

# Christopher Neal LEE MBA, ALMI

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## OBJECTIVE

Seasoned marketer and strategist looking for a management position with an innovative industry leader where I can apply my strong business acumen and experience in developing and executing strategies as well as leading high priority cross-functional projects to help achieve sustained competitive success.

## STRENGTHS

Proven leader who deals professionally with tension, time constraints, and conflicts to lead collaboratively through challenging issues or projects

Adept at navigating complex matrixed organizations including state owned enterprises and responding to their demands

Strong track-record in developing subordinates and successors

Effective communicator

## CERTIFICATIONS

Associate, LOMA (ALMI)

QCRO (Risk Management)

LSP MKS (Institution of Risk Management)

Digital Media and Marketing

Strategies by University of Illinois at Urbana-Champaign on Coursera

Digital Media and Marketing

Principles by University of Illinois at Urbana-Champaign on Coursera

Digital Analytics for Marketing

Professionals: Marketing Analytics in Practice by University of Illinois at Urbana-Champaign on Coursera

## EXPERIENCE

### San Francisco Bay Area Moms

12/2019 – Present

#### Co-owner

San Francisco, CA

Co-owner of San Francisco Bay Area Moms, a collaborative website providing locally-focused parenting resources for Bay Area parents and a member of the City Mom Collective, the largest collection of hyper-local mom influencers in the US.

### AXA

01/2009 – 07/2019

#### Head of Marketing & Corp. Comm. – AXA Mandiri

11/2017 – 07/2019 • Indonesia

Division Head and Chief Corporate Responsibility Officer reporting to the CEO; overseeing all Marketing, Communications, and Corporate Responsibility departments while managing a team of 35 individuals and an annual budget of > USD 2.5m

Marketing & PR Strategy • Digital & Social Media Strategy • Creative Direction  
Integrated Marketing Communication • Brand Management & Outreach  
Customer Engagement Programs & Events • Partnerships & Sponsorships  
Customer Research and Insights • Reputational Risk • External Relations

#### KEY ACCOMPLISHMENTS

Building positive promotion through customer advocacy

Increased **positive promotion** by developing a new customer outreach strategy including a short term outreach program focused on improving the quality and frequency of online and offline engagement while leveraging exclusive partnerships to create a **unique customer experience**

**Reduced detractors** by revamping crisis communication **policies** while introducing new **guidelines** and **standard operating procedures**

Resulted in a 2018 relationship Net Promoter Score (promoters – detractors) of **+5 pts compared to market average**, a drastic improvement of +6.6 pts vs. 2017 making AXA Mandiri the only major insurer to see a positive improvement during this period

Building brand awareness

Increased brand awareness and consideration by introducing the first nation-wide, integrated multi-channel brand campaign for the AXA Mandiri brand

Q1 Results – **Views: 402%, 563%, and 565% of target** (YouTube, Facebook, and Instagram, respectively) and, **Engagement: 255% and 156% of target** (Facebook and Instagram, respectively)

#### Head of Strategy & Perf. Management – AXA Mandiri

03/2016 – 10/2017 • Indonesia

Department Head reporting to the CFO; overseeing the Strategy, Performance Management, and System Development teams while managing 10 individuals

Corporate strategy development and planning • Performance reporting  
Strategy presentations and documents • In-house system development

#### KEY ACCOMPLISHMENTS

2020 Strategy Development / Refresh

Supported the Management Committee in developing a **refreshed 2020 corporate strategy**

Lead a team of 10 to execute numerous activities, including strategy workshops, designed to **engage key function owners and address business issues**

Key outputs included the **identification of top priorities** for the next several years, a **clearly defined road-map**, and the **establishment of key supporting functions** (e.g. Project Management Office, etc.)

## CERTIFICATIONS (continued)

Digital Analytics for Marketing Professionals: Marketing Analytics in Theory by University of Illinois at Urbana-Champaign on Coursera

Marketing in a Digital World by University of Illinois at Urbana-Champaign on Coursera

## LANGUAGES

English  
Cantonese  
Mandarin  
Indonesian



## REFERENCES

Available upon request

2020 Ambition  
Strategy Document

Lead the authoring of AXA Mandiri's 2020 Ambition report prepared for and presented to the board of directors of both shareholders

Report **clearly defines the 2020 vision** for AXA Mandiri and includes an assessment of current **market conditions**, performance relative to **key competitors**, and risks including **regulatory trends** while clearly defining **target customer segments**, **value proposition**, and keys to compete in the **digital world**

Also includes **financial projections** and a **high-level road-map** to becoming the top life insurer in Indonesia

### Distribution Development Manager

04/2013 – 02/2016 • Hong Kong

Team head reporting to the Head of Distribution Development and Performance Management, part of the Chief Distribution Office; overseeing life insurance distribution channel development

Life Insurance Distribution Strategy • Sales Compensation  
Execution of Strategic initiatives • Project Management

### KEY ACCOMPLISHMENTS

Increased revenue from existing policyholders

**Increased revenue by approximately \$15m p.a.** by designing and implementing a new metric into compensation scorecards for life insurance brokers and independent financial advisors.

Improved profitability by shifting product mix

Designed and implemented a first-in-market product mix modifier into life insurance agent compensation helping to successfully shift agent product mix towards higher margin Health and Protection products (from **22% of total mix 2013 to 35% of** in 2015)

### Strategic Development Manager

07/2010 – 03/2013 • Hong Kong

Manager reporting to the Senior Distribution Development Manager, part of sales support in Agency Management; managing 2 individuals

Life Insurance Agency Strategy • Operational Planning  
Agency Compensation • Project Management

### KEY ACCOMPLISHMENTS

Experienced Hire Program (EHP)

Developed recruitment packages for experienced insurance agents resulting in **net manpower gain of 1,103 agents (131% of target)** and **US\$281m in annualized revenues (106% of target)** over 5 years with a return on investment of **180%**.

### Management Trainee – Asia Regional Office

01/2009 – 06/2010 • Hong Kong

## Paychex, Inc.

07/2006 – 07/2007

Technical Support Specialist, Major Market Services

Costa Mesa, CA

## EDUCATION

MBA, Hong Kong University of Science and Technology  
Graduate School of Business Merit Scholarship

2007-2009

BA Chinese Language and Literature, University of California, Irvine  
Blue Honors Cord • Education Abroad Award Scholarship • Republic of China Ministry of Education Scholarship (exchange to National Taiwan University, Winter 2004)

2000-2005