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Ohio National is not affiliated with, nor does it endorse or sponsor, any particular prospecting, marketing or selling system.

*"Success is not so much talent as it is purpose.
It is not so much the will to achieve
as it is the will to labor."*

— David Hilton, Sr.

About This Program

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Your decision to join **Ohio National** is a very important one — perhaps one of the most important decisions of your life. It is only natural that you should have questions about the company you are joining. The material in this unit will help to answer some of those questions.

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As an **Ohio National** sales associate, you will be representing an acknowledged industry leader that exemplifies integrity, financial stability and offers a wide array of life, disability income, and additional financial products and services. We have always believed that our strengths are our people. **Ohio National** associates have a high regard for knowledge and professionalism. Many continue their education to attain professional designations, which attest to their professional achievements. For you, this unit marks the beginning of that education as you begin the ON-Trac II Relationship-Based Marketing & Selling Development Program.

Of course, your General Agent and the corporate headquarters associates stand ready to answer your questions and provide the support you need.

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Welcome to ON-Trac II

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Welcome to **Ohio National's** ON-Trac II Relationship-Based Marketing & Selling Development Program. This program is designed to support you as you launch your association with **Ohio National**. Each of the units in the program is designed to help you develop the skills you need to successfully build and serve your clientele.

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One word you will see throughout this development program is commitment. Indeed, many insurance veterans would advise that commitment — as in commitment to yourself, your goals, and your clients — invariably leads to success. As you begin your ON-Trac II Relationship-Based Marketing & Selling Development Program, it is time to make your first commitment — a commitment to put in the hours it will take to become proficient in your business. Most professions demand that practitioners continue their educations throughout their careers. Your financial services career will be no different.

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Elsewhere in this unit, you will see how **Ohio National** has grown and prospered in large part because its people had the know-how to meet today's needs and plan for those of tomorrow. There is no magic formula or quick-fix for that kind of professionalism. It comes from knowledge — and knowledge starts with the commitment to learn — to train. There will be requirements that the company will make. In addition, the states in which you do business have licensing requirements and may require continuing education.

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However, satisfying state licensing and state continuing education requirements is only the beginning. Any successful agent must have the drive and determination to stretch and set his or her goals for challenging growth. In the insurance business, that means production goals and professional designations. Industry organizations offer you educational opportunities through formal course instruction, as well as through informal exchanges with other advisers. Professional designations not only enhance your position with your colleagues, but they also keep you abreast of the latest trends and developments in the industry, so you can better serve your clients. You must keep pace with the changing world of insurance and financial services. If you stand still, your skill, your ability and your success will suffer.

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Some of the professional designations you may pursue include:

- Financial Services Specialist (FSS)
- Life Underwriter Council Fellow (LUTCF);
- Chartered Financial Consultant (ChFC);
- Certified Financial Planner (CFP);
- Chartered Life Underwriter (CLU);
- Chartered adviser for Senior Living (CASL);
- Registered Health Underwriter (RHU);
- Registered Employee Benefits Consultant (REBC);
- Master of Science in Management (MSM); and
- Master of Science in Financial Services (MSFS).

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By now it should be obvious that your development commitment goes beyond the units in this program. It starts here, but it continues throughout your career.

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Ohio National is not affiliated with, nor does it endorse or sponsor, any particular prospecting, marketing or selling system.

State laws and regulations vary as to which designations may be used in an insurance and/or securities business.

Be sure to familiarize yourself with and adhere to any designation restrictions applicable in the state(s) in which you do business or that your broker/dealer may impose.

Plot Your Course

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Discuss your personal development schedule with your general agent or trainer, then plot your own ON-Trac development goals and course of study. Each unit should be signed upon completion. The Relationship-Based Marketing & Selling Development Program should be completed by VIP Eligible/Developing Career Advisers within 150 days of contract date, if you have less than two years of experience when contracted, in preparation for attendance at **Ohio National's** Personal Insurance Seminar. This should be followed by the Advanced Series. Advisers with over two years of experience when contracted, should set up an individualized course of study with the general agent or trainer in preparation for attendance at **Ohio National's** Business Insurance and/or Estate Planning Home Seminars.



| Unit | Date Started | Date Completed | GA/AGA/DA Sign-Off |
|-------------------------|--------------|----------------|--------------------|
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Who We Are

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In many ways, the history of **Ohio National** parallels our country's rise to economic power in the 20th century. Both are based on vision, sound management, and a firm commitment to client needs.

The Ohio National Life Insurance Company was formed in Cincinnati, Ohio, on September 9, 1909. The corporate headquarters was a single room, staffed by six employees, in a downtown office building on Fourth Street. In 1913, one of the early presidents, Albert Bettinger, a full-time attorney, would leave his law office and walk a few blocks to the new insurance company and manage activities. By 1914, **Ohio National** had purchased the Toledo Life and Seven States insurance companies, and had absorbed the **Ohio Mutual Life Insurance Company**. Albert Bettinger realized that the company's needs had grown and made a management decision that was to have far-reaching impact on the future of the company.

The insurance company had not changed much in the early 20th century. However, by 1914, a new discipline, insurance actuary, was beginning to have an effect on the industry. Albert Bettinger persuaded Troy W. Appleby, a founding member of the American Society of Actuaries, to become **Ohio National's** actuary. The team of Bettinger and Appleby combined the best in seasoned management with insurance planning.

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The early years under Bettinger established another important facet of the company's persona — community service. Albert Bettinger cared deeply about his community. He was a member of the local Board of Education, and President of the Cincinnati Bar Association. However, his most enduring civic activity was his effort on behalf of the Ohio River lock and dam system. There is a 25-foot obelisk overlooking the Ohio River in Cincinnati's Eden Park. Three sides of it tell of the river's history. The fourth is a tribute to Albert Bettinger for his vision and commitment to improving river transportation.

Following World War I, **Ohio National** prospered, developing a strong sales force and penetrating new territories. The company used its strong actuarial resources to broaden its product offerings. Although the basic insurance product, whole life, had not changed appreciably in 50 years, improved actuarial studies, and health and demographic information, enabled the company to develop new, innovative approaches and expand benefits.

The company also continued the personnel standards set by Albert Bettinger when he hired Troy Appleby. There was a determined effort to hire marketing experts and knowledgeable professionals. The company set up its own school to train company personnel. Troy Appleby, who had taught mathematics, took a personal interest in shaping the program so that it reflected the highest standards of professionalism.

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By 1931, the company's insurance in force was over \$100 million. Through acquisitions and sales growth, the company continued to prosper throughout the 1930s, and in 1941, insurance in force surpassed \$250 million. In the late 1940s, the Board of Directors recommended that **Ohio National** be converted from a stock company to a mutual company. By the 1940s, more and more insurance business was placed with mutual companies. Unlike nonparticipating products sold by stock companies, mutual companies can use their profits to lower costs by distributing dividends to policyholders. The courts approved the change in 1949, and the final shares of stock were retired in 1959.

The company joined with the rest of the nation in the post-World War II economic boom. At the end of 1960, **Ohio National's** life insurance in force was over \$1 billion, and its assets were over \$218 million.

Ohio National marketed its new expansion by moving to a new corporate headquarters, the company's fifth since it was founded in that one room office on Fourth Street. Located in the city's medical and teaching districts, the site served as the company's headquarters.

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As the boom years of the '50s gave way to the challenges of the '60s, '70s, '80s, and '90s, **Ohio National** continued to exhibit the business acumen and quality service that would sustain its national leadership position. To keep pace with the changing financial landscape, products were developed that combined orthodox insurance provisions with the dynamic investment characteristics our clients expected. Thus, in 1969, the company offered variable annuities and, in 1982, universal life insurance. These developments, in turn, led to new departments and enterprises. Wholly owned subsidiaries, such as the **O.N. Fund, Inc., the O.N. Equity Sales Company (ONESCO), and the O.N. Investment Management Co. (ONIMCO)**, were developed to keep pace with the ever-changing financial marketplace. Variable annuities were expanded to include stocks, bonds, balanced funds, money markets, and fixed options. In 1992, **ONE Fund**, a family of mutual funds, was introduced. Today, approximately two-thirds of the company's sales representatives are members of the Financial Industry Regulatory Authority (FINRA), and are licensed to sell SEC registered products.

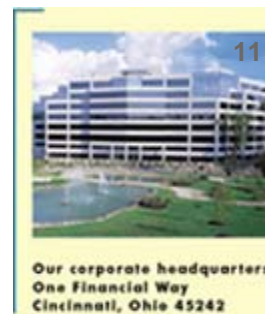
In 1998, **Ohio National** successfully completed its reorganization under a mutual insurance holding company structure. Our new corporate structure provides important strategic flexibility and enhances our financial position by making timely and efficient access to the capital markets available to us.

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Ohio National's growth and continued services called for another corporate headquarters move and expansion to its current suburban setting in August 1996. **Ohio National** has received high marks for financial strength and claims-paying ability from major rating agencies; however, such ratings do not refer to the performance of our products nor do they imply approval of our contracts or the portfolios in our variable products.

Ohio National has earned strong ratings from industry analysts:

- **Standard & Poor's** reaffirmed its **"AA" (Very Strong)** rating for financial security characteristics, its third highest ranking on a 21-part scale. (Reaffirmed with stable outlook, April, 2010). **S&P** noted that the rating reflected **Ohio National's** "consistently favorable operating performance, solid competitive position built on diverse distribution channels." It also noted "very strong capitalization" even after applying a new capital strength test model. The report noted **Ohio National's** "risk-management culture characterized by conservatism regarding the most significant risks and efficient execution of operating fundamentals."
- **A.M. Best** also reaffirmed **Ohio National's "A+ (Superior)"** rating for balance sheet strength, operating performance and business profile, its second-highest rating on a 16 category scale. (Reaffirmed with stable outlook, May, 2010). The report noted the company's "strong risk-adjusted capitalization, positive net operating gains recorded in 2009 and the improved position of its investment portfolio." Best also noted that "Ohio National benefits from a diversified business profile with broad competitive product offerings... It also benefits from an efficient expense structure, effective asset/liability management and a disciplined approach to (interest rate) spread management."



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Ohio National has received high marks for financial strength and claims paying ability from major rating agencies; however, such ratings do not refer to the performance of our variable accounts nor imply approval of our variable contracts or their portfolios.

Ohio National has earned additional recognition from:

- **Moody's** reaffirmed **Ohio National's "A1"** rating for insurance financial strength, its fifth highest ranking on a 21-part scale. (Reaffirmed with stable outlook, July, 2009). **Moody's** noted the company's "diversified product portfolio, significant amount of low risk reserves, and well managed distribution." Also noted was the "company's long-term strategic focus, partially enabled by its non-public status, has permitted it to steadily grow its position in the whole life insurance market." The report further noted that "capitalization at **ONFS's** life insurance subsidiaries remains excellent" and "overall, we believe the company's liquidity and ALM (asset/liability management) to be excellent."

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A recognized industry leader, **Ohio National** provides:

- Individual life insurance products designed to meet both individual and business needs, including term, whole life, universal, variable universal and second-to-die life insurance;
- Disability income insurance plans for personal and business markets;
- A full-service subsidiary broker/dealer; and
- Individual (fixed and variable) and group variable annuity products and retirement plan services.

Since its founding in the early 20th century, **Ohio National** has prospered because of its emphasis on people — finding the right people to manage the company, design new products, and most importantly, sell and service an ever-expanding client base. In the 21st century, the company continues to rely on its people to ensure that it meets the diverse and complex insurance and financial planning challenges that lie ahead. This, and the subsequent units you will study, will serve as a blueprint for the contributions you can make to our next century of growth.

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Principal Subsidiaries:

- **The Ohio National Life Insurance Company**, a wholly owned stock subsidiary.
- **Ohio National Life Assurance Corporation**, a wholly owned stock subsidiary of The Ohio National Life Insurance Company
- **Ohio National Equities, Inc.**, a wholesale broker/dealer.
- **The O.N. Equity Sales Company**, a retail broker/dealer.
- **Ohio National Investments, Inc.**, investment adviser to **Ohio National Fund, Inc.** and **ONE Fund, Inc.**

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*Product features and rider availability vary by state. Products issued by **Ohio National Life Insurance Company** and **Ohio National Life Assurance Corporation** issuers not licensed to conduct business and products not distributed in AK, HI or NY. Registered products distributed by **Ohio National Equities, Inc.**, Member FINRA.*

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Our Vision: Building a Culture of Performance & Value

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Ohio National's enduring competitive advantage is one of its greatest assets. To continue to build a culture of performance and value, our shared vision for the next five years is:

- To be regarded by our policyholders, shareholders, and the public, as a progressive, dynamic, and growth-oriented organization, respected for its vision, values, financial performance, strength, quality orientation, and customer-driven focus.
- To be recognized within the financial services industry as a substantive and innovative leader and to be respected as a powerful competitor.

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"To love what you do and feel that it matters — how could anything be more fun?"

— Katherine Graham

The ON-Trac II Relationship- Based Marketing & Selling Development Program presents the principles of marketing and selling insurance — and other financial products — in today's competitive environment, offering proven techniques to use right away! Once you complete this program, you will:

- Know **Ohio National's** development philosophy and requirements.
- Know what it takes to be a successful producer.
- Know the company's history and business philosophy.
- Understand why you are in the "relationship" business.
- Know the products that **Ohio National** offers to its clients and the awards and recognition you can achieve.
- Know the difference between marketing and selling; why the tighter your marketing focus, the better your results.
- Be able to funnel enough qualified prospective buyers into your sales cycle to meet your sales and income goals.
- Be able to earn scheduled meetings and build rapport.
- Understand why fact-finding is where sales are discovered; how to identify your prospects' needs and wants, objectives, and concerns.
- Know why to speak the prospect's language and how to link your products' benefits to your prospect's problems.
- Be able to make closing a natural part of the process, not a major decision made all at once.
- Know how to build and maintain healthy relationships that help you get on-profile referrals, and reintroduce clients to the sales cycle, again and again.



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The components listed below interact with this section and can be found by navigating to the [ON-Net Forms Catalog](#).
(User log-in required.)

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NOTE: It is recommended that students have hard copies of all forms referenced in this material. Please order or print the forms listed below via the ON-Net Forms Catalog for use as a reference throughout the course.

- Your Prospect Card File (Form 1130)
- Chart Your Course (Form 1177)
- Builder Awards & Recognition (Form 1283)
- CARE Nomination Card (Form 1283-B)
- Annual Report to Policyholders (Form 1303)
- Financial & Investment Strength Profile (Form 1768)
- Donâ€™t Take Our Word for It (Form 2244)
- Life Insurance Portfolio (Form 8530)
- [Cotton Acquisition System](#) (Cotton Systems, Ltd.) [optional per GA];
- Baseflow (Cotton Systems, Ltd.) or Project 100 and Business 100 (LIMRA International); and
- [Sales Activity Management, Inc.](#) (SAM) Planner

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What is a successful financial services producer?

That has been debated for as long as anyone can remember. Perhaps one reason this question remains so intriguing is that there can never be a definitive answer.

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One size does not fit all. Top producers shape their careers to fit their personalities, not the other way around. Whether by accident or design, they market to the types of people with whom they feel most comfortable, and vice versa. Producers may develop the same career skills, but they adapt them to their own personalities and the markets in which they do business.

Success is not a destination; it's a journey. While the rewards are great, the trip is challenging; no two producers make it exactly the same way.

If you're new to the business, the ON-Trac II Relationship-Based Marketing & Selling Development Program will give you a big-picture look at your career and help you get off to a fast, productive start with **Ohio National**. If you're an experienced producer, you'll find many new ideas to try, plus reinforcement of sound, productive principles that work.

We've got plenty of ground to cover. So, let's get started!

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"Success Factors:" What You Bring to the Table

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Success wears many faces, but top producers share several important character traits. These so-called "Success Factors" are:

- **Ego** - Self-motivation to succeed and be one of the best.
- **Courage** - The will to do the job despite turndowns and disappointments. Successful producers shed rejection.
- **Empathy** - Liking people and understanding their feelings; being likable and trustworthy in return.
- **Independence/Entrepreneurial Spirit** - A desire to be the boss — a self-manager running a profitable business.
- **Effort** - High energy and proven capacity for hard work.
- **Ethics/Integrity** - Doing the right things for the right reasons — no matter what!
- **Self-Promotional Drive** - A can-do, competitive spirit that says: "I'm the best. I want to prove it to you, and I can."

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If you have these "Success Factors," you can learn the rest!

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In addition to understanding the products in your portfolio, there are four "core" skills that must be mastered by anyone seeking to build a successful career in insurance and financial services. These are:

1. **Marketing** - Finding enough of the right kinds of people to see who meets your "on-profile" definition of a prospect.
2. **Selling** - Helping people discover their needs and wants, showing how they can resolve them with your products, and getting them to act now.
3. **Client-Building** - Turning customers (people who buy from you once) into clients (people who will buy from you over and over).
4. **Business Management** - Planning to have enough sales production and renewals to meet your income and profitability goals.

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These are closely related skills. If you market yourself and your services to the right groups of prospective buyers, selling becomes easier. By taking a consultative, problem-solving approach to selling, building a loyal clientele becomes easier.

By maintaining healthy, productive relationships with your clients and treating service as a profit-center, managing your business becomes easier. And, by managing your business effectively and pursuing continuing professional education throughout your career, you can look forward to doing the rest of these things very profitably for a long, long time.

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Try this! We encourage you to approach your first two or three years under contract as an "internship." During this period, you'll acquire the knowledge, attitudes, skills and habits of your new career. You'll learn the importance of:

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- **Goal setting and planning**, so you know what income you need and the level of production required to make it.
- **Record-keeping**, to keep track of results and assess your performance.
- **Managing activity**, to become effective and efficient.
- **Building and sharpening your "core" skills**, to increase your self-confidence and your ability to market and sell, and manage a profitable business.

Your general agent or trainer will provide the coaching and supervision you'll need to get your career off to a fast, sure start. However, responsibility for learning is yours. The harder you work and the quicker you learn, the sooner you'll be in business for yourself — and on the road to success.

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The Agent's Code: *"Your objectives are my objectives."*

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If you're an income-earner or own a business, just three things can disrupt your cash flow or financial security: death, disability, or under-funded retirement — each of which can be managed with insurance and other financial products.

- **Life insurance protects against the risk of dying too soon.**
- **Disability income insurance protects against the risk of becoming sick or hurt, and losing our earning ability.**
- **Life insurance cash values, annuities and investment products may protect against the risk of outliving our incomes when we retire, and help meet financial goals, like funding a college education, wedding, vacation home, or investment real estate.**

Almost every prudent person has bought, or will buy, life or disability income insurance to meet a wide range of personal and business objectives. The ownership of annuities and other investment products, including mutual funds, is also widespread.

People are becoming more and more sophisticated about financial services. They don't want just products; they want solutions to problems. They don't want high-pressure sales tactics; they want to do business with competent, heads-up professionals who are on their side, who listen to their concerns, and who know how to spell c-l-i-e-n-t.

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Matching Needs/Wants & Solutions

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Yet, if consumers are sophisticated, and the value of insurance protection and saving money for the future is so obvious, why must people be convinced of the need? There are two reasons.

First, most of us assume we'll be healthy enough, and live long enough, to accumulate the money we need/want to reach our financial goals. We'd rather not think of death or disability, especially if our families, business associates, or others would be unprepared to cope with the loss.

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Second, too many individuals and families are over-leveraged, busily squandering their income and wealth potential, while being measured for a nasty surprise at retirement. No matter how savvy today's financial service consumers may seem, most could use some serious help managing their money.

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Your job is to get people to recognize and prioritize their financial goals and obligations, find ways to meet them, and encourage them to act now, not later. This isn't made easier by the fact that you're selling an intangible. You can't put your products on the table and say, "Here's what you get!"

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If, however, people see the problem, understand the solution, and have the money and desire to implement it, the sale is virtually made. After all, you're offering people what they really want: a guaranteed lifestyle! What you have to do is get their attention, establish a relationship, and match their needs and wants with your product solutions.

That's why selling insurance and other financial products should be a cooperative, problem-solving process, not a contest of wills. And, the first thing you must sell is yourself! If you make that sale, all the rest tends to fall into place.

This high-touch, client-focused approach is called "relationship-based" marketing and selling. It is, simply, the most professional way of doing business in today's mid-to-upscale personal and family markets and big-ticket, advanced business and/or estate markets.

It's a great feeling when you know how. And you will!

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Nothing happens until someone sells something.

Relationship-based marketing and selling involves a series of activities, which follow a pattern, or "sales cycle." The foundation for much of your work, the sales cycle can be broken into 10 steps, which, at times, will overlap.

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When each step is performed thoroughly and professionally, one activity builds on what has come before, and the decision to buy is a natural part of the process, not a major decision made all at once. What's more, when the last activity is complete, you can reintroduce the buyer to your sales cycle.

Building skills with the sales cycle is just part of the equation. You must also understand the thought process people go through when buying anything. It's called the "buying cycle."

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The Buying Cycle

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When people buy any product or service, it is because four things have happened.

- They recognize a need/want, objective or concern.
- They want to meet the need/want, satisfy the desire, achieve the objective or resolve the concern.
- They look at different solutions.
- They select the solution that does the best job at a price they can afford.

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Producers create and manage these situations — in effect, counseling their prospects through the buying cycle - using the following sales cycle.

- **Marketing/Prospecting** - Finding enough of the right people to see who meets your "on-profile" definition of a prospect, and identifying and qualifying prospective on-profile clients by name, address and phone number, using a variety of sources and methods.
- **Pre-Approach** - getting prospects' attention, building rapport and providing/finding a reason for the prospect to want to meet with you.
- **Approach** - meeting with your prospect to sell yourself and your services, and identify the person's priority needs and wants and concerns.
- **Discovery** - gathering the facts, feelings and data you need to match your products and services to the prospect's needs and wants and concerns.
- **needs and wants Analysis** - analyzing information to determine what your prospect needs and wants.
- **Solution** - designing the most appropriate product solutions to match your prospect's needs and wants, objectives and concerns, based on his or her financial commitment.
- **Presenting** - recommending solutions to your prospect's needs and wants and concerns, using your products and services, and describing the benefits and advantages of the proposed products.

Experience is a great teacher, but you won't have to learn just by experience.

Try this! Another important objective of your initial training and development will be to quickly build proficiency with the skills associated with each step of the sales cycle. With your trainer's or agent's coaching and supervision, you will:

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- Understand what skills or activities are to be performed - and see them performed the right way. You can do that by reading about them in this unit and other training materials, through skills-development audio or video programs, or through live role-play demonstrations.
- Practice the skills in a non-threatening, "coaching" environment where mistakes don't count. Videotaped role-plays are ideal learning tools, since you can play the tape back and critique your own performance.
- Perform them under supervision in the field, with real prospects, and with real payoffs. After each sales call, you and your trainer or manager should do a "curbside critique" to determine what you did right, and what you could do better next time.

Your sales training/development should first be conducted in a simulated sales environment. You'll quickly understand that selling is not a series of canned problems with a limited range of responses, but a human encounter where relationships are critical, where the unexpected always happens, and where flexibility, listening, and asking questions are key.

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"If you're really organized, you can beat 80 percent of the competition just by showing up."

-- Harvey Mackay

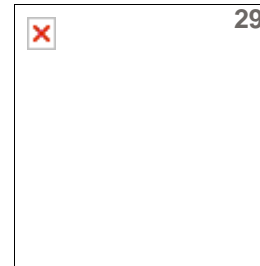
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Characterizing a financial services/life insurance sales career as "one of the last bastions of the free-enterprise system" may be overstating it — but not by much. Where your business goes, and how it gets there, is largely up to you.

Business management is really just a matter of planning your work and working your plan. The better the plan, the happier you'll be with the results.

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- **Get a "career vision."** Chart your career over the next five years. What kind of business do you want? In what markets do you want to be? How much income and production do you require? What support and resources do you need? Who provides them? What training is necessary? What effect will this have on your family?
- **Get a plan.** Develop specific plans to achieve your vision, efficiently and effectively. Your business plan should include coordinated strategies in marketing, client-building, continuing education, and personal growth.
- **Get automated.** Invest wisely in your success. Automated communications and selling systems can largely increase efficiency — boosting your ability to be with the right people, at the right times, for the right reasons; create vividly illustrated sales proposals; and profitably manage client relationships. Your plan should include a financial commitment to supplement **Ohio National** or firm-provided systems, or obtaining your own.
- **Get smart.** Superior information is the ultimate weapon, so industry designations enhance and hasten professional development. Many of the most successful producers and general agents subscribe to a number of publications and do other reading or attend workshops on a wide range of topics related to the business, or their target markets. Your plan should include appropriate study of this type.



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The most important thing you can do is think of yourself as a "professional practitioner." That is, an independent, self-managed businessperson who provides specialized services and who, in effect, does well by doing good. Your business planning activities should include:

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1. **Creating a mission statement for your business.** A mission statement spells out for you, your family, associates, and clients why you're in business, including, but not limited to, earning a profit from your efforts. It should spell out the markets you intend to develop, the types of prospects and clients you'll seek, and the products and services you'll offer.

Example:

My mission is to profit by providing quality needs and wants and analysis services, and insurance and other financial products, to mid-to-upper income families and individuals who need, want, and can afford them.

Try this! Write a mission statement using the criteria listed here. It should be:

- **Brief** - no more than a sentence or two. It should fit on the back of your business card (which isn't a bad place to publish it)!
- **Clear** - state your motives simply, clearly and concretely.
- **Bold** - why bite off less than you can chew?

Review your mission statement with your general agent or trainer. Share it with family, associates, and clients. It will become part of your strategic planning and goal-setting, a standard by which to measure your progress. Confirm your mission statement each year. Your business purpose can change as you gain experience.

2. **Setting goals to accomplish your mission.** This will include setting annual income and production goals, as well as marketing, minimum sales activity, and career development objectives. You will also need a way to monitor performance and measure results.

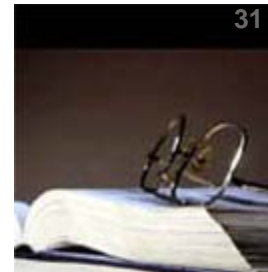
Example: My goals are to...

- Earn \$75,000 in my first 12 months under contract.
- Target salaried executives and their families, who are primarily Baby Boomers in the defense, computer, and airline industries in my area. I will begin prospecting in my "natural market," which includes my family and friends, as well as former business associates from my previous employer.
- **Goal:** Each week, contact 10-20 on-profile, qualified prospects in my target market, and conduct at least eight initial face-to-face interviews, leading to two to three sales.
- Complete ON-Trac II Relationship-Based Marketing & Selling Development Program within 150 days of contract date.
- Attend **Ohio National's** Field Development Seminar within first 12 months.
- Begin CLU/ChFC or CFP courses within the first 18 months; complete all parts within five years.

Try this! Establish realistic, attainable goals in each category described here. Ask your general agent/trainer to help or review the results. Modify a goal if it's impractical or influenced by factors beyond your control.

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3. **Developing strategies to meet your goals.** When you know what production you need/want, you can plan where it will come from and how to make it happen. Business planning strategies should describe the reasons, means and methods for a plan of action, and include, as appropriate, schedules, income and cost projections, and samples of materials and resources.

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Try this! Develop detailed, written strategies for the following key career functions.

- **Marketing.** Markets are people, not products. What markets do you intend to target? Are there enough potential on-profile prospects to support your efforts? What percentages of your overall production will come from each group? What costs will be incurred? How will you learn about your markets (common characteristics, common needs and wants, and concerns, communication links)? What pre-approach techniques and sales presentations will you use?
- **Client-Building.** What basic services will you provide all assigned on-profile policyholders? What other services will you provide to selected clients? How will "proactive" service become a profit-center for your business? What percentage of your annual production will come from existing on-profile clients or policyholders? What costs will be incurred?
- **Career Development.** What knowledge and skills training, and continuing education, will you need to become confident and competent in your markets? Who will deliver this training and education? What will it cost? Who will pay? What are projected start and completion dates?

4. **Prioritizing activities and managing your time.** Control your time or it will control you.

Try this! Use Your Prospect Card File Instructions (Form 1130) to profitably manage activity. It's the industry standard because it's the best way to be sure you're spending maximum time in front of prospects or clients, or doing things that will put you there. Schedule other activities around these priorities:

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- Schedule non-productive time for record-keeping and paperwork.
 - Schedule appropriate time for career development.
 - Schedule self-development and family time.
5. Record-keeping. Use **Ohio National's** "Chart Your Course" annual goal planning and records book (Form 1177) for business records, planning, activity management, and tax purposes, such as:
- a. Sales activity figures
 - b. Sales activity ratios
 - c. Production figures
 - d. Commission statements
 - e. Mileage and automobile expenses
 - f. Business meals and entertainment
 - g. Other non-reimbursed business expenses
 - h. Postage
 - i. Membership fees
 - j. Professional association dues
 - k. Business publications and subscriptions
 - l. Non-reimbursed professional education costs
 - m. Insurance premiums
 - n. Taxes

Also essential: competent tax, accounting and bookkeeping advice.

6. **Monitoring your plans; measuring your results.** Keep track of your progress toward goals, and make any necessary course adjustments.

Try this! Weekly activity reviews with a general agent/trainer, or peer group (or both), are recommended for producers in their first three years. Less frequent, regular meetings to check progress are advisable in later years.

As management guru, Harvey Mackay says: "Show up with a plan, a commitment to carry it out and execute it — and you'll beat the competition 100% of the time!"

For advisers to succeed in the upper-income or advanced sales markets, advanced continuing education must be a central part of their marketing and client-building plans. In order to meet your career goals, you must be competent in dealing with the changing needs of your clients.

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This means pursuing additional advanced education throughout your career — including completing LUTC courses leading to the LUTCF designation and earning the CLU, ChFC and CFP professional designations — and always having up-to-date technical reference resources at your disposal.

Ask your general agent/trainer about **Ohio National's** generous reimbursement programs for industry designation courses.

Try this! Keep your clients and their professional advisers informed about your continuing education activities. If you attend a seminar or complete a course, let people know about it. Even better, if you come across a red-hot idea online or at a seminar, make a list of people who might benefit from it and give them a call!

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No matter what level of performance you wish to achieve, your goals should be:

- **Specific** - There can be no doubt what the standards of performance are, and what activities need to be completed.
- **Measurable** - And expressed numerically, whenever possible. There should be no doubt performance standards have been met.
- **Attainable** - With at least a 50 percent chance of success with outstanding effort.
- **Results-Oriented** - Planning is meaningless, unless it produces results.
- **Time-Phased** - An activity or performance standard should have a definite beginning and end.

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"Even if you're on the right track, you'll get run over if you just sit there."

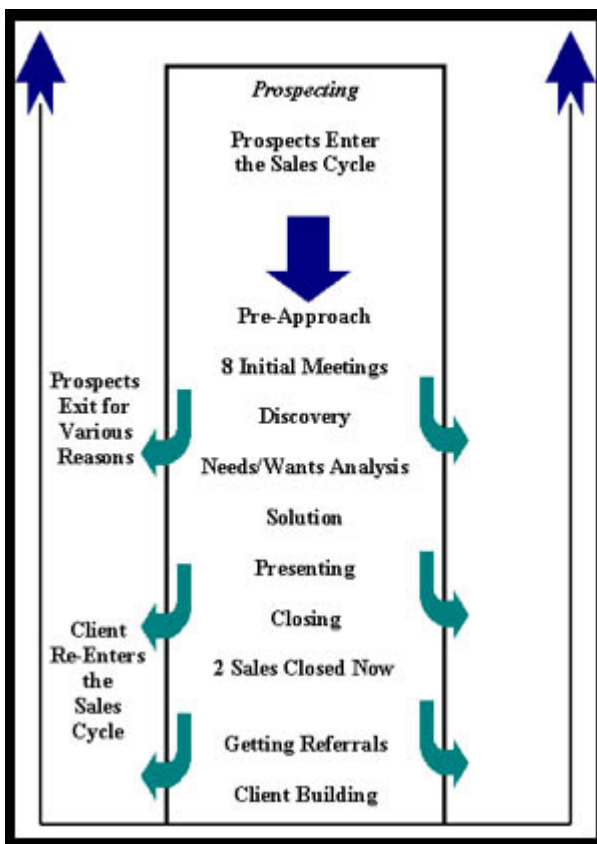
— Will Rogers

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Activity is the key to successful sales careers because selling is a numbers game, and the Law of Large Numbers is strictly enforced! If you've established business goals, you can determine how much sales activity will be needed to meet them. And, if you do enough of the right sales activities, the results will take care of themselves.

Sales activity is usually expressed and measured in terms of ratios, beginning with the number of prospects you need. You should know how many prospects must enter the sales cycle at one end to generate a sufficient number of sales to meet your production and income goals at the other.

If that sounds like a funnel, it looks like one, too! See the illustration below.



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Sales ratios can vary, depending on a number of factors, including:

- **Experience.** Generally, the longer you're in the business, the better your sales ratios.
- **Skills.** Producers who continually sharpen their selling skills have better sales ratios than those who do not make this effort.
- **Markets.** Producers who focus on their prospect profile in their most productive markets usually have better sales ratios than those who do not.
- **Sources.** Prospects may be plentiful, but the warmer the source, the better the results. Half of the sale is getting in the door, so it follows that people who know you — or who are introduced or referred to you by someone they know — are more likely to want to see you. Similarly...
- **Reasons.** Having good reasons to contact people is better than having a lot of people to contact. To improve your sales ratios, find as many good reasons as you can to contact as many qualified, on-profile prospects as you can get, from as many "warm," high-leverage sources as you can find. Which brings us to...
- **Client-Building.** Experienced, veteran producers generate anywhere from 50-80 percent of their production each year from existing clients — which makes clients and on-profile policyholders potentially your best source of business.

And, because these people expect you to stay in touch and provide on-going service, you never have to look very hard finding reasons to call. Thus, building and managing healthy client relationships can have a happy effect on your sales ratios.

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Try this! Until they can establish sales activity ratios of their own, most new producers rely on the standard ratio as depicted in the Activity Funnel illustration. That is:

Scheduling ten qualified, on-profile prospects for initial meetings each week will lead to eight kept meetings, yielding six sets of facts, which will result in two to three new clients being sold.

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Thus, if your goal is to close two sales each week, you know it will take eight kept initial meetings. To get eight kept initial meetings, you may need to contact up to 10 to 20 qualified, on-profile prospects for scheduled meetings.

At first, you may need to call more prospects or have more initial meetings, but that's the point. To make more sales and earn more income, increase your sales activity, beginning with the number of people you contact each week.

Once you know how much activity you need, you can plan where it will come from and how to make it happen. This is what makes selling a manageable process, not just haphazard activities, which may or may not produce the results you seek.

So, it's easy to see why experienced producers insist that planned, purposeful activity is the foundation of successful sales careers. They also re-profile their prospect each year.

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Planning, activity monitoring, and record-keeping.

It's not enough to set activity in motion. You must know where you're going, chart a course that will get you there, and keep track of your progress throughout the trip.

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You cannot "do" an objective, but you can break objectives into "doable" steps. That's why goal-setting and planning are skills to build early, and practice throughout your career. This is what all businesspeople do to become successful. Through effective planning, goal-setting, and maintaining activity records, you determine if you are meeting goals on schedule. If not, you make corrections before small problems become show-stoppers!

Often, you'll plan production and set goals in November or December of each year, reviewing results quarterly, monthly, and weekly to ensure you're on track. Having a plan to follow and goals to achieve gives you a destination, and a path to get there.

Try this! The planning and goal-setting you will do looks, first, at personal income needs and other financial objectives. If you have not already established a personal budget, we urge you to do so.

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Establishing Your Personal Budget

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A budget is a realistic forecast of expenses for the year. It helps you plan what you will spend and why. Your budget projects basic living expenses. It is easy to determine total personal expenditures for the coming year by analyzing your spending from the previous year. That is, by reviewing checkbook records, income tax returns, charge account statements, and other bills for household and other expenses.

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Your budget should provide for business expenses and meeting longer-term financial goals, including saving for a child's education or your retirement, plus life insurance and other protection. You should also have a cash reserve of at least three months' income. By breaking long-term financial targets into short-term objectives, you can allocate a percentage of your monthly income to these goals over time.

Your personal budget gives you a basis for planning your work. It's the only way to establish a realistic idea of the production you need to make or surpass your goals each year.

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Monitor Sales & Activity Results

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Your general agent or trainer will measure performance with production and sales activity goals. A key part of your accountability and activity management is reviewing the results to see if you're reaching your goals. Activity reviews are only useful, though, when based on valid information. Thus, you need to maintain complete, accurate records, and discuss them during regular meetings with your general agent or trainer.

Planning, activity monitoring, and record-keeping enable you to control your activities at each step of the sales cycle, from prospecting to client-building, and keep track of the results to make sure you're on target. It also gives you a way to continually evaluate and refine your activity ratios. Thus, you can determine what prospecting sources or methods are most productive, for example and which sales approaches, presentations, closes, and cross-selling techniques work for you.

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Once you understand **Ohio National's** activity/contact management system, you can develop efficiency with an automated contact management, record-keeping, and client-building system, which will tell you:

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- Who to call.
- When to call them.
- Why you should call.
- Where to go to obtain new on-profile referrals.
- How many active prospects you have in your activity funnel.

And much, much more!

When used consistently, an automated contact manager system can maintain an active follow-up list to record notes and key information instantly, so you'll be sure to contact prospects again, as promised.

Try this! Ask your general agent or trainer to help you set business goals, establish suitable sales activity ratios, and (most importantly) begin using **Ohio National's** activity management system. For a small investment of your time, you can become fully organized, develop a solid base of activity, build clients, and maximize your income. It is highly recommended that **Ohio National's** hands-on activity management system be used at least the first six months of your career, before automating the process.

At first, activity management and recordkeeping may be challenging — you'll keep records up to date, review them daily, and plan your work. But, these tasks are no more than what other independent businesspeople do to manage their businesses. Soon, this attention to the details of your business will become habit — and a successful one!

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Time Managment Secrets: Revealed!

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Effective time management channels your high-energy, high-effort work style into productive, profitable activity. Time is a valuable resource and your most important business asset.

If, however, a business person has planned well, has a clear set of priorities and is disciplined, effective time management virtually becomes a non-issue. Except for daily organization to assure that the critical steps to meet your objectives are taken, all the techniques in the world are useless unless clear goals and priorities have been established.

That's the real secret of time management!



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Time Management Techniques

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Many time management systems are available. If your system works, stick with it. The ideas that follow are common-sense approaches to organizing time. By keeping your mission, goals and priorities in mind, you can plan to spend most of your time doing things that help you achieve them.

The larger the block of time you can reasonably plan, the better. In this way, you know that the profit-producing things will be done.

Assign dollar-values to everything you do during your business day. This helps you focus on the things that profit you the most, and makes you aware of the need to delegate other, less profitable activities.

Try this! For example, by dividing your earnings by the number of telephone calls or face-to-face scheduled meetings you have each week, you can tell how much money you make every time you dial the phone for scheduled meetings or meet with a prospect.

To calculate your profit from sales activity, subtract the costs incurred in getting the lead, and the value of your time and other expenses associated with the sale, from your earnings.

With this information, you can manage both your time and mix of business. For example, you can schedule "X" hours with qualified, on-profile referrals and "Y" hours with less-productive, low-leverage sources of business, such as direct mail leads.

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- Use a weekly planning diary. There are plenty around, including the popular [Sales Activity Management, Inc. \(SAM\)](#) and OCS (National Underwriter Company) planners as used by many **Ohio National** associates.

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Try this! In Roger's Rules for Success, time-management expert, Henry C. Rogers, suggests planning each day before it begins by making your schedule into a daily "to-do" list, with "must-do" items at the top.

- Be efficient, as well as effective. Being effective is doing the right things; being efficient is doing things right. Using the telephone is an effective way of setting scheduled meetings. However, calling prospects during their busiest times of the day, or when they're seldom in, is not very efficient.
- Know when to call prospects/clients in different types of businesses. For example, the best times to call small-businessowners are before 10:30 a.m. and after 3:00 p.m. But it is usually better to call doctors late in the afternoon, or at home in the evening, than to try reaching them at the office during other times in the day. See "When to Phone?"

Try this! Many advisers, brokers, and other sales-people who do a lot of phone work limit calls to three minutes, using a stopwatch or timer. If they can't get a scheduled meeting or spark interest in their services in that time, they go on to the next call. Get a time and reason to call back before ending the contact, so you can recycle the prospect, if he or she is on-profile.

- Organize your day so you're marketing and selling when people can see you, and doing the non-selling parts of your job when they can't! Whenever you do paperwork or run a personal errand when you should be seeing prospects or clients, you're wasting time. Is this fatal? Not in small doses!

Try this! Market in the mornings and sell in the afternoons.

- Allow enough time to get to scheduled meetings and conduct business. Your prospects value their time as much as you do yours, so don't be late.
- Make time for administrative and other non-selling parts of business. This may mean going to the office early to clear your desk of paperwork before making calls and keeping scheduled appointments.
- Make every minute count! For example, try "observation" prospecting between scheduled meetings. If you have a no-show, make drop-in visits in the area or get on the phone. If you're waiting to see a prospect, study, read a business publication, or practice for your next sales call.
- Set priorities. Don't let someone else's idea of what's "urgent" crowd out the things that are important to you. Also, as Henry Rogers suggests, "Defend yourself against drop-in meetings. They'll kill your day."

Try this! Henry Rogers suggests, "Add real time to your day. Get up earlier. Take a shorter lunch. Is there a faster route to the office?"

- Handle each piece of paper once. File it, route it, answer it, or toss it! Once something comes to your attention, deal with it; don't spend time thinking about it again.
- Delegating is important, but don't ask others to do what you can most effectively and efficiently do yourself. For example, it's okay to delegate administrative, bookkeeping and service duties, but never delegate prospecting or other matters directly related to sales. These are what drive your business; keep on top of them yourself.
- Plan self-development activities. These include training and education, as well as personal fitness.

- **Take time for your family.** Management consultant, John H. Melchinger asks clients, "Are you in business to make your life better; or in life to make your business better?" It's easy to get wrapped up in your career, and forget what's most important (some people don't want to know).

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Try this! If you're in business to make your life better, plan your business — and your life — accordingly. Work as much as you need to, but also spend time with your family doing things that enrich all of your lives.

- Focusing on mission, goals and objectives is the most essential ingredient in successful time management. With this underlying sense of purpose and discipline, **Ohio National's** planning and activity management system — and a few common-sense work habits — you can profitably harness your energy and effort.

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| | |
|---------------------------------|-------------------------------------|
| Accountants | April 16th to December 31st |
| Attorneys | 11 a.m. - 2 p.m.; 4 - 5 p.m. |
| Bankers | Before 10 a.m.; after 3 p.m. |
| Builders | Before 8 a.m.; after 5 p.m. |
| businessowners | Before 10:30 a.m.; after 3 p.m. |
| Clergy | Tue. - Fri. |
| Dentists | 8:30 - 9:30 a.m. |
| Engineers & Chemists | 4 - 5 p.m. |
| Executives | After 10:30 a.m. |
| Homemakers | Mid-Morning; Mid-Afternoon |
| Manufacturers | 10:30 a.m. - 3 p.m. |
| Pharmacists | 1 - 3 p.m. |
| Physicians | Home, Eves.; Office, 2 - 6 p.m. |
| Retail Merchants | 1 - 3 p.m. |
| Sales Managers | Afternoons |
| Sales Representatives | Weekends; Weekdays before 9 a.m. |
| Stock Brokers | Before NYSE Opens; Once NYSE Closes |
| Professors/Teachers | Weekends; Weekdays after 4:30 p.m. |

* Work customs may vary in your area.

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Daily Work Schedule

(Marketing in the Morning; Selling in the Afternoon)

Here's a typical day in the life of one very successful producer we know. Let's keep track of the number of face-to-face contacts with potential buyers.

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| | |
|--------------------------|--|
| 5:30 — 7:00 a.m. | Run. Study for CLU/ChFC class. |
| 7:30 a.m. | Arrive at office to check e-mail, do paperwork, or meet on-profile prospects for breakfast scheduled initial meetings. |
| 9:00 — 10:00 a.m. | Telephone to set scheduled meetings. |
| 10:30 a.m. | Scheduled initial meeting. |
| 11:45 a.m. | First luncheon meeting/delivery, with client. |
| 1:00 p.m. | Second luncheon/sales meeting, with on-profile prospect. |
| 2:45 p.m. | Sales meeting. |
| 4:00 — 4:50 p.m. | Check e-mail; return phone calls and messages. Prepare proposals. |
| 5:00 — 6:00 p.m. | Sales meeting, CLU/ChFC class, or work in office. |
| 6:45 p.m. | Dinner at home. |
| 8:00 p.m. | Occasional sales/selling meeting. |

How many face-to-face contacts did you count? Four-to-six, depending on whether or not there was breakfast, or the occasional evening calls, that day plus the hour spent telephoning. This is a typical schedule for a good agent who makes an excellent living in the business. And, on occasion, she's at it half days on Saturday, too!

As another producer explains, "Unless we see at least three people and get four solid, on-profile referrals each day, we have no right to complain about the business we're in or our financial conditions."

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According to Carolyn Joyce, "First impressions are like gum on a shoe; right or wrong, they stick.

"Everyone is expected to dress professionally every day. Even if someone is not meeting clients that day, someone else's top client might be in the office next door.

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"Financial services remain traditional to the core, despite a push toward casual dress in other types of work. Even in firms that have relaxed their dress codes, I believe you have to always dress one step above the client. To do so requires some common sense. For example in California, most women no longer wear hose. That could be offensive to an older client, so nylons should be worn for those meetings. But following the no-hose trend might be perfectly appropriate for a meeting with a younger client.

"Use your appearance to send a message of confidence and credibility. Moreover, acceptable attire in the financial services industry is very different from what is considered appropriate in an environment like information technology, for example. Below is a chart listing clothing that's appropriate for traditional and business casual environments. Before getting into particulars though, here is some general advice about dressing for success in the financial services industry:

- **Dressing is more about looking professional than being fashionable.** Men, lose the trendy eyeglasses. Women, forget about stiletto heels.
- **Comfort is fundamental.** It means feeling good about what you're wearing so you can do your best. For women who are in and out of the car all day, buy fabric that's wrinkle-free."

DRESS GUIDELINES: *"Traditional"*

A must on the East Coast and in the Midwest, as well as in cities known for more traditional business dress in other parts of the country such as San Francisco, Atlanta, Dallas and Tallahassee. City dwellers often dress conservatively even in regions of the country known for being casual. Oklahoma is big on suits for business, but change your clothes for dinner because you might be going in a pickup truck!

Men >

- Wool suits in medium to dark colors, solid or pinstriped, with 2- or 3-button jacket. Linen suits are appropriate for warm weather. (Note: A men's suit consists of a jacket with trousers of the same material. Do not try a do-it-yourself approach by wearing a navy blazer with navy pants. It just doesn't work.)
- Long-sleeved white or blue dress shirt.
- Conservative silk tie that coordinates with suit.

Women >

- High-quality suit with a skirt or pants in blue, black, gray or brown. Also appropriate is a two-piece business dress with jacket. Skirts should be no shorter than the knee. A small back, center slit in a knee-length skirt is acceptable, but high slits are not. Pants should break at top of shoe.
- Tailored silk or cotton blouse or a fine-gauge knit sweater in a conservative print or color that coordinates with suit. Avoid sleeveless tops in case jacket is removed. Showing cleavage is unprofessional.

- Black or cordovan dress shoes that coordinate with belt; dark mid-calf socks that coordinate with suit. Cowboy boots only in certain regions of the country.
- Dark, leather pumps. Neutral-colored hosiery with a skirt or lightweight, matching socks with a pantsuit. (Keep an extra pair of hosiery in your office and in your car.) Sandals are never appropriate.

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Next, we will consider **Ohio National's** product spectrum. But first, let's look at the diverse landscape of life insurance options.

Term Life Insurance

As the name implies, a term policy provides protection for a specified period. Death benefits are fixed; premiums increase regularly or remain level. A term policy has no cash value.

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Whole Life

Whole life policies provide "permanent" protection for the insured's lifetime (if premiums are paid). Premiums are fixed for life and paid usually by bank draft semi-annually, or annually.

Universal Life

Universal Life (UL) is a newer type of permanent insurance. It is designed to change as insureds' needs and wants change. UL offers flexible payment options and protection, plus cash value growth.

Variable Universal Life

Variable universal life (VUL) policies are universal life policies that allow the insured to choose the types of investments (stock, bonds, money market, fixed rate) that meet his or her needs for long-term value accumulation. There are death benefit guarantees and options, but the insured accepts investment risk or reward.

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Survivor Life

Specialized second-to-die policy for estate planning purposes.

Annuities

Unlike life insurance, which pays at the insured's death, annuities are accumulation vehicles that may provide income during the lifetime of one or more persons, or for a specified time period.

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Disability Income

Like annuities, disability income insurance policies provide income for a period of time. But, the insured must be unable to work due to accident or illness before benefits are received.

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The **Ohio National** product story is told in the brochure, Life Insurance Portfolio – Foundations for Life (Form 8530) that illustrates how comprehensive and competitive our portfolio is, outlining the depth, breadth, and quality of each line. The brochure answers, "What does Ohio National have to sell?" and "How do these products compete?"

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Ohio National offers a broad portfolio of insurance and investment products that meet the needs and wants of our markets, and include:

Life Insurance

Life products are designed to meet a wide range of needs and wants for personal and family clients, small business, estate and financial planning, executive compensation, retirement planning, and qualified plans. There are several product choices in each of the term, whole life, universal, and variable universal life categories.

Disability Income

Disability income insurance products are designed to meet the needs of both personal and business markets.

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Registered Products

Ohio National's wholly owned full-service broker dealer — The **O.N. Equity Sales Company (ONESCO)** — distributes mutual funds, limited partnerships, and variable universal life and variable annuity products. **ONESCO** also offers discount brokerage services.

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Annuity Products

Ohio National's individual annuity products include both flexible and single-payment contracts with both fixed interest and variable portfolio options.

Retirement Plan Services

There is a full range of qualified retirement plan services geared to the small business market. Services include plan design, administration services, and preparation of required government reports.

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Awards are one way that **Ohio National** and the insurance industry recognize and reward superior performance. Because success is, in large part, determined by committed individual effort, and effective teamwork, there are rewards for exceptional performance at several levels:

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- Individual Awards;
- Incentive Meetings; and
- Industry Awards & Recognition.

As a new Sales Associate, you will want to set your sights on the following:

First Quarter Club

This award challenges our newest sales associates to submit and pay for 25 cases during their first five months under contract. To win, you must have 25 or more policies submitted and recorded at the corporate headquarters within three months of contract date, and have 25 or more of them appear paid-for on company records within five months of contract date. Recipients receive a Leeds leather portfolio bearing the winner's initials.

The VIP of the Month

This award recognizes sales success in a production month by a career agent new to the insurance business. To be VIP of the Month, you must be in your first 12 months under contract and have no previous full-time life or health insurance sales experience. You must also have a higher net annualized first-year commission total during the production month, based on the company's monthly production report, than any other eligible agent. (There is a minimum production requirement of \$2,500 NAFYC during the qualifying month.)

The new career agent must also pay for three or more cases during the production month, or average four or more paid cases during eligible production months, and be on schedule in professional development units and any financial plan.

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The VIP of the Year

This award recognizes a new agent's commitment to, and potential for, a long and successful career in financial services. To be eligible, a new agent must be contracted during the calendar year, or have completed his or her first 12 months under contract during the year and have no previous full-time life or health insurance sales experience. To win, an eligible career agent must average three or more paid cases per month during eligible production months and accumulate more net annualized first-year commissions than any other agent competing for the award.

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The Century Club

The Century Club recognizes advisers who reach 100 paid cases in a calendar year. Each qualifier receives two desk accessory items from the Dymondwood™ Executive Collection. Each additional year of qualification is marked by a desk accessory. Century Club members also receive other forms of company recognition.

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Ohio National is not affiliated with, nor does it endorse or sponsor any particular prospecting, marketing or selling system.

Other Individual Awards Include:

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Wall of Fame

Those general agents and sales associates who qualify as top sales achievers have their photographs prominently displayed in the marketing area of corporate headquarters.

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Career Agent Recruiting Enhancement (CARE)

The CARE Program encourages advisers to bring quality individuals into the life insurance business. To qualify, a career agent must nominate an individual who passes our selection requirements and signs a career contract with the company during the year, which then remains in effect for at least six months. Recipients receive a mini-vacation getaway if in good standing on the day the mini-vacation getaway is awarded.

Service Anniversary Awards

Beginning with their fifth anniversary and every five years of service thereafter, career advisers in good standing receive a commemorative certificate of appreciation.

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The President's Inner Circle

The President's Inner Circle rewards exceptional individual life producers. Membership includes a gathering at one of the country's finest resorts. Qualification is based on individual life net annualized first-year commissions.

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The Executive Council

The Executive Council is the company's top honor for overall producers. Membership includes extra days at a premier resort location. Qualification is based on a 22-month production period.

The Council of Honor

The Council of Honor provides opportunities for the company's high sales achievers to meet, share sales ideas and hear industry speakers. Held every two years, the meeting is held at a prominent resort and is structured to allow plenty of time for relaxation and recreation. Qualification is based on net annualized first-year commissions, 13-month persistency, lives requirements, and other specifications.

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*Invitations to attend **Ohio National's** meetings are extended at the sole discretion of the Company. In addition, invitees must be in good standing with the Company at the time the invitation is extended and at the time of the event. No alternative award or compensation is due if an invitation is not extended, or if the person invited does not attend the meeting.*

The Million Dollar Round Table

Members of the Million Dollar Round Table are recognized as the most successful and productive in the life insurance industry. Requirements are adjusted annually, and an agent must be a member of a preferred Association, which focuses on insurance or financial services. **Ohio National** ranks 15th out of all USA life insurance companies in terms of members.

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National Sales Achievement Award (NSAA)

This is a national recognition award for placing a large amount of life insurance on a significant number of lives. To qualify, an agent must belong to NAIFA and pay for at least 100 lives in a given year.

National Quality Award (NQA)

This award is made to those advisers who are members of NAIFA, pay for a set number of individual life policies in a given year, and experience a 90 percent or better 13-month persistency rate on policies paid for in a given year.

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This unit was designed to acquaint you with **Ohio National's** products and services. However, as you consider association with the company, it would be beneficial to look at the broader aspects of a career in the life insurance and financial services industry.

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The career you have chosen is special. It is an opportunity to help people manage the financial risks they face every day. Too often, it is incorrectly assumed that Fortune 500 executives and bankers are the only ones who deal with financial risk. The stakes may be higher in top-level business situations, but the risks are no greater. Every day, people face financial risk from:

- Sickness and injury;
- Premature death; and
- Living too long.

To give some idea of what risks cost, consider these figures from a list of annual losses in a recent U.S. Census Bureau publication:

Lost Earnings Due to Disability = \$458,301,400,000

Health Costs = \$247,206,000,000

Lost Earnings Due to Death = \$ 32,529,080,000

These figures represent billions in each category. It's a sad fact that most people don't pay enough attention to their financial risk.

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The purpose of insurance and financial services is to help individuals and families reduce the financial impact of becoming sick or disabled, retiring without financial security, or dying prematurely. Is it worth it? Ask the retiree, enjoying the good life because, 25 years ago, a life insurance agent showed him that his pension plan didn't match his retirement goals. Ask the surviving spouse with a young family who has a secure standard of living and future goals because an adviser helped design a program of excellent protection.

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Consider the financial risks we all face, and you'll see the opportunities of the career you are contemplating. The problem is, people don't always recognize these risks. That's why you must develop the skills to help people see what their true financial needs are. The challenge isn't finding people with needs and wants (almost anyone would qualify). Rather, it is finding people willing to recognize their needs and wants and do something about them.

We can help.

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Unit I: The Career Action Assignment

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Pre-Contract Requirement for VIP Eligible & Developing Career/Corporate Advisers

1. Use Your Cotton System "BaseFlow" (or "Project 100 Guide" and/or "Business 100 Guide" if you are not on the Cotton System) to:
 - List names of people you know. See directions.
 - Qualify each individual according to the guidelines.
2. Discuss your personal professional development schedule with your General Agent, and then "Plot Your Course" in this unit and keep it current. Remember the Relationship-Based Marketing and Selling Development Program Units, Action Assignments and Quizzes are to be completed within 150 days of your contract date to remain in good standing if you have fewer than two years of life insurance experience when contracted.
3. Create, in writing below, a Mission Statement for your business and discuss it with your General Agent.

4. Discuss with your General Agent the standard sales activity ratios to close two sales each week, as described in this Unit, and the appropriate formula for you to yield planned, purposeful activity.
5. If you have not already done so, complete the quiz for this unit, with a passing grade, and review it with your General Agent or trainer.

Please print this Action Assignment using the "Printer Friendly" button at the top of this page. Once it is complete, sign it and submit it to your General Agent for his or her signature. Give one signed copy to the General Agent and fax/send another copy to Field Development Operations at the corporate headquarters — (513) 794-4515.

Unit I: The Career Action Assignment Satisfactorily Completed

DATE: _____

SIGN OFF

General Agent:

Sales Associate:

Firm (Print):
