

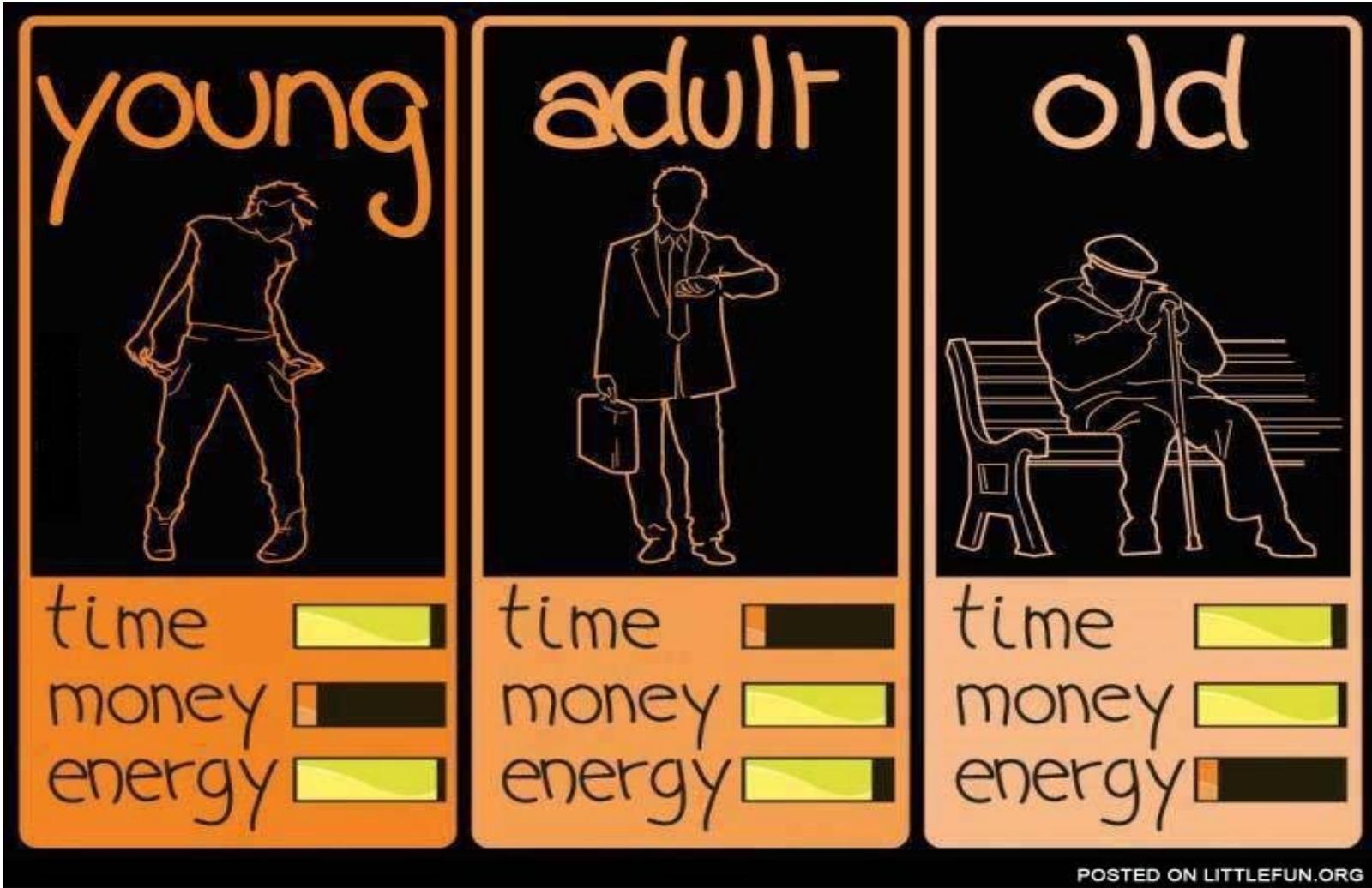
SCOR Sweden Re:s Nordic Life Insurance Conference  
October 13th 2017

○  
**WELCOME**

**Svein Børre Solvang**

# MAKING FRIENDS





POSTED ON LITTLEFUN.ORG



SCOR Group, a global reinsurance company established in France in 1970, is organized around three divisions, which makes its strength



**Property & Casualty reinsurance**

**Treaty P&C**

- Property treaties
- Motor
- Casualty treaties

**Specialty Lines**

- Agriculture
- Engineering
- Credit & Surety
- Marine & Energy
- Aviation

**SCOR Business Solutions**

**Lloyd's operations**

**Life & Health reinsurance**

**Risk Solutions**

- Life
- Personal Accid.
- Disability
- Critical Illness
- Care solutions
- Medical

**Global Product Lines**

- Financial Solutions
- Longevity

**Global Distribution Solutions**

- ReMark
- Velogica
- Rehalto

**Asset management**

**Group Investment Office**

- ESG policy
- Optimizes Group capital allocation
- Limited risk appetite

**Investment Partners**

- €18.3bn of invested assets at 30/06/17
- 2.7% return on invested assets for H1 2017

**Asset under management**

- Strict B-to-B model
- 2.9bn of assets managed on behalf of third-party investors at 30/06/17



# The SCOR Global Life Way

## The SCOR Life way

### Clear risk appetite

- Strict and consistent focus on biometric risks
- Strong ERM framework ensuring full alignment between growth, profitability and solvency
- Retentions per life controlled with retrocession to manage volatility

### Deep client & risk focus

- Market-facing, client-focused & performance-driven organization
- Investment in knowledge to develop innovative solutions
- Clear understanding of the risks with transparent communication

### Differentiating expertise

- Thorough R&D work across 8 R&D centers worldwide
- Investment in people and tools to ensure long-term sustainability of differentiating expertise
- Partnerships with industry-leading organizations and stakeholders

### Tier 1 diversified global franchise

- Strong leadership positions in Americas and EMEA
- Solid foundations in place in all key markets for controlled growth
- Complete offering of Risk Solutions, Financial & Longevity Solutions and Distribution Solutions

### Solid, healthy and performing in-force book

- Strong technical results and margin and significant value creation
- Consistent cash contribution to the Group
- Clear framework in place to manage and optimize the book

### Efficient, innovative & inclusive organization

- Investment in technology to enhance digital offering and in new systems & tools to harness the power of data
- Focus on talent management and leadership
- Continuous attention to efficiency



# SCOR further enhances its Tier 1 positioning thanks to the perfect execution of “Optimal Dynamics”



## Global Tier 1 reinsurer

 Market Leader	 Global Player	 Tools & Processes Developer	 Strong Technical Profitability	 Industry Trendsetter	 Independent Group
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All rating agencies give a positive assessment of SCOR’s current financial strength and capitalization, confirming its Tier 1 position

**STANDARD & POOR’S**  
**AA-**  
Stable outlook

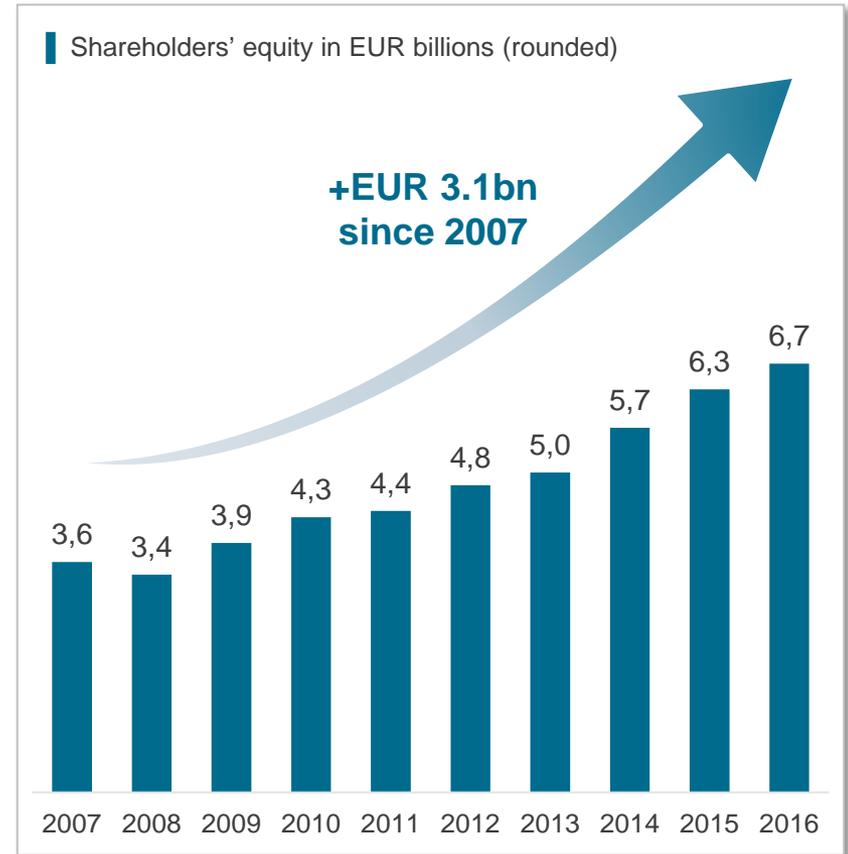
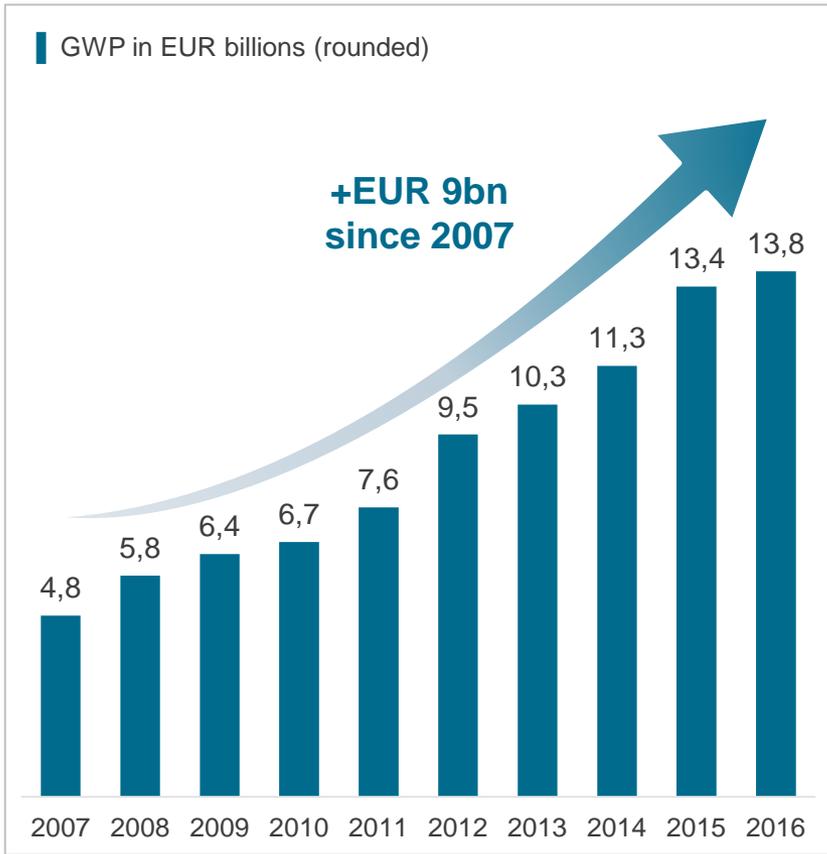
**FitchRatings**  
**AA-**  
Stable outlook

  
**A+**  
Stable outlook

**MOODY’S**  
**Aa3**  
Stable outlook

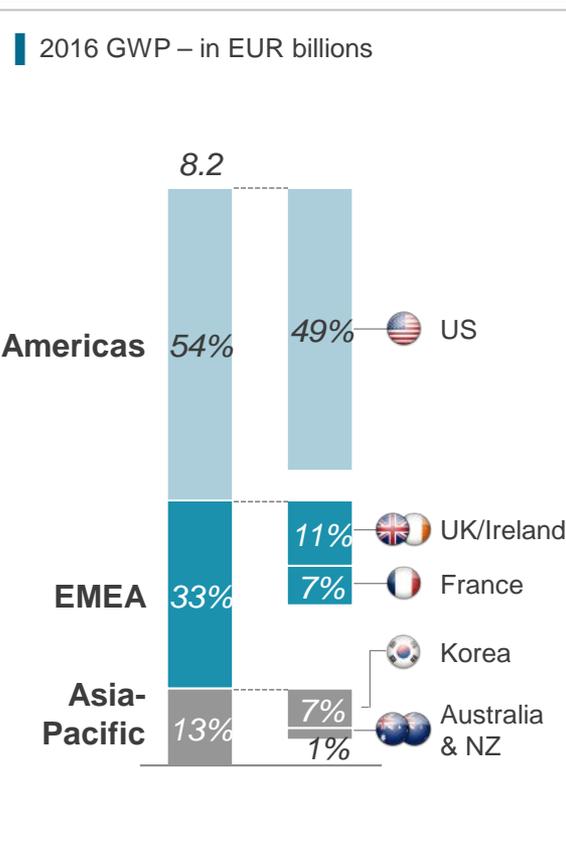


# SCOR almost triples its gross written premiums and doubles its shareholders' equity over the last 10 years

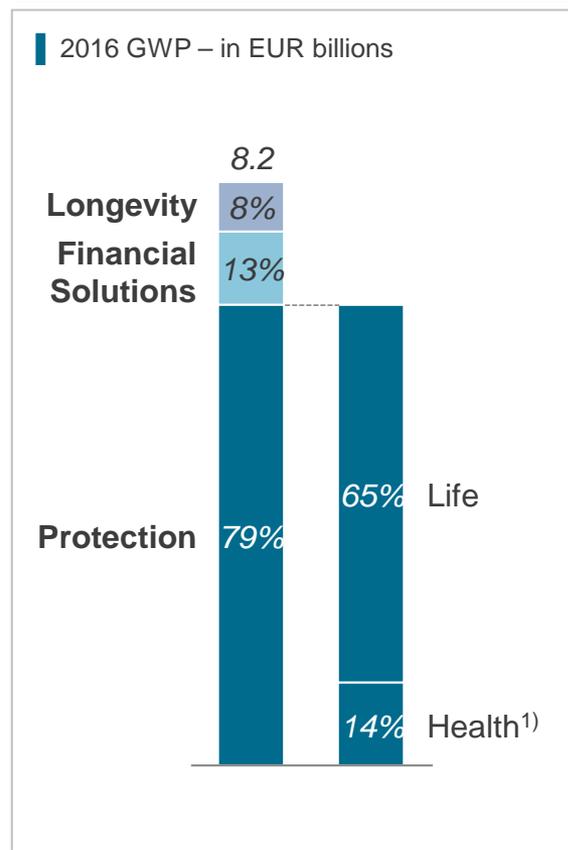


# SCOR Global Life, with an established franchise, is well positioned for the future

## Tier 1 global franchise



## Complete offering with strict biometric focus



## Presence in all key markets & strong leadership positions



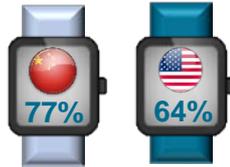
# Investing in technology to enhance the value proposition and support clients with new business origination

## Increase consumer engagement

Develop innovative offerings with increased consumer engagement

Consumers are ready for more engaging value propositions

Willingness to share data from device with a Life insurer to get discount<sup>1)</sup>



Strategic investment in health data aggregation platform



## Enable digital distribution

Support clients in developing digital consumer journey

Consumer journey **ReMark**



## Enhance underwriting

Help clients simplify, improve or accelerate their underwriting processes

SCOR Global Life's automated underwriting solution

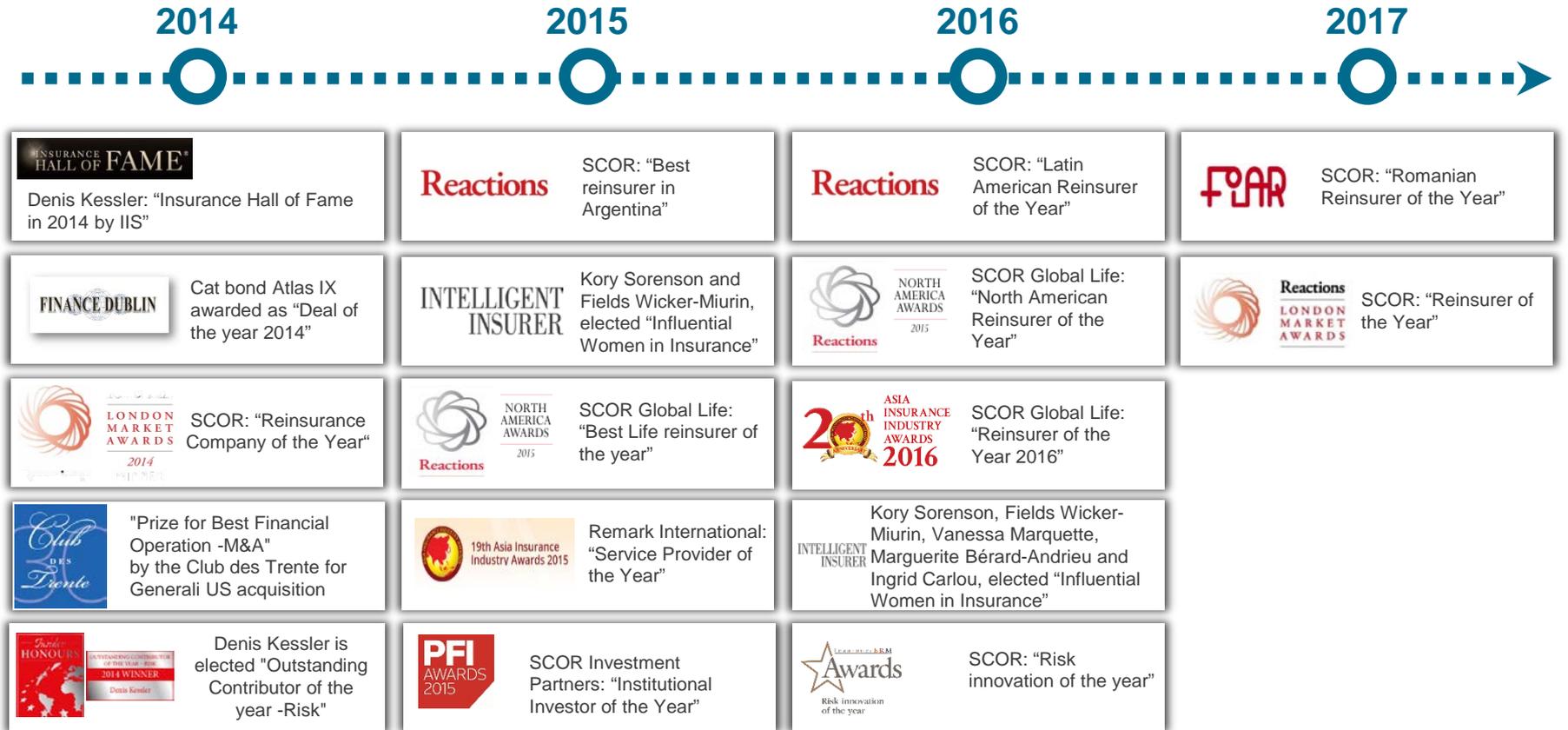


Partnership with leading technology provider in Asia-Pacific



5-year exclusive partnership

# The strength of the SCOR group's strategy is recognized by industry experts





# Major Solvency II financial challenges which insurers are facing

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## Balance sheet

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1. **Contract boundaries** preventing future margins for being shown on balance sheet
2. **Limit on deferred tax** asset as tier 3 capital
3. Risk margins are large percentage of net asset value
4. Market risk (includes matching adjustment and volatility adjustment (static and dynamic)) is large
5. Risk of ultimate forward rate being decreased
6. Decrease in transitional benefit over time

## SCR

---

7. Market risk (size of stress)
8. **Lapses** (down, up and mass stress scenarios)
9. Major stresses (e.g. mortality, longevity, disability)
10. Lack of profits post stress
11. Too little diversification
12. Risk capital on government bonds

## Solvency ratio

---

13. **Volatility of the solvency ratio**

# Medical Underwriting

Leading provider of medical underwriting services in the Nordic market



PRIO<sup>2.0</sup>

Web based medical manual for **child** products.



solem

Web based medical manual for **adult** products.

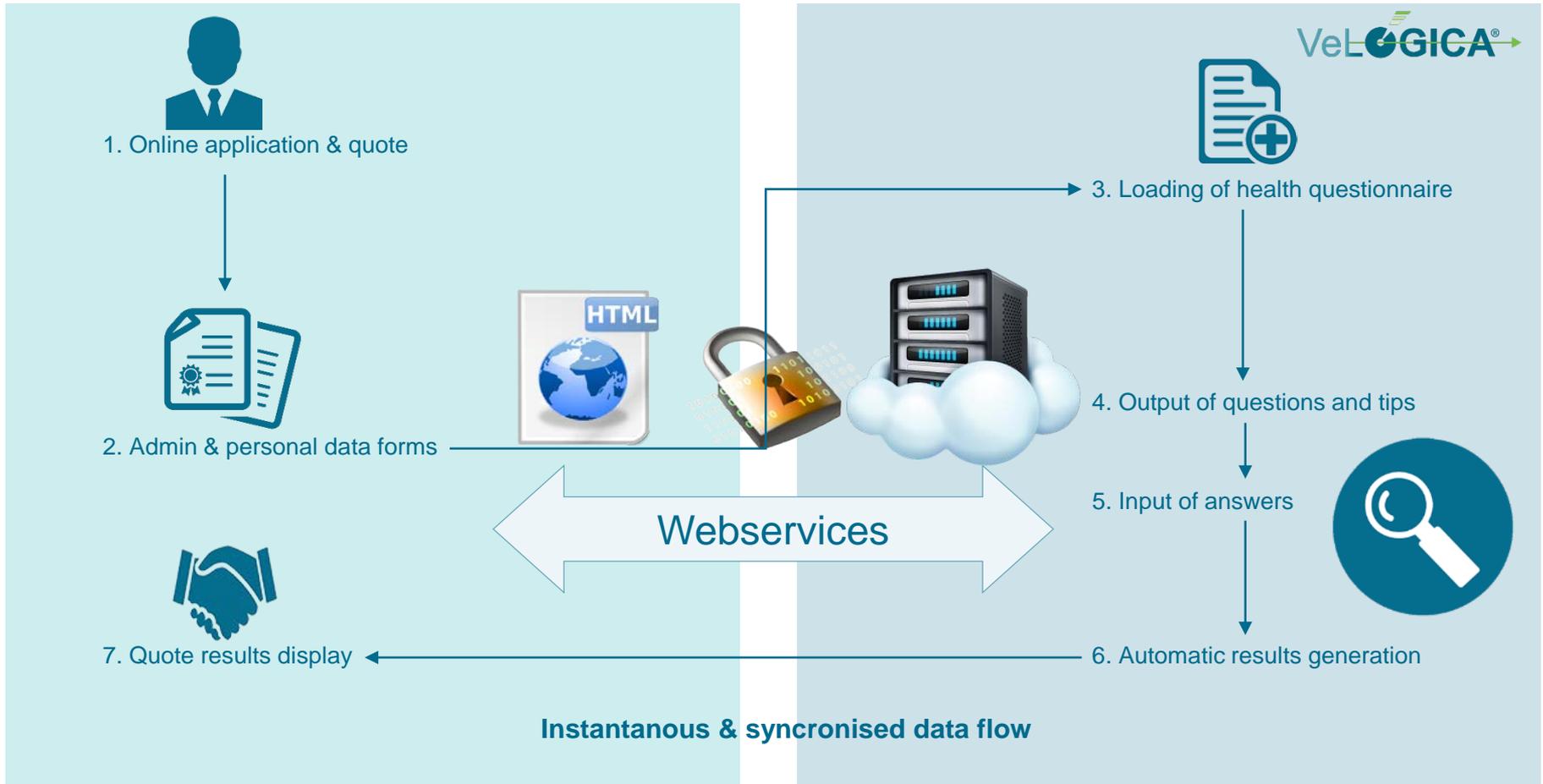


Via outsourcing we do everything from **Second Opinion** to a full **Medical Underwriting Service**.

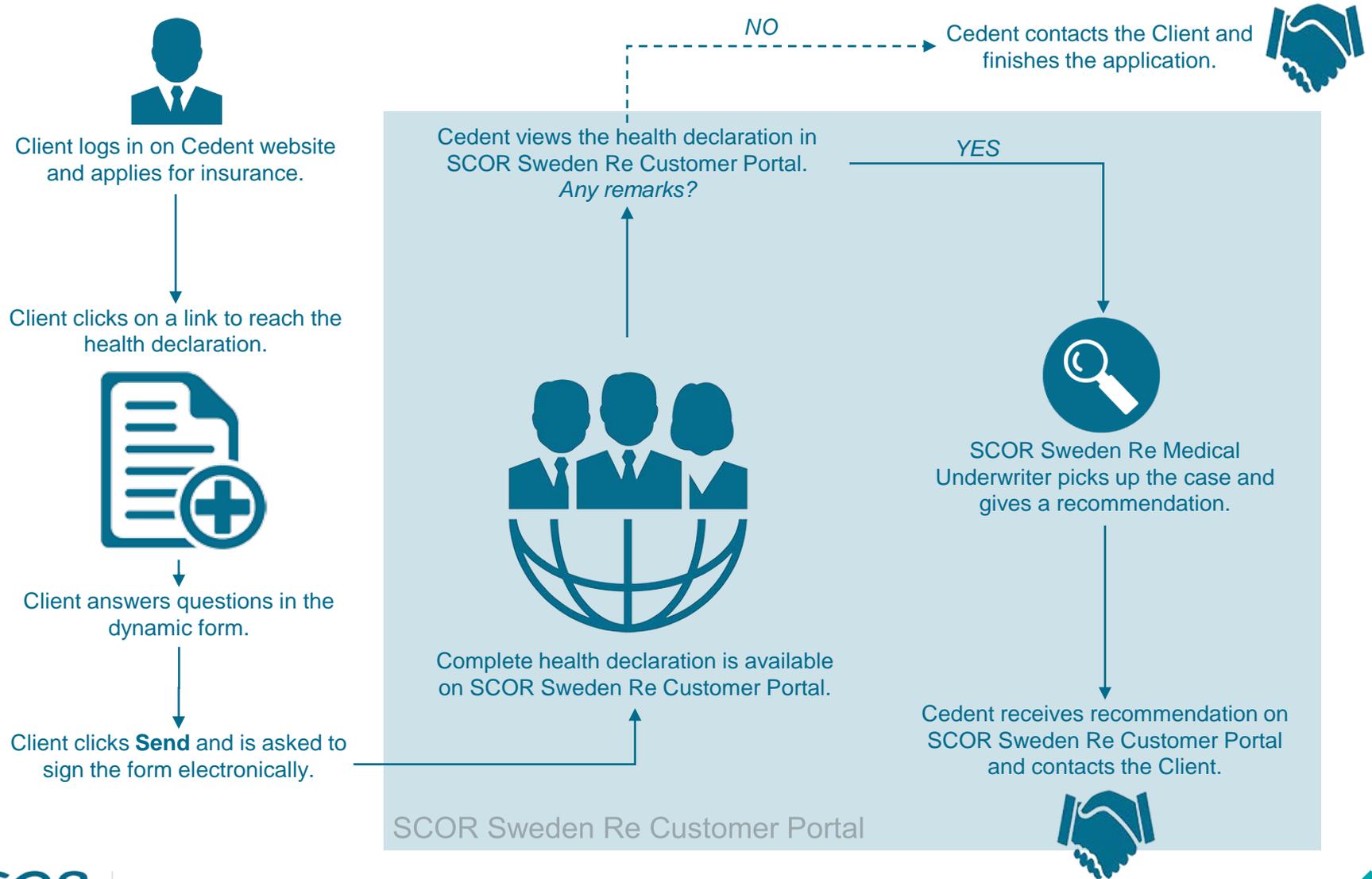
# How it works behind the curtains

## Insurers's IT infrastructure

## E-underwriting system



# E-underwriting Light – how does it work?



# Workshops

**SCOR** | Sweden Re  
The Art & Science of Risk

DAGENS ÄMNEN:  
Nytt och gammalt kring  
diabetessjukdomar



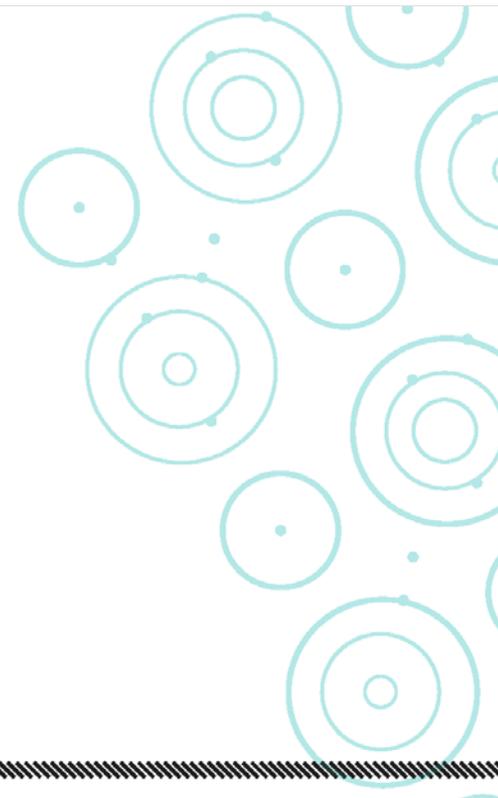
## Välkommen till SCOR Sweden Re:s diabetes föreläsning

Föredragshållare: Överläkare Sara Mansten  
Diabetes och Endokrin mottagningen, Ersta Sjukhus

Torsdagen den 16 november 2017  
13:00-16:30 inkl. kaffepaus

Lokal Konferens:  
Spårvagnshallarna  
Birger Jarlsgatan 57 A Stockholm

OSA till mig senast den 8 november 2017  
[johan.lidstrom@swedenre.se](mailto:johan.lidstrom@swedenre.se)



### Previous topics:

- Stress and burnout,
- Screening of foetus for particular diseases – possibilities and ethical considerations,
- Cardiology,
- ADHD/ADD as an adult – risks and possibilities.

## Extra service for reinsurance clients

- Our clients are more and more **turning to us for advice** about the current competition and incoming trends of the insurance business as well as asking for help to analyzing their own data.
- Analyses will be available as a bonus service to our reinsurance clients.
- Clients who share more data will get access to more in depth studies.

## Confidentiality

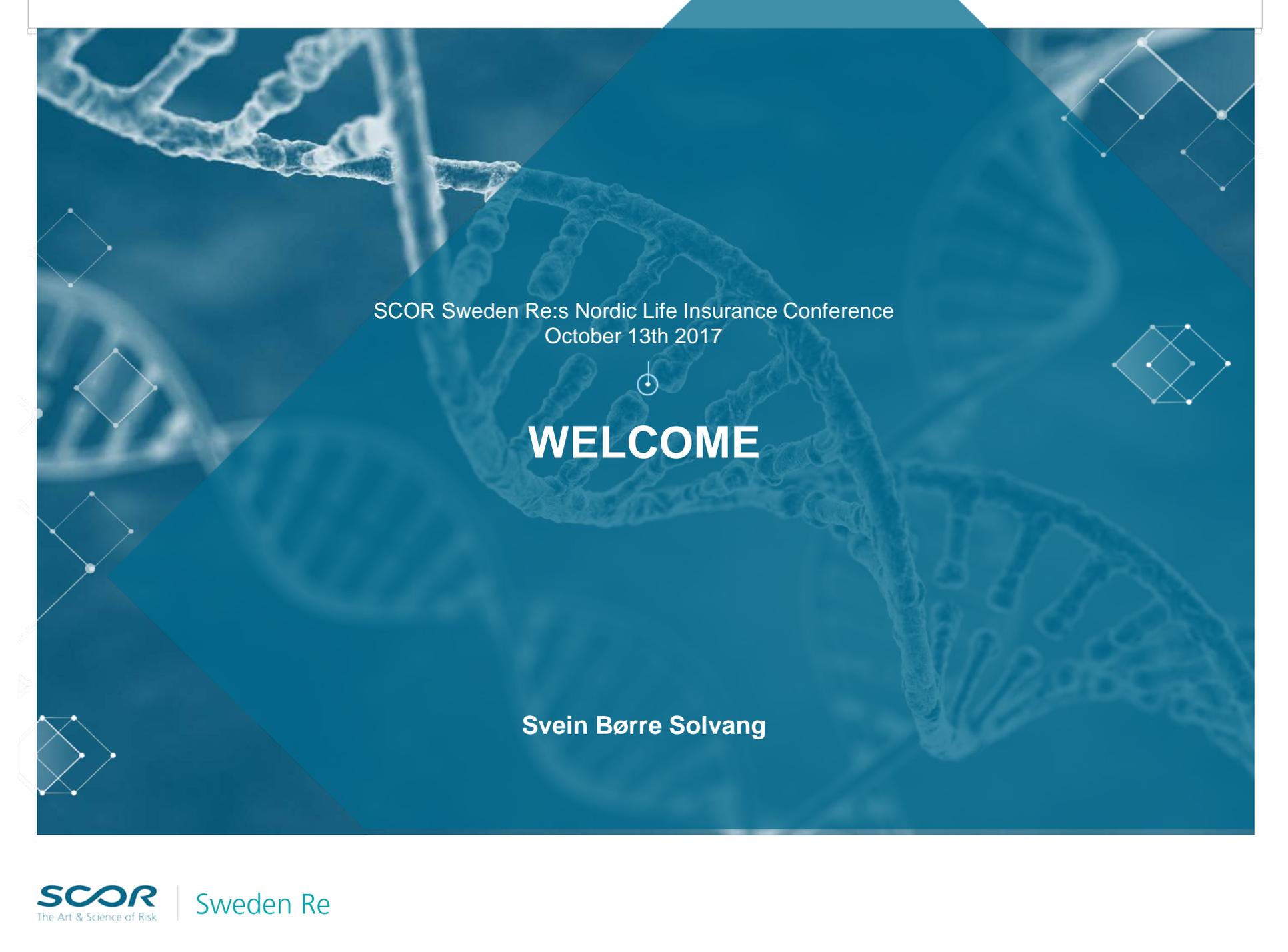
- All presented information will be anonymized.
- Sensitive data are presented as averages and intervals.



**Fredrik Lannsjö**

Please contact  
[fredrik.lannsjö@swedenre.se](mailto:fredrik.lannsjö@swedenre.se)  
for further information

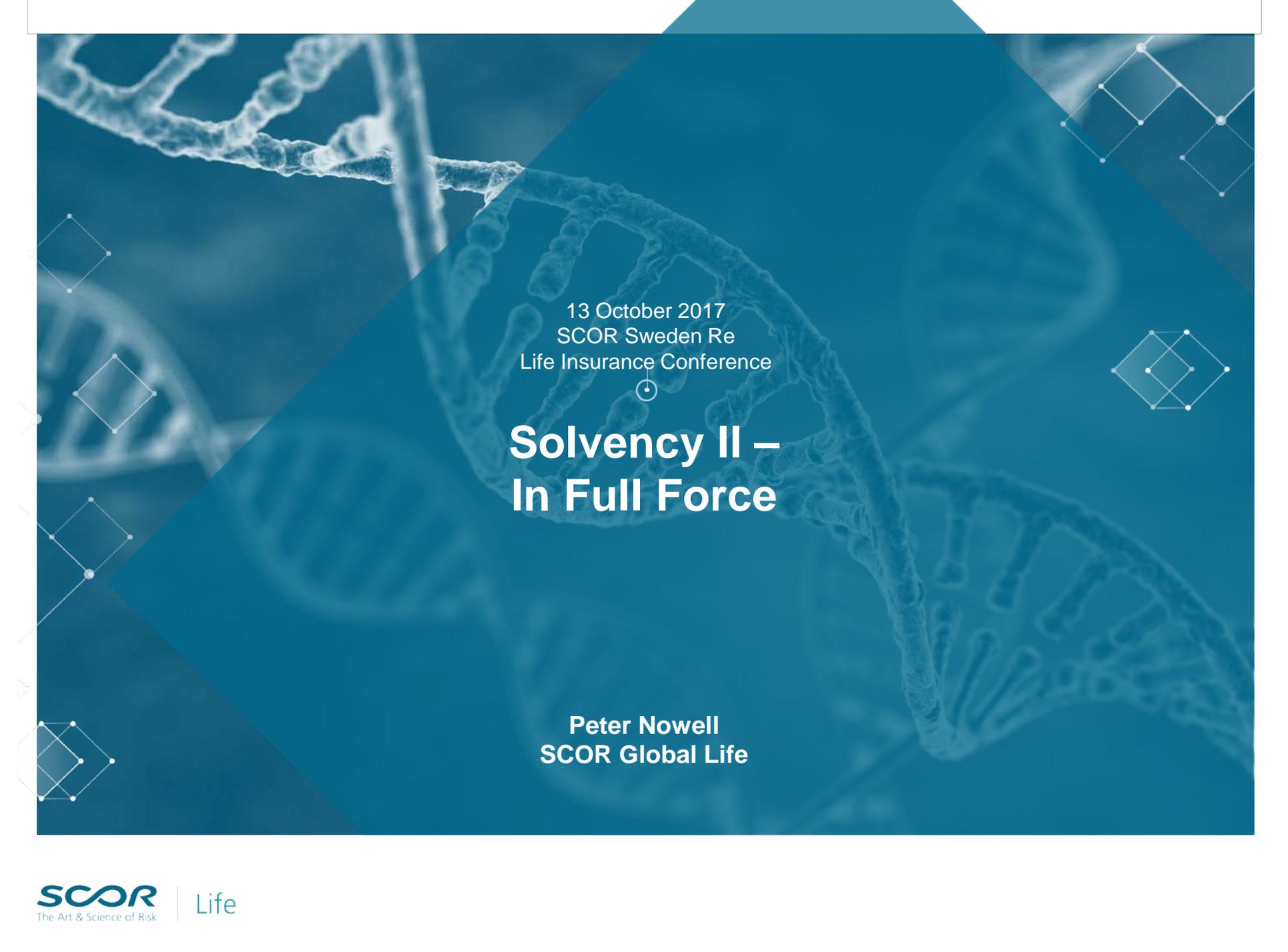




SCOR Sweden Re:s Nordic Life Insurance Conference  
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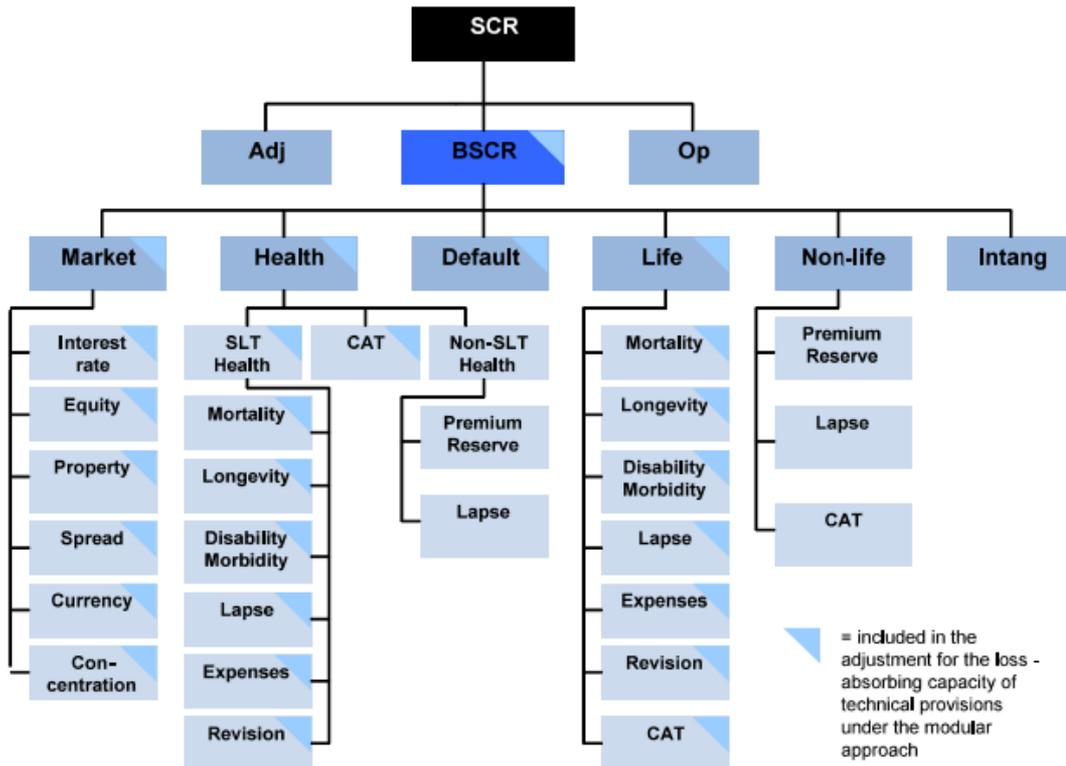


13 October 2017  
SCOR Sweden Re  
Life Insurance Conference

# Solvency II – In Full Force

Peter Nowell  
SCOR Global Life

# Solvency II



- In force from 1 January 2016
- Public reporting of detailed solvency information from 20 May 2017 (solo entities) / 1 July 2017 (group entities) – SFCR reports
- Potential extension to pension sector under consideration
- Refinements being considered but wholesale change unlikely

# Solvency II reviewed

## Strengths

- Level playing field across European insurers
- Risk based allocation of capital
- Reduction in regulatory arbitrage
- Long term increase in amount of capital to support industry

## Weaknesses

- Higher capital charges for long term business and long term investments, reducing market for annuities
- Inconsistent risk charges
- « Gold plating » by individual regulators
- High costs of implementation

## Opportunities

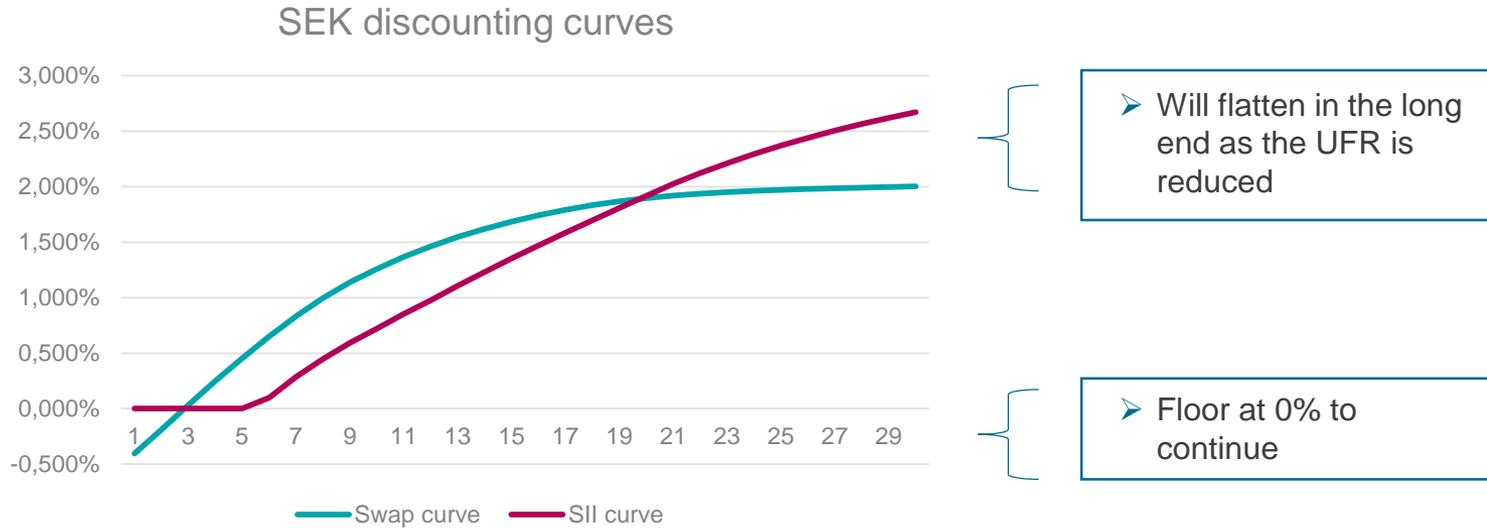
- Cross selling within Europe under common regulatory framework
- Better capitalised entities to take over weaker companies

## Threats

- Competition from insurers in « equivalent » jurisdictions such as Bermuda but with lower asset risk charges
- Potential changes to reduce further the returns on long term life business

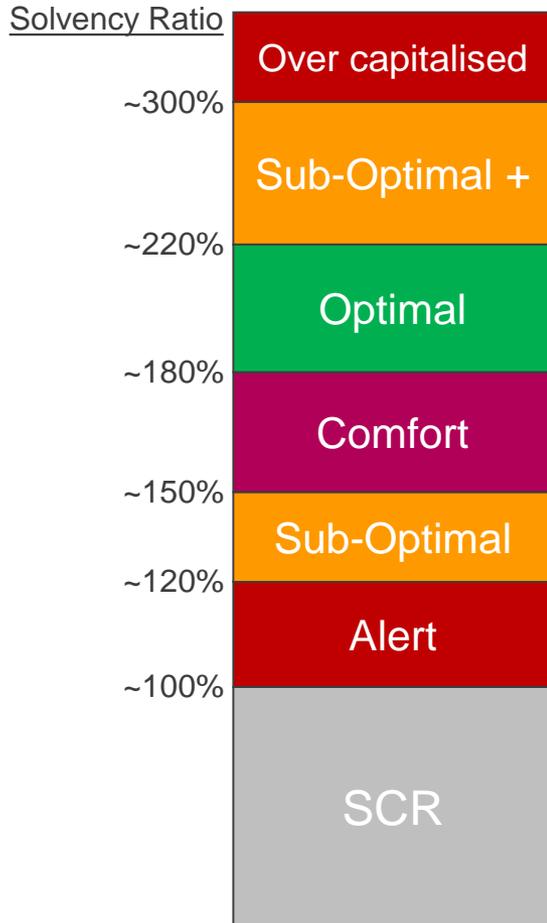
# Discounting

- The discounting rates used under Solvency II may be materially different from risk free rates such as swap curves:



- Two main assumptions are:
  - No negative interest rates (floor at 0%) and
  - Ultimate Forward Rate (UFR)
- However these assumptions change over time. For example the UFR for EUR / SEK / NOK is being reduced from 4.20% to **3.65%** over the next 5 years

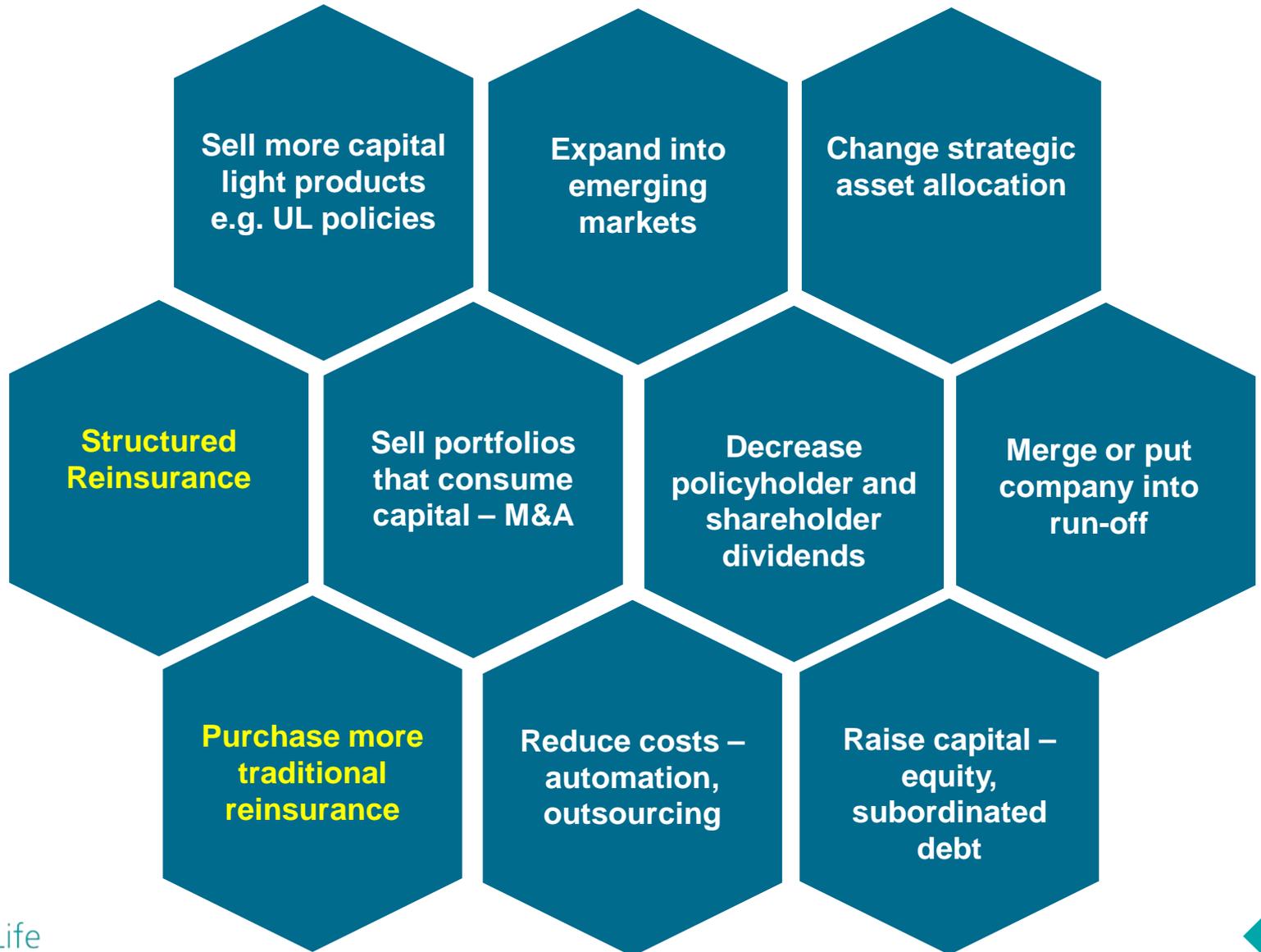
# Capital management



- The capital management strategy of an organisation will depend on its thresholds for risk, its legal form, the volatility of its underwriting results and any guidance from its regulator as to its capitalisation.
- If the level of capital is too high, shareholders may request higher dividends / share buybacks – no such pressure for mutuals
- If the level of capital is too low, then additional capital may be raised through sale of assets, additional reinsurance, issuing capital or subordinated debt, or reducing risks
- The ultimate sanctions for falling below the minimum capital ratio for too long are regulatory intervention, leading to a forced merger, sale, run-off or liquidation

# Actions

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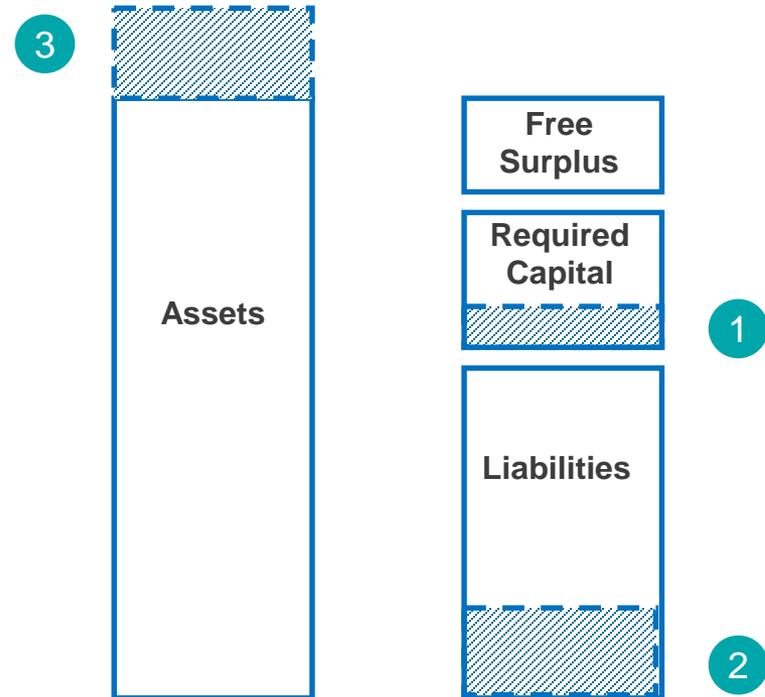
# Balance sheet management

## Action

- Three main categories of Structured Reinsurance:
  - 1. Reduce Solvency margin requirements**
    - Varies from quota share to more sophisticated solutions e.g mass lapse reinsurance under Solvency 2
  - 2. Increase available capital** – create admissible assets and/or remove redundant reserves
    - Often structured as coinsurance or modified coinsurance
  - 3. Increase available capital and liquidity**
    - VIF monetisation through quota share reinsurance with ceding commission

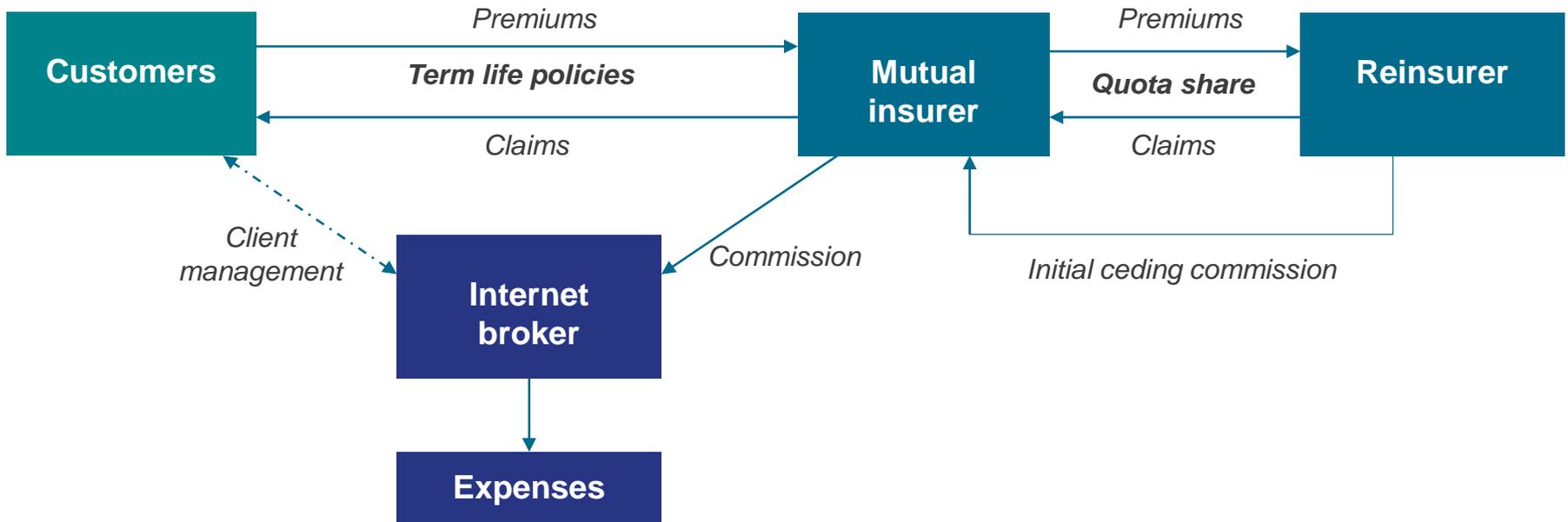
## Capital structure

- Simplified balance sheet:



# Financing

- In this example, a structured reinsurance treaty was used to provide financing as well as risk transfer for a mutual insurer. The company had partnered with a start-up broker to originate new term life policies; however, the broker needed to earn an upfront commission to pay for IT and advertising expenses, whereas the mutual earned a spread over the life of the policy. Here SGL financed this cash strain by providing an initial ceding commission, to be repaid through a [90]% quota share reinsurance treaty over the life of the policies.



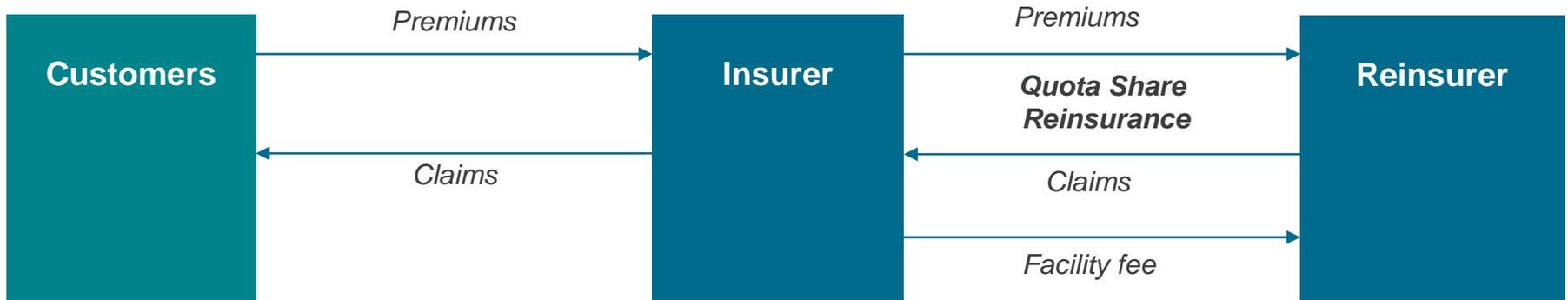
# Mass Lapse Reinsurance

- A number of insurers have purchased reinsurance against the risk of lapses on their overall portfolio exceeding a certain threshold e.g. [20]% within the next year. This allows the cedant to hold less Solvency 2 capital against the risk of mass lapse (40% lapses in the next 12 months) as this risk is passed on to the reinsurer. For traditional products and insurers not on an internal model, this can be an affordable source of additional capital.



# Contingent Reinsurance

- For our final example, an insurer may not need reinsurance today with its solvency ratio above [150]%, but may be concerned about the future. So it reinsures a block of business from its customers with a quota share covering only part of the risks, e.g. a [40]% quota share. It also pays a low facility fee to the reinsurer, in return for the right to increase the quota share percentage to [80]% at any time over the next [4] years under the same conditions as the existing reinsurance treaty. This guarantees availability of extra protection at a fixed cost, even if market conditions change.



# SCOR Global Life

**Peter Nowell**

Global Head of Structuring – Financial Solutions  
SCOR Global Life

10 Lime Street | London | EC3M 7AA | United Kingdom  
Tel: +44 (0)20 3207 8780 | email: [pnowell@scor.com](mailto:pnowell@scor.com)



# Disclaimer

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*The information provided in this presentation does in no way whatsoever constitute legal, accounting, tax or other professional advice. While SCOR Global Life SE has endeavored to include in this presentation information it believes to be reliable, complete and up-to-date, the company does not make any representation or warranty, express or implied, as to the accuracy, completeness or updated status of such information. Therefore, in no case whatsoever will SCOR Global Life SE and its affiliated companies be liable to anyone for any decision made or action taken in conjunction with the information in this presentation or for any related damages.*

# Aggregation of capital requirements in Solvency II standard formula

Conference, SCOR Sweden Re, 2017-10-13

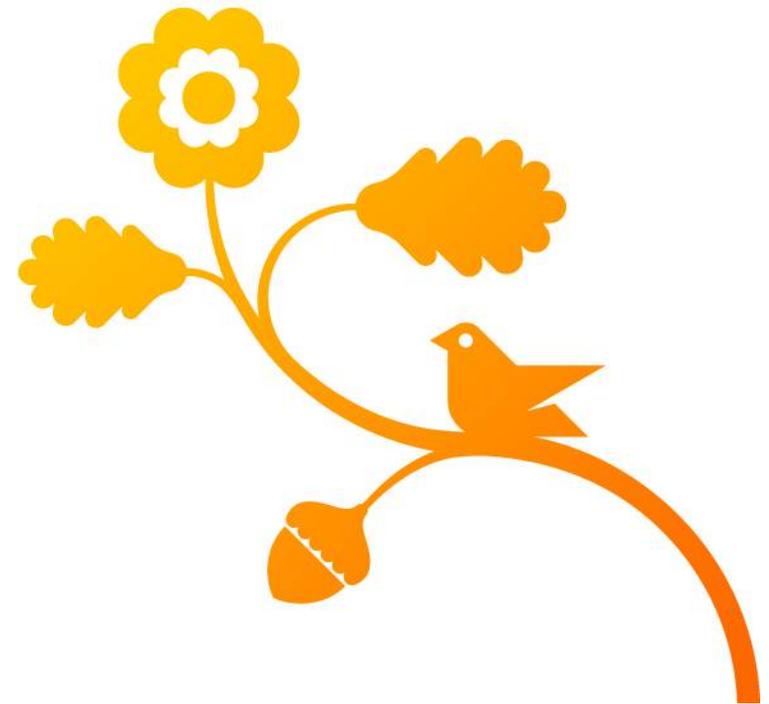


Magnus Carlehed, Head of Risk,  
Swedbank Group Savings

# Swedbank

- Retail bank
  - Four home markets (Sweden, Estonia, Latvia, Lithuania)
  - 7.2 million private customers, 0.6 million corporate customers
  - 13 900 employees
  - Also has asset management and insurance companies as subsidiaries
- Swedbank's insurance business
  - Swedbank Försäkring AB, Life insurance, Sweden, AUM 170bn SEK
  - Swedbank Life Insurance SE, Baltics, AUM 5bn SEK
  - Swedbank P&C Insurance SA, Non-Life Insurance, Baltics

# Solvency Capital Requirement (SCR)

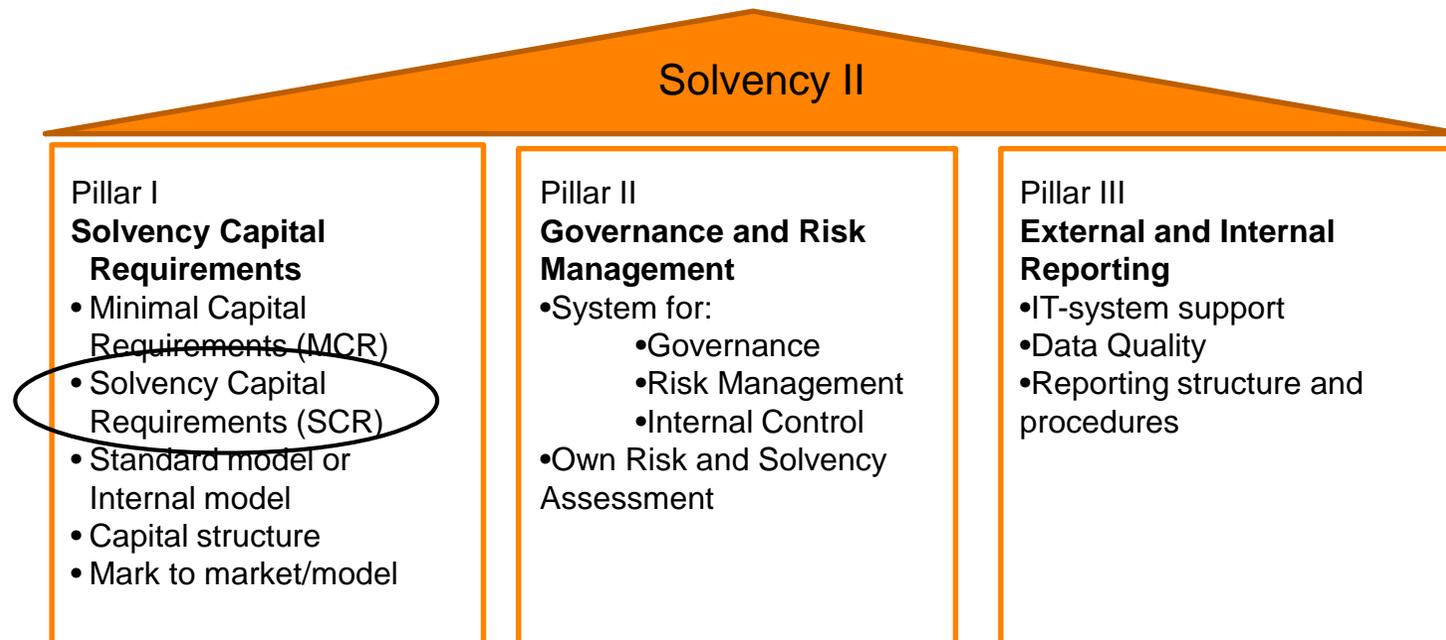


# Solvency II: The three pillars

**Pillar I** – Solvency Capital Requirements (SCR)

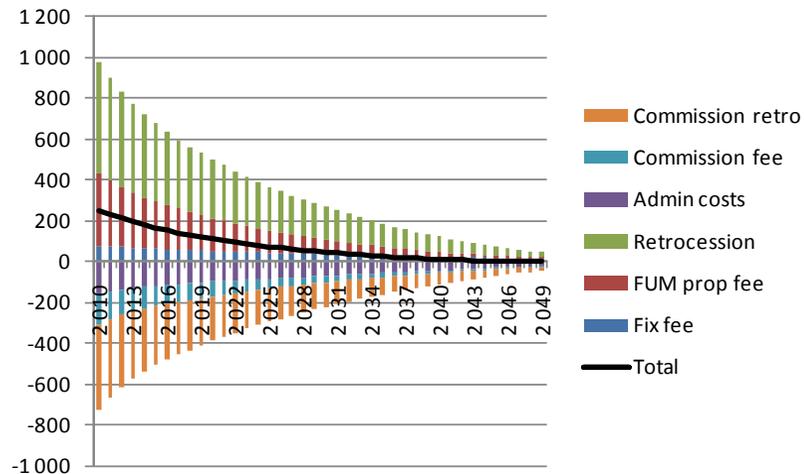
**Pillar 2** – Governance

**Pillar 3** – Reporting



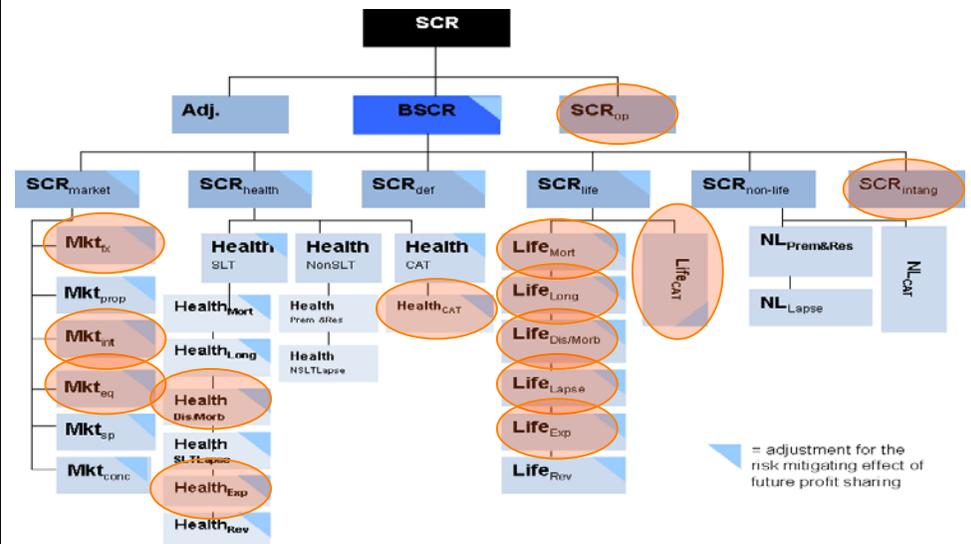
# Identify risk exposures (example from life insurance)

## Identifying risk exposure to future profits



- Future cash flows are exposed to a number of risks that, if crystallized, may have an adverse affect on Own Funds.

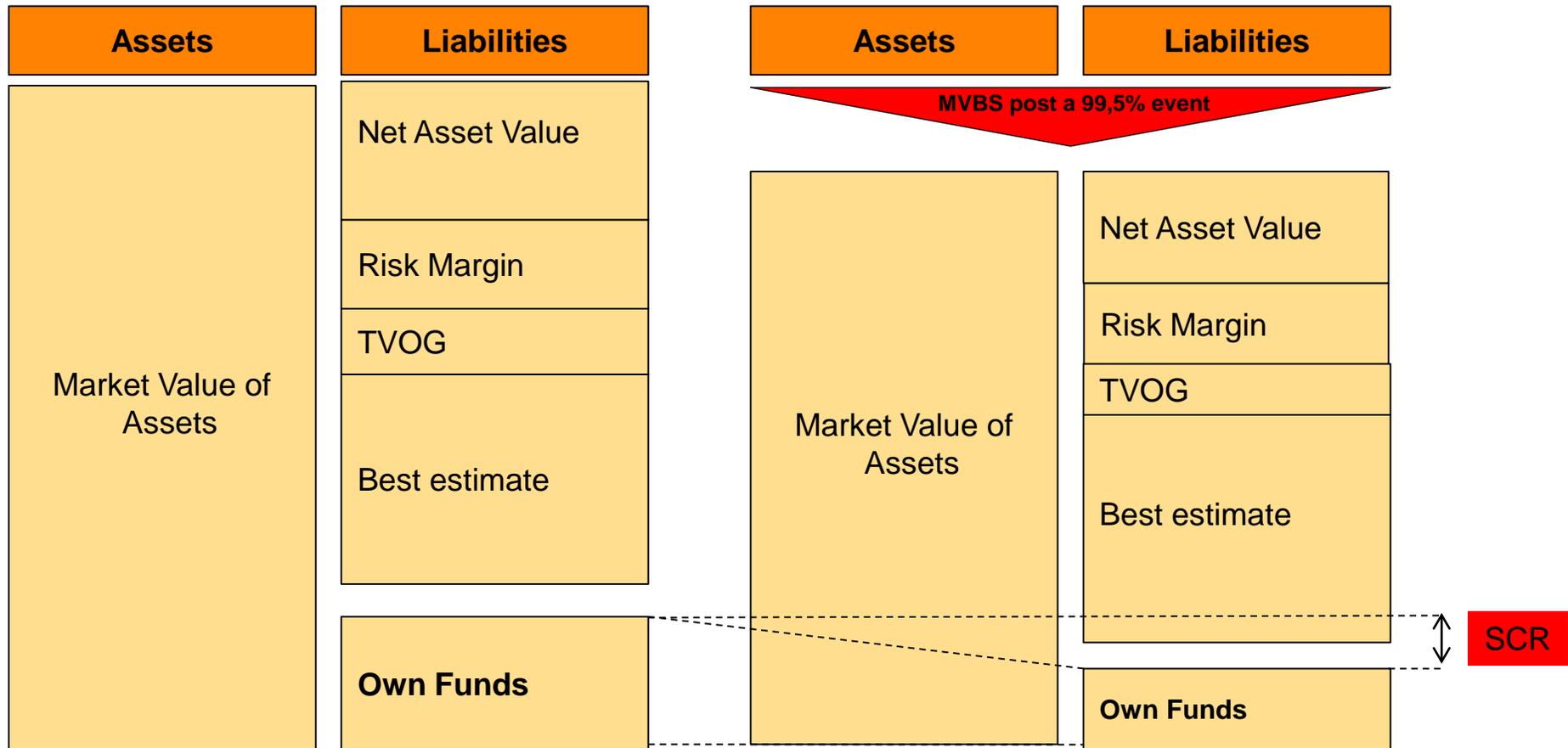
## SII risk taxonomy



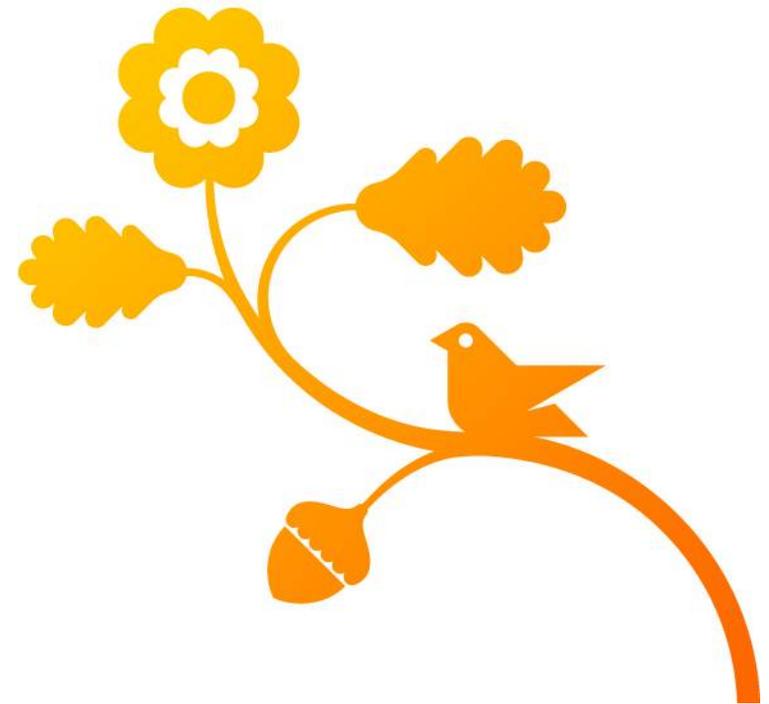
- The main exposures applicable to SFAB business is highlighted above

# Shocking Market Valued Balance Sheet (MVBS)

- VAR approach calibrated to a 99,5% confidence level

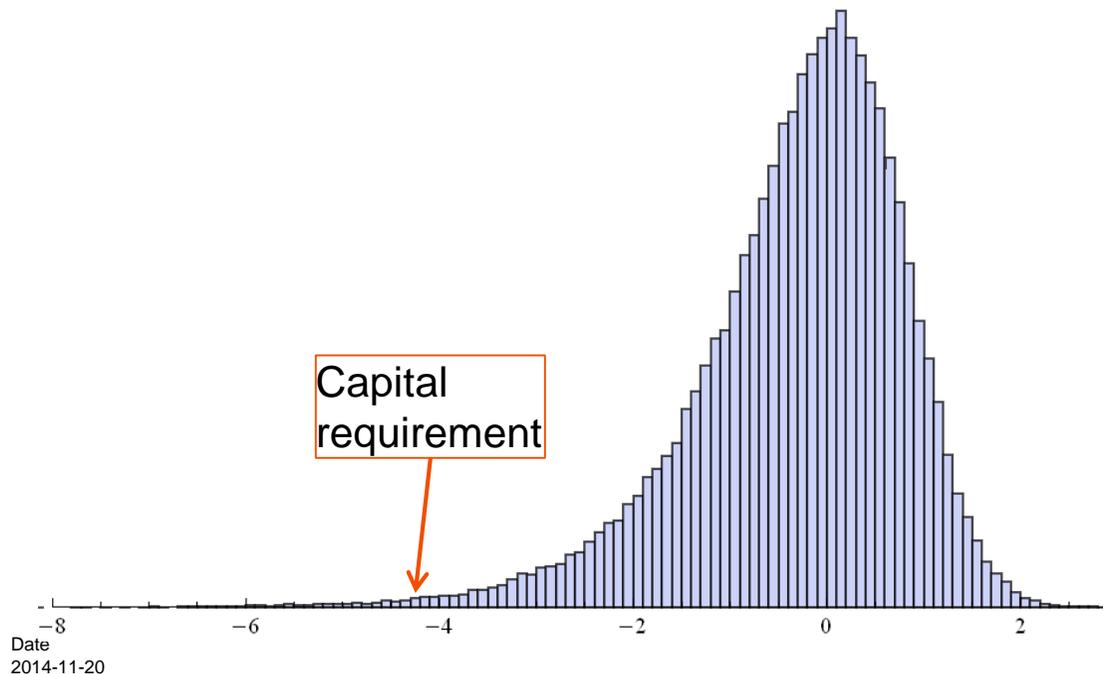


# Solvency Capital Requirements Aggregation



## Two risk factors

- In all examples we will look at two risk types  $X$  and  $Y$ , e.g. Equity and Lapse
- In principle, the correct capital requirement is the 99.5% quantile of the value distribution, when we simulate both  $X$  and  $Y$  simultaneously → difficult



## The standard formula is a simplification (1)

In the Standard Formula, we stress one risk factor at the time, by a prescribed stress.

$X$	$Y$	Value $f(X, Y)$	Capital requirement
0	0	0	N/A
$q_X = -0.5$	0	-75	$C_X = 75$
0	$q_Y = -0.3$	-300	$C_Y = 300$

- $C_X = -f(q_X, 0)$ ,  $C_Y = -f(0, q_Y)$ , where  $q_X$  and  $q_Y$  are quantiles of  $X$  and  $Y$ , and  $f$  is the “value function”.
- The value function  $f$  describes how the value of our portfolio varies with  $X$  and  $Y$ , and is obviously very important for the outcome

## The standard formula is a simplification (2)

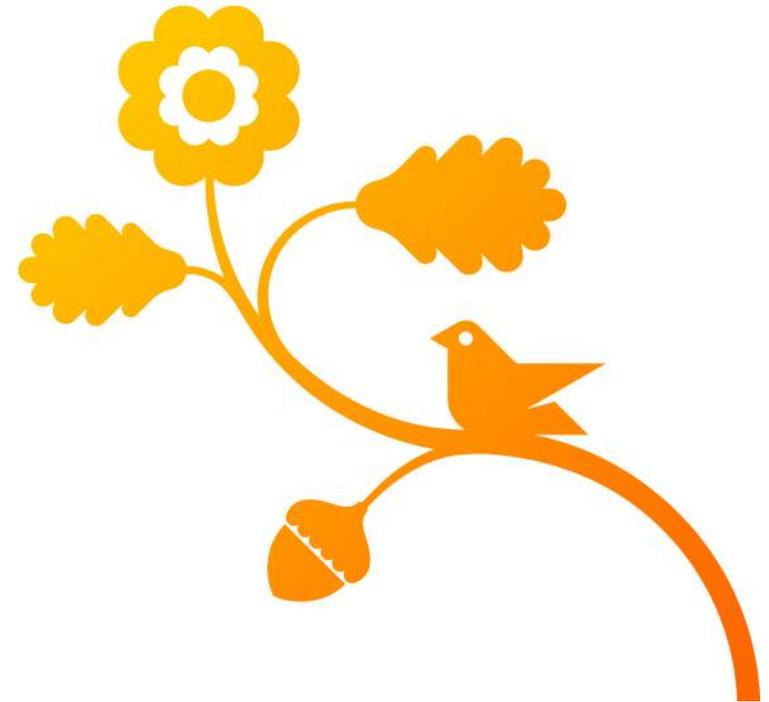
In the Standard Formula, we then aggregate the individual capital requirements  $C_X$  and  $C_Y$  using a prescribed “correlation”  $\alpha$ .

- $SCR = SCR(\alpha) := \sqrt{C_X^2 + 2\alpha C_X C_Y + C_Y^2}$





# Special case: The “volume dependent” situation in a life portfolio

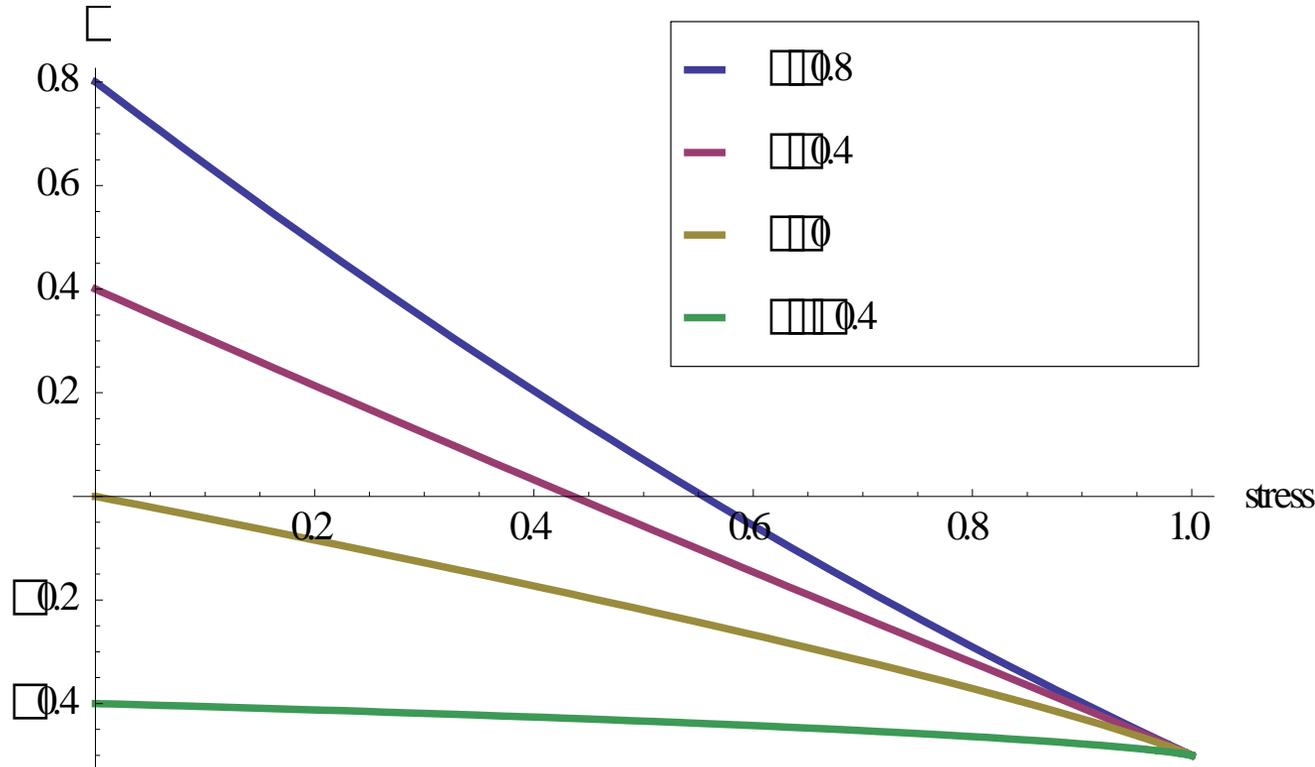


## Volume dependent case in life insurance

- A portfolio of unit-linked contracts. The company receives fees that are proportional to the Assets Under Management (AUM).
- After expenses, this gives rise to a number of cash flows that are discounted to today with a (hopefully) positive net sum = Own Funds (OF). Statically, the Own Funds are approximately proportional to AUM.
- Losing AUM “over-night”, due to e.g. mass lapse or equity crash, means losing OF overnight in a proportional way.

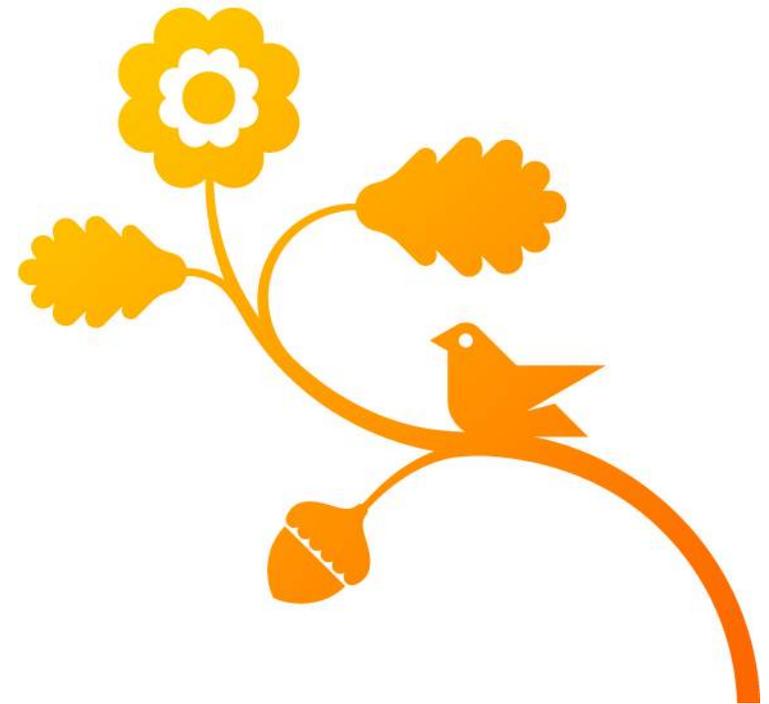
Surprisingly, if the stresses are not too small, the correct  $\alpha$  is negative, even for highly positive  $\rho$ .  
”A lapsed portfolio can’t crash.”

# Plot of how $\alpha$ depends on the stress and on $\rho$



1. Small stress and high correlation gives positive  $\alpha$ .
2. Large stress gives negative  $\alpha$ .
3. Zero or negative correlation gives negative  $\alpha$ , regardless of stress.

# Case study: Three portfolios in a life insurance company





## Risk matrices (a small number of simultaneous stresses for each portfolio)

<i>P1</i>	0	$\frac{1}{2}$	1
0	0	946	1893
$\frac{1}{2}$	823	1593	2364
1	1647	2240	2835

<i>P3</i>	0	$\frac{1}{2}$	1
0	0	66	143
$\frac{1}{2}$	92	147	210
1	185	228	285

<i>P2</i>	0	$\frac{1}{2}$	1
0	0	29	60
$\frac{1}{2}$	25	48	74
1	58	68	91

Individual capital requirements

Rows = Lapse  
Columns = EQ  
(Each cell requires a large stochastic simulation)



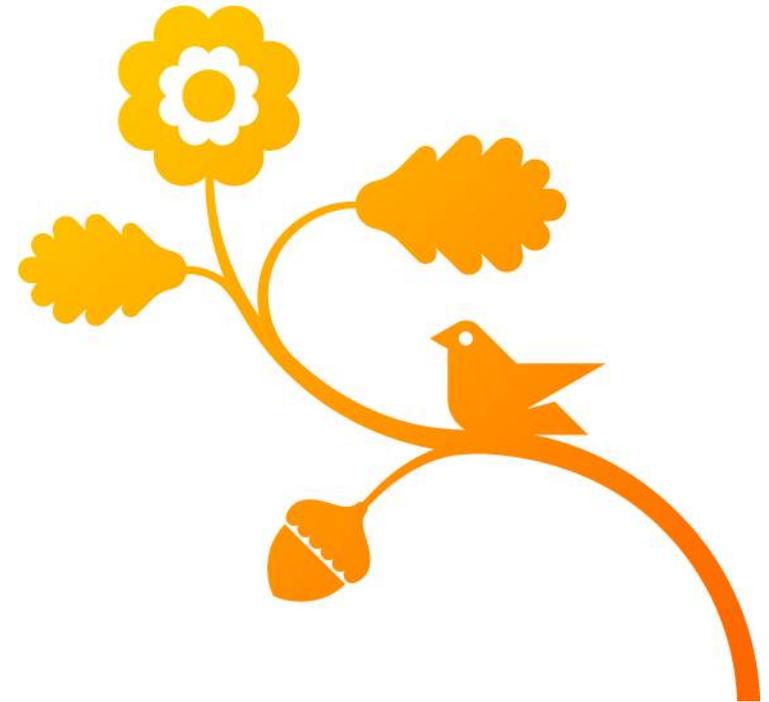
## Results and conclusion

	EQ	Lapse	Sum	Both	Standard Formula, $\alpha = 0.25$	Simulation, $\rho = 0$
P1	1893	1647	3540	2835	2802	2288
P2	60	58	118	91	87	72
P3	143	185	328	285	260	223

The found  $\alpha$  are -0.19, -0.19, -0.12, for the three portfolios, respectively. Here  $\rho = 0$ . However, some analysis shows that we are in the area where  $\alpha$  is negative for all  $\rho$ .

The prescribed  $\alpha=0.25$  is too large!

# Thank you!



[magnus.carlehed@swedbank.com](mailto:magnus.carlehed@swedbank.com)



SCOR

# WELCOME TO THE PRESENT!

Stockholm, October 2017



@gerramirez

"You can't start a fire without a spark"

Bruce Springsteen



SCOR

WHAT THE F\*\*\*  
JUST HAPPENED?!

"Your brand is not what you say, it's what you DO..."

German Ramirez, Speaker, Consultant, Author, Coach & Entrepreneur

1960

5





2000

72



2010

500



DIGITALIZATION HAS ENABLED  
TO TURN AROUND THE  
POWER STRUCTURE IN THE  
INFORMATION, INTERACTION  
AND TRANSACTION

92%

vs.

14%

The traditional marketing model



Stimulus



First Moment of Truth



Second Moment of Truth

The new marketing model: Zero Moment of Truth



Stimulus

**ZMOT**

First Moment of Truth

Second Moment of Truth

Which becomes the ZMOT for the next potential customer ←

How  
?

vs.

Why  
?

THE CUSTOMER IS NO LONGER THE  
KING

THE CUSTOMER IS NOW  
MR. PRESIDENT



A FEW MISTAKES TO  
AVOID...

TYPICAL 1ST & 2ND  
REACTIONS

"Dear YouTube: I will always "skip ad"!"

German Ramirez, Keynote Speaker, Consultant, Coach & Entrepreneur

**Social Marketing Management**

shoutlet, SYNAPSE, vitrue, involucr, hootsuite, awareness, Flowtown, Spreadfast, tweet, tap1, hear say, engage21, MUTUALMIND, SPROUT SOCIAL, offerpop, Seismic, Strutta, votigo, Social Amp, NORTH SOCIAL, SocialAppsHQ, extole, Fanzila, Zuberance, BzzAgent, fan coop, CalnSea

**URL Shorteners**

bity, tiny arrows, TinyURL.com

**Stream Platforms**

UberMedia, TweetDeck, twirl, Aol Lifestream...

**Twitter Apps**

twitpic, tweetmeme, StockTwits, Cadmus, wefollow, flixup!, Listorious, twitvid

Twitter  
facebook

**Social Advertising Platforms**

TBG, Lexity, spruceMEDIA, GRAPH EFFECT, BLINQ MEDIA, epic social, twelvelfold media, SAM, nanig, Tayke, KENSHOO, Marin

**Analytics**

awe.sm, bluefin, kontagent, Campalyst, mixpanel, OMNITURE, Core metrics, webtrends

**Content Curation**

hunch, memolane, BuzzFeed, SUMMIFY, Flipboard, SkyGrid, Storify

**Facebook Apps**

ROOBYMUSIC, LIKESTER, BranchOut, CAFEBOOTS, SNAP, badoo, smile, ZOSK, causes, booshaka

**Social Commerce Platforms**

Payment, Moontoast, SHOP TAB, live gamer, dotbox, muncom, Moluko, trialpay, Storenvy, FLUID, shop igniter, VendorShop, ecwid, milyoni

**Facebook Gaming**

playfish, zynga, MetroGames, Playdom, KABAM, CrowdStar, socialpoint, ZIPZAP PLAY, EA, UBISOFT, WILDNEEDLEGAMES, PopCap

1st  
enormous  
challenge?  
too many  
options!

**Social Ad Networks**

OneRiot, rockyou, 33 across, LIFESTRE

**Social Data**

DATASIFT, RapLeaf

**Social Search & Browsing**

TOPSY, Wink, Aardvark, StumbleUpon, greplin, spokeo, WHOS TALKIN

**Social Intelligence**

PostRank, Trendrr, ATTENTIVITY, BuzzLabs, actionly, evolve24, bottlen, trackur, synthesio, sysomos, radian, SCOUT LABS, M, ALTERIAN, conversio

**Social TV**

plus, miso, psync, SnappyTV, tunerfish

**Social Networks - Other**

LinkedIn, TAGGED, my, friendsters, gaia, plaxo, Path, CLUB PENGUIN, Merchant, HABBO, StumbleUpon, myYearbook, orkut, Google+, #hashable, renren, friend.ly

**Social & Games**

ngmoco, foursquare, waze, TWIX, playphare, Gowalla, loopt, Foodspotting, glu, hi5, pelago, playJam, BOOYAH!

**Social Shopping**

Giantnerd, Zaarly, zappli, Swipely, LOCKERZ, SVPPLY, giftika, ikaboodle!

**Content Sharing (Reviews/Q&A/Docs)**

topix, foto, fotopedia, Slideshare, yelp, Angie's list, Quora, Scribd, DocShare

**Social Business Software**

pasenger, lithium, jive, telligent, inGage, External (Customer) Facing, satisfaction, LeverageSoftware, Pluck, KikApps, mZinga, Assistly, huddle, Internal (Employee) Facing, TWiki, cubetree, acquia, IGLOO, yammer, chatr, moxie, Watchitoo, Socialtext, nmbie, SOCIALCAST

**Blogging Platforms**

tumblr, posterous, Blogger, WORDPRESS, SQUARESPACE, Joomla!, JUX

**Community Platforms**

Yaku, GROU.PS, elgo, KikApps, BuddyPress, NING, mixxt, Groupsite

**Social Referral**

ShopSocially, socialfeet, 500friends, TurnTo, curebit

**Photo Sharing**

SmugMug, Pixable, klip, flickr, photobucket, ZangZing, Picasa, instagram

**Plug-ins/Widgets**

tynt, Bazaarvoice, gigya, Badgeville, ShareThis, spinback, janrain, conduit, clearspring, weecho, PowerReviews, Mass Relevance, meebo, COVER IT LIVE, widgetbox, factory, thumbs up

**Traditional Publishers**

DAILY CANDY, CNN, The New York Times, abc, Glam Media, THE WALL STREET JOURNAL, HEARST corporation, Aol, CONDÉ NAST



Source: Luma Partners, Terry Sawada

2nd big challenge:  
Who "owns" digital?

BRAND CAMP

by Tom Fishburne



© 2007

TOM FISHBURNE.COM

PR

Marketing

Cross-functional team

Customer service

IT & operations

The agency

A typical fear... And a myth, by the way!



BRAND CAMP

by Tom Fishburne

**THE CAGED BIRD TWEETS**

CONSUMER LOYALTY



© 2009

TOMFISHBURNE.COM



Corporate  
Risk  
Obsession  
DNA...

Why make it  
difficult, when  
you can make  
it impossible?

Source: Tom Fishburne



SPARK & STRATEGY

My  
favorite  
1st  
reaction



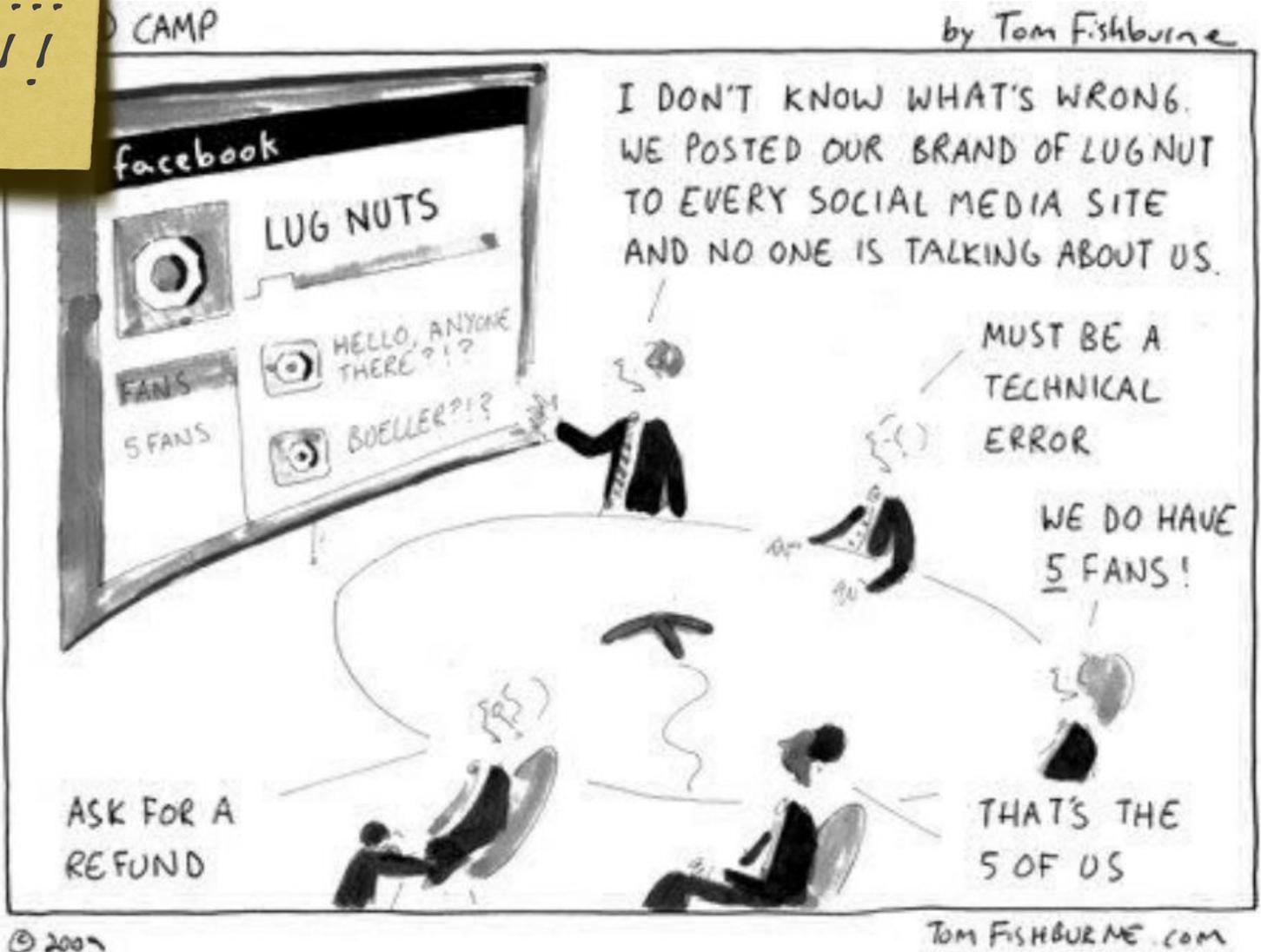
Let's be ...  
EVERY-  
WHERE  
!!!



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Let's talk about ...  
US !!!



# Mission Statement

GUIDED BY A RELENTLESS FOCUS  
(HEARTFELT ADJECTIVE)

ON QUALITY, \_\_\_\_\_, AND \_\_\_\_\_  
(CLICHE) (ANOTHER CLICHE) (YET ANOTHER CLICHE)

WE WILL STRIVE TO \_\_\_\_\_  
(LONG-WINDED PHRASE)

DELIVERING \_\_\_\_\_ TO OUR \_\_\_\_\_  
(BIG ASPIRATIONAL WORD) (VAGUE GROUP)

SLIDE 1 OF 42

QUALITY! WE'VE  
ALREADY  
USED  
THAT

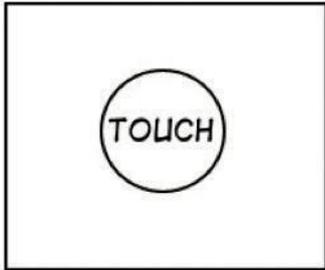
Let's be ...  
SUPER-  
CORPO-  
RATE!!!

Source: Tom Fishburne



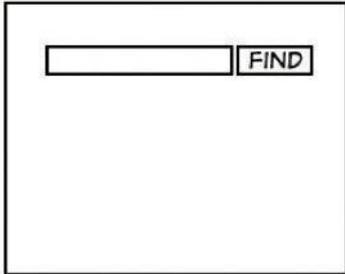
Let's make  
sure we have  
... CON-  
TROL!!!

TYPICAL APPLE PRODUCT...



*The outcome of a consensus driven process...*

A GOOGLE PRODUCT...



YOUR COMPANY'S APP...

FIRST NAME: <input type="text"/>	TYPE CD: <input type="text"/>	4 - K
LAST NAME: <input type="text"/>	TQP STAT: <input type="checkbox"/>	AA2-
SSN: <input type="text"/>	VER: <input type="text"/>	DK9B
FT/PT: <input type="checkbox"/>	CAT CD: <input type="text"/>	KKA?
ID: <input type="text"/>	CITY: <input type="text"/>	CN3
PHONE 1: <input type="text"/>	STATE: <input type="text"/>	AA-9
PHONE 2: <input type="text"/>	ZIP: <input type="text"/>	NEW
ADDR 1: <input type="text"/>	ORD #: <input type="text"/>	DEL
ACCT #: <input type="text"/>		





# SOCIAL NETWORKS

# FOLLOW US



The biggest mistake is in the thinking!



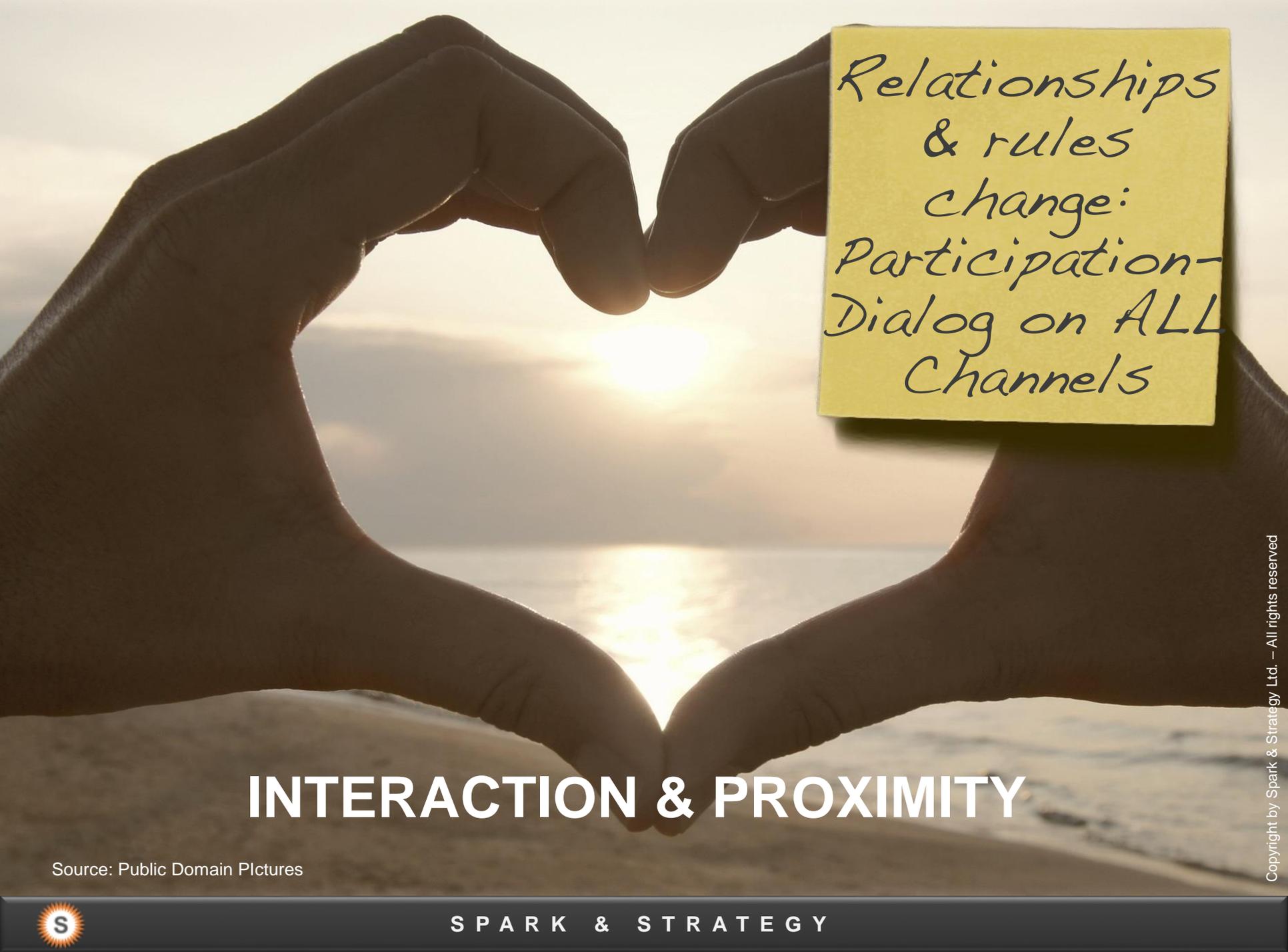


SCOR

WHAT DO WE HAVE  
TO DO TO SUCCEED  
WITH THE NEW  
CUSTOMER?

“Brand Management is dead. You no longer own your brand. Your new brand manager is your customer.”

German Ramirez, Keynote Speaker, Consultant, Author, Coach & Entrepreneur

A photograph of two hands, one from the left and one from the right, reaching towards each other to form a heart shape. The background is a sunset over a body of water, with the sun low on the horizon. A yellow sticky note is attached to the right hand.

*Relationships  
& rules  
change:  
Participation-  
Dialog on ALL  
Channels*

# INTERACTION & PROXIMITY

Source: Public Domain Pictures



SPARK & STRATEGY

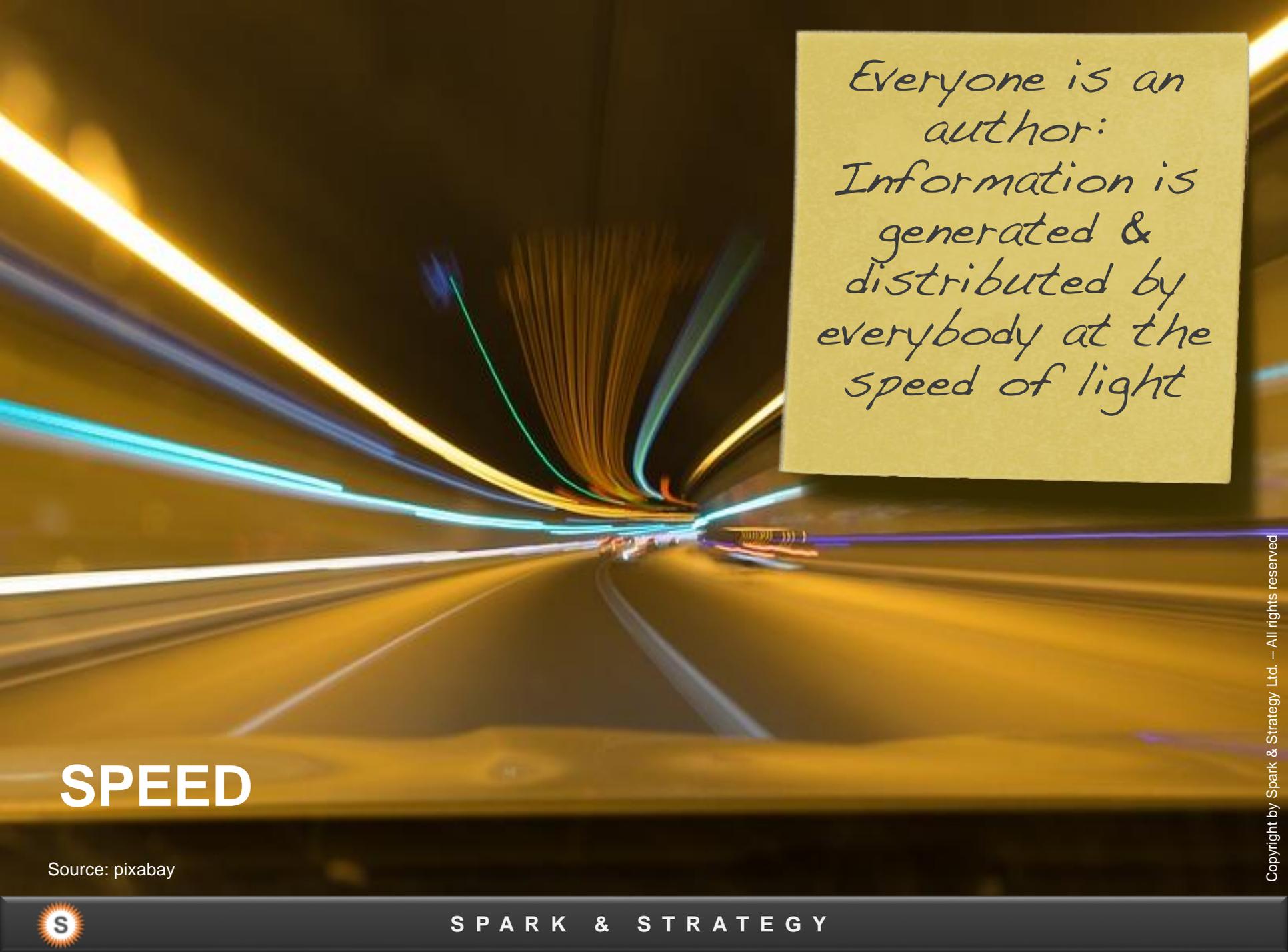
*Word of  
mouth on  
steroids: ALL  
Information  
is  
public*

# TRANSPARENCY & AUTHENTICITY

Source: pixabay



SPARK & STRATEGY



Everyone is an  
author:  
Information is  
generated &  
distributed by  
everybody at the  
speed of light

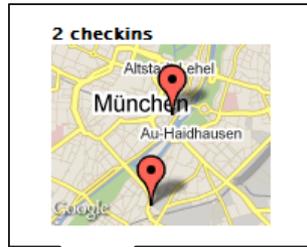
**SPEED**

Source: pixabay

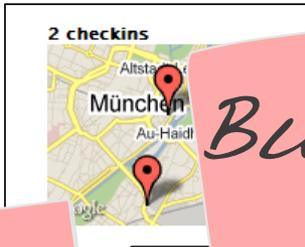


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What goes on in the users mind



The „buy me trap



Get them  
engaged and  
doing the  
talking!



# RELEVANCE

The Key to  
Success in  
Business:  
Welcome to  
the  
era of  
Relevance



WHY  
does the world  
need  
my S\*\*\*\* ?

Ask  
yourself  
the most  
important  
question...

ELEVATOR PITCHES ARE  
DEAD, BECAUSE ELEVATOR  
RIDES ARE TOO LONG!

We have  
the  
attention  
span of a  
goldfish

Every good idea  
fits on a Post-  
it. If it doesn't  
it is not a good  
idea (yet...)



FINAL WORDS:

FOCUS ON REWARDING  
CUSTOMER EXPERIENCES  
& RADICAL CUSTOMER  
FOCUS

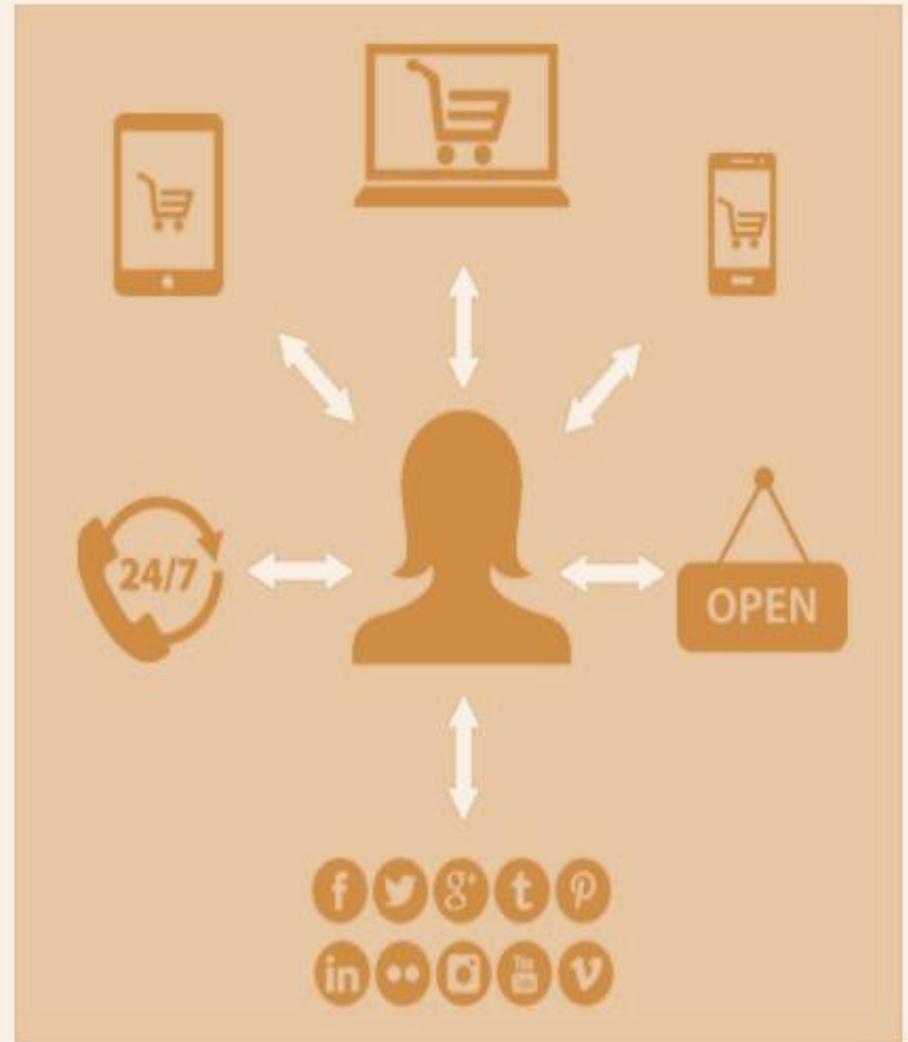
"Transformation means metamorphosis. Sticking wings on a caterpillar does not make a butterfly out of it."

German Ramirez, Keynote Speaker, Consultant, Author, Coach & Entrepreneur

Multi-Channel is not Omni-Channel



MULTI-CHANNEL



OMNI-CHANNEL

Source: Guidedselling.org



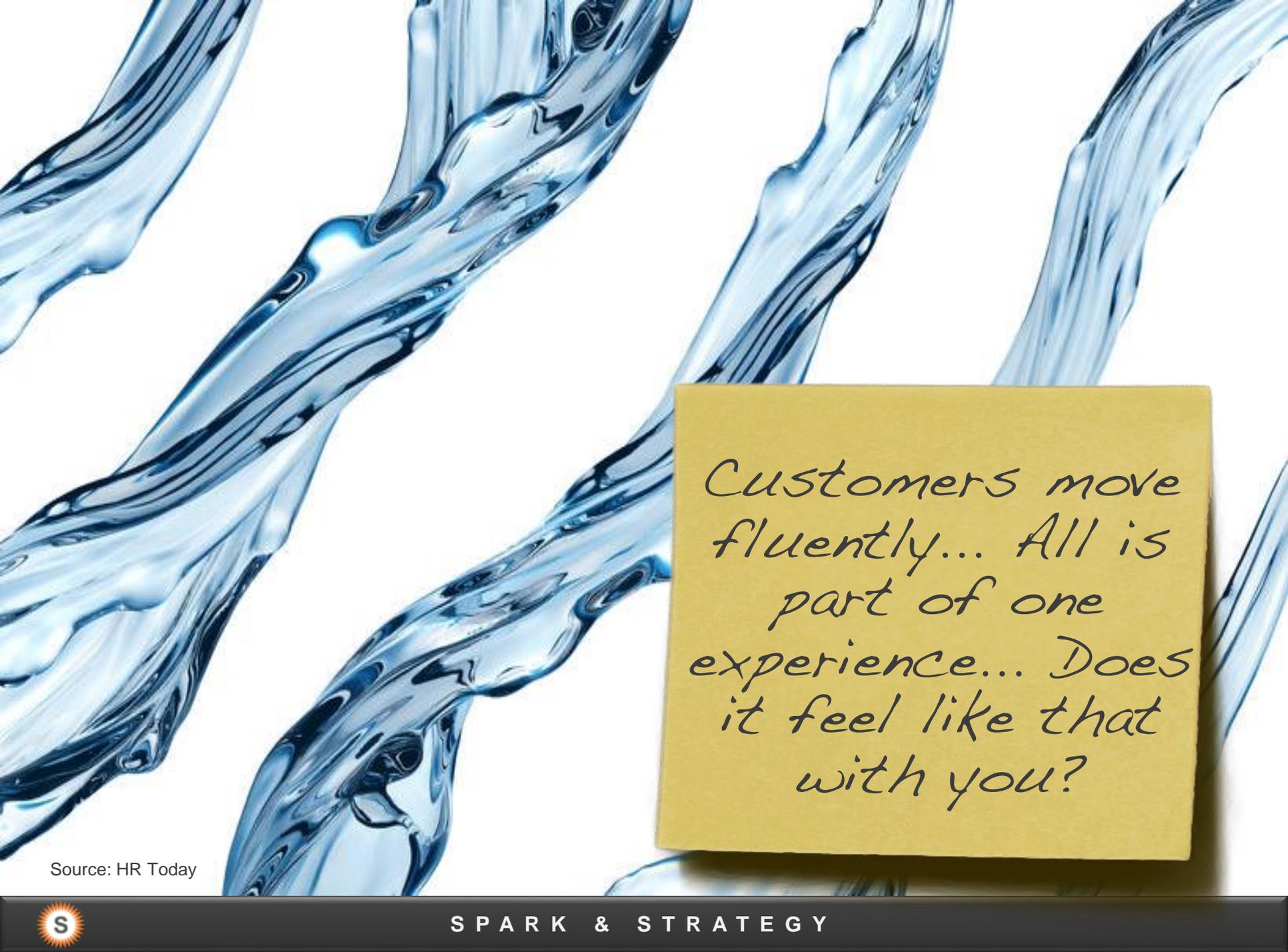


Your organization thinks and works in boxes

Source: Pixabay.com



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*Customers move  
fluently... All is  
part of one  
experience... Does  
it feel like that  
with you?*

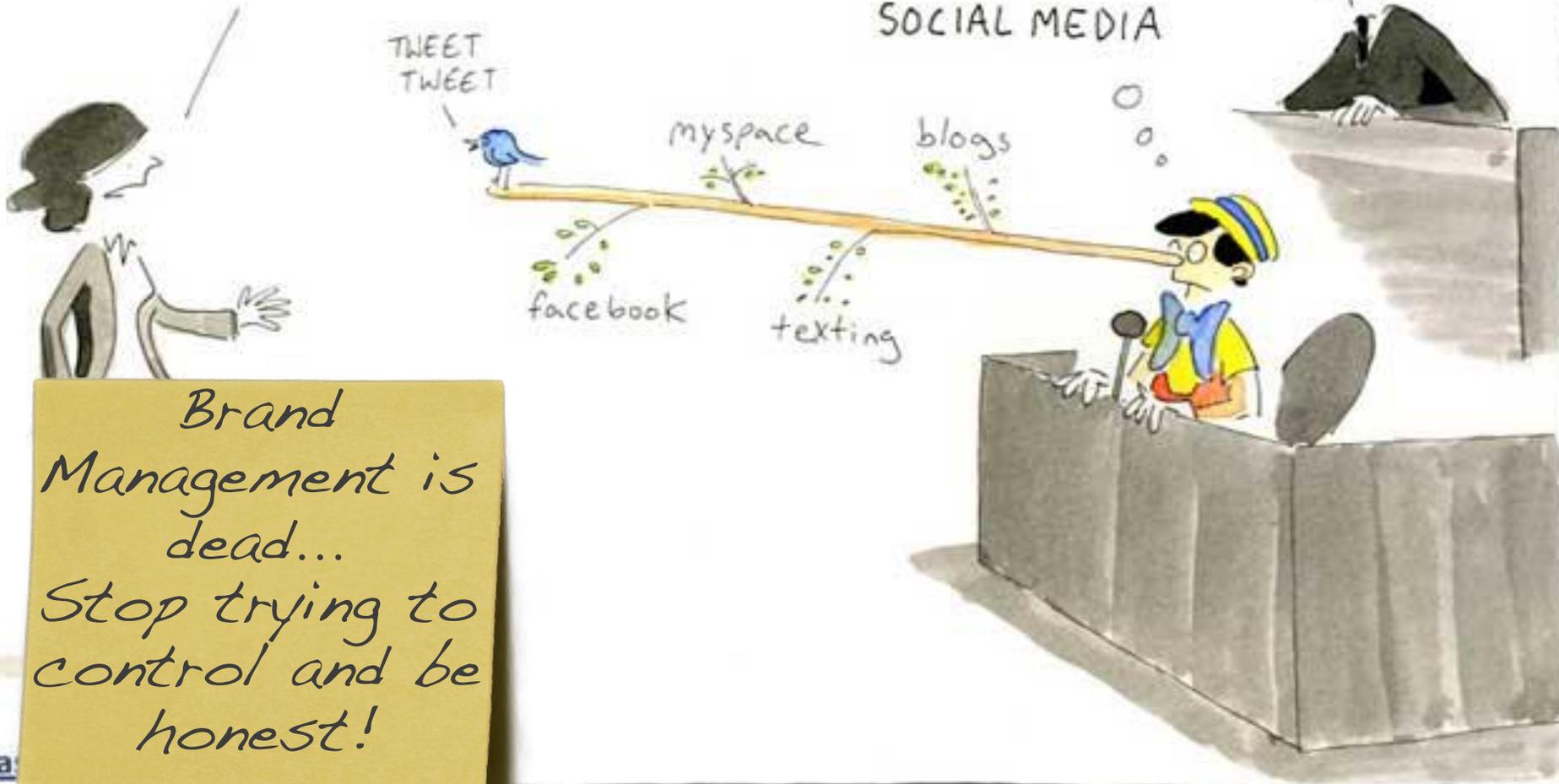
Source: HR Today



# NOTHING BUT THE TRUTH

AND YOU SAY YOU HAD NO CONTACT WITH THE DEFENDANT?

DARN THAT SOCIAL MEDIA



*Brand Management is dead... Stop trying to control and be honest!*

Ca

© 2010

CASECENTRAL.COM/CASEINPOINT



BUT WHAT IF CONSUMERS  
AREN'T LOOKING FOR A  
"DISRUPTIVE SYNERGIZED  
PARADIGM SHIFT" IN A  
BREATH MINT?

*Involve  
your  
customer*

TOM  
FISH  
BURNE

Source: Tom Fishburne



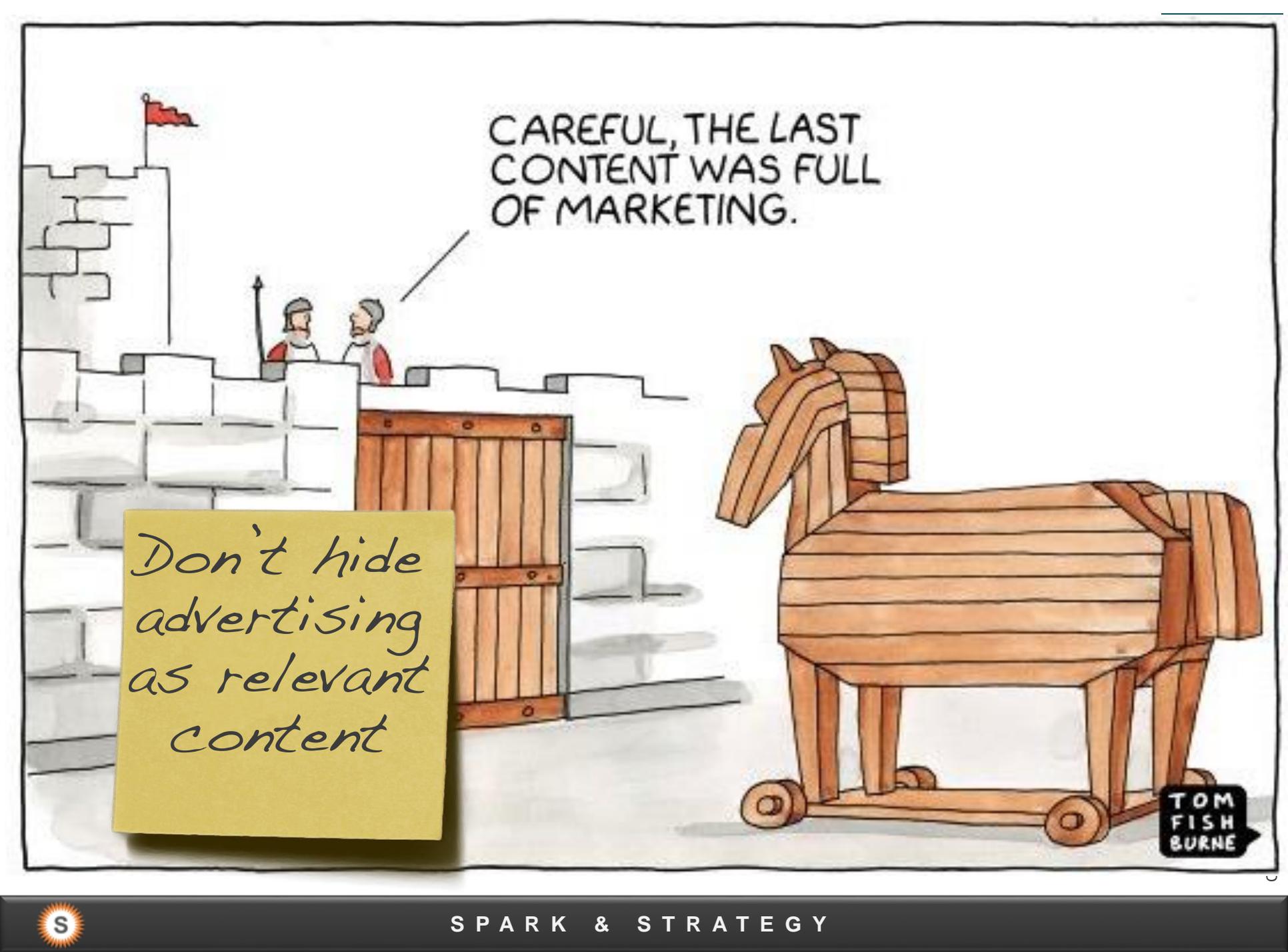
WE'RE CREATING  
MORE CONTENT THAN  
OUR AUDIENCE CAN  
ACTUALLY CONSUME.

THAT'S A GOOD TOPIC  
FOR OUR NEXT BLOG POST,  
WHITEPAPER, INFOGRAPHIC,  
LISTICLE, AND ANIMATED GIF.

*Don't  
exaggerate  
with your  
messages &  
content*

TOM  
FISH  
BUNNY





CAREFUL, THE LAST  
CONTENT WAS FULL  
OF MARKETING.

*Don't hide  
advertising  
as relevant  
content*

TOM  
FISH  
BURNE



BAD PERSONALIZATION IS WORSE THAN NO PERSONALIZATION. THIS BRAND NEWSLETTER JUST CALLED ME <<FIRSTNAME>> INSTEAD OF "VIRGINIA."

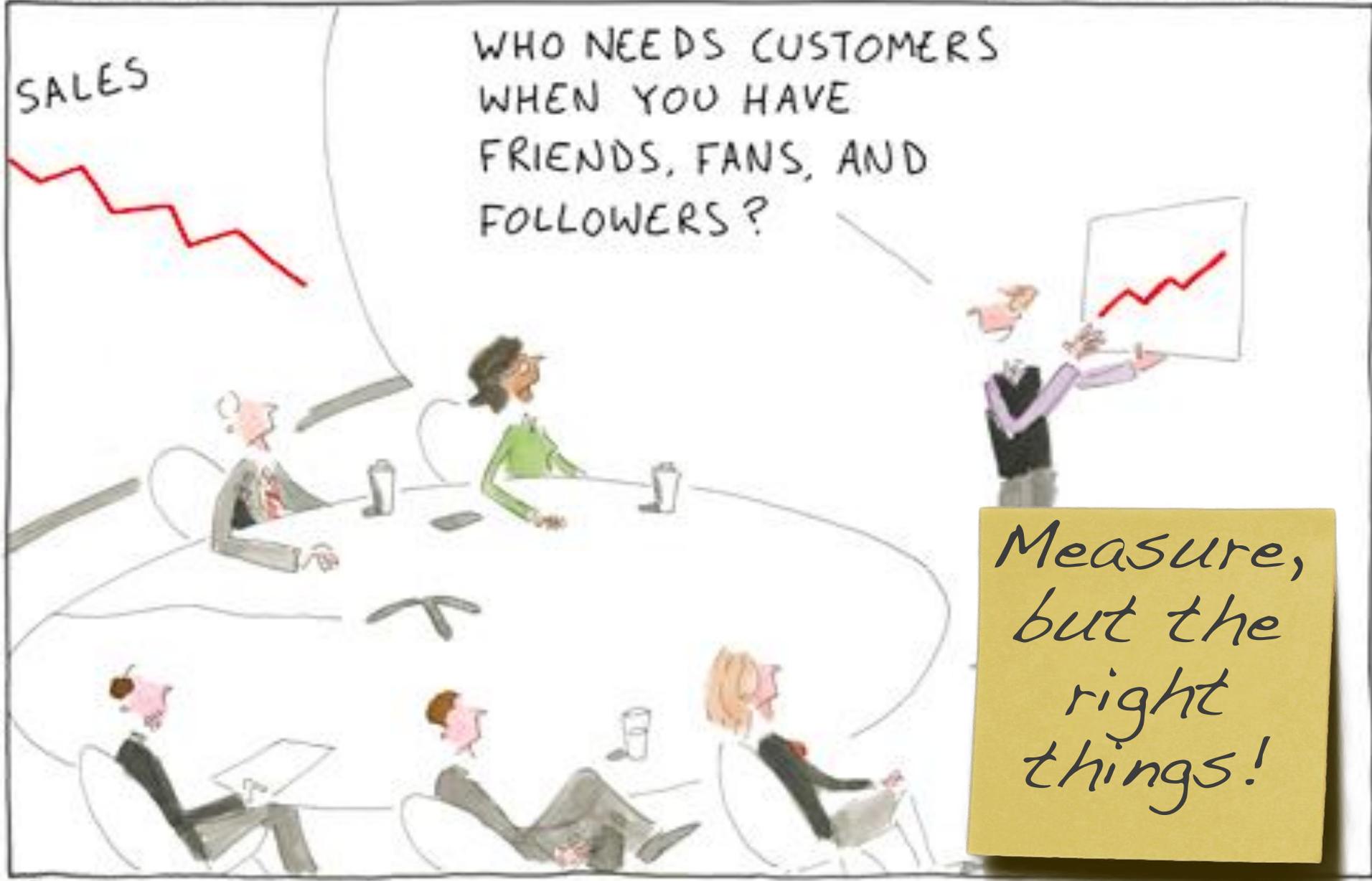
MACCHIATO FOR "VAGINA"



Source: Tom Fishburne



SPARK & STRATEGY



WHO NEEDS CUSTOMERS  
WHEN YOU HAVE  
FRIENDS, FANS, AND  
FOLLOWERS?

SALES

Measure,  
but the  
right  
things!



WE JUST WANT TO TRACK YOUR  
CUSTOMER JOURNEY SO THAT WE  
CAN ENGAGE WITH YOU BETTER.



*It is not about  
products, it is  
about experiences:  
Become radically  
customer  
oriented! Are you?*

TOM  
FISH  
BURNE





*It is not about  
Change  
Management...  
it is about  
Transformation!*

Source: Wikimedia Commons



*Not so  
easy?  
I got three  
words for  
you...*

NOT  
MY  
PROB  
LEM

Source: Flickr "... NO MY PROBLEM" by abbilder



Don't be afraid of failing

Success

Success



what people think it looks like

what it really looks like

# INSIDE THE MIND OF THE CONSUMER



I DON'T SEE OUR BRAND OF PICKLE RELISH ANYWHERE.

INCONCEIVABLE, THIS IS A "BRAND LOYALIST."

*Don't take yourself too serious...*



TOM FISH BURNE



THE CUSTOMER IS NO LONGER THE  
KING

THE CUSTOMER IS NOW  
MR. PRESIDENT



The worst part of digital is...  
you feel OLDER faster

Muchas Gracias!

German Ramirez  
ramirez@sparkandstrategy.com  
+41 789 424 767  
@gerramirez



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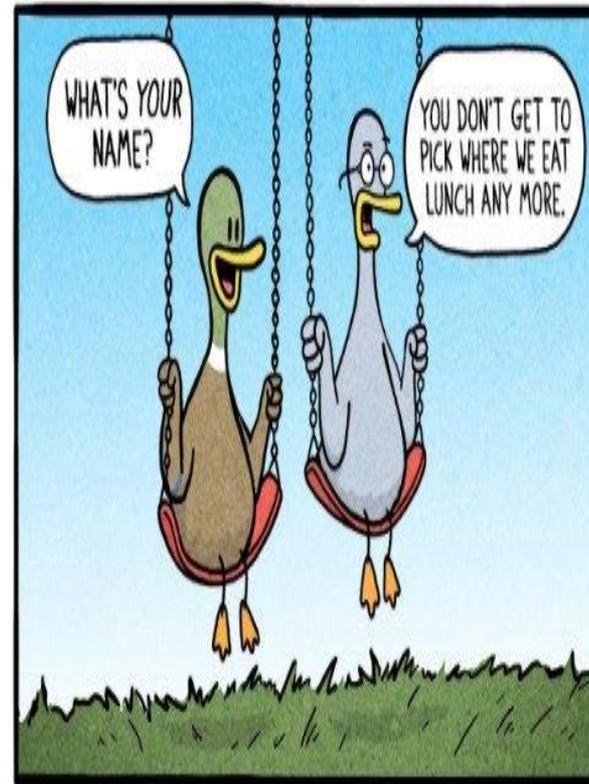
SCOR Sweden Re:s Nordic Life Insurance Conference  
October 13th 2017

○  
**CLOSING**

**Svein Børre Solvang**



# MAKING FRIENDS





# Årets konferens Grand Hotel 7 oktober

- Tack mail till deltagarna!
- Utvärderingen gick till 200+ personer
- Enkät 7 frågor med fritext

## Utvärdering Konferens 2015

Kära konferensdeltagare, tack för ditt deltagande i årets konferens!

Vänligen svara i skala 1-5 där 1 anger minst intressant och 5 anger mest intressant.

### 1. Introduktion - Svein Børre Solvang, VD SCOR Sweden Re

Hur intressant var detta föredrag för dig?

1.  2.  3.  4.  5.

Övriga kommentarer:

### 2. Fredrik Reinfeldt - Ett Europa i förändring

Hur intressant var detta föredrag för dig?

1.  2.  3.  4.  5.

Övriga kommentarer:

### 3. Renato Di Iorio & David O'Brien, SCOR Global Life - Solvency 2, transitioning from implementation to optimization

Hur intressant var detta föredrag för dig?

1.  2.  3.  4.  5.

Vill du att vi kontakter dig med ytterligare information (om ja, vänligen ange kontaktppgifter nedan) ?

Ja  Nej

Övriga kommentarer:

### 4. Vinnaren av SCOR Sweden Res årliga pris för bästa diplomarbete valt av Svenska aktuarieföreningen - Anna



## Vad tyckte du?

Stort tack för ditt deltagande i SCOR Sweden Re's Livförsäkringskonferens i förra veckan. Vi hoppas att du uppskattade årets program och innehåll.

Jag skulle vara tacksam om du kunde ta någon minut och ge oss feedback på konferensen och dess innehåll, då dina synpunkter är viktiga för oss.

### Vänligen klicka här för utvärderingen

Vi kommer att skicka ut en dokumentation av konferensen till dig om några veckor. Årets presentationer kan du redan hitta på vår hemsida ([www.swedenre.se](http://www.swedenre.se)) under publikationer.

Bästa hälsningar  
Svein Børre Solvang, VD

**SCOR**  
The Art & Science of Risk

Ansvarig utgivare: Henrik Werner  
Adresslista: SCOR Sweden Re

SCOR Sweden Re - Drottninggatan 82  
SE - 111 36 Stockholm - Phone: +46 8 440 82 50  
[Hemsida](http://www.swedenre.se)



# Feedback on the 2016 Conference

---

- A very professional and including conference
- The speaker was surprisingly insecure
- Too much information
- Too little information
- Finally an Actuary we non-actuaries could understand (Tove Brickner)
- The speakers should have been guided on beforehand to secure a better performance
- Fun to be part of some experiments at the end with Gospic
- Fantastic opportunity to meet people in the industry and to listen to interesting speakers without the risk of falling asleep
- The food was extraordinary good
- The food was awful
- The first half of the presentation was good, the second half bad
- Grand heavily underperformed. No coffee in the morning and a rebuilding and construction site☹️. Next year I hope for a new venue
- Yes I agree the CEO could really lose a lot of weight
  - Eat more often and less each time. No candy. More vegetables.
  - Powerwalk. Bicycling. Start the day with some running.
  - No eating after 20:00PM



# Feedback on the 2016 Conference

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Please give us your valuable feedback also in 2017



# LUNCH



