

# Strategic innovation

## For Financial Services

### Situation

In response to new challenges made by traditional competitors and new entrants from overseas banks and online financial services businesses, our client, a leading UK retail bank had identified the need to focus resource on innovative opportunities whilst continuing to address efficiencies and not distracting from the core business activities. The innovative change needed to be strategically aligned to the banks objectives, the ideas new for the bank and industry and they importantly needed to be profitable and achievable.

### Objectives

The senior executive responsible for delivering the bank's innovation programme approached H-I Network to work alongside his team and network across the organisation to identify key issues and develop a process for new business propositions. An external perspective backed with solid business validation and planning skills was also required in order to stimulate new ideas and transfer capability.

### Approach

H-I addressed the task following a proven H-I Network methodology which was tailored to meet the sector and organisation:

- **Strategic Innovation Analysis (STRAIN)** was provided over a four week period with the core innovation team at the bank. The process enhanced the banks thinking on the key issues of Purpose, Process, People and Performance issues of Strategic Innovation. H-I also managed a development and leadership programme for the company Corporate Renewal Board (CRB) which embraced managing directors from across the business.
- **Next Generation Ideas (NGI)** programme was delivered over a six week period alongside a number of three day workshops. The programme included scenario planning using content on consumer trends from the Henley Centre to stimulate workshops for idea generation. H-I provided external contributors from other leading organisations that are innovating to face similar consumer, technology or regulation issues. One example of the many valuable insights was provided by a contributor from the electricity sector which addressed the issue of how to face the challenges of customers being able to switch their accounts with increasing ease. The workshops provided hundreds of ideas in the form of sketches which were then grouped and sorted. The deliverable was 12 solid ideas which had undergone an initial plan build and validation process using the H-I 'Business Cube' methodology.
- **Planning, Delivery and Performance (PDP)** was the next phase. Over an eight week period four teams developed the ideas to business proposition phase. These teams were coached and supported with sector expertise by H-I. Six of the strongest propositions were then presented to the senior executives and board members of the Corporate Renewal Board.

### Results

The bank has developed an approach to ideas management, which has been incorporated into all of the bank's significant change programmes. A valuable by-product of the process was also enhanced skills and motivation of the teams involved in the process.

