
Business Innovation Initiative Presentation



Who are We?



Siying Chen



Miriam Havelin



Ali Milad



Grayce Slobodian



Alexis Tennent

Who is the
QCC?



Activities and Insights

Orthodoxies
from "Never Say"

Interviews and
5 Whys

Personas and
Empathy Maps

Three Horizons

Problem Framing





Guiding Statements

Guiding Statement Strategy

Recommendation 1: Adopt a Clearly Defined Independent Purpose

.....
From: Starting with Vision Statement

Recognition Matters! Our innovative and meaningful recognition programs make people, communities, and organizations stronger

Guiding Statement Strategy

To: Starting with Purpose Statement

The purpose of the QCC is to *build Ontario's legacy, by cultivating pride, and celebrating, connecting, and enriching the lives of Ontario's unsung public service heroes.*

.....

Challenge/Problem	Question to Answer	Characteristic of the Statement
Purpose Statement	Why do we exist?	A big lasting idea that may never be achievable
Vision Statement	What do we aim to achieve?	Defines the desired ambitious (yet realistic) future outcome, and includes some quantification and a human element
Mission Statement	How do we plan to achieve the vision?	Describes the business the organization is in, and provides focus for management and staff.

Guiding Statement Strategy

Recommendation 2: Keep Guiding Statement Up-to-Date

Example of Updated Guiding Statements: Uber

Guiding Statement	Original	Updated
Purpose	Evolve the way the world moves.	Evolve the way the world moves.
Vision	Acquire 40% market share for paid rides in key US metropolitan markets.	Smarter transportation with fewer cars and greater access. Transportation that's safer, cheaper, and more reliable; transportation that creates more job opportunities and higher incomes for drivers.
Mission	By seamlessly connecting riders through our apps, we make cities more accessible, opening up more possibilities and more business for drivers.	We ignite opportunity by setting the world in motion.



Redefining Recognition

73.5%

of OPS employees
favourably agree that
individual recognition
is important to them

Recognition Strategy

80.5%

favourably agree that
team recognition is
important to them

40.1%

favourably agree that
their ministry does a
good job of recognizing
employees

The QCC lacks fit with recognition preferences

Recognition Strategy

QCC covers this space

What would you like to be recognized for?

Response	
Consistently doing a good job	54%
Positive leadership	35%
Collaboration or support of team effort	34%
Taking on extra responsibilities	33%
<hr/>	
Commitment to public service	18%
Length of service in OPS	12%
Improving safety in the workplace environment	5%
Volunteering	4%

How would you like to be recognized?

Response	
Personal acknowledgement	43%
Verbal thank you	42%
Immediate feedback	37%
Learning opportunity	30%
<hr/>	
Divisional award ceremony	6%
Profiled in corporate communication	6%
Gift (modest item with low monetary value)	6%
OPS wide ceremony or event	3%

Recognition Strategy

Can recognition have a positive social impact?

"The purpose of the QCC is to build Ontario's legacy, by cultivating pride, and celebrating, connecting, and enriching the lives of Ontario's unsung public service heroes."



Honouring Hidden Figures



Reconciliation



Gestures of Support

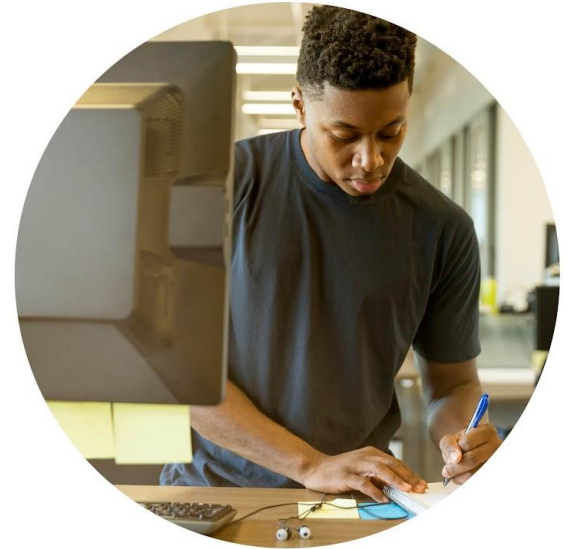
First step towards social impact is recognizing member needs

Recognition Strategy



Retired

Isolation, purposelessness, ageism



Non-Retired

Lack of learning/career opportunities

Recognition Strategy

Considerations

- How might we recognize specific contributions without visibility into members' day-to-day lives?
- How might we deliver recognition with a positive social impact?
- How might we account for the differing needs of retired and non-retired members?

Recommendations: Expanding beyond Long Service Recognition

Gain visibility by tapping
into internal and external
sources

Recognize retirees by
helping them re-connect

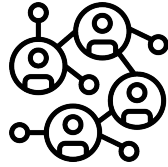
Recognize non-retirees
by showcasing character
and aiding development

Recognition Strategy

Keep slide but hide this text, move the “Gain vis...recognize retirees....recognize non-retirees...”to the center

Recognition Strategy

Gain visibility by tapping into internal and external sources



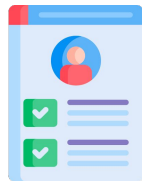
1. Introduce Nomination Based Recognition Process:

- Design recognition criteria based on OPS Survey and QCC Member survey
- Invite members and their families to nominate



2. Conduct Press & Media Scans

- Scan press and media for OPS,BPS,NP recognition stories
- Collect, curate and communicate
- Reach out to and recognize public service heroes

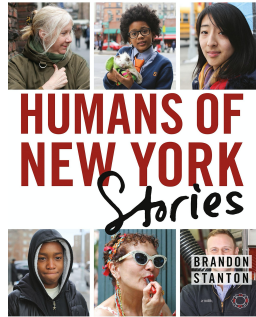


3. Create Member Profiles

- Launch internal campaign calling for members to create profiles
- Profiles can include a short biography, interests, hobbies, and ambitions

Recognition Strategy

Recognize retirees by helping them re-connect



1. Highlight member stories to society

- Expand beyond internal newsletter to outward facing channels such as social media



2. Share learnings with other members or society

- Invite members to host or co-host webinars
- Launch mentorship program



3. Advocate and support senior causes

- Organize events that bring together members and society
- Communicate educational material to the public

Recognition Strategy

Recognize retirees by showcasing character and aiding their development



1. Smaller, more frequent gestures

- Leverage OPS survey insights
- Recognize character



2. Offer learning specific to life-stage

- Offer skill-based learning and career planning advice
- Recognize top learners



Brand and Recruitment

Branding Awareness Strategy

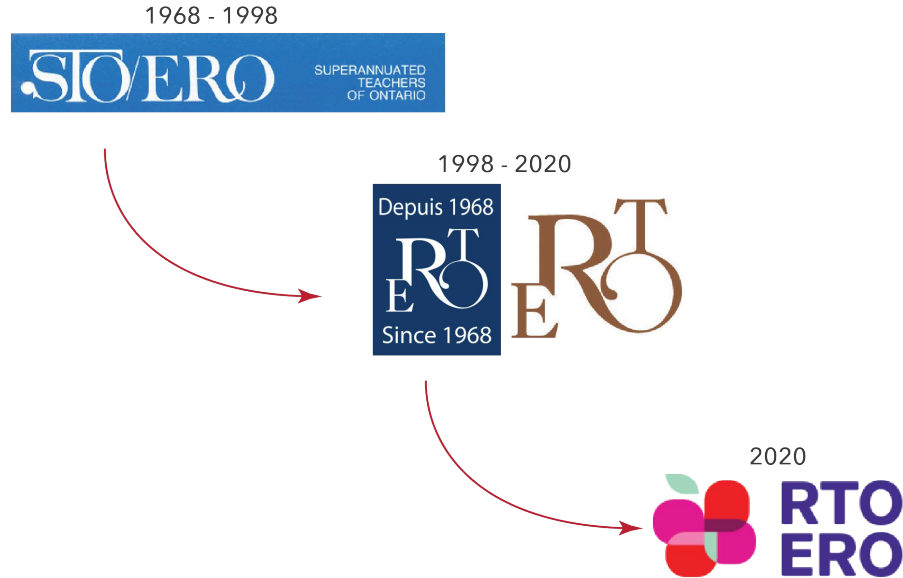
Considerations

Transparency
Legacy
Value alignment

- Fostering awareness among current members
- Creating visibility and interest among potential members



Ex: RTOO transition



From RTO case study

Recruitment Strategy

Considerations

- Business to Business



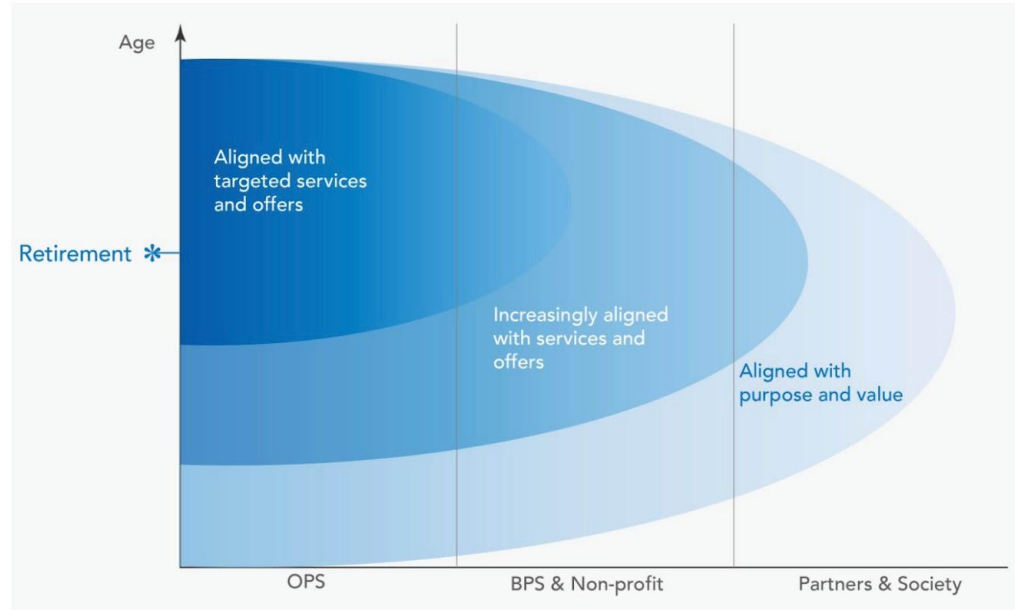
- Business to Consumer



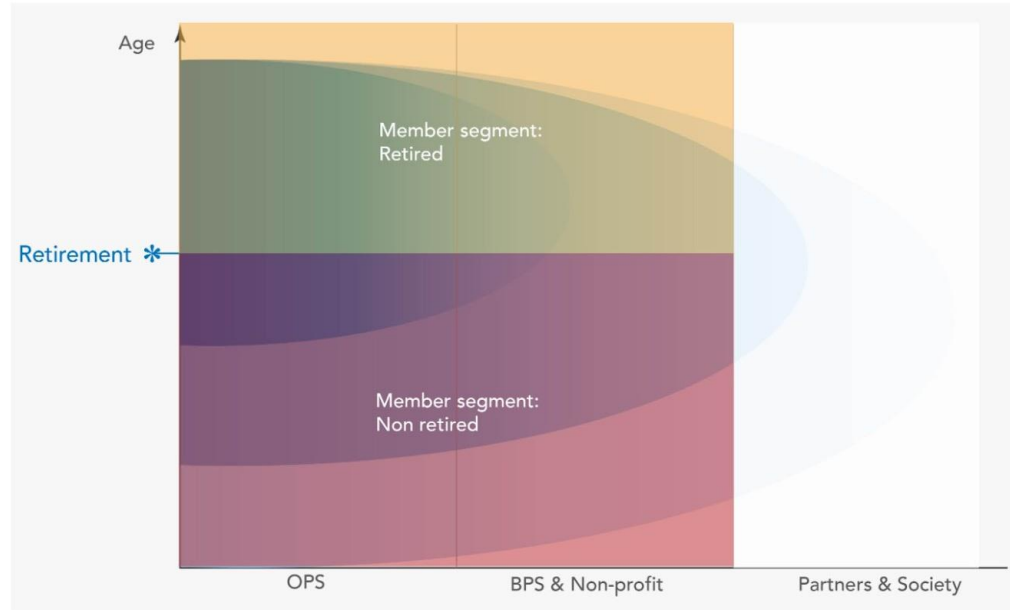


Member Engagement

Member Engagement and Experience Strategy



Member Engagement and Experience Strategy



Member Engagement and Experience Strategy

Retired & Pre-retired



Pains:

- Ageism
- Health conditions
- Difficulty with new technology
- Disconnection with society
- Greif from friends and family leaving
- Online Scam
- Feeling weak or useless
- Loss of purpose
- Worries about children's futures

Gains:

- Learning new hobbies
- Learning new skills
- More spare time
- Public is more caring toward seniors
- Senior discounts/ benefits
- Treated respectfully
- Building relationships with families and friends

Jobs need to be done:

- Plan retirement
- Cognitive growth
- Learn new technology
- Keep busy and active
- Keep connection with friends and family
- Exercise
- Eat healthy
- Catch up with news
- Take care of grandchildren
- Connect with society
- Travel
- Manage investments and finances

Wants:

- Mental & physical health condition
- Life planning & self-development
- Social engagement
- Connect with friends/ family

Member Engagement and Experience Strategy

Non-retired (OPS, BPS NP)



Pains:

- Resolving work issues remotely takes considerable effort
- Skipped over promotion at work
- Disrespectful remarks from work
- Work does not provide value learning
- Low concern for mental health at work
- Worry over children's future
- Uncertain about own future (layoffs)
- Unable to see friends

Gains:

- Being recognized for a job well done
- Learning/opportunities
- Feeling valued for contributions
- Being able to unwind
- When concerns/opinions are acknowledged
- Being a positive role model to children

Jobs need to be done:

- Plan career
- Self-development
- Save and budget
- Plan for retirement
- Take care of family
- Exercise to maintain health

Wants:

- Self-development
- Career planning
- Release pressure
- Wealth management
- Retirement preparation

Member Engagement and Experience Strategy

Recommendation:

- Expand Information and Knowledge Sharing to Enhance Connections and Enrich Quality of Life.
- Build Interest Hubs and Offer Different Hobby-Related Activities.
- Expand Wellness Activities and Exercise to Maintain Mental and Physical Health

Membership and Activity Fees Strategy

Webinars
Connecting
Enriching



Interest Hubs
Celebrating
Connecting
Enriching

Wellness Activities
Connecting
Enriching



Self Development
Connecting
Enriching

Insight - Case Study

A comparison of 12 similar organizations:

- Only two membership organizations that provide members with discounts and services without charging a membership fee, include QCC
- $\frac{1}{3}$ organizations have membership tiers that are associated with differing membership fees, benefits, and levels of involvement.
- Discounts and rewards are expected.

Case study in RTO & MROO

- Both organizations are charging membership fees.
- Both organizations have membership tiers.

Insight - Financial exercise

Total 2019 Revenues	\$1,149,385
Total Rewards Revenue	\$789,645
Total Johnsons Revenue	\$614,732

Total QCC Members	50,000
Johnson members	18,099
Non Johnson members	31,901

Avg Revenue/Johnson Member	\$34
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\$20 Annual Fee	
Total members @ 50% drop	25,000
Johnson members @ 15% drop + policy termination	15,384
Non johnson Members	9,616
Fee Revenue	\$500,000
Johnson Revenue	\$522,522
Total	\$1,022,522
Gain/Loss vs Total Rewards Revenue	\$232,877

\$10 Annual Fee	
Total members @ 50% drop	25,000
Johnson members @ 15% drop + policy termination	15,384
Non johnson members	9,616
Fee Revenue	\$250,000
Johnson Revenue	\$522,522
Total	\$772,522
Gain/Loss vs Total Rewards Revenue	-\$17,123

\$15 Annual Fee	
Total members @ 50% drop	25,000
Johnson members @ 15% drop + policy termination	15,384
Non johnson Members	9,616
Fee Revenue	\$375,000
Johnson Revenue	\$522,522
Total	\$897,522
Gain/Loss vs Total Rewards Revenue	\$107,877

takeaways:

- The simulation compares changes in revenue following the introduction of \$10, \$15, and \$20 annual fees.
- The \$20 and \$15 pricing options were found to be revenue accretive.

Membership and Activity Fees Strategy

Recommendation: Transition to a Paid Membership Model

Pay to Participate
Only pay for events and
activities

Some Pay a Fee
Grandfathering current
members and introduce
membership tiers

All Pay a Fee
Low and high price points

Inclusion Focused

Revenue Focused

Partnership Strategy

Revenue sharing accounted for
70% of the QCC's total revenue
in 2019-2020

Five Revenue Sharing
Partners: Johnson Insurance,
Telus, Collette Travel,
HearingLife, and MBNA
Mastercard

95% of revenue sharing comes
from Johnson Insurance

Partnership Strategy

Recommendation 1: Develop Values-Aligned Relationships

Recommendation 2: Facilitate Relationships Between Partners

Examples of types of bids that the QCC could branch out to:

tender_13000 - Ontario Gazette Composition Services

tender_12733 - RFQ 20003- Freelance Writing and Editorial Services

tender_12828 - Print Products and Related Services

tender_13184 - Literacy Digital Tools and Research Digital Tools

Recommendation 3: Seek Out Opportunities to Elevate Those Who Serve the QCC's

	Total	0.5%	1%	2%
Number of Employees (Telus, Collette, MBNA, HearingLife)	98,069	490	981	1,961
Expected Revenue (based on \$34 per insured member)		\$16,672	\$33,343	\$66,687

Shifting Internal Culture

Recommendations

- Create space to practice adaptive leadership. Building resilience through bricolage.
- Become a learning organization. Breaking structures of hierarchy for internal learning, feedback, and ideas.
- Build relationships to further cross-sector leadership. Building teams, solving problems, and achieving impact together.

Conclusion

Sequencing

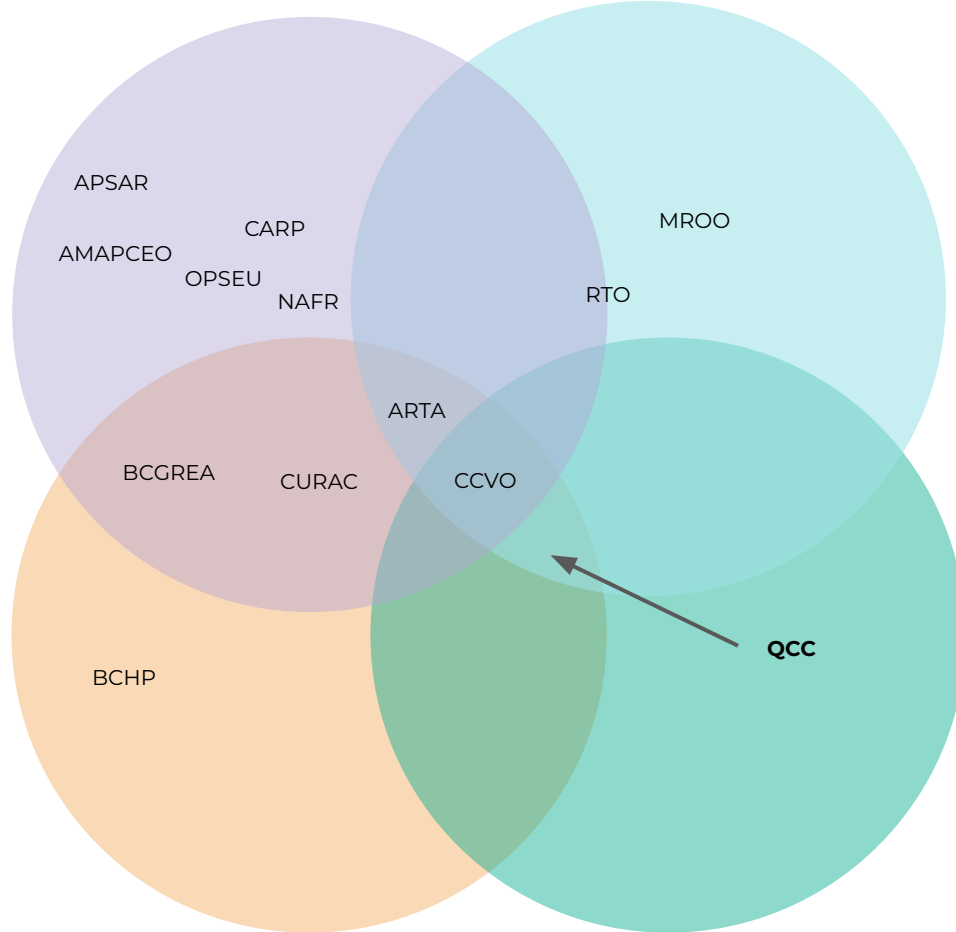


**ADVOCACY &
REPRESENTATION**

**WELLBEING &
LIFESTYLE**

**GIVING BACK &
COMMUNITY BUILDING**

RECOGNITION





**Thank you for listening.
Questions?**

References

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Smith, Yvette. "Katherine Johnson: The Girl Who Loved to Count." NASA. November 20, 2015. Accessed June 24, 2020. <https://www.nasa.gov/feature/katherine-johnson-the-girl-who-loved-to-count/>.

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Appendices

Financial Simulation: Assumptions

Four assumptions are built into the simulation:

1. The simulation represents the QCC's current state with no changes to value proposition, reward partners, and product/service offerings.
2. Total QCC membership assumed to be at 50,000, out of which 18,099 are enrolled in a Johnson Insurance Policy (Approximate figure, aligned with QCC staff). The average reward revenue per member was back-calculated by dividing Johnson reward revenues by the number of Johnson enrolled members and does not take into account policy mix.
3. Considering that the majority of QCC members joined not by choice but through auto-enrollment total QCC membership will experience a 50% drop. Percentage drop was chosen to represent an extreme case
4. Considering that they have already bought into a QCC offering, only 15% of Johnson Enrolled members will cancel their membership and terminate their policies. (Unless a policy is terminated by the policy-holder, the QCC will continue to receive commission revenues regardless of membership status)

Financial Simulation: Assumptions

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