

Strategy Basics

***Defining, Implementing and
Sustaining Competitive Advantages***



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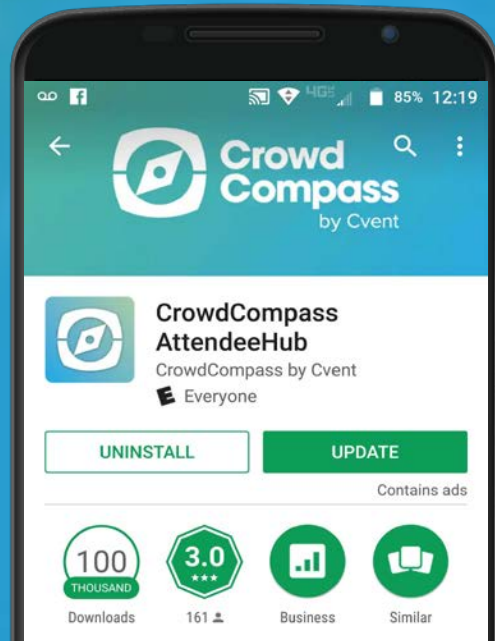
- 1) Type <https://crowd.cc/s/1flyo> in web browser
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- 1) You’ll be using the web version of the app. Open the web browser, click the BlackBerry menu button, select “Go To” and type <https://crowd.cc/s/1flyo>.



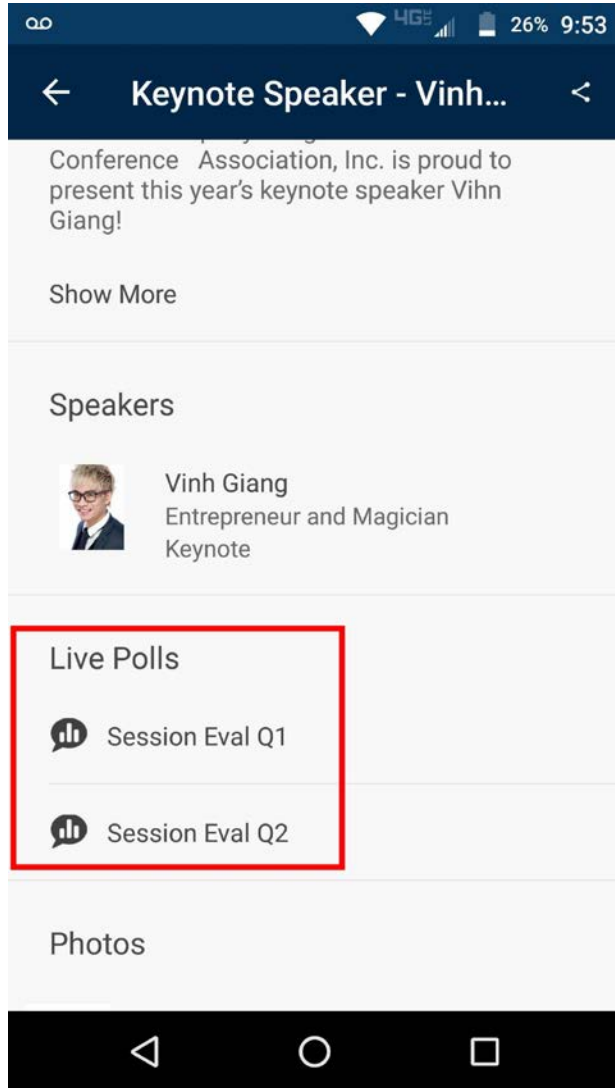
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Session Survey Instructions



Once you are in the app go to the schedule and the session you are in.

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Introductions



With us today.....



Scott Brodrick

Scott Brodrick is a Director in PwC's Insurance Advisory practice.

He has helped both large and small insurance carriers optimize delivery of their business strategies



Jamie Lust

Jamie Lust joined CNA's Long Term Care division in 2015.

He co-leads the day-to-day management of the division with specific responsibility of Strategy, Operations, and Claims.



Dan Miekina

Dan Miekina joined CNA's Long Term Care division in 2017.

In his role, Dan oversees several key strategic initiatives relating to risk management and improving the operation of CNA's Long Term Care block.

Mission, Objective and Format



Strategy Basics: Developing, Implementing and Sustaining Competitive Advantages

MOT Track Mission

- The mission of the Management and Operations track is to engage senior leaders in the Long Term Care Insurance business and impart knowledge in the areas of strategy, technology and management fundamentals.
- Sessions are designed to appeal to a broad group of leadership including operations, legal, actuarial and finance

Session Objective

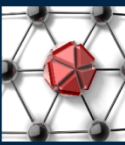
- Gain Insights on how to develop strategy to remain competitive in a changing market.
- Learn techniques for implementing strategy and managing disruption

Today's Format

- Small group exercise
- Panel Discussion

The views expressed by the panelists are their own and may not necessarily reflect those of their respective employers

Topics for Discussion



Defining Strategy

Organizational and
Capability
Assessment

Talent and
Organizational
Alignment

Strategy
Roadmaps

Small Group Exercise

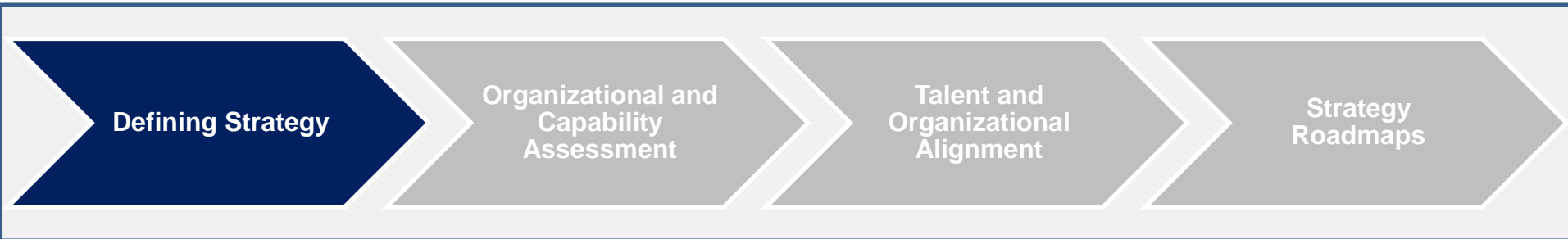
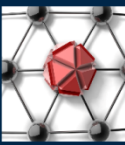


But first, let's consider an example we will revisit during this discussion.....

- You are the CEO of *Hometown Home Healthcare*, a home healthcare provider servicing approximately 1,000 LTC patients mostly smaller towns in the Midwest, but also within the large Metro areas
- You read in the Wall Street Journal this morning that *Worldwide Home Health*, the owner of many large home healthcare providers servicing roughly 100,000 LTC patients in metropolitan US locations acquired RoboCorp, a start-up company that operates robotic care providers.
- Robocorp was started last year following the ILTCI Conference after learning that Robots may hold the key to future of care. They currently have imported 100 robots to provide care for LTC claimants
- Shortly after reading this article, a member of your board of directors calls to set up a meeting at the end of the day to discuss your thoughts
- What do you do now?

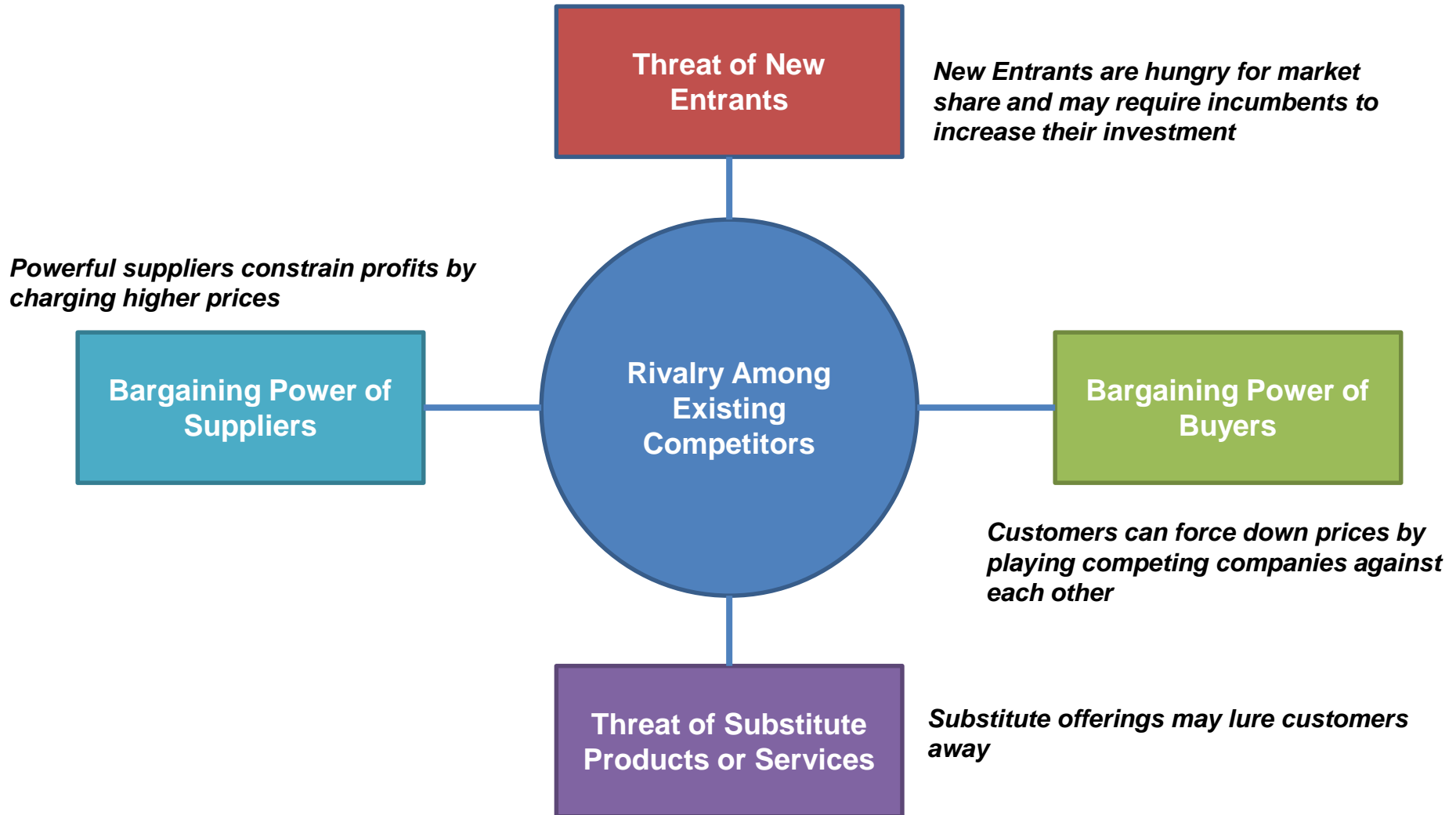
So, what are you going to tell your board member?

What is Strategy



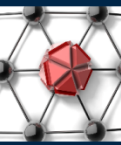


Porter's Five Forces Model





- SWOT Analysis is used to
 - Strengths
 - Weaknesses
 - Opportunities
 - Threats
- Resource Based Advantage is another method for determining competitive advantage. It is based on:
 - Rareness
 - Durability
 - Would a competitor do it
 - How long would it take them to do it
 - Relatively Non-substitutable
 - Relatively Non-Tradeable
 - Valuable
 - Can you now charge more for this service?
 - Does it get you free customers?
 - Does it cost you less?



- A perfect customer is one that:
 - Understands the value you bring
 - And is willing to pay you for it
- Once determined, you can determine your competitive set
 - These are the competitors your perfect customer would be considering as well

Topics for Discussion



Defining Strategy

**Organizational and
Capability
Assessment**

Talent and
Organizational
Alignment

Strategy
Roadmaps



What is a capability assessment and how do you complete it?

Topics for Discussion



Defining Strategy

Organizational and
Capability
Assessment

**Talent and
Organizational
Alignment**

Strategy
Roadmaps



How do you think of talent and alignment within an organization?

Topics for Discussion



Defining Strategy

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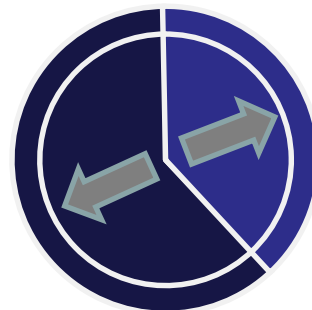
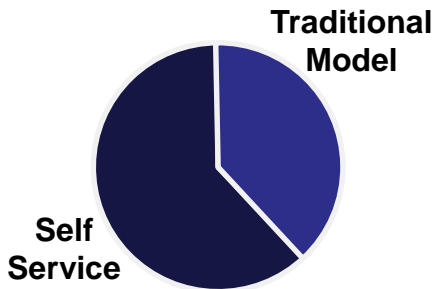
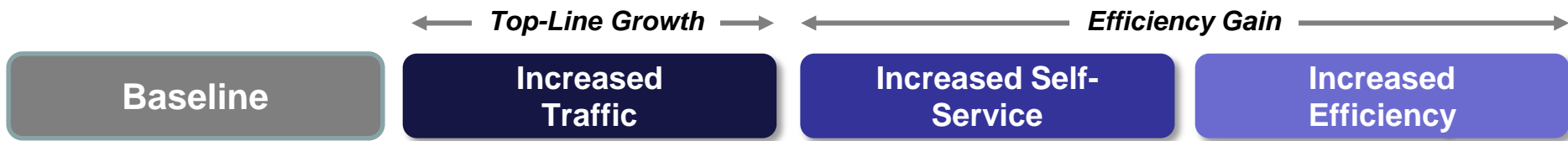


Taking a strategy from concept to execution

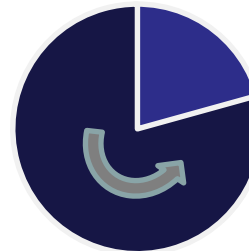




Build a business case



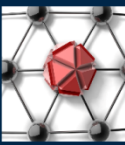
Impact
The “pie” grows
Key Metric
Total New Customers



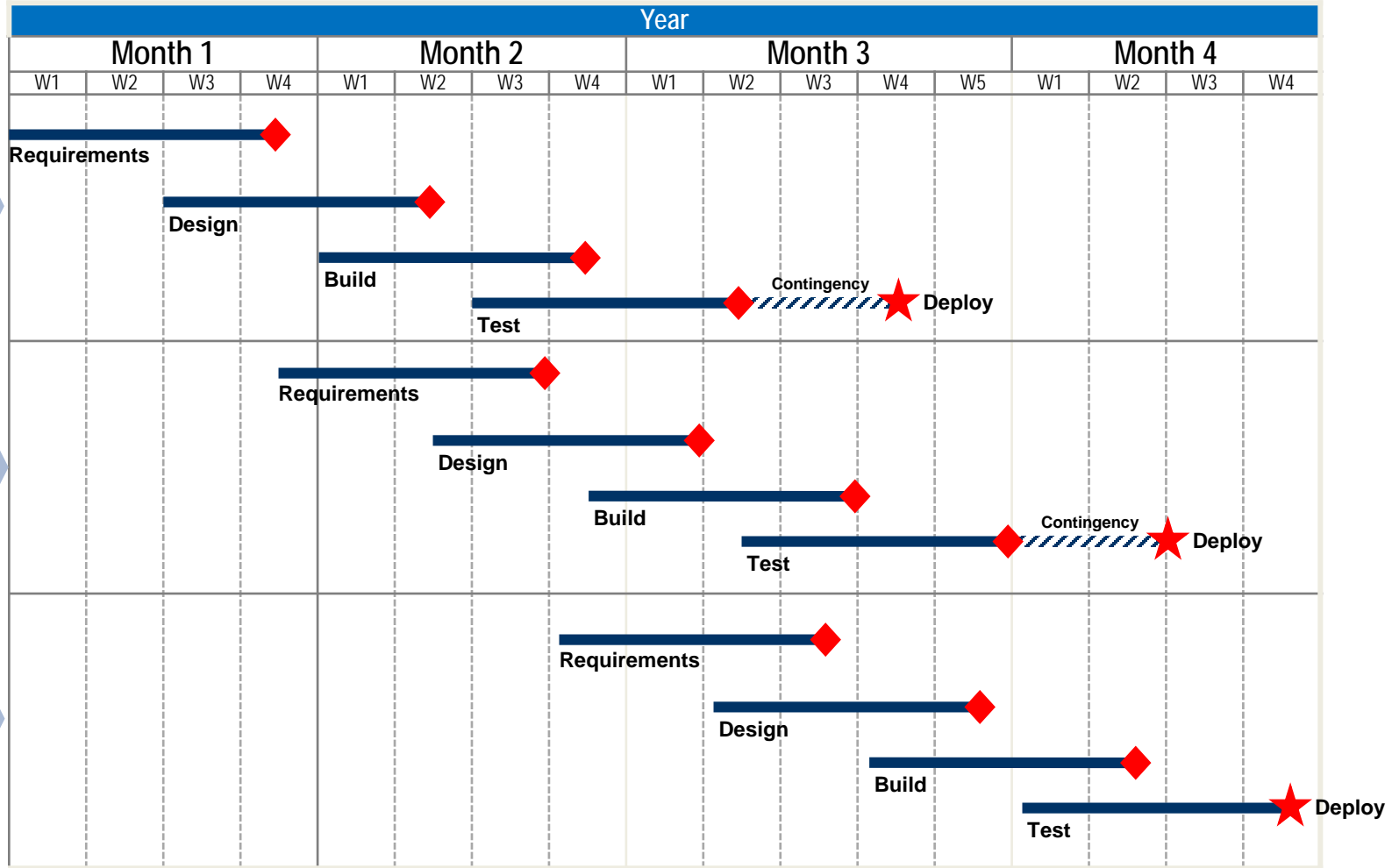
Impact
The “mix” changes
Key Metric
Internal Hours Saved



Impact
Internal cost to process decreases
Key Metric
Internal Hours Saved



Develop a roadmap





Setup Program Management



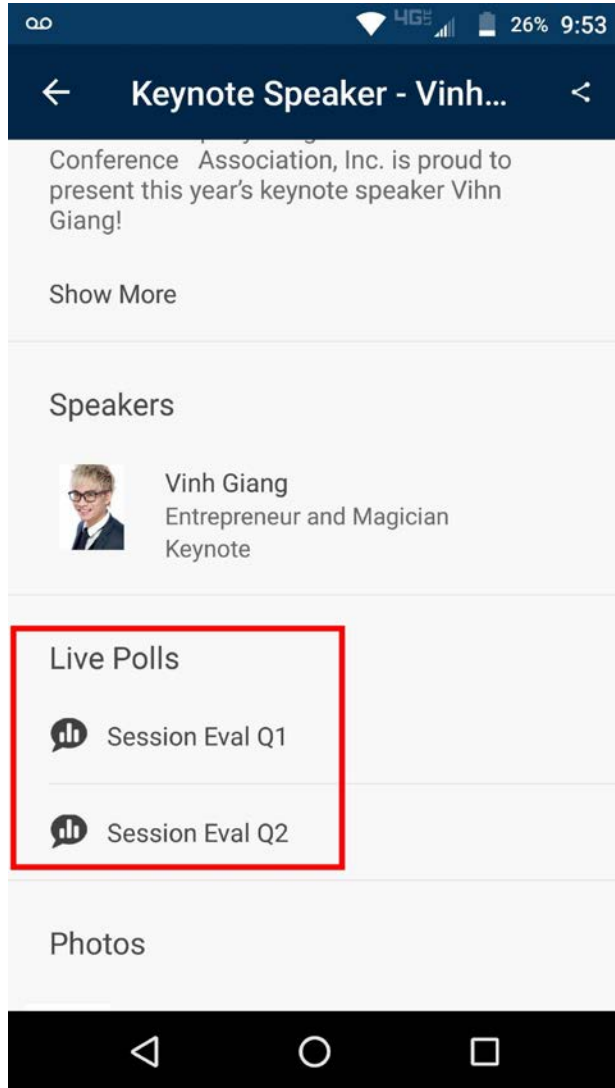


Execute

ID	Task Name	Duration	Start	Finish	Preceded	August 2013						
						22	27	1	6	11	16	21
1	Experience Analysis Track	45 days	Mon 9/30/13	Fri 11/29/13								
2	Demographic Report	3 days	Mon 10/14/13	Wed 10/16/13								
3	Incidence Study	25 days	Mon 9/30/13	Fri 11/1/13								
4	Group LTC	10 days	Mon 9/30/13	Fri 10/11/13								
5	SAS Design Specs	5 days	Mon 9/30/13	Fri 10/4/13								
6	SAS Programming	5 days	Mon 10/7/13	Fri 10/11/13	5							
7	Test Cell Development	5 days	Mon 10/7/13	Fri 10/11/13	5							
8	Individual LTC	10 days	Mon 9/30/13	Fri 10/11/13								
9	SAS Design Specs	5 days	Mon 9/30/13	Fri 10/4/13	5FF							
10	SAS Programming	5 days	Mon 10/7/13	Fri 10/11/13	9							
11	Test Cell Development	5 days	Mon 10/7/13	Fri 10/11/13	9							
12	SAS Database Generated	0 days	Fri 10/11/13	Fri 10/11/13	6,10							
13	Testing & Analysis	5 days	Mon 10/14/13	Fri 10/18/13	12							
14	Draft Checkpoint	0 days	Fri 10/18/13	Fri 10/18/13	13							
15	Iterate & Incorporate Changes	5 days	Mon 10/21/13	Fri 10/25/13	14							
16	Review w/ Leadership	0 days	Fri 10/25/13	Fri 10/25/13	15							
17	Iterate & Incorporate Changes	5 days	Mon 10/28/13	Fri 11/1/13	16							
18	Delivery Preliminary Report	0 days	Fri 11/1/13	Fri 11/1/13	17							
19	Termination Study	25 days	Mon 9/30/13	Fri 11/1/13								
20	Group LTC	10 days	Mon 9/30/13	Fri 10/11/13								
21	SAS Design Specs	5 days	Mon 9/30/13	Fri 10/4/13								
22	SAS Programming	5 days	Mon 10/7/13	Fri 10/11/13	21							
23	Test Cell Development	5 days	Mon 10/7/13	Fri 10/11/13	21							
24	Individual LTC	10 days	Mon 9/30/13	Fri 10/11/13								
25	SAS Design Specs	5 days	Mon 9/30/13	Fri 10/4/13								

Task		Inactive Task		Start-only	
Split		Inactive Milestone		Finish-only	
Milestone		Inactive Summary		Deadline	
Summary		Manual Task		Progress	
Project Summary		Duration-only		Manual Progress	
External Tasks		Manual Summary Rollup			
External Milestone		Manual Summary			

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Thank you!



Questions & Answers