

## Unit 6: Marketing Programs: Putting Our DI Products to Use

### Pre-Class Assignments

- Read this unit and complete the quiz.
- Obtain copies of the following Producer Guides and review them carefully:
  - [Retirement Protection Plus Program – Producer Guide \(Pub3596BL\)](#)
  - [Business Products Producer Guide \(Pub5743BL-A\)](#)
  - [Association Discount Program for DI \(Pub4454BL\)](#)
  - [Nailah’s Story Consumer Brochure \(Pub5256BL\)](#)

### Unit Purpose

The purpose of this unit is to acquaint you with our DI products targeted for small business owners. The unit will cover the special programs aimed at helping small business owners cover both their disability insurance and those of their employees, as well as programs for associations and group conversions.

### Unit Topics

#### Section I: Opportunities to Expand Your Business

#### Section II: Special Limits for New Professionals

#### Section III: Retirement Protection Plus

- A. How Does RPP Work?

#### Section IV: Working with the Small Business Owner

- A. Qualified Sick Pay Program
  - Solve the Tax Problem
  - Solve the Funding Problem
  - The Policy Solves Other Problems
- B. Executive Bonus Plan
- C. Voluntary Income Protection
- D. Professional Group Discount Program
- E. Supplemental Income Protection Program
- F. The Sales and Business Process

#### Section V: Association Discount Program

#### Section VI: Student and Resident Discount Program

#### Section VII: Group Conversion Program for New Professionals

### Unit Objectives

After completing this unit, you will be able to:

- Identify target market small business owners
- Describe our special pricing and product programs for new professionals, small businesses, associations and group conversions.

## **Section I: Opportunities to Expand Your Business**

During the early part of your career with Guardian, most of your DI sales efforts will likely focus on providing your individual clients with personal income protection. Beyond this basic sales scenario, however, there are a number of marketing and sales opportunities—particularly in the business markets—which can help you maximize your sales potential and value to your clients.

This unit focuses on the following special opportunities for using our disability insurance products:

- The Special Limits program for New Professionals is ideal for helping you cultivate up-and-coming prospects that are completing their education or entering practice.
- Retirement Protection Plus helps you to protect your client’s pension contributions.
- The Qualified Sick Pay Plan, Executive Bonus and Voluntary Income Protection and Professional Group Discount programs provide you with an entrée to small businesses.
- Our Supplemental Income Protection program enables you to develop relationships with executive and employee groups within larger business entities.
- The Association Discount and Group Conversion programs give you a marketing strategy and the resources to cultivate large numbers of high-potential clients.

These marketing programs give you the capability to meet a wide spectrum of personal and business needs. As you grow in your career you will find that, when it comes to income protection, it’s not just about the product; it’s about identifying and meeting the particular needs of your clients.

## **Section II: Special Limits for New Professionals**

You owe it to yourself to become familiar with our Special Limits for New Professionals program—especially if you are beginning your insurance career. Under the program we offer certain groups of young professionals (those who are completing their education or who have just gone into practice) special issue limits for ProVider Plus coverage with no financial documentation requirement. Among the eligible occupations are physicians, dentists, attorneys, CPAs and veterinarians. You will find complete details on the issue amounts available to young professionals in the Field Underwriting Guide.

Why is this program such an attractive opportunity for you? Young professionals make terrific prospects for disability insurance. They are beginning to enter the “real world” and becoming responsible for themselves. With their great earning potential they can anticipate—and they expect—a prosperous future.

At the same time they are curious about all the issues surrounding the money they will make and how to use it wisely. Young professionals know that they don’t yet have all the answers. They are willing to learn how important it is to protect their financial base. At the same time they do not yet have the obligations that make life insurance an immediately interesting topic.

The advantages of buying disability insurance at a young age are obvious. DI is less expensive than it will be later. It is also easier to get; they will never be healthier or more able to qualify medically for disability insurance.

Smart DI producers know that working with young up-and-comers means growth in their own careers. The opportunities for future sales abound, from the exercise of the Future Increase Option to the numerous planning opportunities involving life insurance, business disability products, and investment and retirement products. Young professionals also communicate freely and frequently with each other and therefore are terrific sources of referrals.

Peter Magni, a Guardian Field Representative from Wellesley, Massachusetts, has built his career on working with young professionals. This long-time DI Inner Circle member and Leader's Club qualifier shares this insight about why it makes sense to work with young professionals. "Older professionals typically are burdened with many financial responsibilities like family expenses and mortgages, and 'lifestyle' purchases. DI can be seen by them as just another expense coming out of their pocket. Younger people haven't yet consumed 'to the max.' They don't need 100% of their take-home pay to make ends meet. I've found that when you educate young professionals about the need for income protection they 'get it.' Since they have the money to pay for DI, they are less resistant to paying the premium."

Jeffrey Benowitz, another top Guardian Field Representative (Ridgewood, New Jersey agency) is another believer in cultivating young professionals. "Working with younger physicians who are still in training is an excellent way to build a disability insurance business. In my business model I always want to think young, as in terms of the client's age, and think long, as in how long I'll be working with him or her."

### **Section III: Retirement Protection Plus**

You've done a great job protecting your client's earned income with a ProVider Plus policy. He or she can rest easy knowing that, in case of a disability, expenses can be met and the family's standard of living can be maintained.

But there may be a missing piece of the puzzle. Planning and saving for retirement is one of the most critical financial issues that we all face. Consider if your client becomes disabled, his or her retirement plan is also disabled. If your client is no longer working, all employer contributions to his or her retirement plan will stop. Your client is highly unlikely to continue saving for the future at the same rate as he or she did before the disability.

The solution to this potentially disastrous scenario is the Retirement Protection Plus (RPP) program. This program is designed to help protect your client's retirement income in the event of a total disability. Very simply, the RPP program is a way to use ProVider Plus to help protect your client's retirement contributions.

#### **A. How Does RPP work?**

If a total disability occurs according to the terms of the policy monthly benefits are paid directly into a trust set up solely to receive them. At your client's direction, the trustee, Berkshire Bank, will structure an investment program by utilizing over 200 equity or fixed income funds; when assets exceed \$100,000 your client would have access to personal investment management with access to the capital markets.

At age 65 the trust terminates and assets are distributed to the client to help replace lost retirement savings. It is important to understand that the RPP program is neither a pension plan nor a substitute for a plan—and it should not be sold as such.

Under the Retirement Protection Plus program, coverage is issued separately from the other group or individual disability insurance your client has, and over and above normal issue and participation limits. Here are some of the other parameters for using ProVider Plus in the RPP program:

<b>Available to:</b>	Occupation Classes 6 – 3; 6M – 3M
<b>Elimination Periods:</b>	6 months, 12 months
<b>Benefit Periods:</b>	To age 65
<b>Eligible:</b>	Defined contribution plans, i.e. 401 (k)
<b>Retirement plans:</b>	457 and 403 (b) plans, Money Purchase Plans, Profit Sharing Plans, SEP's, IRA's, and Roth IRA's SIMPLE Plans, Keogh Plans
<b>Riders Available:</b>	Cost of Living Adjustment, Future Increase Options OR Automatic Benefit Enhancement Rider
<b>Max Issue Amounts:</b>	Based on the applicant's current contributions (plus employer contributions) up to the federal maximum guidelines.

Normal medical underwriting guidelines apply to policies issued under the RPP program. You owe it to yourself and to your clients to learn about Retirement Protection Plus. Anyone serious about contributing to a retirement plan will be interested in the concept, and will quickly recognize its value: continuing their asset-building program, even if they can no longer work. The RPP program is also an ideal way to approach high-income clients who own a business or professional practice. It is proven to be a highly valued benefit for executives and professionals who are making significant contributions to a retirement plan.

Remember that the Guardian philosophy is to provide your clients with optimal protection. Retirement Protection Plus is yet another step toward realizing this ideal.

#### **Section IV: Working with the Small Business Owner**

In this section we will address two powerful concepts you can use to capture the attention of small business owners and get them thinking about income protection for themselves and their key employees: the Qualified Sick Pay and Executive Bonus programs.

Why should you learn about these concepts? Both are simple and quickly learned. Additionally:

- These cases often involve multiple DI policy sales.
- For three or more participants, an employer-sponsored discount of 10% is available.
- Unisex pricing on these employer-sponsored plans means lower premiums for female participants.
- The credibility you establish with owners can open up opportunities to review their other business and personal planning needs.

Before discussing QSPP or Executive Bonus plan, however, there are two things you must find out from the business owner:

1. What is the business structure? Is the business taxed as a sole proprietorship, partnership, C corporation, or S corporation?
2. Does the business have key employees besides the owner? Does he or she want to take care of them?

The Learn About the Business Fact-Finder (Pub5774BL in the Appendix) will help you through this part of the interview.

### **A. Qualified Sick Pay Program**

The Qualified Sick Pay Program (QSPP) will appeal to all business owners and is appropriate for any small business entity that has valued key employees. It is particularly attractive to certain C corporation owner-employees who are interested in providing a deductible benefit for themselves.

To begin, let's understand what a qualified sick pay plan is, and how one can help the employer. A qualified sick pay plan is a formal agreement set up by a business under which the firm agrees to continue paying some portion of an employee's wages in the event the employee becomes too sick or injured to work. Such a plan may also be called a "salary continuation" or "wage continuation" plan. The Internal Revenue Code sections (e.g. 105 and 106) governing these plans refer to "accident and health" plans.

Why would a business owner want to discuss this concept? Because it solves some very big problems. Installing a plan solves a potential tax problem for the business. Using personal disability insurance to provide the benefits payable under the plan solves the funding problem, as well as a couple of "regulatory" problems.

#### **Solve the Tax Problem**

Here are the questions you will ask the owner in order to get the discussion going:

"If you (or one of your key employees) became disabled, would you continue to pay wages?" If the response is "Of course I would," then ask:

"Would you continue to take a tax deduction for those payments?" (Guess what the answer will be!) The next question is:

"Do you have a plan—in writing—that assures that you can do this?" The owner is most likely to say "What do you mean?" This is the point where you explain the need for a plan.

The point is, continuing to pay a disabled employee can create unintended financial consequences for the business. Unless a business has established a qualified sick pay plan before a disabling accident or illness occurs, any monies paid to a disabled employee are not deductible as a business expense.

Only with a Qualified Sick Pay Plan in place may a business continue to pay monies to a disabled employee and deduct them as a business expense. In addition, with a plan, the employer's FICA and FUTA contributions are limited to the first six months of benefit payments.

It is relatively easy to establish a plan—it can be a simple document (such as a corporate resolution or a provision in an operating agreement) that sets company policy on sick pay benefits. It establishes who to pay; how much to pay; when to start payments; and how long to pay. The business owner is not obligated to include all employees in the plan, but has the right to determine the criteria for who is covered. The plan must be communicated to covered employees and be put into place before a disability occurs. There is no need to file the plan with the Internal Revenue Service. However, plans that cover 100 or more participants have to file Form 5500 annually, with the Department of Labor.

Now ask: "If you are going to pay a key employee (or yourself) anyway, why not do it in a tax friendly manner?" At this point the business owner will agree that setting up a qualified sick pay plan makes sense.

### **Solve the Funding Problem**

Although the existence of a plan solves the tax problem, the owner now has the obligation to pay the disabled employee's salary. The next step is to address how the plan will be funded. Should an owner retain the risk of having to pay disability benefits out of the firm's assets or revenues, or should the risk be transferred to an insurance company? Your next question is:

"For how long could the business afford to continue salary payments (for yourself or the disabled employee)?" or, "How will the business fund the obligation?"

The loss of the owner or key employee will likely cripple the business itself, severely impairing its ability to make payments. With disability insurance the owner trades off an unpredictable but potentially catastrophic risk in exchange for small and predictable premium payments. These premiums are deductible as a necessary business expense; at the same time, the premium is not considered to be taxable income to the covered employees.

Funding the plan with disability insurance means that the owner does not have to worry about being able to afford to continue a disabled employee's salary— the DI policy will take care of it.

### **The Policy Solves Other Problems**

In addition to relieving the firm of financial liability, a disability insurance policy also provides these benefits:

- The DI policy relieves the burden of determining when an employee is disabled; it also spells out how much the benefit will be, when it will start, and how long it will be paid.
- For plans covered by ERISA, employers must provide certain documents and notify their employees of certain rights under the plan. With an insured plan, the DI policy, together with the plan documents provided by the employer, take care of this obligation.
- Disability insurance protects from an unpredictable but potentially catastrophic risk. Funds are available regardless of when a disability occurs at a low and predictable cost.

## **Notes on Taxes:**

If the business pays the premiums for the disability insurance under the terms of a qualified sick pay plan, and the premiums are not included in the employee's income, policy benefits will be taxable to the employee when received. For coverage issued under a QSPP, then, use our employer-paid issue limits, to assure an adequate benefit at disability.

Remember that only owners of C corporations may experience a net tax benefit if covered under their business' QSPP. While sole proprietors, partners or S corporation shareholders (>2%) may have the business pay for and deduct the premiums for their personal coverage, they must include the premiums in their personal taxable income and therefore do not experience a net tax benefit.

### **B. Executive Bonus Plan**

The Executive Bonus arrangement (sometimes called a "Section 162" plan) provides an alternate solution that may be attractive to the owner when the focus is on one or more key employees. Under either a Qualified Sick Pay Program or Executive Bonus plan, the company purchases a disability insurance policy covering the key executive. In both cases the firm deducts the premium. But here is the difference: under a bonus arrangement the amount paid for the insurance is treated as "bonus" income, and the amount of the premium will appear in the employee's W-2 as taxable wages. The employee is technically paying the premium for the insurance, making any policy benefits tax-free.

An Executive Bonus plan can be either formal or informal. Under a formal arrangement (which we recommend), the business adopts a simple resolution to pay a bonus for the express purpose of paying for a DI policy. Under an informal arrangement, the firm pays additional compensation to the employee and the employee pays the premiums for the policy, often through payroll deduction. Under either arrangement the firm may decide to increase the bonus by an additional amount to cover the employee's tax obligation for DI premium amount. This is often referred to as the "double-bonus" approach.

Sample QSPP and Executive Bonus plan documents are available through Guardian Online. (At the GOL home page, click on the Products tab, then Disability Insurance. Once at the Berkshire DI landing page, click on Presentation Materials; then open the Sample Installation Documents folder.

### **C. Voluntary Income Protection**

You will encounter businesses which would like to provide income protection to their employees, but are not in a position to fund the premiums for individual policies. A Voluntary Income Protection (VIP) program provides these benefits:

- No out-of-pocket expense to the company
- Individual DI is made available to all eligible employees with unisex premium rates.
- Participants can choose the amount of coverage and policy options appropriate for their situation
- Premiums for coverage include a discount (for three or more participants) that is not available when purchased outside of the program

- Policies can be purchased through convenient payroll deduction
- Benefits are paid tax free at time of claim

As with Qualified Sick Pay programs, VIP programs can be installed to provide stand alone disability benefits or to supplement existing group LTD benefits.

A reminder: do not “give up” on an individual disability insurance sale if the business has group LTD in place. Group plans are very cost-effective in providing a basic level of benefits, but they rarely provide the level of coverage that highly compensated individuals need. You are in an ideal position to provide a firm’s key employees with optimal income protection.

#### **D. Professional Group Discount Program**

In situations where the employer does not wish to provide employer-paid coverage or sponsor a voluntary employee-paid program, you can still offer discounted coverage to three or more eligible participants under the Professional Group Discount Program.

Under this program, participants can receive a permanent 10% discount on coverage. The program is available to groups of employees with the same employer when no Voluntary Income Protection program is in place. Premiums are gender distinct, and the discount is 10%.

#### **E. Supplemental Income Protection Program**

Traditionally, disability insurance is sold one-on-one to an individual prospect or small business owner. Our Supplemental Income Protection program, on the other hand, is intended to providing employer-sponsored disability insurance to larger employee groups. It is available to groups of five or more participants (if employer-paid basis) or 75+ eligible participants (for voluntary employee-paid cases). This program offers individual disability insurance issued on a guaranteed standard issue basis. It is sometimes also referred to as “multi-life” DI or supplemental income protection.

The advantages of getting involved with this type of program should be obvious. Think of placing twenty or more policies in a single sale. Think of how you can leverage the contacts you may already have: your clients and centers of influence who are decision-makers or benefits managers for their companies. In addition, employees who participate in a multi-life program also become prospects for your other services.

Our Supplemental Income Protection program will be most appealing to employers that have eligible groups of executives, managers and business professionals. The vast majority of our cases are sold to supplement a firm’s existing group LTD plan, and thus provide employees with a truly optimal income protection benefit package.

Particularly desirable markets for this program include:

- Professional groups such as legal and accounting practices, architectural and engineering firms, and medical and dental fields
- Companies in the service industries, e.g. banks, advertising and wholesale firms
- High-tech firms such as computer, software, or pharmaceutical companies
- Executive groups in almost any industry

Program designs include:

- Executive “carve-out” (employer-paid programs)
- Voluntary employee-paid programs (requires at least 75 eligible participants).
- Combination programs, in which different employee groups receive different offers (e.g. employer-pay for key executives and voluntary for mid-level managers)
- Retirement Protection Plus programs

## **F. The Sales and Business Process**

The marketing, sales and business processes for the Supplemental Income Protection program are quite different from the traditional individual disability insurance sale. Success requires four things: the ability to get in front of decision-makers; patience (realistically, these cases take months to develop and close); the ability to collaborate with our case management unit to structure a competitive offer; and the ability to work with the client company to create an enrollment plan that maximizes participation.

Once you have buy-in from the decision-makers at a company the next step is to complete and submit a Request for Proposal to the Multi-Life Case Unit, along with an electronic census of proposed participants. All proposals are generated by the Multi-Life Case Unit. Note that we do not provide what are called “quotes” or premium summaries for hypothetical cases.

Supplemental Income Protection programs involve “case level” vs. individual underwriting. The decisions about whether we will make an offer, how much coverage will be offered, and the actual product configuration are determined by a number of factors such as:

- Number of eligible employees
- Occupation class mix
- Distribution of ages and income levels
- Amount of group coverage in place

From the time a preliminary offer is made it can take some time to iron out the final offer, gain acceptance of our offer by the firm, and enroll participants. Sounds like a lot of work, but the rewards can be great: a per-case premium of \$50,000 or more is not unusual.

This program utilizes the Income ProVider individual DI policy. The Income ProVider policy was built to give us maximum flexibility in meeting employer and employee objectives. It is quite from ProVider Plus, but with its numerous options is ideal for worksite selling. Keep in mind that the “offering” in a multi-life case includes much more than the DI product; the focus is much

more on the amount of coverage that we are willing to offer, the price of the coverage, and the enrollment services.

An important note: the dynamics of the sale and enrollment process are quite different from the one-on-one sale of ProVider Plus. If you wish to become involved in our Supplemental Income Protection program it is absolutely critical to work with your agency's Disability Income Specialist and Worksite DI Regional Sales Manager. They will help you to identify prospects (i.e. employers) and determine the viability of potential cases. They will also help you to market the program, present the concept to the employer, and provide the strong follow-up required to bring a case to a successful conclusion.

## **Section V: Association Discount Program**

One of the most effective strategies in target marketing is to become involved with professional associations. Obtaining the endorsement of an association for disability insurance creates powerful networking and prospecting opportunities.

Our Association Discount Program provides you with an effective means to cultivate association members and provide extra value to their membership. Associations approved for the program will be able to offer the ProVider Plus and Overhead Expense policies at a 10% discount.

To qualify for the program an association must be one in which members are in the same occupation. The best prospects for the program are:

- Professional associations, such as attorneys, veterinarians, engineers, optometrists and pharmacists (no medical or dental associations)
- Business owners' associations (by occupation), such as CPAs, engineers and realtors

Prior approval by Berkshire is required for a particular association program to be accepted. Only local, county, regional and state associations qualify for the Association Discount Program. Because all applications must be taken in person, you must be realistic about your ability to market and solicit business. To achieve success this most often will mean that you must put together a team to work the case and secure business. In order to approve an association discount we will require a viable marketing plan.

Each approved association is reviewed annually to ensure that it meets or exceeds overall product profitability objectives. General guidelines have been established to determine if a program will be renewed. For example, after the first year of endorsement the minimum requirement is the smallest of:

- Policies have been written on 10% of membership or 50 policies written on membership or \$50,000 of premium

If you have a prospect for the Association Discount Program you must work with your agency's Disability Income Specialist. He or she will help you to submit the program to us for approval, develop a credible marketing plan, and market the program to the association decision-makers and members.

## **Section VI: Student and Resident Discount Program**

This program provides individual disability income protection at a discounted rate for students and residents at approved institutions.

Benefits for the student or resident:

- Offers access to industry-leading coverage with a permanent discount
- Coverage may be tailored to the needs of each individual participant
- Coverage is portable (If the student leaves the program he/she can continue the coverage.)
- Discount is permanent on the base policy. (Discounts are only applied to future coverage if the insured is a member of a discount-eligible group at the time of application.)
- Benefits are tax-free when premiums are paid with after-tax dollars.

If you have a potential opportunity or would like to learn more about using the Student and Resident Discount Program you should speak to your agency's Disability Income Specialist.

## **Section VII: Group Conversion Program for New Professionals**

The Group Conversion Program presents Guardian producers with a unique opportunity: to develop large numbers of young professionals as long-term clients. It was designed to meet the needs of specific markets: medical students and residents, dental students and veterinary students. Under the Group Conversion Program participants are provided with Guardian Group LTD coverage during their residency/student years. A conversion feature on the LTD contract allows them to convert to the ProVider Plus individual DI policy when they finish their residency or graduate.

The program requires that Guardian Group LTD coverage (with the conversion feature) be installed at the approved institution (teaching hospital, dental or veterinary school). Those covered under the plan are eligible to convert their group coverage at the successful conclusion of their residency or upon graduation—with no medical underwriting. Success with the Group Conversion program requires a focused and systematic marketing plan as well as a sustained commitment of time and effort. We have found that successful conversion programs result when:

- The lead producer has substantial experience with writing individual DI on professionals.
- There is an established relationship with the school or hospital.
- A capable team of FRs has been assembled to market the conversions.
- All producers on the team are knowledgeable about the process and committed to following up with all eligible participants as they finish their programs.

Both Berkshire and Guardian Group must approve a program before a proposal can be presented to the decision-makers at the school or hospital. A key factor in our approving a program is the existence of a credible marketing plan. If you believe that a particular opportunity exists in your area, it is critical that you discuss it first with your agency's Disability Income Specialist.

## Quiz: Marketing Programs— Putting Our DI Products to Use

1. DI coverage issued under the Retirement Protection Plus program is subject to our normal issue and participation limits.
  - a. True
  - b. False
  
2. When does the RPP trust terminate?
  - a. Upon the disability of the insured
  - b. Upon recovery of the insured
  - c. At age 60
  - d. At age 65
  
3. Which definition of a qualified sick pay plan is correct?
  - a. It is a formal agreement under which a firm will continue to pay some portion of an employee's wages in the event that the employee becomes too sick or injured to work.
  - b. It is a disability insurance policy that provides "sick pay" benefits for up to two years in the event that the employee becomes too sick or injured to work.
  - c. It is a formal agreement under which a firm will collect benefits from a disability insurance policy issued on an owner or key executive.
  - d. It is a formal tax-qualified agreement that permits "sick pay" benefits to be received by a disabled employee tax free.
  
4. Which statement about a Qualified Sick Pay Plan is false?
  - a. To establish the existence of the plan, there should be written documentation.
  - b. The plan must cover all employees of the firm.
  - c. The plan must be communicated to covered employees.
  - d. The plan must be established prior to the occurrence of a covered employee's disability.
  
5. Which two statements correctly describe a benefit of funding a qualified sick pay plan with disability insurance?
  - a. The owner does not have to worry about the financial liability of having to pay a disabled key employee's salary.
  - b. The owner does not have to decide if the employee is really disabled.
  - c. The firm is allowed to use GAAP accounting when an employee becomes disabled.

6. Which statement correctly describes the tax status of premiums and benefits under an Executive Bonus arrangement?
- Premium amounts are deductible by the firm and benefits will be taxable to the disabled employee.
  - Premium amounts are non-deductible by the firm and benefits will be taxable to the disabled employee.
  - Premium amounts are considered taxable income to the employee and benefits will be received tax free.
  - Premium amounts are not considered taxable income to the employee and benefits will be received tax free.
7. Which of the following is not an advantage of a Voluntary Income Protection plan?
- No out-of-pocket expense to the company.
  - Participants can choose the amount of coverage and policy options appropriate for their situation.
  - Premiums for coverage include a discount (for three or more participants).
  - Policies may be purchased through convenient payroll deduction.
  - At the time of claim benefits are considered taxable income to the participant.
8. What is the normal minimum required case size for the Supplemental Income Protection program?
- 20 or more insured participants (employer-pay)
  - 10 or more eligible participants (voluntary)
  - 50 or more eligible participants (voluntary)
  - 5 or more insured participants (employer-pay)
9. Which of the following is the best candidate for the Association Discount Program?
- The American Veterinary Medical Association
  - The local association of building contractors
  - State bar association
10. Describe the “conversion” in the Group Conversion Program.