

# ING Life

## Focuses on Local needs

Meeting local needs has seen ING Life do well in the Investment-Linked Provider of the Year and Best Health Care Product categories. BENCHMARK talks to the company's CEO about their success.



Mr. Lennard Yong, CEO of ING Hong Kong & Macau  
ING香港及澳門地區行政總裁楊斌官先生

With competitive options only a click away, flexibility is crucial for success. It is also one of the main reasons for

ING Life Insurance Company (Bermuda) Limited's success in the BENCHMARK Wealth Management Awards 2011 in both the Investment-Linked Provider of the Year and Best Health Care Product categories.

Lennard Yong, CEO of ING Hong Kong & Macau, believes flexibility, that offers options for both basic and sophisticated customers, is paramount for success. This approach goes right down to how its ILAS and health insurance products are designed.

### Three-step Fund Selection

Having a wide basket of funds is crucial, but equally important is how the funds are selected. Essentially, ING Life uses three steps for its selection:

**Step 1: Review economic conditions with an aim to assess impact on various asset classes over the next six to 12 months period.**

For ING Life, the most critical step is the evaluation of the fundamental market trends for the next six to 12 months. If the market is in the early recovery phase, the company may add "Top of the class" single country, single sector or small cap funds that are more "opportunistic" for aggressive investors. If the market



Customer service is a priority for ING Life. The company has recently invested in resources for the enhancement of its customer service centre to upgrade the services and facilities.  
ING Life十分重視客戶服務質素，最近投入資源提升客戶服務中心服務及優化設施。

is approaching the peak, for example when PER and PB are relatively high or close to historical peaks, regional or balanced funds may be considered. "Our selection criteria will be based on meeting the individual varying needs of our current and potential customers, and not driven by promotion, marketing or TV advertisement by fund houses," said Yong.

### Step 2: Quantitative analysis

The company ranks all SFC authorized funds within the same asset classes, and sorts out the best in class fund manager / fund house. "Volatility would be considered. If two investment choices give the same performance quality, then the one with the lower annualized volatility will be chosen. The selection of this criteria is purely quantitative, and not emotional," he added.

### Step 3: Qualitative monitoring

The company regularly monitors and analyzes funds on the platform. Underperformance will be addressed.

### Flexible Protection

Flexibility with regards to premium terms, payments, fund allocation policy

and a wide range of investment choices provides the company with clear market differentiators. "The four ILAS products are offered with riders available to satisfy different protection needs of our customers," he said.

For example, in premium terms, the company offers the shortest initial contribution period in the market for plans with dual investment account structures. "We also allow regular or single contributions as well as ad-hoc lump sums at anytime that suits the customers, while the amount of life protection coverage can be as little as 1% of the account value if the customers wish to have a higher investment element," said Yong.

In addition, ING Life allows its investors to partially withdraw their assets with no penalties in most ILAS products. To help investors cope with the market downturn and volatility, it allows premium suspension while keeping the policy in force. It also offers increasing death benefits for those who want higher protection, and a number of riders to meet diverse protection needs.

### Strong Customer Focus

Having a strong product portfolio is only



Regular seminars are organized to raise consumer awareness.  
公司經常舉辦座談會以提高消費者意識。

half the recipe for success in investment linked insurance. It needs to be backed by good service and strong knowledge sharing initiatives.

This is the reason why ING Life Insurance has the "longest" customer servicing hours in the industry in Hong Kong, said Yong. Recently, the company has increased its customer counters and is continuously improving its facilities.

"One-stop Policy Service allows most customer requests to be completed in around ten minutes and a confirmation letter to be issued immediately after the completion of the transaction," said Yong.

This customer-centric approach is backed by a Customer Online Service; a new underwriting system - Common New Business - that uses straight-through processing to issue ILAS policies in the same day; and the publication of various comprehensive reports and seminars.

### Health Protection Made Easy

This customer-centric approach based on offering flexibility can also be seen in the success of its Health Care product, Easy Defender.

The critical illness insurance product addresses a key trend of Hong Kong: people are recovering faster through advanced medical treatments, and the risk of a re-emergence of the critical illness is getting higher in their longer lifespan. "The feature of three increasing crisis benefits for Easy Defender is designed to address such a need. We rarely see similar comparable products in the market," said Yong.

He also noted that critical illnesses are now being diagnosed at an earlier stage or age, which is often not addressed in many other plans. "Easy Defender is designed to give coverage on special diseases that falls in such categories and even extends its protection to female-, male- and juvenile-specific diseases," he added.

One of the key reasons why Easy Defender did well in the competition is its strong focus on obtaining and addressing customer feedback. The company uses client dinners, online and hotline platform and channels to understand customer concerns. Regular product meetings are also organized to involve all related parties in product design. "This is aimed at sharing feedback collected from customers and

front-line agents, and discussing possible accommodation of suggested enhancements," said Yong.

With a strong focus on training to ensure that customers are well served, good feedback mechanism and a strong finger on the pulse of the market, ING looks to continue its success in meeting local needs in the coming years. **BM**

# 針對本地市場需要 乃ING Life致勝之道

ING Life總能因地制宜，針對本地客戶需要，因此獲《指標》頒授兩項傑出成就獎，分別為「最佳投資相連壽險產品供應商年獎」及「最佳醫療保險產品」。為此，本刊採訪了公司行政總裁楊斌官，從而了解ING有何成功關鍵。

**眾**所周知，保險業競爭激烈，只要產品或服務質量差人毫毛，即落後千里。對ING Life來說，懂得靈活變通，乃公司成功關鍵之一；亦憑藉此一大優勢，奪取了《指標》頒授的兩項傑出成就獎，分別為「最佳投資相連壽險產品供應商年獎」及「最佳醫療保險產品」。

ING香港及澳門地區行政總裁楊斌官相信，能夠為一般以及高端客戶提供靈活方案是致勝關鍵。而高度的靈活性，同樣應用到投資相連壽險和醫療保險等的產品設計上。

## 挑選基金三步曲

基金產品平台擁有一籃子不同的基金當然重要，但同樣重要的是如何從云云選擇中為客戶挑選出最合適的產品。簡而言之，ING Life遵循以下步驟選取合適的基金：

**步驟一：回顧經濟狀況，用以評估未來6-12個月經濟情況對個別資產類別的影響。**

首先，而且是最重要的一環，是要就未來6-12個月的基本市場走勢作出評估。如果市場正處於早期復甦階段，公司通常會選取最優秀的單一國家、單一板塊或是小盤基金。這些基金的投機性較高，較適合進取的投資者。反之，如果市場將觸頂，例如，當市盈率和市帳率已相對較高或者接近歷史高位，那麼ING便會考慮區域性或平衡型的基金。「我們選擇基金的準則，是以現有和潛在客戶個別不同的投資需求為依歸，而並非根據基金公司的宣傳或電視廣告而作出判斷。」楊斌官補充道。

## 步驟二：定量分析

然後，公司會將所有證監會認可基金，按資產類別歸類，並且根據投資表現排先後次序，然後從中找出最優秀的基金經理和基金公司。楊斌官續說：「當然，我們也會考慮到投資的波動性。假設兩項投資選擇的表現相若，那麼我們

會再以其年度化波動性為參考，較低者會獲優先考慮。這個篩選機制絕對是以定量作準則的，不牽涉個人的情感判斷。」

## 步驟三：定性監測

公司會定期監測及分析產品平台上的基金，並密切注意表現欠佳的基金。

## 靈活保障

ING Life的保費年期、繳款安排及基金調配政策等安排靈活，並提供廣泛的投資選擇，使公司能在競爭中維持優勢。「我們四種主要的投資相連壽險產品皆可附加額外保障，滿足客戶不同的保障需求。」他說。

例如，在保費年期方面，公司向擁有雙重投資賬戶客戶提供於市面上最短的最初供款期。「我們也接納定期供款、一次性供款，又或者任何時期之一筆過存款以配合客戶所需；客戶亦可選擇人壽保障成份低至戶口價值1%之產品，以把投資成份提到最高。」楊斌官說。

此外，ING Life大部份的投資相連壽險產品還容許投資者作部份提取，而不設任何懲罰性徵費。為協助投資者應對低迷或波動市況，產品亦容許客戶在一段時間內暫停供款，而保單則仍然維持有效。客戶還可以按其更高的保障需要而選擇增額身故權益及附加其他額外保障。

## 專注客戶需求

擁有多元化的投資相連壽險產品是成功的重要因素，而優質靈活的產品背後，還需要優秀的服務和充份的專業知識分享渠道。

楊斌官解釋，ING Life其中一項優勢，乃與同業相比，提供最長的客戶服務時間，而公司最近更增加了客戶服務專櫃和正不斷優化服務設施。

「我們提供一站式保單服務，讓大多數客戶的查詢或要求都可在約十分鐘內獲得處理，並可即時發出書面通知以確認交易完成。」楊斌官說。

這種以客為專的服務態度，可見於公司的網上客戶服務、能於即日批核投資相連壽險保單的全新網上承保系統「Common New Business」，以及不同的綜合報告和研討會。

## 醫療保障更輕鬆

以客為專、靈活多變的基礎，同樣見於其危疾保障計劃「好安守」的成功。

「好安守」危疾保障計劃迎合香港的新趨勢：通過先進的醫療科技，患者可以更快康復，但隨著人均壽命的增加，疾病復發的機會也隨之上升。「『好安守』危疾保障計劃的三重遞增保障便是針對這個需要，以目前而言市場上同類的產品並不多見。」楊斌官說。

他解釋，隨著醫學進步，嚴重危疾一般可於較早階段或年齡診斷出來，而這一點是很多其他的醫療保障產品未有特別針對的。他說：「有見及此，『好安守』特設特別疾病保障，並延伸保障以針對女性、男性、及兒童獨有的疾病。」

「好安守」危疾保障計劃能於競爭優勢中脫穎而出，其中原因就是極之注重聽取客戶的反饋，並針對客戶需要改善產品設計。公司會通過客戶聚餐、網上平台和熱線電話等渠道，了解客戶所需所想，並且定期召開內部會議檢討產品設計。

楊斌官說：「會議的目的，是分享我們從客戶和前線人員收取到的客戶意見，進而商討可行的方案來改善產品和服務。」

透過培訓以確保優良的客戶服務、健全的反饋機制及高度關注市場脈搏，ING將繼續滿足本土需求，以於市場上取得成功。**BM**