



# FERMA™

Federation of European  
Risk Management Associations

# Newsletter N°44

November 2011

FERMA's new President Jorge Luzzi spent three years in the finance department of the pharmaceutical company, Ciba Geigy, now Novartis. He observed that everything seemed to revolve around risk, but that there was little analysis of anything other than pure financial risk.

Having worked as an account executive with Marsh for eight years at the start of his career, however, he could also see the limitations of insurance. "Soon I started to think that risk wasn't only about doing the calculation but there was a lot of human aspect to risk. When there is a major loss, for example, it's not just the factory that's affected but the workers," he said.

This human aspect really came home to Jorge in the 1999 earthquake in Izmit, Turkey. By this time, he had joined Pirelli, and the tire maker has a factory within the quake zone. The official figures say at the Magnitude 7.6 quake killed at least 17,000 people and half a million were homeless. Most of the Pirelli plant stood up well, but two people died in an older building. Others were killed elsewhere or injured when their homes collapsed. In the end, the toll was 13 dead and 14 severely injured. The impact, though, was far wider; members of staff were homeless and had lost friends and family members.

Jorge explains that before the company could think about restoring the factory, it established a tent city for employees and other Izmit residents who were homeless. The workers otherwise might have been forced to leave the area to stay with relatives. "All this really touched me. Enterprise risk management is not limited to calculating probabilities," he says.

Today Jorge is Director of Group Risk Management for Pirelli worldwide with wide responsibilities in the group. He started his career in insurance and risk management in Brazil in 1971. The family moved there from Argentina where he spent his boyhood, and he is proud of honour given him by the Parliament of the Brazilian state of São Paulo for his contribution on the development of risk management in the country. Other awards he has received include the prestigious Goodwill Award for lifetime achievement from the US Risk and Insurance Management Society (RIMS).

Jorge describes himself as "Italian but from an international family," and he has Swiss as well as Italian nationality. He lives near Lake Lugano in Switzerland where he has an office. Pirelli headquarters is only one hour away by car over the Italian border in Milan, and he regularly travels over the world to the company's factories, distribution centres and offices.

Thanks to his Latin American childhood and a career that has spanned Switzerland, Spain, Argentina, Brazil, Bermuda, Ireland and Italy, Jorge speaks Portuguese, Spanish and English in addition to Italian, and a little German and French.

Jorge was president of the Brazilian risk management

association ABGR, and one of the founders and the first president of the Latin American risk management association Alarys. He is now honorary president of both organisations. He is active in the International Federation of Risk and Insurance Management Associations (IFRIMA) as its chairman, and in the Italian risk management association ANRA.

With this background, it is not surprising that he has more than 500 connections on LinkedIn and he received more than 150 congratulatory emails during the first day after his election as President of FERMA was announced!

His work and FERMA responsibilities do not leave him time to play rugby now, but he takes advantage of living in Switzerland to ski and cycle with his two daughters, aged six and 10. He also loves football – how could he not with growing up in Brazil and Argentina – and other sports.

## A man of many countries and enthusiasms

A profile of Jorge Luzzi,  
FERMA's new President



As FERMA members who attended the FERMA night party at the 2011 Forum know, Jorge enjoys singing. There he joined outgoing President Peter den Dekker and fellow Italian Alessandro De Felice for FERMA's own version of the three tenors. "I love music," he says, "Italian music, opera, of course, but many other types of music, too. I couldn't live without it."

Over the next two years as President, Jorge wants to open the arms of FERMA to increased involvement with member associations and their members. He intends to expand FERMA's communication with members and listen to their concerns and opinions by taking advantage of the new social media tools.

Jorge wants to increase the number of what he calls 'friends of FERMA', for example by drawing on the resource of very experienced members who are no longer working as day to day risk managers but who have great expertise to offer. Another innovation is that he would like FERMA to consider having individual members participate in various projects under the direction of board members.

As he said in his first remarks as President of FERMA at the Forum in Stockholm, his imperatives are "communication, interaction and innovation."

## Letter from Brussels

Florence Bindelle,  
Executive Manager



October was an exceptionally busy month for FERMA with the successful conference in Stockholm, the launch of the new logo and the new website. Thank you to all of you who joined us in Stockholm. I hope you enjoyed the event as much as we did.

Now back in the office, we are working on the next stage of the guidance on the 8th Company Law Directive with the European Confederation of Institutes of Internal Auditing (ECIIA). We intend to release it and present it to the press on December 14 in Brussels.

We are planning our 2012 projects, among them the seminar and the benchmarking survey. A working group is already gathering. Paris and London are the two locations being explored as the venue for the seminar. The benchmarking survey, which will take place online in the spring of next year, has become the most authoritative view on the state of European risk management, so please do add your opinions when it is released.

In terms of representing the interests of our members, I took part in a European Commission conference on the prevention and insurance of natural catastrophes on 18 October, and on 8 November Pierre Sonigo and I will attend the stakeholder and practitioner workshop on implementation of the environmental liability directive. Please let me know if you would like more information on either of these events.

FERMA will be promoting more education in risk management. As FERMA expands, it's clear to us this is something members really welcome.

In terms of communication, we are currently looking at the strengthening our social media presence. Please include the #fermarisk hashtag in your own tweets, join the FERMA Risk Talk group at LinkedIn and check the website regularly. We are adding new content all the time.

## EC considers regulation of loss adjusters

How do FERMA members feel about loss adjusters? Would they like to see some form of registration or regulation? This issue, which has been discussed in FERMA a number of times in the past, has again become topical as part of European Commission discussions on the prevention and insurance of natural catastrophes.

FERMA plans to circulate association presidents to ask their views, ahead of a possible meeting with the European Federation of Loss Adjusting Experts (FUEDI). Executive Manager Florence Bindelle, who attended a Commission seminar on natural catastrophes on 18 October, reported that the Commission is to carry out an in-depth examination of insurance schemes within the EU for natural catastrophes.

The next step will be the release of a survey by the EC Joint Research Centre as the basis for discussion of future initiatives to promote an appropriate market for natural catastrophe insurance products and improve the efficiency of existing market. A draft version should be available for stakeholder comments by the end of November, with a final version in December. A green paper is expected to follow to consider whether there is a need to add to current European regulation or create new measures for managing catastrophe risks.

EU Commissioner for internal market and services Michel Barnier, who spoke at the conference, included among his angles for action the question of some formal European registration of loss adjusters. FERMA understands that FUEDI would like to see recognition of the profession of loss adjuster but not regulation, and will consider the possibility of future discussions with FUEDI after getting the presidents' views.

More information and the conference presentations will be available at:

[http://ec.europa.eu/internal\\_market/insurance/index\\_en.htm](http://ec.europa.eu/internal_market/insurance/index_en.htm)

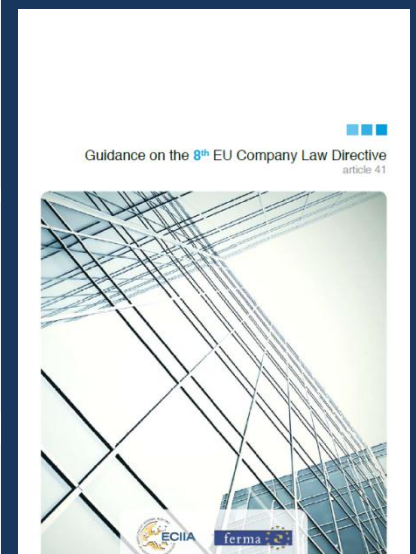
## Launch of further guidance on 8th Directive

On 14 December, FERMA will formally launch its joint publication with the European Confederation of Institutes of Internal Auditing (ECIIA) of guidance for senior executives on the risk management provisions of the EU 8th Company Law Directive.

This important work follows the FERMA-ECIIA guidance on the 8th Directive for boards and audit committees published in September 2010. Former FERMA President Marie-Gemma Dequae and current Vice President Michel Dennerly are leading the continuing work for FERMA.

Commented Michel, "This work will be valuable not just for senior executives in large companies, but also for directors and audit committees of smaller companies, as we are including practical advice on application of the rules."

A press conference and presentation of the new guidance will take place in Brussels from 9.00 to 10.00 am with breakfast from 8.30. The venue will be confirmed closer to the time.



## Cyber risk survey results

Social media are a great means of communicating and building communities. At the same time, their implications for company reputation are a real concern for risk managers. This is the finding of an online survey on cyber risks conducted by FERMA and the Institute of Risk Management (IRM).

The survey, which took place just ahead of the Forum, received a total of 186 replies from members of the two organisations. They were asked which three cyber risks they regarded as the greatest threats to business in general and to their own organisation and then how these risks were managed.

Nearly half of the respondents put reputation risk from social media among the top three for business generally, with a further 20 percent including loss of confidential information through social media as a material exposure.

When it came to their own organisations, more respondents named non-malicious operational IT risks among the top three, followed by theft of customer information and then social media reputation risks.

The risks are real. Of 98 FERMA members who responded to the question, 28 said that their company had suffered an attack on confidential information and 12 out of 36 responses said they had been concerned by a denigration attack.

In terms of managing the risks, risk management is the only corporate function regularly involved in addition to IT security with over 80 percent saying it participates, compared to just under 20 percent for the next highest which is legal or company secretary.

FERMA Vice-President Michel Dennerly who conducted a workshop on the risks of the virtual world at the 2011 FERMA Risk Forum said: "The Web 2.0 tools expose us to a lot of risk. We have to take care of the really valuable information, the information that we use to make money, the information that gives us competitive advantage. It needs much more protection today because the environment is much more open.

"At the same time, the new tools also offer a lot of opportunities in greater sharing of information. We can use them communicate with suppliers, shareholders and other stakeholders. They can also help us break down internal silos."

For more details:

<http://www.ferma.eu/2011/10/social-media-reputation-damage-high-on-risk-managers-list-of-concerns/>



Forum Panel "Global Compliant Programmes":  
Yves DE MESTIER, Martin STRNAD, Julia GRAHAM, Praveen SHARMA, Helen HAYDEN



Forum Panel "Risks of the Virtual World":  
Luc VIGNANCOUR, Laurent DELHALLE, Michel DENNERLY, Christian AGHROUM

## Towards global compliance

FERMA and member association Airmic with the London and International Insurance Brokers' Association will in November approach interested parties in the insurance market with a request for proposals to set up a global insurance regulation and tax database.

The issue of global compliance was one of the most debated topics at the FERMA Forum in Stockholm, both in a workshop devoted to the subject and in the questions to insurance industry leaders in the final panel. Immediate past President Peter den Dekker, who remains on the board of FERMA, and Vice President Julia Graham, who chaired the Forum workshop, are driving the contribution from FERMA.

There is no schedule established for the project but the partners want to gauge the response to the call for proposals early next year and perhaps start with some implementation in the second half of the year. Graham said: "We are quite positive that the work we are doing with Airmic will produce useful results for other FERMA members."

She explains that concentrating on London makes the project more practical in a short timeframe than aiming for global participation, because only a fairly small group is involved in the discussion. She believes that because so many London market insurers are part of big international companies and London is involved in so many global programmes, the data that they can provide will cover many jurisdictions, enough to be valuable for corporate insurance buyers.

FERMA and Airmic are also hopeful that as they progress, the very large US Risk and Insurance Management Society (RIMS) will become part of the project. Global compliance is a major concern for its members as it is for European risk managers.

Airmic member Helen Hayden, group insurance risk manager of Prudential, has specialised in the issue, and she was one of the panel members at the FERMA workshop. She told the session that regulatory authorities were closely monitoring large international businesses following the credit crunch and economic downturn and were prepared to take act against them, including levying financial penalties for non-compliance.

Praveen Sharma, Consulting Practice Leader for Marsh on global insurance regulation and tax, was also a panel member. He was blunt about what he believes are the current barriers to a global database. "In my personal view, at the moment it's ego standing in the way. The only people making money from a database are software companies, lawyers and accountants. We spend the money and try to use it as a differentiator. It's wrong when we make compliance as a differentiator, when the fundamental difference should be the way of doing insurance business."

Said Hayden, "At a time when the insurance policy is called upon to perform, and to respond to and pay a claim, it must be able to do so without fear that it or any subsequent payment will attract unwarranted scrutiny from regulators or tax authorities."

## Young risk professionals

The young risk managers' network is now looking to build a continuing virtual meeting place, following its successful launch at the Forum in Stockholm. The next planning meeting is expected to take place in Brussels in December.

The network is a joint programme between FERMA and Lloyd's Register Quality Assurance (LRQA). LRQA Senior Marketing and Communications Manager Alex Briggs was delighted with the response in Stockholm and with the participation of then President of FERMA Peter den Dekker and his successor Jorge Luzzi who talked about their own careers.

Briggs said: "We are now looking to build the community so that young risk professionals can share ideas and best practices through a virtual meeting place. Our aim is to have it well established by the next FERMA Forum in Maastricht in 2012."

<http://www.ferma.eu/risk-management/young-risk-professionals/>



## Education initiatives

Nineteen candidates from 11 countries have been selected for the first FERMA-Lloyd's professional development initiative for risk managers, which will begin in 2012.

The selected candidates are:

- Austria: Hannes Überbacher, Red Bull
- Belgium: Lena Bogaerts, Recticel
- Belgium: Sabine Desantoine, ING Belgium
- Denmark: Christian Julin, Falck
- Denmark: Kim Sørensen, Carlsberg Breweries
- France: Leopold Larius, Edenred
- Germany: Ruben Müller, Voith Assekuranz Ermittlung
- Germany: Jiri Tripsovsky, Volkswagen Financial Services
- Lithuania: Kristina Bernotaite, INVEGA
- Netherlands: Denise Ozmis, AkzoNobel
- Netherlands: Bernard van den Berg, Ballast Nedam
- Poland: Martyna Butryn, Telekomunikacja Polska
- Russia: Igor Mikhailov, Mobile TeleSystems
- Russia: Artem Voronchikhin, Severstal
- Sweden: Malin Bernsten, SNDO
- Sweden: Fredrik Finnman, ASSA ALBOY
- Sweden: Claude Zambeaux, Electrolux
- Switzerland: Sabrina Hartusch, Triumph International
- Switzerland: Alexandre Voisin, METALOR

## Tweet for FERMA: #fermarisk

Social media allow risk professionals from across FERMA's now widely spread membership to build a lively community. FERMA can communicate quickly with its members and the members can communicate among themselves. Please join us if you haven't already done so:



FERMA has a new hashtag: **#fermarisk**. Use it on your own tweets for anything that you think would interest other members.



Join the discussion at FERMA Risk Talk at <http://www.linkedin.com/groups/FERMA-Risk-Talk-3720602>

FERMA's Twitter and Ferma Risk Talk will also give access to videos and presentations on YouTube and SlideShare.

## FERMA requests ISO liaison member status

Vice President Julia Graham has nominated FERMA to act as a liaison member of ISO/PC technical committee 262, which is working on ISO31004, a companion guide to ISO 31000. Julia was closely involved with the development of ISO 31000 and she is the nominated UK expert on the new ISO working group for ISO31004.

In September, Graham spoke at the annual conference of the UK Chartered Institute of Internal Auditors on the subject of a changed landscape for risk management. She covered issues such as systemic risk, corporate governance, the current risk environment and the impact of the recession.

## Around the associations

AGERS (Spain)



AGERS held a workshop with the Asociación de Empresarios de Alcobendas during which a panel of experts analysed, from a legal, business and insurance perspective, the implications of the timetable for the establishment of obligatory financial security against environmental impairment set out under Ministerial Order ARM 1783/2011.

Directors and officers and their liabilities will be the subject of a course on 30 November and 1 December. With many insurance programme renewals coming up at the end of the year, AGERS will hold a seminar to consider the issues on 16 November in Madrid with a risk managers' session in the evening.

## Airmic (United Kingdom)



Airmic is working on a number of projects and has this year produced several reports. The one that was most extensively reported in the UK media was Roads to Ruin, which was produced for Airmic by the Cass Business School. It looks at 23 high-profile corporate crises, the circumstances leading up to them and the 'risk blindness' that contributed to them.

The association also produced a guide to the compliance of global insurance programmes and another on disclosure requirements under UK insurance law.

Current research projects include cyber risks and an evaluation of the terms of service level agreements with brokers. Airmic is also in discussion with leading insurers about a model contract wording to reduce the impact of what members regard as the excessive disclosure obligations placed on buyers under UK law.

For more information on Airmic's role in the creation of a shared insurance compliance database, see page 3.

Airmic will host its annual dinner on 30 November in London.

## AMRAE (France)



The 20th Rencontres, AMRAE's annual forum, will take place from 8-10 February 2012 in Deauville. Registration is open on the AMRAE website.

## ANRA (Italy)



Economist Nassim Taleb, author of the Black Swan and Fooled by Randomness, will participate by video link in the ANRA annual conference on 9 November in Milan. The subject of the conference will be 'Back to Insurance – which solutions in a less secure world'. Other speakers include Axel Theis, CEO of Allianz Global Corporate & Specialty; Paolo Vagnone, Country Manager of Assicurazioni Generali; prominent Italian sociologist Enrico Finzi and the CEOs of three brokers and three insurers.

During the conference ANRA will announce the publication of a position paper on ISO 31000 and the risk management process.

## ASPAR CZ (Czech Republic)



A one day seminar on practical examples of claims handling to be held at SKO-ENERGO Mlada Boleslav on 10 November is the next event for ASPAR CZ. There will be a members' meeting on 6 December.

## BELRIM (Belgium)



On 2 October, BELRIM held its traditional Belgian evening during the FERMA Forum in Stockholm. In the impressive atrium of the National Museum of Sweden, 144 key members of the Belgian risk management and insurance community gathered for a most enjoyable evening.

The Chairman of BELRIM, Gaëtan Lefèvre, welcomed members and sponsors and pointed out the challenges that lie ahead in mitigating the impact of Solvency II on commercial customers and the need for partnership as the only way to develop balanced relationships between customers, brokers, insurers and also loss adjusters.

Sarah Adam received her prize as the laureate student from the FERMA Director of Education, Edouard Thys. Her research covered risk management in small and medium sized companies.

BELRIM is organising numerous activities in the coming months, including a seminar on risks linked to travel on 16 November and a cocktail for members on 2 February 2012.

## DARIM (Denmark)



DARIM will celebrate its 25th anniversary on 2 February 2012. It will announce plans for an event later. In the meantime, the association will hold a Christmas meeting on 6 December.

## IGREA (Spain)



## and APOGERIS (Portugal)



These two associations have collaborated with Commercial Risk Europe to organise a conference on risk frontiers in Latin America on 8 November in Madrid. The half day seminar will discuss how risk managers can achieve cost effective and compliant coverage in such fast changing markets as Brazil and Argentina. FERMA President Jorge Luzzi, who has long experience of risk management in Latin America, will be a speaker.

## NARIM (Netherlands)



NARIM celebrates its 15th anniversary on 3 November by getting together at the general assembly that will be held at Tata Steel in Ijmuiden. Arnout van der Veer, a member of NARIM and board member of FERMA, will deliver a lecture on enterprise risk management, and there will be an excursion by bus at the Tata Steel site.

## SIRM (Switzerland)



SIRM's annual forum will take place on 8- 9 November at Pfäffikon. The subject will be cyber crime and cyber security.



## Shaping up for tomorrow in Stockholm - The 2011 FERMA Risk Forum

As he took over as President of FERMA, Jorge Luzzi defined his imperatives over the next two years in three words: "communication, inter-action and innovation." His remarks closed the most successful FERMA Forum so far with more than 1,500 risk professionals taking part.

With FERMA's growing membership, now 21 associations in 19 European countries and likely to expand further, Luzzi commented on the diversity of the members of these groups. And he said: "FERMA should represent all of them and be an instrument to elevate their status."

Luzzi, who has been Vice President of FERMA for the previous two years, paid tribute to outgoing President Peter den Dekker. He would not behave like a politician and claim that everything that had gone before was wrong and that great reforms were needed. Instead, he said, his predecessor had done "a great job" and FERMA was in good health.

The formal proceedings of the 2011 Forum had begun in a serious way with the keynote address by the CEO of Deutsche Bank, Josef Ackermann. He told the audience that they were witnessing "a tectonic shift" in the outlook for the financial services industry, especially in banking. The whole structure of the industry was changing fundamentally.

Growth prospects for the financial industry in the West were limited, along with a shift in economic power from Western

economies towards emerging markets, and financial services were facing stringent new regulations. Ackermann argued that although changes to the regulatory framework were necessary, he warned that governments "should not cause additional harm" when putting them into effect.

There was, however, some encouragement for FERMA members in his remarks. Ackermann said that many financial institutions had strengthened the role of risk managers following the financial crisis. He commented: "Deficiencies in controlling risk were at the heart of the crisis. As a result many financial institutions have strengthened the role of risk managers within their organisations, have revised their risk methodologies and revisited the instruments they use for mitigating and controlling risk."

The second keynote speaker, Magnus Lindkvist, however, was able to see uncertainty about the future in a more positive light and he urged risk managers to do so, too. Styling himself as a trendspotter and futurologist, Lindkvist said: "You are all trend spotters. That's what risk management is all about. What is happening and in which direction is it pointing."

You should, he told the audience, make ideas join up, experiment and use failures to create success. Become, he urged them, "chief imaginary officers."

## What's happening

Something which has happened and will continue to do so is that business has become much more interdependent and complex. Natural catastrophes in the two years since the previous Forum had revealed this clearly, said FERMA President Peter den Dekker in his opening remarks.

"Our businesses are so complex that we cannot control every aspect of our supply chains when there is a catastrophe," stated den Dekker. He called on the insurers and reinsurers to understand their clients' new business models and support them by finding ways of providing contingent business interruption insurance. Risk managers should work with their underwriters to make them confident that they understood the risks.

"To get the sort of financial protection that we need in the face of catastrophes – and to make it a worthwhile business for the insurers and reinsurers – is an issue for us working together," he said.

The Forum concluded with the panel discussion among leaders of the insurance industry – What keeps you awake at night. Journalists Adrian Ladbury of Commercial Risk Europe and Nathan Skinner of Strategic Risk challenged the participants with questions about whether the soft market was turning, how they were going to help risk managers make their global programmes compliant and finally what did keep them awake at night.

Then it was time for the closing ceremony with thanks to all those who contributed, for a new President to take over and a farewell lunch in the magnificent surroundings of Stockholm City Hall.





## Buzz at the Forum



### Social media

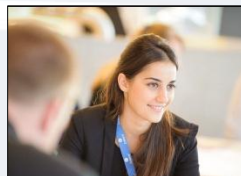
Around 800 tweets, or twitter messages were posted either direct to FERMA or using the #fermaforum tag during the event.

Regular blog entries on the new FERMA website updated members and linked to films and presentations almost as soon as events happened.

New FERMA President Jorge Luzzi highlighted FERMA's commitment to social networking and called for active participation from member associations. "We want to have real time communication, and real time is real."

### Young risk managers

More than 90 young risk managers attended an 8 am breakfast to launch FERMA's young risk professionals' network and hear both Jorge Luzzi and Peter den Dekker talk about their own careers. The chance to win an iPad may also have been an inducement to make the early start.



### Ladies lunch

Vice President Julia Graham looked with pleasure at more than 100 women gathered for the first ever FERMA ladies lunch and remarked that perhaps by the time of the next FERMA Forum in 2013, it would be the men who were lunching on the gallery.

### Innovation pitches

Not all the excitement took place in the meeting rooms. The European marketplace in the exhibition hall was the focus of events away from the sessions during the day. Knowing that risk managers are keen on new ideas, FERMA offered service suppliers the chance to promote their innovations - with just three minutes each to convince the risk managers to vote for them.



Swiss Re Corporate Solutions received the first ever product innovation award for its non-damage business interruption cover that allows the aviation industry to mitigate risks associated with unexpected natural events, such as volcanic ash cloud.

### Best exhibitor award

The award for the best exhibition stand went to IF P&C Insurance Company. The visuals of their booth as well as its communication impact have convinced the FERMA jury.



### Compete in risk management

Max Friberg and Mikael Nyström from the Stockholm School of Economics of the University of Stockholm won the €1000



to compete in risk management award organised by FERMA and platinum sponsor ACE. Their prize also included free attendance at the Forum.



## Feedback

It's official. Networking is the number one reason members attend the FERMA Forum. In the early feedback, 87 percent mentioned networking opportunities. Education was next with 36 percent, followed by other meetings with 24 percent.

More than half those who have replied so far attended the Forum for the first time. They had high praise for the location, conference venue, organisation and exhibition area, which more than 50 percent said were 'very good'. Pre-event documentation, assistance and information on site and the technical facilities also rated highly.

There's still time to make your voice heard and influence the 2013 Forum:

<http://www.surveymonkey.com/s/fermaforum2011>

**Presentations from the Forum are available for Forum attendees at**

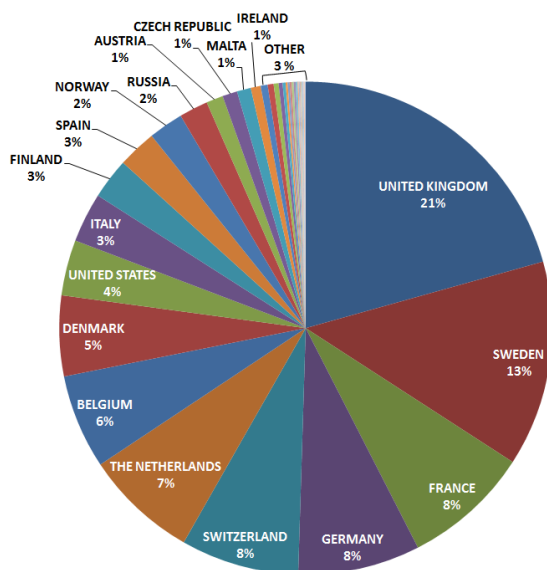
<http://www.ferma.eu/events/ferma-forum/ferma-risk-management-forum-2011/>

**Videos from the event are available at:**

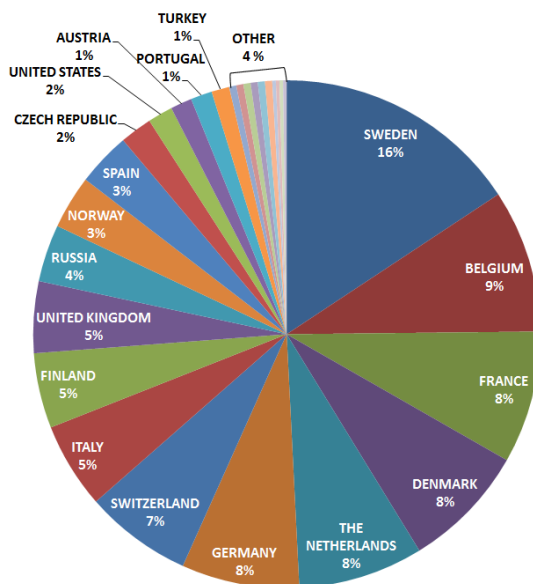
<http://www.youtube.com/user/FermaForum>

## Statistics

This year's Forum was a great success, with a record attendance of **1536 delegates** from **37 different countries**.



**29% of the delegates were Risk Managers**, the majority coming from Sweden, Belgium, France, Denmark and the Netherlands.



## Networking champion

Alex Kiffen, Vice President Sales and Marketing of Polygon, received the award for the most JLT KlikIN contacts made during the Forum with a total of 83 names. FERMA distributed 1302 of the clickeys, which were preloaded with conference participants' business details and allowed users to exchange business cards digitally. In the week following the Forum, 6485 contacts were exchanged from clickeys connected to a computer for synchronisation.



Kiffen commented: "You can tell by the number of contacts I made, I found the technology valuable and engaging." He continued: "The FERMA conference presented us with a great opportunity to generate new contacts and start meaningful conversations. The JLT KlikIN tool made the often rather formal business of introduction much less formal; encouraging both openness and closeness. It also enabled us to obtain much more data, accurately and quickly."

## Difficulties with your device?

Useful information and assistance is available via

<http://getyoo.com/user/how.to>

## FEDERATION OF EUROPEAN RISK MANAGEMENT ASSOCIATIONS - FERMA AISBL

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