

A photograph of three people in a meeting. A woman with glasses and a white top is standing and smiling, looking at a laptop. A man is sitting on the left, looking at the laptop. A woman with curly hair is sitting on the right, also smiling and looking at the laptop. The background is a bright room with a whiteboard.

# Innovation Challenge: Semi-Finalist Training Session

**Josh Everett, Vice President Strategic Partnerships & Innovation**  
**John Garcia, Strategic Partnership & Innovation Intern**  
**Dan Volk, Strategic Partnership & Innovation Intern**

# Session Introduction



Congratulations! You have made the semi-finalist down-select!

# Introducing the Innovation Lab Team Members



**Josh Everett**

**Vice President,  
Strategic  
Partnerships &  
Innovation**



**John Garcia**

**Partnership and Innovation  
Intern**

***Senior at UNL***

***Major:  
Marketing***

***Minor:  
Entrepreneurship***



**Dan Volk**

**Partnership and Innovation  
Intern**

***Senior at UNL***

***Major:  
Management***

***Minor:  
Economics***

# Idea Challenges Update

**100** Associates registered for the challenge

**125** Idea submissions

**18** Days remaining to finish executive overview

**34** Ideas advanced to Semi-Finals

**14** Teams created

**12** Associates/Teams submitted more than one

**Thank you for the amazing participation!**

# Overview of Next Steps and Important Dates

- March 12, 14, and 19: Executive overview coaching sessions
- March 11 – March 29: Executive overview completion
- **March 29 @ 7:00 PM: Executive Overviews must be submitted on Hero-X platform**
- April 1 – April 12: Finals judging to select the top 5
- April 15 – May 3: Pitch deck completion
- May 6: Final competition — winner and runners-up selected



# **Executive Overview Document**

# Download the Executive Overview



## Welcome to the Ameritas Innovation Challenge!

Have an idea to boost sales or grow Ameritas in other ways? Let's see it! Enter by Feb. 22, 2019, for a shot at the grand prize of \$5,000. [Read Overview...](#)

### Phase 1 Innovation Ideas

BEGIN ENTRY

### Executive Overview Form

BEGIN ENTRY

[Legal agreement](#)

[Leave challenge](#)

Create a team

STAGE  
Enter

\$9,000

Time left to Enter

17 : 08 : 51 : 33  
days hrs min sec

[Overview](#) [Guidelines](#) [Timeline](#) [Updates](#) [Forum](#) [Community](#) [Entries](#) [Resources](#) [FAQ](#)

## Resources

+ Add resource



[Executive Decision Excel Templates](#) [Edit](#) [Delete](#)

March 7, 2019

[Leave a comment](#)



[Executive Overview Template](#) [Edit](#) [Delete](#)

March 7, 2019

[3 comments](#)

Powered By: [hero](#)

## Executive Overview:

- Located on Hero-X
  - Resource tab
  - <https://www.herox.com/AmeritasInnovationChallenge>
- Two templates
  - Executive Overview
  - Table Template

# Cover Page

<NAME OF OPPORTUNITY>

Executive Overview Package

<Month, DD, YYYY>

## Key Points:

- Update the title to your idea name
- Update your name
- Include all Team Members Names
- Update Date

Prepared by: <Your Name> If part of a team, enter your team name along with all members names

*This document is the proprietary and exclusive property of Ameritas Life Insurance Corp. (Ameritas) except as otherwise indicated. No part of this document, in whole or in part, may be reproduced, stored, transmitted, or used for design purposes without the prior written permission of Ameritas. The information contained in this document is confidential and is subject to change without notice.*



# Executive Summary and Proposal for Action

## 1. Executive Summary

*<Describe the alignment to the Ameritas mission, vision, and values. Describe what the audience should expect to find within this overview document. In addition, you should address at a high level what you will need to execute on your idea.>*

## 2. Proposal for Action

### Problem/Situation Statement

*<Describe the problem/situation. What has been done up until now? What is the impact of the situation? What has not been done or has not been effective up until now?>*

### Source of the Problem

*<Describe the source of this problem/situation. What are the causes of this? What has been done in the past but did not work? Why have we not done this in the past? Are there skills or capabilities missing? Is there a lack of understanding/commitment? Are there missing tools/resources that have caused this problem?>*

### Key Points:

- Executive summary should explain the idea in enough detail to understand what the remaining of the document is going to discuss.
  - Discuss the concept
  - Discuss alignment
  - Use this first section to really sell your idea to the audience
- Proposal for Action
  - Describe what the problem is that you are trying to solve.
  - Describe the source of the problem.
  - Has this been done before? How is your idea different?

# Solution Overview

## 3. Solution Overview

<Describe your solution. What is the opportunity? Has this been tried in the past? What didn't work in the past? Why is this the best solution to the problem?>

### Cause for Action

<What are the barriers to success or the key statistics or insights that indicate this solution can drive growth or increase sales. Describe the drivers. Provide the rationale for executing on this opportunity.>

### What's in it for the Consumer/Policy Holder?

<If applicable, describe the benefits to the policyholder/customers.>

### What's in it for Ameritas?

<If applicable, describe the benefits to Ameritas.>

### Success

<Describe what success looks like. What results are going to be achieved? What metrics that will define success? What and how are the revenue and sales increases delivered? When and for what period? How is growth going to be achieved? When and for what period?>

## Key Points:

- Solution Overview – Detail your solution/idea.
- Discuss the concept.
- Discuss alignment with consumers, policy holders and Ameritas.
- Describe what success looks like.
  - How do you know when we achieve success?
  - What results do you anticipate?
  - Discuss how efficient the solution is/could be.
  - What does the operational model look like?

# Implementation Proposal

## 4. Implementation Proposal

### Implementation Overview

*<Describe what the implementation of this solution will look like. Who, what, where, when, for how long?>*

Please also visit the [Resources Tab](#) on the Challenge Page to download the excel spreadsheet template. Include your Financial Model Data, Internal Resource Profile, Risk Profile, Assumptions Mapping, and a Benefits Model for your idea.

*All sections and criteria must be completed to have an eligible submission. >*

### Key Points:

- Describe the implementation of your idea.
- How do you recommend we go about it?
- Are there market tests we should consider before jumping to full scale?
- Are there key input elements that you need before we can move to execution?
- Do we need external support? What, when and who do you recommend we leverage?

# Estimated Costs

## Estimated Costs

The following sections detail out the assumptive costs and provide a financial model to de-risk and validate the assumptions known. Use the provided excel templates for the below sections, insert completed tables as a picture.

By category (only External Costs)	Financial Model						
		2019	2020	2021	2022	2023	Total
	Cost A	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Cost B	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Cost C	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Cost D	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Cost E	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	TOTAL	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Core components of the external costs include:

- A – Describe what the cost is
- B – Describe what the cost is
- C – Describe what the cost is
- D – Describe what the cost is
- E – Describe what the cost is

## Key Points:

- A core component to understanding the viability of an idea is to understand the external cost that is needed to develop and deploy the ideas. A sample of external costs that should be considered:
  - Is there any software, licensing, or other costs?
  - Do you need contractors?
  - Are there any specifics in the implementation plan that need to be considered?
    - White labeling?
    - Rewards?
    - Product Filing?
    - Licensing?
    - Risk Mitigation?

# Internal Resource Profile

## Internal Resource Profile

The graphic below provides a high-level estimate without input from the teams of the different types of efforts that will be necessary to execute on the proposed solution.

		2019					Total Hours
		Jan	Feb	Mar	Apr	May	
Business	A						0
	B						0
	C						0
Shared Services	A						0
Technology	A						0
	B						0
	C						0
Total		0	0	0	0	0	0

Core components of the internal demand profile include:

- Business
  - a. A – Describe what the role is needed for
  - b. B - Describe what the role is needed for
  - c. C - Describe what the role is needed for
- Shared Services:
  - a. A – Describe what the role is needed for
- Technology:
  - a. A – Describe what the role is needed for
  - b. B - Describe what the role is needed for
  - c. C - Describe what the role is needed for

## Key Points:

- Consider all aspects, roles and efforts needed from internal resources to execute on your idea.
  - Do you need technology?
  - Are you implementing new technology and need committee reviews?
  - Do you need the Risk department?
  - Do you need actuarial or accounting?
  - During your execution which business lines and leadership will you need engaged?
  - Do you propose that you/your team supports the build out?
  - Will you need legal contracts?
  - Will you need HR?
  - Will you need the investment team?
- Use the 2019 Business Case for role names

# Benefit / Savings Profile

## Key Points:

This challenge is all about growth. The benefits are the section to detail out the growth your idea is going to drive.

- Describe how this idea creates growth or sales.
- Carefully consider your benefits.
- New product? What is your anticipated sales impact?
- New business line, what does the benefit schedule look like?
- Considering timing. If you have to do a 9 month implementation, benefits do not start immediately.
- Make sure to document any assumptions around your benefits so judges can understand your thought process.

### Benefit / Savings Profile

<Describe the benefit, sales and/or revenue profile of your solution. Provide context as to how these results will be achieved. Please pay attention to the timing. >

	5 Year Payback Period					5 Year Total
	2019	2020	2021	2022	2023	
Revenue/Profit Impacts						
Increased Sales						-
Increased Revenue						-
Total Benefits	-	-	-	-	-	-

# Risks

## 5. Risks and Assumptions

### Risks:

<Describe the risks and your mitigation plan(s) of those risks. Leveraging Green, Yellow and Red, indicate a pre/post mitigation risk level. Example chart below> Green=low risk; Yellow=medium risk; Red=high risk

Category	Risk	Mitigation	Pre-Mitigation Risk	Post-Mitigation Risk
Financial Risk			Yellow	Green
Business Continuity Risk			Yellow	Green
Vendor Organizational Risk			Red	Yellow
Information Security And Risk			Yellow	Green
Architecture Risk			Green	Green
Enterprise Risk			Yellow	Green
Contractual Risk			Red	Red
Brand Risk			Yellow	Yellow
Execution Risk			Yellow	Green

### Key Points:

- Understanding the risk to your idea is important.
  - What areas concern you about your idea?
  - What areas of concern do you think Executive Leadership may have?
  - What are the biggest areas that are unknown about your idea?
  - What could this do to our brand?
  - What risk does this bring to our enterprise?
  - Is there concern over data?
  - If recommending alignment with another company, what is the risk associated with them?

# Assumption Mapping

## Assumption Mapping:

<Describe the assumptions that you have made as you developed your solution, details, and plan. Example chart below>

## Assumptions Mapping

### 1 Desirable – Do they want this?

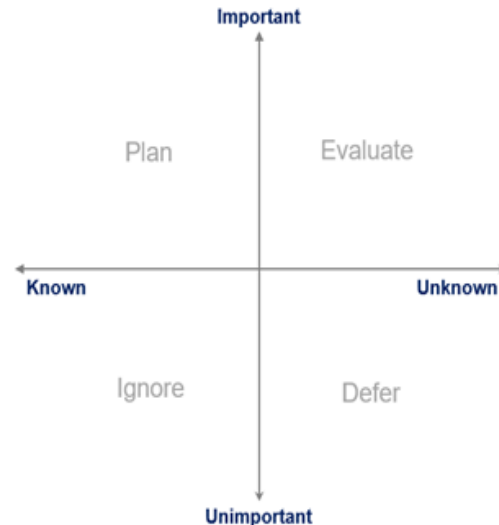
D1  
D2  
D3  
D4  
D5

### 2 Feasible – Can we do this?

F1  
F2  
F3  
F4  
F5  
F6

### 3 Viable – Should we do this?

V1  
V2  
V3  
V4  
V5



## Key Points:

- Documenting your assumptions ensures the judging panel understands where you made assumptions or educated guessing relating to your idea.
- Map your ideas into the right quadrant
- The top right (important, unknown) are things that you would recommend should be understood to make a well informed decision on the idea.
- Desirable: Do they want this?
  - If new sales, what are the assumption you made on why this may be desirable to a consumer
  - Why would they want this?
  - What is the optimal consumer profile?
- Feasible: Can we do this?
  - Can we get the new product filed and approved?
  - Does the pricing make this profitable?
- Viable: Should we do this?
  - Does it align with our brand?
  - Is the distribution of the idea viable?

# Next Steps

## 6. Next Steps

*<Describe what the immediate next steps are to execute on your idea.>*

*<Please include if you are interested in developing and executing this project, if this submission is by a team please respond for all members or include names of those who would be interested>*

*Your response will not impact the judging criteria*

### Key Points:

- What are the immediate next steps?
- Do you recommend a test or pilot?
- Do we need to understand your risks and assumptions better before moving forward?
- Do we need to perform market research?
- What do you recommend we do to get this idea off the ground?

# Key Themes & Suggestions

- Be clear and concise. More words doesn't necessary mean a more thought out idea.
  - 3-5 pages is recommended.
- This is a template. Change and adjust as you see fit.
  - If you do adjust, make sure you have the core components of the template. For example, if you leave out benefits, your submission will not meet minimum requirements.
- You are not going to be judged on writing capability. You are being judged on:
  - The idea and how well-thought out the concept is, proposal and recommendation.
  - The internal effort, expense and benefits to act on your idea.
  - The judging criteria listed on the next page.
- You don't have to have all the answers, but your concept needs to be well thought out
  - Leverage the Risk and Assumptions sections to highlight the areas that need more insight, support, research and the like.
- Where do I go if I need help?
  - Reach out to the Innovation lab for a 1x1 consulting session
  - Office hours for consulting sessions are daily from 1-3pm CST (slight adjustments may be made from day to day depending on schedules). Email Josh Everett @ [jeverett@Ameritas.com](mailto:jeverett@Ameritas.com) to be scheduled for a 1x1 coaching and/or guidance session.
- What if I don't want to move forward with my idea?
  - No problem. Please Email Josh Everett @ [jeverett@Ameritas.com](mailto:jeverett@Ameritas.com) indicating your preference to not move forward.

# Judging Criteria

These factors will determine which ideas advance and which idea wins the grand prize.

<b>Impact</b> 50 Points	<b>Efficiency</b> 25 Points	<b>Sustainability</b> 15 Points	<b>Implementation Complexity</b> 25 Points	<b>Novelty</b> 10 Points
<ul style="list-style-type: none"><li>• Value to the organization.</li><li>• Overall impact on the enterprise.</li><li>• Measured in revenue or sales growth.</li></ul>	<ul style="list-style-type: none"><li>• How efficient is your idea, processes, capability?</li><li>• Measured in dollars or hours.</li></ul>	<ul style="list-style-type: none"><li>• Does the solution provide long-term or a one-time benefits?</li><li>• Measured in time until benefits are received and duration benefits will be received.</li></ul>	<ul style="list-style-type: none"><li>• Ease of implementation.</li><li>• What is needed to deploy the solution?</li><li>• Measured in cost and time required to implement.</li></ul>	<ul style="list-style-type: none"><li>• How original or unique is the solution?</li></ul>

**Make sure to build your Executive Overview in such a way to provide direct insight into each of these components to allow the judges to understand your proposal in full.**

# Who is performing the judging?










## Finalist Selection (Top 5)



The ALA Blue Sky Team from 2018 and the Innovation Lab Team members will perform the judging and scoring to determine which ideas from the semi-finalists will move to the finals.

ALA Blue Sky + Innovation Lab	
 Chuck Huetter	 Jason Summers
 Mike Gatliff	 Josh Everett
 Tabatha Regler	 Dan Volk
 Andrew Rinn	 John Garcia
 Thomas Fink	

## Winner / Runner Up Selection

The innovation growth board will determine the Grand prize winner and runner-up's during the May 6<sup>th</sup> Growth Board Meeting

Growth Board	
 Bruce Mieth	 Joe Lionberger
 Rob Sharp	 Cassie Muilenburg
 Brent Korte	 Jennie Prussa
 Shreejit Nair	 Ann Frohman
 Jennifer Kelly	 Thomas Knapp (Advisor)
 Nicholle Taylor	

Legend:  Ameritas  Other



# Questions?

## Important Dates

✓ March 12, 14, and 19:

Executive Overview Coaching Sessions

✓ March 11 – March 29:

Executive overview creation

✓ **March 29th @ 7pm CST – Executive Overview Due**

✓ April 1 – April 12:

Finals judging


✓ April 15 – May 3:


Pitch deck creation

✓ May 6:


Final competition — winner and runners-up selected


# Thank You


 Josh Everett

 402-467-1122


 Jeverett@ameritas.com

 John Garcia

 402-325-4129

 John.Garcia@ameritas.com

 Dan Volk

 402-325-4202

 Daniel.Volk@ameritas.com