



BNP Paribas

How to create an innovative and creative environment?

A – Background

BNP Paribas is present in Portugal since 1985 with 9 different business entities (Bank Branch, Personal Finance/Cetelem, Securities Services, Factor, Leasing and Arval, among others).

In 2008, BNP Paribas Portugal Services Center has been created and it represents as of today c.70% of the total employees in Portugal (2700, including IT contractors).

Portugal Services Center is composed by 5 different entities, offering shared services to the group. The scope of activities ranges from securities middle and back-offices, IT development and insurance middle offices to Investment Banking activities support. This IB activities are located in CIB Portugal and are from different business lines (Corporate Finance, Fixed Income, Global Markets, etc.).

Inside CIB, there are two different environments: Business & functions for local activity (around 80 employees including Management) and Services Centers (around 350 employees). The first group has an average of 15-20 years seniority in the bank while in the last group the average is 1-2 years.

B - Project aims and objectives

The project intends to define an innovation strategy, by enabling a constant exchange of ideas environment.

The innovation process should involve management & sharing of innovative ideas, for both process and services (internal/external clients) without dedicated RH.

Some restrictions have to be considered, such as: (1) Organic structure changes or IT-based new projects will be hard to implement (2) Innovation team shall act as facilitators, without any active role in the ideas generating or implementation process (both of these roles shall be performed directly by teams or employees).

The project should provide an answer to the following challenges:

- How can Innovation be a driver for global excellence services centres?
- How to build a workplace where there is a constant exchange of ideas; motivation driver; promoter of commitment and autonomy for recent joiners; building new innovation capabilities through learning experiences.

C - Methodology and recommended/required tools

1. Internal analysis of current innovation processes (interviews with key people)
2. Benchmarking analysis to identify best practices in innovation processes
3. Cost-benefit analysis of different alternatives

D – Deliverables

- Intermediate reports with major conclusions of the analysis
- Final report including recommendations for the innovation process in BNP Paribas

E - Required Skills

- Effective problem solver and consensus builder
- Be driven, enthusiastic and dynamic
- Capable of quick reaction/adaptation to Client's needs
- Excellent Team Player

F – Other information

<i>Duration</i>	14 weeks (February through May)
<i>Participants</i>	4 or 5
<i>Kick-off Meeting</i>	First week of February
<i>Final Presentation</i>	May 23 rd to May 27 th
<i>Project Location</i>	Lisbon



Business Project – Spring 2016



G – Advisors

Business Advisor Cristina Carvalho, Senior Project Support (& Head of Innovation for CIB Portugal)

Academic Advisor Milton Sousa