


# DESIGNING AND DELIVERING YOUR DIGITAL TRANSFORMATION

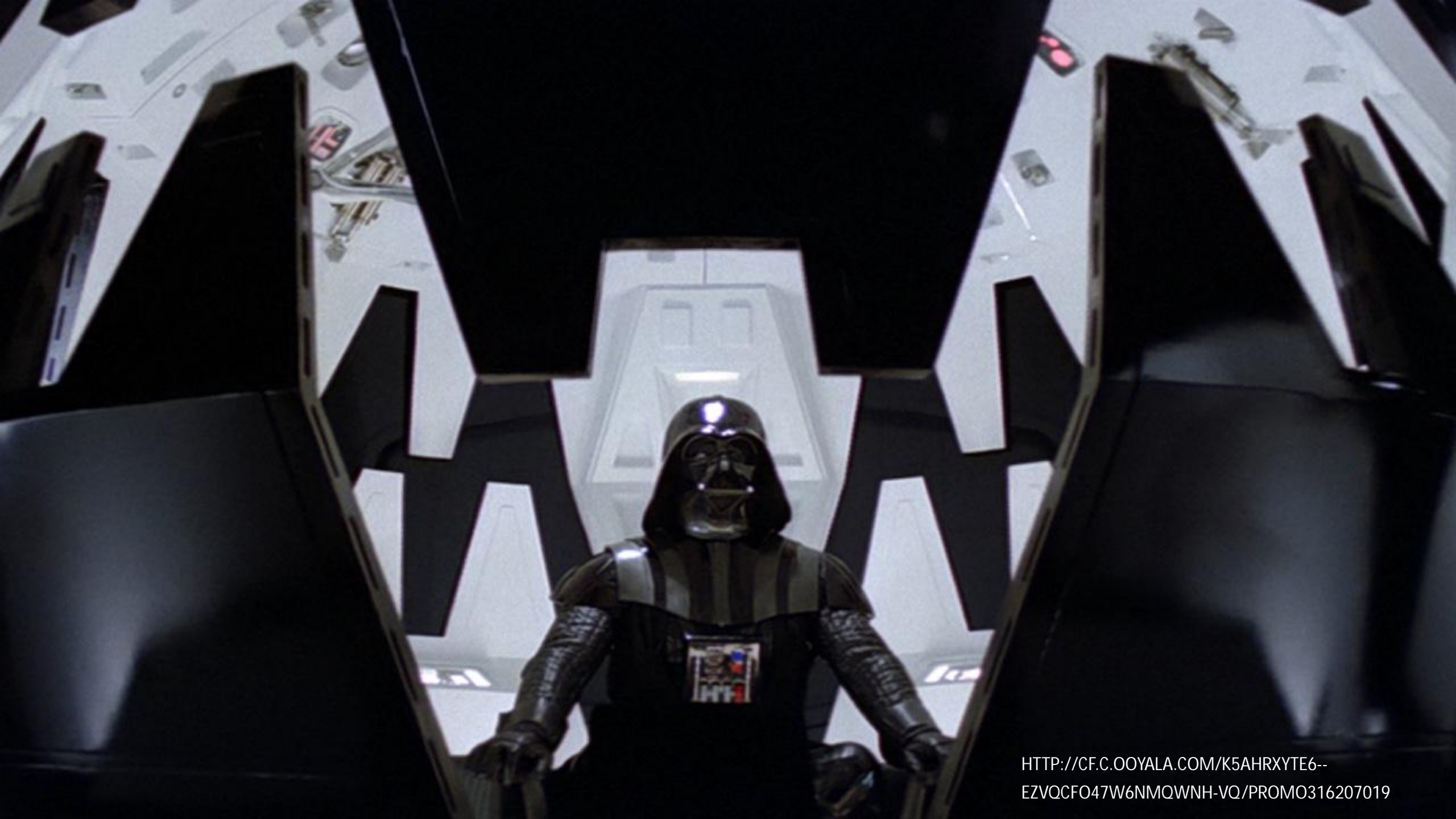
 SAM YEN (@UXSAMYEN)  
CHIEF DESIGN OFFICER, SAP  
MANAGING DIRECTOR, SAP SILICON VALLEY

MAGGIE BUGGIE (@MAGGIEBUGGIE)  
SVP, GLOBAL HEAD OF SAP LEONARDO  
SERVICES





[HTTP://WWW.GEEKBINGE.COM/WP-CONTENT/UPLOADS/2014/08/STAR-WARS-EPIISODE-IV-UNALTERED-EDITION.JPEG](http://www.geekbinge.com/wp-content/uploads/2014/08/star-wars-episode-iv-unaltered-edition.jpeg)



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<https://ESPNtheundefeated.files.wordpress.com/2017/05/Gettyimages-684321920.jpg?w=1024>





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JBL

The Finals

SCORE	TIME	PERIOD
129	00	120

Champions

ORACLE

Sports BAY AREA







[HTTPS://BLOGS.SAP.COM/WP-CONTENT/UPLOADS/2016/04/006\\_1982\\_10\\_YEARS\\_OF\\_SAP\\_FOUNDERS\\_MAYOR\\_CRIGEE\\_920717.JPG](https://blogs.sap.com/wp-content/uploads/2016/04/006_1982_10_years_of_sap_founders_mayor_criegee_920717.jpg)







■ Closing Price: 110.3



2013

2014

2015

2016

2017

20M





Run Simple

# Executive Q&A with the SAP Executive Board

**Bill McDermott**  
CEO, SAP  
@BillMcDermott

**Adaire Fox-Martin**  
President – Europe, Middle East,  
Africa and Greater China  
Global Customer Operations (GCO)  
@AdaireFoxMartin

**Bernd Leukert**  
Products & Innovation  
@LeukertB

**Luka Mucic**  
Chief Financial Officer  
@SAP

**Robert Enslin**  
President  
Cloud Business Group  
@RobertEnslin

**Michael Kleinemeier**  
Digital Business Services  
@MichaelKleinem

**Jennifer Morgan**  
President, Americas and  
Asia Pacific Japan (APJ)  
Global Customer Operations (GCO)  
@JenniferBMorgan

**Stefan Ries**  
Chief Human Resources Officer  
@StefanRies66





■ Closing Price: 110.3



2013

2014

2015

2016

2017

20M



"72% OF GLOBAL CEOs BELIEVE  
THE NEXT 3 YEARS  
WILL BE MORE CRITICAL  
FOR THEIR INDUSTRY  
THAN THE LAST 50 YEARS."

FORBES INSIGHTS  
2016 GLOBAL CEO OUTLOOK



# DESIGN THINKING IS CERTAINLY IN THE NEWS



**WIRED**

IBM's Got a Plan to Bring Design Thinking to Big Business - Jan 21 2016

**The New York Times**

IBM's Design-Centered Strategy to Set Free the Squares - Nov 14, 2015

**McKinsey&Company**

The Power of Design Thinking - March 2016

**CO.DESIGN**

6 MINUTE READ | INNOVATION BY DESIGN

## Design Thinking Shakes Up The Beige World Of Enterprise Software

**KPCB** | Ventured

Design in Tech Report 2016

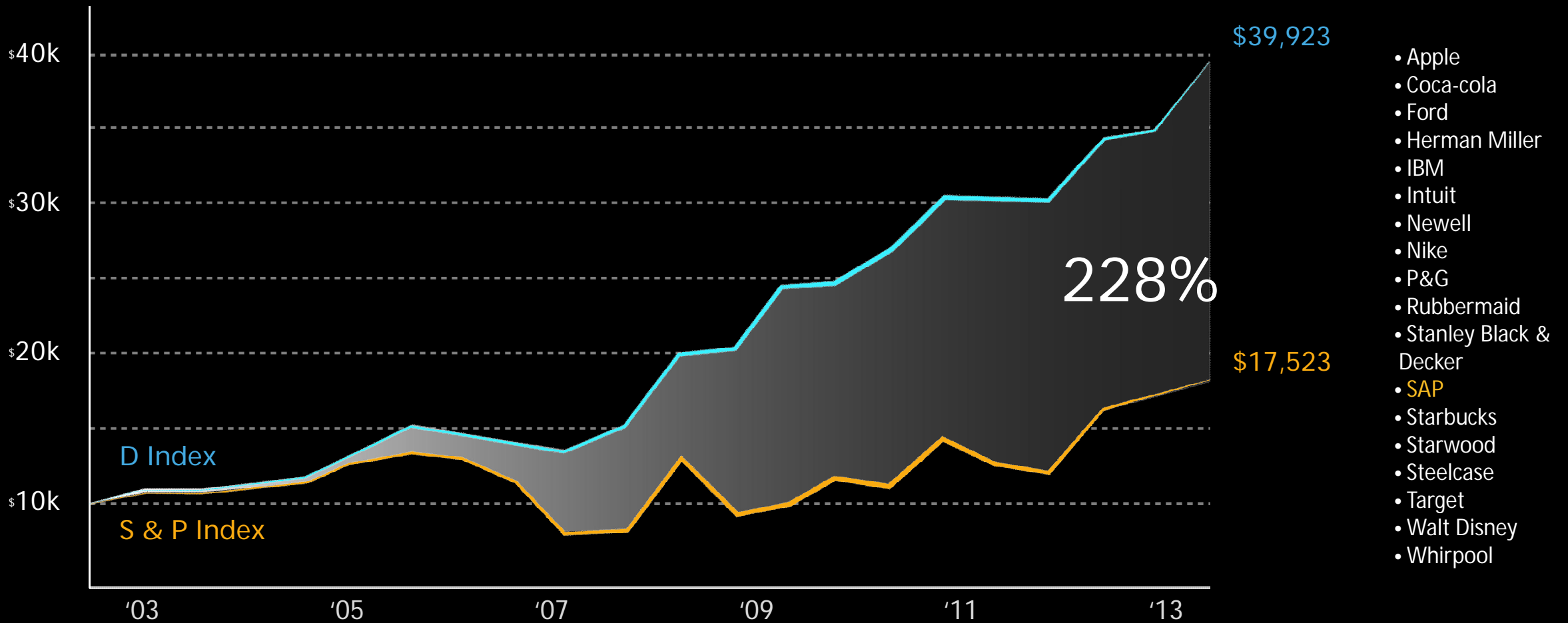


For all of us who use a computer or mobile device, great design is changing how we live and work. John Maeda's report helps explain why.

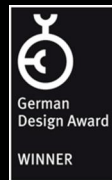




# ... AND THE RESULTS SPEAK FOR THEMSELVES



X7





# THOSE THAT DON'T HAVE ARE ACQUIRING

6

## Timeline of #DesignInTech M&A Activity Version 2.0

2004—2012	2013	2014	2015	2016
<ul style="list-style-type: none"><li>▪ <b>FLEXTRONICS</b> +acq. Frog Design 2004</li><li>▪ <b>MONITOR</b> +acq. DOBLIN 2007</li><li>▪ <b>RIM</b> +acq. TAT 2010</li><li>▪ <b>FACEBOOK</b> +acq. Sofa 2011</li><li>▪ <b>GLOBALLOGIC</b> +acq. Method 2011</li><li>▪ <b>ONE KING'S LANE</b> +acq. Helicopter 2011</li><li>▪ <b>GOOGLE</b> +acq. Mike &amp; Maaike 2012</li><li>▪ <b>FACEBOOK</b> +acq. Bolt Peters 2012</li><li>▪ <b>SQUARE</b> +acq. 80/20 2012</li><li>▪ <b>GOOGLE</b> +acq. Cuban Council 2012</li></ul>	<ul style="list-style-type: none"><li>▪ <b>FACEBOOK</b> +acq. Hot Studio 2013</li><li>▪ <b>ACCENTURE</b> +acq. Ford 2013</li><li>▪ <b>SHOPIFY</b> +acq. Jet Cooper 2013</li><li>▪ <b>DELOITTE</b> +acq. Banyan Branch 2013</li><li>▪ <b>INFOR</b> +acq. Hook &amp; Look 2013</li><li>▪ <b>GOOGLE</b> +acq. 17FEET 2013</li><li>▪ <b>GOOGLE</b> +acq. Hattery 2013</li></ul>	<ul style="list-style-type: none"><li>▪ <b>OCULUS / FB</b> +acq. Carbon Design 2014</li><li>▪ <b>GOOGLE</b> +acq. Gecko Design 2014</li><li>▪ <b>CAPITAL ONE</b> +acq. Adaptive Path 2014</li><li>▪ <b>ACCENTURE</b> +acq. Reactive 2014</li><li>▪ <b>DELOITTE</b> +acq. Flow Interactive 2014</li><li>▪ <b>PWC</b> +acq. Optimal Experience 2014</li><li>▪ <b>KPMG</b> +acq. Cynergy Systems 2014</li><li>▪ <b>BCG</b> +acq. S&amp;C 2014</li></ul>	<ul style="list-style-type: none"><li>▪ <b>FACEBOOK</b> +acq. Teehan+Lax 2015</li><li>▪ <b>BBVA</b> +acq. Spring Studio 2015</li><li>▪ <b>MCKINSEY</b> +acq. Lunar Design 2015</li><li>▪ <b>CAPITAL ONE</b> +acq. Monsoon 2015</li><li>▪ <b>WIPRO</b> +acq. DesignIt 2015</li><li>▪ <b>ERNST &amp; YOUNG</b> +acq. Seren 2015</li><li>▪ <b>DELOITTE</b> +acq. Mobiento 2015</li></ul>	<ul style="list-style-type: none"><li>▪ <b>AIRBNB</b> +acq. Iapka 2015</li><li>▪ <b>COOPER</b> *consolidation +acq. Catalyst 2015</li><li>▪ <b>SALESFORCE</b> +acq. Akta 2015</li><li>▪ <b>ACCENTURE</b> +acq. Chaotic Moon 2015 +acq. PacificLink 2015</li><li>▪ <b>FLEX</b> *medical design +acq. Farm Design 2015</li><li>▪ <b>PIVOTAL</b> +acq. Slice of Lime 2016</li><li>▪ <b>IBM</b> +acq. Resource/Ammirati 2016 +acq. ecx.io 2016 +acq. Aperto 2016</li><li>▪ <b>KYU COLLECTIVE</b> *minority +min. IDEO 2016</li><li>▪ <b>CAPGEMINI</b> +acq. Fahrenheit 212 2016</li><li>▪ <b>DELOITTE</b> +acq. Heat 2016</li></ul>

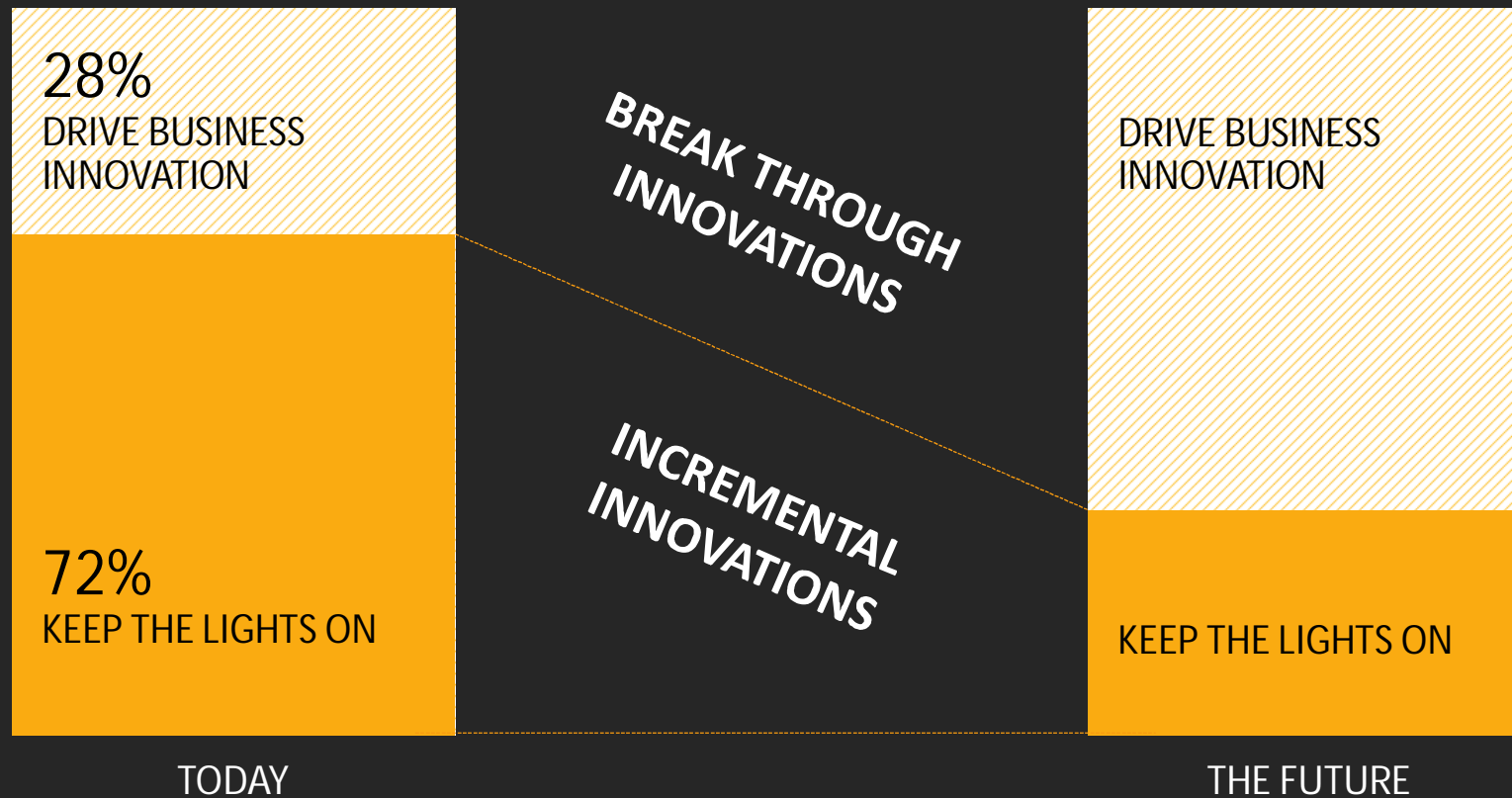
A total of 42 design firms have been acquired since 2004. ~50% of which have been acquired within the last year with Accenture, Deloitte, IBM, Google, and Facebook as the most acquisitive.

Source: @kpcb #DesignInTech @johnmaeda @mbuzzard



# IT'S SHIFT FROM INFORMATION TO INNOVATION TECHNOLOGY

FORRESTER IT SURVEY, 2013





INNOVATION = CREATIVITY x EXECUTION



INNOVATION = CREATIVITY x EXECUTION

## PROBLEM SOLVING:

WE'RE ALL GOOD AT THIS BUT IT OFTEN LEADS TO  
INCREMENTAL INNOVATIONS

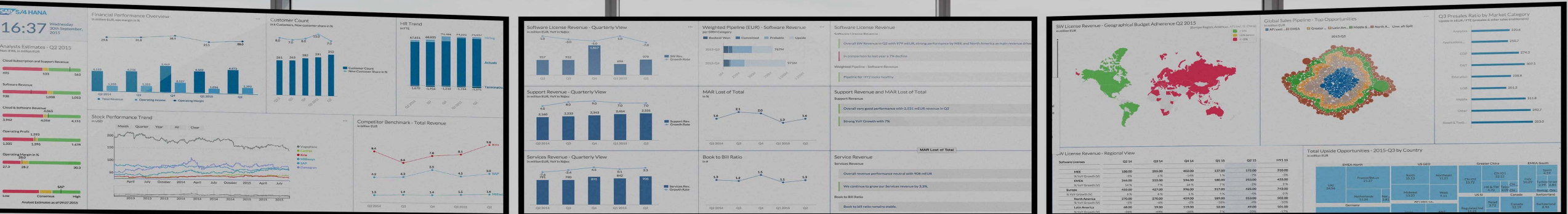


INNOVATION = CREATIVITY x EXECUTION

## PROBLEM FINDING:

IDENTIFYING THE PROBLEM WORTH FINDING IS WHAT OFTEN LEADS TO BREAKTHROUGH INNOVATIONS

# CO-INNOVATION





# CULTURE OF INNOVATION





An aerial view of a city skyline at sunset, with the sun low on the horizon creating a warm glow. The SAP logo is overlaid on the left side of the image.

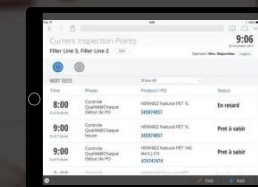
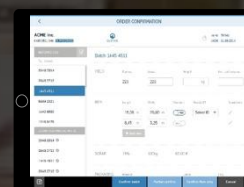
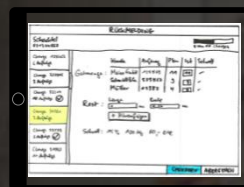
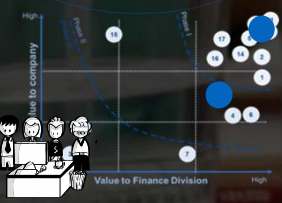
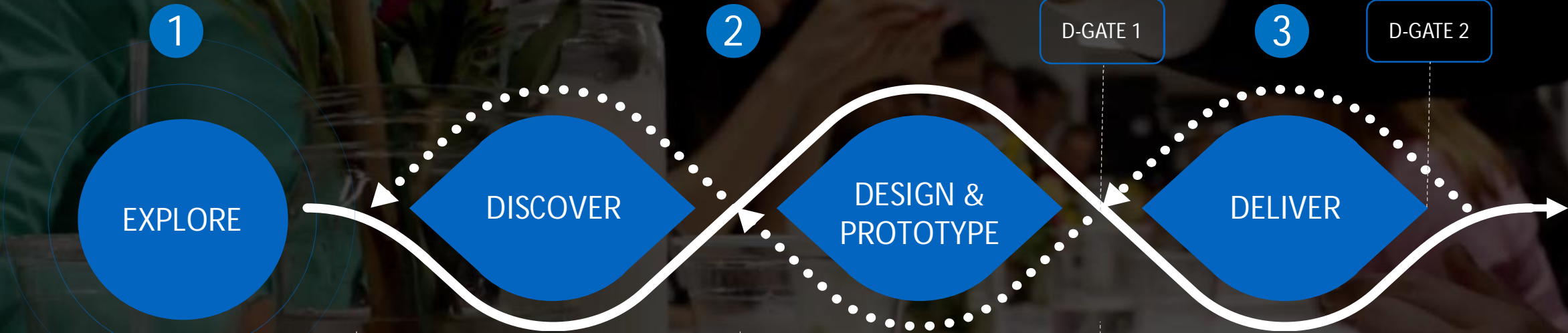
**SAP**

**Leonardo**

THE **DIGITAL INNOVATION SYSTEM**  
THAT ENABLES YOU TO **INNOVATE AT SCALE** TO  
CONFIDENTLY REDEFINE YOUR BUSINESS

**SAP**







UNDERSTAND THE INTENT.  
WHY?

DISCOVER  
DESIGN  
DELIVER

DIVERGE  
&  
CONVERGE

HMW ...

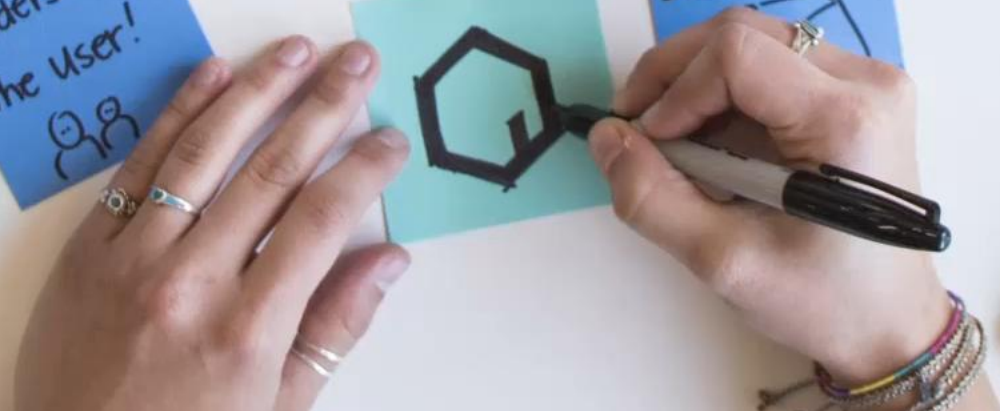
IDEATE

DESIGN SYSTEMATICALLY

Understand the User!

DESIGN THINKING  
USER → functionality  
NEED  
NOT THE OTHER WAY AROUND

Q



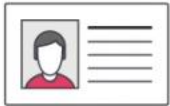




# Smart Stores Overview Lo-Fi

## Project Description

What do you want to do first?



Represent each group of end users as a persona to guide your design decisions

[CREATE A PERSONA](#)



Bring your project to life with a prototype

[START PROTOTYPING](#)



Create a study to gather feedback from users

[CREATE A STUDY](#)



Upload files to use in your prototype or study

[UPLOAD FILES](#)



MAKING BUSINESS SENSE  
AND OPPORTUNITY OF EDGE  
TECHNOLOGY AT SCALE



CX

OPS

BUSINESS

# SHOW ME THE MONEY





# POWER OF THE CROWD





# GOVERN FOR GROWTH





# CHAOS AND POSSIBILITY









# SAP Leonardo

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1. WE UNDERSTAND
2. WE DESIGN FOR BUSINESS IMPACT
3. WE ARE READY TO DELIVER



**SAP Leonardo Live**