



Project Storm: An Innovation Journey

Singapore Press Holdings (SPH)

In partnership with Venturetec

Why: SPH's innovation objectives



GROWTH

- Find new revenue streams
- Build partnerships with innovative individuals and companies for growth opportunities



CULTURE

- Inculcate culture of invention, curiosity, experimentation and entrepreneurship across whole of SPH
- Educate employees on emerging industry trends, design thinking and best practices in innovation



TALENT PLANNING

- Nurture and recruit the next generation of media professionals via co-innovation initiatives, competitions and internships

What: Building six key capabilities

1

Customer-centricity

2

Data-driven decision making

3

Digital awareness and enablement

4

Business model innovation

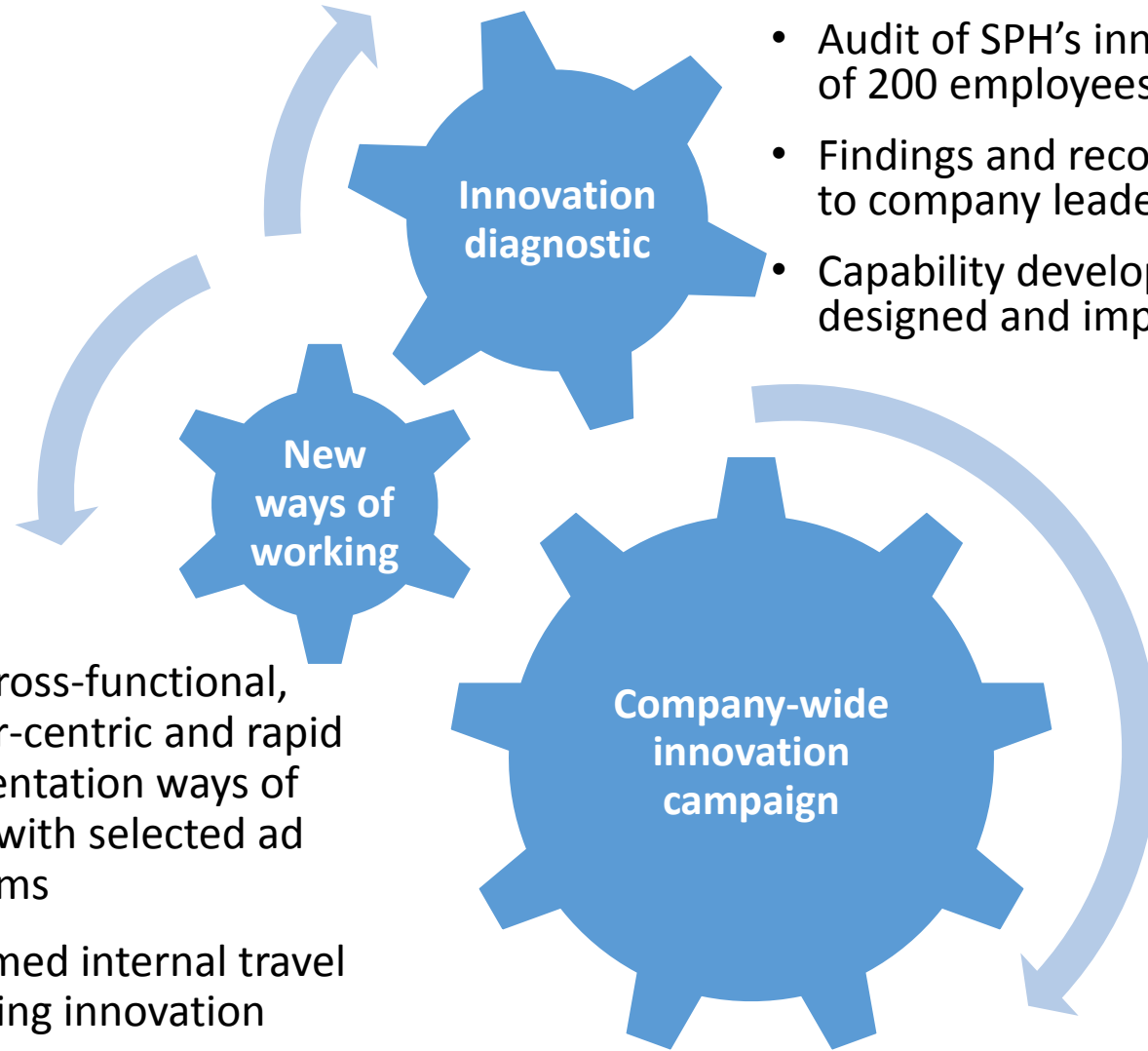
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Agile ways of working

6

Lean innovation and intrapreneurship

How: The 100-day Innovation Initiative



- Audit of SPH's innovation capabilities and culture, including survey of 200 employees
- Findings and recommendations on innovation initiatives presented to company leadership
- Capability development plan to rapidly uplift staff innovation skills designed and implemented

- Piloted cross-functional, customer-centric and rapid experimentation ways of working with selected ad sales teams
- Transformed internal travel policy using innovation techniques

- 30 employees shortlisted from 90 applicants to participate in intensive innovation training bootcamp and 2-month project accelerator
- **Teams from the accelerator showcased their concepts to senior management and 500 colleagues at SPH's first-ever Innovation Day on July 4, 2018**
- Concepts then adopted by relevant business units to pursue
- Accelerator participants joined internal Catalyst Network of innovation enthusiasts and advocates for change

When: Project Storm Timeline

APRIL
2018

- Engaged Venturetec
- Started company innovation diagnostic

MAY – JUNE
2018

- Innovation training bootcamp
- 100-day accelerator programme for bootcamp participants
- Transformation of internal ways of working: Travel policy project and ad sales pilot
- Company leadership innovation training

JULY
2018

- First-ever SPH Innovation Day
- Accelerator teams presented ideas to senior leadership

OCT – DEC
2018

- Kickoff of company-wide foundation innovation training, with first phase of 320 participants

Final results: highly visible innovation initiative that engaged hundreds of staff

95

applications for
accelerator programme

40+

hours of training

20+

hours of
additional coaching

200+

respondents interviewed for customer discovery

22

rapid experiments run

~10,000

total audience engaged with prototypes and
experiments