

Asian Insurance Competency Research Questionnaire

Part I. The Significance of Competency

1. Please rate the significance of the following financial components in relation to the competency of an insurance company in the current market environment. (The “competency of an insurance company” refers to the comparison of the industry competitors under the same market environment, and their comprehensive strength to achieve the goals.)

	Very Significant (5)	Somewhat Significant (4)	Significant (3)	Slightly Significant (2)	Insignificant (1)
Market Size					
Capital Adequacy					
Adequacy of Loss Reserves					
Asset Liquidity					
Profitability					
Stability					
Other:					

2. Please rate the following non-financial components based on their impact on the competency of an insurance company in accordance with their importance.

Very Significant (5) ~ Insignificant (1)	5	4	3	2	1
Regulatory Environment					
Market Conditions (e.g. competition level)					
Corporate Governance					
Risk Management and Internal Control					
Customer Service and Sales Network					
Product Innovation and Professionalism					
Staff Quality and Training					
Information Technology					
Overall Reputation					
Other:					

Part II. The Capital Structure and Competency of Insurance Companies

1. Most insurance companies have three different capital attributes (State/Government Capital, Overseas Capital, and Other Capital). Do you think that they have different impacts on the insurance company's competency?

Yes No

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

Strong (5) ~ Weak (1)	5	4	3	2	1
State/Government Capital if any					
Overseas Capital					
Other					

3. Please provide us with the capital structure of your company.

	Percentage % (Total: 100%)
State/Government Capital if any	%
Overseas Capital	%
Other	%

4. In your opinion, what is the ideal combination of capital structure for maximizing the competency of insurance company? Please indicate below.

	Percentage % (Total: 100%)
State/Government Capital if any	%
Overseas Capital	%
Other	%

Part III. Corporate Governance

1. Total number of members on the board of directors in your company : _____

2. Structure of your board of directors.

Structure of Board of Directors		Number of People
Internal Executives (including current company management and former executives)		
External	Reputable Former Regulator or Politicians	
	Scholars	
	Industry Experts (including Lawyer and Accountant)	
	Other	

3. How many shareholders (including institution) hold more than 5% of the shares?
Specifically 5~10%: __, 11~15%: __, 16~20%: __, 21~50%: __, 51~above%: __.

4. Is your company publicly listed?

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

5. Does your company implement the steps indicated below when the following positions are filled? Please check if your company is doing the following steps.

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

6. What is the annual salary level of your company's CEO in US dollar?

\$100K or less \$100K~\$200K \$200K~\$500K \$500K~\$1M
 \$1M ~\$2M \$2M ~\$5M \$5M~10M \$10 million or above

7. What is the annual salary level of your company's CFO in US dollar?

\$100K or less \$100K~\$200K \$200K~\$500K \$500K~\$1M
 \$1M ~\$2M \$2M ~\$5M \$5M~10M \$10 million or above

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 per claim?

1-2 Day(s) 3-5 Days 6-9 Days 10 days or More

3. How would you rate the quality of your company's website?

Excellent	Good	Acceptable	Not Good	No Website

Part V. Company's Market Competency

1. In the past three years, did your company launch any new product to the market?

Yes No

2. If there were new products, what percentage of the overall premium income, roughly, was generated from the new products?

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

3. In the past three years, did your company launch any businesses in a new target market within your country/region?

- Yes No

4. If your company opened a new market in your country/region, what percentage of the premium income was generated by the new market?

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

5. What is the number of core products in your company?

Core product 1: The ratio of premium income to overall premium _____ %

Core product 2: The ratio of premium income to overall premium _____ %

Core product 3: The ratio of premium income to overall premium _____ %

6. Please indicate the average capital productivity (average gross premium per person) of your company salespeople (include agents) in the last year:

- \$100K or Less
 \$100K~\$150K
 \$150K~\$200K
 \$200K~\$250K
 \$250K or above

7. **Non-life insurance companies please answer:**

- What is the number of your marketing channels?
- What line of business does your company specialize in?
 Individual Commercial All Lines of Business

8. **Life insurance companies please answer:**

- What line of business does your company specialize in?
 Annuity Life Health All Lines of Business
- Apart from commissions and bonuses, does your company set a long-term reward program for agents?
 Yes No
- What is the average number of training hours that your company's sales staff receives throughout the year?

9. Does your company consider the information or feedback from the marketing and customer service departments before creating a new product?

- Yes No

10. Does your company have the ISO 9000 or 9001 certificate?

- Yes No

11. How many primary branches (e.g. Province or State level) does your company have in the domestic market?

12. How many primary branches (e.g. Province or State level) does your company have in the foreign market?

13. How many reinsurers does your company contract with? _____
Specifically; Domestic Reinsurers : _____, Foreign Reinsurers : _____.

14. Does your company have a specific department (or team) for reinsurance contracts?
 Yes No

15. What percentage of your company's expenses was spent on the Information Technology System (Including Electronic Data Processing) in last year?
 0-3% 4-6% 7-9% 10-12% 13% or above

Part VI. Risk Management

1. Does your company have the following departments or management?

	Yes	No
Risk Management		
Asset-Liability Management		
Risk Manager		
Chief Risk Officer		

2. Does your company have disaster reserve or insurance?

	Yes	No
Earthquake		
Flood		
Company Emergency Plan		
Terrorism		

3. Does your company have a specific risk management department for investments?
 Yes No

4. Who is your company's main decision maker for investments?

- CEO
- CFO
- Board of Directors
- Manager of Investment Department
- Holding Group (e.g. Parent Company)
- Other: _____

5. What level of investment must have the approval of the board of directors or shareholders?
- \$1 Million or above
 - \$5 Million or above
 - \$10 Million or above
 - \$50 Million or above

Part VII. Company's Human Resource System

1. Please answer the following questions:

- What percentage of the overall budget is spent on training programs? _____%
- What percentage of management comes from internal promotions? _____%

2. How does your company encourage staff to pursue further studies, such as MBA or other certificate examinations? (You may check more than one.)

- Reimbursement for Further Schooling
- Directly Provides Training
- Exam Expense Reimbursement
- Exam Reward System (e.g. Study Leave, Salary Raise, etc.)
- Other: _____

3. Does your company provide supplementary fringe benefits? (You may check more than one.)

- Pension Plan
- Housing Plan
- Supplementary Medical Plan
- Worker's Compensation
- Paid Leave
- Other: _____

Part VIII. Insurance Company Ranking

In the seven categories below, please name five insurance companies in your country or region (excluding your company) in the best ranking order, followed by five insurance companies in the worst ranking order.

Country/ Territory: _____

1. Corporate Governance

	Insurance Companies with the Best Corporate Governance
Best	
Second	
Third	
Forth	
Fifth	

	Insurance Companies with the Worst Corporate Governance
Worst	
Second	
Third	
Forth	
Fifth	

2. Risk Management

	Insurance Companies with the Best Risk Management
Best	
Second	
Third	
Forth	
Fifth	

	Insurance Companies with the Worst Risk Management
Worst	
Second	
Third	
Forth	
Fifth	

3. Product Innovation and Professionalism

	Insurance Companies with the Best Product Innovation and Professionalism
Best	
Second	
Third	
Forth	
Fifth	

	Insurance Companies with the Worst Product Innovation and Professionalism
Worst	
Second	
Third	
Forth	
Fifth	

4. Customer Services

	Insurance Companies with the Best Customer Service
Best	
Second	
Third	
Forth	
Fifth	

	Insurance Companies with the Worst Customer Service
Worst	
Second	
Third	
Forth	
Fifth	

5. Quality of Staff

	Insurance Companies with the Best Quality of Staff
Best	
Second	
Third	
Forth	
Fifth	

	Insurance Companies with the Worst Quality of Staff
Worst	
Second	
Third	
Forth	
Fifth	

6. Information System and Technology

	Insurance Companies with the Best Information System and Technology
Best	
Second	
Third	
Forth	
Fifth	

	Insurance Companies with the Worst Information System and Technology
Worst	
Second	
Third	
Forth	
Fifth	

7. Overall Reputation:

	Insurance Companies with the Best Overall Reputation
Best	
Second	
Third	
Forth	
Fifth	

	Insurance Companies with the Worst Overall Reputation
Worst	
Second	
Third	
Forth	
Fifth	

Part IX. AIC Research

1. Do you agree with the weights that were assigned for the AIC Research? If not, please provide your suggested weights in the last column.

	AIC Weights (Total 100%)	Agree	Disagree	Suggested weights (Total %)
Market Size Test	15%			%
Capital Adequacy Test	15%			%
Loss Reserve Test	15%			%
Asset Liquidity Test	20%			%
Profitability Test	25%			%
Stability Test	10%			%

2. The Invested Assets ratio (Invested Assets without Cash / Total Assets) was included in the Liquidity Test along with the Current Liquidity ratio (Current Assets / Current Liabilities) and Overall Liquidity (Overall Liabilities / Total Assets) in our research. Do you think that the Invested Assets ratio is important to the competency of an insurance company?

Yes No Why not?

If yes, where should the ratio be included among the following tests? Please check only one.

Market Size Test	Capital Adequacy Test	Loss Reserve Test	Asset Liquidity Test	Profitability Test	Stability Test

Part X. Participant Profile

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

Please provide us with any suggestions or comments:

Thank you for taking your valuable time to participate in our study!

If you are Non-MS Outlook User please save the file and then email it to charlielee@fullerton.edu or fax it to 1-657-278-5551.

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