A new customer centric new service development model for B2B innovation

The main goal of the project is to explore the challenges to a custoemr centric new service development process in business to business innovation.

The research within the case study consisted of an exploratory inquiry on the factors that hold back customer implementation in the fuzzy front end of new service development within the Innovation Labs of ING Bank.

Outcomes of the research shows how the lack of a structured engagement process that takes into account the roles of front office professionals creates a barrier to customer involvement in innovation practices.

Initial research question

What are the challenges to customer-centricity in the B2B new service development process and how can organizations overcome them?

The problem statement

Engaging with ING's **corporate clients** is a time consuming task for **innovation teams** that don't have good network connections.

For **front office employees** it is challenging to manage expectations of clients on innovation because of the **lack of a clear end to end journey and understanding of the innovation way of working**.

For this reason, research with ING's corporate clients is not the preferred route for initiatives and usually ends up being perceived as risky and unsuccessful.

> "At the moment innovation is a sort of black box sitting on another side of the Bank that we are a bit scared of. We don't know what to do with it..."
>
> **Relationship manager director - Technology sector**

The design proposal

An ecosystem of tools (touchpoints) and the end to end journey (service) that allows innovation teams to engage with ING clients and generate new knowledge in collaboration with the front office employees.

Deliverable 1

Service blueprint of the new customer-centric service development model that introduces an overview of the process, the tools and the roles involved.

Deliverable 2

Findr innovation portal, a tool to provide a transparent and accessible way to collaborate with innovation projects for professionals in the organization.
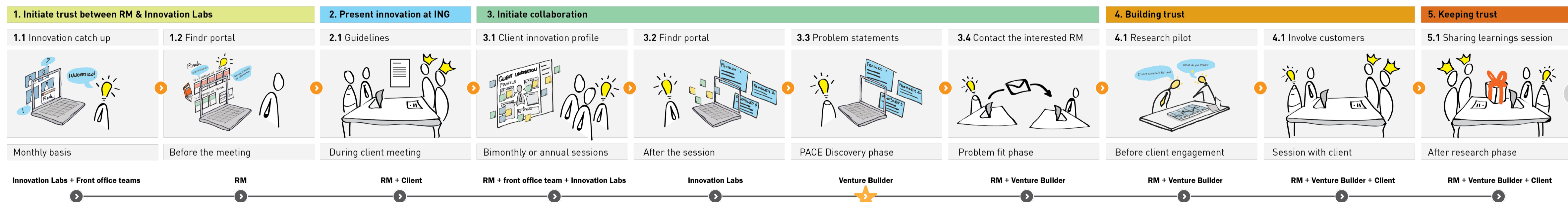
Deliverable 3

Guidelines for customer-centric new service development in business to business setting defined by research and personal experience in the case study of ING.

Guidelines for customer-centric new service development in B2B

1. Democratize the innovation language
2. Explain the innovation process to your organization
3. Make communication on NSD feel personal and concrete
4. Train your sales force to sell a process not a final product
5. Innovation is uncertain but trust is fundamental
6. Design the engagement of your clients with innovation
7. Reinforce the fail fast mindset
8. Reward your customers for participating in innovation
9. Include innovation in other department's KPIs
10. Centralize customer research activities

Final journey proposed

1. Initiate trust between RM & Innovation Labs		2. Present innovation at ING	3. Initiate collaboration				4. Building trust		5. Keeping trust
1.1 Innovation catch up	1.2 Findr portal	2.1 Guidelines	3.1 Client innovation profile	3.2 Findr portal	3.3 Problem statements	3.4 Contact the interested RM	4.1 Research pilot	4.1 Involve customers	5.1 Sharing learnings session
Monthly basis	Before the meeting	During client meeting	Bimonthly or annual sessions	After the session	PACE Discovery phase	Problem fit phase	Before client engagement	Session with client	After research phase
Innovation Labs + Front office teams	RM	RM + Client	RM + front office team + Innovation Labs	Innovation Labs	Venture Builder	RM + Venture Builder	RM + Venture Builder	RM + Venture Builder + Client	RM + Venture Builder + Client

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Enhancing customer centricity in New Service Development in a B2B context
4th September 2020
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