

Eastbridge Consulting Group, Inc.

An Overview of ECG Services



COUNSEL TO THE VOLUNTARY/WORKSITE INDUSTRY

Eastbridge Experience

Eastbridge is recognized as the leading consultancy specializing in the worksite and voluntary business. Our principals have more than 40 years of experience in the market, both in consulting and in running major insurance organizations. We've worked with most of the voluntary/worksite companies, so we can give an objective view of how your processes measure up against your competition.

Eastbridge Expertise

As an outside expert, we're completely impartial and can see any gaps or limitations more clearly than someone inside the organization. We also use our vast knowledge of the industry and competitors to share what others have tried that worked and, perhaps more importantly, what hasn't worked. We don't just give advice and leave the rest to you. We suggest solutions that are proven to work—and then help you get these implemented.

Eastbridge Commitment

Nearly 240 clients worldwide have chosen Eastbridge because of our commitment to providing workable solutions that help build their business and improve their performance. In a rapidly changing marketplace, our customers have confidence in our industry insight, practical solutions, and unwavering commitment to their success.

Twenty-one of the twenty-five largest voluntary/worksite carriers are both consulting and research clients of Eastbridge.

Eastbridge Services

Consulting

- ✓ Advising carriers on ways to improve their voluntary/worksite businesses
- ✓ Helping new carriers enter the market
- ✓ Working with clients to build practical strategies and operational plans
- ✓ Helping carriers identify and perform due diligence on potential outsource vendors to close administrative gaps

Research

- ✓ Providing timely data on carriers, producers, employers and employees
- ✓ Providing thought leadership on the industry's future and carrier strategic responses
- ✓ Offering industry, segment and carrier-specific research



Consulting Projects/Expertise

Readiness Scorecards™

- ✓ Assessment of all customer-facing functions within the client company (105 different functions), including feedback from field staff and producers.
- ✓ Report describing the industry best practices for each function, red/yellow/green ratings for each function, and recommendations for improvements

Eastbridge has conducted 43 Readiness Scorecards™ for client companies.

Strategy Development

- ✓ Collaborative process of developing key strategies (distribution/sales, systems development, broker targeting, enrollment, engagement structures) for moving carriers forward or for entering the business
- ✓ For each topic, a complete education on the subject and facilitation of the team as it develops integrated strategies

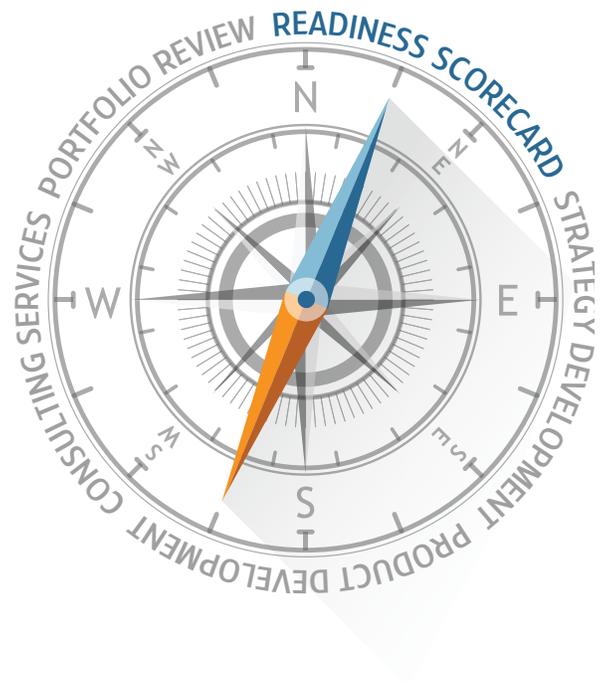
ECG has conducted 93 different Strategy Development projects for client companies.

Product Development and Portfolio Review

- ✓ Product design and portfolio strategy development
- ✓ Management of product development process
- ✓ Assistance with product design, working with your in-house staff on pricing assumptions, and selection of actuarial firms with voluntary experience
- ✓ Review of pricing (including doing peer reviews) and policy forms
- ✓ Assistance with determining how and what to measure and monitor to ensure results meet expectations

Other Consulting Services

- ✓ Operations
- ✓ Marketing
- ✓ Account management and service structuring
- ✓ M&A/targeting/due diligence
- ✓ Conservation and retention programs
- ✓ Administrative outsourcing strategy, vendor identification, and due diligence



Research Projects/Expertise

Published Reports

Spotlight™ Reports

- ✓ 12–15 studies published each year
- ✓ 40–plus studies currently available on virtually all voluntary/worksite
- ✓ Include Eastbridge recommendations for action



Frontline™ Reports

- ✓ 6 studies per year
- ✓ Quick reports on breaking topics

Sales Reports

- ✓ Free reports (for participants) offering data on 60+ carriers, overall sales, and sales by product, channel and platform

Over 240 carriers have turned to Eastbridge for timely, actionable research.

Other Studies and Programs

Consortium Studies

- ✓ 2 per year
- ✓ Supported by sponsor carriers



Proprietary (Custom) Research

Methodologies

- ✓ Online and paper surveys
- ✓ Telephone interviewing
- ✓ In-person focus groups
- ✓ Online focus groups
- ✓ Panels
- ✓ All audiences, segmented: carriers, brokers, employers and employees



Subscription Programs

- ✓ Information Partner™ Program where a company receives access to all Eastbridge published research; program year runs from January 1 through December 31.
- ✓ Most comprehensive annual U.S. voluntary/worksite sales survey of voluntary carriers in the industry

Our Clients Speak

"Eastbridge helped us realize that the success we were seeing was nothing compared to the opportunity, and then they showed us how to get there. From which distributor types to work with, to how to organize our team all the way through to administrative readiness and messaging to the market...they were indispensable to our efforts. As a result we have achieved over 147% YOY growth in our first quarter of sales since relaunching our efforts. They are and will continue to be an extension of our team."

"The pace of change we have witnessed within the industry has been exciting and daunting. You have been at the forefront of the worksite revolution and a tremendous resource to so many of us."

"We appreciate all the assistance you and your organization have provided in order to achieve our sales growth. Your guidance has been invaluable as we continue to gain greater penetration of the voluntary marketplace. We truly value the relationship we have established with Eastbridge."

"In my book you get a rating of 'excellent.' You did everything that you said you were going to do and more. Everyone on our team was very positive about your work. Your work definitely had an impact on the shaping of our strategy."

"Eastbridge is the gold standard. In a business too often filled with cookie-cutter approaches, your ability and willingness to customize your approach to my needs is what sets you apart. Your knowledge of the business is unparalleled."

"THANKS! That pretty much says it all for me. You've been more than just consultants for me. You've been partners and, at critical times, even my outside support team and I truly appreciate all that you have done for us and me."

"We are doing great. It is amazing how quickly things are ramping up—and so much fun! We owe it all to you."

"Without your company's efforts, we would not be ready to move forward. You helped shape our vision and provided us with a clear, focused, well-grounded strategy."

"We are having a fantastic year. Sales are up 37 percent. We can't give you all the credit, but our team agrees that you contributed substantially to our results."

"Much of our progress can be traced directly to your processes and insights. If there had been no Eastbridge, we wouldn't enjoy the capabilities we have today."

"This report is loaded with great information. Thank you very much for sharing. We'll use this as future reference when reviewing our underwriting practices."

"The study was excellent. It gave us real insight into what our company needs to do to provide excellent service."

"Your sources were excellent. The summary data was superb."

"The reports were some of the best we've seen in the industry—the material was meaningful and action-oriented."

"Eastbridge was instrumental in our development of a sound, data driven strategy for entering the voluntary market. The team, resources and approach were top notch and they brought us insights and decision-making support we could be confident in. I highly recommend Eastbridge if you are a product manufacturer trying to navigate the ever-changing market of voluntary benefits."

Our Team

Eastbridge has been dedicated to supplying the voluntary worksite industry with consulting and research services for over 29 years.



President — Nick Rockwell has over 18 years of broad business experience in varying roles from sales, distribution, administration and marketing strategy development to management and training. He built one of the benefit industry's first voluntary identity theft businesses from scratch and ran it for 7 years prior to joining Eastbridge in 2016. Nick leads the Company in delivering strategic consulting services to clients across insurance, non-insurance, third-party administration and technology-platform segments. He is a frequent speaker at industry events and webinars and also co-authors Eastbridge's monthly *BenefitsPro* column.



Senior Director of Research & Marketing — Erin Marino worked on the carrier side developing and managing a variety of voluntary, core, affinity and retail life insurance products prior to joining Eastbridge in 2017. Erin brings an appreciation for the complexities of translating strategy into product portfolio outcomes, while navigating and managing cross-functional teams with limited resources.



Special Advisor, Consulting and Research — Bonnie Brazzell has over 40 years of experience in the voluntary market on both the carrier and consulting side. Her areas of focus and expertise include marketing, product development, administrative practices, and distribution management as well as customer research. Bonnie is a member of the International Worksite Marketing Hall of Fame, inducted in 2015.



Director of Research Services — Ginger Bates has over 20 years of qualitative and quantitative marketing research, strategic marketing and planning, and product development experience in the carrier setting and as president of her own qualitative research firm. She has assisted both public and private-sector clients in developing and implementing their research needs, resulting in the creation of strategic plans, training, and advertising/promotional direction.



Director of Actuarial Services — Lonnie Etheridge has over 25 years of experience in the worksite market and over 30 years as an Actuary, including positions as Chief Risk Officer and Chief Actuary for Colonial Life and Chief Financial Officer for Transamerica Worksite Marketing. He works closely with clients to develop the product design, pricing assumptions, policy forms, and administrative processes. He also helps build a system for measuring and monitoring the product's performance.



Director of Administrative Services — Robert Frary brings over 30 years of experience in the insurance industry and over 15 years in the voluntary/worksites market. He has technical expertise on operational functions such as New Business Set-Up, Contract and Certificate/Policy Issue, Customer Service, Billing, and Claims. His background allows him to offer technical knowledge with deep understanding of both group and individual product platforms.



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