Don’t Get Eaten by The Big Fish, Bring Innovation Culture Into Your Organization

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Session ID #84077
About the Speaker

Uwe Palm

- Senior Director, T&I, SAP Labs
- PM at SAP AppHaus Palo Alto
- Likes beaches
Key Outcomes/Objectives

1. Learn how adopting a new mindset fosters innovation
2. Understand the three elements of a design-led culture
3. Know how to assess your organizational innovation readiness
Agenda

Business Today Demands Innovation

Adopt a New Mindset (to innovate)

Create a Design-led Culture

Path to a Design-led Culture

Key Take-Aways
Business Today Demands Innovation
Business Today Demands Innovation

27% self-identify as innovators

EXECUTORS  spend 9 hours of a 40-hour week on future plans

INNOVATORS  spend 24 hours of a 40-hour week on future plans

Innovation Matters to Employees

51% say it affects job satisfaction

44% say it affects how long they’ll stay

SAP Plays a Major Role

66% of growing IT teams are investing more in their SAP systems

83% say SAP is a valuable partner in their innovation projects

Source: ASUG, The State of the Community 2019
INNOVATION = CREATIVITY x EXECUTION
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Adopt a New Mindset
The Innovation Sweet-spot
Adopt Design Thinking as a Mindset

“Design thinking is different and therefore it feels different. Firstly it is not only convergent. It is a series of divergent and convergent steps. During divergence we are creating choices and during convergence we are making choices.”

Tim Brown, CEO IDEO and author of the book ‘Change by Design’

Design Thinking is an approach for practical finding and resolution of problems. It combines empathy, creativity and rationality to meet user needs and drive business success.
Create a Design-led Culture
“Organization and culture are the biggest hurdles to digital business transformation.”

- Gartner Inc, 2016
It's About Process

Every great experience starts with a great story
Empathy
Collaboration
Iteration
Human-centered Innovation
The **Path** to a Design-led Culture
How Innovative is Your Organization?

The assessment is free and takes about 15 minutes. Your data is safe and private.

The Value of Design-Led Innovation

The Design Management Institute released a report that shows a clear positive correlation between design-driven organizations and shareholder value. It shows that design-centric organizations have outperformed the S&P by 211% over the past 10 years.
Stages of Innovation Readiness

1. **Interested**
   Efforts are grassroots and ad-hoc. Design is seen as a cost.

2. **Invested**
   Design is important and some resources are provided, but success is not sustainable.

3. **Engaged**
   Competent design capabilities are used as part of day-to-day business activities.

4. **Scaled**
   Design-led innovation is practiced throughout the organization, and design drives business strategy.
Team Report

**Pillar Analysis**
Each of the three pillars to innovation - People, Process, and Place - are represented by a set of microelements. Each pillar is presented below as a heatmap in order to show relative levels of the responses received from your team members. This heatmap allows us to identify areas of focus for you team on your innovation journey.

**PROCESS INVESTED**

<table>
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<tr>
<th>Stage</th>
<th>Alignment to Corporate Strategy</th>
<th>Design Priority</th>
<th>Integrating Design Thinking Into Priority</th>
<th>Time for Empathy</th>
<th>Leveraging Design Thinking</th>
<th>Brand Expression Through Design</th>
<th>Embracing Iteration</th>
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**Team Dynamics**

How do responses compare across your team?

**Concurrence**
Indicates agreement among team members regarding a particular microelement, due to a majority of responses in a single stage or two adjacent stages.

**Variability**
Indicates the presence of widespread views among team members regarding a particular microelement, due to the lack of any stage showing a dominant number of responses.

**Polarization**
Indicates opposing views or interpretations regarding a particular microelement, due to two or more dominant stages that are not adjacent.
Barriers to Design-led Innovation
Key Take-Aways
Things to Remember on Your Journey…

Innovation doesn’t magically happen. You need both a plan and mindset.

Change when you CAN. Not when you HAVE to.

A Design-led approach is a JOURNEY not a DESTINATION.

Digital transformations will NOT be successful with technology alone. You MUST CHANGE the CULTURE.

Change will be measured in YEARS rather than MONTHS (It will be 2, 3 and 4 years before there are significant measure changes)
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Presentation Materials

Access the slides from 2019 ASUG Annual Conference here:

http://info.asug.com/2019-ac-slides
Q&A

For questions after this session, contact me at uwe.palm@sap.com
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