

**Hamish** Taylor

***“Lessons in Driving Innovation  
through Collaboration”***

**Trains, Planes.....**

**and Toilet Cleaners !**







Driving Innovation



P&G



Price Waterhouse



BRITISH AIRWAYS



eurostar



Sainsbury's Bank



Hamish Taylor



Driving Innovation

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CORPORATE RESEARCH FORUM



*“If you want a breakthrough.....  
look outside your current environment”*











# STRATEGIC INFLUENCES Relevance to HR ?

- Changing workforce attitude/Skills
- Increased Regulation
- Digital Transformation! (+ehealth)
- Increasing competition
- Recession/Shorter ROI horizons
- More Knowledgeable Customers
- etc

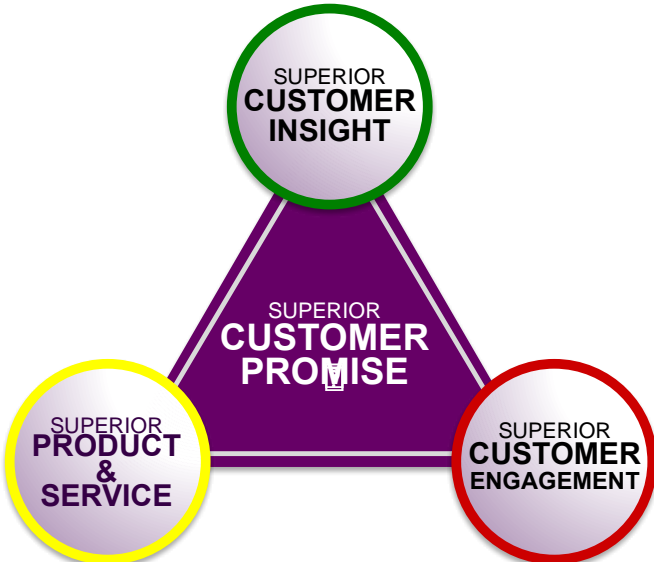
## My Innovation Lessons:-



Driving Innovation

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Driving Innovation

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... and the Role of HR!

## Day 1 (Preparation)

1. Change the way you understand customers

SUPERIOR  
CUSTOMER  
INSIGHT

2. Change the platform for innovation

SUPERIOR  
CUSTOMER  
PROMISE

SUPERIOR  
PRODUCT  
&  
SERVICE

SUPERIOR  
CUSTOMER  
ENGAGEMENT

3. Change where you look for new ideas

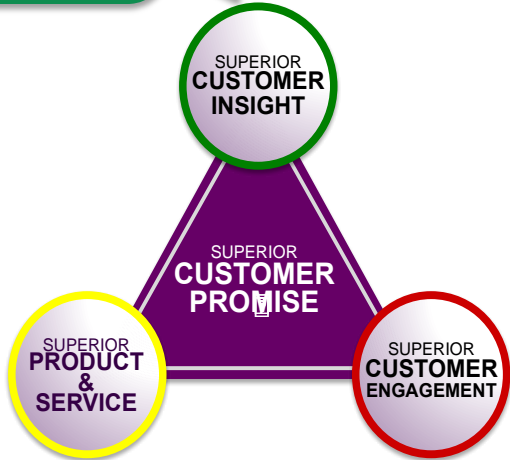
4. Change the way you engage with others

## Day 2 (Making it Happen)

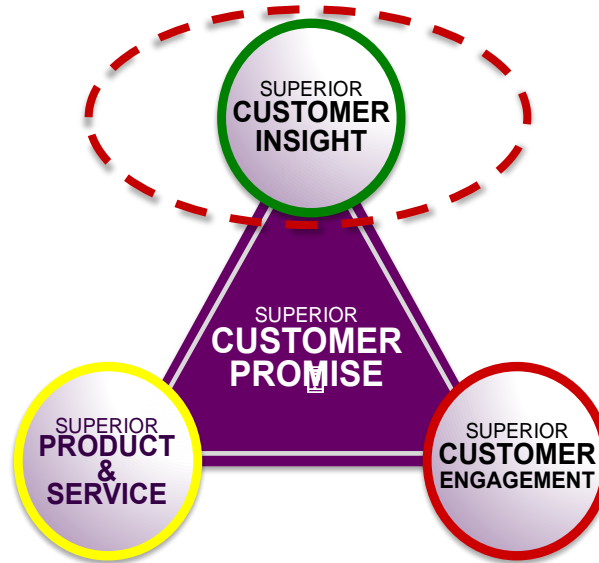


*If you want a breakthrough.....*

**1. Change the way you understand customers**



**External**  
Customers  
Partners  
Shareholders



**Internal**  
Team  
Boss  
Other Departments

When I say “Customer” ...

**What new insights?**

SUPERIOR  
CUSTOMER  
INSIGHT

**How do we get them?**

SUPERIOR  
CUSTOMER  
PROMISE

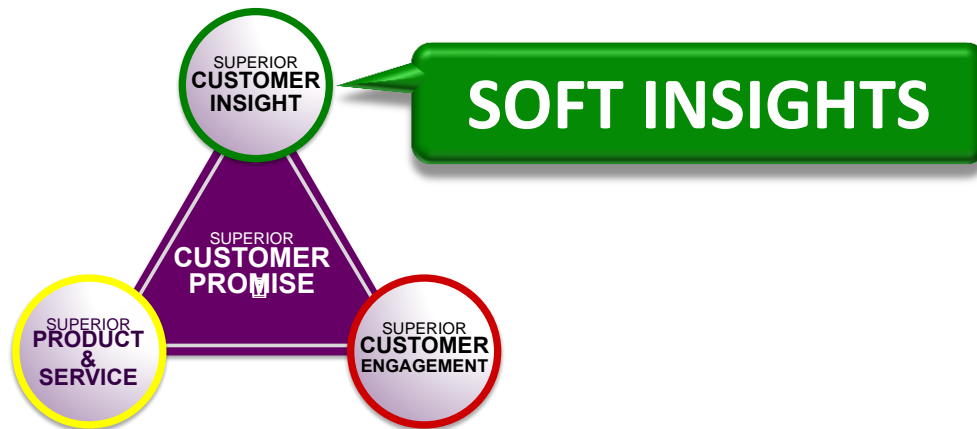
SUPERIOR  
PRODUCT  
&  
SERVICE

SUPERIOR  
CUSTOMER  
ENGAGEMENT

# Data is not enough!



<b>Market</b>	<u>Results</u> Volume Profit Share	<u>Inputs</u> price distribution media	<u>Breakouts</u> channel product/size shop type
<b>Consumer</b>	-	<u>habits/practices</u> When How Language	<u>Usage and Attitude</u> How much How choose Why

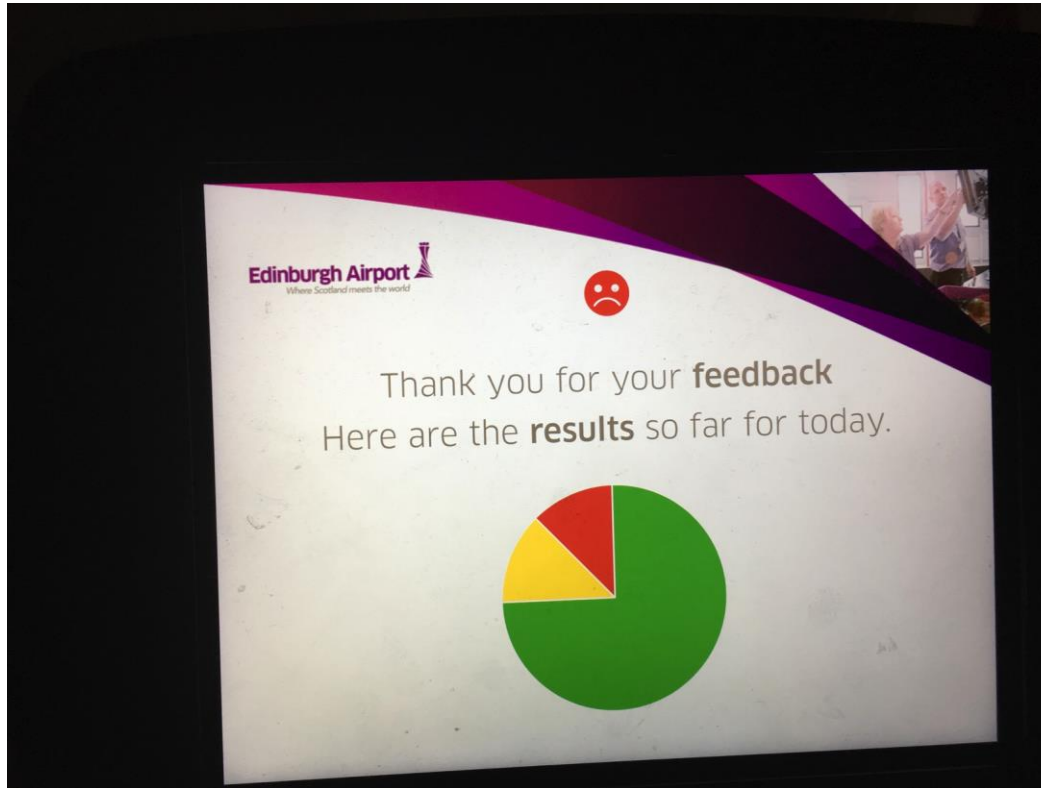


## THEIR WORLD!

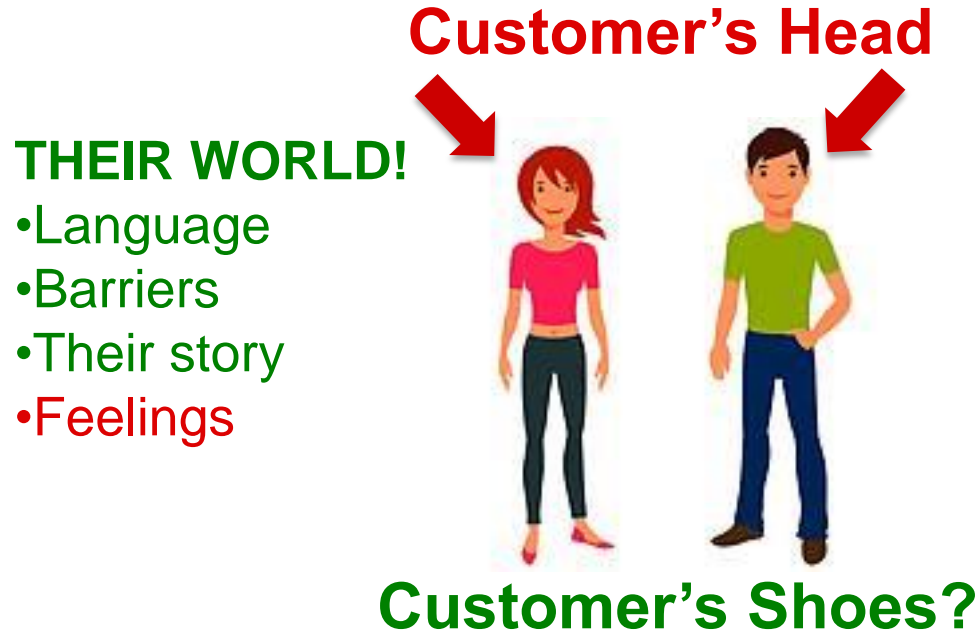
- Language
- Barriers
- Their story



# Information $\neq$ Insight



# Soft Insights



# Sainsbury's Bank



**ABC1 Social Groups**  
**Finance Product needs**

**Soft Insight = Mood**

## What?

£206m loss



Good Service

## The Customer's Customer?

Leisure Revenue

## The Person?

Brand management  
Government  
Railwayman  
CEO



**The (Business)  
Goals**

**The Customer's  
Customer**

SUPERIOR  
CUSTOMER  
INSIGHT

SUPERIOR  
CUSTOMER  
PROMISE

SUPERIOR  
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&  
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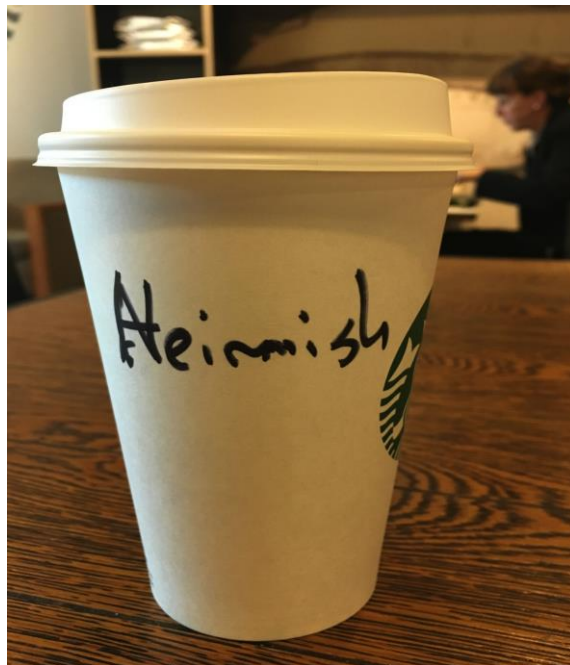
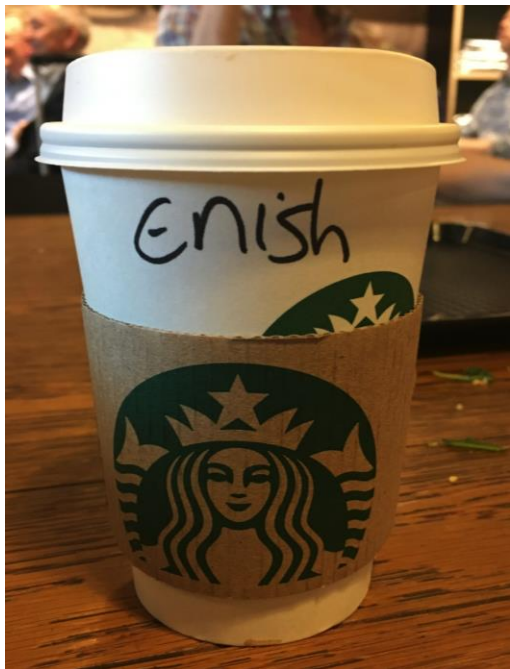
**The Specific Task**

**The People**

# We need to understand Expectations?

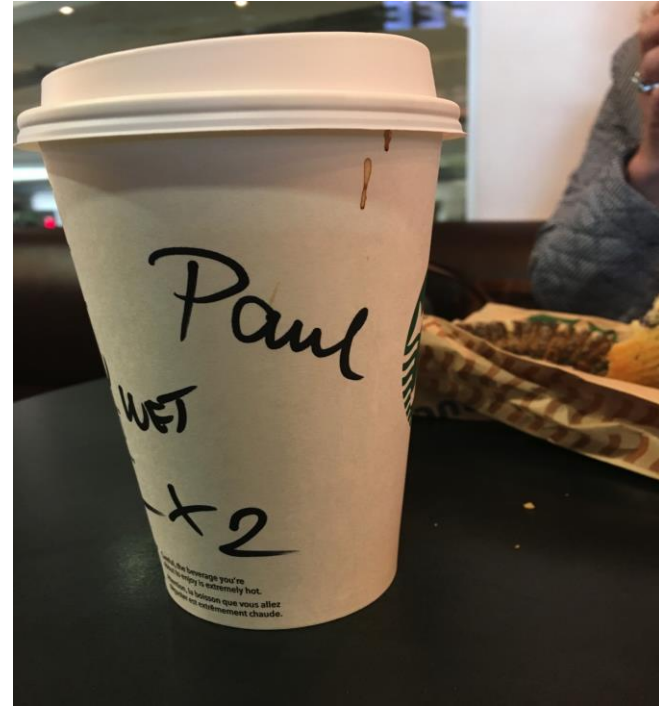
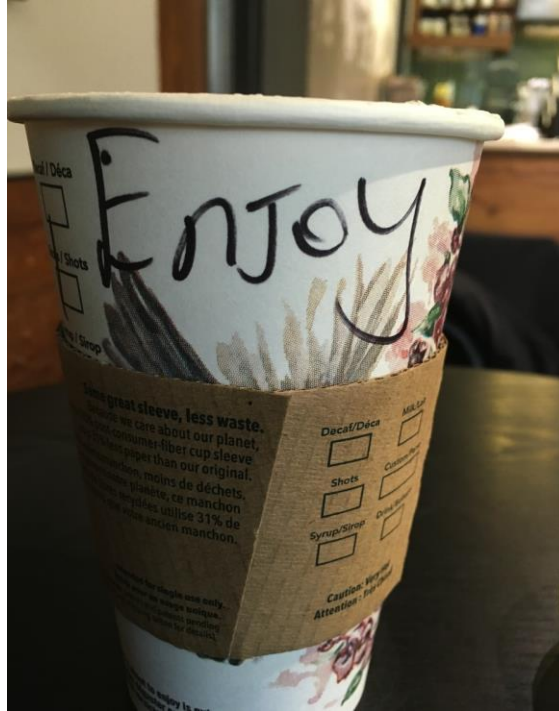
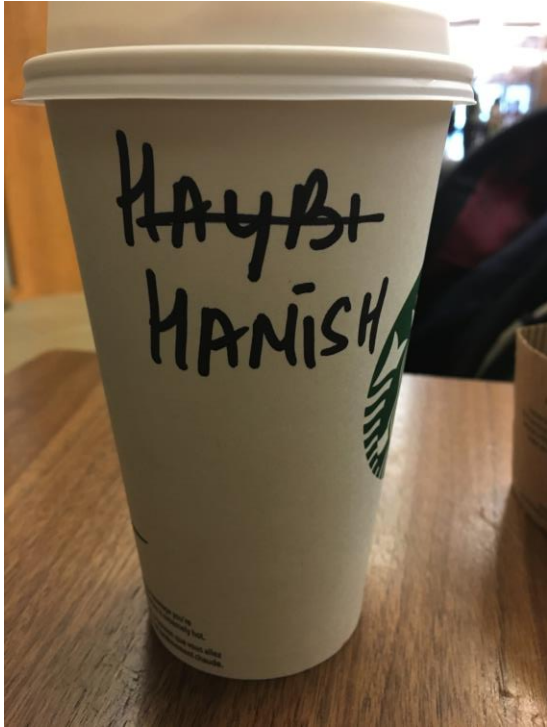
## Hamish??

eg Personalisation



# Too Difficult?

**“BOB”**



Mr Taylor, make more of Edinburgh with Hilton HHonors.

British Airways Executive Club

Sent: Tuesday, 23 June 2015 08:20

To: hamish@hamishtaylor.com



If you are unable to see the message below, [click here to view](#).

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# HISTORY

## IT'S MORE REWARDING



Dear Mr Taylor,

Your trip to Edinburgh is the perfect opportunity to see some amazing sights and get more from our special relationship with Hilton HHonors.

Together we can make your trip more rewarding. For instance, as a member of HHonors and the Executive Club you'll earn both HHonors Points and Avios at the same time when you stay at any property in the Hilton Worldwide portfolio. If you're not a member of HHonors yet, simply [join now](#).

Whether you're exploring the historic castle, the Royal Mile or the colourful culture in Scotland's capital, you can get more from your visit when you stay in one of Hilton's properties in Edinburgh.

Blank Sheet of Paper?



How you collect insights?

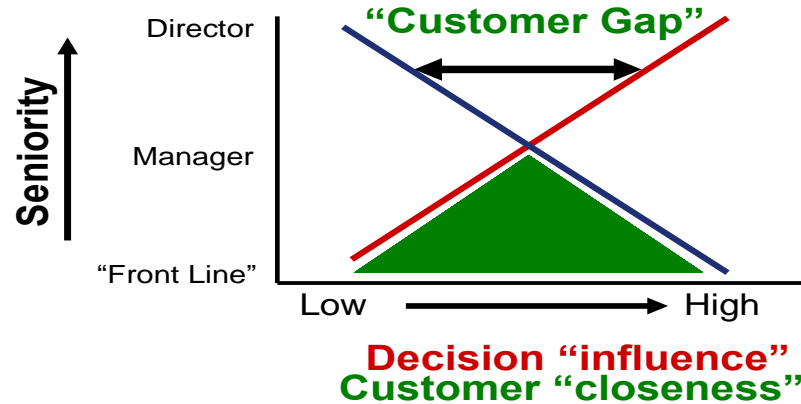
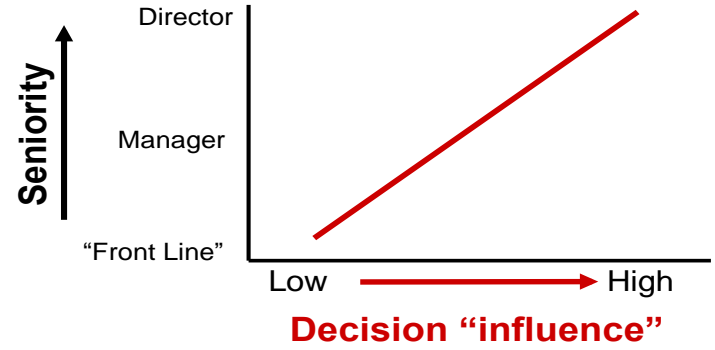
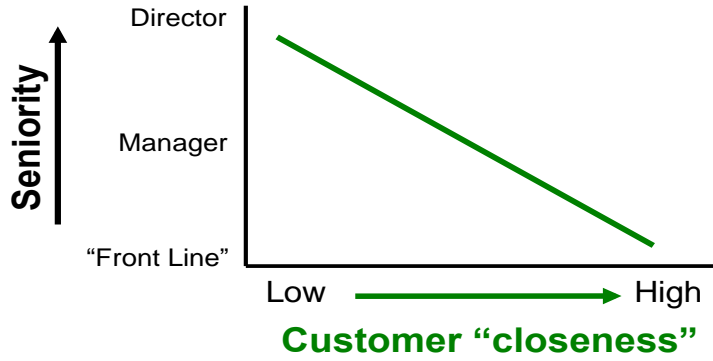


Old Customer Understanding:- “***We are a railway company***”

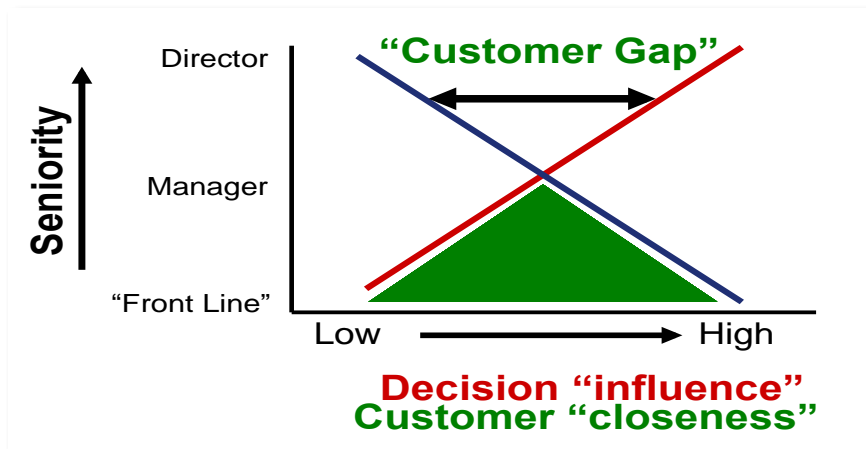
New Customer Understanding:- “***Who is the Competition?***”

# How? “Real Time Insight”









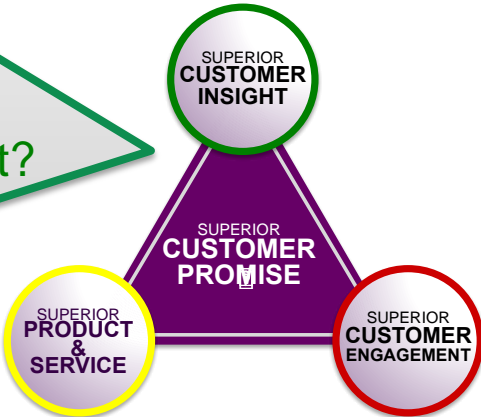
Driving Innovation

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*If you want a breakthrough.....*

- 1. Change the way you understand customers**
- “Soft”/Small insights
  - Customer’s customer
  - The person
  - Understand Expectations
- What?
- Digital Balancing act
  - Ability to share
  - Blank sheet
  - Real time insight
- How?





*If you want a breakthrough.....*

**2. Change the platform for innovation!**

***“The customer does not care about your product or service!”***



**Customer Benefit**



**.... as your platform**



**Speed and Ease**



**Economy**



**Convenience**



**Confidence**



Platform for ALL activity



**EMERGENCY  
NUMBERS**

Emergency Helpline  
HERA/CES  
National Disaster Coordinating Council  
Red Cross

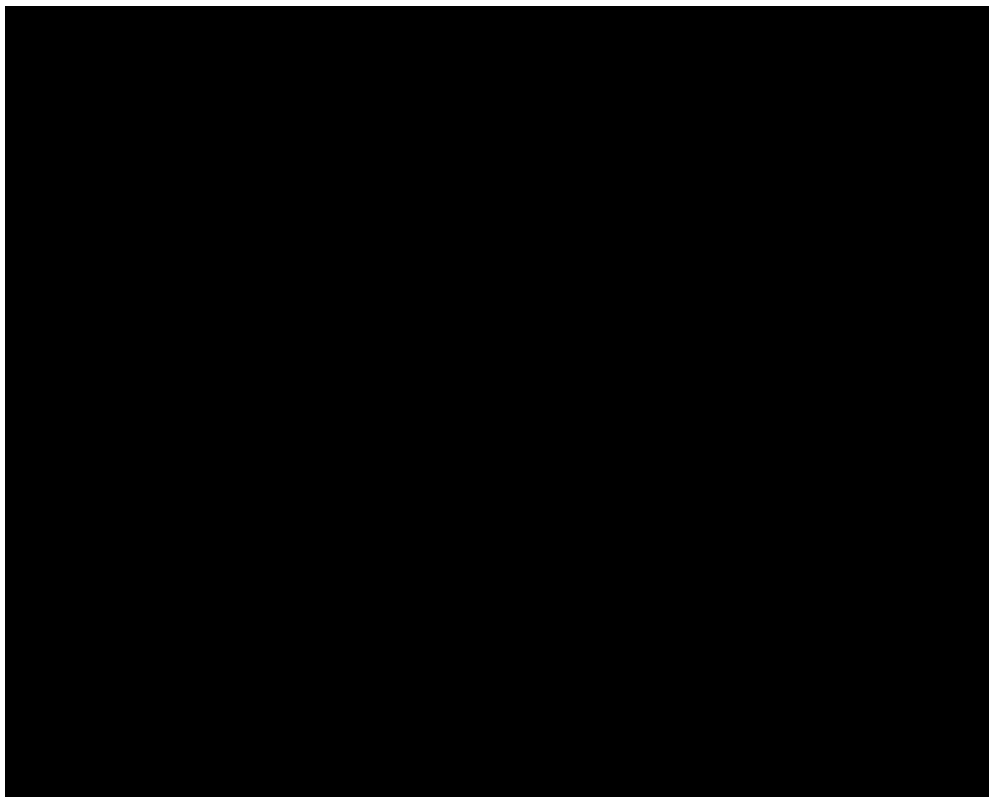
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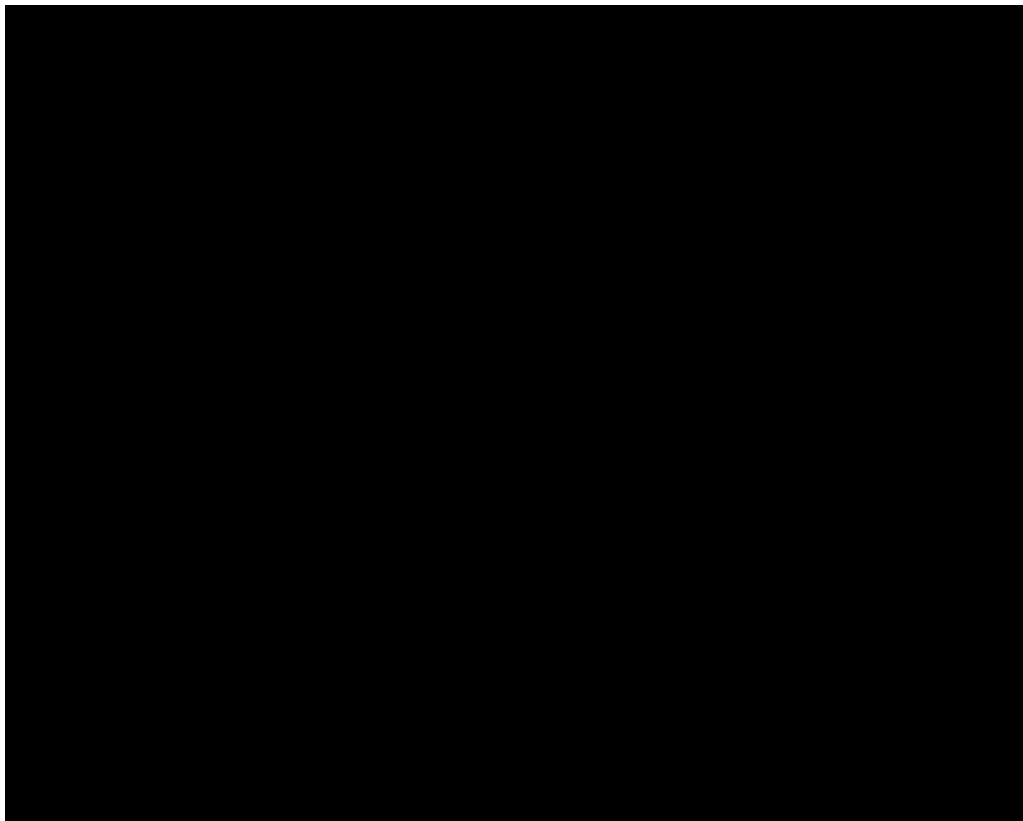
BRITISH AIRWAYS   
**BA Club World**

Challenge?  
**1990/91 Recession**  
plus









•Customer at centre (focus!)

•Customer listens



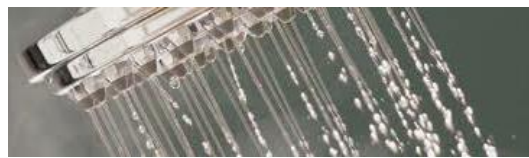
Employees

Customer

•Ideas

•Benefit: **Arrive Ready for Business**  
•Reason Why: **More sleep**  
**Less Hassle**  
**Refreshment**

•Innovation



# What are you selling??



Business Class Airline

or

Arrive Ready for Business

Railway ticket

or

Best Bank

or

Your Ambition

Best audit

or

Best confidence

**Change your job description!**

Innovation and Competitive Advantage



Product



Experience

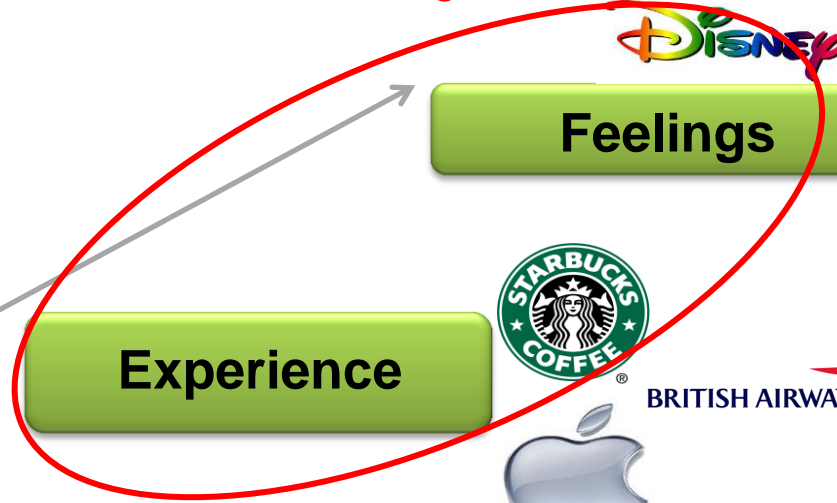


BRITISH AIRWAYS

Feelings



The new battleground!



Customer Centricity



# The Importance of Focus

Take away  
Healthy  
Low cost  
Family appeal



Mums target  
Location  
Opening hours

Eurostar Leisure

## “Guilt free night off for mums”

**Benefit** - *what's in it for the customer?*

The **benefit** to my customer will be.....

**Reason why** - *why should the customer believe the benefit?*

The reasons why they will believe in this benefit is **when they see...**  
(NOT “what are we good at” !!)

- 1.
- 2.
- 3.
- 4.

*If you want a breakthrough.....*

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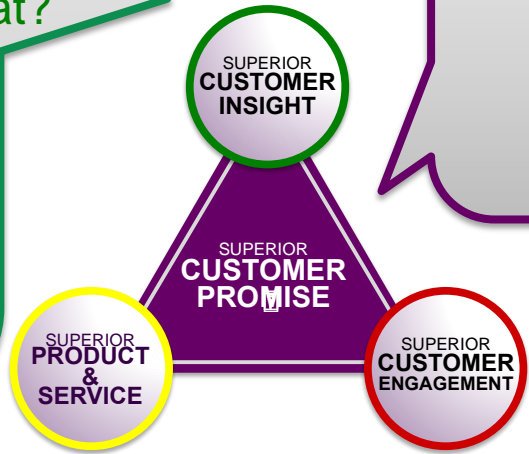
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How?

**2. Change the platform for innovation**

**Benefit Platform**

- Focus
- Simple
- Feelings





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## 2. Change the platform for innovation Customer Benefit

- Focus
- Simple
- Feelings

## 3. Change where you look for new ideas

## 4. Change the way you engage with others



# Day 2 (Making it Happen)





















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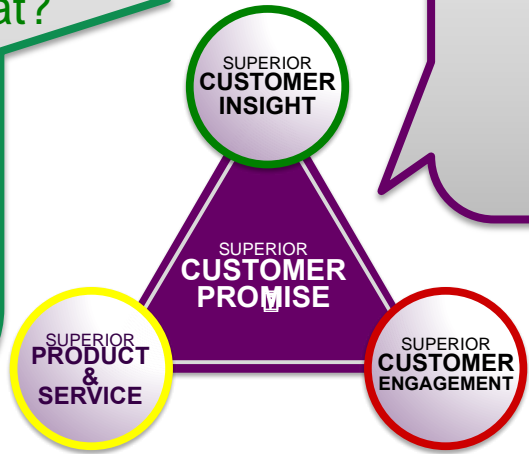
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*If you want a breakthrough.....*

### 3. Change where you look for new ideas

*“Look outside your current environment”*



**Yachts/Disney = Product and Service  
Process  
Leadership  
Feelings  
etc**

# Feelings?

Heathrow Airport – Terminal 5  
SHOPS



**Temptation**

**Respect**

**“Better Retail Customer  
Experience”**

**Satisfy**

**Surprise**



## Supermarkets

Control “route”  
Abundance (fruit/veg)  
Special offer

## Consumer Goods

They sell benefits  
“There to grab”  
Trial size/sample

## TV/Film

Celebrities  
Tie to latest fad/fashion  
Trailers/teasers

- *Children's Toys*
- *New Houses*
- *Food*
- *Holidays*

- *Market Stall*
- *Home PC*
- *Hotels*
- *Lifestyle Mags*

- *Fashion*
- *Restaurants/Bars*
- *Alcohol*
- *Perfume*

- *Theatre*
- *Credit cards*
- *Cars*
- *Gambling*

*How to set the right mood*

*How to create “safety in numbers”*

*How to make the environment tempting*

*How to sell “benefits”*

*How to grab attention*

## How to Manage Risk?

### Football Stadia

- Clear Signage
- Public Address
- Safety Marshals
- Segregation
- No Smoking

### Mountaineering

- Map/Compass
- Whistle/Torch
- Mountain Rescue
- Survival Bag
- Leave route info with someone else
- Weather Advice

### Fire Safety

- Exit Routes
- Alarm
- Fire Brigade
- Extinguisher
- Practice Drills

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## Fire Safety

- Exit Routes
- Alarm
- Fire Brigade
- Extinguisher
- Practice Drills

→ **Ensure a clear exit route**

→ **Know how to call for help**

→ **Help is visible and available**

→ **Self help tools available**

→ **Others know what you are doing**

→ **Practice without panic**

→ **Split the risk into bite size chunks!!**

→ **Cut out risky behaviours**

# Hearts and Minds

## Football clubs

- common enemy
- results
- Frequent updates
- Meet regularly
- Major stars/heros
- Team merchandise
- Kids products
- Family areas
- Supporters clubs
- music

## Church/charities

- Guilt
- Big promise
- Congregation
- Special interest groups
- Music
- Visits
- Regular contact
- Mailings
- Press attention
- Celebrities to support

## School teachers

- Lesson plans
- Text books
- Classroom
- Repetition
- Practice
- Exams
- Punishment
- Mixed media
- Sets
- variety

## Politicians

- Speeches
- Manifesto
- Political parties
- Spin
- Lies
- Laws
- Local/central
- Colours/logo/ music
- Conferences
- Other world leaders

Education  
Psychology

**TEACHING**

School  
Teacher

Sports  
Coach

Bullying

**RELATIONSHIPS**

Marriage  
Guidance

Dating

Magic

**ARTS**

Dance

Music

Referee

**SPORT**

Sports  
Team

Fire  
Service

Army

**SERVICES**

Coast  
Guard

Cabin  
Crew

ATC

**INDUSTRY**

Pilot

**Collaboration?**

# Collaboration??



- 4 individuals but collective goal
- Handover

1. Start early (signal to start; before baton arrives)
2. Receive at full speed
3. Receive blind (Communication, Consistency/Trust)
4. Receive ready to hand over

1. Doctor  
*“Listening”*

2. Car  
*“Most recent  
experience”*

## Maintaining Trust?

3. Dog  
*“Basics”*

4. Partner  
*“Commitment”*

# Jazz Band Collaboration Learning?





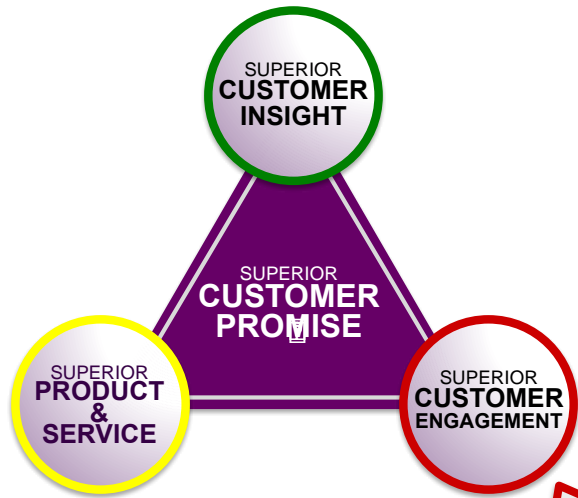
***If you want a breakthrough.....***

**3. Change where you look for new ideas**

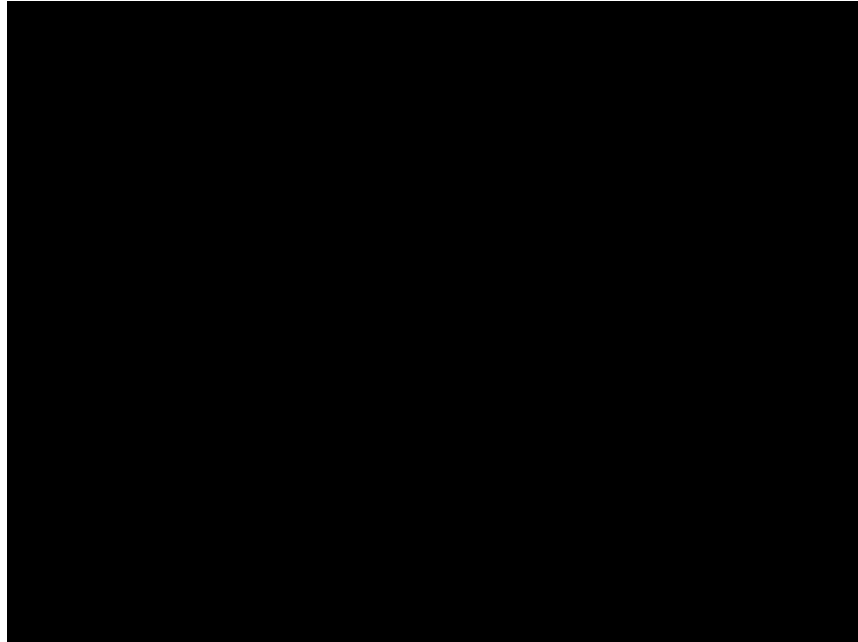
*“Look outside our current environment”*

- Trust
- Collaboration
- Service
- etc

# If you want to a breakthrough.....



4. Change the way you engage with others



Own the  
communication as  
well as the delivery!



52%



*“Kills ALL known germs ... Dead!”*

Driving Innovation

hamish@hamishtaylor.com

# Focus

## Communication

- Pictures
- Diagrammes

### Big Picture

- Project Name
- Job title
- Sound bites
- Agenda
- E-mail
- Doc headings

### Selling Idea

- Story
- Environment
- Theatre

### Drama

**BENEFIT FOCUS!!!!!! Provocative, Simple, Distinctive**

## Tone of Voice



# Playing Reverse Football

## FOCUS

- Customer Promise
- Rigorous prioritisation

## MAKE IT REAL!

- Real projects
- Glue all initiatives together
- Product and service innovation

## CREATE EXCITEMENT

- Competitions
- Mixed Comms
- Exercises
- Cross functional ideas

## MAKE IT PERSONAL

- I need to change
- Line management own it
- My articulation
- Champions/Influencers

## EARLY INVOLVEMENT

- Insights
- Front line
- Customers?

## FOLLOW THROUGH

- Business as Usual
- Insights and Communications
- Personal Development, Recruitment etc

# Internal Customer promises!

## The Benefit

*As a result of HR expertise, our customers will be.....*

**Inspired to deliver extraordinary  
business and personal results**

## Reasons to believe

*Our customers will believe in this benefit is because they experience.....*

The **Right People** in the **Right Place** at the **Right Time**

A **Fully Engaged** and **Challenged** workforce

The Ability to **respond quickly** and with the **right tools**

Activity **Focused** on the **big wins**





# The Importance of AMBITION!

Better  
Best  
First  
Only  
Key to

“Get rid of check-in!”

## Organise for the Customer not the Operation

### Long Haul

Concorde  
First Class  
Club World  
World Traveller

### Short Haul

Club Europe  
Euro Traveller  
Shuttle  
Domestic

### Premium

Concorde  
First Class

### Business

Club World  
Club Europe  
Shuttle

### Leisure

World Traveller  
Euro Traveller  
Domestic

**Solution + Ownership + Make it easy**



# Innovation Behaviours



1. **LEARN BY DOING NOT TALKING!**
2. **YOU CANNOT DO IT BY YOURSELF**
3. **CHALLENGE EVERY ASSUMPTION!**
4. **DON'T CREATE YOUR OWN MENTAL BARRIERS!**
5. **SOFA TALK IS CRITICAL**

# What is the Role of HR in addressing these 4 challenges?

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What?

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- Blank sheet
- Real time insight

How?

## 3. Change where you look for new ideas

*“Look outside our current environment”*

- Trust
- Collaboration
- Service
- etc

## 2. Change the platform for innovation

### Customer Benefit

- Focus
- Simple
- Feelings

## 4. Change the way you engage with others

### *“Reverse Football”*

- Communication
- Internal Promises
- Ambition
- Organisation
- “Make it Easy”
- Behaviour



# My HR Customer Promise

## The Benefit

*As a result of HR expertise, I will be able to ensure the organisation is*

**Inspired to collaborate and deliver  
outstanding innovation**

## Reasons to believe

*HR are at the heart of the organisation's challenges to*

- 1. Change the way we understand customers**
- 2. Change the platform for innovation**
- 3. Change where we look for new ideas**
- 4. Change the way we engage with each other**

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How?

What are the barriers to this in your organisation?

and

## What is the role of HR?

.. identify 2 actions that HR can take in ensuring the organisation finds and actions new insights to drive innovation,

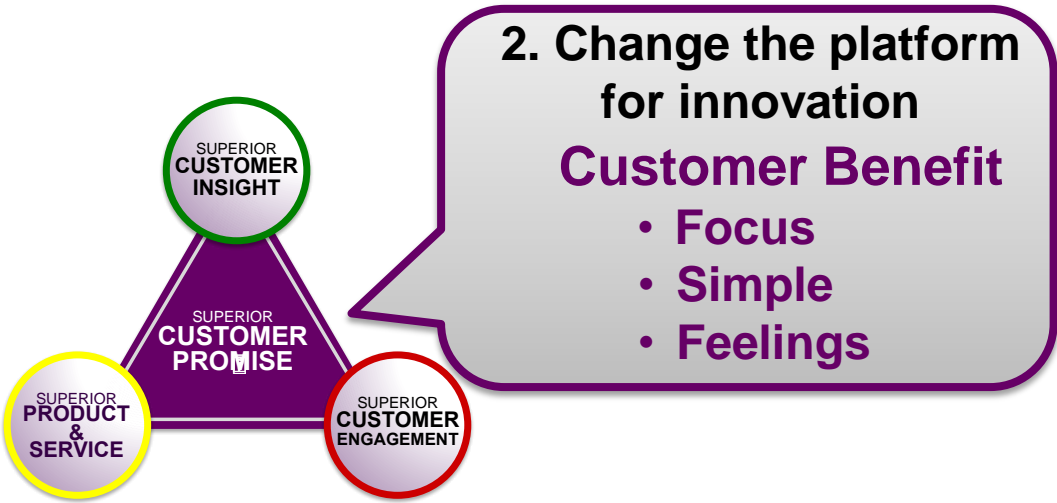


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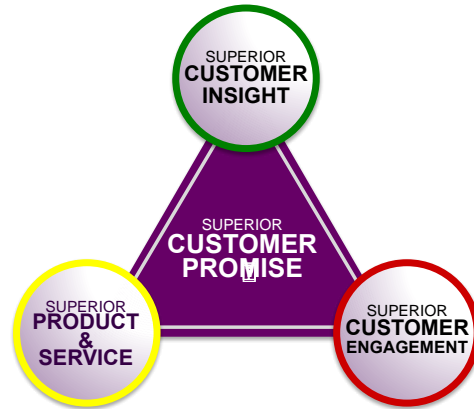




# What are the barriers to this in your organisation? and

## What is the role of HR?

.. identify 2 actions that HR can take in creating the culture and working practices to bring new thinking and outside lessons into the organisation



**3. Change where you look for new ideas**  
*“Look outside our current environment”*

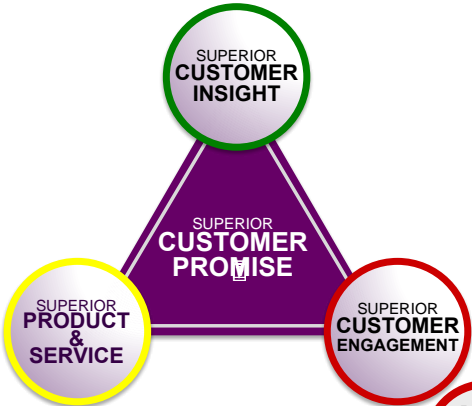
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- etc

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and

## What is the role of HR?

.. identify 2 actions that HR can take in creating the culture and working practices to drive innovation through the organisation.



**4. Change the way you engage with others**  
***“Reverse Football”***

- Communication
- Internal Promises
- Ambition
- Organisation
- “Make it Easy”
- Behaviour

# Challenge:- Eurostar Leisure



Who is the Leisure Competition?



- Partners
- Ownership

Staff  
Impact



Customer  
Value

Communication?



- Product
- Destination



Customer Proposition

- Benefit: **“As if by Magic, Paris arrived!!”**
- Reason Why:

- Quick and Easy journey experience
- Magic of Paris





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