



The Human Centered Approach to Innovation, what you could learn from SAP's proven Innovation methodology

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Disclaimer

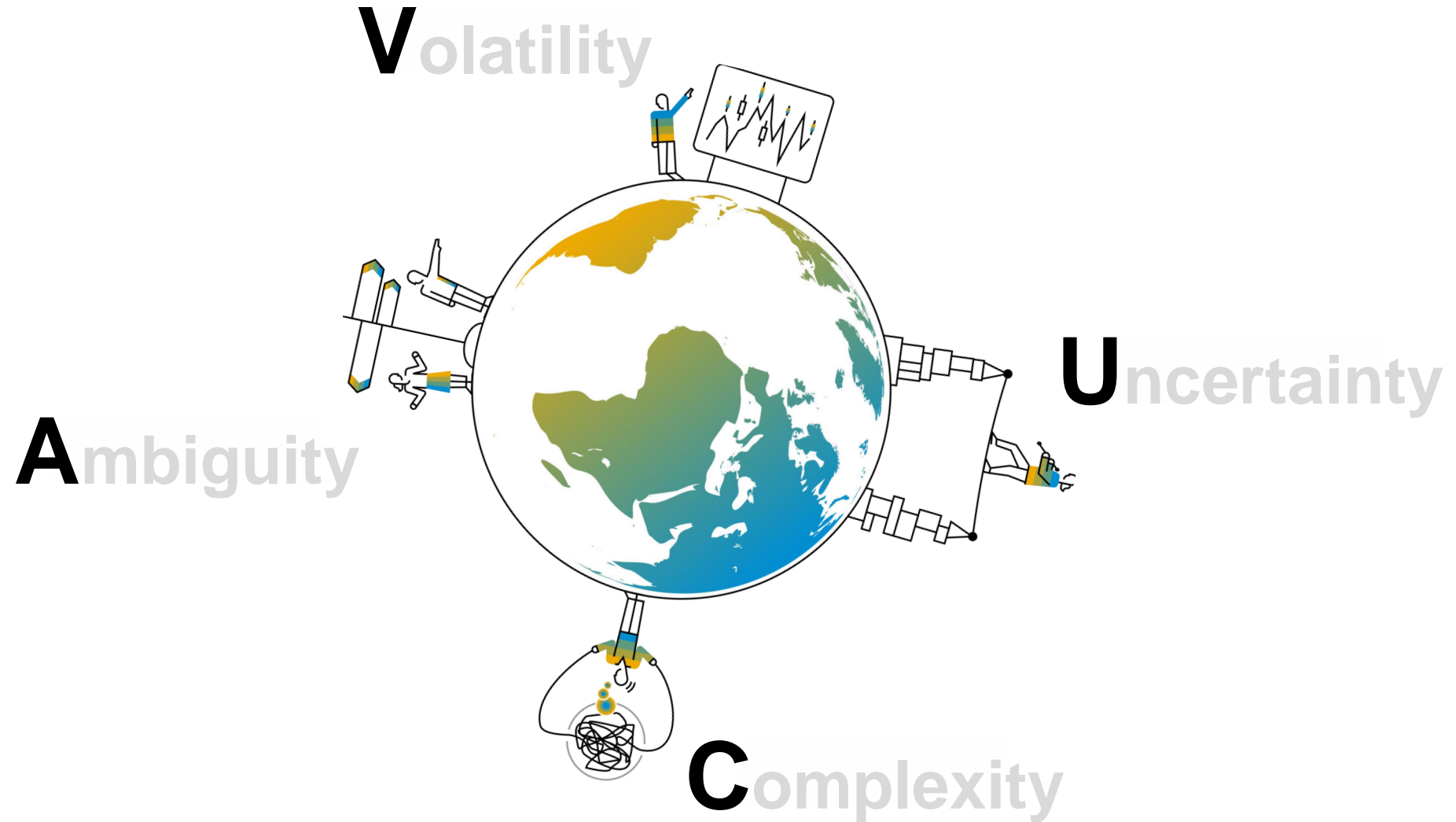
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What is our new reality



VUCA World

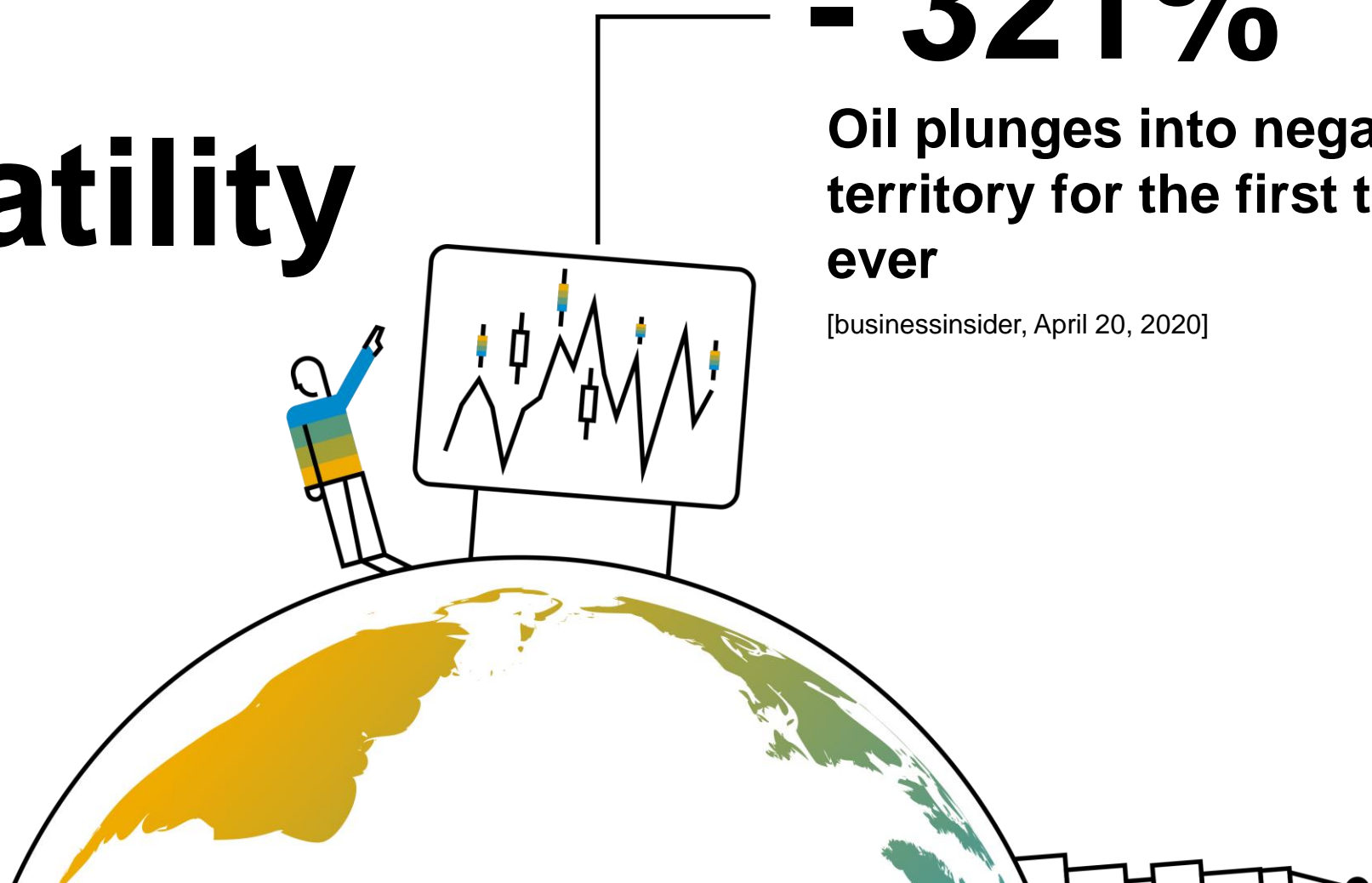


Volatility

- 321%

Oil plunges into negative territory for the first time ever

[businessinsider, April 20, 2020]



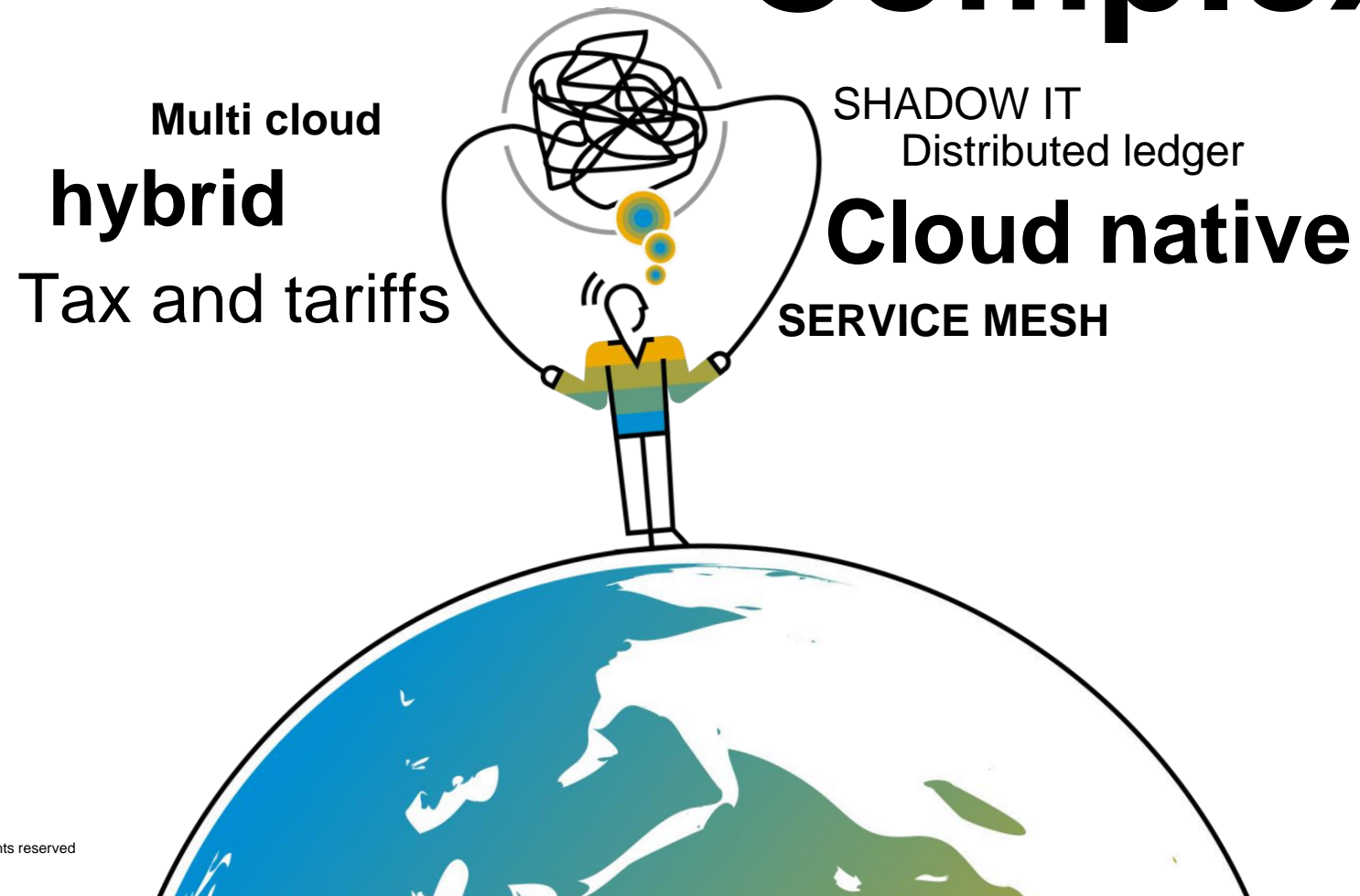
Uncertainty

94% of Fortune 1000
companies seeing supply chain
disruptions from COVID-19

[Fortune, Feb. 21, 2020]



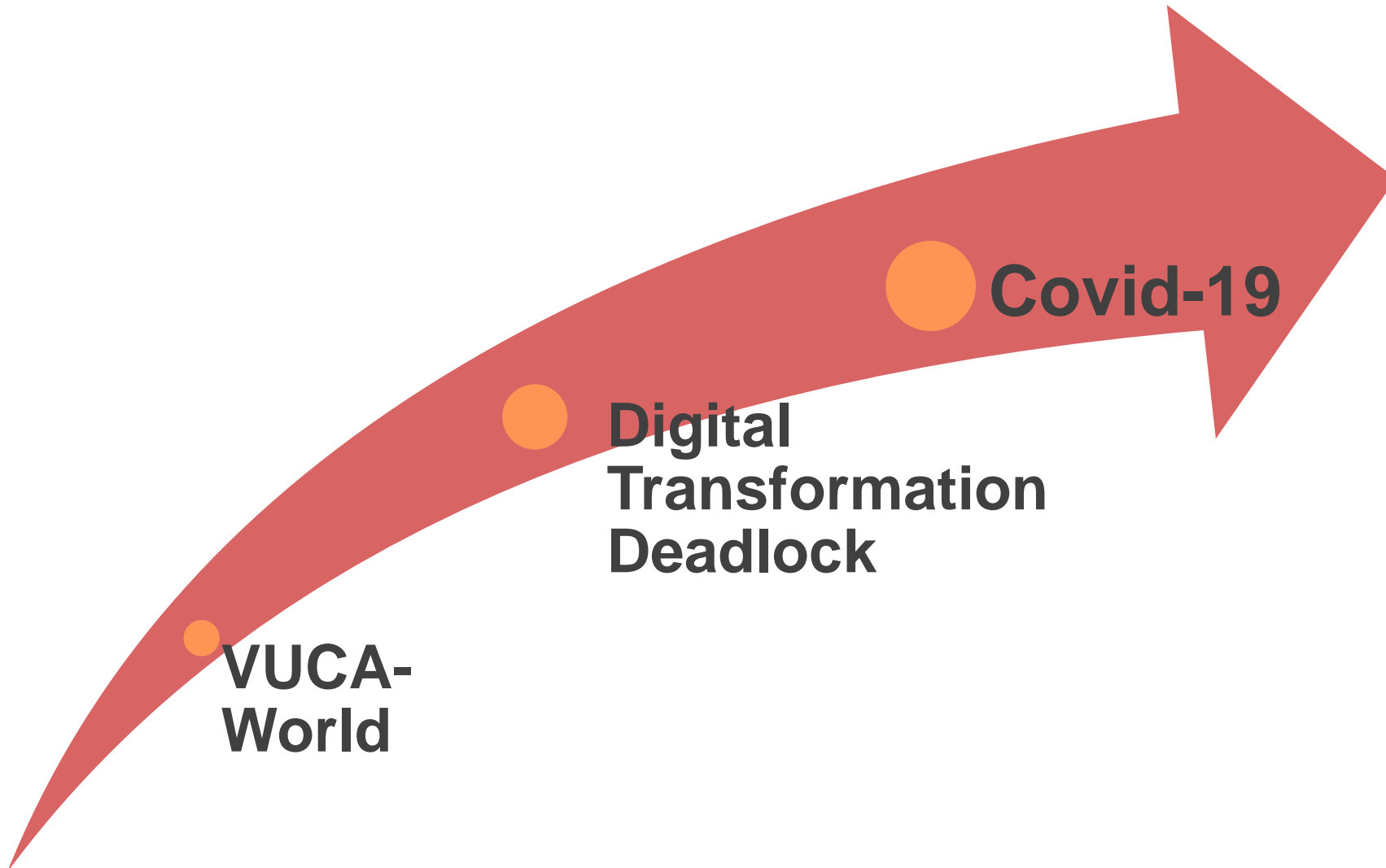
Complexity



Ambiguity



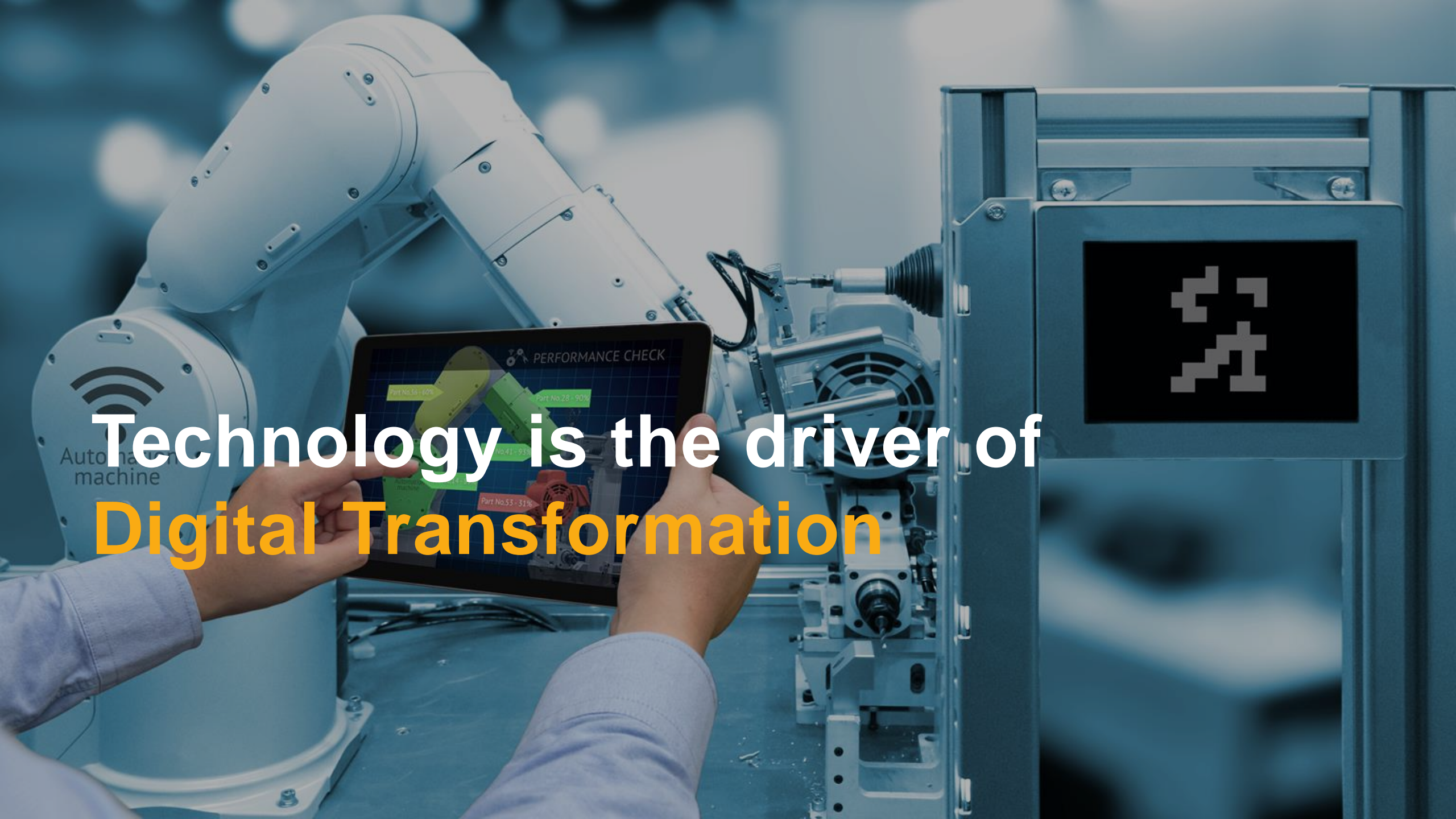
Dramatically **Increased Pressure** to Change




ADAPT, INNOVATE & TRANSFORM

**Agility
Insight
Business Value**

- analyze
- adapt processes
- collaborate
- integrate
- innovate
- adjust business model
- manage experience
- govern
- take strategic steps
- operate in eco-system
- ...

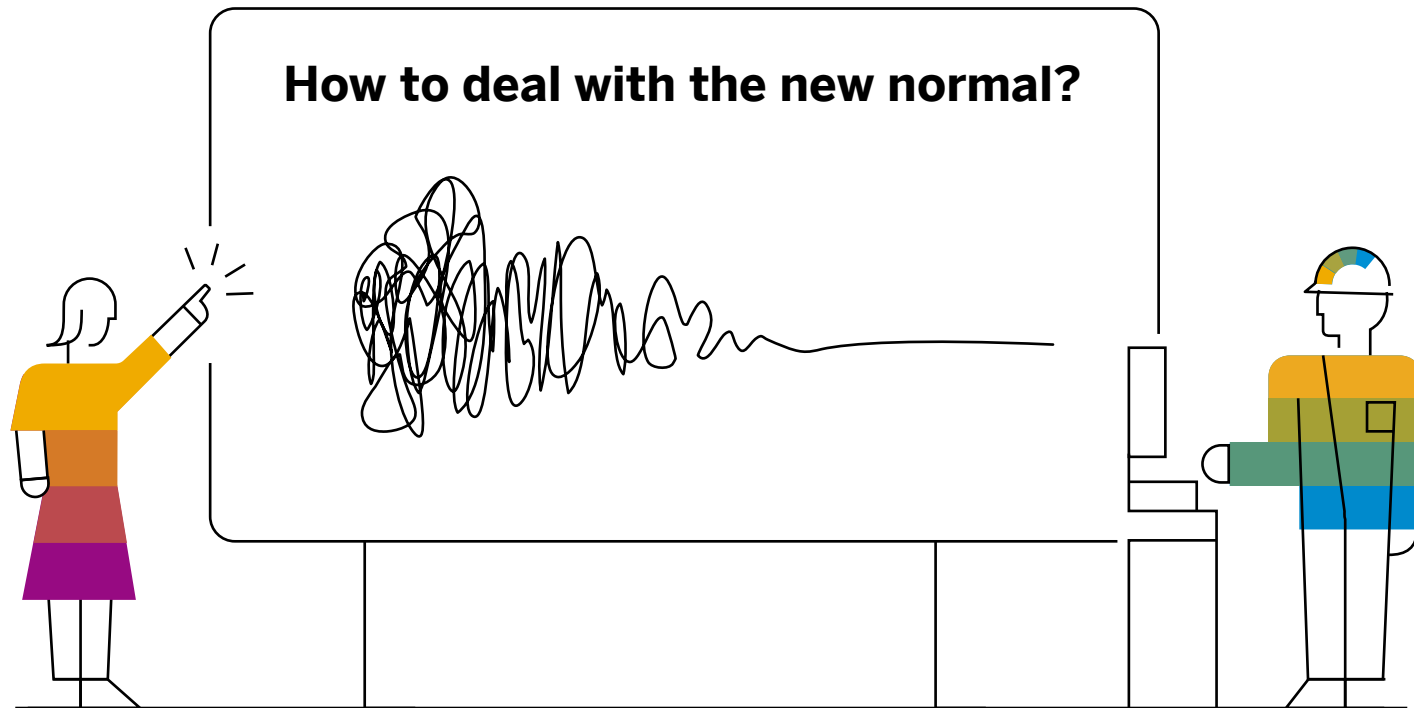


Technology is the driver of Digital Transformation

A person wearing a dark beanie, glasses, and a striped shirt is sitting in a brown armchair, working on a laptop. Their feet, wearing blue sneakers and yellow pants, are propped up on a small round wooden table. In the background, a modern office environment is visible with several other people working at desks and standing. The lighting is warm and focused on the person in the foreground.

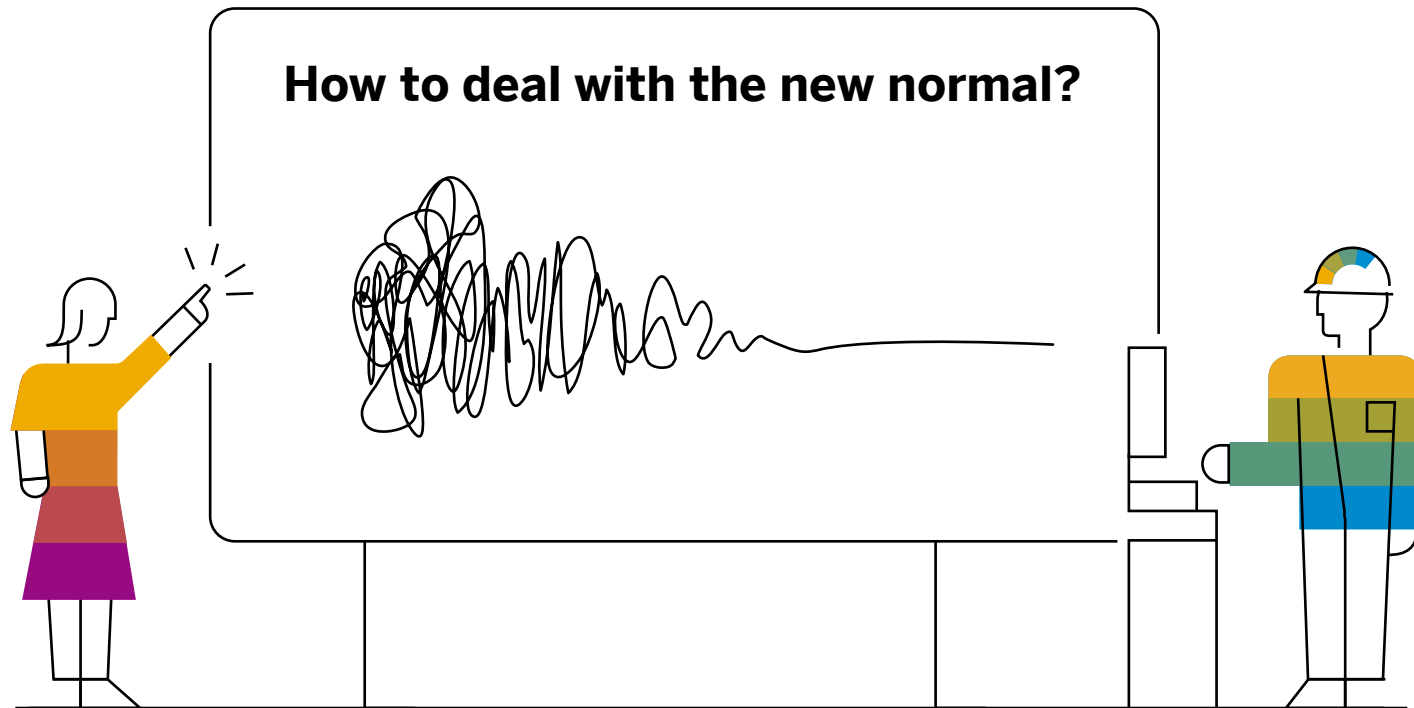
**Innovation Culture is the enabler of
Digital Transformation**

Dramatically **Increased Pressure** to Change in Challenging Times



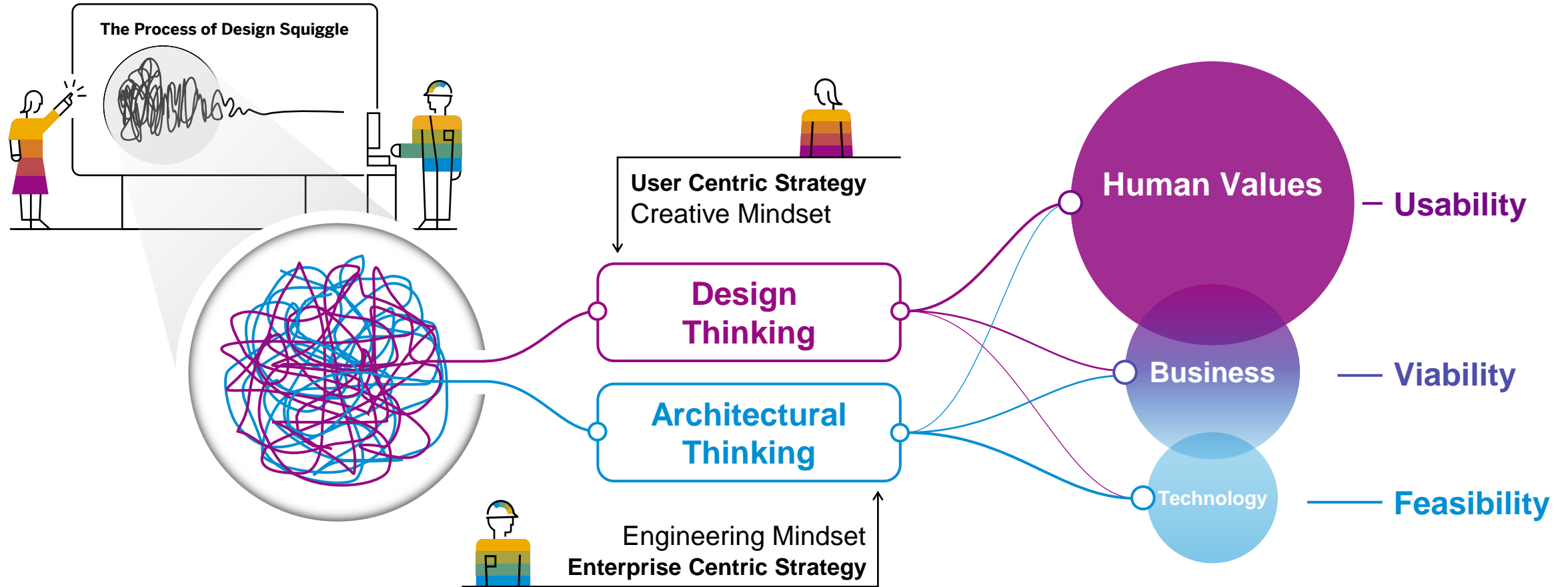
Human-Centered Innovation Approach

Combining Design Thinking & Architectural Thinking



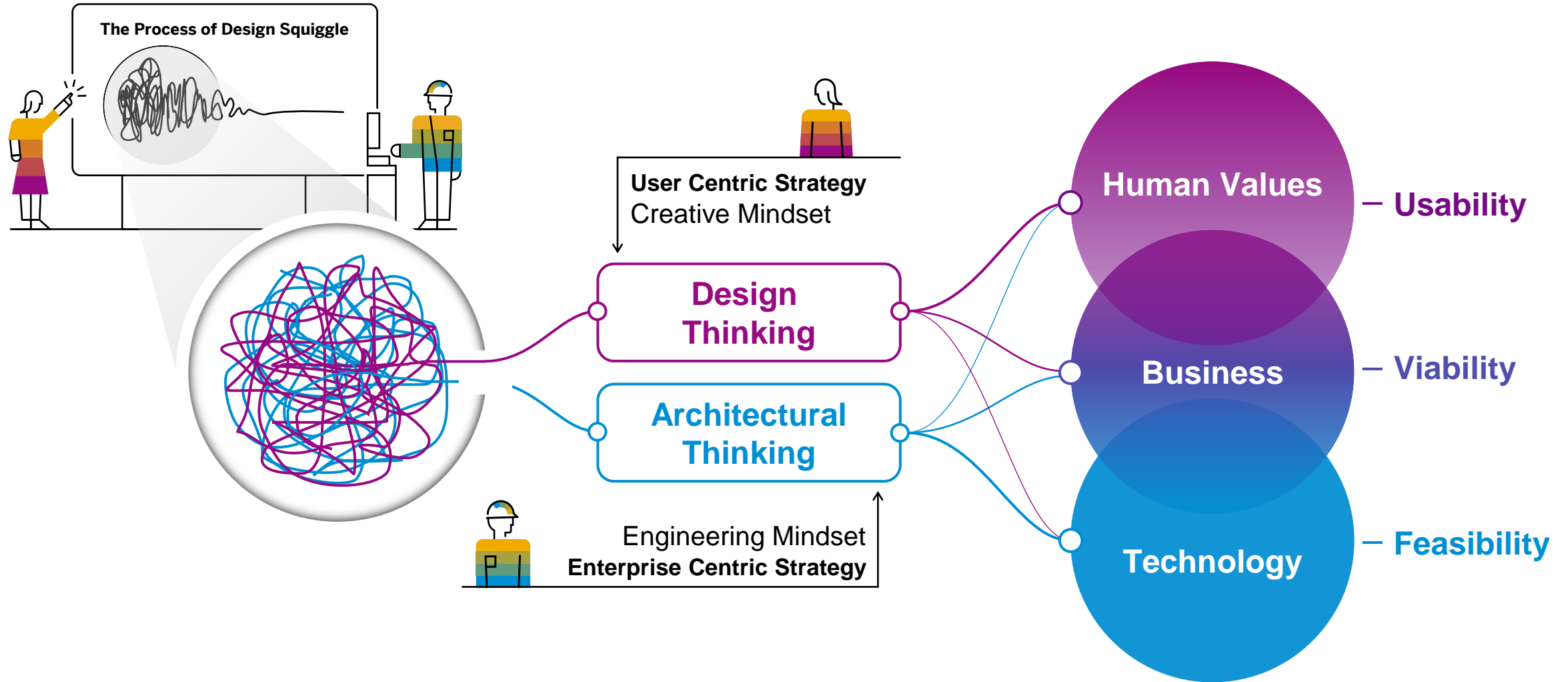
Human-Centered Innovation Approach

Combining Design Thinking & Enterprise Architecture



Human-Centered Innovation Approach

Combining Design Thinking & Enterprise Architecture

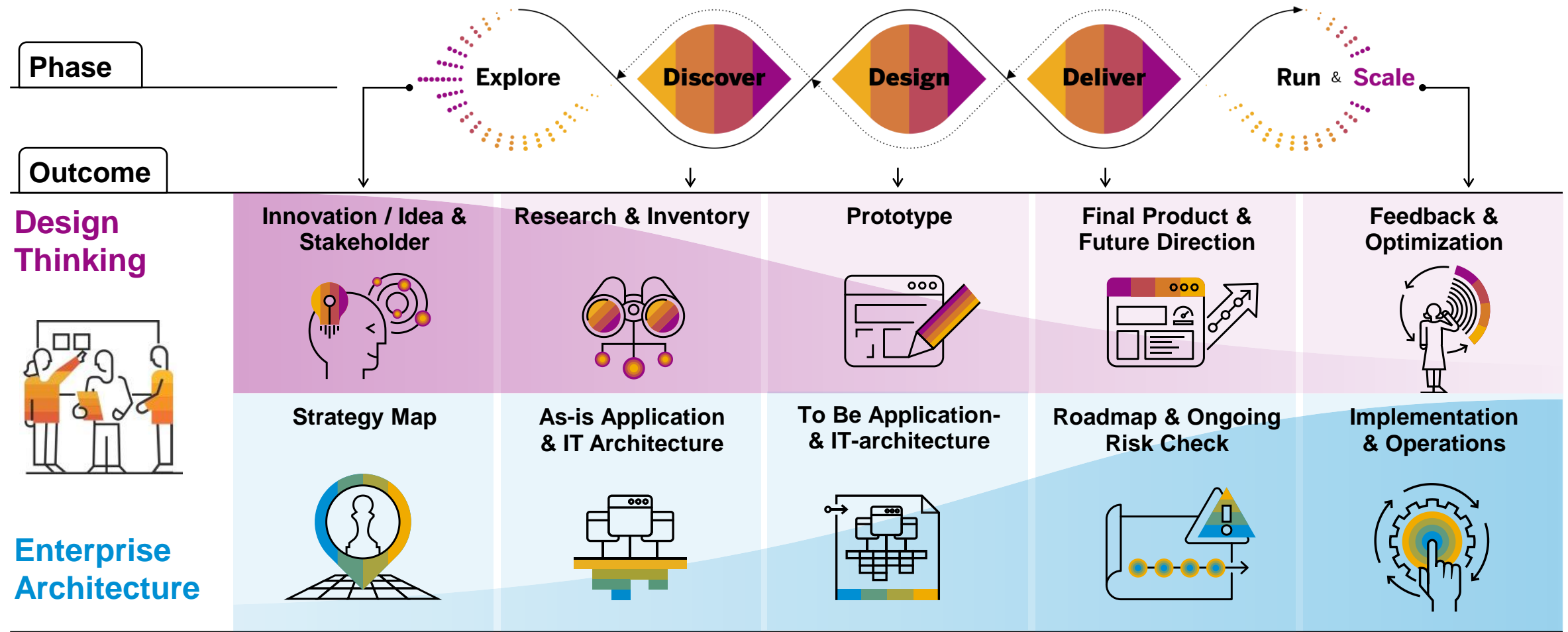


A blurred background image of a meeting table. On the table, there are several sheets of paper with diagrams and sticky notes in yellow, pink, and blue. A laptop is open in the center, and a brown paper coffee cup is to its right. A red pen lies on the table in the foreground. The hands of two people are visible at the edges of the frame, one holding the red pen. The overall scene suggests a collaborative design or planning session.

How we deliver

SAP's Human-Centered Approach to Innovation

Innovation and Agility From Start to End



Putting Innovation into Practice

Principles for innovation work



User-centricity

Understand the user needs and the context



Making and experimenting

Visualize and prototype your ideas

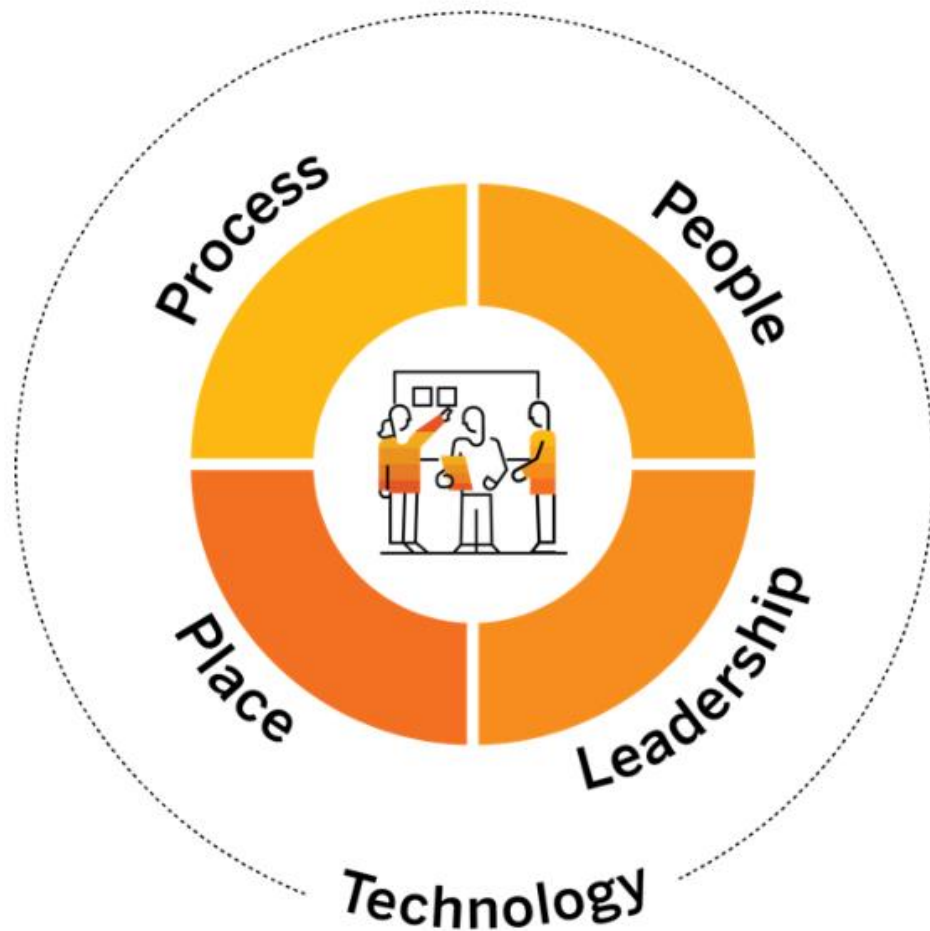


Fail early and often

Learn from failure and iterate your ideas

What else to consider?

Innovation culture is the key driver for digital transformation



People

Build up skills, competencies, and teams to continuously innovate

Place

Create spaces and work environments that foster creativity

Process

Apply a human-centered approach to make innovation real

Technology

Leverage digital platform to quickly implement ideas and run and scale them

Leadership

Transform organizations through humanizing leadership

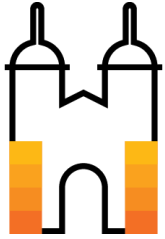


AppHaus

An SAP internal innovation team sharing its best practices

SAP AppHaus Heidelberg

since November 2013



Protected old tobacco
factory

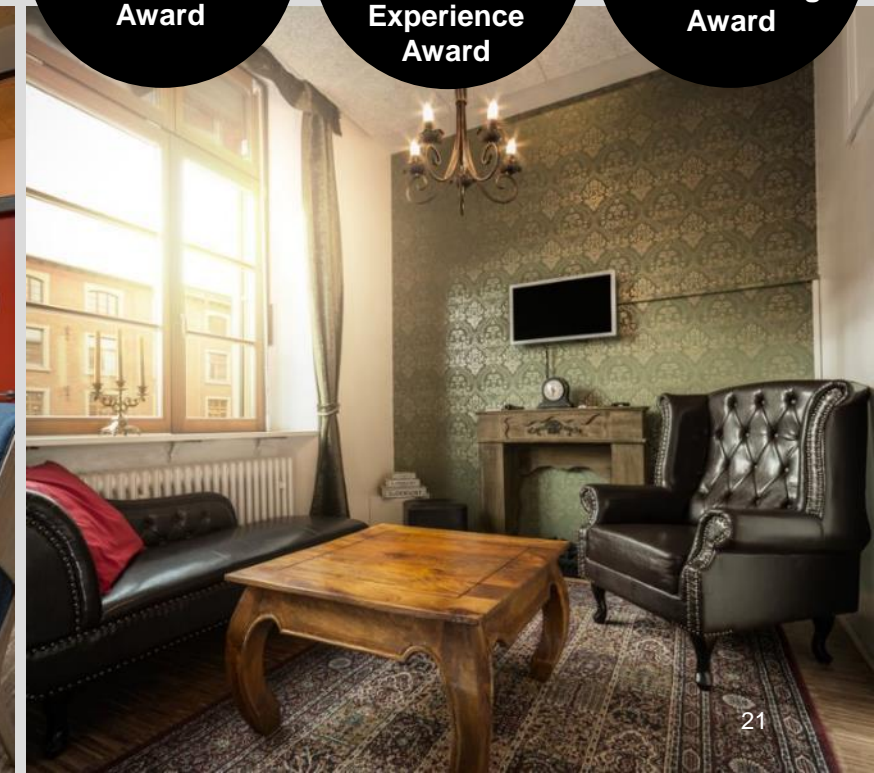
„Landfried“

1.200 sqm

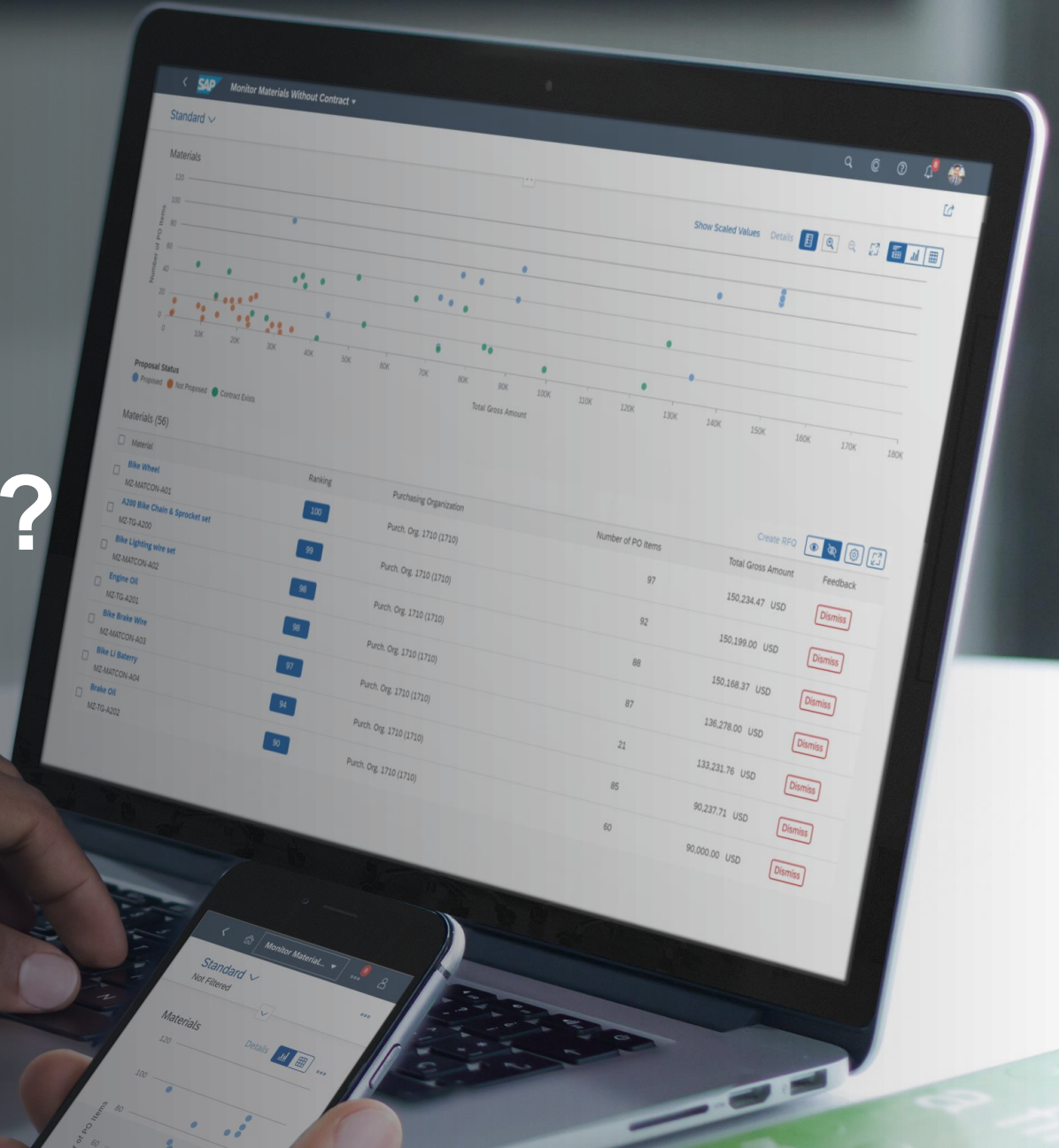
2-3 Workshop rooms

3-4 Project spaces

20 Employees



What's the Value of it?



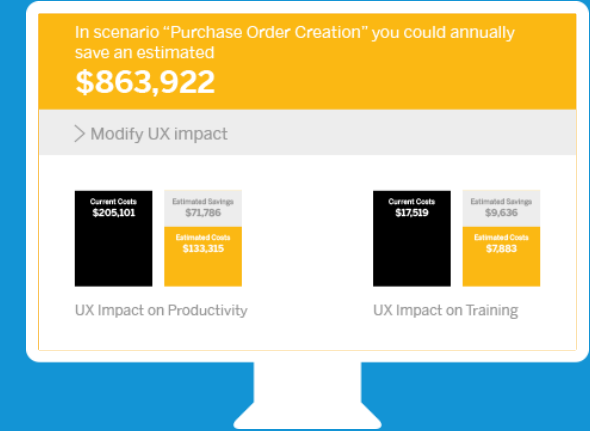
Human-Centered Innovation Approach

The Value of doing it different

Monetary Value



Human Value



UX Value Calculator

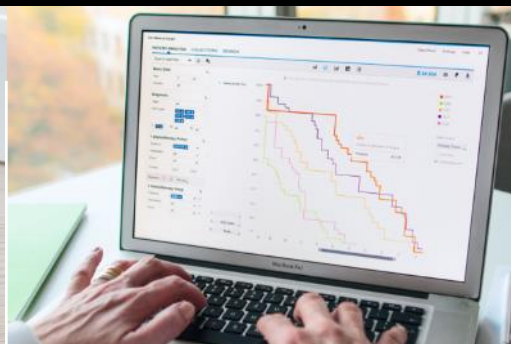
<http://experience.sap.com/designservices>





I am exceptionally supportive and passionate of human centered design since I've seen the customer engagement increase 10X. Especially when the SAP AppHaus brand is involved.

Dr. Nicholas John Nicoloudis
Machine Learning Principal (APJ)
Innovation Factory | SAP Australia Pty Ltd



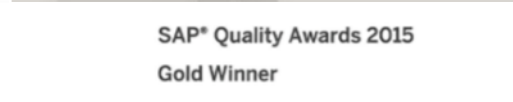
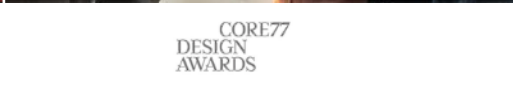
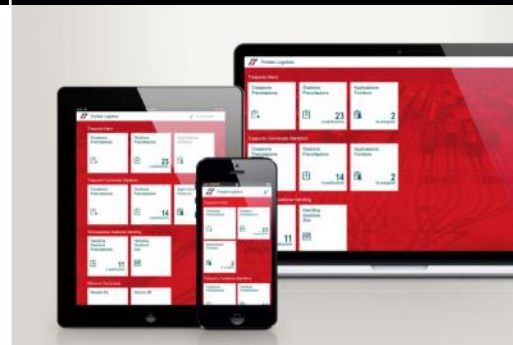
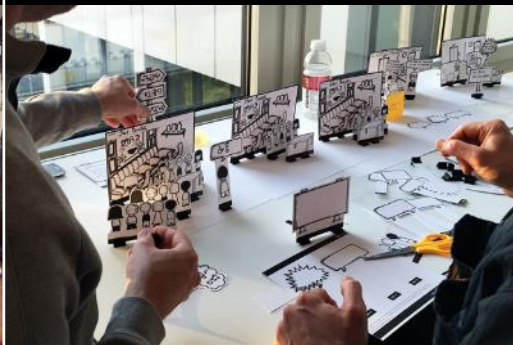
SAP AppHaus Heidelberg

SAP Scenes

Heidelberg University Hospital

Ferrovie Dello Stato Italiane

Principles of DCC of SAP



Recognition + Design prices



Some Real Live Examples

COSTCO Wholesale

Bakery production forecasting

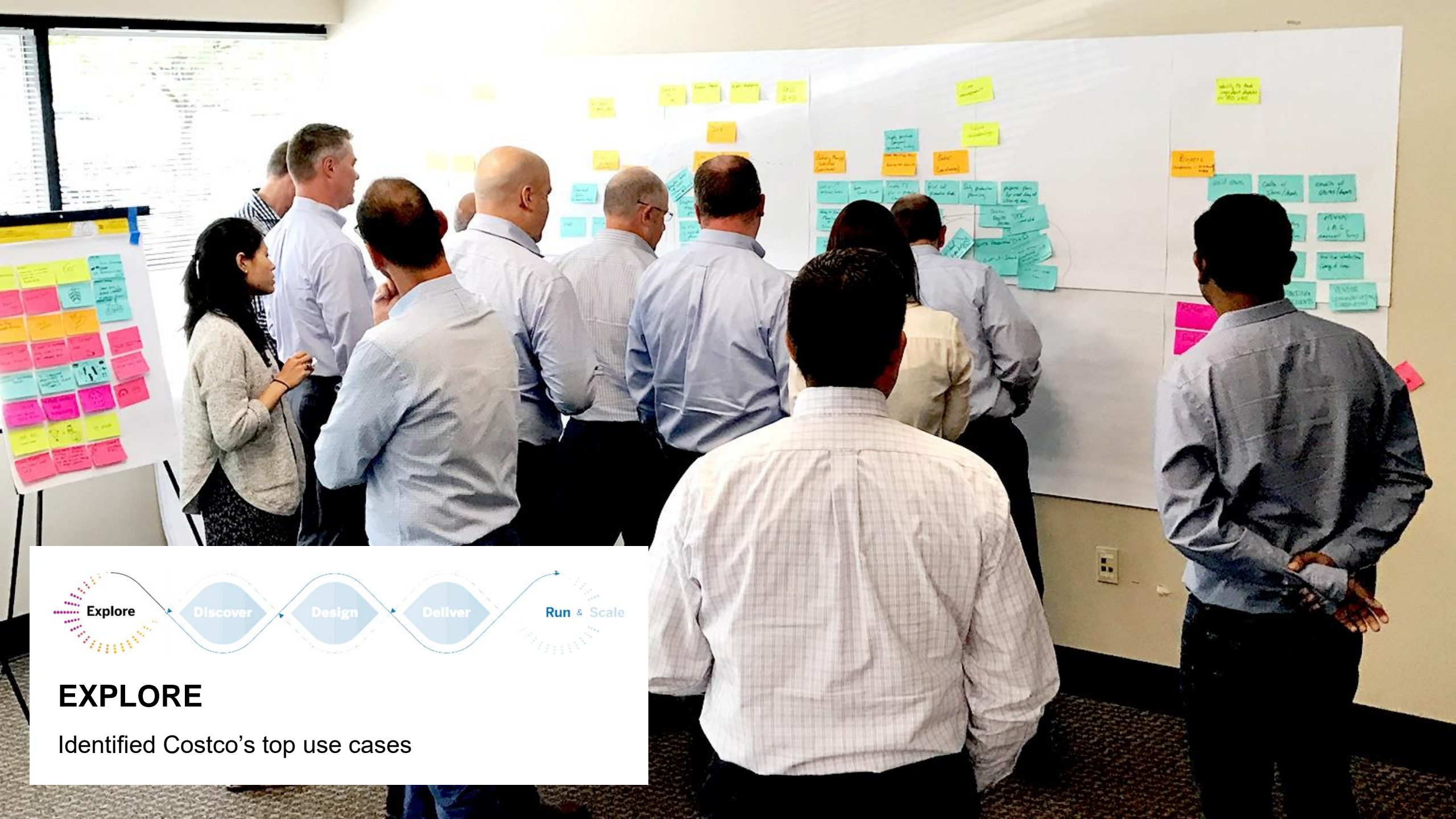


Reduce waste while continuing to increase sales.



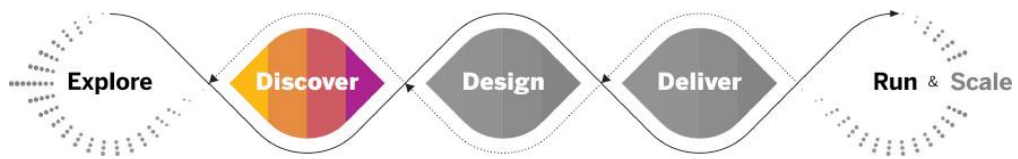
Automate a paper-based planning process, supported by a machine learning forecast.





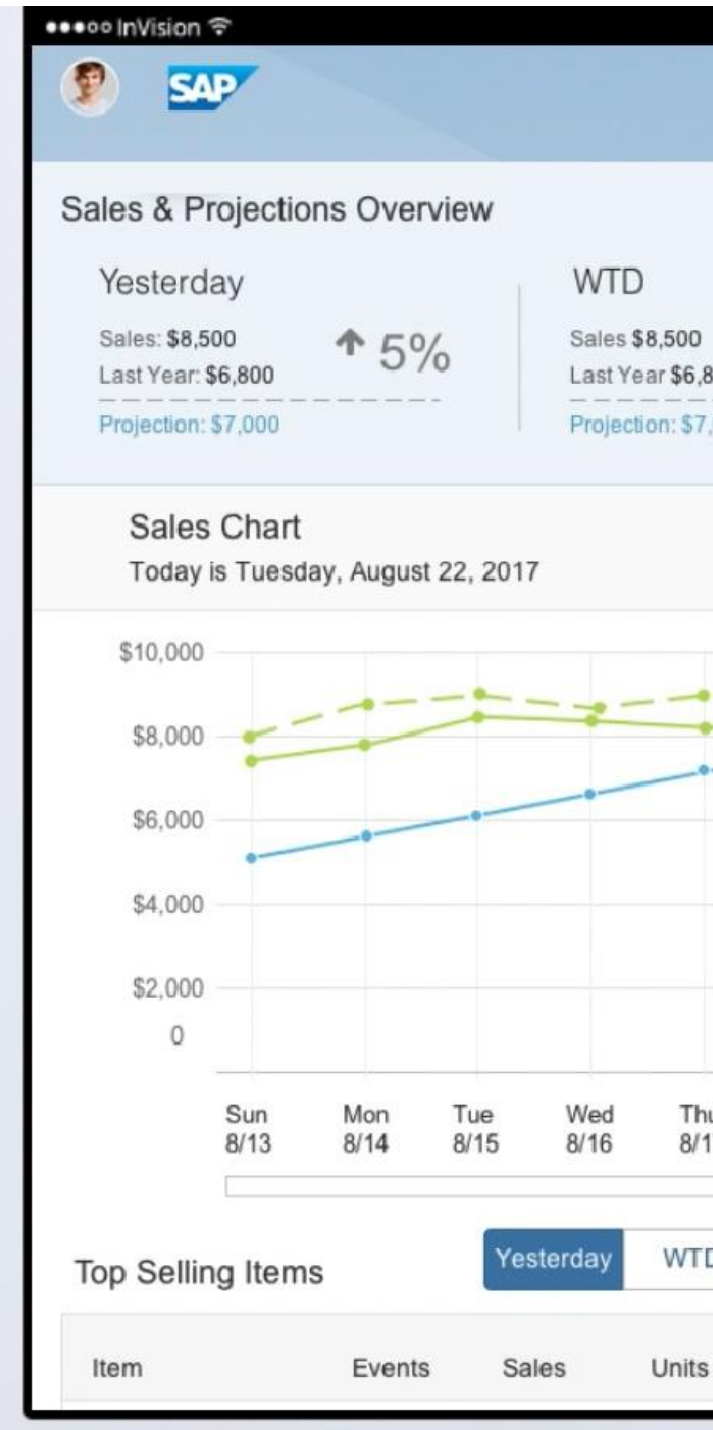
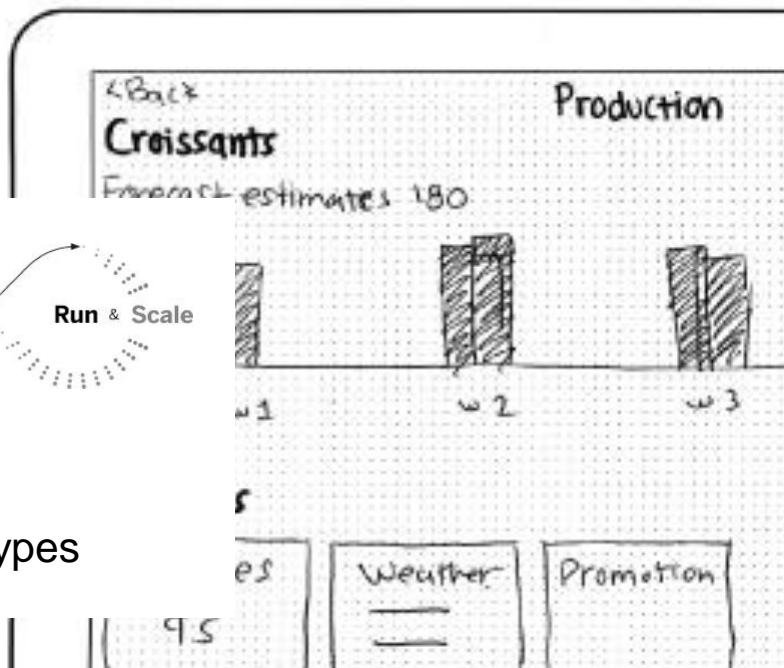
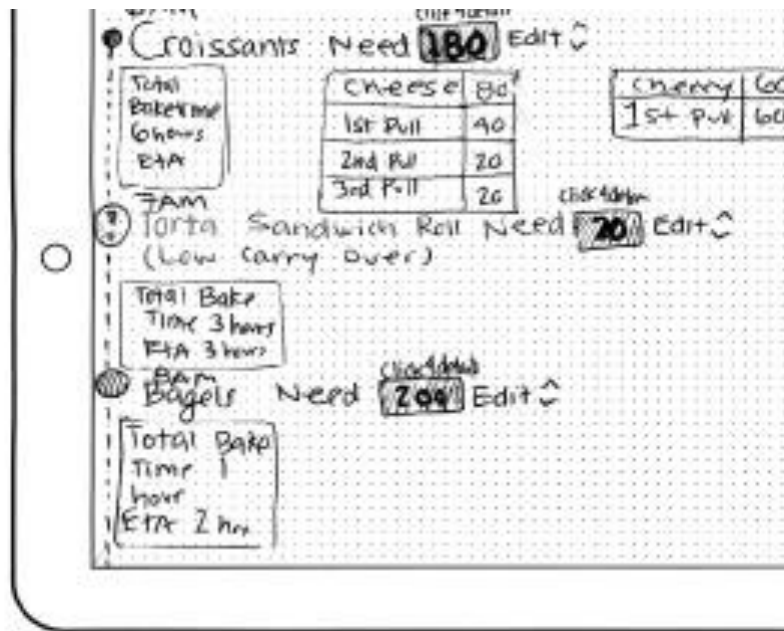
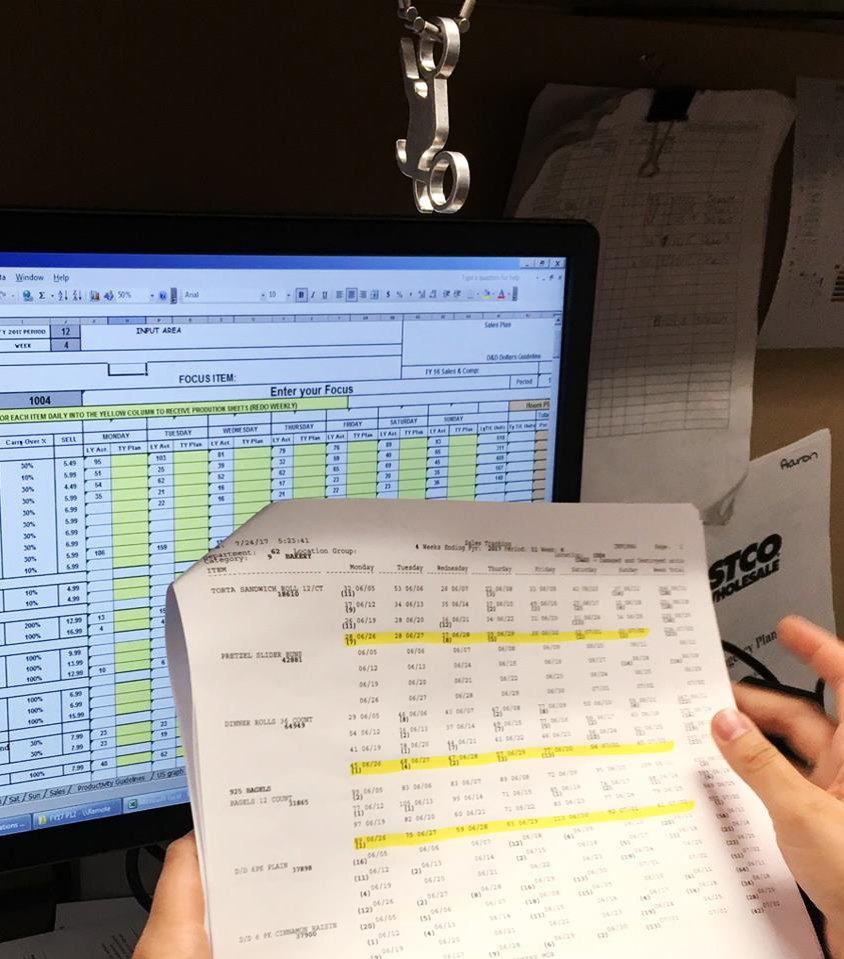
EXPLORE

Identified Costco's top use cases



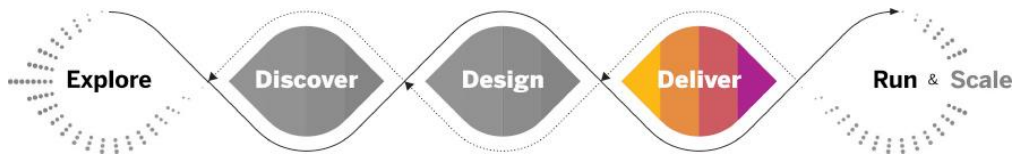
DISCOVER

Observed the needs of bakery managers



DESIGN

Evolved from ideas and sketches to prototypes



DELIVER

Created a technical proof of concept and went live

COSTCO's Feedback and Benefits



Simplification of processes for entire bakery team by automating most of the **error-prone daily calculations with a digital solution**



The **machine learning forecast outperformed** a top performing bakery manager **by 5%**.

RRPS (MTU) Machinery Component Manufacturer

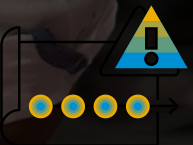
Innovate IT and implement
Design Thinking



SAP
DESIGN THINKING
TEAM



Innovate new Business
Models beyond
combustion engines



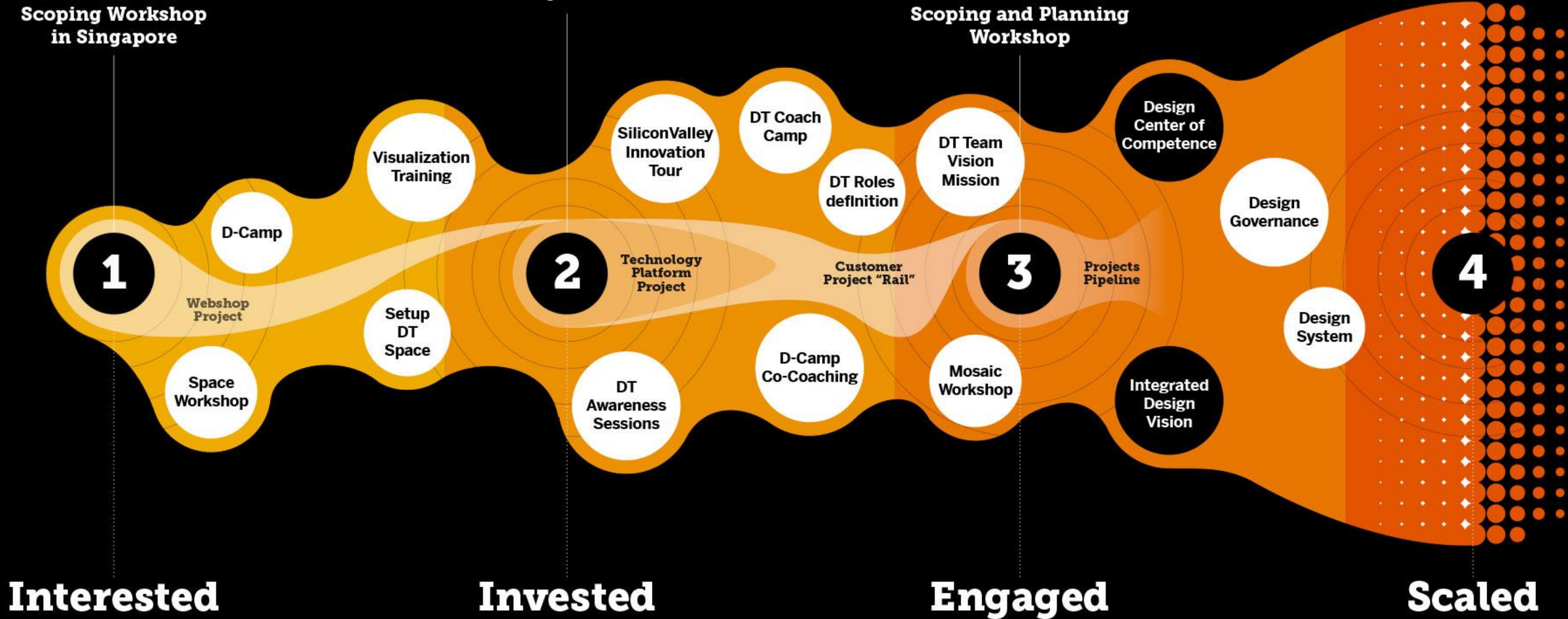
Train team in DT,
implement innovation
process and governance



December 2016
**Design Thinking
Enablement Phase 1
Scoping Workshop
in Singapore**

August 2017
**Joining
the Digital Team**

April 2018
**Design Thinking
Enablement Phase 2
Scoping and Planning
Workshop**

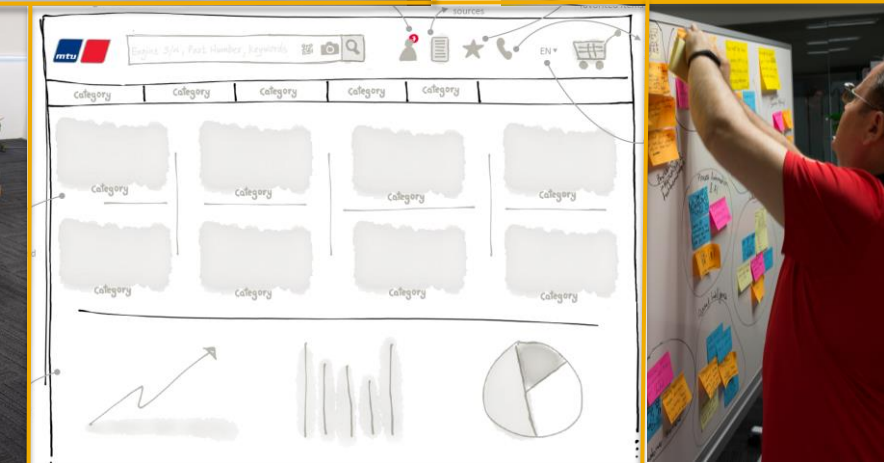
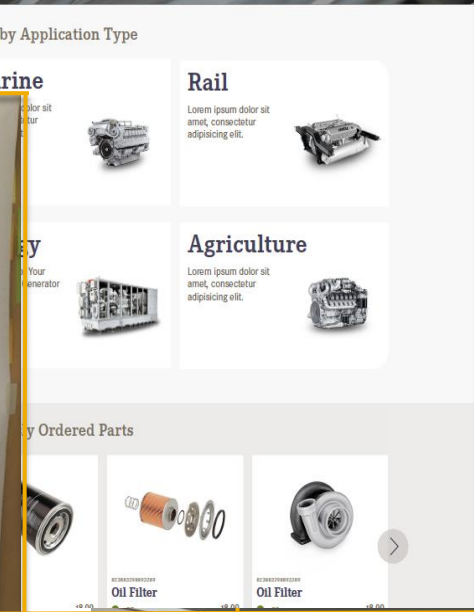
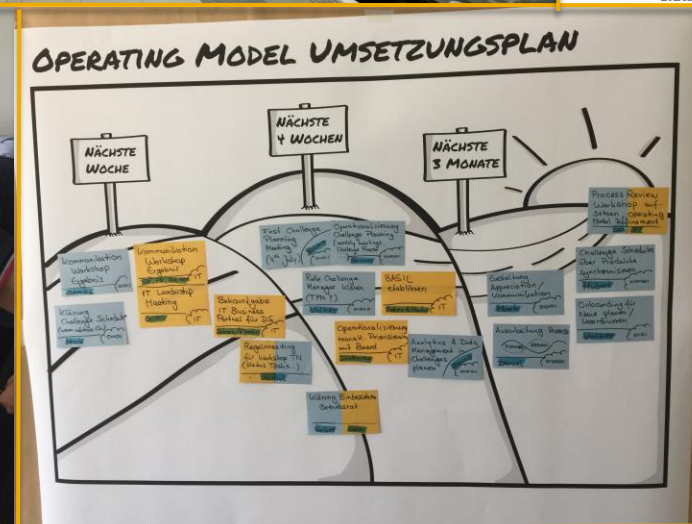
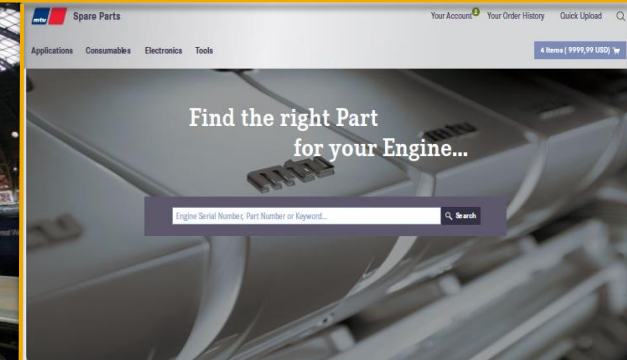


Interested

Invested

Engaged

Scaled



How to identify where to start?

The Explore Phase



How to Start

Agenda Explore Workshops

The purpose of the workshop is to identify concrete business challenges, risks and barriers to select the one most important one technology could solve.

Collect business challenges, risks and barriers

Get inspired by industry trends and tech. examples

Map technology to overcome selected risks and challenges

Create high level solution vision

Prioritize based on business impact and time to market

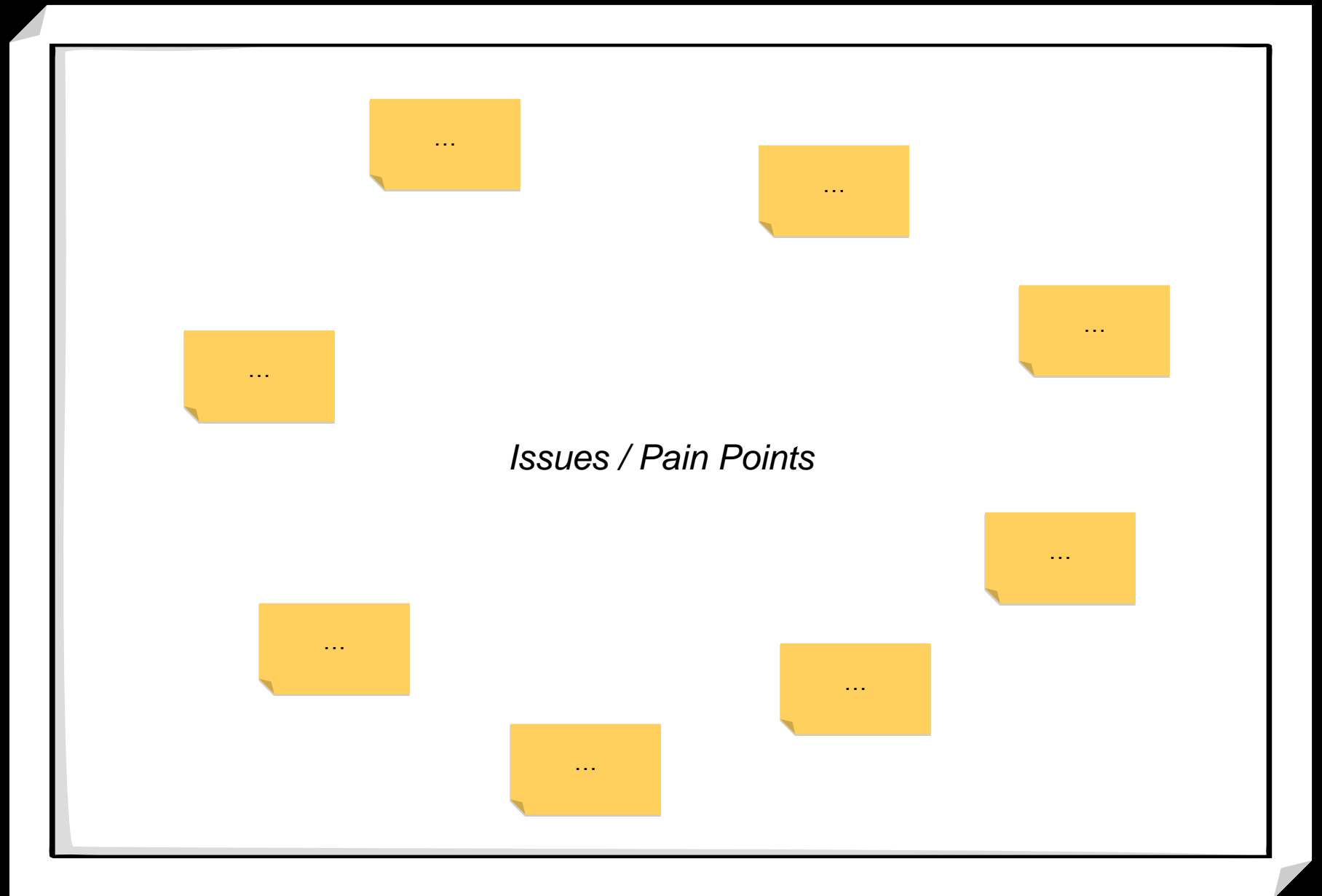
Select one solution idea and define next steps



Exploration Exercise

Current business challenges from
customer's point of view

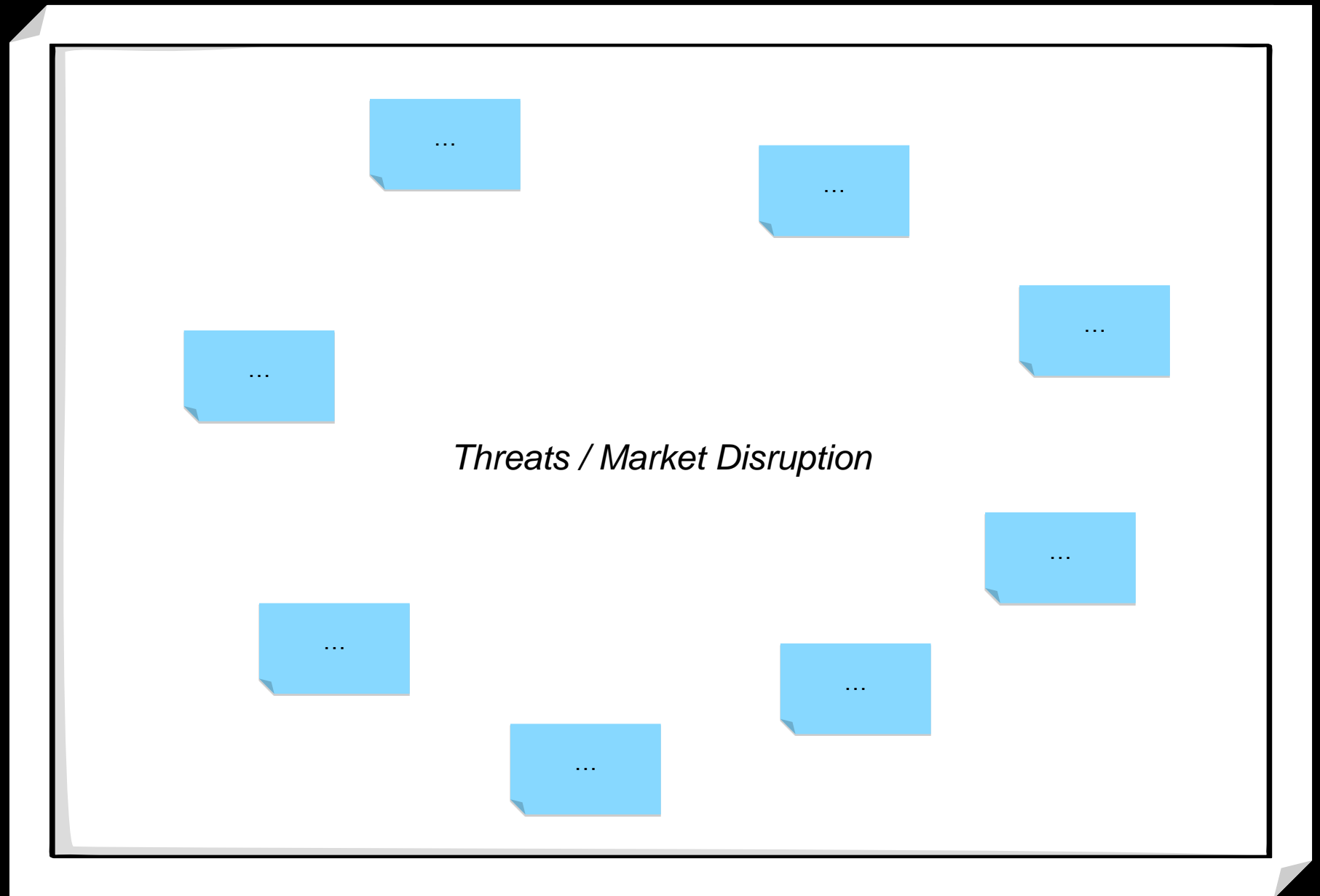
*Use the same color coding for the
issues/pain points post-it's.*



Exploration Exercise

Threats / market disruption

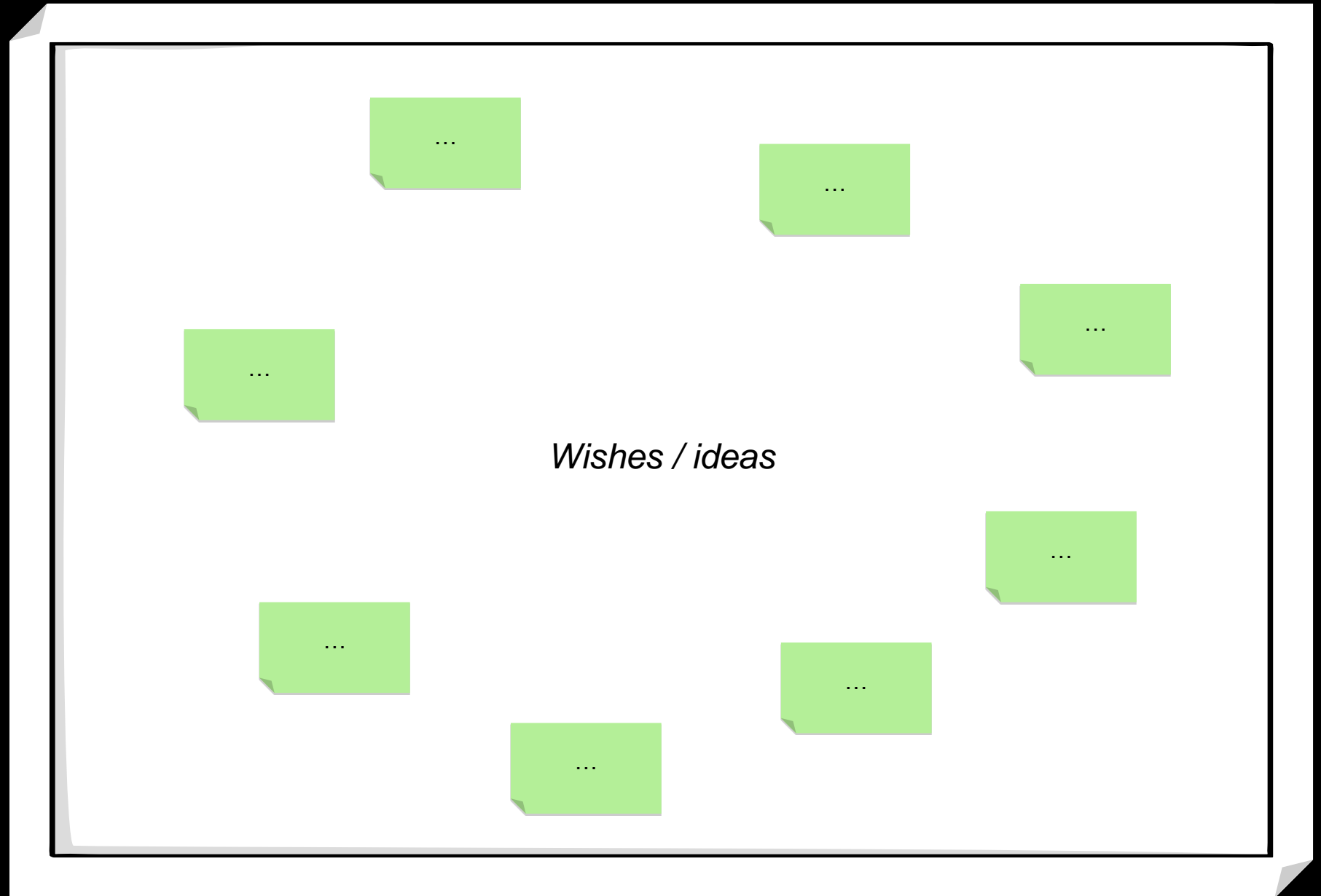
Use the same color coding for the threats/market disruption post-it's.



Exploration Exercise

Wishes / ideas

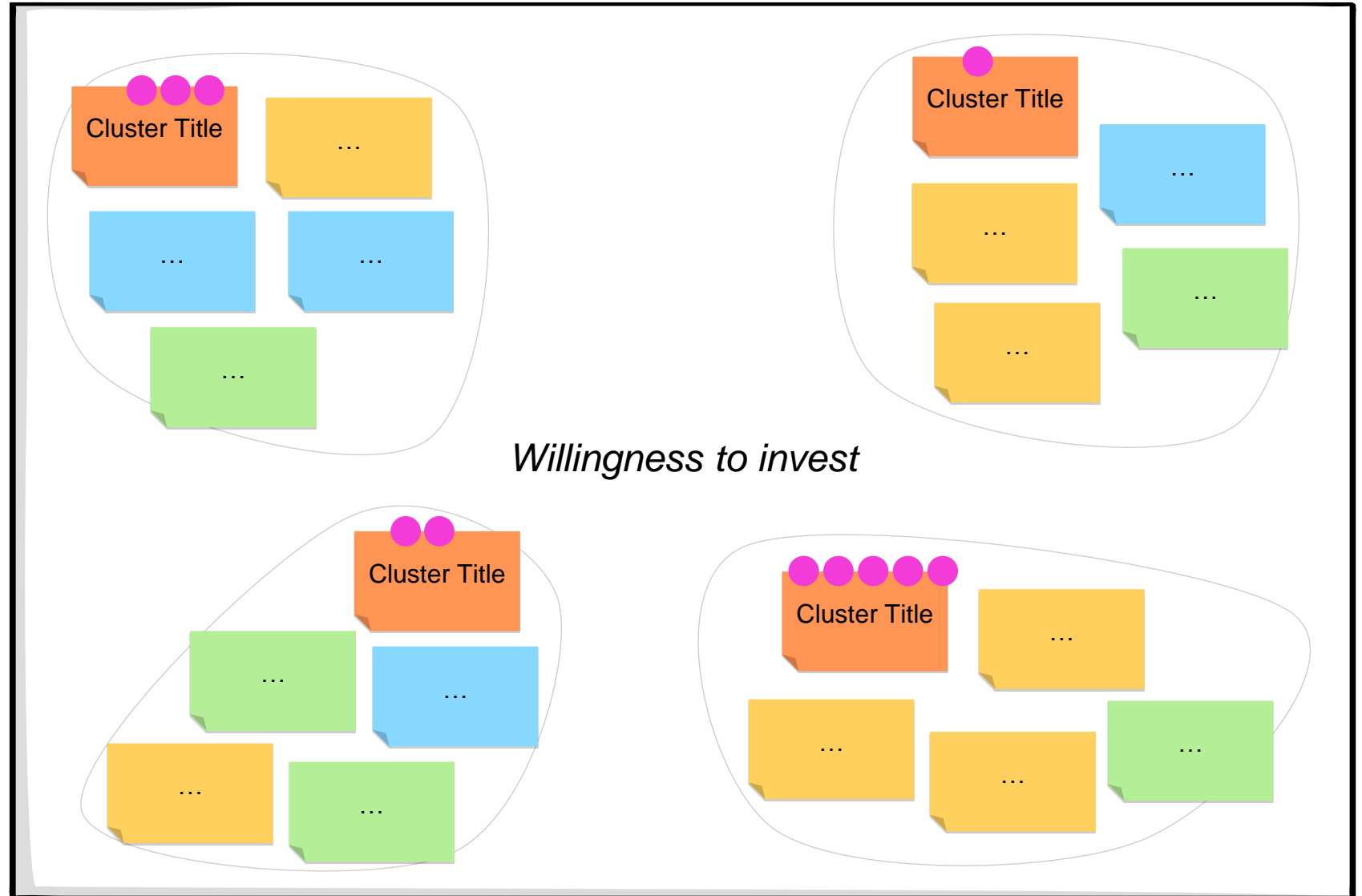
*Use the same color coding for the
Wishes / ideas post-it's.*



Wishes / ideas

Exploration Exercise

Willingness to invest with voting dots



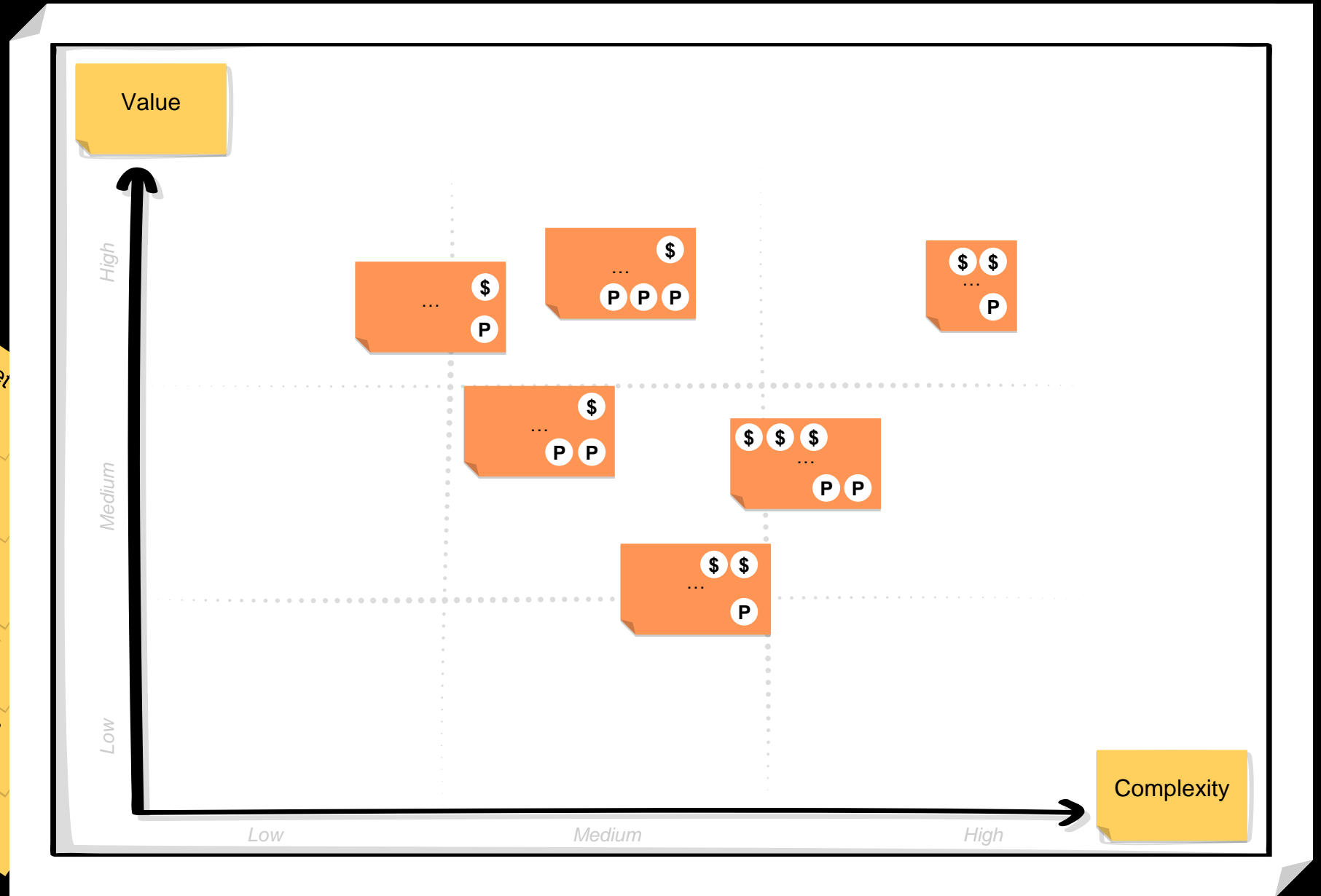
Priorization Heat Map

Get a deeper understanding regarding e.g. success factors, challenges, resources and phases to get the workshop results validated, realized and productive

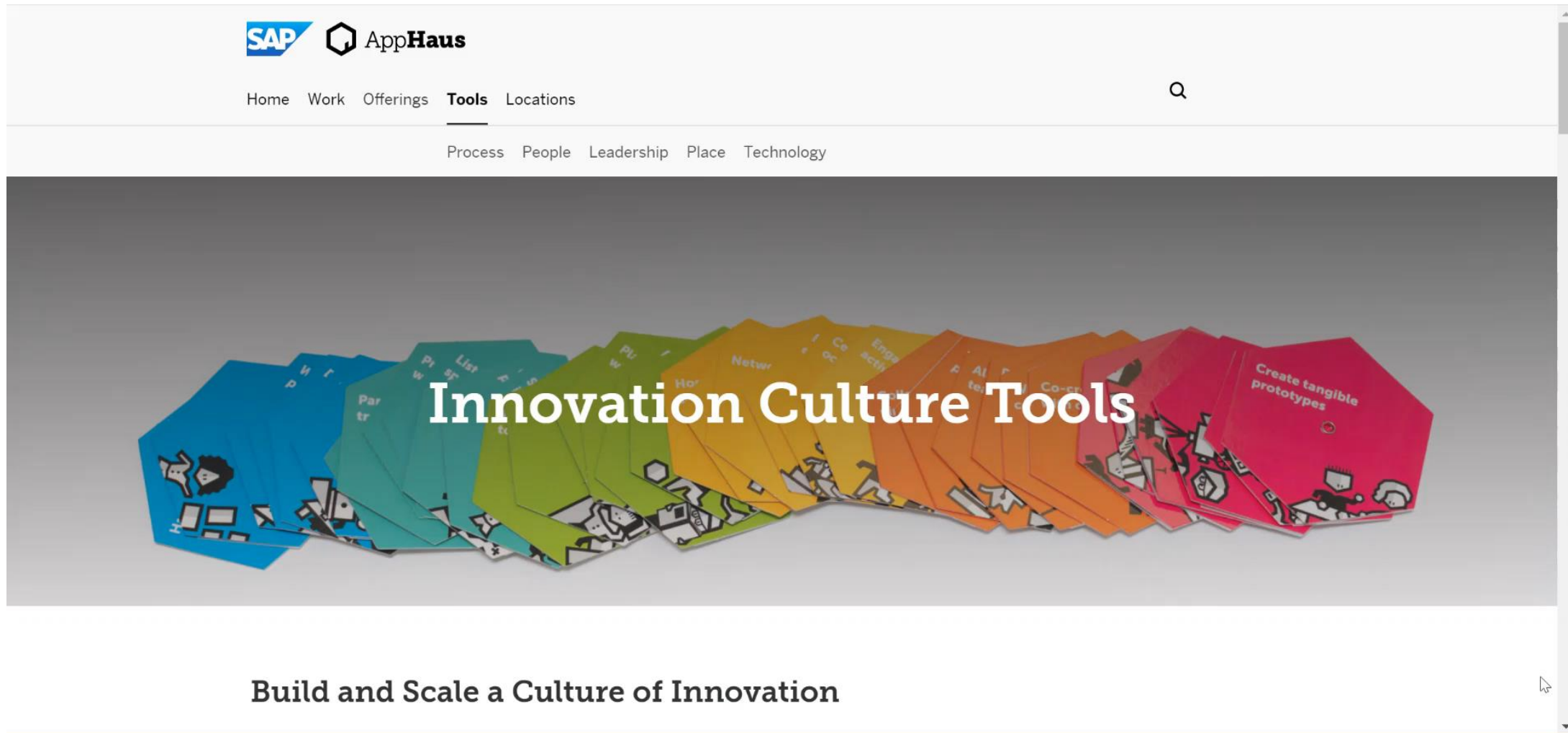
Required Investments:

- \$ Monetary
- P People

- Market Leader
- Costs
- Time
- Reach
- Efforts
- Risk



Check out our new **INNOVATION CULTURE TOOLKIT**



Find out more on: <https://experience.sap.com/designservices/tools>

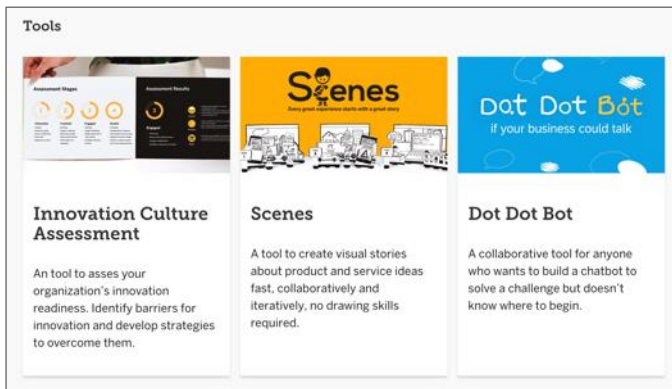
Where can you learn more?

Innovation Culture Tools and Info's

Tools, tips, and techniques across People, Place, Process, Technology, and Leadership to enable anyone to start practicing innovation on a daily basis

AppHaus Tools

Tools



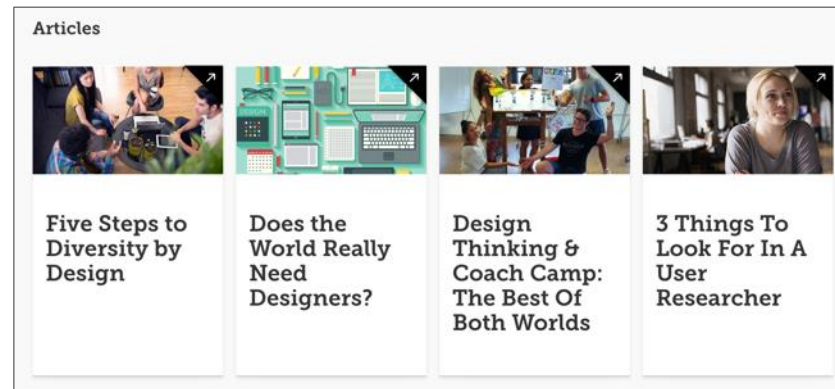
Innovation Culture Assessment
An tool to asses your organization's innovation readiness. Identify barriers for innovation and develop strategies to overcome them.

Scenes
A tool to create visual stories about product and service ideas fast, collaboratively and iteratively, no drawing skills required.

Dot Dot Bot
A collaborative tool for anyone who wants to build a chatbot to solve a challenge but doesn't know where to begin.

Articles

Articles



Five Steps to Diversity by Design

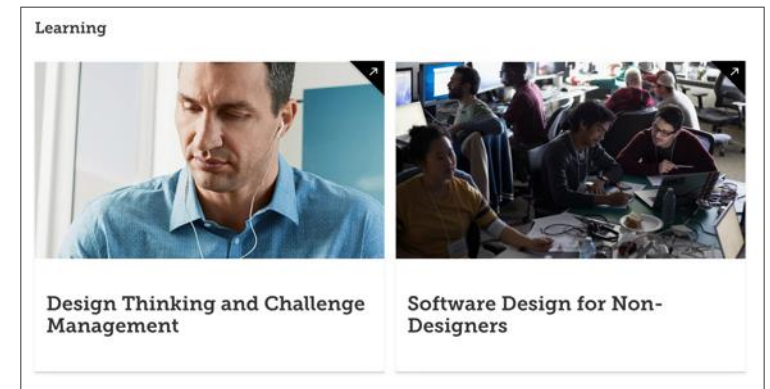
Does the World Really Need Designers?

Design Thinking & Coach Camp: The Best Of Both Worlds

3 Things To Look For In A User Researcher

openSAP Courses

Learning



Design Thinking and Challenge Management

Software Design for Non-Designers

All relevant ICT Templates available as MURAL Templates

AppHaus Innovation Culture Toolkit for Virtual Collaborati... Created by Karen Detken

282

SHARE

SEARCH



A variety of methods for a human-centered approach to innovation.

Sort By: Last modified

Active murals

Heat Map

1. Select the data to use (color scale)

2. Select the data to use (color scale)

3. Complete the heatmap (color scale)

Heatmap
Modified 8 hours ago

Context Map

1. Brainstorming (20 min)

2. Challenging and Voting (25 min)

Time Needed: ca 20-30 Minutes

Participants: 5 - 8

Context Map / Keyword Fl...
Modified a day ago

Design Thinking Leporello

Re-Design the XXX experience for your partner

DT Leporello
Modified 2 days ago

VISION STORYBOARD

Vision Storyboard
Modified 3 days ago

Stakeholder Map

1. Identify internal and external stakeholders (15 min)

2. Place the stakeholders on the map (10 min)

Stakeholder Map
Modified 5 days ago

Scenes

Scenes Basic Set

Scenes Basic Set
Modified 5 days ago

Vision Board

[Insert your use-case or project's name]

Vision Board
Modified 6 days ago

Investor Pitch

Investor Pitch
Modified 6 days ago

Each Template includes **how-to's**, **timing information** and relevant **pre requisites**

Vision Storybo...

282

SHARE



All changes saved

VISION STORYBOARD

Create a visual story showing how your solution idea will be used.

INSTRUCTIONS

PURPOSE

The purpose of the Vision Storyboard exercise is to define a future scenario in which your persona uses your new solution idea to reach her/his goal. As final result of the exercise, participants create a storyboard which can be validated with different stakeholders and be used as the basis for more detailed representations of the solution idea, such as interactive prototypes, user stories and implemented versions.

SETUP



MAIN OUTCOMES

A storyline describing the process of using the future solution and its value.
A storyboard showing how the solution could look like.

PREREQUISITES

User research, a persona or target user defined, a selected solution idea to prototype

STEPS

- 1 Brainstorm capabilities (15 min)
- 2 Draft the storyline (30 min)
- 3 Consolidate the Story (25 min)
- 4 Create a storyboard (40min)

RESOURCES

To do this exercise you will use Figma, a tool to create visual

GETTING STARTED

Prework

Before you start with this exercise, you need to know your target audience and have selected a solution idea to prototype. You can consolidate the information of your persona and selected idea in these templates for future reference.

Persona

Consolidate your research results into personas (one persona per user group). Create a character to which you can emotionally connect and which represents the key facts for your challenge and user group.

Demographics		Activities	
My Name Pick a real name, representing the gender and age. [Insert Persona Name]	My Goals What does the persona want to achieve?	My Environment Director or other status.	
My Age A number (not a range). [Insert Persona Age]			
My Role Think of the persona. [Insert Persona Role]	My Responsibilities What is the person's role to do?	My Challenges What does the persona struggle with?	My Needs What does the persona need to do better today?
What motivates me? What motivates the persona to go to work?		What frustrates me? What frustrates/irritates the persona?	

Idea Napkin

Describe your idea in detail.

[Insert Idea Name]

Short Description
What is the solution idea about? What aspects/features/capabilities make it useful?

Target Group
Who is the idea targeting at?

Innovation Aspect
What's unique/innovative about this idea?

Value to Target Group
What value does the idea provide to the target group?

Assessment
Rate your idea on the x-axis, use 1 as lowest rating, and 10 as highest.

Business Value	Technical Feasibility	User Value	User Value
1	1	1	1

The Narrative Structure

The Freytag's Pyramid is a dramatic story arc or narrative structure that can help you as a guide to draft your story. You can apply this structure to show how your idea would help your persona achieve her/his goal by answering 6 questions assigned to each part. Get familiar with this structure so you can use it in the next steps.

The Freytags Pyramid



CREATE A VISUAL STORY

1 Brainstorm Capabilities (15 min)

Think about capabilities or aspects you want to highlight in the story.

1. Copy the name of your solution idea here (1 min)
[Insert solution idea name]

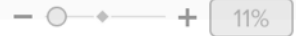
2 Draft The Storyline (30 min)

Create a storyline about how the persona uses the solution idea to reach the goal.

1. Who is the protagonist? (1 min)
Copy the persona name and role here

[Insert persona name and role]

I. Current situation (Exposition)
In what situation is the protagonist at the moment? / Where and when are we? / What does the protagonist want to achieve?



Outline



1 PREWORK

Before creating a vision storyboard about a new solution idea it is important to know who

2 THE NARRATIVE ST...

The creation of the storyline uses the Freitag's Pyramid as a narrative structure, helping to

3 BRAINSTORM CAPA...

In this step, you look at your solution idea in more detail and brainstorm what are all the

4 DRAFT THE STORYLI...

The protagonist is the most important element in the story and the one through which you

5 CONSOLIDATE THE ...

To create one cohesive storyline it might not be enough to copy the best parts and put them in

6 CREATE A STORYBO...

Tobias Gollwitzer

Customer Design Engagement Lead

SAP AppHaus Heidelberg

SAP SE T&I



Thank you!

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