



# The Integrated Enterprise

## Innovation In The Knowledge Economy

# Storyline

- Knowledge Economy
- Where Do Good Ideas Come From?
  - Good idea paradox
- Innovation in the Knowledge Economy
  - I v. i
  - The Integrated Enterprise



# Knowledge Economy

| Frederick Taylor On Manual Work         | Peter Drucker on Knowledge Work |
|-----------------------------------------|---------------------------------|
| Define the task                         | Understand the task             |
| Command and control                     | <i>Give autonomy</i>            |
| Strict standards                        | <i>Continuous innovation</i>    |
| Measure performance to strict standards | Continuously learn and teach    |
| Work is specialized and stable          | Work is holistic and changing   |
| Treat workers as costs                  | Treat <i>workers as assets</i>  |

*Jack Bergstrand, "Reinvent Your Enterprise", 2013*



# Knowledge Characteristics

- **Ultimate economic renewable resource**
  - Stock is enhanced, not depleted by use
- **Value creation comes from sharing with others**
  - Across the enterprise (employees, customers, partners)
- **Technology has enabled and accelerated knowledge value creation across the enterprise**
  - Web 2.0 interfaces
  - Mobile
  - Search (both content and people)
  - Dynamic networks
  - Personal brand building
- **Knowledge is social**



# The Good Idea Paradox

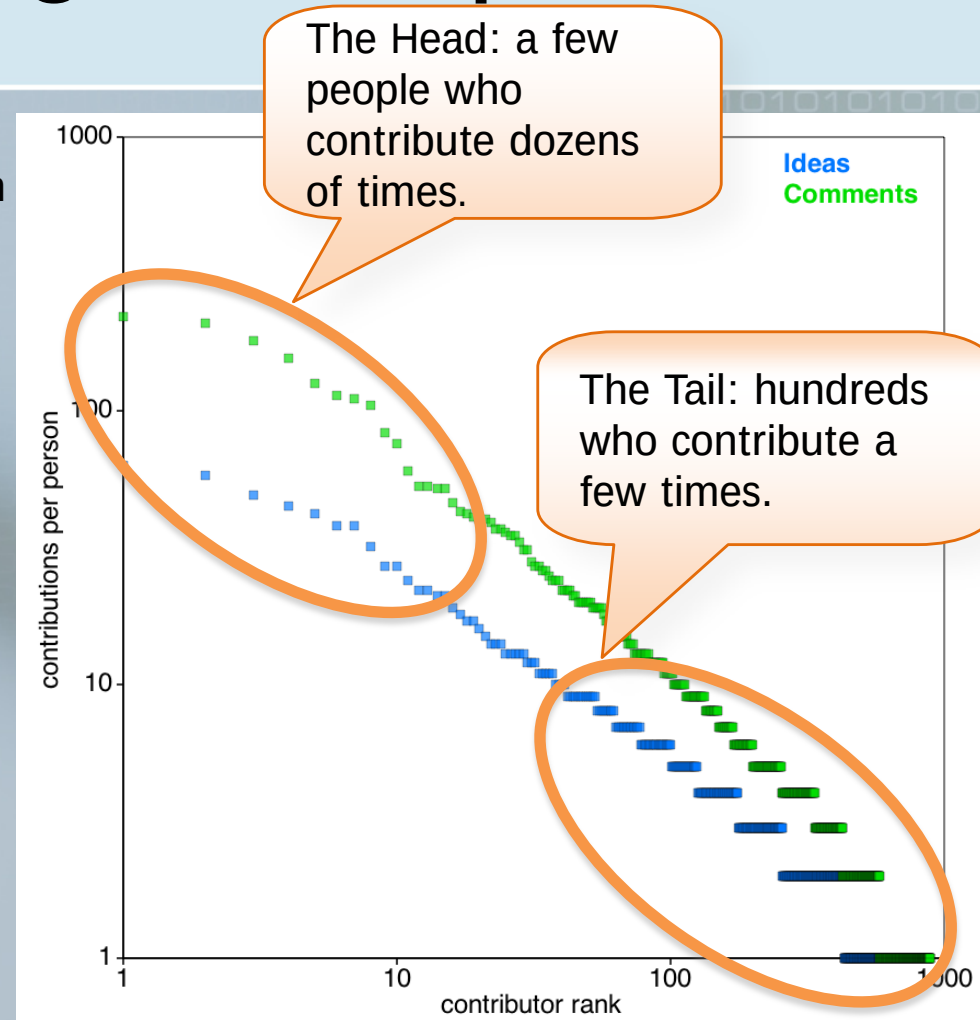
|                                         | Internal Source                                    | External Source                                             |
|-----------------------------------------|----------------------------------------------------|-------------------------------------------------------------|
| <u>Planned:</u><br>Formal Processes     | <b>Strategic Plan, own market research</b><br>20 % | <b>Industry studies &amp; consultants</b><br>5 %            |
| <u>Unplanned:</u><br>Informal Processes | <b>Adhoc ideas from anyone</b><br>30 %             | <b>Customers, suppliers, and competitor actions</b><br>45 % |

**Innovation Is Often Unplanned And Driven From Across The Entire Enterprise**

# Chubb's Long Tail Experience

- In every organization with an innovation model, few people contribute a lot while many others contribute a little.
- Businesses tend to focus on the “head” of high-contributors. With the reach and simplicity of web 2.0 tools, the long tail of occasional contributors is enormous and valuable.
- Wise organizations pay attention to both groups.

*Chubb's pattern is essentially identical to those of Pfizer, Cargill, Innocentive, and many others.*



*Data: full export of Chubb profiles: 813 people who submitted 2592 ideas, and 888 people who submitted 5631 comments.*



# Innovation Imperatives In The Knowledge Economy

- Tap into and leverage talent across all levels of the enterprise
  - Engage both “ends of the tail”
- Build a on-going dialogue among employees, customers and distribution partners
  - Trust established overtime
- Dynamic, always-on, open and collaborative
- Easy, intuitive, a “place” where you work and get things done



# Innovation Today: Common Characteristics

- Static
- Event/Challenge-Based
- Process/Stage-Gate Driven
- Fraction of innovation output is acted upon
- Struggling to measure value
- Rewards & Recognition programs
- “Hope to see you again”

*Innovation  
Carnival*



# Innovation In The Knowledge Economy

- Open & collaborative
- Ideation AND social business
  - I and i
  - Integrated search capabilities
  - Simple, customizable front end
  - Robust analytics back end
- Portfolio approach to idea management
  - 2x2 decisional matrix
- Decentralized, light-touch approach
  - Early, visible wins
  - Envision, Design, Operate, Build\*
  - Non-operational “seed” funding

*Jack Bergstrand, "Reinvent Your Enterprise", 2013*

*4<sup>th</sup> Annual Process Driven Innovation Conference Philadelphia, PA*

*9/18/13*



# Chubb's Innovation Model

- 5 year track record of tangible results
  - Revenue growth, operational efficiency, service excellence, mobile, training & education
  - Internal and external focus
- 30-45 day turnkey model
- Adaptive, end-user driven
  - Macro to micro
- Model integration
  - Ideation (I) and Social Business (i)
  - Ability to export & import content from social to ideation platform – a “home” for 99% of ideas that get discarded
  - Searchable content & knowledge repository

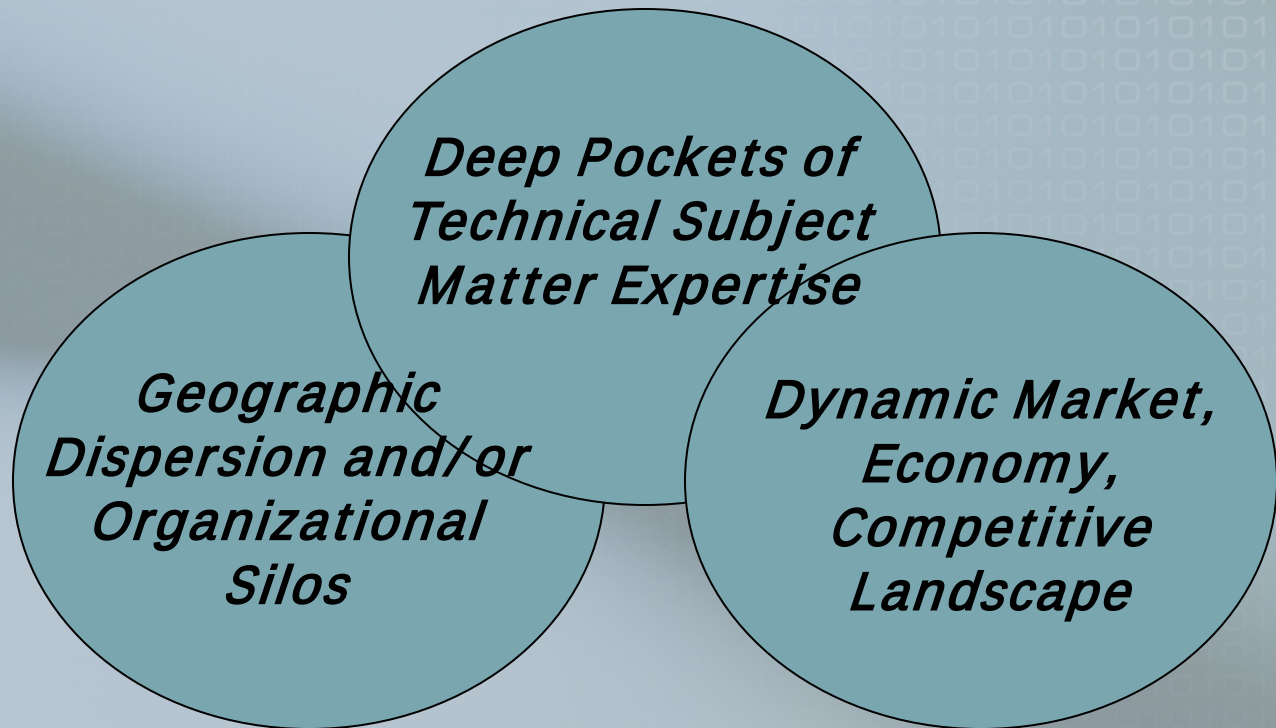


# (i)nnovation

- **CONNEX** Chubb's social business platform
  - Dynamic, "always on"
  - From "one to many" to "many to many"
  - Organic, user/content-driven
- Goals
  - Facilitate collaboration across discipline, function, and geography
  - Help find and connect users with expertise
- Capabilities
  - Publishing & Content Sharing
  - In-Depth Employee Profiles
  - Search & Organization of Information
  - Customizable "activity streams"



# (i)nnovation drivers



# LOSS CONTROL



# (I)nnovation

- **motivate+drive+deliver** Chubb's idea generation platform
  - Static, challenge/event based
  - Business unit/organizationally-driven
- **Goals**
  - Complementary, off-cycle pipeline of 1-3 year ROI ideas
  - Centralized technology & process, decentralized delivery and execution
  - Establish fast, repeatable model across global enterprise
- **Capabilities**
  - Simple, easily configurable idea generation platform
  - Robust, easy to use scoring tools
  - 2x2 decisional matrix



# (I)nnovation

Example

motivate+drive+deliver

Chubb Business School 2013

Collaborate

Personal

Review

Reports

Admin

search...

go

## Innovation Focus



What if you had the opportunity to design how Chubb will effectively compete in three areas that are crucial to its future: talent, distribution and products/services?

Specifically, what if you were invited to create either the...

1. **"Workplace Of The Future"?**
2. **"Sales and Marketing Model Of The Future"?, or**
3. **"Product & Service Model Of The Future"? at Chubb**

In working collaboratively with your assigned CBS teams, you will be asked to pick one area and work to develop ideas that will build this new model at Chubb. Your ideas will be initially developed at your CBS class, then built out over the next several weeks in the M+D+D platform. Each class will have the opportunity to submit new ideas or build upon the ideas previously submitted.

### Collaborate Space

Create  
**New Idea**



Ideas  
**by Date**



Ideas by  
**Star Rating**



### Browse More

➔ [Activity by Date](#)

➔ [Ideas by Area](#)

### Filters

➔ [Create Filter](#)

➔ [By Status](#)

➔ [My Responsibilities by Deadline](#)

# Pair-Wise Idea Scoring

Example

**motivate+drive+deliver** 2011 Chubb Australia Revenue Growth

Collaborate Personal Review Reports Admin

search... go

Review Space

## Head-to-Head Review

Two randomly selected ideas are displayed below. Compare the ideas by moving the sliders left or right towards the idea you think best satisfies the criteria. The slider will turn blue or tan to match your preferred idea. Click submit to save your review. Another pair of ideas will then be displayed for you to compare. For best results, continue until all ideas have been reviewed.

**Head to Head Results**

### Project Buzz - Affinity

Author: Gerald Myers

▼ Description

This idea was originally developed by CICA staff members Richard Grant, Shaun Murphy and David Foote and is being re-submitted on their behalf for consideration as part of this revenue growth innovation event.

The Australia Action Learning Project team developed an assessment tool for new Affinity business as part of their project deliverable in early 2008. The tool and inventory are posted on the intranet below;

Affinity Assessment Tool & Inventory  
[http://home-p.chubb.com/dept/apzone/body/australia/affinity\\_index.htm](http://home-p.chubb.com/dept/apzone/body/australia/affinity_index.htm)

The team concluded that cross sell potential against existing Affinity business and new boutique Affinity deals were key areas to grow Australia's business and to begin to engage in the Affinity space. An Affinity Manager, reporting to Strategic Marketing, is the required resource to expand upon the research and work completed by the ALD team to drive this business, both

► Comments (1)

[Click here to read the full idea.](#)

### Which of these would be..

The Best in Generating New CICA Premium?

The Best In Creating/Solidifying CICA's Competitive Advantage

The Best Fit With CICA's Red 2.0 Strategy

The Best in Creating Options for Future CICA Growth

The LEAST Costly and/or Complex To Implement

Submit

Reviews Completed: 0

### Geographical Expansion North Qld and NT

Author: Ben J Hastie

▼ Description

An opportunity for growth above BAU exists in Nth Qld and NT.

Whilst we don't have an appetite for any property classes north of the 25th parallel there is no reason why we shouldn't be writing all casualty and accident lines in this territory.

The reason we have not explored this in the past has purely been a lack of available resources and the existence of significant growth within the SE Qld region. As growth in the larger centre's of Melb and Syd becomes more difficult I am of the firm belief that is time CICA starts investigating geographical expansion. (Similar to what we do with Adelaide serviced by Melb)

In the absence of a fact finding trip to the area I have put together some antidotal evidence of the kind of opportunity that exists.

► Comments (4)

[Click here to read the full idea.](#)



# Idea Portfolio Mapping

## Impact

- Revenue Growth

| Impact | High | <b>Bold Moves</b>   | <b>Winning moves</b>        |
|--------|------|---------------------|-----------------------------|
|        | Low  | <b>Low priority</b> | <b>Tactics – Quick Hits</b> |
|        |      | Difficult           | Easy                        |

## Top Ideas

1. ...
2. ...
3. ...
4. ...
5. ...

- Requires little/no additional staff
- We have the talent/expertise to execute
- Has a small/manageable execution risk



# Moving from i to I

**Jive Developers: Sandbox** Phil User ▾

Home **7** Content People Places Apps ▾ Create ▾

Search

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**Hitesh Mathpal's Blog**

 **Toronto**  
Posted by [Hitesh Mathpal](#) in [Hitesh Mathpal's Blog](#) on Sep 3, 2013 2:58:05 PM

**Toronto**  
This reprint of the third edition, prepared by Stephen Otto, updates Arthur's classic to include information and illustrations uncovered since the appearance of the first edition.

3 Views Tags:

**1 Comment**  
[Add a comment](#)

 **Phil User** Sep 13, 2013 8:12 AM  
additional comment  
Actions ▾ Like (0) Reply

**ACTIONS**  
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**APP ACTIONS**  
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**FILTER BLOG**  
**By date:**  
[September 2013](#)  
[August 2013](#)

# Moving from i to I

The screenshot shows a web browser displaying a blog post on 'Hitesh Mathpal's Blog'. The post is titled 'Toronto' and features a small helicopter icon. The text of the post reads: 'This reprint of the third edition, prepared by Stephen Otto, updates Arthur's classic to include information and illustrations uncovered since the appearance of the first edition.' The post has 3 views and no tags. A comment by 'Phil User' dated 'Sep 13, 2013 8:12 AM' is visible, with the text 'additional comment'. A modal dialog box titled 'Innovation Connect : Convert to Innovatio ...' is open in the center. It prompts the user to 'Please select IC instance to create the new idea in:' with a dropdown menu showing 'Innovation Central 11.20'. There is a 'Submit' button. The dialog box also contains the 'imaginatik' logo and copyright information: 'Innovation Connect™ Copyright © Imaginatik 1999-2013. All rights reserved.' On the right side of the blog, there are buttons for 'Following in 1', 'Share', 'Bookmark 0', and 'Like 0'. Below these are 'ACTIONS' (View as PDF, View feeds, Mark for Action) and 'APP ACTIONS' (Convert to Innovation Central Idea). At the bottom right, there is a 'FILTER BLOG' section with 'By date: September 2013'.

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**1 Comment**  
 **Add a comment**

**Phil User** Sep 13, 2013 8:12 AM  
additional comment  
Actions ▾

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Innovation Central 11.20  
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**Following in** 1

**Share**

**Bookmark** 0

**Like** 0

**ACTIONS**  
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3 Views Tags:

## 1 Comment

[Add a comment](#)



Phil User Sep 13, 2013 8:12 AM

additional comment

Actions ▾



Actions ▾

**B** *i* u HTML

Inserting this idea here, which could really shed new light on this customer problem: !

Continue typing to search for app actions.

- IMAGES** Search and embed an image
- INNOVATION CONNECT** Insert link to Innovation Central Idea
- LUCIDCHART** Insert / Update Diagram
- PROPS** Give props to another user
- WIKIPEDIA** Insert Wikipedia Link

Find lapps in the [Jive Apps Market](#).

Add Comment

Cancel

# Moving from I to i

3 Views Tags:

1 Comment

[Add a comment](#)

 **Phil User** Sep 13, 2013 8:12 AM

additional comment

Actions ▾

 Actions ▾

**B** *i* u          HTML

Inserting this idea here, which could really shed new light on this customer problem: !

[Add Comment](#) [Cancel](#)

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Please select the idea to link in:

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- Notebook or Tablet kiosks
- Google or other Translator
- Google or other Translator
- Status Display Widget on Portal
- Foreign Language on-the-fly translator
- Foreign Language on-the-fly translator
- New Product Idea
- Crowd Sourcing for Education**
- Single Day Strategy Engagement
- Single project pricing
- Imagine Thoughts Central Lite
- Customized consulting options
- New Marketing Mailer program
- Process Improvements in Delivery
- Office Space
- Automated Workflow
- Create Partnerships
- Consulting Services
- Outsourcing customer support

# i + I Applied



# Chubb's Integrated Enterprise



Social “ecosystem” to begin the dialogue

+

**motivate+drive+deliver**

=

**IE**

Continuously Connected,  
Integrated Enterprise

- 370+ groups
- 2,700+ active users
- 8,500+ documents
- 6,250 discussions
- 1,140+ blogposts

Innovation platform to build out and score ideas

- 50 innovation events
- 5,00 ideas
- 30,000 participants
- Material revenue impact
- New services
- Process improvements

|                 |      |                                |               |
|-----------------|------|--------------------------------|---------------|
| Business Impact | High | Bold Moves                     | Winning moves |
|                 | Low  | Low priority                   | Quick Hits    |
|                 |      | High                           | Low           |
|                 |      | Implementation Cost/Complexity |               |

**Chubb Innovation  
Global Applications**

- Revenue Growth
- Operational Efficiency
- Ease of Doing Business
- Social Media/Emerging Technologies



# Summary

- Innovation in a knowledge economy is a strategic imperative
- Current, static-based models only solve one side of the equation
- Innovation is as much a culture, mindset and environment as it is process
- Innovation requires an always-on ecosystem to live and thrive in a knowledge economy
- Social business brings this important new dimension to innovation...
- $i + I$  are complementary & necessary to build sustainable value in a knowledge economy

