# A new customer centric new service development model for B2B innovation

## 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 n centric service developme introduces an overview of tools and the roles involve

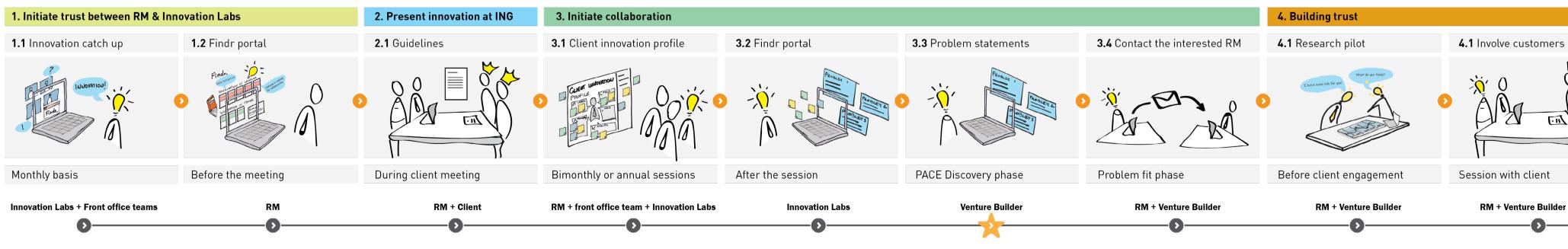
### Deliverable 2

Findr innovation portal, a a transparent and access collaborate with innovatio professionals in the organ

#### **Deliverable 3**

Guidelines for customer-o service development in b business setting defined personal experience in th ING.

#### Final journey proposed



Dario Sapienza Enhancing customer centricity in New Service Development in a B2B context 4<sup>th</sup> September 2020 Msc Design for Interaction

Committee

Company

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## **Faculty of Industrial Design Engineering**

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.

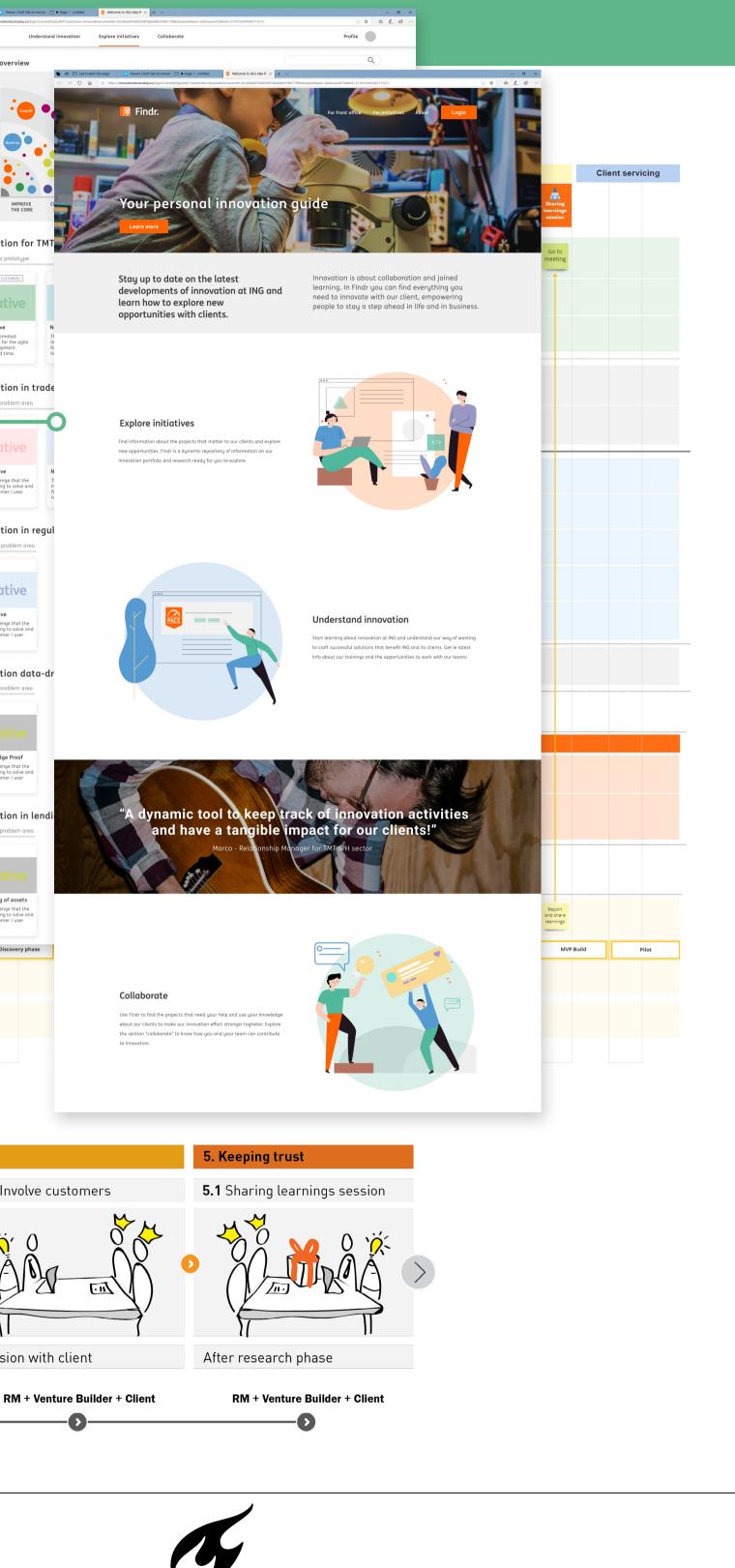
Outcomes of the research shows how the lack of a structured engagement process that takes into account the roles of front office professionals creates a barrier to customer involvement in innovation practices.

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		External Interactions						Meeting proposal						Meeting reqest	Pitch presentation				Name initiative Developing automated security testing for the agile software development. Reduce cost and time.
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	2. Explain the innovation process to your organization															Innovation in			
	3. Make communication on NSD feel personal and concrete															Exploring problem are			
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-	7. Reinforce the fail fast mindset													cohort Discovery ph					
	<ul> <li>7. Reinforce the fail fast mindset</li> <li>8. Reward your customers for participating in innovation</li> </ul>																		
		w	<b>9.</b> Inc	ude in	novatior	n in o	ther	depo	artme	ent's	KPIs							Gi pro state	ther Upload blem problem iments statement
		<ul> <li>9. Include innovation in other department's KPIs</li> <li>10. Centralize customer research activities</li> </ul>																	

## Initial research question

Findr.

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



**TUDelft** 

# **Delft University of Technology**