Work Like a Start-Up!
Using Innovation Principles to Improve Your Benefits Projects

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What’s the Greatest Innovation of the Last 100 Years?
What is Innovation?

innovation noun

Definition of innovation

1 : the introduction of something new

2 : a new idea, method, or device : NOVELTY

Source: www.merriam-webster.com
Innovation is NOT ... 

- The latest shiny object
- All about ideas
- Just about technology
- Only for “start-ups”
- Someone else’s job
- Expensive
So, What is Innovation?

Innovation is . . .
- About solving problems . . .
- Real problems . . .
- For real people.

Innovation practices can help us better serve our plan members.
Rethinking Member Education

Poor attendance at education seminars
Members want personalized info

How do we make this better?

Solution mode!
How Can We Ensure We’re Building Solutions People Want?
A Different Approach

Discovery

Define

Empathize

Ideate

Prototype

Learn

Measure

Build

Delivery

Launch Update

I have an idea...
Discovery—Let’s Get Started . . .

Michelle's Innovation Toolkit
Step 1—Empathize
Step 1—Empathize—Pains

- Functional
- Social
- Emotional
Step 1—Empathize—Gains

- Required
- Expected
- Desired
- Unexpected
Step 2—Define the Problem

- Increase attendance at our seminars?
- Educate more members?
- Reach more members with info that matters to them?
Step 3—Ideate

• Solve for the “How Might We” question
• 1 minute per box
• Sketch out rough ideas and thoughts
• This is tough—it’s okay to be frustrated!

Crazy 8s
Step 3—Ideate—Storyboard

- 3 sections on your paper
- Explain your solution
  - Use pictures and words
- Should be self-explanatory
- Can be
  - A sequence/journey
  - Three distinct features
Step 3—Ideate—Silent Critique

- Display the story boards
- Dot voting
- You’re creating a heat map
- Quietly . . . you’ll have a chance to discuss in the next step
Step 3—Ideate—Discuss and Present

- The artist stays silent for the first minute
- Anyone who put a SUPERDOT speaks first
- After the first minute, the artist can discuss and answer questions
Our Ideation Session
Step 4—Prototype

Member visits website from email invite
Member selects session date & time + registers
Member gets confirmation email

Member attends webinar
Member gets survey by email
Thank you we’ve entered you in our draw
Member gets thank you email

Member is informed about webinars
• Manulife.ca page
• Webinar Member link
• Sponsor email invitation
• Member email invitation
• Notify no email
• Post session – you may be interested in this email

Visits Manulife.ca/Webinars
Selects webinar session date and time
Inputs information on registration page
Receives registration confirmation
Receives session reminder
Attends webinar session
Receives survey link immediately following session
Completes survey
‘Thank you’ email
Step 5—Learn

“It takes humility to seek feedback. It takes wisdom to understand it, analyze it, and appropriately act on it.”

—Stephen Covey
Step 5—Learn

Discovery
- Surveys
- Customer interviews
- Pilots
- A/B tests

Delivery
- Customer interviews
- Pilots
- Usability testing
- A/B tests

Post-Launch
- Digital analytics
- Surveys
Step 5—Learn

- Customer interviews:
  - Introduce yourself
  - Problem reflection
  - Propose your solution
  - Do a walkthrough of your prototype
  - Progress
  - Thank and wrap-up
Step 5—Learn
Introducing MVP

Don't build a product like this. You only discover if you have succeeded at the end.

Instead start with something basic and gather feedback as you get more complex.
## Our Webinar MVP

### Our MVP
- National rollout
- Existing technology
- 2 topics
- Multiple time slots
- Member feedback survey—drives future development
- Launched March 2019

### The traditional approach
- National rollout
- The *perfect* technology solution
- 12-15 topics
- Multiple time slots
- Member feedback survey—build enhancement list
- Still waiting for launch
<table>
<thead>
<tr>
<th>Key Takeaways</th>
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<tbody>
<tr>
<td>• Innovation is about solving real problems . . . for real people</td>
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<tr>
<td>• Start with understanding your customer</td>
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<tr>
<td>• Never stop learning—get customer feedback early and often</td>
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<tr>
<td>• An MVP puts useful solutions in your customers’ hands quickly</td>
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<td>• Everyone can innovate!</td>
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