



# PRESIDENT'S PAGE

## An Inside Look: Our Journey to Compass 2025

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Every aspect of our industry is changing at an unprecedented pace. From buyer demographics and consumer behavior to technological advancements and a rapidly evolving regulatory environment, the insurance landscape is much different from when I first started in the industry more than 30 years ago.

When I took the helm at LL Global in 2019, I thought the best way for me to understand what our members valued and needed was to go on a listening tour and hear it directly from you. I spent most of my first year on the road meeting with our members and collecting feedback.

I learned a lot. I learned that our members are challenged by the pace of change and striving to find solutions to help them grow and stay competitive. I learned that our members are driving much greater efficiency into all parts of their processes. And, I also learned that our members are passionate about their mission — helping customers.

Given that our member companies are changing, it became clear to me that LL Global also needed to change. Beginning early in 2019, we embarked on developing a new 5-year strategic plan — Compass 2025 — that sets the roadmap for how we can maximize value to our members. We did this work in collaboration with a terrific team from Oliver Wyman and in cooperation with our amazing Board of Directors.

I have highlighted here what you, our members, should expect from LL Global over the next several years.

What will we do more of? We will do more of what you find valuable. We will do more benchmarking; we will do more connecting our members through study groups, committees, and conferences. We will continue to develop more practical solutions that advance our industry and better support our members (e.g., FraudShare, compliance and distribution training, and education).

**Advancing the financial services industry by empowering our members with knowledge, insights, connections, and solutions**  
 — LL Global Purpose Statement

While we will certainly do more in these areas to support our insurance members, we also will do more for our retirement members, and for our workplace benefits members. Insurance, retirement, and workplace benefits will be the three markets where we focus all of our efforts over the next 5 years.

All of our work will remain rooted in our research. We also will find opportunities to partner with top-tier research firms to bring greater value to our members. We will have a more focused approach to the international side of our business, zoning in on the larger countries and geographies with greater attention on expanding a few core things that we want to do extremely well.

With our new strategy, we will be better positioned to help our members capitalize on new opportunities and manage existing and emerging challenges. We are excited to be on this journey together — with all of you, our members — and the financial services industry as a whole.

For more information on the LL Global journey, see “Change Is the Imperative,” page 20.