

# Major Insurance Company

## Business Innovation

### Case Study

#### Solution Overview

##### Industry

Insurance

##### Service Provided

Business Transformation and Innovation

##### Benefits

Quickly and reliably focused the organization on its most critical issues. Applied innovative thinking to generate new, provocative and even breakthrough ideas to enable aggressive year-over-year revenue and profit growth.

This client enjoys a rich history and level of success in the insurance and financial services industry. Comprised of three stand-alone operating companies, each offers the markets an array of complimentary insurance and annuity products. The company has over \$25 billion in assets and over \$245 billion of life insurance in force.

Although successful by most financial measures, the CEO is challenged to ensure the continual strength and successful performance of the company. To this end, he initiated an effort to develop, unleash and leverage the capabilities that demonstrate the inherent innovative prowess of the enterprise. The key objective of this initiative is the generation of meaningful business results and to increase shareholder value.

#### Solution Challenge

Three issues posed the most significant challenges to the initiative. First, was to develop a collective understanding of what it meant to have an environment that fosters innovation. The notion of innovation is at best, vague with far reaching interpretations by individuals both in and outside the company.

The second issue was the 'conditioning' of the individual associates/employees. People and consequently the company have 'grown-up' and taught to think in a certain manner. The linear thinking and logical problem-solving most people find comfortable is in stark contrast to the process and tools associated with innovative thinking.

Finding the patience to slow down, think about, and examine a situation before acting is a third challenge. The approach employed for this project and the use of innovative thinking was in logical contrast of what some of the client leaders thought. This difference created pressure to amend the approach and 'move' faster.

#### The Solution

It began with the formation of the Innovation Design Team (IDT). The membership of this 11 person team represents each of the three operating companies. Their first task was to develop a definition and vision of an environment that fosters innovation and the mission-critical drivers responsible for achieving the vision.

Using The Mechanism™, the IDT built a value map for the 'envisioned' environment. From this map, the mission-critical drivers were identified. Once understood, a plan was constructed outlining the actions needed to achieve the goals of the initiative.

Following the work of the IDT, each of the three company Presidents and executive teams developed value maps for their respective businesses.

Like the IDT, each of the three companies identified the outcomes and drivers that have the greatest impact on the financial and operating performance of their business. This established the focal points for the organization.

The final step involved deliberate innovation. Working with affinity teams, the process, tools and techniques for innovative thinking were applied. This generated a series of new, provocative and innovative ideas. After evaluating the business, technical and economic feasibility of these ideas, those with the greatest merit were incorporated in their operating plans and budgets.

#### The Outcomes and Benefits

As a result of this effort a series of noteworthy outcomes and related benefits were created. In part these include:

- Value maps were created by the IDT and each operating company to visually depict the outcomes that drive the targeted performance. The importance and usefulness of this tool was enthusiastically acknowledged and embraced.
- Calibration and alignment of the company's vision and strategies occurred