

Most of us are familiar with the apocryphal story of Sir Isaac Newton and the apple: Young Isaac, sitting under an apple tree, is hit on the head by a falling piece of fruit, prompting him to suddenly conceive his law of gravity. In reality, of course, events did not occur in quite that way. Newton's work presents its own complex challenges. And similar to Sir Isaac's groundbreaking work, successful innovation does not happen in an instant. It requires a thorough process – from observation and conception through testing and execution – and demands that the insurer devotes the time and resources necessary to see that process through. While inspired moments certainly play a part, in the end innovation remains a journey – fueled every step of the way by a passion for overcoming the industry's biggest challenges to improve the lives of customers served.

Step 3: Integrate

The team worked proactively to identify value-added services to seamlessly package with the CI insurance offering. This included finding the best opportunities with the right home care services providers and together developing optimal solutions. The team evaluated and selected from among four local home care services providers based on:

- Hospital-to-home care
- Child care
- Daily care and therapies
- Elderly care
- Palliative care
- Nursing concierge services

Once the provider was selected, work commenced on integrating these services within the CI product.

Step 4: Optimize

The team employed underwriting expertise and advanced technology to speed the underwriting process and enhance the customer experience. Existing questions were not intuitive for customers and proved difficult to answer. By reviewing wording of questions and engaging with behavioral scientists, the team was able to employ language specifically designed to elicit greater disclosure. This more accurate information enabled the team to move the insurer's all-manual underwriting process to an automated e-platform, accelerating decisions and improving the customer experience.

Step 5: Think

... from the customer's perspective. Insurers should view marketing as an opportunity to engage consumers. By applying behavioral science principles to product marketing messages, the team was able to reduce the stigma attached to childhood developmental disorders. A positive framing approach in discussing health conditions helped avoid negative emotions in parents that could have reduced marketing effectiveness. Instead of describing pain points, language focused