



CSAA Innovation Growth Board Process:

An enterprise-wide process to identify, execute and oversee strategic growth projects.

We acknowledge that in the context of innovation and future growth opportunities, we must operate with a new learning orientation at CSAA IG. We recognize that we are dealing with unknowns and uncertainties on the path to discovering what we must become as a viable, growing AAA. The Innovation Growth Board process seeks to assist our organization with an innovation approach that fosters the notion that anyone in the company can propose a new growth concept.

Innovation Criteria and Process

CSAA IG will adopt a systematic, enterprise-wide process to identify, execute and oversee strategic growth projects, resulting in a portfolio of 8-10 validated growth initiatives at various stages of maturity by the end of 2017. As part of this, we recognize the need to learn how to become ambidextrous – protecting and incrementally growing our core business, while simultaneously launching new businesses and value propositions that represent our future.

Innovations that are put through this process include concepts that involve new businesses and/or generate new revenue, or are a large scale changes to current business processes. Concepts are aligned to the AAA brand and move us toward our goal of creating \$1B in new revenue over the next decade.

Growth Board (GB)

Roles of the Growth Board include:

- Evaluate pitches, approve concepts at each stage along with associated funding.
- Help identify the right resources to supplement the approved teams as and when appropriate.
- Resolves conflicts that may arise between operational priorities and growth initiatives.
- Honor an enterprise mindset with oversight for creating CSAA's growth portfolio.

In the first six months the ELT will serve as Growth Board members. Long term, this group would be senior/high potential leaders in the organization that have an understanding of operational constraints. The groups is likely to involve 5-7 VPs across all divisions. The group will be training on Lean Innovation methodologies and would also likely leverage an Entrepreneur in Residence (EIR) for guidance.

Growth Opportunity Areas

There is a fundamental question that needs to be answered around if these opportunity areas are intended to limit or direct concepts, or simply categorize them. If they are meant to direct ideas then there should be clear alignment to our enterprise strategy, potentially even direct linkage to strategic initiatives. If they are meant to categorize ideas around InsurTech or disruptive innovation then they can be very high level.

Funding & Stage Gates

This process will require a dedicated GB fund. The GB would approve funding by concept as appropriate by stage. This budget will be separate from the Project Portfolio funding process.

The stage gate process is TBD, but will likely be more granular than what is being taught in the Drive Innovation training.

Roles & Responsibilities

To be successful, this process needs to be a true partnership between the innovation and business teams. Each team has strengths and weaknesses, and the groups will need to come together to achieve growth objectives. Both business and innovation teams will be able to pitch innovation growth projects. The corporate innovation team will manage the overall growth portfolio reporting and innovation process of each growth project. The business team will provide SME resources and the perspective of our core business.



Illustrative example to follow