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Executive Profile

Current executive role (from June 2017) – Hong Kong:

Regional Head of Health, Asia of Generali Asia Regional Office, executing the strategic development and profitable growth of Health and Accident business (both retail and local group EB) across all Life and P&C business units (BUs) of Generali in Asia. Leading an efficient team of technical health experts to support all Asia BUs in improving technical excellence and implementing best practices in health business management across the value chain, as well as structuring sustainable health product and service propositions to customers and partners. Over 5 years as a health subject-matter expert and executive, Dr Soo has led Asia BUs in strengthening Generali's Health business in the market and accelerating their health business transformation and ecosystem strategy implementation.

Profile summary:

- More than 25 years of professional and management experience in Asia, developing and managing life & health insurance businesses in both direct insurance and the reinsurance industries. Extensive Health insurance and management experience with a proven ability in formulating and executing business strategies, structuring solutions for customers and partners, and delivering results at Asia regional and country levels.
- Strong commercial acumen with hands-on technical and management expertise in product proposition and pricing, actuarial health portfolio and financial management, data analytics, health business value-chains, ecosystems, provider networks, customers, and partnerships.
- Versatile management and leadership with various key roles held prior to joining Generali Asia. Key roles include General Manager of Munich Re Health's Hong Kong office (managing the P&L of its health reinsurance portfolio in Hong Kong, Macau, and Taiwan – built a sizable RI business in Taiwan from scratch to a triple-digit €m portfolio); Head of Health – Business development of Munich Re for Southeast Asia markets – Singapore office; and Chief Actuary of Sequis Life – a life insurance company in Indonesia.
- Sound understanding of insurance market environment and holds established connections in Asian markets, especially in Hong Kong, Taiwan, Singapore, Thailand, Indonesia, and Malaysia from professional working and living experience in these countries. Excellent business relationship building with partners and effective management of internal and external stakeholders.
- Influential communication and effective leadership capabilities at all levels to drive business success in Asia, particularly in Greater China markets with an added advantage of multi-lingual strength in English, Chinese, and Malay languages. Academically trained in USA with a Ph.D. in Insurance and Economics, and an Associate member of Society of Actuaries.
- Management executive with passion and influential leadership to make a difference in people's lives through the development of sustainable propositions to customers, integrating health and care service protections, leading employee engagement, and building impactful organization and business results.

Professional Experience

Generali Asia Regional office, Hong Kong

Regional Head of Health, Asia

June 1, 2017 – present

- Responsible for the strategic implementation and profitable growth of Generali's retail and local EB group Health business across the Asia region, by supporting all business units (BUs) in Life and P&C to implement best practices of health business management across the value chain.
- Drive technical excellent initiatives and strategic business planning in Health business for all Asia BUs, by collaborating and engaging with both local country's Health functional heads and top executives. Bringing better focus and KPI alignments to grow health & protection business towards delivering planned targets.
- Enhance transparency of health business performance reporting and monitoring to provide better visibility on Health results in Asia. Lead and implement Asia's Health strategies and initiatives by supporting BUs to improve their technical results. Accelerating the profitability ambition of Asia's Health & Accident business, with Asia achieving good technical results.
- Lead a regional health team (serving as the Centre of Excellence of Health Asia) to support and improve technical excellence of BUs in Health business across the value chain (via knowledge transfer) in product propositions, pricing & portfolio management, health ecosystem services, underwriting & claims, provider network management, and partnership.
- Drive synergy across Asia in steering an effective health product roadmap and healthcare service model to provide differentiated Health products and service offerings, and to formulate sustainable customer solutions aligned with the Group's Lifetime Partner and Digitalization strategies.
- Formulate and execute Health ecosystem service strategies in Asia to optimize customer healthcare journey and experience. Asia BUs are building up their health ecosystems with a supportive regional roadmap by partnering selected regional or/and local health service providers to provide online and in-person value-added health services across the continuum of care: preventative wellness, mental health, telemedicine, care coordination for critical & chronic conditions, and recovery support.
- **Senior Health Advisor of Generali Thailand** (an assigned executive management role on the ground in Thailand – Jan'20–June'21) – successfully led and delivered health business transformation and improved results for Generali Thailand; implemented a health-focused organization and greater health technical discipline and operational efficiency.

Munich Reinsurance Company, Hong Kong office

General Manager – Hong Kong & Taiwan, Munich Health

May 2016 – May 2017

- Responsible for both top and bottom lines for Health reinsurance business of Hong Kong, Macau and Taiwan markets for Munich Re.
- Performed the role of Head of Client Portfolio Management (see below), and as the Head of Capital Management Solution Team for Greater China markets (China, Hong Kong, Taiwan, Macau), Munich Health.

Head of Client Portfolio Management – Hong Kong & Taiwan, Munich Health

January 2012 – April 2016

- Led the business development for the Health reinsurance business for Hong Kong and Taiwan markets of Munich Re, and built a profitable traditional RI portfolio of more than double-digit €m premiums, and triple-digit €m Financial Re treaty premiums.
- In charge of the client management team in Hong Kong, managing the technical support teams from Beijing and Singapore offices to provide effective service support to clients.

- Provided effective value-chain health insurance service support to clients spanning across innovative health product development, underwriting, claims, actuarial portfolio monitoring, and healthcare management as the key business growth strategic initiative.
- Implemented a Group Health Monitoring & Renewal Tool with key treaty clients to better manage their group health portfolio. Promoted this tool widely for clients in the region to develop in-force block reinsurance business.
- Established close contacts with C-suite executives and working managers of existing and potential key reinsurance clients and their regional offices. Provided proactive support with strategic value propositions and sound reinsurance solutions.

Munich Reinsurance Company, Taiwan office

General Manager – Healthcare, Taiwan **September 2010 – December 2011**

- Promoted to General Manager – Healthcare in recognition of solid performance in growing Health reinsurance business for Munich Re in Taiwan market. Achieved financial targets for the responsible Health reinsurance business portfolio in Taiwan over the years.
- Concluded a few major Health reinsurance treaties with annual premium size of over €20m each, and consistently delivered profitable results exceeding planned targets.
- Successfully developed pilots for Long Term Health guaranteed-rate products and treaties in the Taiwan market, with sustainable and profitable business growth.
- Achieved a remarkable business growth in 2010 in Taiwan, with a total portfolio annual health reinsurance premium of triple-digit millions € (5-fold increase compared to 2009's premiums size) via a financial motivated Health reinsurance treaty.

Assistant General Manager – Health Division **January 2008 – August 2010**

- Assigned to Munich Re Taiwan office – set up the health reinsurance operation and built the health reinsurance business for Munich Re in the Taiwan market.
- Responsible for both top and bottom lines of health reinsurance business and all other healthcare related business opportunities in Taiwan for Munich Re Group.
- Implemented consultative reinsurance services model to develop in force health reinsurance business by supporting clients over the entire health business risk value- chain, spanning from PD, underwriting, claims, actuarial portfolio monitoring, and healthcare management services.
- Client-centric with a strong pro-active client management approach and strategic mindset. Developed in-depth understanding of Taiwan business environment; and built close relationships with top executives of insurance companies by helping them to grow business strategically and operationally.

Munich Reinsurance Company, Singapore office (MRS)

Senior Manager, Health Division **October 2006 – December 2007**

- Deputy for Managing Director – Health Division (MRS)
- Head of Client Management Department within the Health Division, with the marketing and client management responsibilities (with focus in Taiwan market).
- Project manager responsible for key growth initiatives (i.e., consultative reinsurance strategy) for MRS. Collaborated with Health experts in Munich Head office on the project and secured a first key service reinsurance treaty account in 2006.

Client Manager, Health Division **October 2004 – September 2006**

- Assisted Managing Director – Health Division in supporting health reinsurance business and clients in Taiwan, Indonesia, Thailand, Malaysia and Singapore markets.
- Team member of Non-traditional Global Initiative project (Global project of Munich Health) to work on financial motivated reinsurance solutions.
- Responsible for treaty marketing work, and provided actuarial, pricing, and product development support to clients.

P.T. A.J. Sequis Life, Indonesia

Associate Director & Chief Actuary,
June 2003 – September 2004

- Head of Actuarial Department, Corporate Planning, and Reinsurance Department.
- Responsible as the Chief Actuary and headed all actuarial functions – product, pricing, valuation, experience studies, and reinsurance.
- Repriced all traditional products and developed flexible regular premium unit-linked products with Health packaged riders.
- Developed the first medical reimbursement health product for the company, and successfully implemented the health protection business strategy.
- Supported Banca Department with unique product propositions made to banks and secured several bancassurance partnership agreements.
- Executive member of Senior Management Committee, and Investment Committee.

Munich Reinsurance Company, Singapore office

Client Manager, Life and Health
December 2000 – June 2003

- Country manager responsible for Munich Re's life reinsurance business in Thailand and Vietnam markets; and deputizing the client manager of Taiwan market.
- Performed Life treaty marketing work, and provided actuarial, pricing, and product development support to clients.
- Headed the Embedded Value (EV) Project for Munich Re Singapore Branch – performed EV and movement analysis for its life reinsurance business in the region.
- Speaker for Munich Re's regional seminar "Financial Management of a Life Office" in August 2002, held in Bangkok, Manila, and Jakarta.

The Asia Life Assurance Society Limited, Singapore

Assistant Manager, Actuarial Department
July 1999 – November 2000

- Led the actuarial team in product pricing and development. Managed the Product Development Committee – developing both traditional and UL products.
- Chairperson of Marketing Research Committee
- Completed broker survey and delivered product training for agency force and brokers.
- Conducted business requirement study and set up actuarial product tables of AS400 system.

Senior Actuarial Executive Officer, Actuarial Department
April 1998 – June 1999

- Assisted Appointed Actuary on profit testing pricing and valuation, and the product design and development. Performed marketing research and UL fund unit-pricing / trend analysis.

Society of Actuaries, U.S.A.

Full time researcher – funded by Society of Actuarial Ph.D. Thesis Grant.
August 1995 – December 1996

- Conducted and presented a research study on the causality feedback between insurance growth and business-economic growth.

University of Nebraska-Lincoln, U.S.A

- *Research Assistant – Bureau of Business Research (on Ph.D. full scholarship)*
August 1994 – August 1995 – Performed various economic research projects.
- *Teaching Assistant, Department of Economics (on Ph.D. full scholarship)*
August 1992 – August 1994 – Taught Economics courses and Statistics.

Woodmen Accident and Life Insurance Company, Lincoln, Nebraska, U.S.A.

Actuarial Assistant (July 1991 – June 1992)

- Performed individual life insurance PD & pricing, market analysis, and profit-testing (Chalk's PTS).

EDUCATION / ACTUARIAL PROFESSION

University of Nebraska-Lincoln (UNL), Nebraska, U.S.A.

Ph.D. degree – Insurance, Economics, Econometrics (December 1996 – 3.96 GPA (4.00 scale))

M.A. degree – Economics Quantitative Method (December 1993 with 4.00 GPA (4.00 scale))

B.S. degree – Actuarial Science & Business Administration (August 1991 with highest distinction)

Academic Honours

- College Business Administration Dean's List (all semesters); Superior Scholar (1991);
- Gerald Phillippe Memorial Fellowship (1992–93); McConnell Dissertation Fellowship (1995–96);
- Society of Actuarial Thesis Grant (1995–96, 1996–97).

Associate member of Society of Actuaries (ASA), 1995.

- With one additional Fellowship exam to complete FSA qualification.

ADDITIONAL INFORMATION

- With direct market experience and established connections (working and living experience in these countries): Hong Kong, Taiwan, Singapore, Thailand, Indonesia, and Malaysia.
- Languages: fluent in English, Mandarin, and Malay.
- Analytical with a strong business perspective, and a good motivational leader.
- Good presentation and communication skills, well-liked interpersonal relations, experienced leadership and people management skills.
- Computer skills: Excel (advanced level), and Word/PowerPoint/Access (professional level).