation of water supplies and better dental hygiene, as critical factors improving oral health in his widely acclaimed landmark report, "Oral Health in America."

These latest findings suggest that when a dental plan succeeds in encouraging its enrollees to seek professional care, there is a much higher likelihood that dentists will succeed in their job to prevent dental disease before it occurs. Simply put, a comprehensive dental plan of standard benefit design encourages a regimen of regular checkups and cleanings, and preventive care that helps stem the need for more invasive, uncomfortable and costly treatment in subsequent years.

Such news about dental benefits is particularly important today as group purchasers come under increasing pressure to address rising medical premiums. By all accounts, many companies are considering healthcare savings accounts (HSAs) and other more "consumer-directed," cost-sharing solutions as a means of stemming future increases in total benefit costs.

And yet, dental benefit premiums remain relatively stable and predictable from year to year, increasing between 5 to 8 percent annually, rather than in the double digits common in medical plans. The news that standard dental benefit designs are "getting the job done" may prompt employers looking to contain their costs by trying out new benefit designs to at least leave alone that which is not broken.

About the Author

Ken Bernardi is vice president of Underwriting and Actuarial Services for Delta Dental of California, that state's largest dental carrier covering nearly 16 million Californians in government, employer and union-sponsored dental benefit programs. Delta California is part of a larger unified holding company system in 16 states plus the District of Columbia with 21 million enrollees, and also a part of the national Delta Dental Plans Association, which collectively covers 43 million Americans in all 50 states. For more information about Delta, go to www.deltadentalca.org.

Target Marketing Research

by Howard Goldstein, The Glen Ellyn Consulting Group

Target marketing, as a concept, has been debated for many years within the insurance industry. There are "true believers" who think this is the best way to be successful while there are skeptics who believe a company needs to "be all things to all people." The one thing that is certain is if you are going to become a target marketing driven company, you must do your homework in order to be successful.

When companies discuss target or niche marketing, they use specific terms. Those that seem to best describe what is being discussed are: Target marketing is the process used to identify those market segments where a company will focus its activities. Market segmentation is the way in which a company goes about accomplishing target marketing. Niche markets are market segments where you wish to focus your activities. Some companies choose to work within identified niches where they can be a low cost provider of products. Others choose those niches where there exists a concentration of homogenous potential clients whether by geographic location, by ethnicity, or by industry. There are literally thousands of ways to segment the universe of customers. The key is to determine how a target market fits with your company's strategic plan, capabilities, and interests.

Following is a target marketing process which has been used successfully many times to identify niches. It can be implemented by any insurance company regardless of size or specialization (such as life, non-life, personal or commercial lines) and by agents and brokers, reinsurers or primary carriers, and for any geographic area.

Process overview

The main steps in creating target marketing programs are: (1) Establishing a cross functional team; (2) Conducting marketing research (secondary and primary); (3) Product and service development; (4) Sales and communications design; (5) Validating what was designed was what the target market was seeking; (6) Feedback mechanism selection; and (7) Program launch.

The process is a natural flow. Simply put, it starts with a look at the universe of potential opportunities. This is literally all people, all companies, anywhere in the world. Anything is fair game. The universe is then refined based upon your corporate organizational structure – in particular if there are already some divisions which are in a "niche" such as personal lines or commercial lines and/or business divisions with a particular focus such as small commercial, "middle market" or large accounts. The structure is further refined into broad categories such as Dairy processors and finally into a well defined niche such as cheese manufacturers. This leads to product/services development, development of communications plans and a launch of the program to employees, agents/brokers and customers/prospects.

One of the first steps in this process is to determine the strategic direction in which you will try to segment the market. In the commercial marketplace, there are six primary ways: (1) Product; (2) Demographics (for example, company size, ethnicity of owners); (3) Needs; (4) Geography; (5) Behavior (for example, a price buyer market vs. a quality or service buyer market); and/or (6) Industry group. These are not mutually exclusive categories. Your niche can include components from each. However, the primary focus needs to be on one of the categories. The personal lines marketplace also lends itself to the first five of these categories: (1) Product; (2) Demographics; (3) Needs; (4) Geography; and/or (5) Behavior.

Once broad categories are set, the development of a business plan begins. This important tool is used to keep those working through the process focused on completing the steps required as part of the market analysis phase, the product/services development phase and to “sell” a program to others inside and outside your organization. Each business plan must clearly state the objectives of the plan including sales, profit and ROE objectives. Types of questions to be answered within the plan are: Do you want to dominate the market or do you just want to participate in the market? Do you want to be in one geographic area or be national/international? What are you really trying to do? How are you going to do it? And, why should you be given the resources to do it? Until you can describe why you want to be doing something and how you are planning on doing it, it will be difficult to be successful in a niche market.

Good market research can help you answer these questions and choose with which segments to become involved. It cannot make decisions for you. Market research can assist in segmentation strategy development, determining “real” needs and helping to find out what the company needs to improve upon, if anything, to be successful.

Cross functional team

We have found that the most successful programs have been designed, developed and launched by a cross functional team. Core members of this group are empowered members from Marketing – (including marketing strategy, marketing research and communications), Underwriting, Pricing actuaries, Claims and Loss Control. Depending on market size and market needs, other members of the team may be required from data services (IT, IS or whatever your company calls it), premium audit and field operations.

Secondary research

Main sources of secondary research information (which is finding and using information that has been gathered by others) are: internal data and external data. Internal data is obtained by analyzing underwriting data to identify the types of customer your company already has on the books to see if there is expertise or other reason why you are being successful with a particular customer group. In many cases this is simply fortuitous. However, you may find there to be something you have to offer that was not readily apparent until a more focused approach was taken.

Another internal source ripe with possibilities is claims’ files. These can help determine types and causes of loss so the company can prepare to handle them most efficiently and effectively and to work with loss control to develop loss mitigation programs tailored specifically for the market under study. Another use of claims files is to learn which claims are being denied due to lack of coverage for which new coverages can be created and properly priced.

A third source of internal data is risk engineering files. These can provide data about your customers’ operations through previously completed loss control studies. Use of this information can help in formulating services needed and wanted by the customer.

After looking at key internal data to determine whether there are some niches already in house, additional secondary research, using external sources of information begins. Key sources of data are libraries, universities, trade associations, government agencies and commercial services as well as the Internet. Regardless of which sources are used be certain you know where the source garnered their information. For example, County Business Patterns, a government source of information that shows the number of establishments by county, by size and by SIC/NAICS code, gathers their data from FICA (payroll) files. Knowing the source of the data is particularly true if you are using the Internet. Geographic location determines how much data is available and from whom. In the United States there are many thousands of different databases where you can find out about industries, competitors, companies and individuals. There are also numerous sources in Western Europe and in many Pacific Rim countries. In general, the more centralized and open the government, the more available is the data.

Primary research

Once you are satisfied that there is a large enough market and you have learned as much as you can about your potential niche, begin primary research (obtaining information directly from the source). Using the proper mix of qualitative and quantitative methods provides the ability to identify customer needs and satisfaction.

In this phase of the research, you are attempting to find out “real” needs, attitudes, buying behaviors and how things are “really” done. During the research, try to identify not only perceived needs (although those are important to know), but also the drivers of needs. Relative to buying habits you will be trying to learn how they purchase their coverages and services. For example, do they like to use independent agents/direct writers/brokers etc.? Are there association-sponsored programs that were not found doing secondary research? You will search for attitudes towards risk (risk aversion/avoidance), as well as what they like to buy in the way of coverages and services.....and a host of other facts which can lead to the development of competitive products and services.

The method we have most often used in the successful development of target markets is to conduct in-depth face to face interviews (IDIs) with people who make up the proposed target market. Using insights gathered from these interviews we next conduct focus groups to gain insights into some of the more important topics. These focus groups are followed up with a quantitative study to assure the results are projectable.

All the information/insights are used by the cross functional team to help create (if needed) products, pricing strategies, services (claims, loss control), communications plans, etc. Once these are developed we conduct follow up research with some of the same or similar people who were originally interviewed. In this phase we show them the products/services/communications methods that were developed to assure we did not stray from their original intent.

Once the above is done, and a feedback mechanism has been designed, the program is launched to employees, agents/brokers, prospects and customers.

Conclusion

Research is a tool to assist in making better decisions, not a substitute for decision making. Too much research can lead to “analysis paralysis,” trying to find out more than is needed to make a good decision. There is a delicate balance between knowing your niche and not making a decision.

The key to target marketing is focusing on the customer. There are some companies who focus only on jewelers; some focus only on physicians; others focus only on drivers who have terrible driving records. Those companies have figured out how to make money in markets that are not necessarily easy to make money in. They have done it by knowing more about their particular niche than the competition – through research.

About the Author

Howard Goldstein founded The Glen Ellyn Consulting Group in 2001 after working over 25 years in the insurance business and in a successful Internet start up. In his consulting practice, he has worked with property/casualty companies in marketing research, marketing strategy development and developing a marketing research function. He also works with non-insurance companies that are interested in selling to insurance companies. Howard's focus is on target marketing and helping companies to better understand the insurance industry, its needs and key drivers. If you have any questions and/or would like to discuss how you can use the techniques in this article within your organization, please contact Howard at 630-790-4304 or by email at howard@glenellynconsulting.com.

Members ... Get New Members!

Did you know that for each new member you bring into the S.I.R., you will receive one coupon worth \$25 off the registration fee for a workshop or conference event during the year? The more new members you get to join, the lower your own registration fee will be. And if your company is currently benefiting from the S.I.R. corporate value plan and has three designated members, adding a fourth person to join will cost only \$650 more, a bargain compared to the total membership dues plus registration to a workshop or conference. Take advantage of these offers, and get your friends and colleagues to participate in this worthwhile organization!

Just for Fun: The “OH HO RAT TAR” Test

adapted by Jack Ward, Marketing Leverage

We believe this 20-question battery was extracted from a “Shipley-Healy Test of Mental Impairment.” But we have always called it the “OH HO RAT TAR test,” for a reason that will become obvious. It might be suggested that good researchers have a facility for conceptualization in the face of complex – sometimes changing – sets of data; that is, an ability to recognize patterns, even when situations require rapid changes in the direction of thought. These 20 questions arguably test this ability to recognize patterns when frequent changes in direction are required. Please note the patterns become increasingly complex as you go along and that they – in some cases – involve variations on earlier themes.

Those who do exceptionally well should resist rubbing it in to their colleagues who don’t do quite so well, however. Pattern recognition in the extreme is sometimes called paranoia. Also, some of the best at pattern recognition want for the ability to make decisions, which can be an important business skill. It is probably fair to say, however, that those best suited by temperament for research and consulting would enjoy this exercise and find it relaxing.

Instructions: Complete the following lines. Fill in each dash (-) with either a letter or a number. Each line is a separate item. There is only one right answer to each item, and no guessing is necessary. Take the items in order but don’t spend too much time on any one.

Please Start Here

- | | |
|------------------------------------|--|
| (1) 1 2 3 4 - | (11) mist is wasp as pint in tone -- |
| (2) white black short long down -- | (12) 57326 73265 32657 26573 ---- |
| (3) AB BC CD D- | (13) knit in spud up both to stay -- |
| (4) 12321 23432 34543 456-- | (14) Scotland landscape scapegoat ----ee |
| (5) Z Y X W V U - | (15) surgeon 1234567 snore 17635 rogue ---- |
| (6) NE/SW SE/NW E/W N/- | (16) tam tan rib rid rat raw hip --- |
| (7) escape scape cape --- | (17) tar pitch throw saloon bar rod fee tip end plank ---- meals |
| (8) oh ho rat tar mood ---- | (18) 3124 82 73 154 46 13- |
| (9) A Z B Y C X D - | (19) lag leg pen pin big bog rob --- |
| (10) tot tot bard drab 537 --- | (20) two w four r one o three - |

Answers to the OH HO RAT TAR Test

- | | | |
|----------|------------|------------|
| (1) 5 | (2) up | (3) E |
| (4) 54 | (5) T | (6) S |
| (7) ape | (8) doom | (9) W |
| (10) 735 | (11) on | (12) 65732 |
| (13) at | (14) goat | (15) 36425 |
| (16) hit | (17) board | (18) 6 |
| (19) rub | (20) r | |
- Just for Fun: “OH HO RAT TAR” Answers

Please share any disagreements and observations with Jack Ward at: <mailto:jward@marketingleverage.com>

PUBLISHERS STATEMENT

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1266 kennestone circle
 suite 104
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 office 770.424.1980
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Welcome to Our Latest New Members!

It is a pleasure to introduce and welcome the following new S.I.R. corporate and individual members who have joined the S.I.R. over the last few months.

Corporate Member

Organization: Buckeye Insurance Group
Contact: Amy C. Hanes
Members: Amy C. Hanes
Steve Moeller
Scott Winner

Associate Corporate Members

Organization: Conning Research & Consulting
Contact: Michael Warner
Member: Michael Warner

Organization: MarketStance
Contact: Fritz Yohn
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Organization: The Customer Research Loyalty Center
Contact: Alan Paison
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Kim Lefeber	West Bend Mutual Insurance Company
James McDermott	Amica Life Insurance Company
Jeffrey Taylor	J.D. Powers and Associates
Gary Tobin	RBC Insurance Services, Inc.
Dan Trotter	Bituminous Insurance Company

Help Spread the Word on the S.I.R.!

Thanks to S.I.R. Director, Jeff Nagel – Product Manager with Allstate Insurance Company, we have a new flyer to help us spread the word about our organization. Enclosed with this issue of S.I.R. News is our latest marketing tool, called “Why You Should Join the Society of Insurance Research,” which describes our objectives and activities, the benefits of membership, and the professions and other organizations that comprise the membership.

There are still many who don't know about S.I.R. but can take advantage of S.I.R. offerings, so let's not be “one of the best kept secrets in the industry” any longer. By passing flyers around to your co-workers and at other industry meetings, you can help us to get the word out on our group. For additional leaflets, contact Stan Hopp, S.I.R.'s executive director at stanhopp@mindspring.com or 770-426-9270. The S.I.R. is grateful to Jeff for his contributions!

Indianapolis Workshop

Had a Great Time, Wish You Were There !

