



CSAA Insurance Group,
a AAA Insurer

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Chief Strategy and Innovation Officer

Position Summary

The Chief Strategy and Innovation Officer will be responsible for driving innovation throughout the organization and building an innovation team that will deliver solutions to uncover unmet customer needs. The CIE will work to achieve accelerated growth through customer and market focused innovation. This role will ensure laser focus on disruptive innovation business models & growth opportunities and focus both inside and outside of our core business & CSAA IG mission (e.g. non-member opportunities).

This position will play a pivotal role in the development of corporate and business unit growth strategies, as well as in developing specific market plans that will drive growth. This includes understanding the competitive landscape, market dynamics and trends, voice of the customer and solution gaps, as well as opportunities for the respective markets. This key role reports into the CEO and will work closely with the Executive Leadership Team (other direct reports to CEO) and business unit leaders and key stakeholders across marketing, operations, product management, finance and IT teams to deliver profitable growth through these revenue management programs.

Manages CSAA IG's Innovation Acceleration Organization, which houses individuals dedicated to transformative ideation and testing for priority domains, as well as a space for business development employees and potential partnered startups to collaborate. This role will build the Lab from scratch based on best practice, recruiting top talent, identifying critical contracted partners, creating the right environment for Innovation, and codifying a Design Thinking discipline within the team.

The position would also own the start-up incubator, which helps partnered or invested startups access resources within CSAA IG to grow. Finally, this role will own several high profile relationships with academic or consulting partners to support success of development or launches. The goal for the Labs role would be to help drive future profit generation.

Duty to Support the Mission, Vision, and Values

The Chief Strategy and Innovation Officer will at all times uphold the best interest of CSAA Insurance Group by adhering to the highest standards of ethical and moral conduct and commitment to the values inherent in CSAA Insurance Group's Mission, Vision and Values.

Key Responsibilities:

- Drive innovation portfolio initiatives aligned with enterprise business strategy with an explicit focus on disruptive opportunities including:
 - Sustaining innovation for the core.
 - Disruptive innovation options for core auto.
 - Sustaining & disruptive innovation for adjacencies & new business models outside the core.
- Lead innovation efforts across the company.
- Work with internal and external teams using human-centered design and innovation methodologies to meet customer needs.
- Drive additional revenue streams:
 - Revenue/ROI of \$X million from new market growth within 5 years (new customers / new products).
 - Migration of X% Core Auto revenue/profit within X years.
- Develop and manage enterprise Strategic Plan and manage strategic capability roadmap.
- Manage competitor profiles and monitor and communicate external mega-trends.
- Lead ongoing operational planning and co-develop 3-year Operating Plan.



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- Collaborate and/or project manage early phases of strategic projects and inject strategy into Steering Committees.
- Serve as the day-to-day lead in innovation space managing interactions with internal stakeholders.
- Provide and own best practice support for Innovation methodology to Domain groups, including leaders and sponsors (e.g. Design Thinking).
- Manage “Lab teams or individuals” dedicated to transformative/white space innovation, helping to drive problem solving, removing obstacles, and providing appropriate resources and environment.
- Engage with consultants and/or external labs to accelerate results and/or increase learnings.
- Identify and drive opportunities to engage executives (e.g. advisory roles, offsite meetings) to ensure clear understanding of value and deliverables from Lab.
- Provide guidance on Lab improvements.
- Collaborate with other organizations (partnered companies, academics) to test and refine offerings.
- Aligns with Business Architecture function to support critical improvement initiatives using a structured business architecture approach.

IMPACT

- A successful, strategic ongoing insurance Chief Strategy and Innovation Officer will have major impact on CSAA Insurance Group’s ability to reach and exceed financial and strategic goals. Impact of strategic and leadership development decisions should have long-term impact on the operating model.
- Short-term: Development of 3-4 “disruptive experiments” per year.
- Mid-term: Strategic investments & partnerships in disruptive opportunities, with mix of core business reinvention & white space growth.
- Long-term: New revenue streams within & beyond core auto/home insurance, new markets entered or created, externally seen as disruptor.
- Decision-making will have significant long-term budget and P&L implications.
- Early identification of disruptive business threats and opportunities will ensure long-term growth, viability and relevance.
- Strategic partnership and influence on partner clubs and will have long-term impact on meeting company goals.
- Innovation role model and leader internally with major influence on the Executive Leadership Team and Board of Directors.
- Anticipates the need to provide recommendations and advise market leaders in making strategic business decisions which balance costs with the delivery of services and products.

Candidate Specifications

Education & Work Experience

- Bachelor’s degree plus a minimum of 7-10 years of proven progressive experience and a minimum of five years of proven team management and leadership experience. Optimally a mixture of experiences in consulting and in a corporate environment in Marketing and/or Strategy; will also consider background in Finance/M&A.
- MBA or advanced degree required, experience with other Innovation Lab environment critical, management consulting or innovation experience strongly preferred.
- Strong ability to effectively interact with all levels of the organization. Must possess strong analytical, strategic, project management, decision-making and problem-solving skills.



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- Experience leading and executing key strategic projects working across multiple stakeholder groups.
- Experience creating and engaging key partnership strategies.
- Experience tracking and influencing key growth initiative metrics.
- Solid understanding of solution needs and influencing product, sales and other stakeholders.
- Strong communication and interpersonal skills required.
- Passion for research and technology.
- Ability to successfully manage in a test and learn, rapid iteration environment.
- Ability to manage unstructured information and communicate/translate it to others in a more structure way.
- Ability to think past current constraints and influence others to gain buy-in and alignment.

Critical Competencies

Insight

Innovation

Engaging Leadership

Strategic Vision

Business Transformation