**Closing Speech– What’s Next: Affirmation and Enlistment - AXA Brand Launch Event - January 23, 2014 - 3:50-4:05 p.m.**

1. **Opening remarks & overview**

* Now we can grasp the dimensions of our new brand: what shape it’s going to take, how we’re going to deliver it, and how we are going to use it to win in the marketplace

1. **All of us are key to AXA’s success; You are What’s Next**

* But the most important point we can make today is that all of us are instrumental in making our brand promise a reality
* We are asking for your commitment to support our new positioning and to build our brand
* As with all of our accomplishments at AXA, you are key to our success

1. **You are What’s Next**

* Although we like to say that our What’s Next platform is key to our brand launch—in reality,you are What’s Next
* It is you people who represent our company to our customers. And it is you who will be delivering our customer-centric philosophy
* Only can you make this new approach happen
* Ultimately, it will be you who will communicate our promise to customers: that we will to break up the daunting task of effectuating a comprehensive financial plan into manageable, measurable steps. One step at a time
* Only you can share with them the power of AXA—the number one insurance brand in the world and one of the world's most prominent financial services firms
* Only you can let them know that by dealing with you, they can take advantage of the resources, expertise, and sheer scale of one of the strongest financial firms on the planet
* We are a firm that's lasted for over 153 years and served over 100 million people because we have been operated by smart, sophisticated professionals who understand how to please their clients and change with shifting market conditions
* The cumulative effect of our actions every day in building our brand will benefit everyone

1. **What’s to come in 2014: Brand immersion, brand content on ONE, national campaign, AXA brand recognition awards (TBC) to recognize employees who exemplify Brand Ambassadorship**

* Now I would like to discuss what you can look forward to in 2014 as we embark on our brand immersion
* **A) Brand immersion**
* Your brand immersion begins today, with our launch event. It will be supported by a series of events and initiatives that will educate you about our brand positioning and enable you to share it with our customers effectively
* Our Brand Campaign debuts January 27th and runs through June this year. You will find brand positioning and brand name change tutorials on our One.com brand community
* **B) National campaign**
* As part of our national campaign, you will be collaborating with leaders and each another so you all fully understand our brand positioning, what it means to you, and how you can contribute
* Our national campaign will encompass both our marketing campaign in the national mass media and our employee brand immersion conducted by internal communications
* You will be a part of it
* **C) AXA brand recognition awards (TBC) to recognize employees who exemplify Brand Ambassadorship**
* To support our brand transformation, we are launching the AXA brand recognition awards program. We will reward employees who demonstrate mastery and commitment and who contribute innovative ideas
* We will celebrate employees who exemplify Brand Ambassadorship

1. **Our brand evolution will propel our company’s success and yours**

* In the months to come, our brand evolution will propel our company’s success— and yours
* Our plan is to deliver customer-centric experiences,so that our customers understand and believe our strategy. They will recognize how we can transform their lives, while we are transforming our business
* Each of you has a pivotal rolein reaching AXA’s potential
* Today’s brand launch is the beginning of what’s next

1. **Call to action – we’re counting on you**

* It has already been pointed out that our parent company is making a major financial investment in us
* This represents a major commitment on their part
* It is a show of faith that our brand in the U.S. can attain its full potential
* We have a responsibility to deliver on the investment AXA is making in us and to demonstrate that its faith in future of our U.S. operations is merited
* We have a fantastic opportunity here
* We represent the number one insurance brand in the world, here to meet the needs of the number one insurance market in the world
* Our customers are looking for answers, advice, and solutions, and we are perfectly poised to deliver all three to them
* I know you are all as excited as I am about our new direction
* It translates into greater prestige for our company here in the U.S., greater profitability, and for our employees, greater opportunities for career advancement and achievement
* We can all contribute, and we can all benefit in concrete ways
* We are being gifted with an exceptional opportunity to demonstrate that we can do our best and make deep inroads in our U.S. target market
* Earlier we heard that our market research revealed a profound truth: our customers are ardently seeking for answers and advice; this promise is a deep and meaningful one to them; and none of our competition has stepped forward to take it
* Now we will
* This is our pathway for forging a meaningful emotional connection with our customers and cementing lasting brand loyalty
* Thank you for listening and learning today, and thank you for your commitment
* Together we will make the number one insurance brand in the world a major factor in the world’s largest insurance market