

2013 Asian Insurance Competency Research Executive Survey

Instructions:

1. All survey questions are designed for the fiscal year 2012. Please evaluate your 2012 performance in responding to the survey questions.
2. **Survey Response Weight Change:** In order to continuously improve our research quality, we are trying to obtain more information from Asian insurers. Therefore, starting from this year, 5% will be added to the total score on ranking results for companies who participate in this survey.

Part I. Organizational Information

1. Please indicate your industry sector:

- Life and Health
 Property and Casualty
 Reinsurance
 Other (Please specify: _____)

2. For **life and health insurance/reinsurance** companies, please answer:

- What line(s) of business do(es) your company specialize in?
 Annuity
 Life
 Health
 Accident
 All Lines of Business

3. For **property and casualty insurance/reinsurance** companies, please answer:

- What line(s) of business do(es) your company specialize in?
 Personal lines
 Commercial lines
 All Lines of Business

4. What is (are) your main distribution channel(s)? Please rank them in the table below.

	1 st	2 nd	3 rd	4 th	5 th	6 th
Independent Agency						
Broker						
Bank						
Exclusive/Captive Agents						
Direct Response (e.g., direct mail, telephone, etc)						
Internet						
Other (Please specify: _____)						

Part II. Capital Structure

1. Please indicate the type of your company:

Domestic company Joint Venture Foreign Company

2. Many insurance companies have three different capital attributes (State/Government Capital, Overseas Capital, and Other Capital). Do you think that these different attributes have different impacts on insurance company competency?

Yes No

3. Please rate the following three capital attributes based on the degree of influence each has on insurance company competency.

Strong (5) ~ Weak (1)	5	4	3	2	1
State/Government Capital					
Overseas Capital					
Domestic private capital					
Other (Please specify: _____)					

4. Please provide the capital structure of your company.

	Percentage % (Total: 100%)
State/Government Capital (if any)	%
Overseas Capital	%
Domestic private capital	%
Other (Please specify: _____)	%

5. In your opinion, what should be the ideal capital structure combination for an insurance company? Please indicate below.

	Percentage % (Total: 100%)
State/Government Capital (if any)	%
Overseas Capital	%
Domestic private capital	%
Other (Please specify: _____)	%

Part III. Corporate Governance and Internal Control

1. Please provide a breakdown of your company’s board of directors:

Board of Directors Structure	Number of People
Internal Executives (including current company management and former executives)	

External	Reputable Former Regulators or Politicians	
	Scholars	
	Industry Experts (including Lawyers and Accountants)	
	Executives Designated by Shareholders	
	Other (Please specify: _____)	
Total number of board members		

2. When filling the positions listed below, what steps does your company take in the hiring process? Please indicate these steps below:

Positions	Examination from Supervisory Department	Approval from Board of Directors	Overseas Recruitment
Senior Management Positions			
Director Positions			
Actuary Positions			

3. Does the same person serve in the following executive positions in your company?

- CEO & President
 CEO & Chairman
 CEO, president, & Chairman
 Chairman & President
 No

4. Does your company have an independent compensation committee?

- Yes
 No

5. What is the basic structure of your CEO's (or president's if no CEO) compensation? Please indicate below:

	Percentage % (Total: 100%)
Fixed salary	%
Cash bonus	%
Company stock	%
Stock option	%
Other(Please specify: _____)	%

6. Please indicate whether your company is a mutual insurance company (without shareholders) or stock insurance company (with shareholders):

- Mutual
 Stock
 Others (Please specify: _____)

7. If your company is a **stock insurance company**, how many institutional investors does your company have? (An institutional investor is an entity with large amounts to invest, such as mutual funds, pension funds, brokers/dealers, insurance companies, and banks.)

- None 1-5 6-10 11-15 More than 15

8. Please indicate the number of shareholders (including institutions) that hold the following percentages of your company's shares?

5~10%:____, 11~15%:____, 16~20%:____, 21~50%:____, 51% and above:____.

9. Is your company publicly listed?

- Yes (Name of the Listed Stock Exchange: _____) No

Part IV. Customer Service Ability

1. Does your company provide a free 24/7 customer service hotline?

- Yes No

2. On average, how many days does your company spend processing a claim?

- 1-2 day(s) 3-5 days 6-9 days 10 days or more

3. Does your company use social media (Facebook, Twitter, blog, etc.) in promoting your products/services?

- Yes (Please specify: _____) No

4. Does your company provide email contact information or an online chat service to help customers?

- Email Online Chat Cell Phone Text Message None

5. Does your company offer an online database (e.g. Q&A summary) and online processing system (e.g. find products, file claims, pay bills, etc.) to serve customers?

- Online database
 Online processing system (Please specify: _____) None

6. Does your company have a designated team or hire other professionals to evaluate the quality of your customer service?

- Designated team
 Other professionals (please specify the company: _____)
 None

7. Does your company evaluate the relationship between customer satisfaction and financial performance?

- Yes No

Part V. Company's Market Competency

1. In the past **three** years, did your company launch any new products in the market?

- Yes No

- If you answered “Yes” to question 1, please specify the name of your new product(s):

- If you answered “Yes” to question 1, what percentage of your company’s overall premium income, roughly, was generated from these new products?

0-5% 6-10% 11-15% 16-20% 21% or above

2. In the past **three** years, did your company launch any businesses in a new province (or equivalent geographic area) **within your country/region**?

Yes No

- If you answered “Yes” to question 2, please specify the name of the province:

- If you answered “Yes” to question 2, what percentage of your company’s premium income was generated by this new market?

0-5% 6-10% 11-15% 16-20% 21% or above

3. How many core products does your company have?

1-2 3-5 6-9 10 or more

4. Please indicate the average gross premium revenue per person of your company’s salespeople in the last year:

- \$50K or less
 \$50K--\$100K
 \$100K--\$150K
 \$150K--\$200K
 \$200K or above

5. Has your company received certification(s) from the International Organization for Standardization (ISO) or other institutes?

Yes (Please list the certification(s): _____) No

6. For a **domestic company**, please answer:

- Does your company have operations abroad?

Yes No

- If you answered “Yes” to question 6, what is your foreign operation level?

Representative Office Branch Subsidiary

Other (Please specify: _____)

7. How many reinsurers does your company contract with? _____

Domestic Reinsurers _____ Foreign Reinsurers _____

8. Does your company have a designated department (or team) that handles reinsurance contracts?

Yes No

9. What percentage of your company's expenses was spent on information technology systems (including electronic data processing) in 2011?

- 0-3% 4-6% 7-9% 10-12% 13% or above

10. What investment channel(s) does your company have? Please mark all channels that you have and specify each's percentage in your total invested assets, respectively, if possible.

- Bond (____%) Stock of listed company (____%)
 Equity of unlisted company (____%) Derivatives (____%)
 Infrastructure (____%) Real Estate (____%)
 Other (Please specify the name and percentage: _____) _____%

Part VI. Auto Insurance (For property and casualty insurance companies only)

1. What type(s) of auto insurance products does your company offer?

- Compulsory auto liability
 Commercial auto liability
 Collision coverage
 Comprehensive coverage (other than collision coverage)
 Medical payments
 Uninsured motorists
 All above

2. What distribution channel(s) does your company use to sell auto insurance? Please mark all channels that you have and specify each's percentage.

- Agency (____%) Broker (____%) Bank (____%)
 Direct sale (e.g., direct mail, telephone, company website) (____%)
 Car dealer and car repair shop (____%)
 Other (Please specify name and percentage: _____) _____%

3. What percentage of total premium is generated from auto insurance of your company?

- 50% or below 51-60% 61-70% 71-80% 81% or above

4. What is the loss ratio of your auto insurance?

- 40% or below 41-60% 61-80% 81% or above

5. What is the expense ratio of your auto insurance?

- 30% or below 31-40% 41-50% 51-60% 61% or above

6. Please indicate the average commission range of your company's salespeople selling auto insurance:

- 0-5% 6-10% 11-15% 16% or above

Part VII. Bancassurance

1. What is the bancassurance operating model of your company?

- Bank contracted as sales distribution channel

- Bank-owned insurer (Bank owns majority stake in insurance company)
- Fully integrated with bank (100% owned by bank)
- No bancassurance

2. Does your company have contracted banks to sell insurance products?

- Yes No

If you answered “**Yes**” to question 2, please answering the following questions.

- How many banks have you contracted with?

- 1-3 4-7 8-10 11-15 16-20 21 or more

- What are the major products sold through the bank(s)?

For a **Life-Health** Insurance Company:

- Ordinary Life Insurance Participating Insurance Universal Insurance
- Unit-linked Insurance Full Product Line

For a **Property- Casualty** Insurance Company:

- Auto Insurance Homeowners Insurance
- Commercial Property and Liability Insurance Full Product Line

- What percentage of total premiums is generated from bancassurance?

- 0-10% 11-15% 16-25% 26-40% 41% or above

- Does the products sold through the bank(s) have higher profit margin than products sold through other distribution channels?

- Higher Lower Similar Not sure

3. Are the contracted banks also shareholders of your company?

- Yes No

- If you answered “**Yes**”, what percentage of shares do the contracted banks hold in your company?

- 0-10% 11-20% 21-40% 41-50% 51% or above

4. How does your company provide the customer service for policies sold through the banks?

- Services provided by bank Designated division in your company
- No separate division

5. What is the age range of your targeted bancassurance’s customers?

- 20-30 31-40 41-50 51-60 60 or above

6. What is the loss ratio of business lines sold through banks?

- 40% or below 41-60% 61-80% 81% or above

7. Does your company provide any training for bank employees who conduct bancassurance sales?

- Yes No Not sure

Part VIII. Human Capital Management System

1. What percentage of your overall budget is spent on training programs?

- 0-5% 6-10% 11-15% 16-20% 21% or above

2. What percentage of management comes from internal promotions?

- 0-10% 11-20% 21-30% 31-40% 41% or above

3. What percentage of employees holds a graduate degree?

- 0-3% 4-6% 7-9% 10-15% 16% or above

4. What percentage of your management team holds a degree from a foreign university/college?

- 0-3% 4-6% 7-9% 10-15% 16% or above

5. What incentives does your company provide for employees to pursue further education, such as MBAs or certificate examinations? (You may check more than one.)

- Reimbursement for school and continuous education
- Reimbursement for exam expenses
- Reward system (e.g. study leave, salary raise, etc.)
- Internal training programs set up by company
- Other (Please specify: _____)

6. Does your company provide any employee benefits? (You may check more than one.)

- Pension plan
- Housing plan
- Group life
- Group health
- Supplementary medical plan
- Workers' compensation and employee benefit
- Other (Please specify: _____)

Part IX. Insurance Company Subjective Ranking

Please list the top ten insurance companies in your country or region (excluding your company) in terms of their overall reputation in the industry.

Country/ Region: _____

	Insurance Companies with the Best Overall Reputation
Best	
Second	
Third	
Fourth	
Fifth	
Sixth	

Seventh	
Eighth	
Ninth	
Tenth	

Part X. Participant Profile

First Name		Last Name	
Company Name		Title	
Email Address		Phone Number	
		Fax Number	
Company Address			

The responses and contact information we collect through this survey are exclusively used for Asian Insurance Competency research. We will keep it strictly confidential.

Please provide us with any suggestions or comments on this survey.

Thank you for taking your valuable time to participate in our study!
Please email your file to nt-2012fly@csu.fullerton.edu or fax it to 1-657-278-5551.

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