



**Don't Miss It! Register Today!**

## **Global Financial Leadership Forum 2007**

Hosted by ACLI and EDS

Global Excellence: Competing for Sustainable International Expansion

November 11 – 13

InterContinental The Barclay New York

New York City

*For full conference details and registration, visit [www.gflf.org](http://www.gflf.org) or contact Linda Cunningham at [LindaCunningham@acli.com](mailto:LindaCunningham@acli.com) or 202.624.2405.*

### **Why attend?**

This is a value-packed, condensed opportunity for discussion of real-world issues with your peers and renowned industry authorities. You'll gain key insights on how to successfully globalize insurance operations. New themes, case studies, speakers, and round-table workshops will be part of the 2007 Global Forum.

### **Who attends?**

A Society of Senior Executives from the World's Leading Financial Institutions – including CEOs, executives with international accountabilities, senior strategists (business/ corporate development), policy/G/R executives, their advisors and analysts.

### **What's unique?**

You'll benefit from the exclusive findings of a "just off the press" research study on globalization. The Global Financial Leadership Forum is one-of-a-kind among life insurance industry conferences with the opportunity to review privately commissioned, exclusive research on the conference theme. At this year's forum, EDS will present the in-depth findings gathered from interviews with over 200 top insurance executives globally in a study entitled "Think Global, Act Local". During the conference, this research will be supplemented with presentations by leading industry executives and break-out sessions, providing invaluable real-life success stories and lessons learned.

Here's a peek at the exclusive research commissioned by EDS and conducted by the highly respected FT Research Centre ... register today at [www.gflf.org](http://www.gflf.org) or contact Linda Cunningham at [LindaCunningham@acli.com](mailto:LindaCunningham@acli.com) or 202.624.2405 to get the full details!

### From "Think Global, Act Local", October 2007

"A once-in-a-lifetime opportunity is unfolding for life insurers. Governments around the world are shifting the burden for funding retirement to individuals, with tax incentives, at a time when the 60+ population will double. Greater financial consistency, deregulation, and global IT infrastructure enable life insurers to go out and capture this market globally.

"However, life insurers around the world are going after this market at different paces, and with different operational models. For example, will tomorrow's profitable globalised insurers have followed a model of decentralised regional hubs, or a structure with decisions flowing from the top down? Is it an acquisitional model or an organic growth model that will create growth in the long term, or is it a matter of balancing both? Once a company is spread over a number of geographies, what glue holds it together – brand, product development, leadership structure, internal communication or a common strategy?

"This survey presents the answers from over 200 representatives from insurers all over the world, including some of the world's largest. The survey also incorporates expert analysis from 18 interviews with CEOs and other top executives from leading companies in insurance worldwide..."

### Here are some of the findings...

**Europeans** are the **most globalised** by a significant margin.  
**Asian insurers** are the **most ambitious**,  
while **North American** insurers are balancing globalisation with risk

However, for most, the **realisation** of a truly global operation  
**is a long way off**

**Organic growth** is favoured over acquisition as a **low-risk** model that  
**maximises control** over corporate identity

**Regional hubs** are preferred to a centralised operation controlled from a single  
HQ as they **enable a local approach** crucial for globalisation, while still  
benefiting from the economics of shared operations

Shared back office operations, such as **Financial Management**, are becoming common global operations, while **client-facing operations do better locally**

**Home office – local office communication is a crucial factor** in successful global operations, supported by management processes, **IT** and **regulatory consistency**

The **diversity** of a truly global operation **is highly regarded** by the capital markets and rating agencies

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#### **About ACLI (American Council of Life Insurers)**

ACLI's 373 member companies offer life insurance; annuities; pensions, including 401(k)s; long-term care insurance; disability income insurance; and other retirement and financial protection products. Learn more at [acli.com](http://acli.com).

#### **About EDS**

EDS (NYSE: EDS) is a leading global technology services company delivering business solutions to its clients. EDS founded the information technology outsourcing industry 45 years ago. Today, EDS delivers a broad portfolio of information technology and business process outsourcing services to clients in the manufacturing, financial services, healthcare, communications, energy, transportation, and consumer and retail industries and to governments around the world. Learn more at [eds.com](http://eds.com).