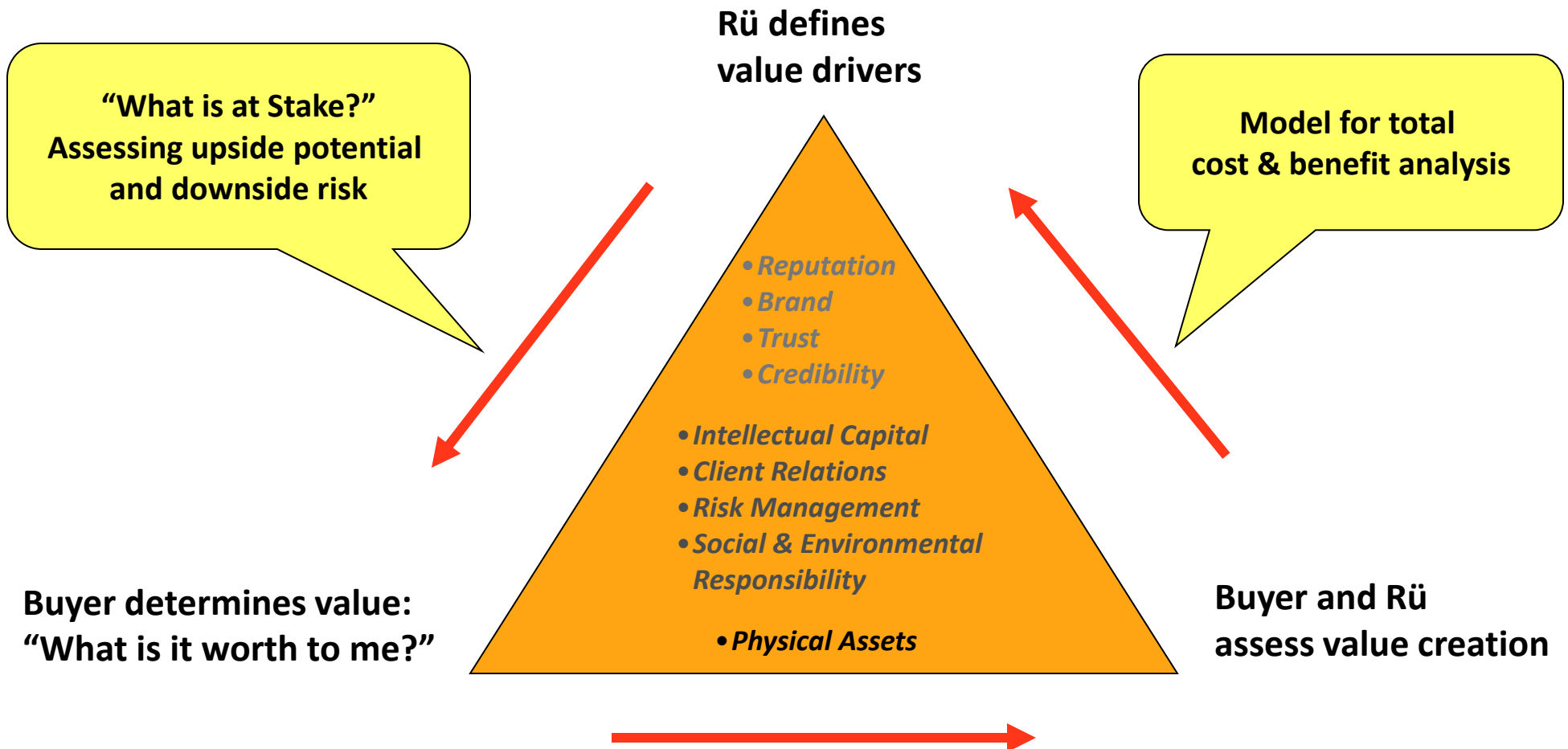

From Cost to Value

Peer Discussion on Intangible Values

Rüschlikon, 6 November 2002

Fritz Gutbrodt

Completing the Perspective: From Cost to Value



STEP 1: Mapping Rü activities to Swiss Re's objectives, values, goals, business drivers

Performance Measurement Framework – Qualitative, descriptive											
Rü Swiss Re		Applied Research				Business Solutions			Corporate Development		
		Forum for leading thinkers: Exploring trends	Identification of emerging risks and effects on business	Platform to examine accepted patterns	Development of unconventional ideas	Research in industry-related topics	Design of innovative client solutions	Workshops with clients, risk+cap mgt. Pr.	Shaping corporate strategy, share values	Share knowledge	Leadership culture, MD
		▪ Abcd ▪ efgh	▪ Abcd ▪ Efgh	▪ Abcd ▪ efgh	▪ Abcd ▪ efgh	▪ Abcd ▪ efgh	▪ Abcd ▪ efgh	▪ Abcd ▪ efgh	▪ Abcd ▪ efgh	▪ Abcd ▪ efgh	▪ Abcd ▪ Efgh
Financial Value Drivers	Tax										
	Total return										
	Cost										
	Underwriting										
	Risk Mgt.										
Non-financial Value Drivers	Brand										
	Innovat.										
	Attractive employer										
	Foster intell. property										

Source: PriceWaterhouseCoopers

Evidence for contribution to business performance (qualitative)

Swiss Re

Intangible Values, 6 November 2002

	Low evidence for contribution
	Some evidence for contribution
	High evidence for contribution

Coda

Gusimbuka-urukiramende

Gusimbuka-urukiramende

Measure up:

2.50 m in Rwanda in 1905



Test it:

**Trial in Vancouver
in 1958**

