



Build Broad Engagement For Innovation Success

By Bringing Social Back To The Innovation Table

About Chubb & Son

- 12th largest property and casualty insurance company, founded in 1882
- 120 offices in 26 countries, staffed by 10,200 employees
- \$52.2 billion in assets and \$13.6 billion in revenues
- Consistently outperformed the market and peers
- Steeped in tradition and innovation



The Paradigm Shift of Labor...

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



...And Emphasis On Collaboration

- Ultimate economic renewable resource
- Technology has enabled and accelerated knowledge value creation across the enterprise
- Value creation comes from sharing with others
- Knowledge is social

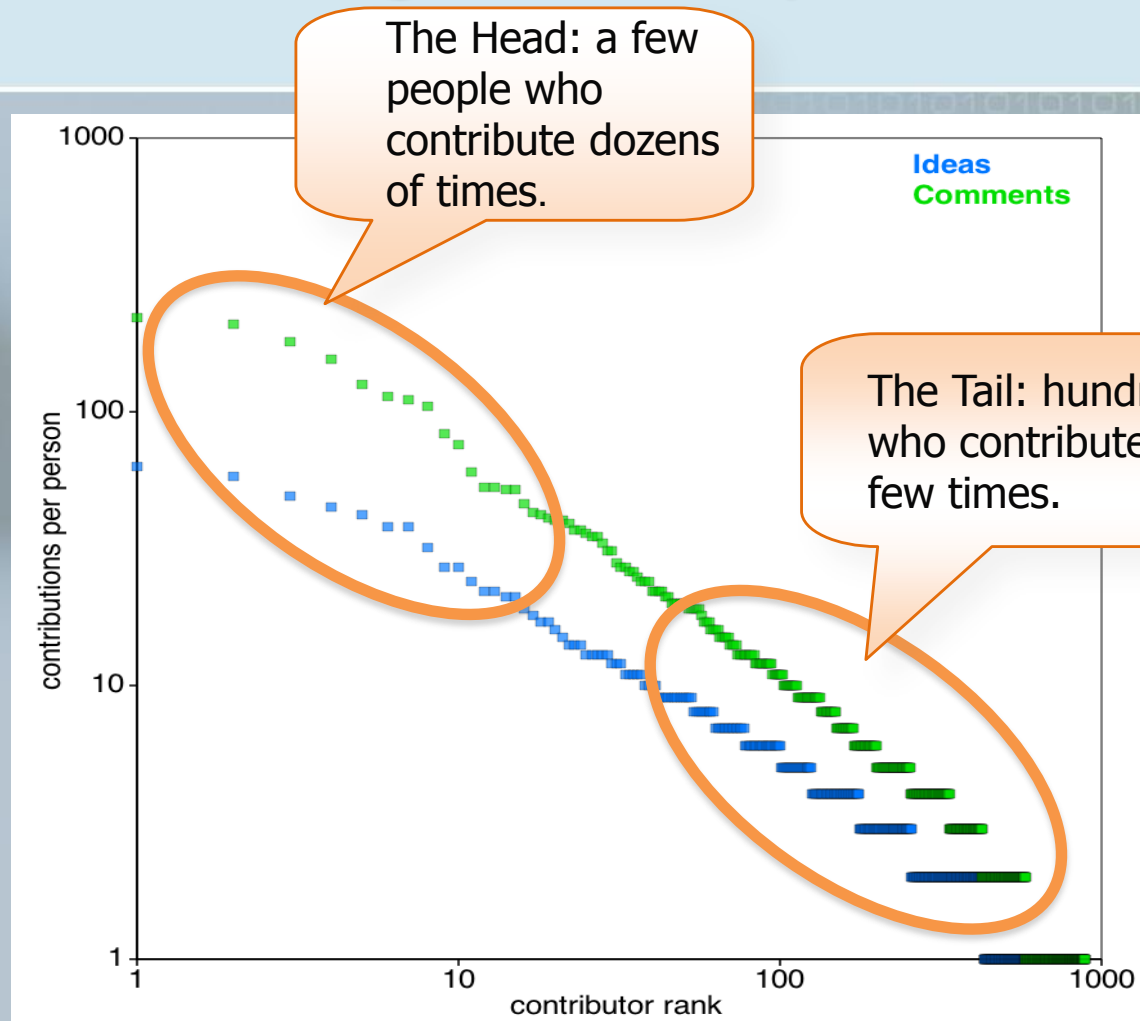


The Good Idea Paradox

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

Innovation Is Often Unplanned And Driven From Across The Entire Enterprise

Chubb's Long Tail Experience



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



Corporate Innovation Today

- Static, Event-Based
- Centralized
- Process, Stage-Gate Driven
- Fraction of output acted upon
- Struggling to measure value
- Rewards & Recognition
- “Hope to see you again next time”

*Innovation
Carnival*



The Case For Social Innovation

- Ubiquitous technology
- Mobile & the Internet of Things
- Collaboration and trusted networks
- Knowledge abundance and universal access to information

A New, Social Innovation Model

- Open & collaborative across the enterprise
- Big I and little i
- Decentralized, light-touch
- Collaborative, problem-solving and organic ideation
- Portfolio approach to idea management
- Deploy and monetize firm's intellectual property
- Builds trusted relationships
- Integrates into business units
- Innovation happens where your work vs. where you visit
- Objective, balanced approach

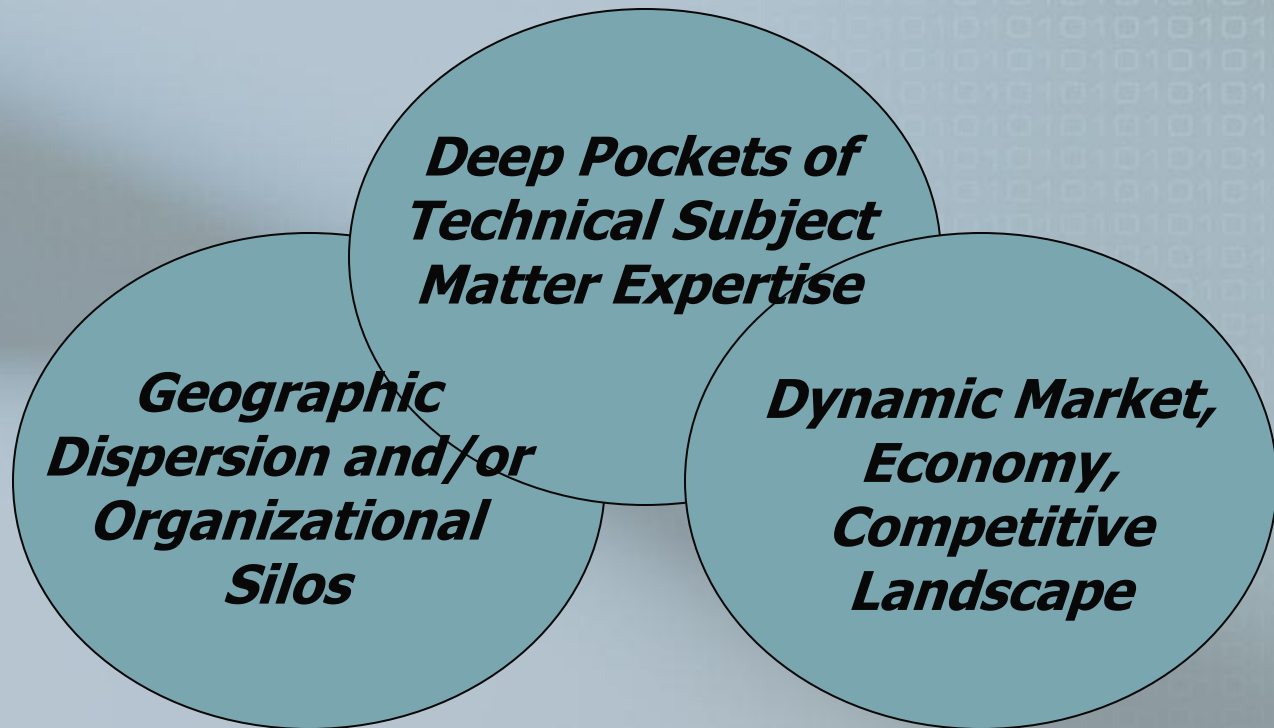


Innovation @ Chubb

- 6 year track record of tangible results
- Adaptive, end-user driven
- Working seamlessly between the Big I and little i of innovation
- Innovation as where and how you work across the global enterprise



(i)nnovation drivers





A NEW WAY TO WORK

CONNIX

WHAT IS CONNX?

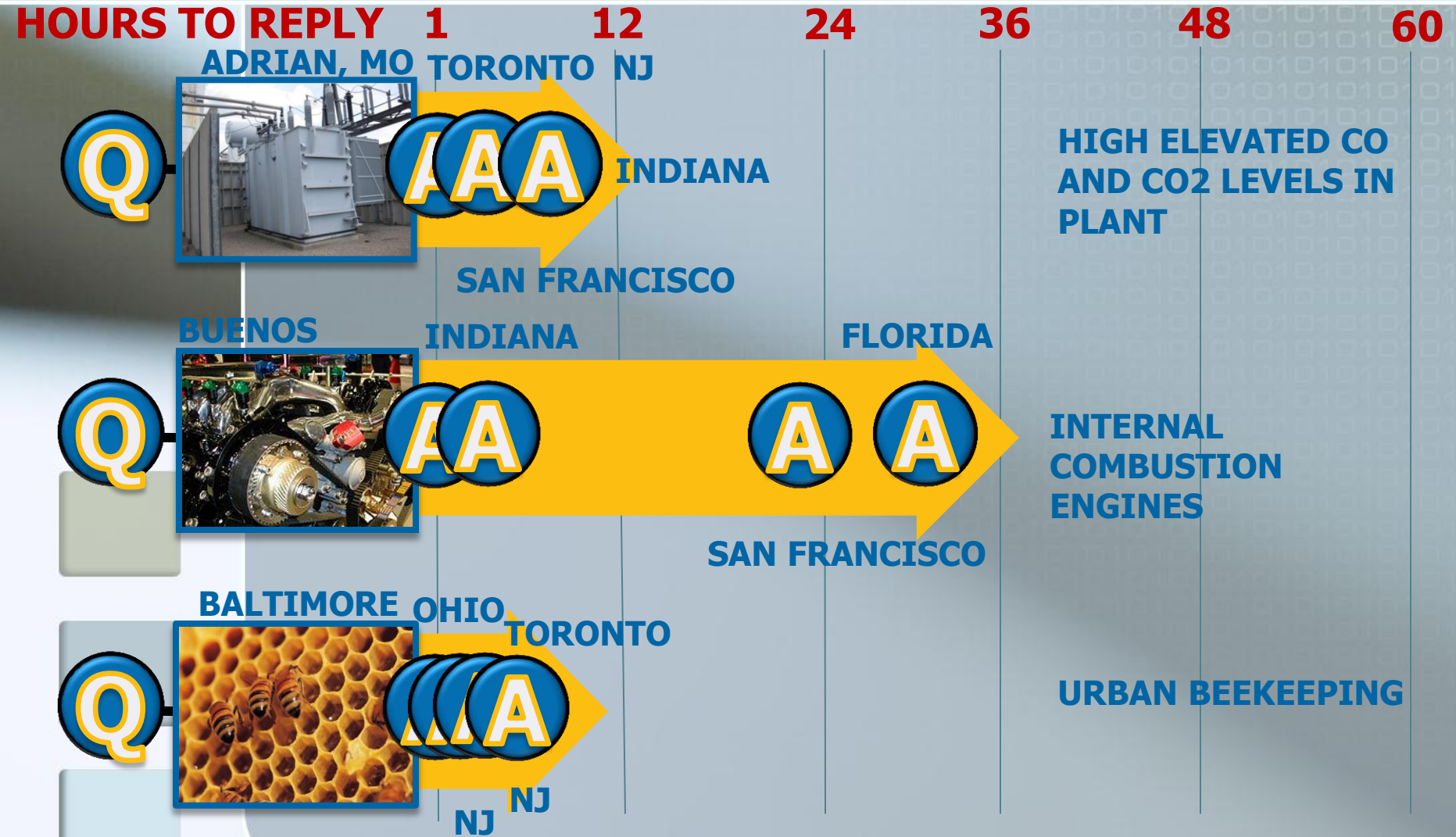
- Chubb's internal social business platform
- An "always-on" open innovation platform
- Facilitate collaboration
- Help find and connect users with deep subject matter expertise
- Interactive, two-way dialogue

ConnX Rollout & Usage Stats

- Use-case approach
- 3,200+ Active Members (1/3 of global staff)
- 11,900+ Documents Created Overall
- 450+ Groups Formed Overall

USE CASE: TRANSFER OF SUBJECT MATTER EXPERTISE

Loss Control Community



New ConnX: Enhanced Profile

- Endorse others for skills and search for specific skills.

The screenshot displays a LinkedIn profile for a user with 54 Points-Master. The profile includes sections for Personal, Connections (1), and Skills and Expertise. A modal window titled 'Endorsements' is open, showing a search for 'community_management' and a list of endorsements, including one from Mitchell Ross. The Skills and Expertise section lists 'community_management' with 1 endorsement, and 'css', 'html', and 'social_media' with 0 endorsements.

Endorsements Close ✕

SEARCH PEOPLE MATCHING THIS SKILL

[Search community_management](#)

[View all 4 skills](#)

ENDORSEMENTS

You are endorsed for *community_management* by:

Mitchell Ross

Personal

EXPERTISE
Reading knowledge of French. Proficient in XHTML, CSS, Dreamweaver, Flash, MS Office applications; elementary knowledge of JavaScript, PHP, MySQL.

BIOGRAPHY
As an undergraduate, I received a BA in Studio

[View more details](#)

Connections Org Chart

1 connections

Skills and Expertise

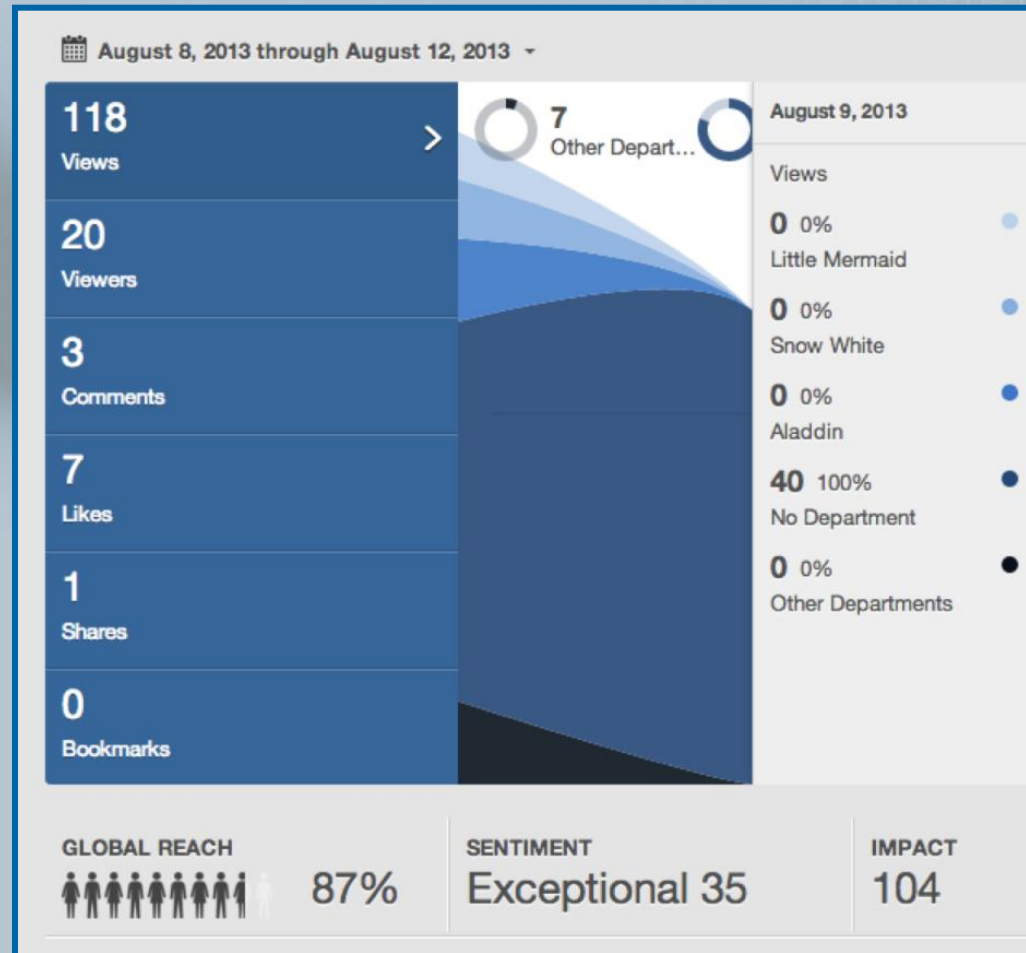
community_management	1
css	—
html	—
social_media	—

5 FOLLOWING | 1 FOLLOWERS

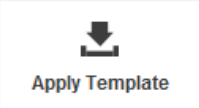






Imaginatik Innovation Leaders Forum 4/3/2014

New Skill

New ConnX: Individual Impact Metrics



New ConnX: Purposeful Places

CATEGORIES	TEMPLATES	DETAILS
Corporate Communications	Deal Room - Salesforce Integration	Deal Room - Salesforce Integration Organize your team and collaborate on a specific Salesforce opportunity. Deactivate this template
General	Sales Home	
HR	Sales Answer Desk	
IT	Deal Room - Generic	
Marketing	RFP Workgroup	
R&D	Competition	
	Customer 360	
		INCLUDED TILES <input checked="" type="checkbox"/>  Opportunity Details <input checked="" type="checkbox"/>  Account Details <input type="checkbox"/>  Deal Room
		INCLUDED FEATURES  Videos  Documents  Discussions

(I)nnovation

motivate+drive+deliver

Chubb's open innovation platform

- Business unit/organizationally-driven
- Complementary, off-cycle pipeline of 1-3 year ROI ideas
- Centralized technology & process, decentralized delivery and execution
- Establish fast, repeatable model across global enterprise



(I)nnovation - Pair Wise 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

Click here to read the full idea.

Geographical Expansion North Qld and NT

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

Comments (4)



(I)nnovation – Idea Mapping

**Business
Impact**

High	Bold Moves	Winning moves
Low	Low priority	Tactics – Quick Hits
	Difficult	Easy



- Top Ideas**
1. ...
 2. ...
 3. ...
 4. ...
 5. ...

Cost, Complexity To Executive



In Summary...

- Innovation in a knowledge economy is a strategic imperative
- Current, static-based models are insufficient
- Innovation requires an always-on ecosystem
- Social business brings this important new dimension
- i + I are complementary & necessary
- Stop the Innovation Carnival, bring social back to innovation table



Your Questions, Please

