

Client Case Study—Results Driven Consulting

Irving Oil: Innovation as a Core Competency

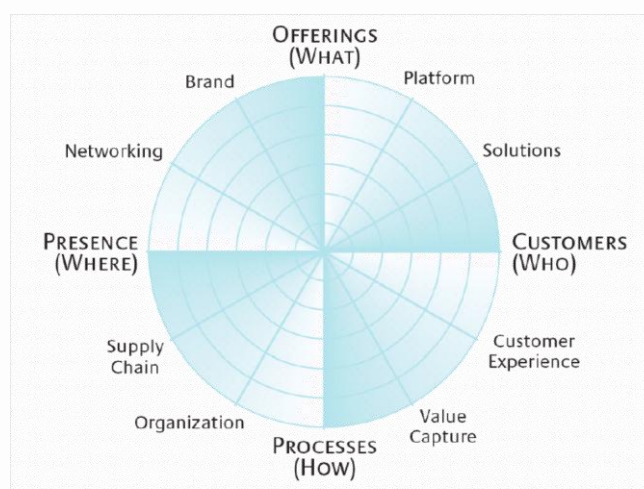
The Challenge:

After reaping the benefits from implementing the Service Profit Chain, this client's COO wanted to build on their success by finding ways to drive greater innovation. After two "false starts," it was time to take a different approach to innovation to make it stick.

The Solution:

SPCI benchmarked world-class companies including P&G, Bank of America, Best Buy, and Baptist Health Care to isolate relevant best practices to our client. We worked with Dr. Robert Wolcott from the Kellogg School of Management's Innovation and Technology Center to apply a new tool, *The Innovation Radar*, to identify specific business opportunities for each of the businesses.

After conducting an Innovation Readiness Assessment, SPCI consultants partnered with our client to develop a culturally specific *Innovation Architecture* to address both the processes to support innovation as well as the platform to sustain it. This included training that captured the best of six sigma and lean process improvement approaches as well as a software solution to capture, evaluate, and launch innovation ideas from all levels of the company.



Source: M. Sawhney, R. Wolcott, I. Arroniz, *The 12 Different Ways for Companies to Innovate*, MIT Sloan Management Review, Spring 2006

The Results:

Successful pilots have led to both breakthrough business concepts and incremental process improvements. One new concept was spun out as a separate company; the Innovation Architecture has been deployed to all divisions.

The Service Profit Chain Institute

The Service Profit Chain Institute is a Boston-based consulting company dedicated to helping our clients succeed by connecting the links between employees, customers, and profits. For more information please visit us at www.serviceprofitchain.com

VISIT US

The Service Profit Chain Institute
44 Baker Hill Drive
Hingham, MA 02043

CONTACT US

Call: 877-777-0455
Fax: 781-749-6855

Email: info@serviceprofitchain.com
Web: www.serviceprofitchain.com

