

## INTRODUCTION

In an ever changing world, it is important to stay relevant. The banking industry is evolving rapidly. Banking worldwide is facing competition from tech giants such as Google, Apple and Amazon. Traditional banking is not enough to maintain, banks should be pivoting into more technology modern, strategically focused, and operationally Agile institutions so they will remain significant in a rapid changing banking ecosystem (Deloitte 2018).

This metamorphosis will be far from easy since most banks are facing multiple challenges: complex and diverging regulations, legacy systems, disruptive models and technologies, upcoming competitors from different fields and most important a customer base with higher expectations than ever. In order to keep up with this rapid change, ING has innovation as a big strategic pillar.

## THE PROBLEM

Innovation within ING is mostly about creating new ventures. These could be home-grown initiatives or external FinTechs where the ING Innovation Fund has invested in. Venture building is relatively new to ING, the goal of the Wholesale Banking Innovation Office is to have launched 50 ventures in 2020. There is only one problem: there is no continuously filled innovation funnel. The innovation funnel represents the initiatives divided over several stages according to ING's innovation methodology PACE. In order to keep the innovation funnel constantly filled, a natural inflow of ideas is necessary. Therefore the ING problem statement is defined as follows:

*Find a solution to generate a **continuous input of ideas** from **employees within ING** to keep the **Innovation Funnel** continuously filled.*



# PULSE

THE NEW IDEATION PLATFORM  
BY ING

**UPLOAD IDEATION TOPICS — PARTICIPATE IN IDEATION MEETUPS — BE INSPIRED BY YOUR COLLEAGUES**

## GOAL

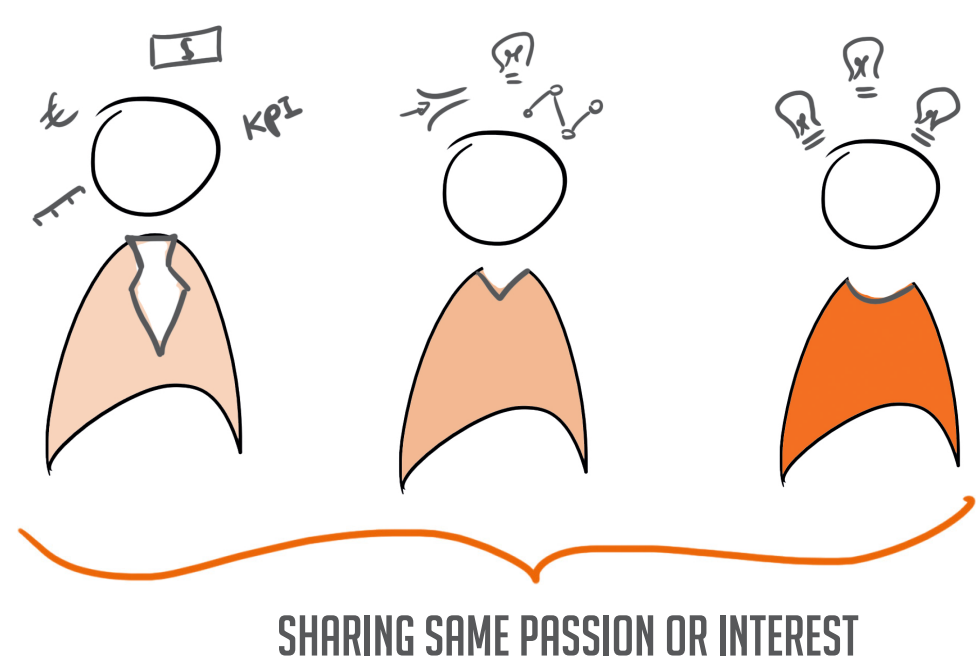
The goal of Pulse is to make every ING employee part of innovation in an approachable way in order by inspiring them through creative facilitators, generated ideas and fellow passionate colleagues. The base of the innovations are generated by the employees themselves: a deeply rooted internal problem, a client need that is uncovered or an interesting trend that is growing in the financial industry. The fact that the employees can upload this topic to ideate on makes it engaging and the threshold to participate is low.

## ESSENCE

The main elements of Pulse are existing from an application and a meetup, where the to be hired Ideation Lead will facilitate ideation meetups. The topics for these ideation meetups are initiated by Pulse members: the ING employees. These topics can be anything: from a deeply rooted internal problem to an uncovered client need. The Ideation Lead will make sure that ING's strategy and value spaces are maintained and select the right topics for the ideation sessions. Ideas generated in the meetups will be uploaded back on the app where other Pulse members can react and apply for the follow-up session.

## PULSE'S USERS

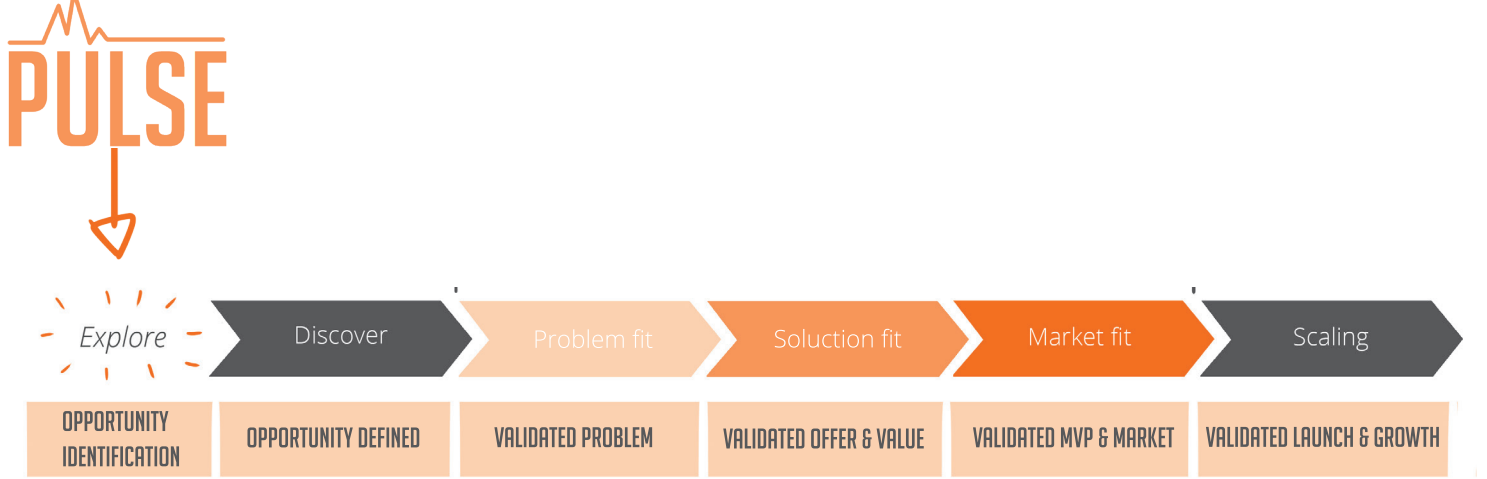
To make innovation tangible and perceived less risky, innovation and idea generation should be started within the employees' own circle of influence: where are they dealing with daily? Which client need did they uncover within their department? Therefore it doesn't matter whether the user is an established innovator within the bank, an intrapreneur or a compliance manager. As long as the topic is appealing to them, they can decide if they would like to contribute in the meetup. There is no need to only participate in meetups, a Pulse member can also give reactions on the output of the meetups: the ideas itself are uploaded by the Ideation Lead. Found in research, employees don't always want to be in the spotlights even though they have a good idea. Therefore it is possible to use Pulse with an incognito mode and react anonymously.



SHARING SAME PASSION OR INTEREST

## PULSE VS PACE

In order to still speak the same innovation language throughout ING with Pulse, in this section the relationship with PACE will be elaborated on. PACE is ING's own developed innovation methodology, consisting of 5 main phases: discover, define, develop, deliver and scaling. Before a PACE project is starting, an exploration is done into different fields to find opportunities to start an innovation project with. This so-called explore phase is where Pulse comes in. With the starting point of a topic that is uploaded by an employee an ideation meetup is initiated. In this meetup, new ideas are generated and a potential idea could finally end up in the innovation funnel, where the discover phase is started and the opportunity or idea will be validated for the first time.



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