

UNITED FRATERNAL SERVICES

Detailed feedback from survey collected in August 2016

Section 1: Pages 2-13 – All societies' feedback

Section 2: Pages 14-23 – Societies with less than \$100 million in assets

Section 3: Pages 24-32 – Societies with assets between \$100 and 199 million

Section 4: Pages 33-44 – Societies with assets between \$200 and 999 million

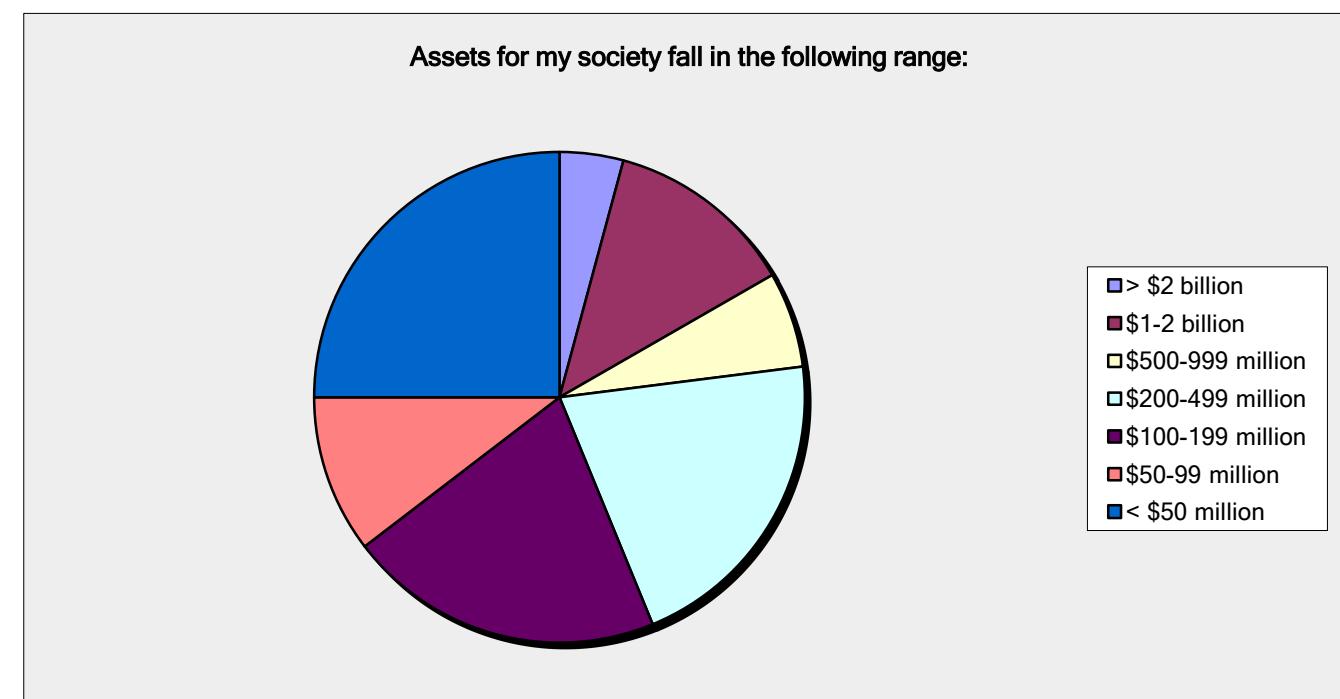
Section 5: Pages 45-54 – Societies with assets greater than \$1 billion

United Fraternal Services

Detailed Survey Results

Section 1: All Society Responses

Assets for my society fall in the following range:		
Answer Options	Response Percent	Response Count
> \$2 billion	4.2%	2
\$1-2 billion	12.5%	6
\$500-999 million	6.3%	3
\$200-499 million	20.8%	10
\$100-199 million	20.8%	10
\$50-99 million	10.4%	5
< \$50 million	25.0%	12
<i>answered question</i>		48
<i>skipped question</i>		2

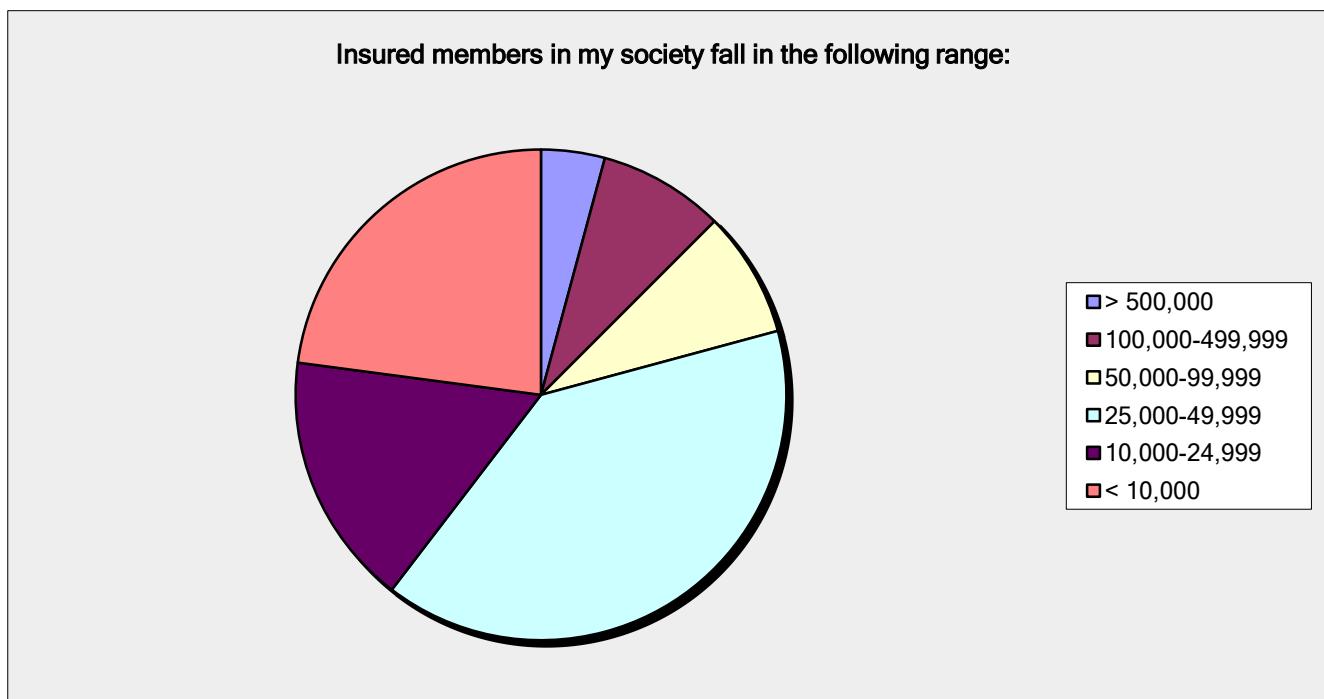


United Fraternal Services

Detailed Survey Results

Section 1: All Society Responses

Insured members in my society fall in the following range:		
Answer Options	Response Percent	Response Count
> 500,000	4.2%	2
100,000-499,999	8.3%	4
50,000-99,999	8.3%	4
25,000-49,999	39.6%	19
10,000-24,999	16.7%	8
< 10,000	22.9%	11
	<i>answered question</i>	48
	<i>skipped question</i>	2

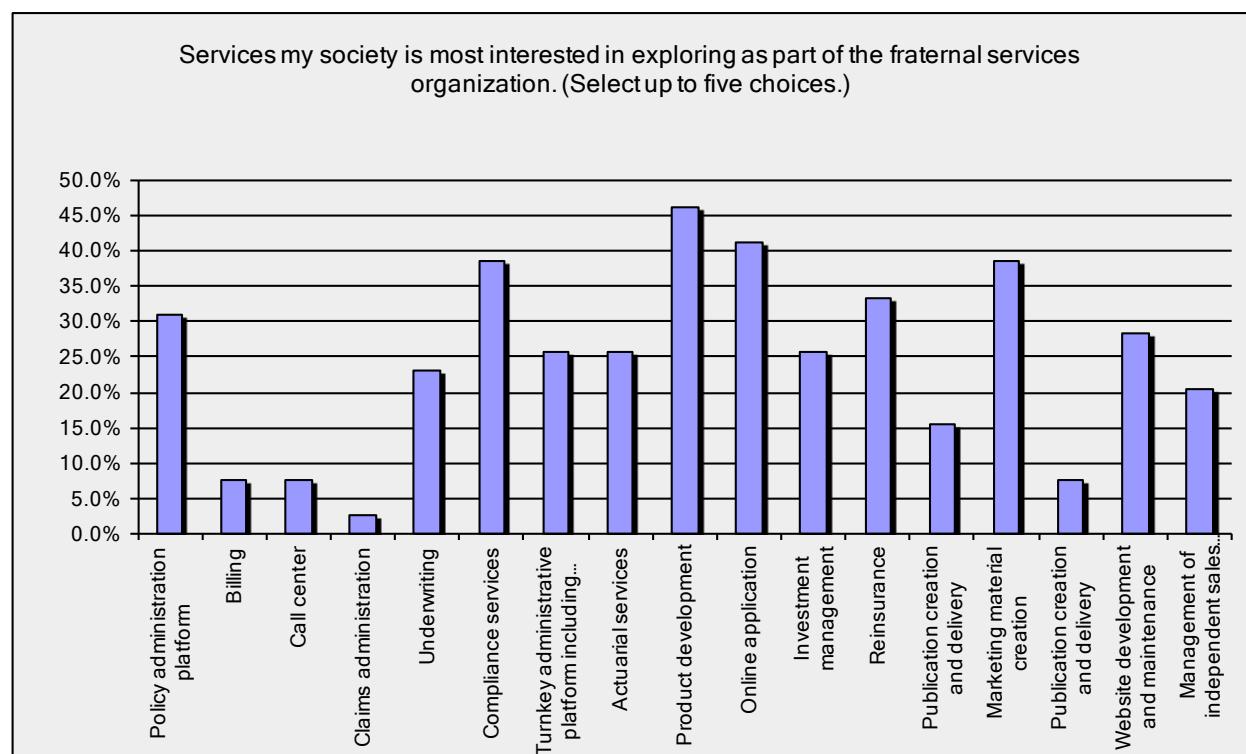


United Fraternal Services

Detailed Survey Results

Section 1: All Society Responses

Services my society is most interested in exploring as part of the fraternal services organization. (Select up to five choices.)		
Answer Options	Response Percent	Response Count
Policy administration platform	30.8%	12
Billing	7.7%	3
Call center	7.7%	3
Claims administration	2.6%	1
Underwriting	23.1%	9
Compliance services	38.5%	15
Turnkey administrative platform including policy admin, billing, call center, claims, underwriting, and compliance services	25.6%	10
Actuarial services	25.6%	10
Product development	46.2%	18
Online application	41.0%	16
Investment management	25.6%	10
Reinsurance	33.3%	13
Publication creation and delivery	15.4%	6
Marketing material creation	38.5%	15
Publication creation and delivery	7.7%	3
Website development and maintenance	28.2%	11
Management of independent sales organizations	20.5%	8
Other (please specify)		5
<i>answered question</i>		39
<i>skipped question</i>		11



United Fraternal Services

Detailed Survey Results

Section 1: All Society Responses

Other services my society is interested in exploring as part of the fraternal services organization:

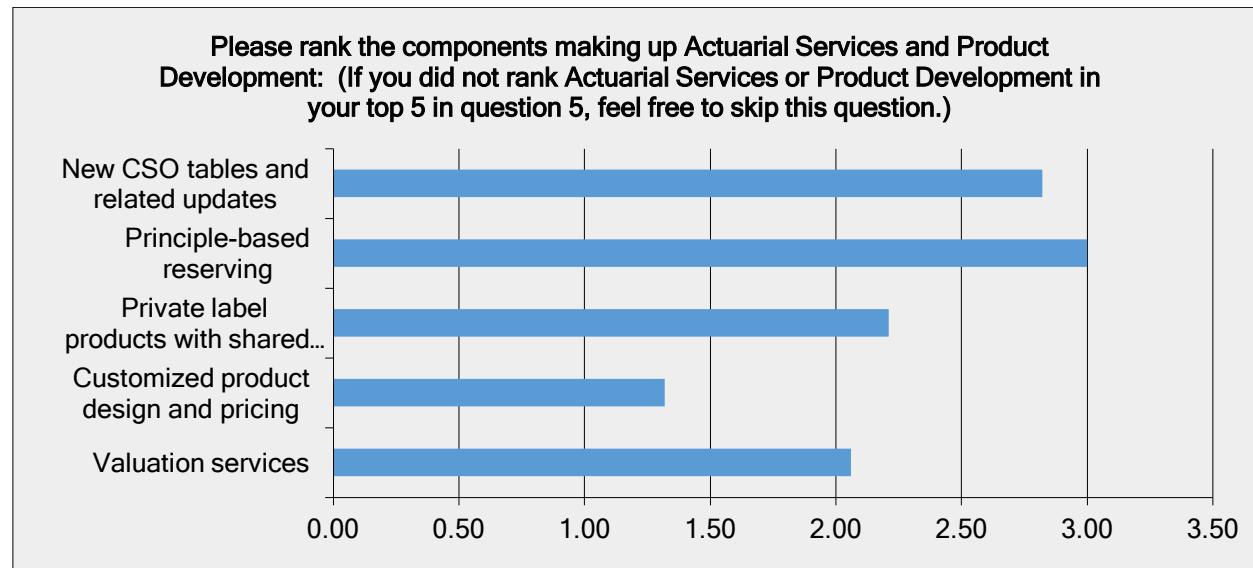
- Distribution – Printing and Mailing of correspondence or marketing material.
- Do not have anything specific right now, but interested in learning more about plans in general
- Obtaining new membership, cost reduction, social media marketing

United Fraternal Services

Detailed Survey Results

Section 1: All Society Responses

Please rank the components making up Actuarial Services and Product Development: (If you did not rank Actuarial Services or Product Development in your top 5 in question 5, feel free to skip this question.)						Rating Average	Response Count
Answer Options	1	2	3	4	5		
Valuation services	2	4	4	2	1	2.06	17
Customized product design and	8	5	1	1	0	1.32	19
Private label products with	3	4	4	1	3	2.21	19
Principle-based reserving	2	0	2	4	6	3.00	18
New CSO tables and related	0	2	3	5	3	2.82	17
						<i>answered question</i>	19
						<i>skipped question</i>	31



United Fraternal Services

Detailed Survey Results

Section 1: All Society Responses

What other business or insurance services are of interest to your society?

- Education for the board members and staff
- Web-based outreaching
- Broker dealer service
- Real-time regulatory direction and developments
- Development of fraternal benefits
- Legal
- Banking

United Fraternal Services

Detailed Survey Results

Section 1: All Society Responses

Fraternal programs and services that should remain with individual societies:

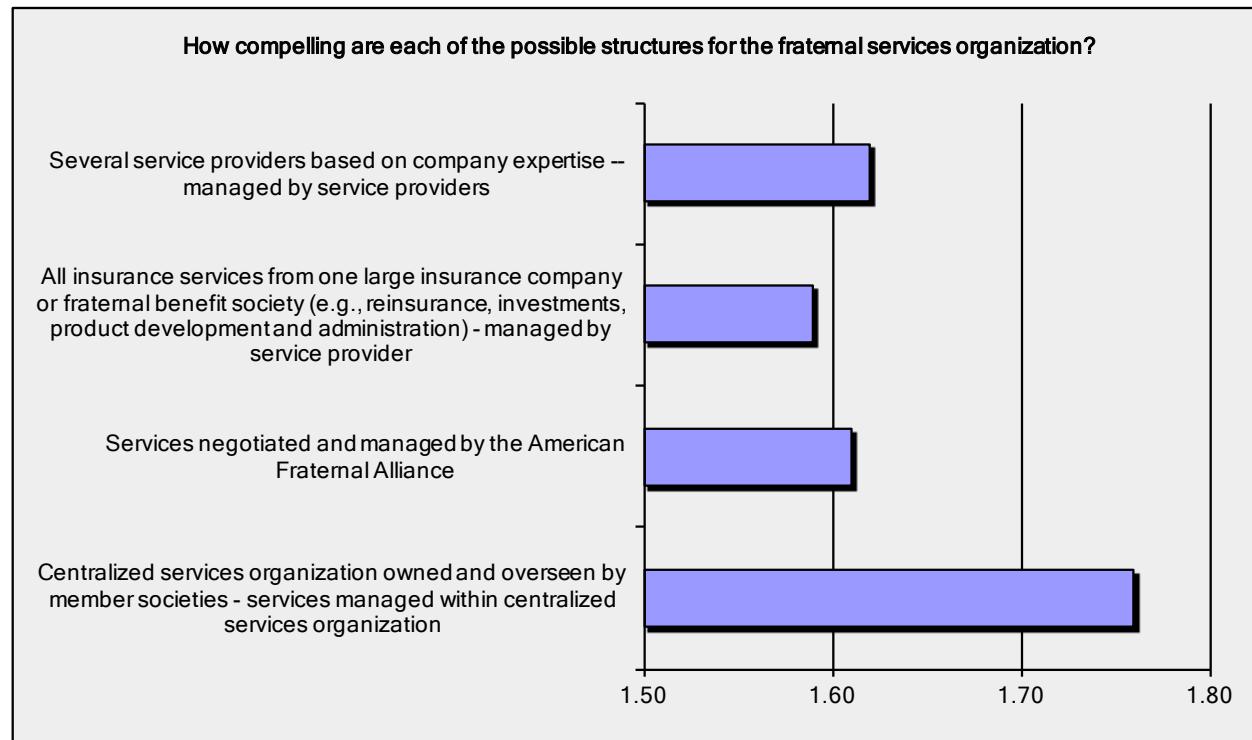
- Sports Programs
- Sales and fraternal affairs
- Those specific to the society affinity (Common bond) group
- Anything that an organization feels differentiates itself, doesn't meet the needs of the organization, and/or is less cost effective than the doing internally
- Disaster programs, parish projects, community projects
- Should be customized to each society's needs.
- All fraternal programs and services should remain with each society.
- Sales, marketing and distribution; front-facing fraternal and customer-service touch-points
- Scholarship program
- Lodge activity reporting and support
- Short term disability
- Turnkey social activities
- Everything aside from insurance
- Member Benefits, scholarships
- Due to our Portuguese language component, it will be difficult to release direct customer service functions like billing and claims administration.
- Charitable endeavors, social activities, spiritual activities
- All fraternal programming should be internal as each society has their own common bonds, roots & history.
- All fraternal programs
- Marketing, Fraternal benefits

United Fraternal Services

Detailed Survey Results

Section 1: All Society Responses

How compelling are each of the possible structures for the fraternal services organization?						
Answer Options	Need to know more	Won't work	Has potential	This is the one	Rating Average	Response Count
Centralized services organization owned and Services negotiated and managed by the	13	3	18	4	1.76	38
All insurance services from one large insurance	15	6	14	1	1.61	36
Several service providers based on company	15	12	10	0	1.59	37
Several service providers based on company expertise -- managed by service providers	16	7	12	2	1.62	37
Please tell us about another structure you've considered or expand on the ideas above.						5
					<i>answered question</i>	38
					<i>skipped question</i>	12



Other structures you have considered:

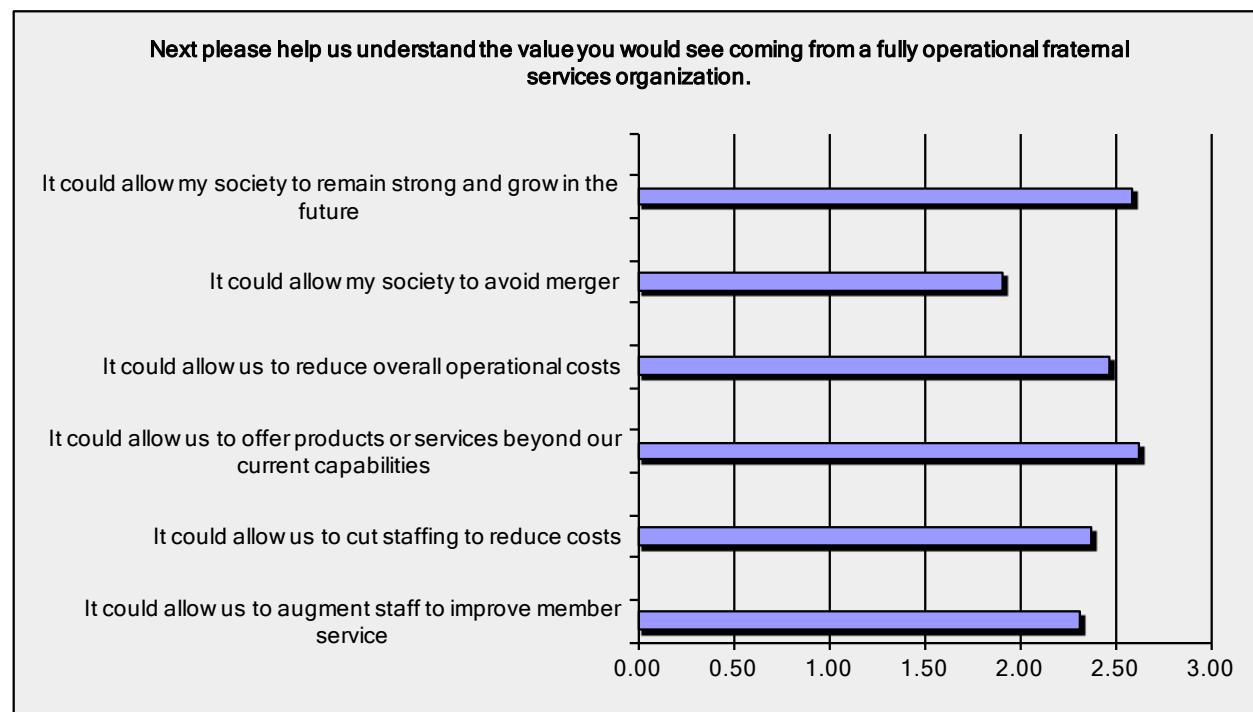
- Merge as necessary
- Shared actuarial, Examination, CPA regulations & costs
- The admin. system and ability to utilize online applications and features has been a priority for our Society for quite awhile, however the expenses have been to great to make a move. A centralized system I believe would help many Societies.
- The best structure I could see is one were the employees are employees of the service organization only.
- I think the idea of a centralized provider that serves many fraternals is too cookie cutter. We are fraternals with individual needs/interests/missions. That means it is very difficult to share too much without devaluing the individual organizations.

United Fraternal Services

Detailed Survey Results

Section 1: All Society Responses

Next please help us understand the value you would see coming from a fully operational fraternal services organization.						
Answer Options	Not at all	Marginally	Significantly	Absolutely	Rating Average	Response Count
It could allow us to augment staff to improve	4	18	11	2	2.31	35
It could allow us to cut staffing to reduce costs	3	19	8	4	2.38	34
It could allow us to offer products or services	3	12	14	5	2.62	34
It could allow us to reduce overall operational	3	16	14	3	2.47	36
It could allow my society to avoid merger	13	14	6	2	1.91	35
It could allow my society to remain strong and	3	12	15	4	2.59	34
<i>answered question</i> <i>skipped question</i>						37 13



United Fraternal Services

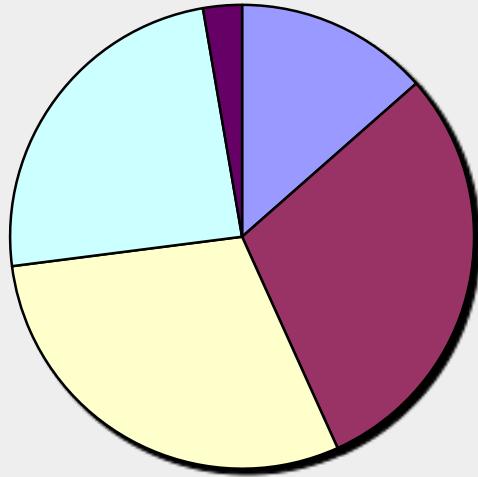
Detailed Survey Results

Section 1: All Society Responses

Tell us about your society's overall interest and readiness for this change.

Answer Options	Response Percent	Response Count
I'd like my society to take a lead role and be	13.5%	5
We won't be first, but definitely a fast follower	29.7%	11
We'll wait and see	29.7%	11
We won't be participating soon, but will be	24.3%	9
I don't see my society ever participating	2.7%	1
<i>answered question</i>		37
<i>skipped question</i>		13

Tell us about your society's overall interest and readiness for this change.



- I'd like my society to take a lead role and be one of the first participating organizations.
- We won't be first, but definitely a fast follower of the initiating societies
- We'll wait and see
- We won't be participating soon, but will be watching from the sidelines
- I don't see my society ever participating

United Fraternal Services

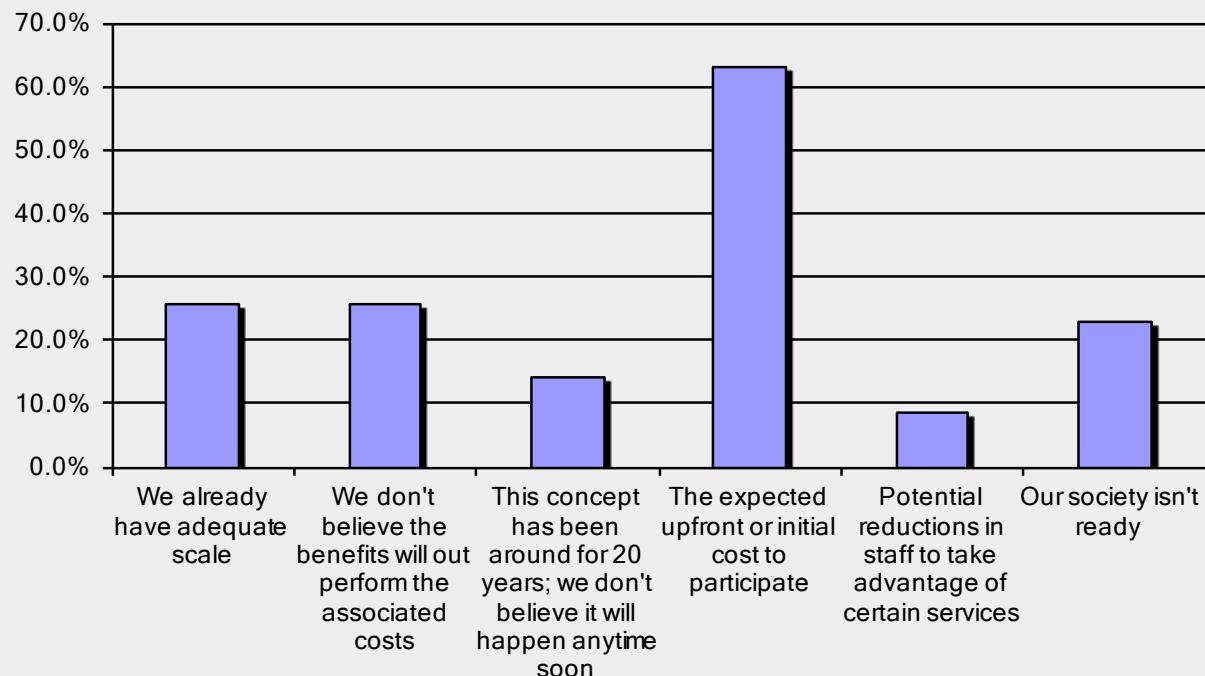
Detailed Survey Results

Section 1: All Society Responses

What are the roadblocks to your society's participation? (Check all that apply.)

Answer Options	Response Percent	Response Count
We already have adequate scale	25.7%	9
We don't believe the benefits will out perform the associated costs	25.7%	9
This concept has been around for 20 years; we don't believe it will happen anytime soon	14.3%	5
The expected upfront or initial cost to participate	62.9%	22
Potential reductions in staff to take advantage of certain services	8.6%	3
Our society isn't ready	22.9%	8
Tell us more about your organization's lack of readiness, if you checked that button.		16
	<i>answered question</i>	35
	<i>skipped question</i>	15

What are the roadblocks to your society's participation? (Check all that apply.)



Tell us more about your organization's lack of readiness, if you checked that button.

- This is going to take a while to assemble. We must do something in months not years.
- slow to change

United Fraternal Services

Detailed Survey Results

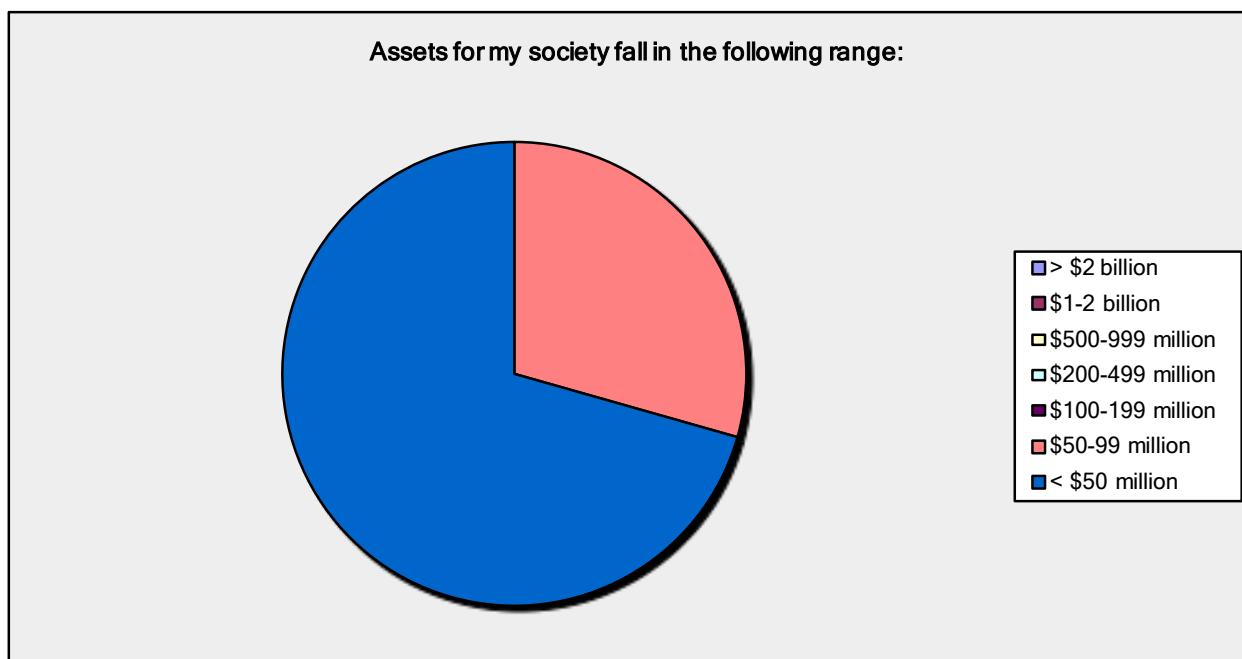
- We don't manufacture life insurance, but are delighted to see cooperation among those that do!
- Scale comment is based on our size vs. other companies, not at scale wouldn't benefit us. More information is realy needed before definitively answering as this is just current perception of an unknown. We would be open if the business case was there.
- We need to learn more. That will gage our level of participation.
- As indicated earlier, we have already developed these service areas to provide for our specific needs. Would have to see significant improvement in these service areas to consider additional costs.
- Unlike most Fraternals, we are primarily an A&H business, so our operations are fundamentally different from most. That may make it difficult to participate fully.
- need more detailing information regarding the services & implementations taking place before answering. we would still want to maintain our individual society with shared common expenses not being overrun by another society or entity
- We are certainly ready to be involved, however need additional information such as what are the next steps, plan in place and of course potential expense.
- I'm not convinced of the potential cost savings.
- I / some of us in management see potential for the possibilities with this, while others in management and / or the board may of some hesitation with this. So there will be a need for some internal "selling"
- It seems that it will be taking away our individual identity
- Even the checked items are more considerations versus roadblocks. This, or any action needs to make our members more financially secure in the long term.
- A Board of Directors who are generally slow to make decisions and commitments.
- As stated before, the centralization of services will make each fraternal the same. In doing so, you kill the very notion of differentiation.
- Other main roadblock is seeing what it (shared services) actually becomes. If it becomes what we (LCBA) needs, then we are in. If not, we are not.

United Fraternal Services

Detailed Survey Results

Section 2: Societies with less than \$100 million in assets

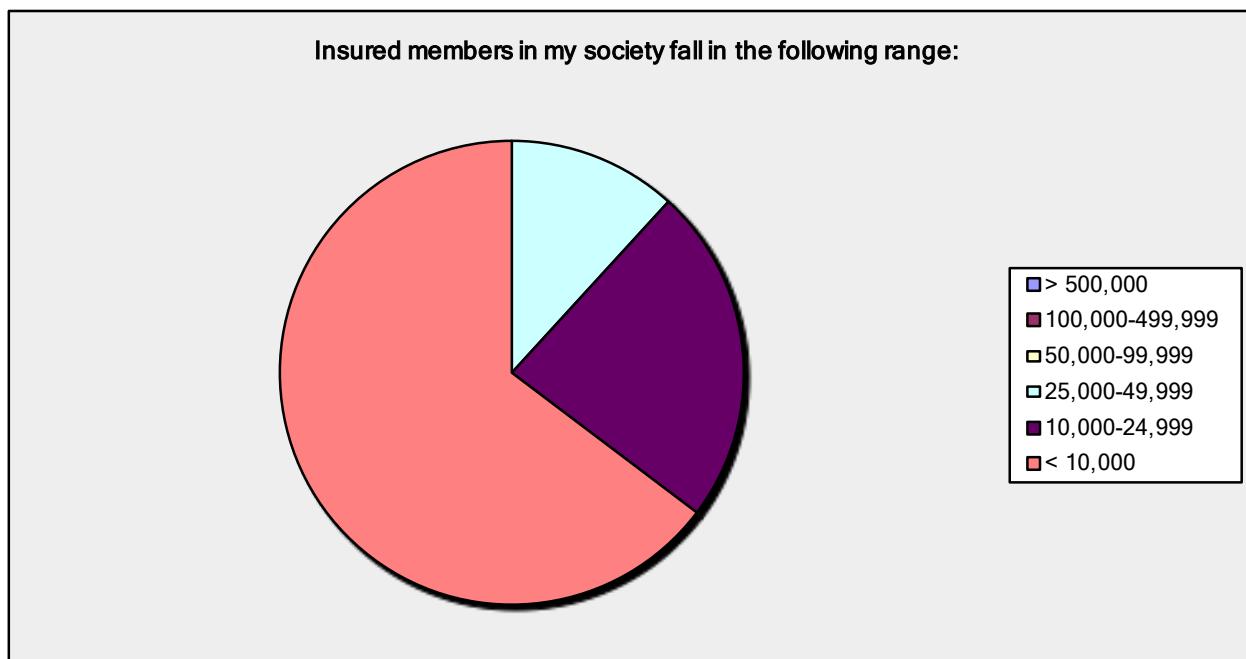
Assets for my society fall in the following range:		
Answer Options	Response Percent	Response Count
> \$2 billion	0.0%	0
\$1-2 billion	0.0%	0
\$500-999 million	0.0%	0
\$200-499 million	0.0%	0
\$100-199 million	0.0%	0
\$50-99 million	29.4%	5
< \$50 million	70.6%	12
<i>answered question</i>		17
<i>skipped question</i>		0



United Fraternal Services
Detailed Survey Results

Section 2: Societies with less than \$100 million in assets

Insured members in my society fall in the following range:		
Answer Options	Response Percent	Response Count
> 500,000	0.0%	0
100,000-499,999	0.0%	0
50,000-99,999	0.0%	0
25,000-49,999	11.8%	2
10,000-24,999	23.5%	4
< 10,000	64.7%	11
<i>answered question</i>		17
<i>skipped question</i>		0



United Fraternal Services

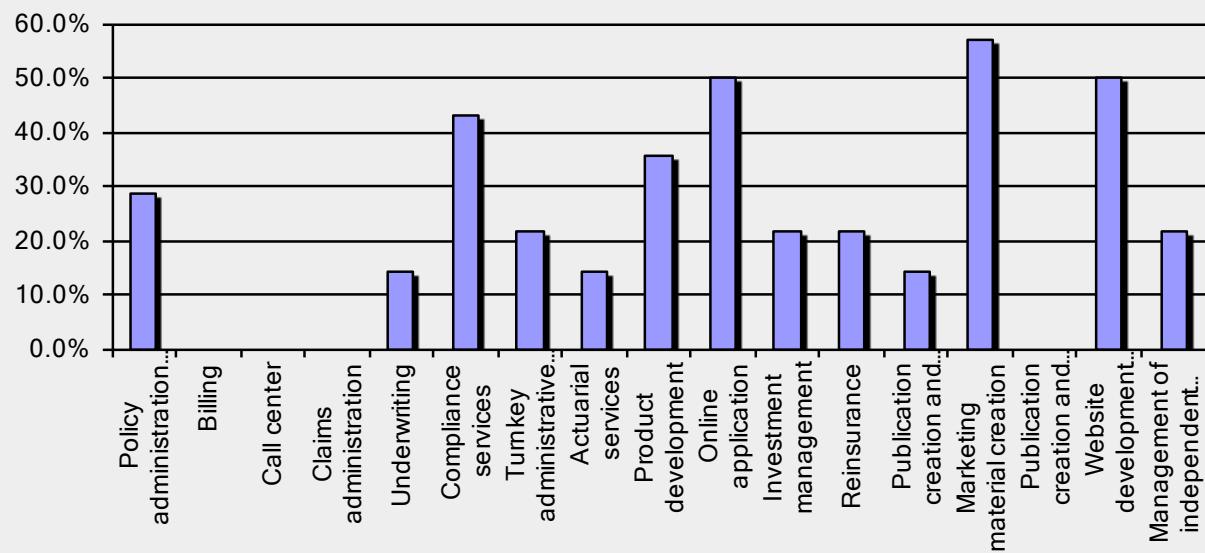
Detailed Survey Results

Section 2: Societies with less than \$100 million in assets

Services my society is most interested in exploring as part of the fraternal services organization.
(Select up to five choices.)

Answer Options	Response Percent	Response Count
Policy administration platform	28.6%	4
Billing	0.0%	0
Call center	0.0%	0
Claims administration	0.0%	0
Underwriting	14.3%	2
Compliance services	42.9%	6
Turnkey administrative platform including policy admin,	21.4%	3
Actuarial services	14.3%	2
Product development	35.7%	5
Online application	50.0%	7
Investment management	21.4%	3
Reinsurance	21.4%	3
Publication creation and delivery	14.3%	2
Marketing material creation	57.1%	8
Publication creation and delivery	0.0%	0
Website development and maintenance	50.0%	7
Management of independent sales organizations	21.4%	3
Other (please specify)		2
<i>answered question</i>		14
<i>skipped question</i>		3

Services my society is most interested in exploring as part of the fraternal services organization. (Select up to five choices.)



United Fraternal Services

Detailed Survey Results

Section 2: Societies with less than \$100 million in assets

Other services my society is interested in exploring as part of the fraternal services organization:

- Obtaining new membership, cost reduction, social media marketing

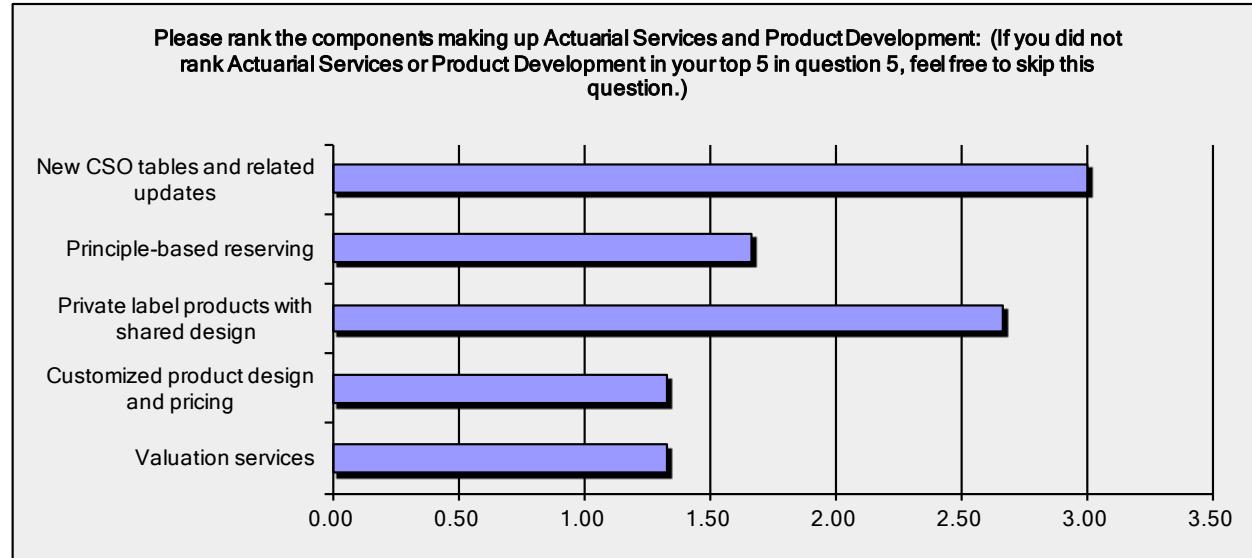
United Fraternal Services

Detailed Survey Results

Section 2: Societies with less than \$100 million in assets

Please rank the components making up Actuarial Services and Product Development: (If you did not rank Actuarial Services or Product Development in your top 5 in question 5, feel free to skip this question.)						Rating Average	Response Count
Answer Options	1	2	3	4	5		
Valuation services	0	2	0	0	0	1.33	3
Customized product design and pricing	1	0	1	0	0	1.33	3
Private label products with shared design	0	0	1	0	1	2.67	3
Principle-based reserving	1	0	0	1	0	1.67	3
New CSO tables and related updates	0	0	0	1	1	3.00	3

answered question 3
skipped question 14



What other business or insurance services are of interest to your society?

- Education for the Board Members and staff.
- Web based outreaching
- Real- time regulatory direction and developments.

Fraternal programs and services that should remain with individual societies:

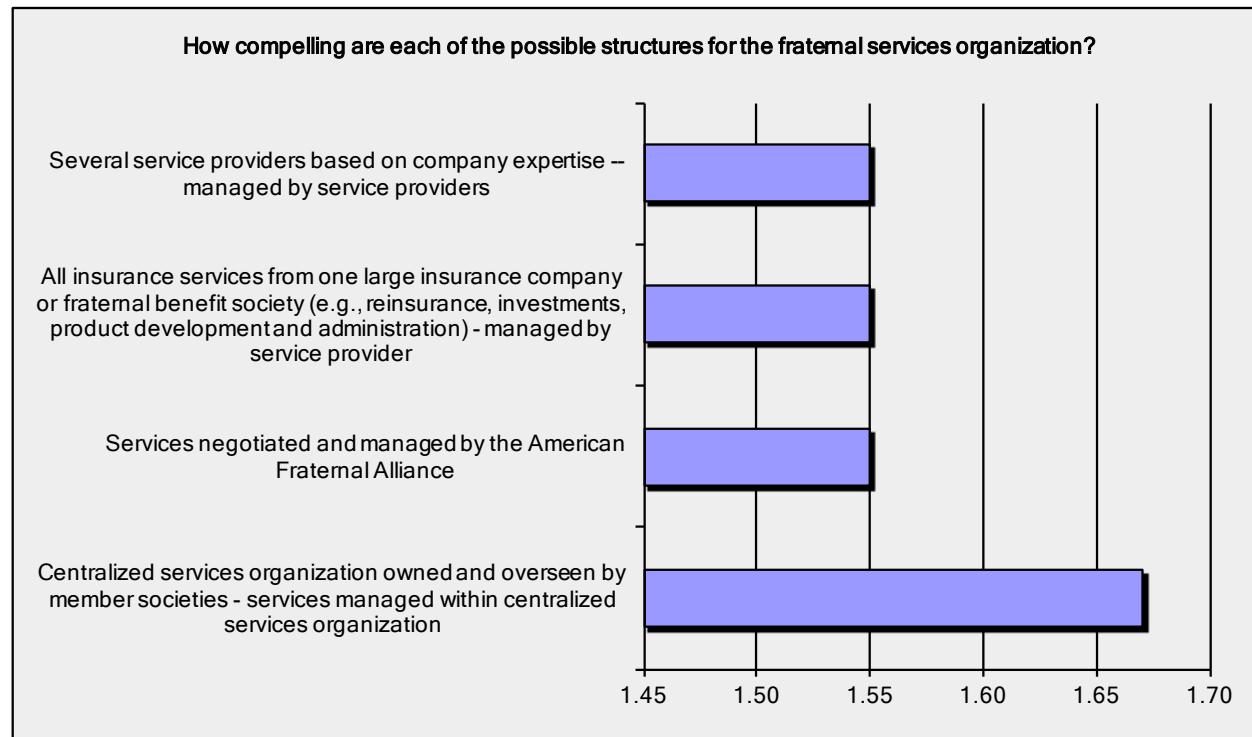
- Sports Programs
- Those specific to the society affinity (Common bond) group
- Should be customized to each society's needs.
- Short term disability
- All fraternal programs

United Fraternal Services

Detailed Survey Results

Section 2: Societies with less than \$100 million in assets

How compelling are each of the possible structures for the fraternal services organization?						
Answer Options	Need to know more	Won't work	Has potential	This is the one	Rating Average	Response Count
Centralized services organization owned and	6	0	4	2	1.67	12
Services negotiated and managed by the	5	3	3	0	1.55	11
All insurance services from one large insurance	5	3	3	0	1.55	11
Several service providers based on company	5	4	2	0	1.55	11
Please tell us about another structure you've considered or expand on the ideas above.						2
					<i>answered question</i>	12
					<i>skipped question</i>	5



Other structures you have considered:

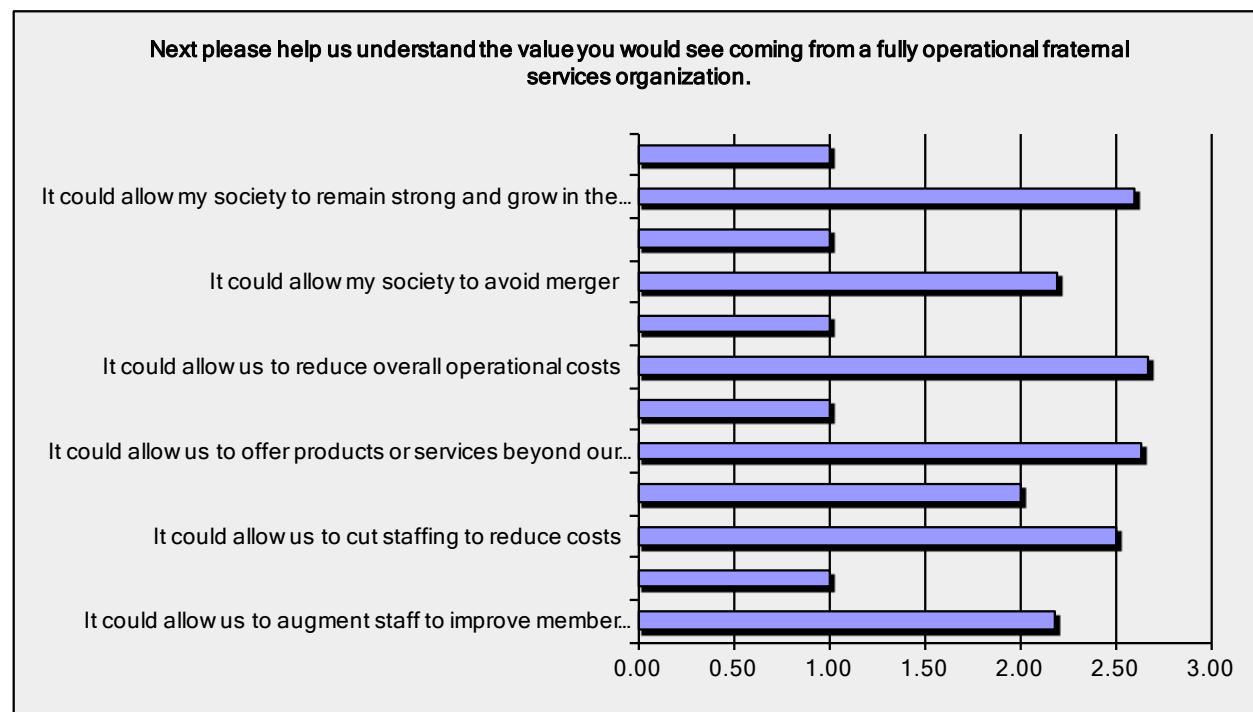
- Shared actuarial, Examination, CPA regulations & costs
- I think the idea of a centralized provider that serves many fraternals is too cookie cutter. We are fraternals with individual needs/interests/missions. That means it is very difficult to share too much without devaluing the individual organizations.

United Fraternal Services

Detailed Survey Results

Section 2: Societies with less than \$100 million in assets

Next please help us understand the value you would see coming from a fully operational fraternal services organization.						Response Count
Answer Options	Not at all	Marginally	Significantly	Absolutely	Rating Average	
It could allow us to augment staff to improve	1	7	3	0	2.18	11
It could allow us to cut staffing to reduce costs	1	4	4	1	2.50	10
It could allow us to offer products or services	0	5	5	1	2.64	11
It could allow us to reduce overall operational	0	5	6	1	2.67	12
It could allow my society to avoid merger	2	5	2	1	2.20	10
It could allow my society to remain strong and	1	3	5	1	2.60	10
						answered question skipped question
						12 5



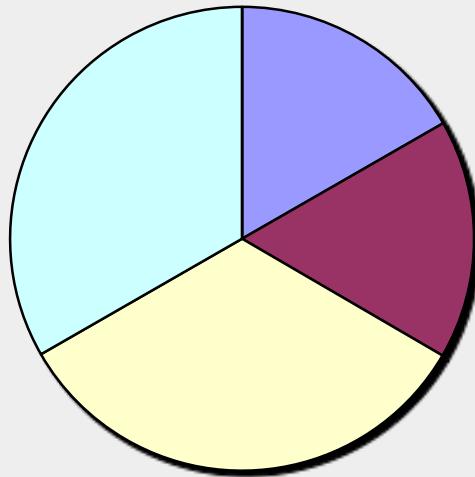
United Fraternal Services
Detailed Survey Results

Section 2: Societies with less than \$100 million in assets

Tell us about your society's overall interest and readiness for this change.

Answer Options	Response Percent	Response Count
I'd like my society to take a lead role and be	16.7%	2
We won't be first, but definitely a fast follower	16.7%	2
We'll wait and see	33.3%	4
We won't be participating soon, but will be	33.3%	4
I don't see my society ever participating	0.0%	0
<i>answered question</i>		12
<i>skipped question</i>		5

Tell us about your society's overall interest and readiness for this change.



- I'd like my society to take a lead role and be one of the first participating organizations.
- We won't be first, but definitely a fast follower of the initiating societies
- We'll wait and see
- We won't be participating soon, but will be watching from the sidelines
- I don't see my society ever participating

United Fraternal Services

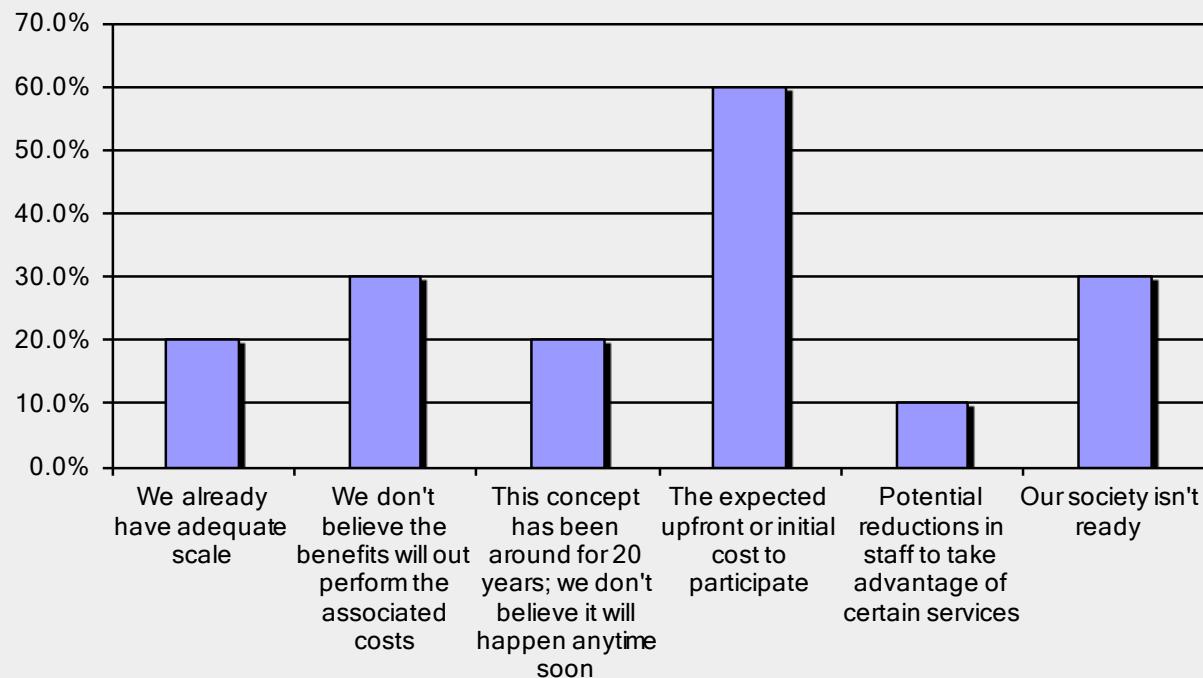
Detailed Survey Results

Section 2: Societies with less than \$100 million in assets

What are the roadblocks to your society's participation? (Check all that apply.)

Answer Options	Response Percent	Response Count
We already have adequate scale	20.0%	2
We don't believe the benefits will out perform the associated costs	30.0%	3
This concept has been around for 20 years; we don't believe it will happen anytime soon	20.0%	2
The expected upfront or initial cost to participate	60.0%	6
Potential reductions in staff to take advantage of certain services	10.0%	1
Our society isn't ready	30.0%	3
Tell us more about your organization's lack of readiness, if applicable		5
<i>answered question</i>		10
<i>skipped question</i>		7

What are the roadblocks to your society's participation? (Check all that apply.)



United Fraternal Services

Detailed Survey Results

Section 2: Societies with less than \$100 million in assets

Tell us more about your organization's lack of readiness, if you checked that button.

- This is going to take a while to assemble. We must do something in months not years.
- Unlike most Fraternals, we are primarily an A&H business, so our operations are fundamentally different from most. That may make it difficult to participate fully.
- Need more detailing information regarding the services & implementations taking place before answering. we would still want to maintain our individual society with shared common expenses not being overrun by another society or entity
- It seems that it will be taking away our individual identity
- As stated before, the centralization of services will make each fraternal the same. In doing so, you kill the very notion of differentiation.

United Fraternal Services

Detailed Survey Results

Section 3: Societies with assets between \$100 and 199 million

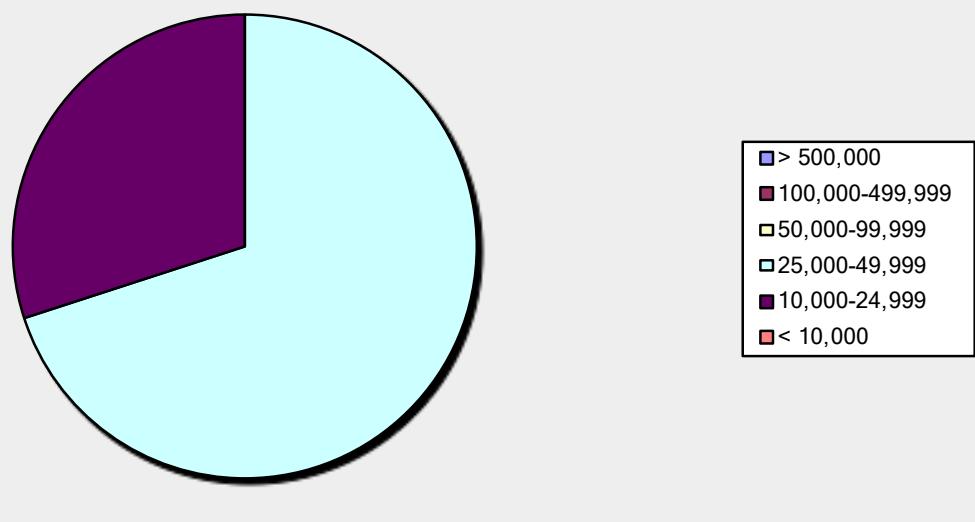
Assets for my society fall in the following range:

Answer Options	Response Percent	Response Count
> \$2 billion	0.0%	0
\$1-2 billion	0.0%	0
\$500-999 million	0.0%	0
\$200-499 million	0.0%	0
\$100-199 million	100.0%	10
\$50-99 million	0.0%	0
< \$50 million	0.0%	0
<i>answered question</i>		10
<i>skipped question</i>		0

Insured members in my society fall in the following range:

Answer Options	Response Percent	Response Count
> 500,000	0.0%	0
100,000-499,999	0.0%	0
50,000-99,999	0.0%	0
25,000-49,999	70.0%	7
10,000-24,999	30.0%	3
< 10,000	0.0%	0
<i>answered question</i>		10
<i>skipped question</i>		0

Insured members in my society fall in the following range:



United Fraternal Services

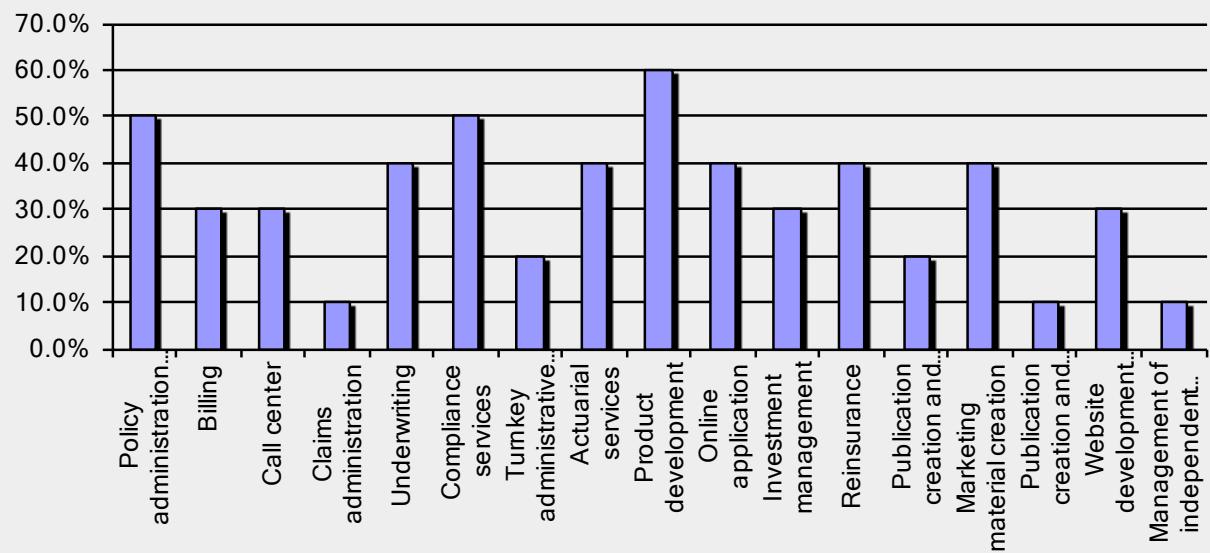
Detailed Survey Results

Section 3: Societies with assets between \$100 and 199 million

Services my society is most interested in exploring as part of the fraternal services organization. (Select up to five choices.)

Answer Options	Response Percent	Response Count
Policy administration platform	50.0%	5
Billing	30.0%	3
Call center	30.0%	3
Claims administration	10.0%	1
Underwriting	40.0%	4
Compliance services	50.0%	5
Turnkey administrative platform including policy	20.0%	2
Actuarial services	40.0%	4
Product development	60.0%	6
Online application	40.0%	4
Investment management	30.0%	3
Reinsurance	40.0%	4
Publication creation and delivery	20.0%	2
Marketing material creation	40.0%	4
Publication creation and delivery	10.0%	1
Website development and maintenance	30.0%	3
Management of independent sales	10.0%	1
Other (please specify)		1
<i>answered question</i>		10
<i>skipped question</i>		0

Services my society is most interested in exploring as part of the fraternal services organization. (Select up to five choices.)



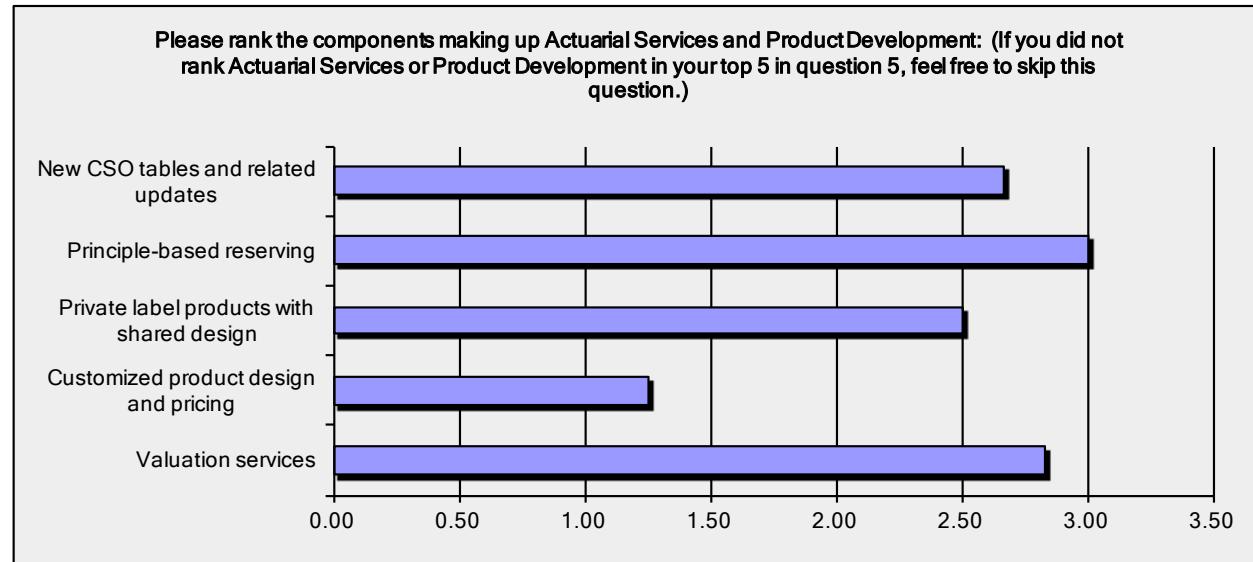
United Fraternal Services

Detailed Survey Results

Section 3: Societies with assets between \$100 and 199 million

Please rank the components making up Actuarial Services and Product Development: (If you did not rank Actuarial Services or Product Development in your top 5 in question 5, feel free to skip this question.)						Rating Average	Response Count
Answer Options	1	2	3	4	5		
Valuation services	1	0	1	2	1	2.83	6
Customized product design and pricing	4	3	0	0	0	1.25	8
Private label products with shared design	1	3	1	0	2	2.50	8
Principle-based reserving	1	0	2	1	2	3.00	7
New CSO tables and related updates	0	1	2	2	0	2.67	6

answered question 8
skipped question 2



What other services are of interest to your society?

- Banking

United Fraternal Services

Detailed Survey Results

Section 3: Societies with assets between \$100 and 199 million

Fraternal programs and services that should remain with individual societies:

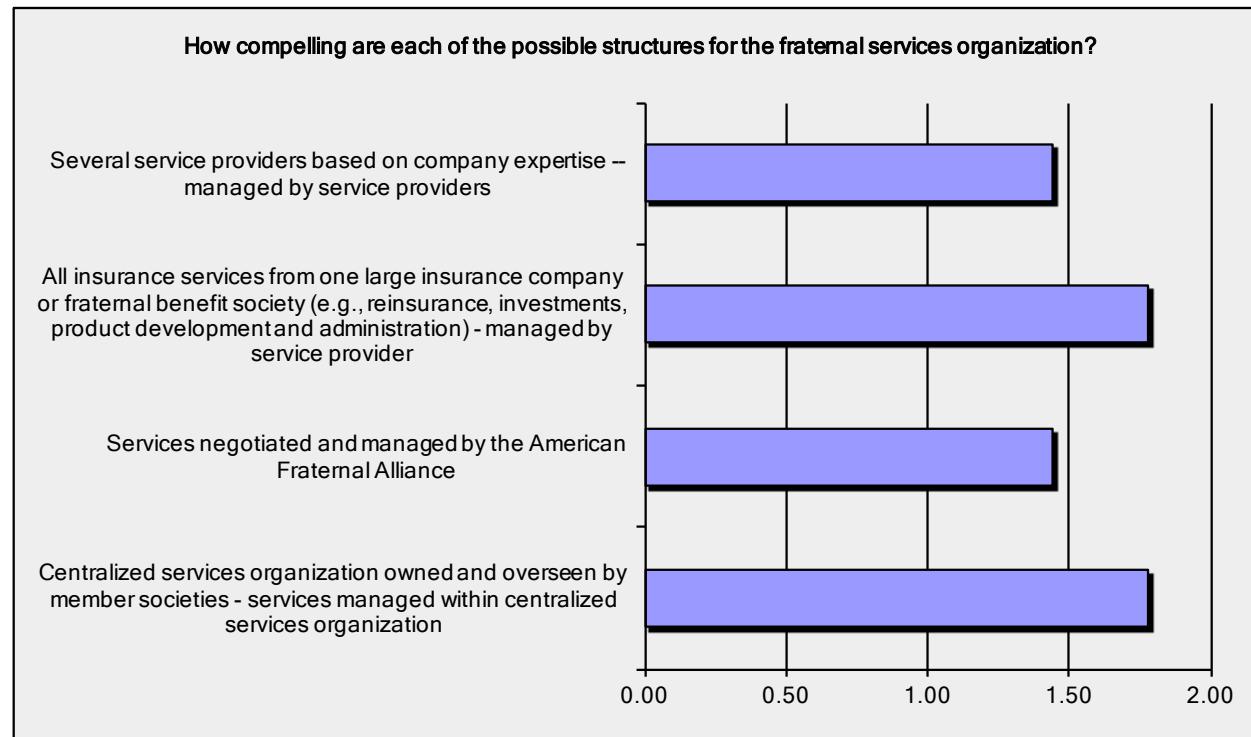
- Disaster programs, parish projects, community projects
- Lodge activity reporting and support
- Turnkey social activities
- Due to our Portuguese language component, it will be difficult to release direct customer service functions like billing and claims administration.
- Charitable endeavors, social activities, spiritual activities

United Fraternal Services

Detailed Survey Results

Section 3: Societies with assets between \$100 and 199 million

How compelling are each of the possible structures for the fraternal services organization?						
Answer Options	Need to know more	Won't work	Has potential	This is the one	Rating Average	Response Count
Centralized services organization owned and	3	0	5	1	1.78	9
Services negotiated and managed by the	5	1	3	0	1.44	9
All insurance services from one large insurance	2	5	2	0	1.78	9
Several service providers based on company	5	1	3	0	1.44	9
Please tell us about another structure you've considered or expand on the ideas above.						1
					<i>answered question</i>	9
					<i>skipped question</i>	1

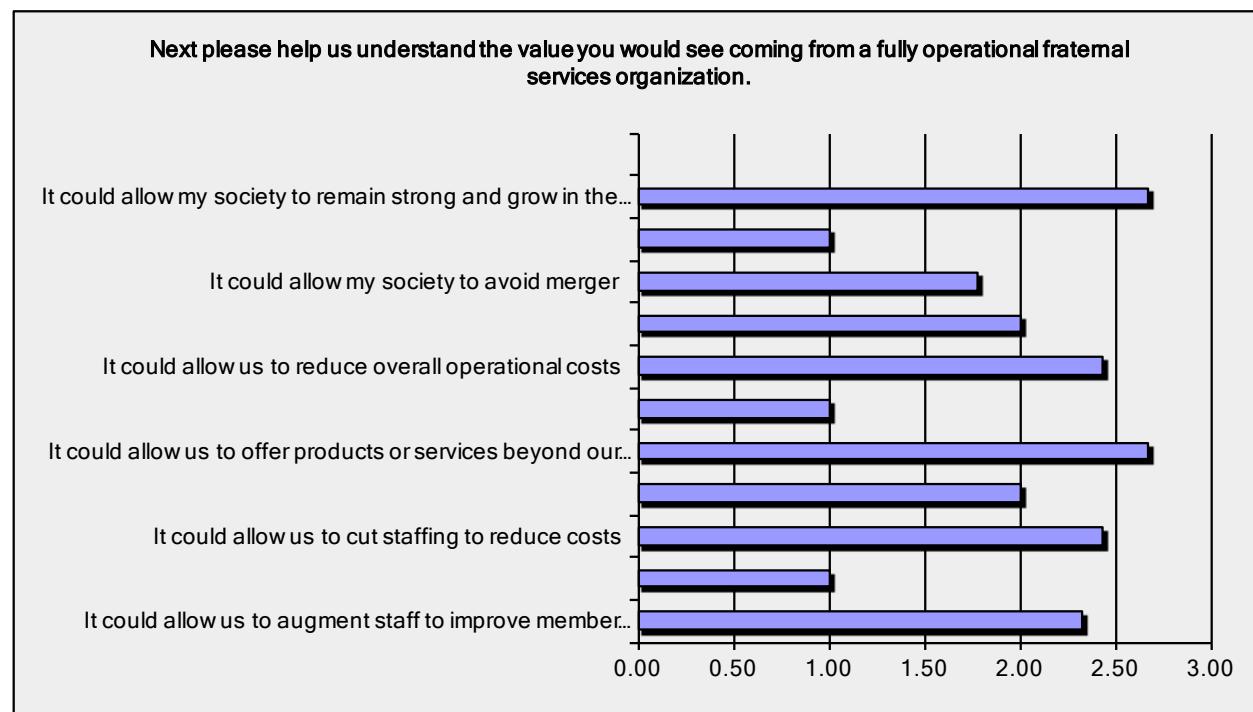


United Fraternal Services

Detailed Survey Results

Section 3: Societies with assets between \$100 and 199 million

Next please help us understand the value you would see coming from a fully operational fraternal services organization.						Response Count
Answer Options	Not at all	Marginally	Significantly	Absolutely	Rating Average	
It could allow us to augment staff to improve	1	5	2	1	2.33	9
It could allow us to cut staffing to reduce costs	1	4	3	1	2.44	9
It could allow us to offer products or services	0	4	4	1	2.67	9
It could allow us to reduce overall operational	1	4	3	1	2.44	9
It could allow my society to avoid merger	3	5	1	0	1.78	9
It could allow my society to remain strong and	0	4	4	1	2.67	9
						answered question skipped question
						9 1



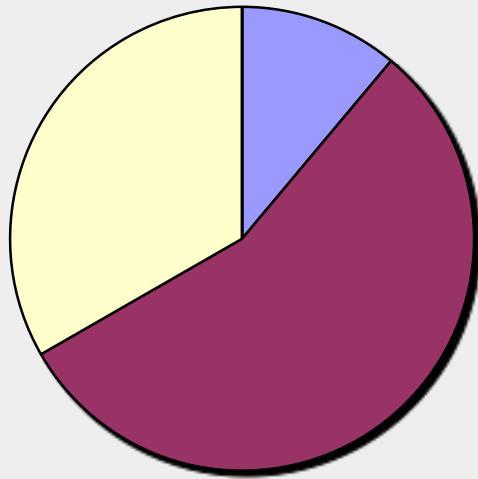
United Fraternal Services
Detailed Survey Results

Section 3: Societies with assets between \$100 and 199 million

Tell us about your society's overall interest and readiness for this change.

Answer Options	Response Percent	Response Count
I'd like my society to take a lead role and be	11.1%	1
We won't be first, but definitely a fast follower	55.6%	5
We'll wait and see	33.3%	3
We won't be participating soon, but will be	0.0%	0
I don't see my society ever participating	0.0%	0
<i>answered question</i>		9
<i>skipped question</i>		1

Tell us about your society's overall interest and readiness for this change.



- I'd like my society to take a lead role and be one of the first participating organizations.
- We won't be first, but definitely a fast follower of the initiating societies
- We'll wait and see
- We won't be participating soon, but will be watching from the sidelines
- I don't see my society ever participating

United Fraternal Services

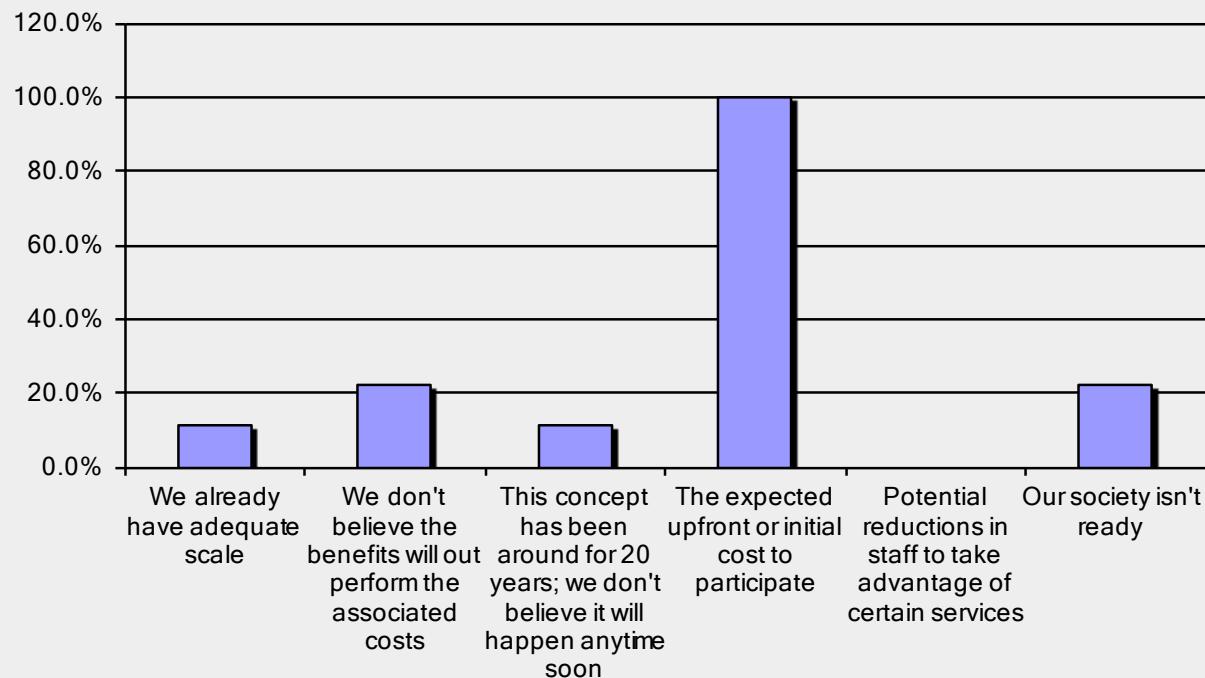
Detailed Survey Results

Section 3: Societies with assets between \$100 and 199 million

What are the roadblocks to your society's participation? (Check all that apply.)

Answer Options	Response Percent	Response Count
We already have adequate scale	11.1%	1
We don't believe the benefits will out perform	22.2%	2
This concept has been around for 20 years; we	11.1%	1
The expected upfront or initial cost to	100.0%	9
Potential reductions in staff to take advantage	0.0%	0
Our society isn't ready	22.2%	2
Tell us more about your organization's lack of readiness, if		5
<i>answered question</i>		9
<i>skipped question</i>		1

What are the roadblocks to your society's participation? (Check all that apply.)



United Fraternal Services

Detailed Survey Results

Section 3: Societies with assets between \$100 and 199 million

Other roadblocks for your society:

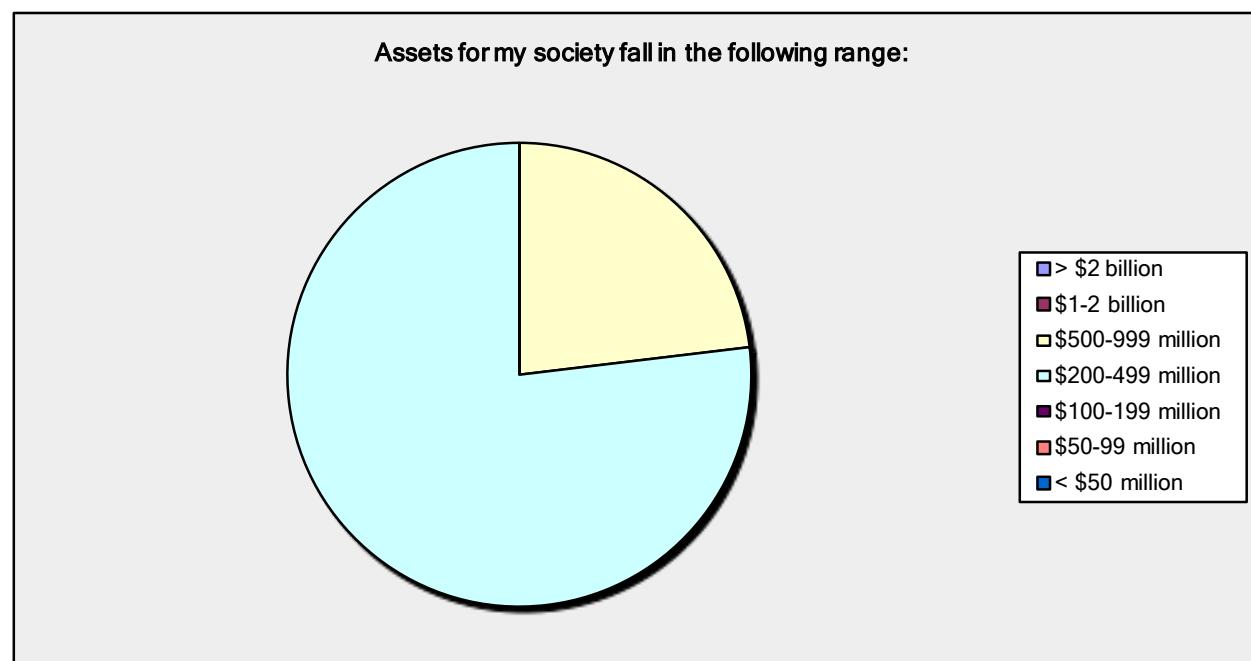
- We are certainly ready to be involved, however need additional information such as what are the next steps, plan in place and of course potential expense.
- I / some of us in management see potential for the possibilities with this, while others in management and / or the board may of some hesitation with this. So there will be a need for some internal "selling"
- Even the checked items are more considerations versus roadblocks. This, or any action needs to make our members more financially secure in the long term.
- A Board of Directors who are generally slow to make decisions and commitments.
- Other main roadblock is seeing what it (shared services) actually becomes. If it becomes what we need, then we are in. If not, we are not.

United Fraternal Services

Detailed Survey Results

Section 4: Societies with assets between \$200 and 999 million

Assets for my society fall in the following range:		
Answer Options	Response Percent	Response Count
> \$2 billion	0.0%	0
\$1-2 billion	0.0%	0
\$500-999 million	23.1%	3
\$200-499 million	76.9%	10
\$100-199 million	0.0%	0
\$50-99 million	0.0%	0
< \$50 million	0.0%	0
<i>answered question</i>		13
<i>skipped question</i>		0



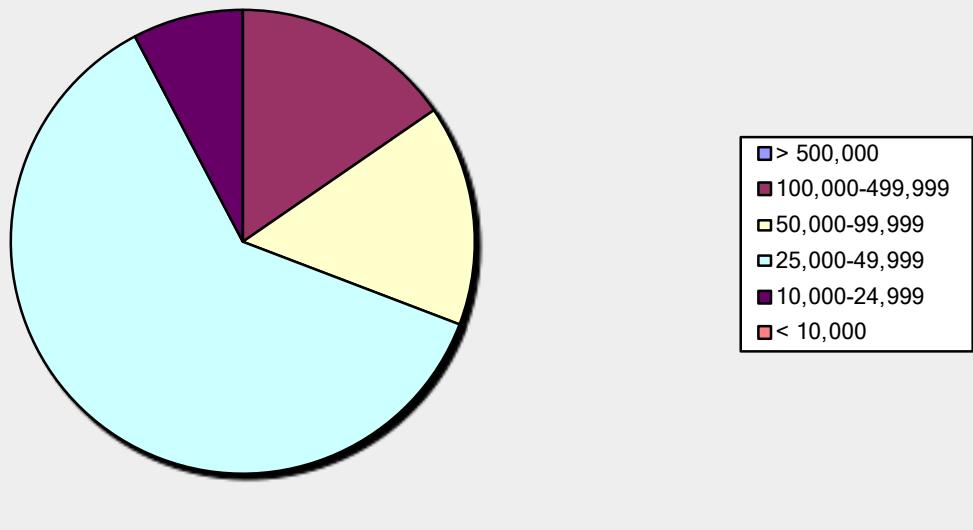
United Fraternal Services
Detailed Survey Results

Section 4: Societies with assets between \$200 and 999 million

Insured members in my society fall in the following range:

Answer Options	Response Percent	Response Count
> 500,000	0.0%	0
100,000-499,999	15.4%	2
50,000-99,999	15.4%	2
25,000-49,999	61.5%	8
10,000-24,999	7.7%	1
< 10,000	0.0%	0
<i>answered question</i>		13
<i>skipped question</i>		0

Insured members in my society fall in the following range:

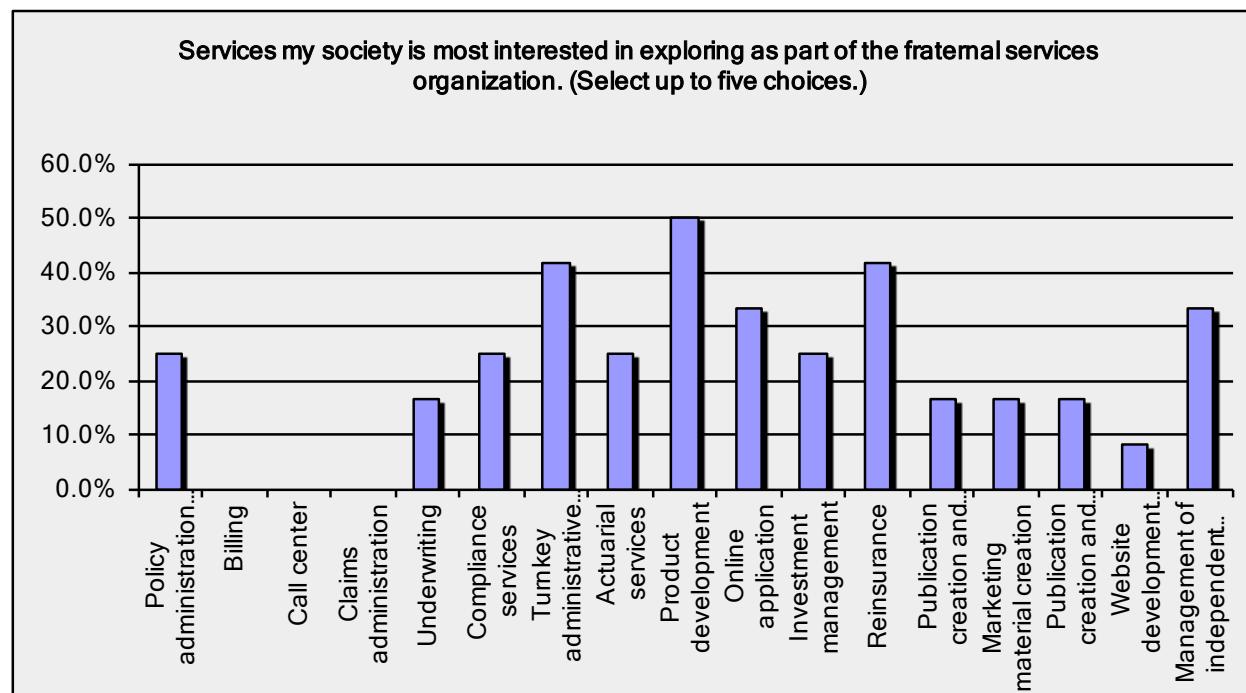


United Fraternal Services

Detailed Survey Results

Section 4: Societies with assets between \$200 and 999 million

Services my society is most interested in exploring as part of the fraternal services organization. (Select up to five choices.)		
Answer Options	Response Percent	Response Count
Policy administration platform	25.0%	3
Billing	0.0%	0
Call center	0.0%	0
Claims administration	0.0%	0
Underwriting	16.7%	2
Compliance services	25.0%	3
Turnkey administrative platform including policy	41.7%	5
Actuarial services	25.0%	3
Product development	50.0%	6
Online application	33.3%	4
Investment management	25.0%	3
Reinsurance	41.7%	5
Publication creation and delivery	16.7%	2
Marketing material creation	16.7%	2
Publication creation and delivery	16.7%	2
Website development and maintenance	8.3%	1
Management of independent sales	33.3%	4
Other (please specify)		1
<i>answered question</i>		12
<i>skipped question</i>		1



United Fraternal Services

Detailed Survey Results

Section 4: Societies with assets between \$200 and 999 million

Others:

- Distribution – Printing and Mailing of correspondence or marketing material.

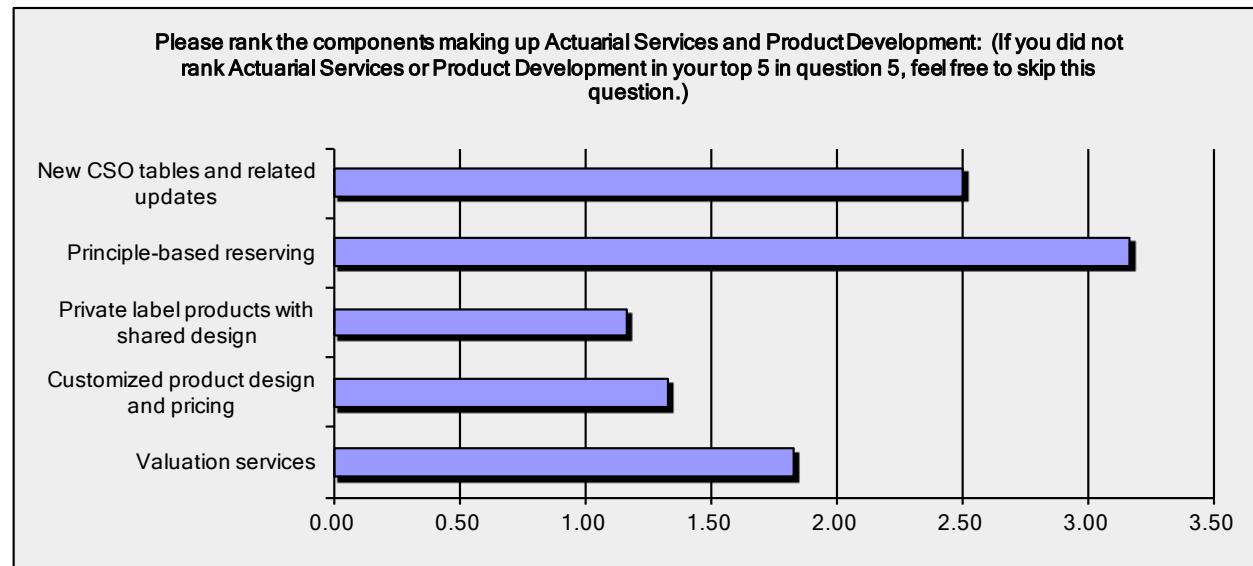
United Fraternal Services

Detailed Survey Results

Section 4: Societies with assets between \$200 and 999 million

Please rank the components making up Actuarial Services and Product Development: (If you did not rank Actuarial Services or Product Development in your top 5 in question 5, feel free to skip this question.)						Rating Average	Response Count
Answer Options	1	2	3	4	5		
Valuation services	0	1	3	0	0	1.83	6
Customized product design and pricing	2	1	0	1	0	1.33	6
Private label products with shared design	2	1	1	0	0	1.17	6
Principle-based reserving	0	0	0	1	3	3.17	6
New CSO tables and related updates	0	1	0	2	1	2.50	6

answered question 6
skipped question 7



United Fraternal Services

Detailed Survey Results

Section 4: Societies with assets between \$200 and 999 million

Other business or insurance services of interest to your society:

- Development of fraternal benefits
- Legal

United Fraternal Services

Detailed Survey Results

Section 4: Societies with assets between \$200 and 999 million

Fraternal programs and services that should remain with individual societies:

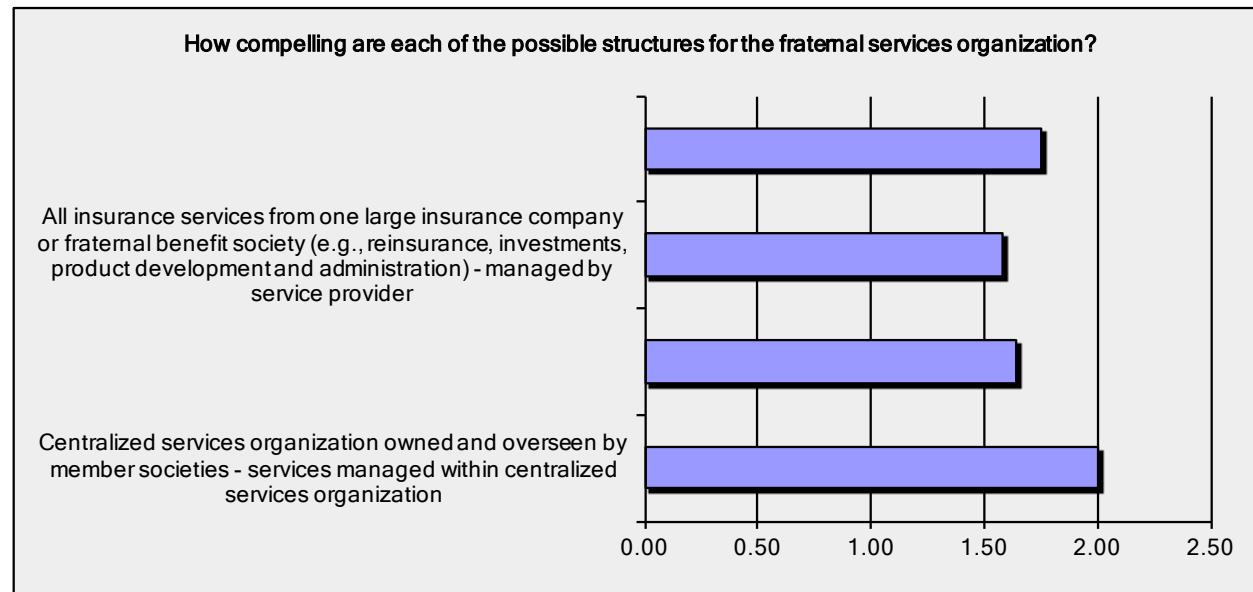
- Sales and fraternal affairs
- All fraternal programs and services should remain with each society.
- Sales, marketing and distribution; front-facing fraternal and customer-service touch-points
- Scholarship program
- Member Benefits, scholarships
- Marketing, Fraternal benefits

United Fraternal Services

Detailed Survey Results

Section 4: Societies with assets between \$200 and 999 million

How compelling are each of the possible structures for the fraternal services organization?						
Answer Options	Need to know more	Won't work	Has potential	This is the one	Rating Average	Response Count
Centralized services organization owned and	1	2	8	1	2.00	12
Services negotiated and managed by the	4	1	6	0	1.64	11
All insurance services from one large insurance	5	2	5	0	1.58	12
Several service providers based on company	4	1	6	1	1.75	12
Please tell us about another structure you've considered or expand on the ideas above.						0
					<i>answered question</i>	12
					<i>skipped question</i>	1

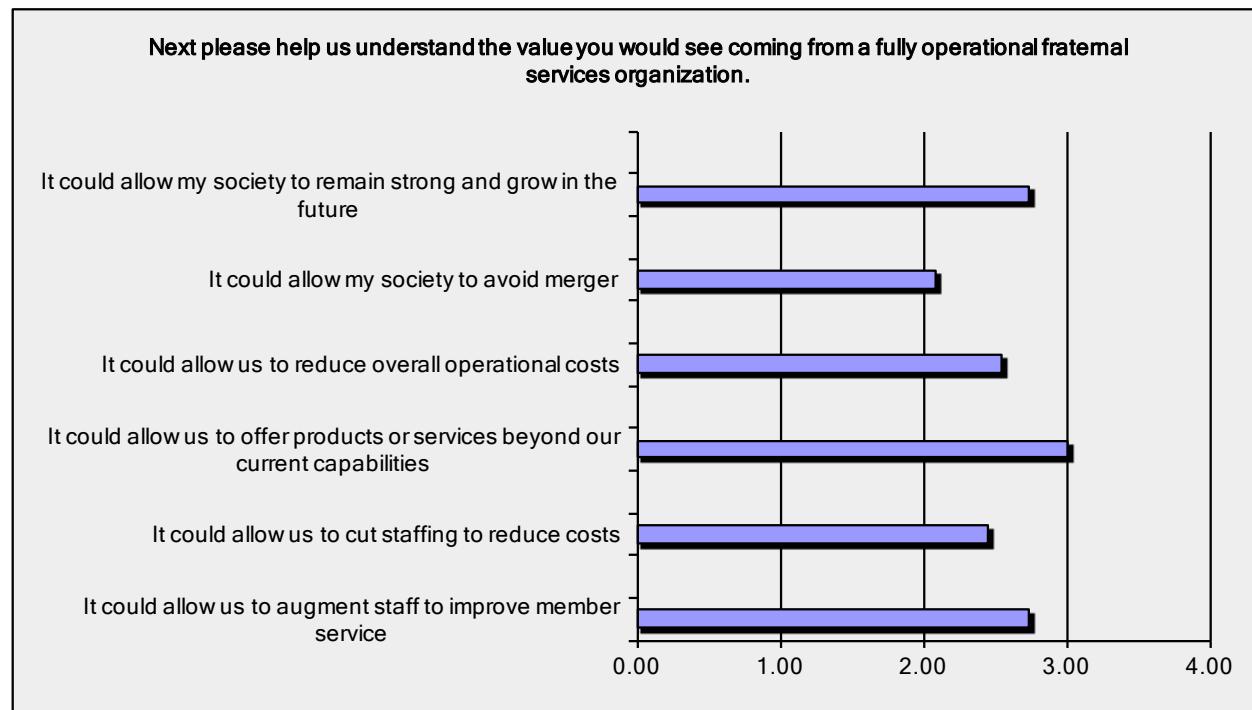


United Fraternal Services

Detailed Survey Results

Section 4: Societies with assets between \$200 and 999 million

Next please help us understand the value you would see coming from a fully operational fraternal services organization.						Response Count
Answer Options	Not at all	Marginally	Significantly	Absolutely	Rating Average	
It could allow us to augment staff to improve	0	4	6	1	2.73	11
It could allow us to cut staffing to reduce costs	0	8	1	2	2.45	11
It could allow us to offer products or services	1	1	5	3	3.00	10
It could allow us to reduce overall operational	1	4	5	1	2.55	11
It could allow my society to avoid merger	4	3	3	1	2.09	11
It could allow my society to remain strong and	1	3	5	2	2.73	11
						answered question skipped question
						11 2



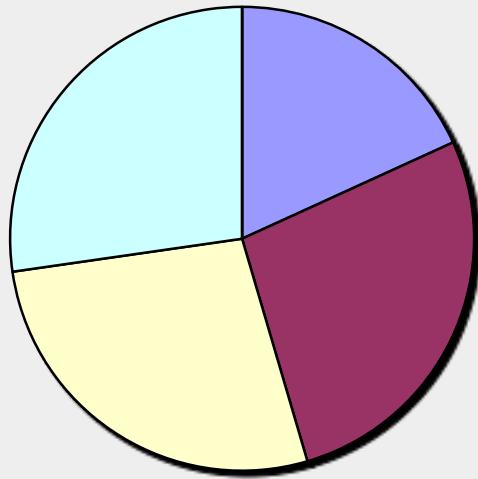
United Fraternal Services
Detailed Survey Results

Section 4: Societies with assets between \$200 and 999 million

Tell us about your society's overall interest and readiness for this change.

Answer Options	Response Percent	Response Count
I'd like my society to take a lead role and be	18.2%	2
We won't be first, but definitely a fast follower	27.3%	3
We'll wait and see	27.3%	3
We won't be participating soon, but will be	27.3%	3
I don't see my society ever participating	0.0%	0
<i>answered question</i>		11
<i>skipped question</i>		2

Tell us about your society's overall interest and readiness for this change.



- I'd like my society to take a lead role and be one of the first participating organizations.
- We won't be first, but definitely a fast follower of the initiating societies
- We'll wait and see
- We won't be participating soon, but will be watching from the sidelines
- I don't see my society ever participating

United Fraternal Services

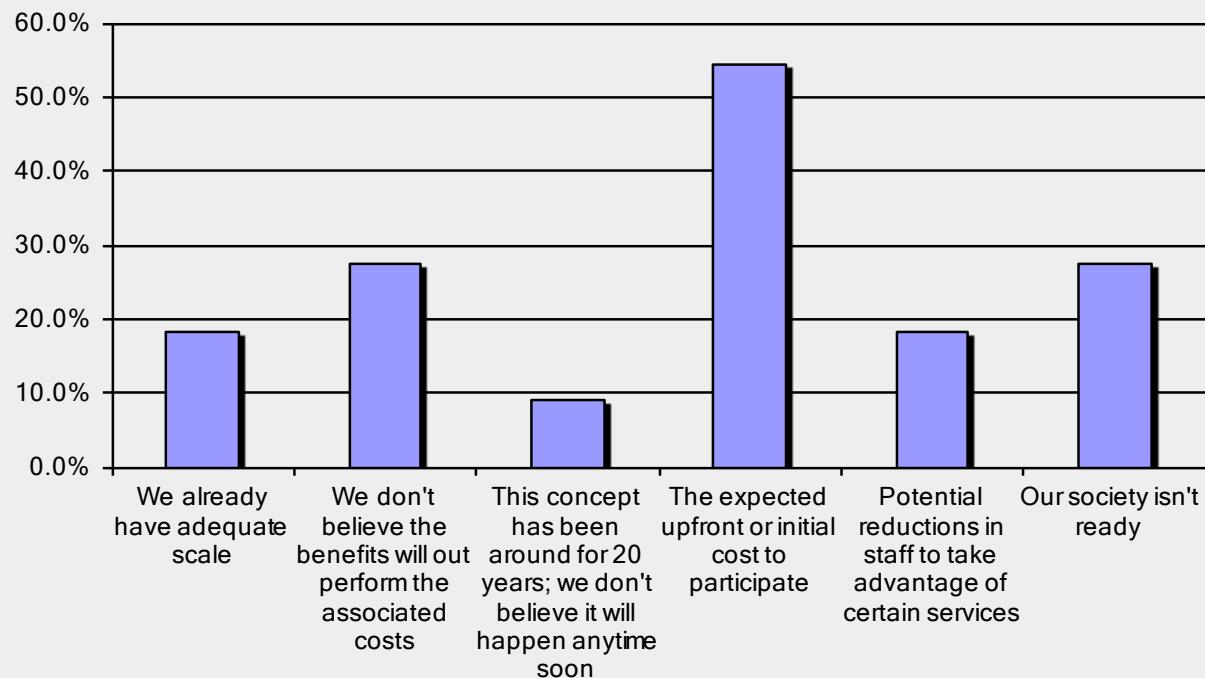
Detailed Survey Results

Section 4: Societies with assets between \$200 and 999 million

What are the roadblocks to your society's participation? (Check all that apply.)

Answer Options	Response Percent	Response Count
We already have adequate scale	18.2%	2
We don't believe the benefits will out perform the associated costs	27.3%	3
This concept has been around for 20 years; we don't believe it will happen anytime soon	9.1%	1
The expected upfront or initial cost to participate	54.5%	6
Potential reductions in staff to take advantage of certain services	18.2%	2
Our society isn't ready	27.3%	3
Tell us more about your organization's lack of readiness, if applicable		4
<i>answered question</i>		11
<i>skipped question</i>		2

What are the roadblocks to your society's participation? (Check all that apply.)



United Fraternal Services

Detailed Survey Results

Section 4: Societies with assets between \$200 and 999 million

Tell us more about your society's lack of readiness for this change:

- Slow to change
- We need to learn more. That will gauge our level of participation.
- As indicated earlier, we have already developed these service areas to provide for our specific needs. Would have to see significant improvement in these service areas to consider additional costs.
- I'm not convinced of the potential cost savings.

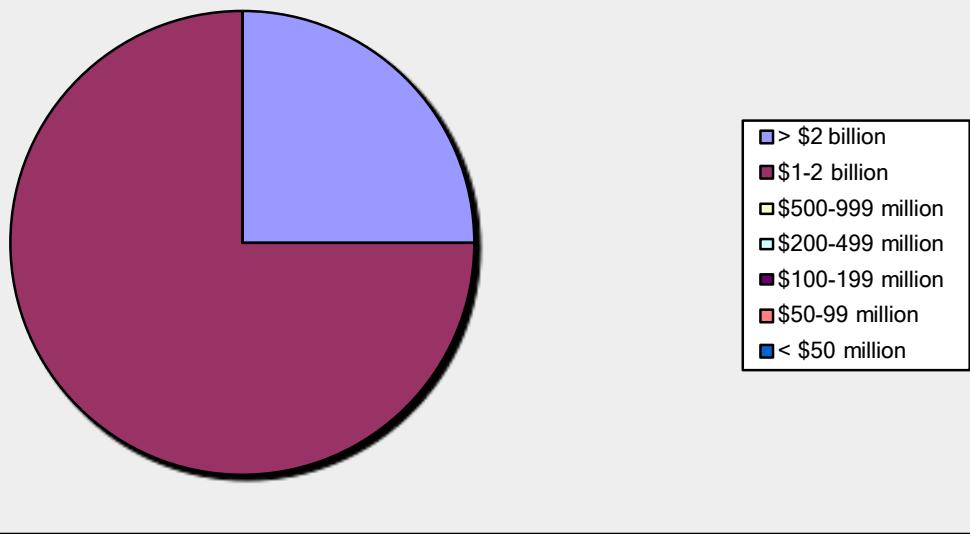
United Fraternal Services
Detailed Survey Results

Section 5: Societies with assets greater than \$1 billion

Assets for my society fall in the following range:

Answer Options	Response Percent	Response Count
> \$2 billion	25.0%	2
\$1-2 billion	75.0%	6
\$500-999 million	0.0%	0
\$200-499 million	0.0%	0
\$100-199 million	0.0%	0
\$50-99 million	0.0%	0
< \$50 million	0.0%	0
<i>answered question</i>		8
<i>skipped question</i>		0

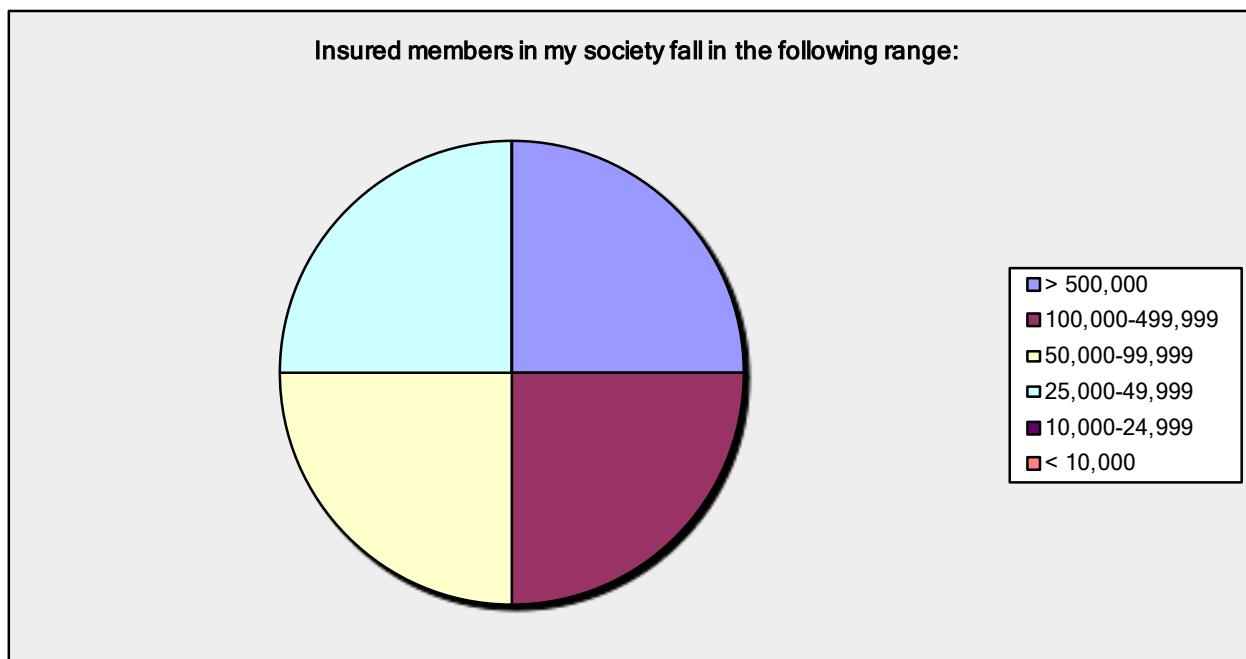
Assets for my society fall in the following range:



United Fraternal Services
Detailed Survey Results

Section 5: Societies with assets greater than \$1 billion

Insured members in my society fall in the following range:		
Answer Options	Response Percent	Response Count
> 500,000	25.0%	2
100,000-499,999	25.0%	2
50,000-99,999	25.0%	2
25,000-49,999	25.0%	2
10,000-24,999	0.0%	0
< 10,000	0.0%	0
<i>answered question</i>		8
<i>skipped question</i>		0



United Fraternal Services

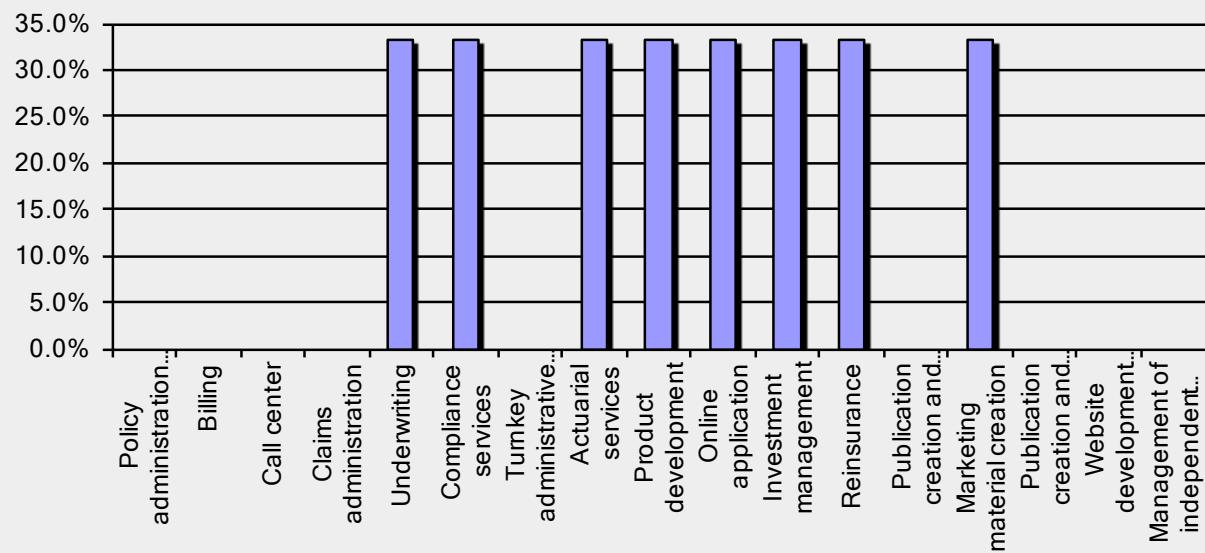
Detailed Survey Results

Section 5: Societies with assets greater than \$1 billion

Services my society is most interested in exploring as part of the fraternal services organization. (Select up to five choices.)

Answer Options	Response Percent	Response Count
Policy administration platform	0.0%	0
Billing	0.0%	0
Call center	0.0%	0
Claims administration	0.0%	0
Underwriting	33.3%	1
Compliance services	33.3%	1
Turnkey administrative platform including policy	0.0%	0
Actuarial services	33.3%	1
Product development	33.3%	1
Online application	33.3%	1
Investment management	33.3%	1
Reinsurance	33.3%	1
Publication creation and delivery	0.0%	0
Marketing material creation	33.3%	1
Publication creation and delivery	0.0%	0
Website development and maintenance	0.0%	0
Management of independent sales	0.0%	0
Other (please specify)		1
<i>answered question</i>		3
<i>skipped question</i>		5

Services my society is most interested in exploring as part of the fraternal services organization. (Select up to five choices.)



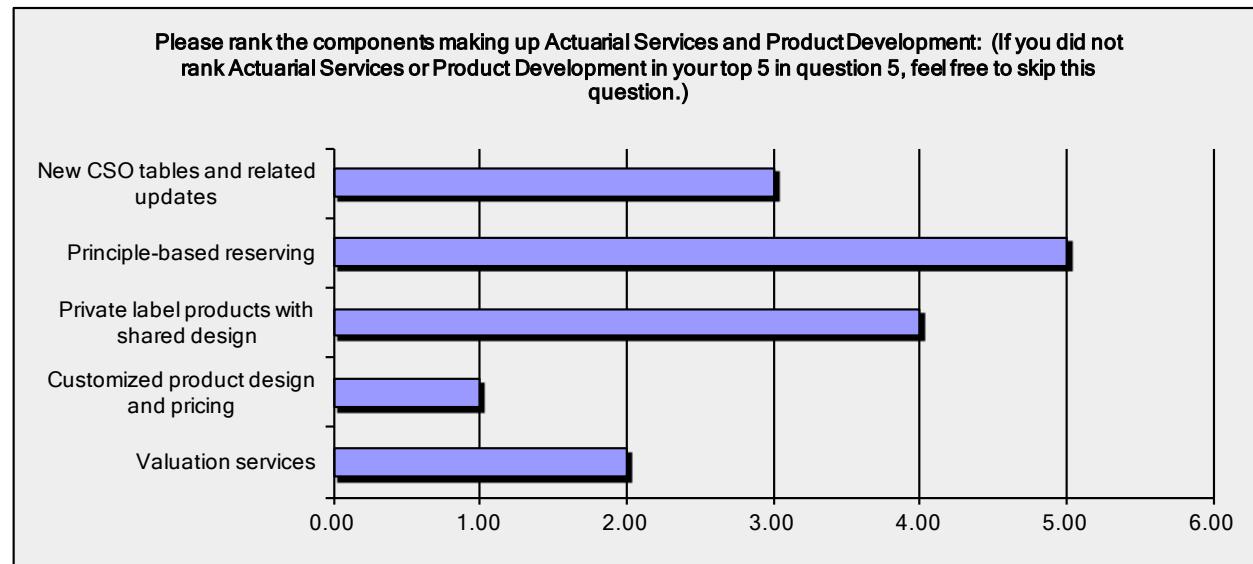
United Fraternal Services

Detailed Survey Results

Section 5: Societies with assets greater than \$1 billion

Please rank the components making up Actuarial Services and Product Development: (If you did not rank Actuarial Services or Product Development in your top 5 in question 5, feel free to skip this question.)						Rating Average	Response Count
Answer Options	1	2	3	4	5		
Valuation services	0	1	0	0	0	2.00	1
Customized product design and pricing	1	0	0	0	0	1.00	1
Private label products with shared design	0	0	0	1	0	4.00	1
Principle-based reserving	0	0	0	0	1	5.00	1
New CSO tables and related updates	0	0	1	0	0	3.00	1

answered question 1
skipped question 7



United Fraternal Services

Detailed Survey Results

Section 5: Societies with assets greater than \$1 billion

Other business or insurance services of interest to your society:

- Broker dealer services

United Fraternal Services

Detailed Survey Results

Section 5: Societies with assets greater than \$1 billion

Fraternal programs and services that should remain with individual societies:

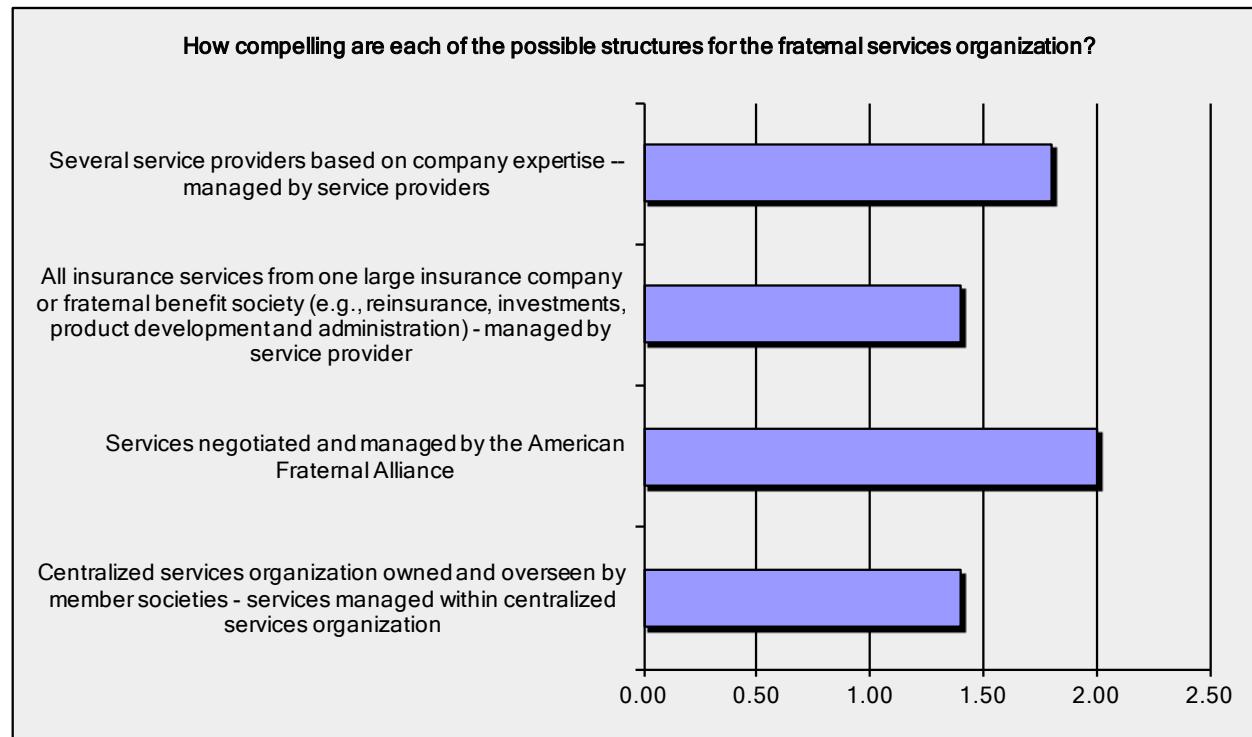
- Anything that an organization feels differentiates itself, doesn't meet the needs of the organization, and/or is less cost effective than the doing internally
- All fraternal programming should be internal as each society has their own common bonds, roots & history.

United Fraternal Services

Detailed Survey Results

Section 5: Societies with assets greater than \$1 billion

How compelling are each of the possible structures for the fraternal services organization?						
Answer Options	Need to know more	Won't work	Has potential	This is the one	Rating Average	Response Count
Centralized services organization owned and	3	1	1	0	1.40	5
Services negotiated and managed by the	1	1	2	1	2.00	5
All insurance services from one large insurance	3	2	0	0	1.40	5
Several service providers based on company	2	1	1	1	1.80	5
Please tell us about another structure you've considered or expand on the ideas above.						2
					<i>answered question</i>	5
					<i>skipped question</i>	3



Other structures to consider:

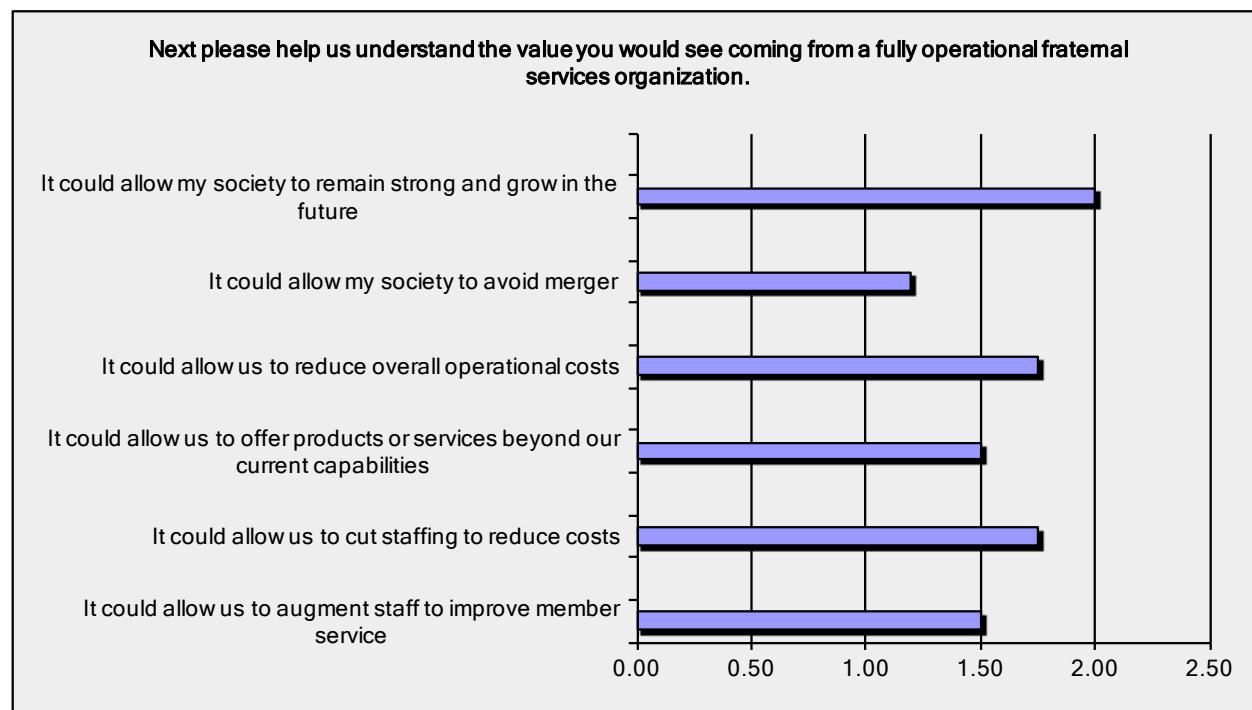
- Merge as necessary
- The best structure I could see is one where the employees are employees of the service organization only.

United Fraternal Services

Detailed Survey Results

Section 5: Societies with assets greater than \$1 billion

Next please help us understand the value you would see coming from a fully operational fraternal services organization.						Response Count
Answer Options	Not at all	Marginally	Significantly	Absolutely	Rating Average	
It could allow us to augment staff to improve	2	2	0	0	1.50	4
It could allow us to cut staffing to reduce costs	1	3	0	0	1.75	4
It could allow us to offer products or services	2	2	0	0	1.50	4
It could allow us to reduce overall operational	1	3	0	0	1.75	4
It could allow my society to avoid merger	4	1	0	0	1.20	5
It could allow my society to remain strong and	1	2	1	0	2.00	4
						answered question skipped question
						5 3



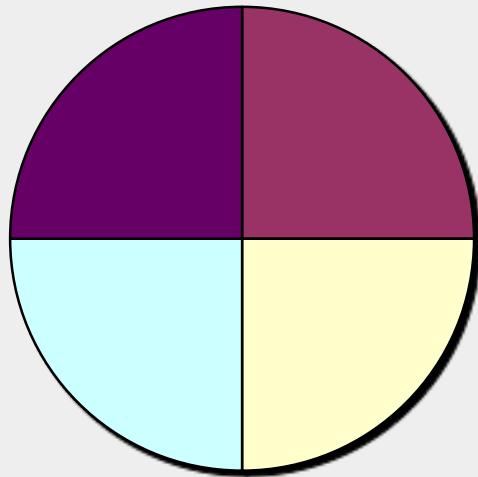
United Fraternal Services
Detailed Survey Results

Section 5: Societies with assets greater than \$1 billion

Tell us about your society's overall interest and readiness for this change.

Answer Options	Response Percent	Response Count
I'd like my society to take a lead role and be	0.0%	0
We won't be first, but definitely a fast follower	25.0%	1
We'll wait and see	25.0%	1
We won't be participating soon, but will be	25.0%	1
I don't see my society ever participating	25.0%	1
<i>answered question</i>		4
<i>skipped question</i>		4

Tell us about your society's overall interest and readiness for this change.



- I'd like my society to take a lead role and be one of the first participating organizations.
- We won't be first, but definitely a fast follower of the initiating societies
- We'll wait and see
- We won't be participating soon, but will be watching from the sidelines
- I don't see my society ever participating

United Fraternal Services

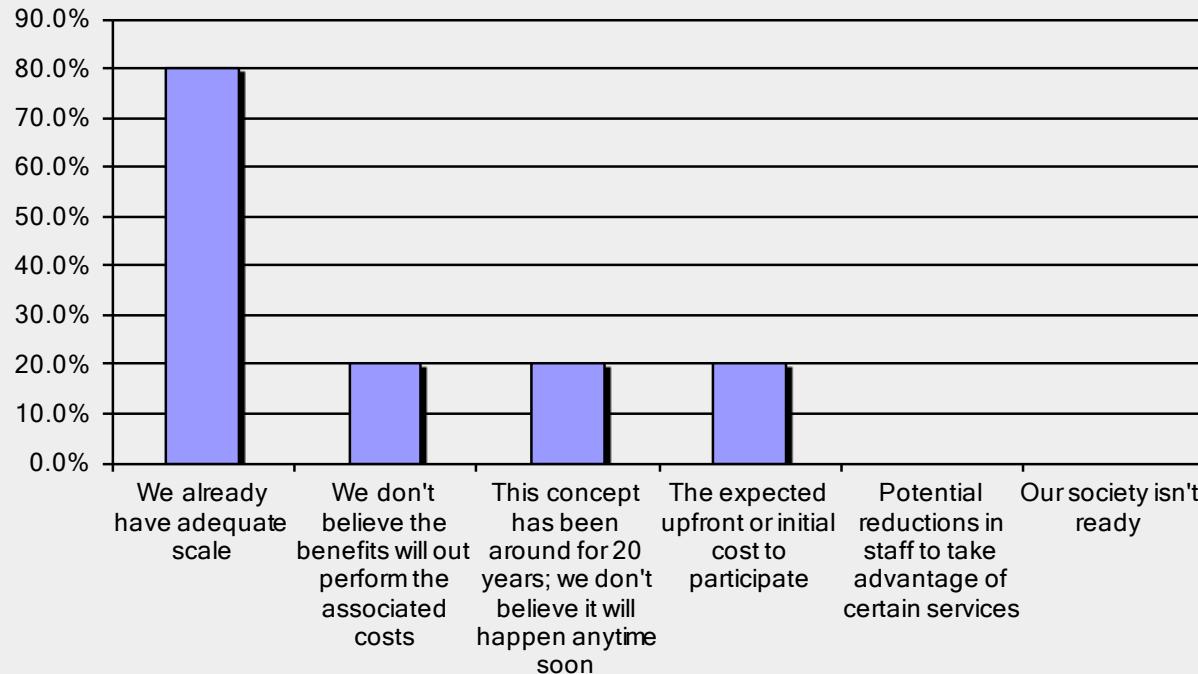
Detailed Survey Results

Section 5: Societies with assets greater than \$1 billion

What are the roadblocks to your society's participation? (Check all that apply.)

Answer Options	Response Percent	Response Count
We already have adequate scale	80.0%	4
We don't believe the benefits will out perform the associated costs	20.0%	1
This concept has been around for 20 years; we don't believe it will happen anytime soon	20.0%	1
The expected upfront or initial cost to participate	20.0%	1
Potential reductions in staff to take advantage of certain services	0.0%	0
Our society isn't ready	0.0%	0
Tell us more about your organization's lack of readiness, if applicable		1
<i>answered question</i>		5
<i>skipped question</i>		3

What are the roadblocks to your society's participation? (Check all that apply.)



Tell us more about your organization's readiness:

Scale comment is based on our size vs. other companies, not at scale wouldn't benefit us. More information is really needed before definitively answering as this is just current perception of an unknown. We would be open if the business case was there.