



## Our Value Proposition

To be the preferred and niche management consulting firm focusing on financial services industry to provide advisory work with strong business context to financial institutions in Asia-Pacific.

We help firms accelerate growth & increase profitability through effective reward, performance & strategic human resource strategy.

We partner with clients to provide unique and tailor-made solutions. Create value and architect change through

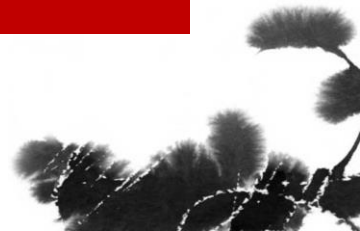
- Business Performance Management
- Incentive Plan Review & Design
- Organization, Grading & Titling Review
- Organization Transformation
- Mergers & Acquisitions
- Value-added Compensation Data Service

We treasure long-term client relationship and adhere strict confidence when handling client work.

## Understanding the Client Needs - Surfacing Issues and Addressing Concerns

OBSERVATIONS BY CFFS	HR INTERVENTIONS
<b>Design Total Compensation Structure</b>	<b>Compensation &amp; Benefits Planning - Business Strategy &amp; Budget</b>
<b>Total Compensation &amp; Base Salaries Market Competitiveness</b>	
<b>Uncompetitive total compensation</b> <b>Lack of a formal and consistent grading &amp; salary structure</b> <ul style="list-style-type: none"> <li>▪ Pay does not reflect value of a job (e.g. due to seniority-based salary increments over time)</li> </ul>	<ul style="list-style-type: none"> <li>▪ DEFINE REWARD STRATEGY WITH BUSINESS CONTEXT TO REINFORCE PERFORMANCE CULTURE</li> <li>▪ MARKET PAY BENCHMARKING</li> <li>▪ SALARY STRUCTURING &amp; ANNUAL SALARY MANAGEMENT</li> </ul>
<b>Short-term Incentive (i.e. Variable Bonus)</b>	
<b>Lack of a clearly defined performance-based variable bonus</b> <ul style="list-style-type: none"> <li>▪ Discretionary approach prevails without much clarity of linking the bonus to corporate and individual performance</li> </ul>	<ul style="list-style-type: none"> <li>▪ REVIEW AND DESIGN VARIABLE BONUS Conduct review every 2 to 3 years to ensure ongoing appropriateness</li> <li>▪ DESIGN &amp; IMPLEMENTATION OF PERFORMANCE MANAGEMENT SYSTEM Individual Scorecard</li> </ul>
<b>Long-term Incentive (Cash or Share-based Compensation)</b>	
<b>Lack of a long-term incentive plan as a motivational and retention tool</b> <ul style="list-style-type: none"> <li>▪ A majority of the listed SMEs have not implemented any kind of long term incentive plan</li> </ul>	<ul style="list-style-type: none"> <li>▪ DESIGN LONG-TERM INCENTIVES Strategy, Structure, Allocation, Valuation and Accounting</li> <li>▪ IMPLEMENTATION LONG-TERM INCENTIVE Target Setting, Standard Operating Procedures, Award Letter, Communication</li> </ul>
<b>Benefits Competitiveness</b>	
<b>Lack of a clearly defined benefits strategy</b>	<ul style="list-style-type: none"> <li>▪ BENEFITS REVIEW Assess effectiveness and cost</li> </ul>

**TOTAL COMPENSATION STRUCTURE AND FUNDING**  
For Senior Management & Broad Based Employee Groups





## Sample Projects

We emphasize a balanced analytical approach toward developing and implementing total reward solutions that focus on business strategy to guide clients in their decision making. We have successfully completed numerous compensation planning, design, and benchmarking assignments for our clients in Asia-Pacific.

We have been adopting the client / consultant partnership approach with an absolute commitment to adding value to our clients. Here are a few client assignments that we led for your reference:

- For a regional bank with headquarter in Singapore, reviewed the regulatory compliance of compensation structure and developed a compensation approach in particular a Long Term Incentive plan that is in line with the market and regulatory requirements.
- For one of the major regional banks in Asia Pacific, advised the market pay practices on compensation strategy, bonus funding and distribution methodology, promotion process and career progression for the Investment Banking, Securities, Private Equity and Hedge Fund businesses.
- For a major financial institution in Asia Pacific, developed performance management system and remuneration structure.
- For a major asset management firm headquartered in Singapore, developed the Total Compensation strategy, including salary ranges, desired market positioning, key performance indicators and performance management process for the entire firm.
- For a major sovereign wealth fund, developed compensation strategy and incentive schemes. This included the design of long-term and short-term incentives for their senior management team.
- For a local Private Equity firm, advised on business structure realignment and carried interest program design to cope with the business expansion.

## Our Senior Team

### **Robert Li**

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Robert is the Managing Director of CFFS. Prior joining CFFS, Robert led the McLagan reward and performance businesses in providing consulting services to the Boards and senior management of reputable organizations in the Asia-Pacific region.

Robert was also with JPMorgan, where he served as regional head of compensation and benefits for more than six years, and handled numerous major human resources merger and acquisition projects for the region, including senior executive retention award, short/long-term incentive strategy integration, benefits harmonization, etc. In addition, he has held regional management positions at BofA Merrill Lynch and Citigroup (both Hong Kong and Japan) and served in a consulting role at Towers Watson.

### **May Poon**

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**Phone:** +65 6589 0668

May is the Head of Financial Services Consulting and her expertise lies in strategic incentive design, compensation benchmarking, HR strategy, IPO corporate governance, performance management, change management, mergers and acquisitions integration etc. She has extensive client networks in Greater China and Singapore where she advises CEOs, senior executives, Boards, Remuneration Committees on strategic HR issues.

Prior to CFFS, May held senior positions at McLagan, Towers Watson, PricewaterhouseCoopers, HSBC and Dow Chemical, with over 16 years of consulting experience where she directed hundreds of projects from planning, design to implementation.

*Depending on project , we might also leverage consulting expertise from Carrot Consulting and Aligned HR to provide excellent client advice.*