Case Study

HYPE SIMPLIFY INNOVATION

Al Rajhi Bank

Employees driving innovation

Employees driving innovation

Al Rajhi Bank مصرف الراجحي

The company:

- **Al Rajhi Bank is the largest Islamic banking group in the world and is recognized for being instrumental in bridging the gap between modern financial demands and intrinsic Islamic values.**

The challenge:

- **The largest bank within the Kingdom of Saudi Arabia and the Gulf Cooperation Council**
- **One of the fastest growing banks in Saudi Arabia**
- **Needed a way to bring 8,000 employees together**
- **Wanted to create a creative culture across all 9 business units**
- **Wanted to create a culture with a focus on break-through innovation**

The outcome:

- **Implemented HYPE across the enterprise**
- **Targeted, campaign-based initiatives engaging employees on key business challenges**
- **Over 1,000 participants contributing in both Arabic and English**
- **9 new break-through, high-value innovations in implementation**

"Innovation is crucial to our continued growth and success; we've a new creative forum for employees to bring forward new innovations that will make a material impact to the business. We can now connect employees around the world in Arabic as-well as English"

Saleh Sulaiman AlSuwaiyel
Assistant Research Manager for Intelligence and Innovation

Business Challenge:

Al Rajhi Bank is one of the fastest growing banks in Saudi Arabia. In order to ensure it could continue this growth it decided innovation should become a new priority. Innovation is a relatively new business initiative for the bank having started only in 2008, but the cornerstone to this initiative was to enable employees to bring forward innovative ideas. Incremental improvements are helpful, but the real focus is driving out concepts that will make a significant difference to the bank. Al Rajhi Bank needed to find a way of connecting its 8,000 employees around the world on this new innovation challenge.

Scenario:

Asking employees to participate in business challenges in this way is new for the bank, many of its employees speak Arabic, however some do not, and therefore providing the organization with an enterprise platform for creativity, where users may engage in different languages could have been a challenge. The bank wanted a clear focus on new initiatives that would help drive significant revenue, over and above current growth rates in addition to reducing costs. To ensure the creative energies of its employees were not to go to waste, the bank wanted a process which supported its business objectives with a clear mandate for all employees to look for ideas that could make a significant commercial impact.

The solution:

Initially the bank built a system itself to capture and engage its employees, after a development period of a year, then a month after 'go-live', it became clear that a 'best of breed' solution needed to be found. The in-house solution was simply acting as a suggestion scheme and the bank needed something to support them managing ideas through their innovation process and allow collaboration around ideas submitted. Starting in February 2010, after initial scoping and configuration, the bank went live with its implementation of HYPE to all 8,000 employees in Arabic and in English. The system was mirrored in two languages to

ensure that all employees could participate in a language comfortable for them; it's important that no creativity should be lost due to language barriers. Within the first 6 months of the systems going live, the bank ran 9 campaigns focused on key business issues associated with revenue increase and cost reduction.

The relationship between HYPE and Client:

Al Rajhi Bank had a clear set of needs: A partner that could adapt to its process, would be open and honest when assessing the challenges faced, and could step up to requirements never addressed before. They selected HYPE to provide the idea management software as their core solution as it could be adapted to meet the bank's process including the crucial ability to deliver a mirrored system in Arabic.

> ***"When we work with external partners, we focus on the "partnership aspect" of the relationship, looking for both technical knowhow and also engagement that facilitates knowledge transfer in an open and engaging manner. To this end, HYPE have ticked the boxes on both fronts, providing both the technical knowhow when it comes to developing an IT platform, including integration with our systems as well as providing practical consultative advice in helping us establish the foundation for our ideation program."***
>
> **Yusuf Jehangir**, Head of Marketing & Public Relations

The confidence held by the bank in HYPE was at such a high level that after scoping they didn't even need a pilot or phased implementation – the system went live to all 8,000 employees on day one.

Detail of the programme:

It's crucial to the success of the innovation initiatives that only the best concepts are implemented. Al Rajhi Bank ensure that the process is seen to deliver significant business benefits in the early stage of its implementation and therefore campaigns are executed only upon the bank's most significant challenges.
The bank has completed 9 campaigns so far this year, each with a different focus, such as: increasing sales of pre-paid credit cards, motivating people to use local bill payment channels and enhancing their banking proposition for women.
The process is robust and designed to ensure that only the best ideas

Saleh Sulaiman AlSuwaiyel manages the Idea Management process, liaising with challenge sponsors and executing the idea campaigns

filter through, the criteria for the top scoring concepts are defined by the challenge sponsor which ensures they're relevant to the core need. Campaigns may generate hundreds of ideas, but only the top 10 will be shortlisted by the campaign sponsor, then the best will be implemented. This ensures that the reputation during these early and sensitive stages is kept at a high level.

Benefits

There are 9 ideas which are currently being implemented. Each idea is a high-value concept aligned to the businesses innovation goals. These ideas are either expected to drive growth over and above normal rates or reduce costs within the business.

Employees now feel empowered to participate and submit their thoughts, the process and system offers greater comfort that their ideas will be considered carefully and treated with respect. Employees with good ideas are rewarded for participation, small prizes offered for ideas taken forward for consideration, cash prizes are offered up to $20,000 for ideas that make a material impact on the business.

Ideas that do not meet the challenge are still captured and held for future consideration, where appropriate they're forwarded to a relevant stakeholder. Previously there was simply no process to capture this latent creativity, for example, an idea that may reduce compliance issues significantly is now scheduled to be implemented even though it didn't match a current idea business challenge.

HYPE

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