

# RBS Innovation Gateway



Unlocking innovation to achieve the 'Next 75%' in resource efficiency

## CHALLENGE

Like other leading organizations, RBS is on a journey to maximize resource efficiency by targeting opportunities to reduce energy, waste and water from across its estate.

RBS estimate that existing resource efficiency solutions will only help achieve the first 25% of this journey. The challenge they have set themselves, is to uncover the innovative solutions that will take them and similar organizations the 'Next 75%' of the way.

In order to do this, they needed to:

1. Discover and nurture new innovations which would help drive resource efficiency in their properties
2. Accelerate innovation to market

## SOLUTION

RBS turned to 2degrees in December 2013 to build and manage an online open innovation community: a key element of the Gateway program.

Working alongside a range of world-class project partners, 2degrees helped build an online Gateway – a thriving innovation community, which attracted more than 700 innovator members within the first eight months.

Leveraging our expertise in community management and engagement, we helped RBS access and collaborate with thousands of SMEs, innovators and experts in order to crowd source qualified ideas, prototypes and market ready propositions with the potential to help them save water, waste and energy in their estate.

RBS then gave successful innovators the opportunity to use one of their 2,500 properties as a live test environment, with the potential to roll out the best of these solutions across their estate.

## RESULTS

- Over 140 qualified innovations crowd sourced in the first 8 weeks, with 26 named finalists
- 100% of all finalist innovations were identified as being capable of solving the 'Next 75%' challenge
- Over 80% of innovations were market ready solutions
- Innovations identified in the first round of the Gateway have the potential to generate at least 10% of energy budget savings for RBS over the next 3 years
- A fast-growing and highly engaged community, attracting more than 700 international members in the first eight months, through which RBS can continue crowd sourcing further innovation to help meet their sustainability targets



# HOW IT WORKS

The RBS Innovation Gateway is a program that provides innovators and SMEs with access to market by piloting new solutions on the RBS Estate. It also provides SMEs with peer to peer networking opportunities and other tools such as tailored workshops to help build their capability to access markets.

The Gateway is underpinned by a bespoke online community, facilitated and managed by 2degrees, which helps RBS access innovative solutions from non-traditional sources that will help achieve the 'Next 75%'.

In addition to the technology itself, 2degrees' expert community managers help RBS source and qualify quality submissions and drive engagement between innovators, RBS stakeholders and world-class experts.

## How 2degrees helps:

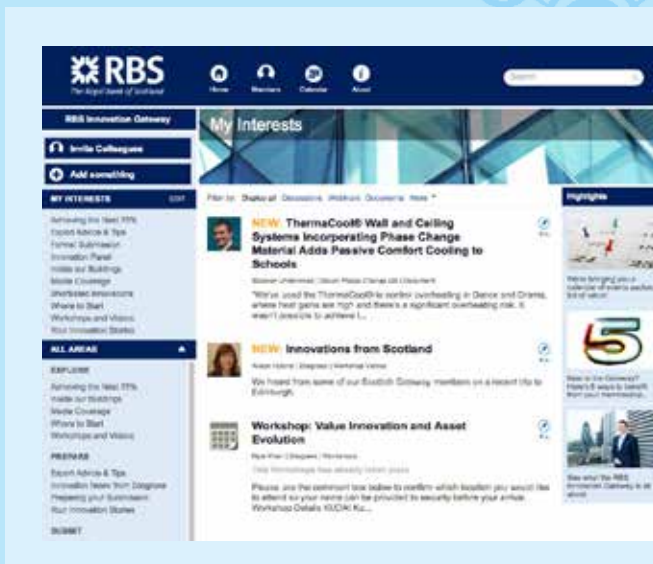
- Leveraging our community of 46,000 members, we quickly and effectively provide access to relevant experts and innovators in the sustainability space to build awareness for the Gateway and grow the membership
- Expert community management ensures qualified, high volume submissions from innovators
- Continued engagement of innovators through workshops, content and resource development to establish a dynamic innovation community, which delivers benefits for both RBS and innovators
- Managing ongoing communication with members of the RBS Innovation Gateway throughout the process

## The next phase:

- Garage-tested and market-ready innovations can pitch to trial within the RBS estate, whilst those at conceptual stage are given practical help and a business grant
- Applicants are assessed by an independent and leading Panel of experts
- Winning innovators have the opportunity to test their solutions in a live environment in one of RBS's 2,500 properties
- RBS evaluates and tests all opportunities for future roll out across their estate to work towards the best-in-class estate in banking

*"The collaboration with 2degrees has worked well for us in the past and again it's absolutely perfect in this environment too. I'm hugely enthusiastic about this and I'm right behind it."*

Chris Sullivan, Deputy Chief Executive, RBS



**Video** - Marcela Navarro, Head of Customer Innovation at RBS, shares her thoughts on the success of the Gateway

*"We know small businesses and innovators struggle to get the chance to prove their brilliant ideas can work. The trials we offer are crucial for innovators to accelerate their access to market. That's what the Gateway is about and what makes it so valuable."*

Marcela Navarro, Head of Customer Innovation, RBS



# IS THE GATEWAY ADDING VALUE FOR YOU?

## Reactions to the RBS Innovation Gateway experience:

*"This is an amazing opportunity! Hats off to RBS for thinking forward and being a leader in promoting innovation!"*

Carol McKown, CEO, RAISE Energy Solutions

*"For an SME the hardest thing can be finding a door that will open. Where else can we so easily talk to so many senior people who are willing to listen?"*

Jonathan Lodge, CEO, City Farm Systems Ltd

*"It's really nice to see a big company like RBS taking steps to drive innovation. For us it's brilliant, especially the fact that they're opening up their own buildings and supporting entrepreneurs."*

Erik Nygard, Director, Limejump Ltd

*"The Gateway has proved to be an interesting and valuable process... I feel the partnership approach of the Gateway is the way forward not only in Banking but in business as a whole."*

Hamish Watson, CEO, Polysolar Ltd

*"The Innovation Gateway is a fantastic opportunity for innovators to demonstrate the viability of their products and prove their worth."*

Mark Forester, UK Business Development Manager, Hsg UK

*"This really is a triple win for the environment, RBS and the range of innovative product suppliers..."*

Martin Garratt, Chief Executive, Cambridge Cleantech

*"Introducing new cleantech into the market place is a daunting prospect. The backing of RBS should go some way to allaying the fears and innate conservatism of the construction / property market to radical new ideas – being developed for the most part by passionate individuals and SMEs."*

Brian Hughes, Founder, SolaVeil



The screenshot shows a MailOnline article with a headline: "RBS looks for fresh crop of green ideas: Small businesses to test projects on the bank's 2,500 buildings". The article is by Vicki Owen, published on Sunday, June 22, 2014. It features a photo of a white SUV driving on a dirt road in a mountainous landscape. The article has 48 shares and 5 comments.

The screenshot shows the RBS Innovation Gateway website. The header includes the RBS logo and the text "Innovation Gateway". Below the header, there is a section titled "What's new on the Gateway this week?" with several articles and images. The articles include: "Media limelight for shortlisted members" (with an image of a row of colorful bottles), "Have you seen Phillip Steele's nCube?" (with an image of a glowing sphere), "Upcoming workshops are too good to miss!" (with an image of three men in business suits), and "Want to collaborate with other Gateway members?" (with an image of a man in a suit).

*"Many organizations offer SMEs financial support and useful advice, but very few actually offer practical 'in market' experience. That is why the RBS Innovation Gateway is so useful."*

Dorothy MacKenzie, Chairman, Dragon Rouge

# RESULTS... A CLOSER LOOK

**The Gateway has enabled RBS to easily identify viable new innovations that it anticipates will save water, waste and energy across its estate:**

- 700 innovators joined the Gateway and 140+ high quality proposals were submitted in the first eight months
- 72 innovations were shortlisted in the first Panel review
- 26 innovations were named finalists by the Gateway's Innovation Panel, of which over 81% are market ready
- 100% of all finalist innovations were identified as being capable of solving the 'Next 75%' challenge

- Innovations identified in the first round of the Gateway have the potential to generate at least 10% of energy budget savings for RBS over the next 3 years
- This ever-growing community is a hotbed of activity, what will continue to help accelerate the development of innovations that drive resource efficiency across RBS's property

**RBS is helping to nurture a new wave of brilliant innovators and accelerate their innovations to market by providing:**

- The opportunity to road test innovations on the RBS estate
- The ability for innovators to talk directly to experts and senior stakeholders in RBS via the Gateway

- Networking with peers to discover different perspectives, tips, potential collaborations and partnerships
- Expert-led workshops and webinars
- Profile and visibility
- The promotion of innovation and encouragement of other businesses to take RBS's lead in using similar initiatives to overcome resource efficiency challenges

*"The impact and value that the RBS Gateway brings is exceeding our expectations."*

Marcela Navarro, Head of Customer Innovation, RBS



2degrees makes sustainable business happen by helping major corporations crowd source quality innovations and solutions to unlock energy, waste, water and carbon savings. It does this by building and managing engaged online communities through which clients can access and collaborate with thousands of quality innovators in a scalable and efficient way to uncover the best ideas and solutions for their business.

Our unique capability results from continued investment in the bespoke **technology**, innovative **processes** and expert **people** that make all this possible.

