



IDEA BRIDGE

LEAN PRODUCT INNOVATION

Teaching a telecommunication giant to build a fishing rod to drive growth through customer-centric innovation

THE CONTEXT

The newest telecommunications kid on the block in Canada has been on a meteoric rise. What was once a scrappy start-up in the 1990s is now a multinational powerhouse. With over \$18B in annual revenue, 11+ million subscribers, and more than 100,000 employees worldwide, they are consistently ranked as the top wireless carrier in Canada.

THE CHALLENGE

As the economic climate became increasingly challenging, this telecommunications leader was under pressure to optimize resources and seek new avenues for growth. Their goals were clear:

1. Minimize the risk of product failures.
2. Foster collaboration among all stakeholders.
3. Efficiently identify new markets for existing products.
4. Enhance the customer experience of their offerings.
5. Develop reusable components for customer journeys.
6. Deepen their understanding of customer behavior & needs.

“Idea Bridge has been a game-changer for our team. Their coaching and mentorship have allowed us to establish a formal lean product validation and design thinking practice at scale, which has helped us to be even more nimble and collaborative than ever before.”

ANTHONY

Innovation Team Lead

THE APPROACH

Given the organization's inherent commitment to customer centricity, a top-down, one-size-fits-all transformation approach was deemed unnecessary. Instead, our strategy was focused on empowering the organization from within. This approach saw us:

- Develop Design Thinking and Lean Product Innovation playbooks, featuring virtual whiteboard templates and explainer videos designed for innovation facilitators.
- Provide a “shu-ha-ri” mentorship approach where we demonstrated skills such as workshop facilitation, customer interviewing, survey design, and Design Sprints, followed by observing team members using those skills while providing coaching and feedback.

THE RESULTS

A team, once dedicated to project delivery, evolved into leaders in Design Thinking and Lean Product Innovation who enabled the scaling of these methods and techniques organization-wide. Furthermore, the team used these methods to improve their existing delivery operating models by a factor of 50%, reducing its duration from 4-6 weeks to 2 weeks while ensuring they build what customers truly desire thereby driving intended business results.