

# Operational Strategies Conference

*Game Player or Game Changer?  
Agility in Disruptive Times*



**2017**

**22 - 23 May**

Le Meridien, Kuala Lumpur, Malaysia

**P R O G R A M**



## Antitrust Policy and Caution

Each person attending this function must be mindful of the constraints imposed by applicable antitrust laws. Some personnel here today represent companies that are in direct business competition with one another. This meeting's purpose is to provide a forum for the free exchange of ideas on the designated topics. It is not the purpose of this meeting to reach any agreement that could have anticompetitive effects.

You can avoid antitrust compliance problems by following simple guidelines:

- Stick to the published agenda.
- Pricing, premiums, and benefits to be offered or terminated are competitively sensitive information which competitors should not exchange or discuss with each other. Never take a poll of views or make a collective agreement on these issues.
- Always retain your right to make an independent judgment on behalf of your company.

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# 2017 Operational Strategies Conference

◀ **MONDAY, 22 MAY** ▶

**7:30 a.m. – 5:00 p.m. — REGISTRATION DESK OPEN**

Clarke Ballroom Foyer, Level 6

**8:30 – 9:00 a.m. — WELCOME AND OPENING REMARKS**

Clarke Ballroom, Level 6



**RAMZI TOUBASSY**

Vice President/Chairman of  
Industry Promotion Committee  
Life Insurance Association of Malaysia (LIAM)



**IAN WATTS**

Senior Vice President & Managing Director –  
International Operations  
LIMRA & LOMA

**9:00 – 10:30 a.m. — OPENING KEYNOTE SPEAKER**

Clarke Ballroom, Level 6

***The Future of Work — What is Coming & How to Prepare Your Organization for Success***



**JEREMY BLAIN**

Regional Managing Director  
Cegos Asia Pacific

In a highly interactive session that will include the use of audience live polling, Jeremy will use real life examples from multiple industries to show what disruption looks like, and what it means to the future of your workplace. Jeremy will also present new findings from a recent study of the five key drivers for successful organizational change, including the impact of technology, the challenges of a cross-generational workforce, increasing diversity, the future of work infrastructure, and leader/manager readiness.

**10:30 – 11:00 a.m. — NETWORKING BREAK**

**11:00 a.m. – 12:00 p.m. — GENERAL SESSION**

Clarke Ballroom, Level 6

***The Transformative Power of Blockchain Technology***



**DAVID PIESSE**

Chief Risk Officer, Guardtime  
Chairman, International Insurance Society  
Ambassadors

Drawing on his extensive global risk management experience, David will outline important benefits that blockchain technology is already bringing to the insurance industry. He will provide a practical perspective on how it is transforming claims processing and improving the customer experience for life and health insurers — while boosting profitability and decreasing risk.

**12:00 – 1:00 p.m. — LUNCHEON**

Latest Recipe Restaurant, Level 5

**1:00 – 2:00 p.m. — CONCURRENT SESSIONS**

Clarke Ballroom, Level 6

***Session 1A: Omnichannel Customer Support***



**JOYDEEP K. ROY**

Partner & Leader, Insurance &  
Allied Business, India  
PwC India

Insurance companies now understand the value of direct customer contact, not only for cross selling, but also for pure client touchpoint impact. Client behavior, however, has changed from wanting to simply call or email their financial partner to embracing numerous communication channels. Customers now expect any-time any-device payments, claims, administrative help, financial planning, and tax help. Joydeep will explore the future of customer support through all existing — and imaginable — communication channels!

## Operational Strategies Conference

Parry Room, Level 6

### Session 1B: Reinventing the Life Business in the Smart Era



#### RAVINDER SINGH

General Manager and Head of Life & Health, ASEAN and Indian Sub-Continent Hannover Re

Following a near death experience 10 years ago, Ravinder knew in his heart that life insurance must be affordable, simple, and instantly available to all. That led him to become the passionate founder of Malaysia's first instant-issue life insurance platform, U for Life. As a social enterprise that sprang from his vision to transform life insurance from a product that is sold to one that is bought, U for Life has revolutionized access to life insurance. In this presentation, Ravinder will share the operational challenges of issuing a policy that is underwritten online in only 10 minutes.

The Gallery, Level 8

### Session 1C: Implementing Operational Strategies: Bridging the Digital Gap in the C-Suite



#### TROY BARNES

Chief Customer Experience Officer AIA Bhd.

A Harvard Business Review cover story on why company strategies unravel reports that the #1 concern for CEOs worldwide is the ability to successfully implement strategy. They also report that two thirds to three quarters of these organizations struggle to implement their operational strategies. Over the next 3-5 years, digitization within complex enterprises will focus on creating knowledge-sharing and collaboration-cloud platforms at the strategy level. Bob Epner and Troy Barnes will discuss transformative tools for the C-suite to drive strategy, get results, and create effective, swift, and seamless change.

2:00 – 2:20 p.m. — **SESSION CHANGE**

2:20 – 3:20 p.m. — **CONCURRENT SESSIONS**

Clarke Ballroom, Level 6

### Session 2A: Behavioral Economics



#### ROHIT KUMAR

Director  
PwC Consulting Services (Malaysia) Sdn Bhd

Behavioral economics is the application of economics and psychology to explain human behavior. A classical economist explains that people are rational and make decisions that maximize their own economic utility. Consumers, however, often use seemingly irrational metrics and concepts to assess the value of a product or service. And they rely on mental shortcuts, social norms, and the behaviors of other consumers to make decisions. Rohit will share how consumers' actual behaviors can be harnessed to develop new offers and enhance existing ones.

Parry Room, Level 6

### Session 2B: Is your Contact Centre Ready for Destruction?



#### SIDNEY YUEN

Chairman  
HBC

Managing contact center processes based on measurable results is key to ensuring your center delights customers, generates revenue, and cuts waste. Yet many organizations do not have a well-articulated strategy to excel in those three areas. This session will use benchmarks and firsthand research to pinpoint new KPIs, behaviors, and digital tools that contact center executives must embrace to become a strategically important unit and meet the expectations set by other members of senior management.

3:20 – 3:50 p.m. — **NETWORKING BREAK**

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## 3:50 – 5:00 p.m. — GENERAL SESSION

Clarke Ballroom, Level 6

### *The Convergence of Technology: How Will Selfies, Wearables, and AI Change Insurance?*



**KARL RICANEK JR., Ph.D.**

Co-founder, CIO & Chief Data Scientist  
Lapetus Solutions, Inc.

The life insurance industry is ripe for a technology revolution. Other insurance industries have already embraced the revolution, such as auto insurance with telematics. But how will new technologies change the landscape for life insurance? How will the industry respond to the global rise of mobile, advancements in artificial intelligence, and the need to engage customers through social platforms? Will policies be issued based on a selfie? Will traditional applications give way to personal assistants like Alexa, Siri, and Google Voice? Attend this session for a thought-provoking glimpse into the future.

## 5:00 p.m. — RECEPTION

Clarke Ballroom Foyer, Level 6

After a day of work and learning, join us for some fun and games! Network with colleagues in a more relaxed setting while enjoying a cocktail and some light hors d'oeuvres.

◀ **TUESDAY, 23 MAY** ▶

## 8:00 a.m. — REGISTRATION DESK REOPENS

Clarke Ballroom Foyer, Level 6

## 8:45 – 9:00 a.m. — WELCOME BACK

Clarke Ballroom, Level 6

## 9:00 – 10:45 a.m. — GENERAL SESSION

Clarke Ballroom, Level 6

### *LOMA's Education Initiatives & The Great Eastern Story*



**CINDY HENRY, FLMI, FSSI, ASRI, ALHC, PAHM, ACS**

Director, Learning Product Management  
LOMA



**PETER LAW**

Head of Talent Management and  
Learning & Development  
Great Eastern Life Assurance  
(Malaysia) Berhad

In this two-part presentation, Cindy and Peter will first walk attendees through the latest trends and cutting-edge developments in education and training that are being used to educate a new generation of learners. You will then hear a detailed case study of how these education trends and techniques have been embraced and successfully implemented at Great Eastern Malaysia.

## 10:45 – 11:15 a.m. — NETWORKING BREAK

## 11:15 a.m. – 12:15 p.m. — GENERAL SESSION

Clarke Ballroom, Level 6

### *Creating and Leading Innovation in the Korean Market in an Era of Disruption*



**KUMJOO HUH**

Managing Director  
Kyobo Life Insurance Co., Ltd., Korea

Kumjoo Huh will deliver a case study overview on Kyobo Life's experiences with embracing innovation in an era of disruption. She will outline their strategy, share key challenges, and identify key components of the program that were able to produce such highly successful results.

## 12:15 – 1:15 p.m. — LUNCHEON

Latest Recipe Restaurant, Level 5

# 2017

## Operational Strategies Conference

1:15 – 2:30 p.m. — **EXECUTIVE PANEL**

Clarke Ballroom, Level 6

### *Strategic Talent Management: Find Them, Get Them, Keep Them*



**ANDREW G. BISHOP**  
Chief of Staff, Asian Markets  
Regional Head of Human Resources –  
Asia Pacific Markets  
RGA Reinsurance Company



**ZOHRAB A.S. CHONG**  
Head, Learning & Development and Talent  
Management  
AXA Affin General Insurance Berhad



**SHANE SIBRAA**  
Managing Director, APAC  
Argyll Scott Asia



**CINDY HENRY**, Moderator  
Director, Learning Product Management  
LOMA

This group of executives will discuss HR's role in planning and implementing an organizational talent strategy. The discussion will include current and predicted future trends in

- Talent acquisition and retention
- The importance of remaining visible to strengthen employee engagement
- Strategies to actively seek out diversity
- How to support a corporate culture that will evolve with the ever-changing business environment

2:30 – 3:00 p.m. — **NETWORKING BREAK**

3:00 – 4:00 p.m. — **CLOSING KEYNOTE SPEAKER**

Clarke Ballroom, Level 6

### *Strategy Implementation Challenge*



**ROBIN SPECULAND**  
Global Pioneer & Expert in Strategy  
Implementation

Strategy is about making the tough choices; implementation is about taking the right actions. This straight-talking, highly engaging presentation will be invaluable to company leaders who want to successfully implement their strategy and avoid common pitfalls. Using a variety of stories, examples, and mini case studies, Robin will explore the eight areas of strategy implementation, explain an implementation success framework, and examine how leaders can identify the right actions and develop the discipline to take them.

4:00 p.m. — **ADJOURNMENT**

## Speaker Biographies

### **TROY BARNES**

*Chief Customer Experience Officer  
AIA Bhd.*

Troy Barnes is Chief Customer Experience Officer at AIA Berhad since November 2014. His role encompasses all aspects of customer interactions across multiple lines of business and channels. He is responsible for developing the Customer Experience blueprint with the Operations, IT, Sales, and Marketing teams. Prior to his current role, Troy has held senior management roles at AIA and ING driving transformation and change in Japan, Korea, Taiwan, Hong Kong and Australia as well as senior regional roles covering Asia Pacific with a continued passion for delivering value to customers.

### **ANDREW G. BISHOP, MBA**

*Chief of Staff – Asian Markets &  
Regional Head of Human Resources  
RGA Reinsurance Company*

Andrew Bishop is Chief of Staff – Asian Markets and Regional Head of Human Resources of Reinsurance Group of America. As Chief of Staff, he leads a portfolio of strategic programs and project initiatives in support of the organization's regional goals. As regional leader of Human Resources, he drives the HR strategy and operations across the Asia Pacific markets. Andrew joined RGA as Director, Head of Human Resources – Japan, and has led the Asia Pacific Human Resources since 2011. He has worked on numerous assignments throughout Asia Pacific, the UK and North American markets, and his expertise includes largescale program/project management, change management, employee relations, compensation, performance management, M&A due diligence and post-merger integration.

### **JEREMY BLAIN**

*Regional Managing Director  
Cegos Asia Pacific*

Jeremy Blain is a Managing Partner of Cegos Group and also leads their Asia Pacific operations and activities from the company's Singapore hub. Prior to this, he was responsible for Cegos' strategy for international expansion through a value-adding global network of partners and, before that, as Managing Director of Cegos UK. Jeremy has over 16 years' experience in the learning and development industry as a managing director, partner, trainer, coach, and program author. In previous roles at The Procter & Gamble Company, PepsiCo, and his own point-of-sale software business, he has had roles in marketing, sales, operations and general management. Jeremy is a frequent international conference speaker and media commentator on learning and development; his white papers are available at [www.cegos.com.sg](http://www.cegos.com.sg). He is a Fellow of the Institute of Directors (London, UK) and holds a Masters of Management (International Business) from the Australian Institute of Business, and a BA Honors from Sheffield University.

### **ZOHRAB A. S. CHONG**

*Head, Learning & Development and  
Talent Management  
AXA Affin General Insurance Berhad, Malaysia*

Zohrab Chong has more than 20 years of experience across industries in Malaysia since he graduated from Monash University, Melbourne, Australia. He was formerly a practicing lawyer, an economic trade officer with the South African High Commission, and an internal business developer before joining the insurance industry. He began his insurance career as a loss adjuster before moving onto claims, business excellence, learning and development, and talent management. Zohrab's operational experience enables him to understand and lead Learning & Development and Talent Management at AXA Affin General Insurance Berhad. He is focused on transforming his areas of responsibility, including agent development in Malaysia and across the region. Zohrab has also served the industry as leader of the Young Managers Think Tank of Malaysia from 2010 to 2014, and he recently completed a lengthy assignment to AXA University's Asia Campus in Singapore as the Regional Learning Business Partner.

## Speaker Biographies

### **CINDY HENRY, FLMI, FSSI, ASRI, ALHC, PAHM, ACS**

*Director, Learning Product Management  
LOMA*

An education and training expert, Cindy helps insurers understand how they can help their employees increase their topical knowledge and job performance. Prior to her current role, Cindy was a senior associate in Learning Product Management. She has also worked on textbook projects, examination development projects, and spent seven years working in LOMA's Member Solutions area. Before joining LOMA in 1988, Cindy spent several years working in various accounting functions in the life insurance industry. Cindy earned a B.S. degree from the University of South Carolina and a Master's of Business Administration degree from Georgia State University.

### **KUMJOO HUH**

*Managing Director  
Kyobo Life Insurance Co., Ltd.*

For the past two and a half decades, Kumjoo Huh has worked for Kyobo Life, a company with an asset of over US\$70 billion. In her current position, she leads the B2B division, overseeing marketing, consulting and client services for corporate pension and group insurance plans of Fortune 500 companies and approximately 1,000 Korean corporations. She is also in charge of global projects and international relations with overseas insurance organizations. She previously worked for Kyobo Life in China, where she successfully established a strategic alliance with China Life and corporate social responsibility projects with The Insurance Association of China. She also initiated and leads the Diversity and Inclusion program at Kyobo Life. Kumjoo received recognition for her industry contribution from the Korean Minister of Finance and Economy. She has served as Director for the CCISSR (Center for Insurance and Social Security Research) at Peking University. She is currently Co-Chair for the Professional Women's Committee of the American Chamber of Commerce in Korea.

### **ROHIT KUMAR, MBA**

*Director  
PwC Consulting Services (Malaysia) Sdn Bhd*

Rohit Kumar has over 25 years of diversified consulting experience, including 14 years with PwC U.S. He currently leads the Forensic Technology Services team, and has a deep knowledge of using technology for systems controls and detecting financial fraud, operational risks, and enterprise risks. Rohit has been featured in prestigious magazines, such as CIO Review Magazine (2014, 2015) and The Silicon Valley Review (2014), and has been a regular speaker at industry conferences such as the Information Systems Audit and Control Associations (ISACA), The Indus Entrepreneurs (TiE), Malaysia Institute of Accountants (MIA), and Big Data Conferences. Rohit holds an engineering degree and has an MBA in Finance from Boston University.

### **PETER LAW, Certified Coach**

*Head of Talent Management and  
Learning & Development  
Great Eastern Life Assurance (Malaysia) Berhad*

Peter has 21 years of commercial experience in the areas of HR, Employee Engagement, Talent Management, Learning & Development, and Strategic Talent Acquisition, during which time he has trained more than 12,000 executives and managers. His current focus is on ways in which companies can use these areas to achieve sustainable growth, as demonstrated through his instrumental role in transforming the HR Function for Great Eastern Malaysia. In recent years, his programs have earned him numerous awards and recognition, including LOMA's Educational Achievements Award (for eight consecutive years since 2009); GTI Media's Winner of Malaysia Leading Graduate Employer for Insurance Category (for seven consecutive years since 2009 and finalist in 2016); Recruitment Asia Award for BEST candidate experience 2016; BEST Onboarding Experience 2016; HR Asia's Best company to work for in Asia 2016; and Aon Hewitt's prestigious BEST Employer Malaysia 2016 for Commitment to Effective Leadership 2016.

## Speaker Biographies

### **DAVID PIESSE**

*Chief Risk Officer, Guardtime & Chairman  
International Insurance Society (IIS) Ambassadors*

David Piesse is an advisory board member of Guardtime, a firm establishing blockchain data governance and compliance standards for industries and governments. He is helping to establish the global insurance and financial services blueprint for Guardtime, and focuses on cyber liability as an emerging risk. David is a frequent speaker on cyber liability and the use of blockchain technology for data-centric security and data provenance. He also publishes blockchain white papers with EY. David chairs the IIS Ambassadors; IIS is the only global insurance society promoting new risk strategies and advice for insurers. He started his career at Lloyds of London and was a global risk management consultant with the United Nations for seven years operating on all continents. He then served as the Global Head of Insurance and Asia Pacific Head of Financial Services for Sun Microsystems. David is a member of the Chartered Insurance Institute and the British Computer Society.

### **KARL RICANEK JR. Ph.D.**

*Co-founder, CIO & Chief Data Scientist  
Lapetus Solutions, Inc.*

Karl Ricanek Jr. is a Full Professor at the University of North Carolina Wilmington in the Computer Science Department, and the founder and director of the Face Aging Group Research Lab ([www.FaceAgingGroup.com](http://www.FaceAgingGroup.com)) where he has been the primary project lead on more than \$18 million USD in Department of Defense and intelligence funded research since 2003. His current area of research is focused on developing algorithms for modeling age-progression for the mitigation of acute degradation of face recognition systems due to aging. He is also involved in research for robust facial analytics where he holds two U.S. patents. He has extensive research background in pattern recognition, artificial intelligence, and machine and computer vision. Ricanek is a serial entrepreneur developing businesses around the new uses of biometrics and identity. His latest company, Lapetus Solutions, is poised to revolutionize financial services, life cycle event, and health.

### **JOYDEEP K. ROY, MBA**

*Partner & Leader, Insurance & Allied Business Practices  
PwC India*

Joydeep has over 25 years of industry experience, primarily in senior business roles in insurance and banking. Before joining PwC India, he was Founder and CEO of L&T General Insurance Company Limited, which won the Model Insurer Award in Technology from Celent two years in a row. Earlier, Joydeep was part of the founding team of AIG's Life Insurance JV in India, where he was Chief Distribution Officer for Life Insurance. He was selected by AIG as a part of their prestigious GMEDP program, which conducted projects around the globe. He has also worked for Standard Chartered Bank, Wipro, and Compaq Computer Asia Pte Ltd. Joydeep is a member of the CII National Committee for Insurance and Pensions, and served on the Board of Insurance Information Bureau (IIB). He was a founder and Director of the Financial Planning Standards Board and was one of the first CFPs in India. Joydeep was awarded the "Technology Leader of the Year" in 2011 by Asia Insurance Review and Celent. He is also a prominent speaker at national and international forums. He holds a degree in Mechanical Engineering and an MBA from IIM Calcutta.

### **SHANE SIBRAA**

*Managing Director, APAC  
Argyll Scott Asia*

As a founding Partner of Argyll Scott Asia, Shane is responsible for developing the Group's presence throughout Asia Pacific. With the initial opening of Hong Kong in April 2010, Singapore in July 2011, Bangkok in October 2015 and now Kuala Lumpur through the Reed acquisition, the Group has aggressive plans to expand through Asia over the next five years. Shane handles senior search assignments within financial services, commerce, industry, and insurance and has successfully placed a large number of senior professionals over the last 15 years.

## Speaker Biographies

### **RAVINDER SINGH**

*General Manager and Head of Life & Health,  
ASEAN and Indian Sub-Continent  
Hannover Re*

Ravinder has nearly three decades of experience in the industry and has worked with some of the leading reinsurers in London, Amsterdam, Zurich, Singapore, and now Kuala Lumpur. A strong advocate for consumer education and protection, he is working steadily towards a fully insured population. He is the passionate founder of U for Life, the first Malaysian online life insurance platform which instantly issues e-policies. Ravinder is the General Manager of Life & Health Division of Hannover Re Malaysian Branch, a regional office responsible for 15 countries in ASEAN and the Indian Sub-Continent. Hannover Re is the third largest reinsurer in the world.

### **ROBIN SPECULAND**

*Global Pioneer & Expert in Strategy Implementation*

Robin Speculand inspires leaders to change their approach to transform strategy implementation. Since assisting his first client, Singapore Airlines, over two decades ago, he has gone on to help governments, multinational corporations and local organizations across five continents execute their strategies. Robin is also creator of the Implementation Hub — the first portal in the world dedicated to strategy implementation — designed to complement the implementation journey that companies must take to innovate their strategies and audit their execution capabilities. An international bestselling author, Robin's books include *Bricks to Bridges – Make Your Strategy Come Alive*, which set the benchmark for new thinking in his field; *Beyond Strategy – The Leader's Role in Successful Implementation*; *Building Your Execution Plan – 182 Strategy Implementation Questions*; and most recently, *Excellence in Execution – HOW to Implement Strategy*, which provides a new approach to adopting the right mindset, toolset, and skillset to successfully implement strategies.

### **IAN WATTS**

*Senior Vice President and Managing Director –  
International Operations  
LIMRA and LOMA*

Ian Watts leads the LIMRA and LOMA operations that help members companies in Asia, Latin America, Africa, and the Middle East achieve their business objectives. Prior to joining LIMRA and LOMA in 2013, he was Global COO at ACE Life International, where he was responsible for their day-to-day operations and new business development. He has held CEO positions in India and China for AIG and AIA, and had extensive global experience in the UK, EMEA, and Latin America.

### **SIDNEY YUEN**

*Chairman  
HBC*

Building on over 25 years of experience in formulating strategies and improving processes for organizations in Asia, Sidney partners with clients to transform and capitalize on their customers' experience. He specializes in market-entry, technology, outsourcing, and customer management, and has helped companies of all sizes to develop market entry strategy and execution plans. His previous roles include managing director, Greater China at NorthgateArinso (the world's largest HR outsourcing company), Head of Consulting, Asia Pacific at Convergys Corporation (the world's largest contact centre outsourcing company), and founding director to Andersen's Change management practice for Greater China. Prior to his consulting career, Sidney was Executive Vice President at Systek Technology, Head of Quality & Customer service at American Express, and Training Manager at BAT and the Swire Group (Parent of Cathay Pacific Airways). Sidney is Director, Asia of ClaimVantage, Inc., and Editor in Chief of the Best Practice Management Magazine. He also served as Chairman for Asia Pacific Contact Centre Association Leaders & Hong Kong Management Association's Quality Award Board of Examiners.

