



Report Summary

(Silver Award)

報告摘要

(銀獎)



中銀香港(控股)有限公司附屬機構
A subsidiary of BOC Hong Kong (Holdings) Limited

Provided by BOC Group Life Assurance Company Limited
本報告摘要由中銀集團人壽保險有限公司提供

Established in 1998, BOC Group Life Assurance Co Ltd (BOCG Life) is a leading provider of wealth management, retirement-saving protection, traditional life protection products to customers in Hong Kong.

On the back of the strong franchise of our parent company BOC Hong Kong (Holdings) Limited and its subsidiaries (the Group), we leverage on the Group's over 270 branches – the most extensive branch network in Hong Kong, and its fully integrated call centre to distribute our products through our team of professionally trained financial planners and telemarketers, as well as the affinity partnership with BOC Credit Card. Our financial planning distribution model is a market-leading example of professional insurance sales dedicated to policyholder protection.

The BOCG Life's business philosophy is centred on our mission to enhance customer satisfaction, provide quality and professional service, offer rewarding career opportunities and cultivate staff engagement, create value and deliver superior shareholder returns. We have achieved remarkable success on several fronts in the aftermath of the 2008 financial crisis, and have emerged as a major force and leading provider in the Hong Kong life insurance industry.

Leadership

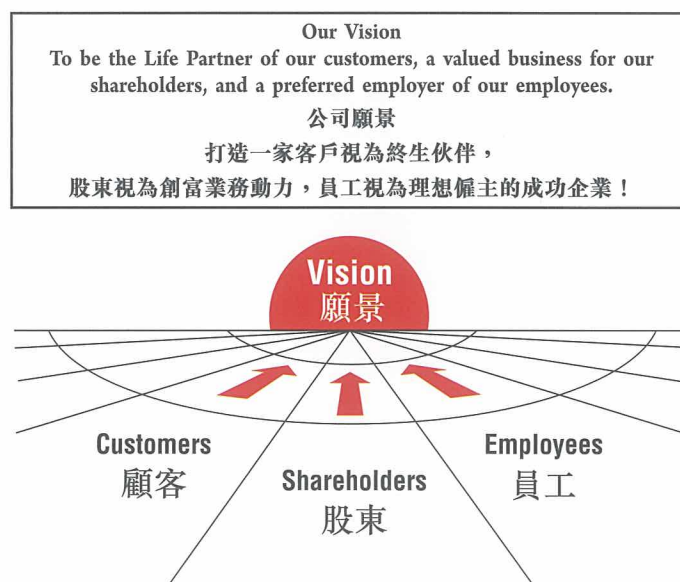
Our core values of Social Responsibility, Performance, Integrity, Respect, Innovation and Teamwork are the fundamental bases of every aspect of our business and underpin our success of being the leader in our chosen market.

Our management engages in regular brainstorming sessions to generate strategic ideas and core visions. Strategic plans are discussed at all levels to ensure buy-in from staff and as a form of

中銀集團人壽保險有限公司（中銀集團人壽）自一九九八年成立以來，一直在市場處於領導地位，致力在香港為客戶提供優質的財富管理、退休及人壽保險產品服務。

憑藉中銀香港（控股）有限公司及其附屬機構（本集團）的強大後盾，我們通過集團旗下二百七十家分行及完善的電話直銷中心進行產品銷售。我們專業的財務策劃專隊、電話直銷隊伍及中銀信用卡聯營合作伙伴，為客戶提供度身訂造的保險產品，以配合其多元化的理財需要。

中銀集團人壽堅守公司理念，務求成為客戶的終生伙伴、股東的創富業務動力，以及員工的必選僱主。縱使我們面對著二零零八年金融危機的困境，仍能在各方面取得驕人的成績，並在香港人壽保險業佔著舉足輕重的位置。



領導才能

中銀集團人壽的營運理念貫徹其六項核心價值：關愛社會、講求績效、恪守誠信、



Report Summary

(Silver Award)

報告摘要

(銀獎)

generating feedback and listening to the concerns on the ground, regardless of rank of responsibility.

Strategic Planning

We annually review our strategic direction, benchmarking ourselves against local and international competitors and the best practices in order to maintain our leadership in the market. We regularly update our strategies to ensure they reflect changes in the economy, meet evolving customer needs and align resources with our competitive strengths: “Timing” — our long history in Hong Kong; “Dominant position” — the most extensive bank branch network in Hong Kong; and “People” — the full support of the Group’s management. Ultimately, we ensure that our short-term and long-term strategies are fully aligned with our vision.

In order to meet the expectations of all stakeholders, we have adopted comprehensive markers including customer satisfaction surveys, staff engagement, and a variety of financial parameters, to monitor and analyze the performance of the business and to prevent, identify and address potential problems that could impact business operations as early as possible.

Customer Focus

Knowing what our customers want and then design our products accordingly has always been our belief that guides us in all our product development endeavors. In 2009, new products contributed over 90% of our new premium income—clearly demonstrating that we have been successful in developing the value added products to meet customers’ needs.

Although our products lead the industry, we believe our competitive edge lies in customer service, and that our standards of service are the key differentiator that sets us apart from our competitors. Claims management is the hallmark of customer service in the insurance industry. In 2009, we reached decisions on over 99% of all claims submitted within three working days, compared with the market average of four to five days. We have the industry’s best turnaround time and highest standard of service: 80% of new policies were

以人為本、進取創新及團結協作，使我們在所選的市場中佔有領導地位。

本公司管理層均定期參與集思會議制定策略性建議，同時，我們會聆聽公司上下員工各方面的意見，改進、完善、優化後才全面推行有關策略。

策略性規劃

本公司每年均因應市場變化，不時檢討策略方向，以符合本地及國際的最佳做法，確保市場領先地位。我們更因應經濟環境變化而調整策略，並善用資源和獨有的競爭優勢，即「天時 — 在香港悠久的歷史」、「地利 — 全港最廣泛銀行分行網絡」及「人和 — 管理層的全力支持」，以滿足客戶不斷轉變的需求，同時亦能實現我們的願景。

為了滿足所有相關持份者的期望，我們採用全面的表現指標，包括客戶滿意調查、員工參與度及多項財務數據，來監察業務表現，以便預測、預防或解決對業務運作有所影響的潛在問題。

客戶焦點

產品創新的發展基礎是必須清楚了解客戶的需要。在二零零九年，新產品為我們帶來超過百分之九十的新保費收入，由此可見設計創新產品有助配合客戶不同的需要。

雖然我們擁有出色的產品，優越的客戶服務才是讓我們較競爭對手優勝的重要關鍵。理賠管理是客戶服務的指標。在二零零九年，在超過百分之九十九的理



Report Summary

(Silver Award)

報告摘要

(銀獎)

approved immediately without any follow-up requirement, with decisions being made within a day. The market benchmark is three to four days.

Our Financial Planning Managers (FPMs) offer free in-depth financial needs analysis, to understand customers' financial needs and advise them on financial arrangement. Quality assurance and the highest ethical standards are integral to our sales model. Adhering to our comprehensive sales process guidelines, stringent monthly checks on sales staff's submitted documents are conducted and punitive sales commission factors may be applied if the quality assurance scores are below the threshold, to ensure only suitable products are recommended to customers.

Measurement, Analysis, and Knowledge Management

Our decision-making process relies on accurate, relevant and timely information to ensure the alignment of performance measures and value drivers. Decision making is channeled around our six pillars strategic framework — product, sales, marketing, customer service, investment and human resources.

We review best practice standards annually, and commission independent third-party reviewers to ensure quality and compliance. We proactively seek input and recommendations for improvement from key top-tier partners including customers, distributors, regulators, reinsurers and auditors.

Customers are becoming increasingly sophisticated as technology changes rapidly. To fulfill their needs and stay competitive in the business, we have a well-defined IT Blueprint Roadmap for the next five years.

Workforce Focus

Being an Employer of Choice is a key strategic goal. Our human resources policy is centred around the '3Rs': Recruiting, Rewarding and Retaining the Best. We work to effectively engage,

賠申請中，我們約需三個工作天便能作出理賠決定（行業標準：四至五天）。此外，我們亦為客戶提供高質素及迅速的服務，百分之八十的新造保單均獲即時批核而毋需額外跟進（行業標準：三至四天）。

我們的財務策劃專隊為客戶提供深入的財務需求分析，以瞭解其需要並提供免費的財務規劃報告。優質管理及保持高度誠信是本公司銷售模式的重要環節。我們遵守銷售過程指引，每月嚴格檢閱銷售人員提交的文件，若其服務質量低於指定水平，佣金有可能被扣減，以確保銷售人員向客戶推薦切合其需要及合適的產品。

評估、分析和知識管理

我們倚靠準確、相關和及時的資訊來進行決策，確保業務決策配合表現評估指標。業務決策主要環繞六大策略支柱 — 產品、銷售、市場、客戶服務、投資及人力資源。

我們每年均對業務實踐指引進行檢討，再委任獨立第三方作最終審定，以確保質素及合規合法。我們更主動要求主要合作伙伴，包括客戶、分銷商、監管機構、再保公司及核數師，向本公司提出改善建議。

科技不斷變化，客戶的需求亦越見繁複。我們早已訂立未來五年的資訊科技發展藍圖，以滿足客戶的需求，保持業務的競爭力。

工作團隊焦點

中銀集團人壽的人力資源政策以 3R（招聘、獎勵及挽留賢能）作為主要策略，盼



Report Summary

(Silver Award)

報告摘要

(銀獎)

develop, compensate and reward our staff in order to create high performance teams, and a High Performance Organization.

Retaining the best means devoting resources to staff development even in difficult times. When many companies scaled back their investment in human capital investment during the financial crisis, we increased our training and compensation packages by over 20%. Our 2009 staff survey indicated high staff engagement and our staff turnover rate is lower than that of the industry benchmark by 5%.

Process Management

We build our processes around the needs of our customers. Our service philosophy underlies the development of every process, and all key processes are regularly reviewed and assessed to ensure they continue to provide the best customer experience possible and create maximum value for our shareholders.

We rely on our Processes, People and Systems to deliver what we offer in the market. We strive to maintain all these elements in equilibrium to ensure that customers have a consistent experience of stability and security. Continuous process improvement based on the Six Sigma methodology remains a key direction, and will be extended to other key business areas.

Results

In 2009, BOCG Life outperformed the industry with the growth rate of our new standard premium being 60 times the market rate. We have acquired a leading position in terms of new standard premium.

Our recent "Endless Love" marketing campaign was a major success, accurately conveying our belief that "love inspires us to think about our loved ones' future and invest in life insurance". The campaign was extremely well received by the public and the advertising industry, winning numerous awards including the Kam Fan Merit Award by HK4As, Top 10 Most Popular TVC Award by

能成為員工的理想僱主。我們朝著該目標邁進，積極聘用、發展、補償及獎賞員工，以創造高績效的團隊，成為高績效的組織。

我們一直善待員工，在金融風暴之際，當競爭對手相繼縮減人力資本投資時，中銀集團人壽卻增加培訓及薪酬補償至逾百分之二十。據二零零九年員工調查報告指出，員工對公司的投入度很高，而員工流失率則低於行業指標百分之五。

程序管理

中銀集團人壽基於客戶的需要而訂定有關業務流程。我們的服務理念是在訂定有關流程前，先行定期檢討每一個關鍵過程，確保客戶獲享最佳的服務體驗，並為我們的股東爭取最大的利益。

我們倚賴公司的流程、員工及系統，為客戶提供理想的服務。我們致力在所有元素中取得平衡，確保客戶獲得相同一致的體驗，令他們感到穩妥安心。我們應用「六西格瑪」方式，持續不斷改進流程，並將其應用在其他重要業務領域。

業績

在二零零九年，我們的業績優於同儕，新造個人人壽保險保費增長為市場的六十倍。本公司在新造業務標準保費方面佔市場領導地位。

本公司以「因為愛」為題的電視廣告相當成功，凸顯了人壽保險背後的理念——「因為愛，才會為摯愛計劃將來及保險的

Report Summary

(Silver Award)

報告摘要

(銀獎)



ATV, and Gold Award by International Quester Award in the USA.

We have designed our products to match customers' evolving needs as they pass through various stages of life. Our repeat sales upon policy maturity was more than double from 2007 to 2009, while most of our competitors recorded negative growth in this critical indicator of customer satisfaction and key business driver. We were also the first insurance company in Hong Kong to launch Renminbi life products in response to strong customer demand.

BOCG Life is proud to have the industry's highest overall straight-through ratio of over 70%, the best turnaround time for underwriting policies, and the fastest claims processing speed.

Given our continuous commitment to, and investment in, the future, we believe that we will fulfill our vision of being our Customers' Life Partners.

重要」。該廣告屢獲殊榮，包括廣告商會的金帆獎優異獎、亞洲電視十大最受歡迎電視廣告大獎，及美國國際 Questar Awards 優秀宣傳片大賽金獎。

我們所設計的產品配合客戶不同人生階段的需要。二零零九年，大部分競爭對手正經歷負增長，而本公司由二零零七年至二零零九年保單到期後再續保的銷售業績卻錄得雙倍增幅。我們在港首推人民幣人壽保險產品，以配合市場的強勁需求。

中銀集團人壽投保申請的直通批核比率超過百分之七十，亦是全行之冠，在保單批核及理賠處理的所需時間亦遠勝同業。

我們將繼續努力投放更多資源發展，事事力臻完善，務求成為客戶的終身伙伴。