



WHAT! . . . AN ACTUARY DEVISING STRATEGY AND IMPROVING COMPANY PERFORMANCE?

Stories that might be useful

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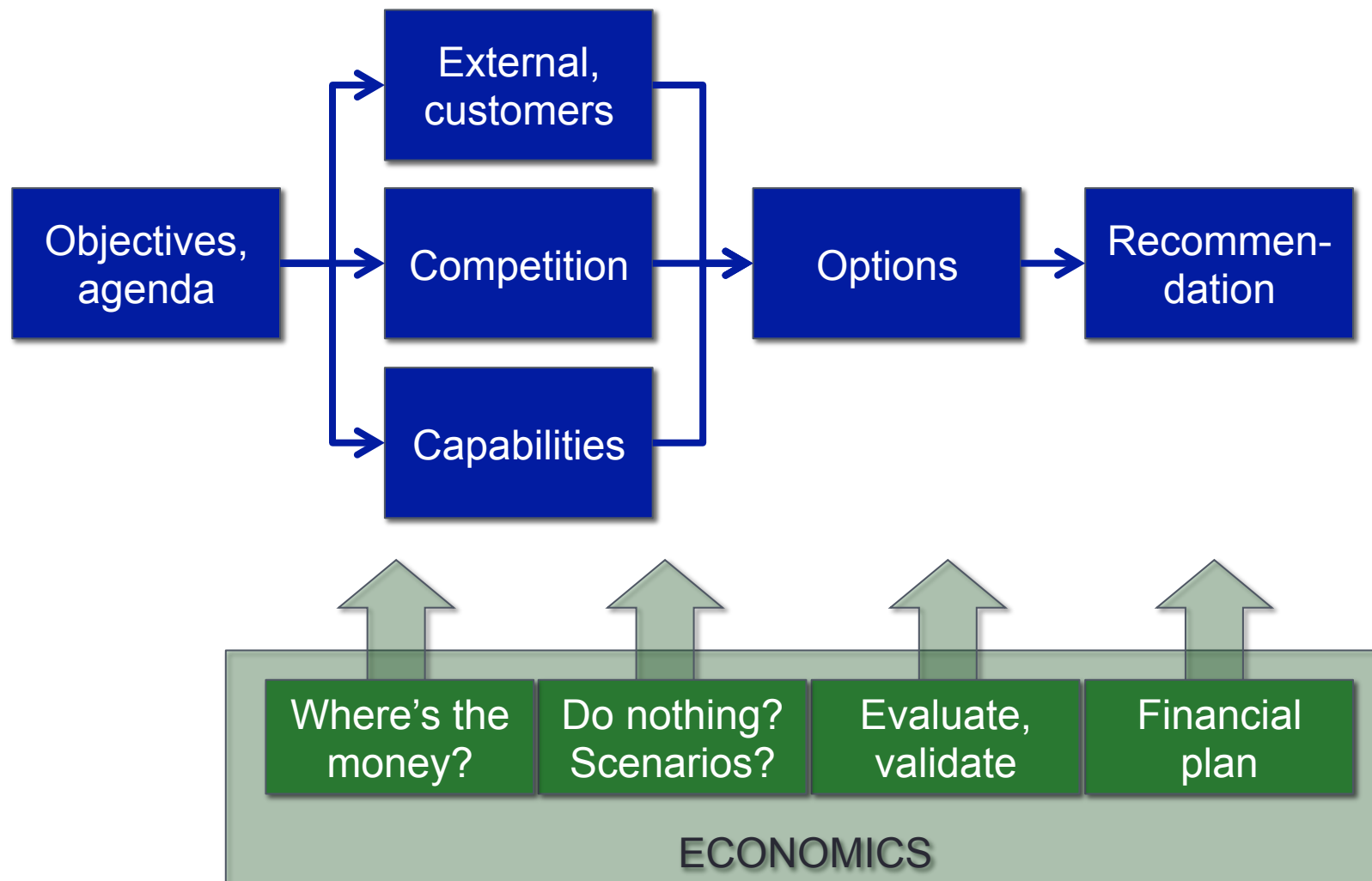
TANC

November 2012

Two assertions

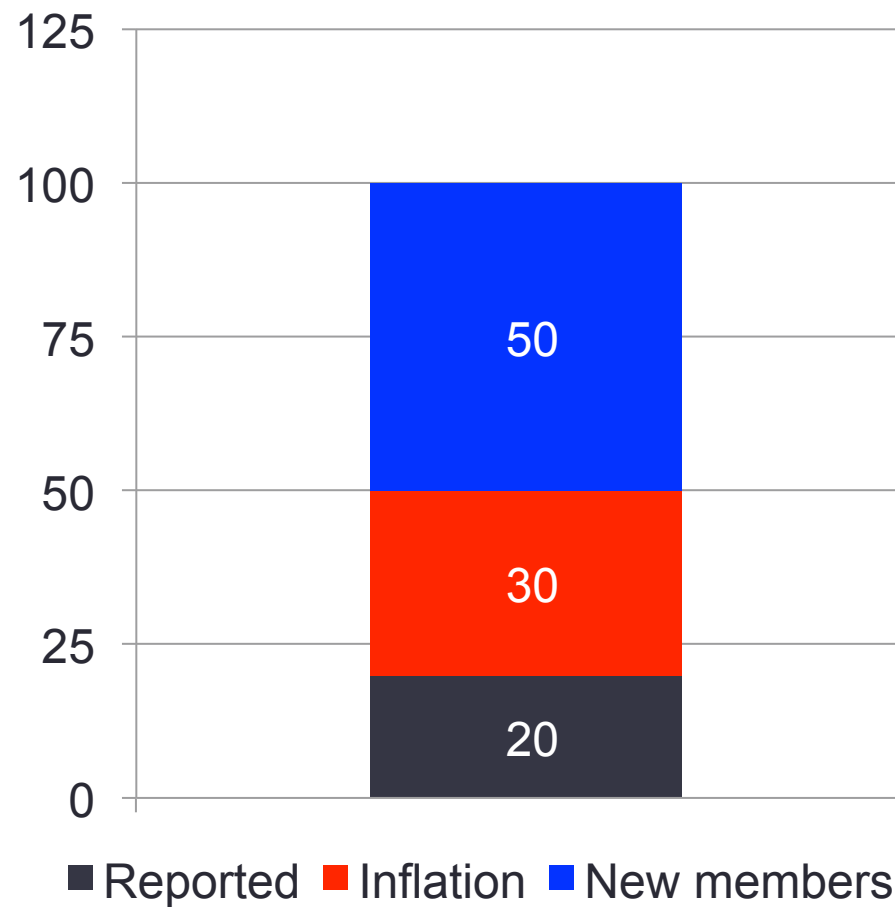
- **Huge value from economic analysis:**
 - But potential often unrealised
- People challenges underlie almost everything:
 - You must step up to this challenge

Strategy formulation and economics



Where's the money?

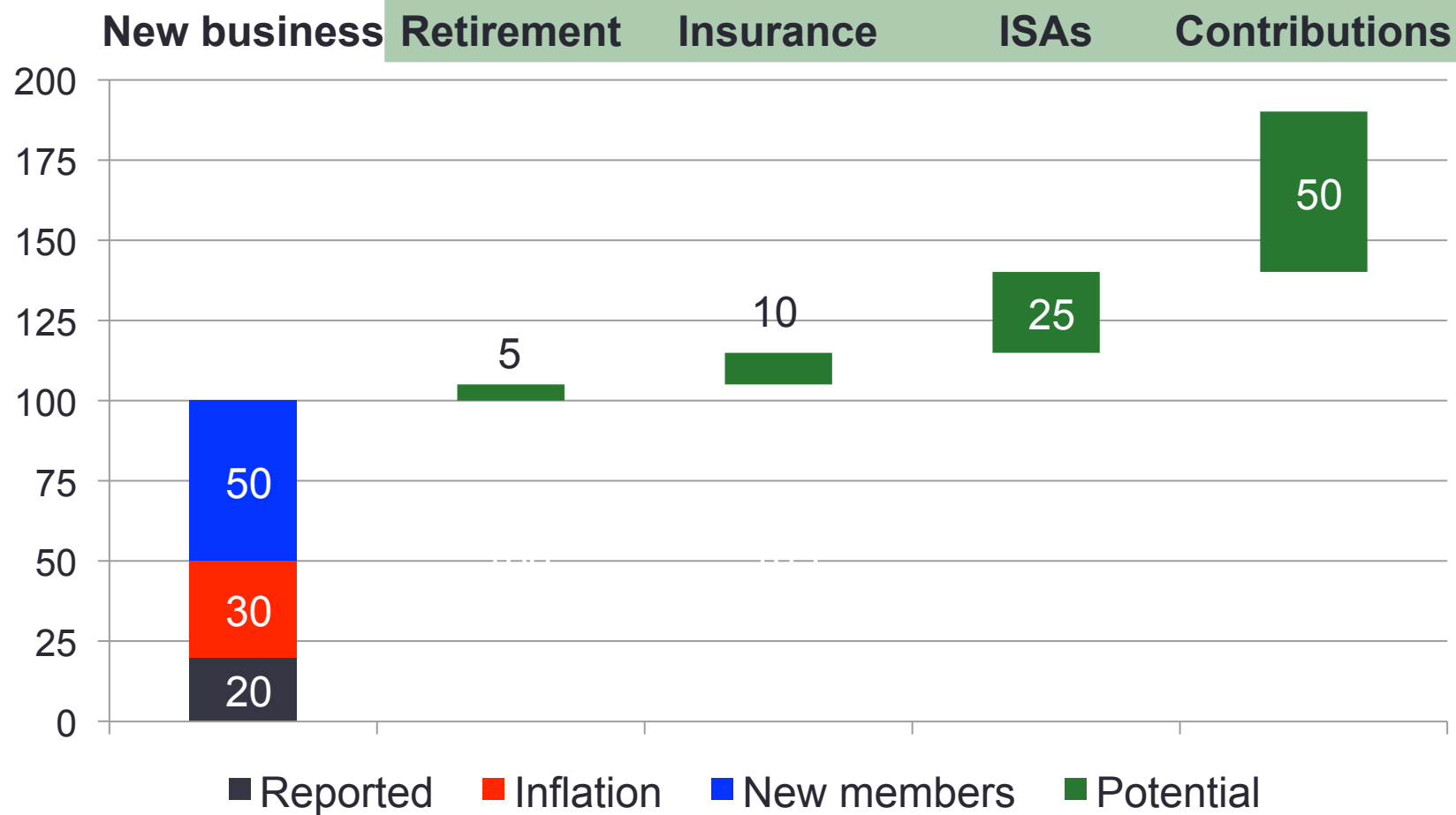
New business profit



Where's the money?

Scenarios

Group Pensions example



Price pressure
angst

Do nothing?
Scenarios?

PROFIT

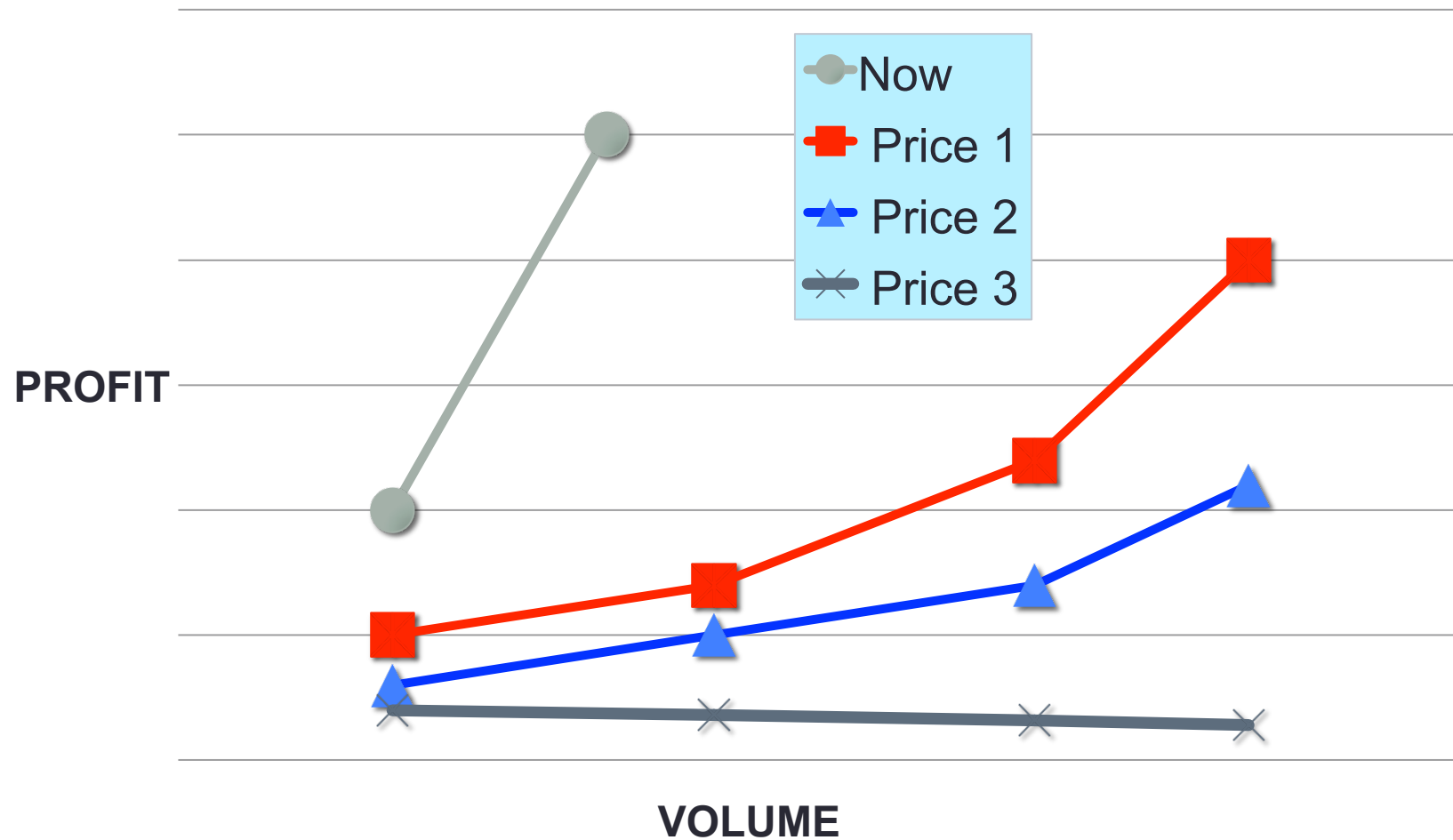
VOLUME



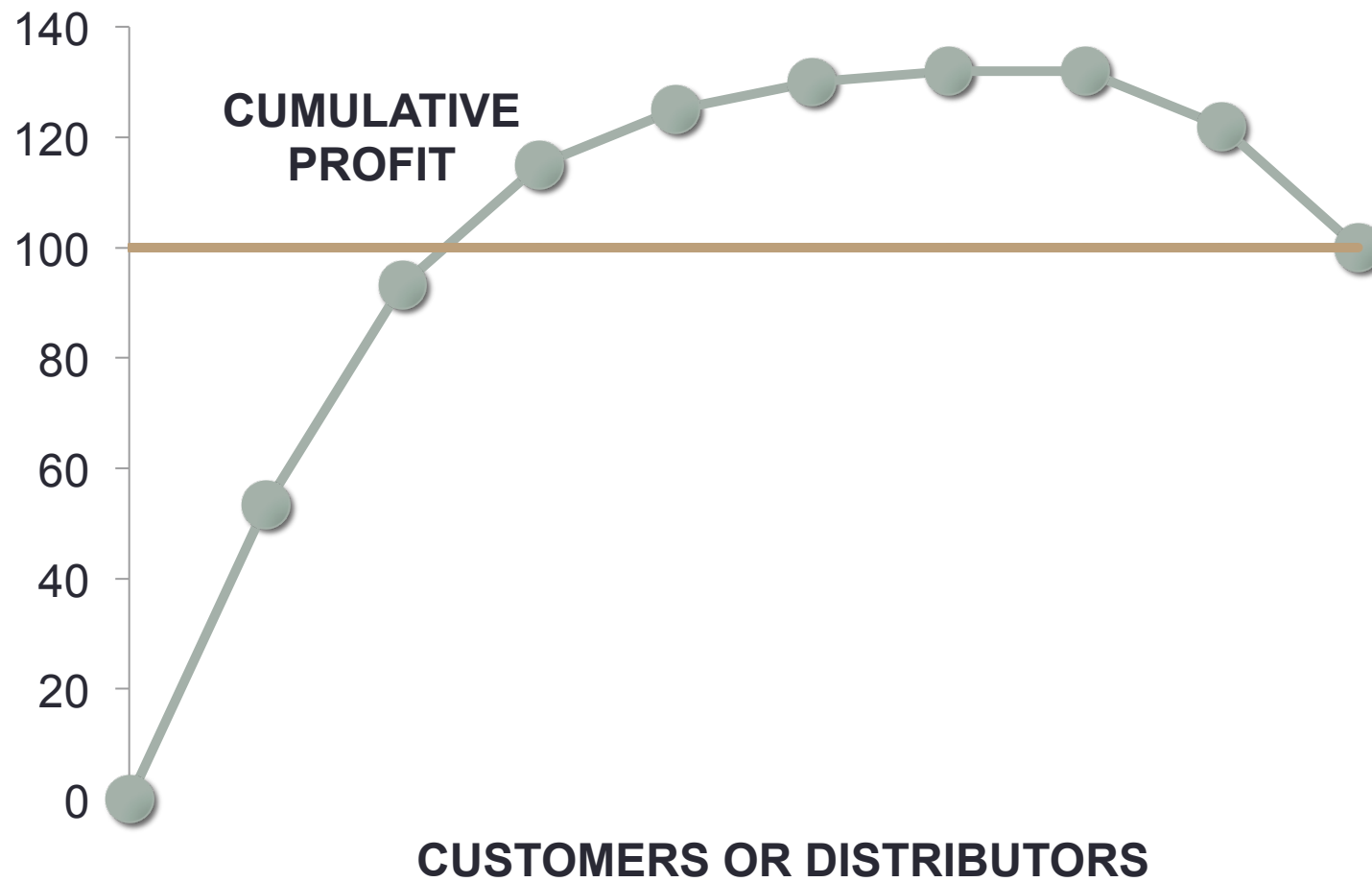
Price pressure
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Do nothing?
Scenarios?

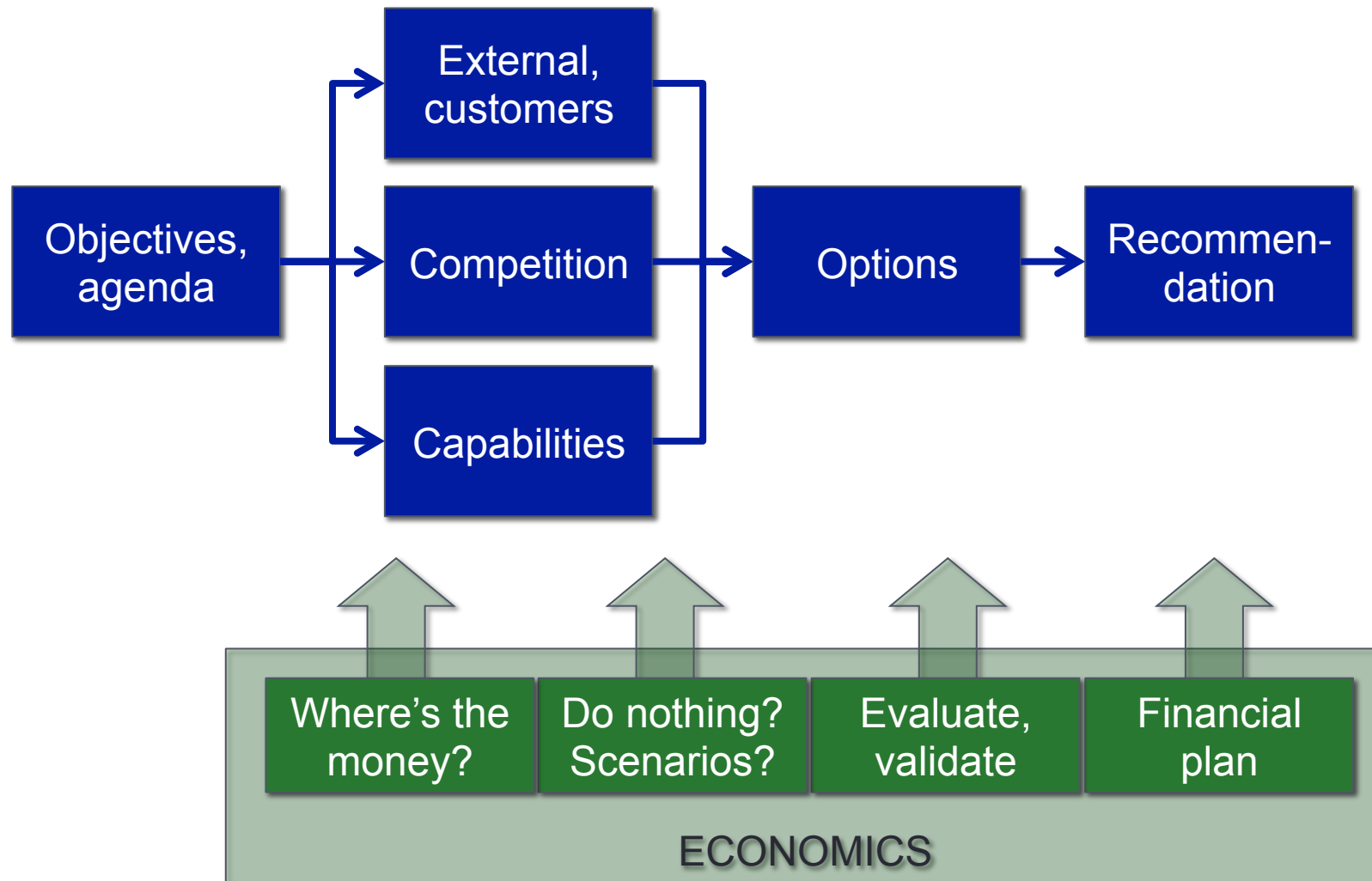
Evaluate,
validate



Where's the
money?



When the economics became the strategy . . .



Actuaries' problem page 1

- Not at the table when work is being conceived or planned
- Discomfort with inexactitude and ambiguity
- Discomfort being on a journey with an unclear end point
- Being reactive, not proactive
- “Let me tell you how I made the clock”
- Not seeing it as your job to engage in management problem solving
- Unclear responsibility for ‘insight’ into profit drivers
- Not speaking up!

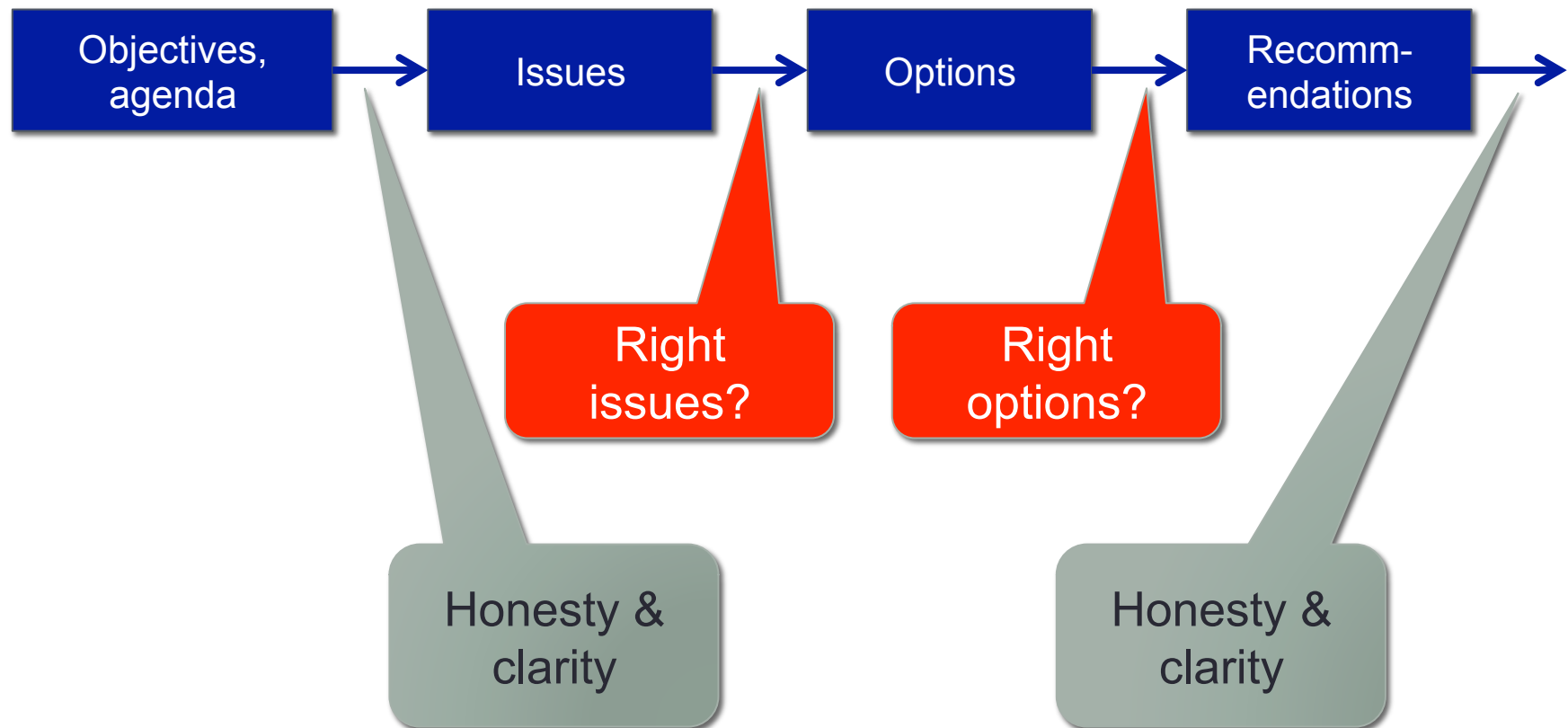
Two assertions

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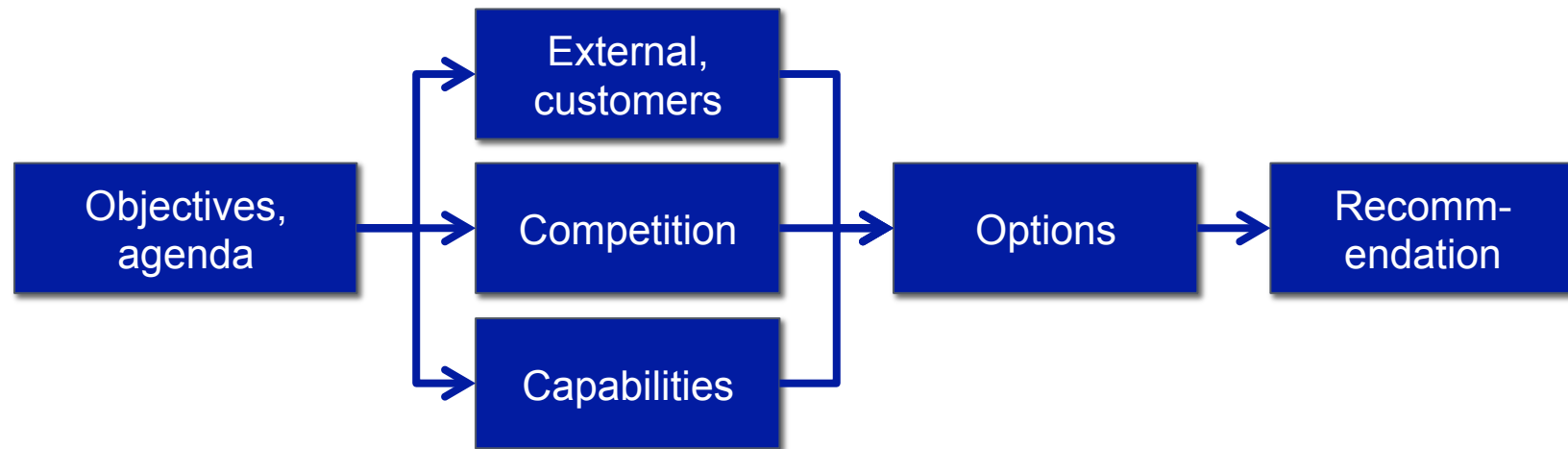
Selected people topics

- Pre-conceived ideas and solutions
- Gaining buy-in
- Dysfunctional organisation
- “Why am I here?”

Example: cost reduction and buy-in



Strategy formulation and 'people'



- History?
- Outcomes?
- Pain?
- Fear?
- Appetite?
- Personal needs?
- Board?

- Challenge beliefs
- Relative performance
- Holding up the mirror
- Culture
- Weaknesses

- Appetite
- Buy-in
- Ownership
- Risk
- Reward
- Alignment
- Proof of concept

Actuaries' problem page 2 (=1)

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