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Can we Shrink the Iceberg Before Managing it? – Strategic Intelligence, Creativity, Stakeholder Values

Günter Clar

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Common Aim & Basic Assumption

Resilient System Design

- sustainability
- redundancy
- loss prevention
-



We believe (and hope) that an improved decision base
shrinks the cost iceberg:

- less risky and more innovative choices
- more confidence to invest
- better investments
- affordable redundancy
- less losses



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Common and Differing Aspects



- Reduction of risks
 -
- Increasing investments & returns on same
 -
- Addressing key challenges in decision making
 - complexity
 - uncertainty
 - ambiguity
 -
- Providing a basis for 'better' decisions
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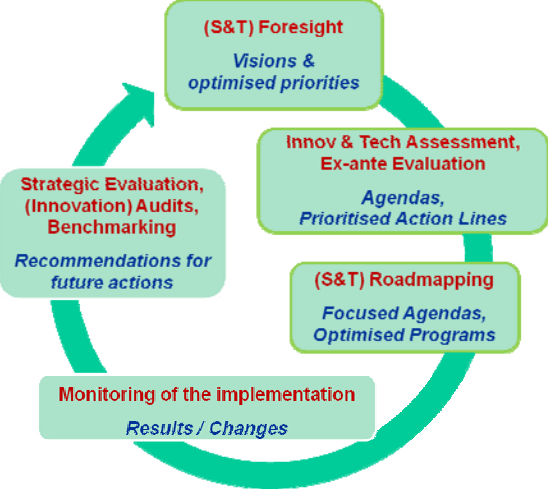
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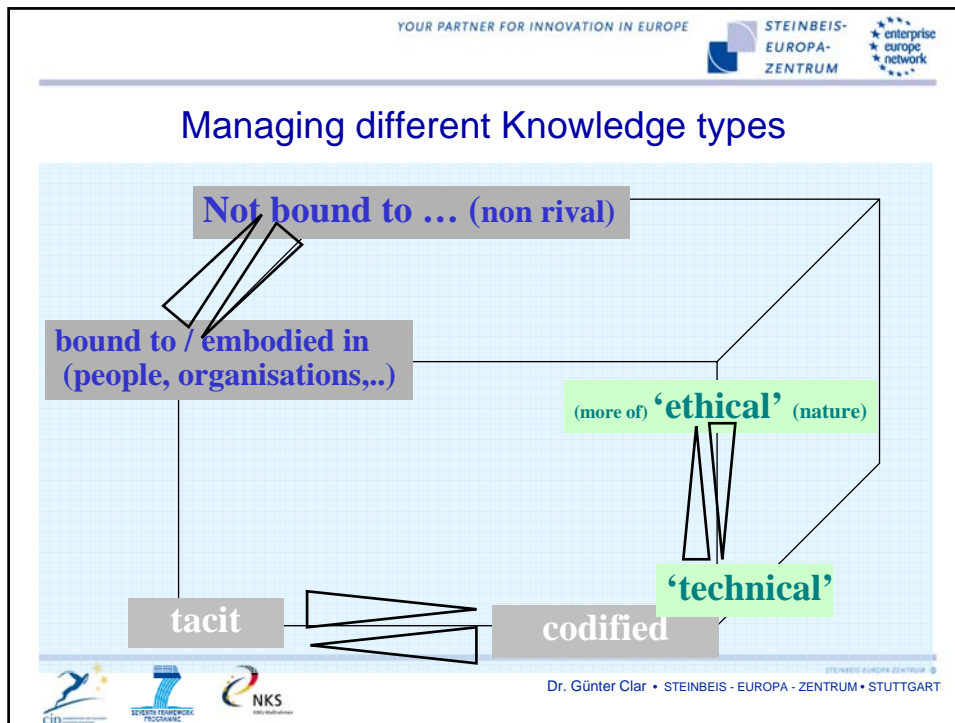
Strategic Policy & Business Intelligence (SPI)






the set of actions to search, process, diffuse and protect information to make it available toperson at the ... time ...to make the right decision.



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- ## Key Features of SPI-based approaches
- Generating, structuring, ‘translating’ strategic knowledge
 - Integrating all relevant stakeholders,
 - making available their specific knowledge,
 - understanding & consider ing their values and priorities,
 - and consequently ensuring their commitment to implementation
- Thus, an appropriately managed SPI-exercise can lead to better decisions
- better informed and more clearly based,
 - more broadly based and consensual
 - more credible process
 - better implementable and lower risk
 - i.e. a smaller AND a more manageable cost iceberg
 - .
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SPI-based Approaches - Applications

- SPI for RTDI policy design and priority setting
- SPI to improve Innovation Management
 - enterprises / clusters / sectors
 - related policy-makers
- .

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SPI and Innovation Management

(S&T) Foresight
Visions & optimised priorities

Innov & Tech Assessment, Ex-ante Evaluation
Agendas, Prioritised Action Lines

(S&T) Roadmapping
Focused Agendas, Optimised Programs

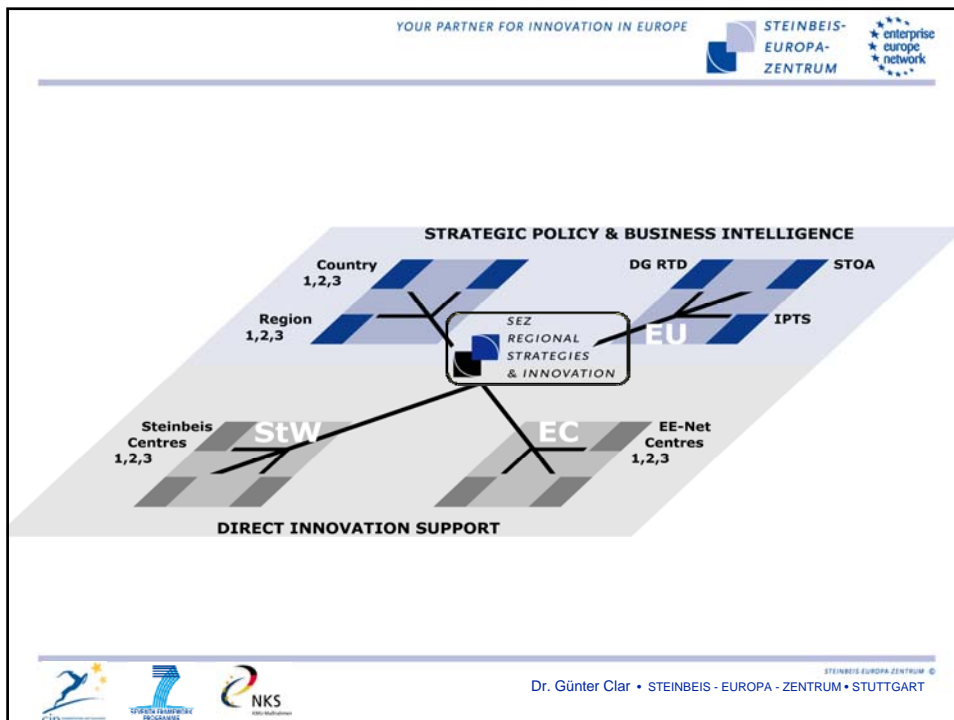
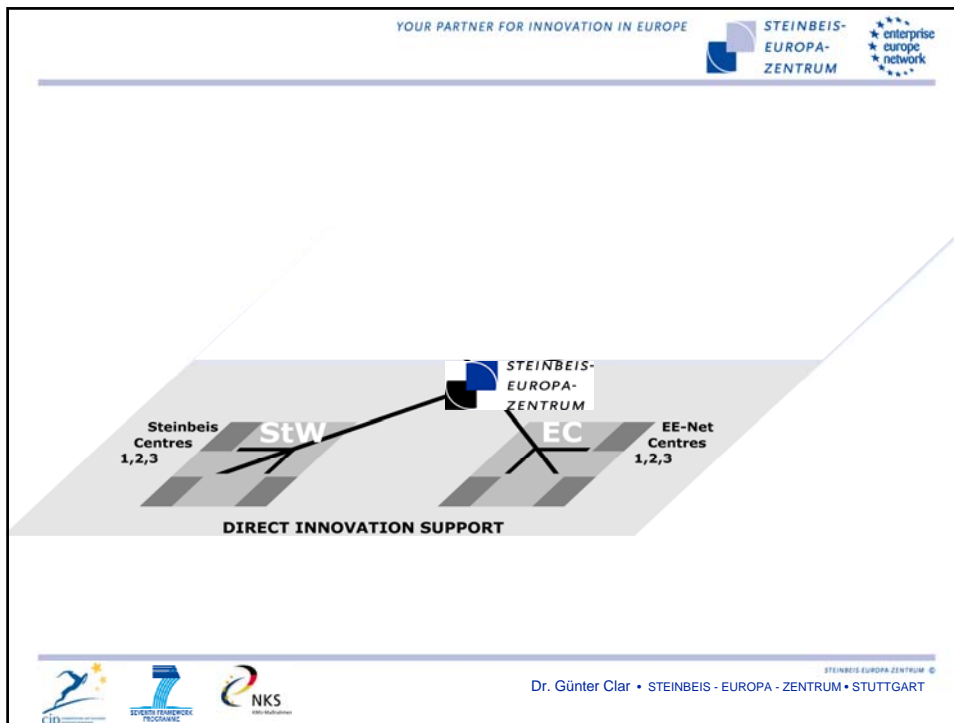
Monitoring of the implementation
Results / Changes

Strategic Evaluation, (Innovation) Audits, Benchmarking
Recommendations for future actions

Supporting / improving the design of, e.g.

- Regional innovation strategies
- (sub)sector roadmaps (industry sectors, economy sectors, ..) (upgrading, reorienting, ...)
- New innovation support schemes (cluster management, multi-stakeholder networks,)
- New knowledge management & transfer schemes

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enterprise
europe
network

New European Governance - new roles for all actors in society

- Consultation and participation of civil society
- Democratise expertise, establish scientific reference systems
- Evaluation and transparency
- A Framework for decision-making regulatory agencies
- Better involvement of national, regional, and local actors
- Networking people for good governance in Europe
- Multi-level governance: linking and networking the various regional and local levels
- Strengthening Europe's contribution to world governance
- Policies for making the Enlarged Union a success

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SPI-based Approaches – Outcomes Reducing our Clients' Icebergs



Basis for **better decisions, and higher investments**

- Early recognition of economic and social opportunities
- Early warning against negative impacts
- Procedures for mitigating conflicting situations
- Reducing costly errors – or costly missed opportunities
- Background knowledge for planners & designers, decision aid for technology developers, users, regulators
- Contributions to resilient, socially & environmentally compatible system design
 - improved functionality, consensual coordination, policy coherence,

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SPI-Exercises - Decisive Success Factors



Ensure, during the whole process

- HIGH level commitment
- WIDE participation
- DEEP interaction, and
- that LONG term considerations (regarding benefits) take precedence over possible short term 'wins'

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Transforming Differing Aspects into Overlapping Areas

Adapting lessons from macro-level SPI-exercises to

- facilitate (re)insurers core business
- open new opportunities
- The Total-Cost-of-Risk Concept itself
- The prioritisation of risk areas to be analysed and addressed
- The management of risks, and the reduction of the losses from risk-cost icebergs
- The role of (re)insurers in societal and economic discourses and subsequent new business opportunities
- .

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