



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

Uwe Palm, Senior Director, SAP Labs

Session ID #84077

About the Speaker

Uwe Palm

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



ASUG

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

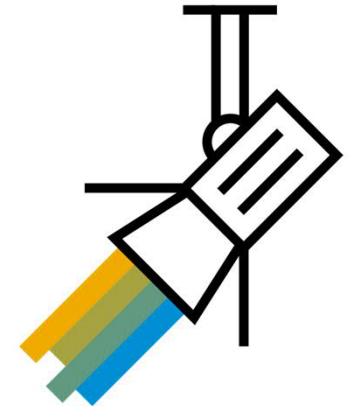
Business Today Demands Innovation

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



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

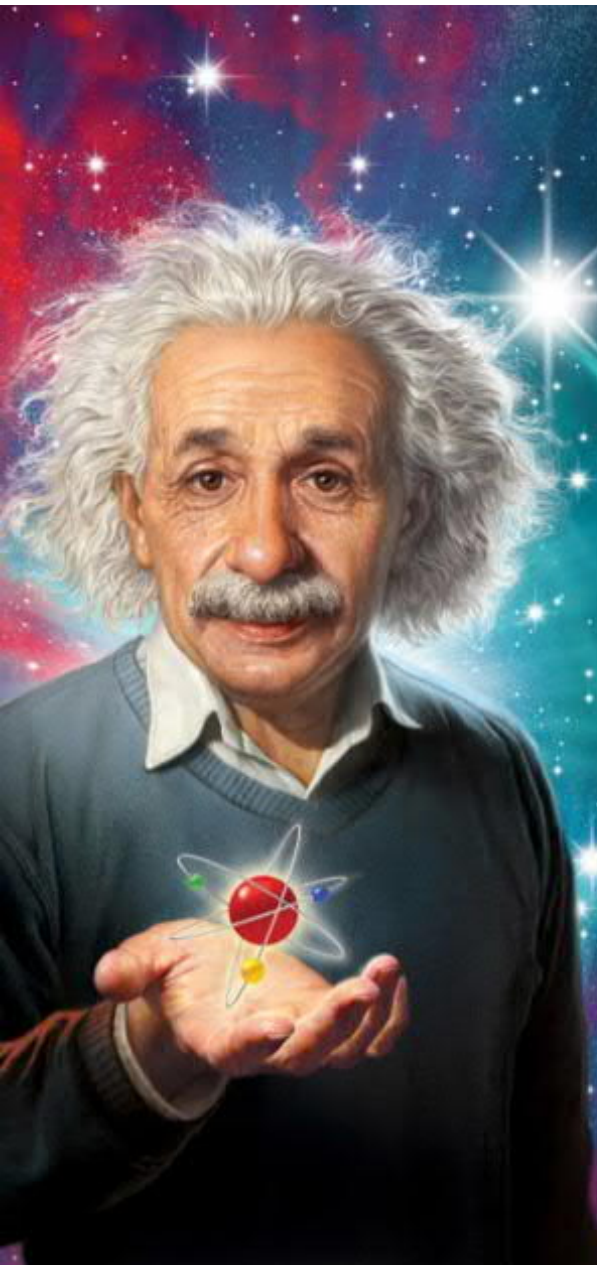
SAP Plays a Major Role



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



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



INNOVATION = CREATIVITY x EXECUTION

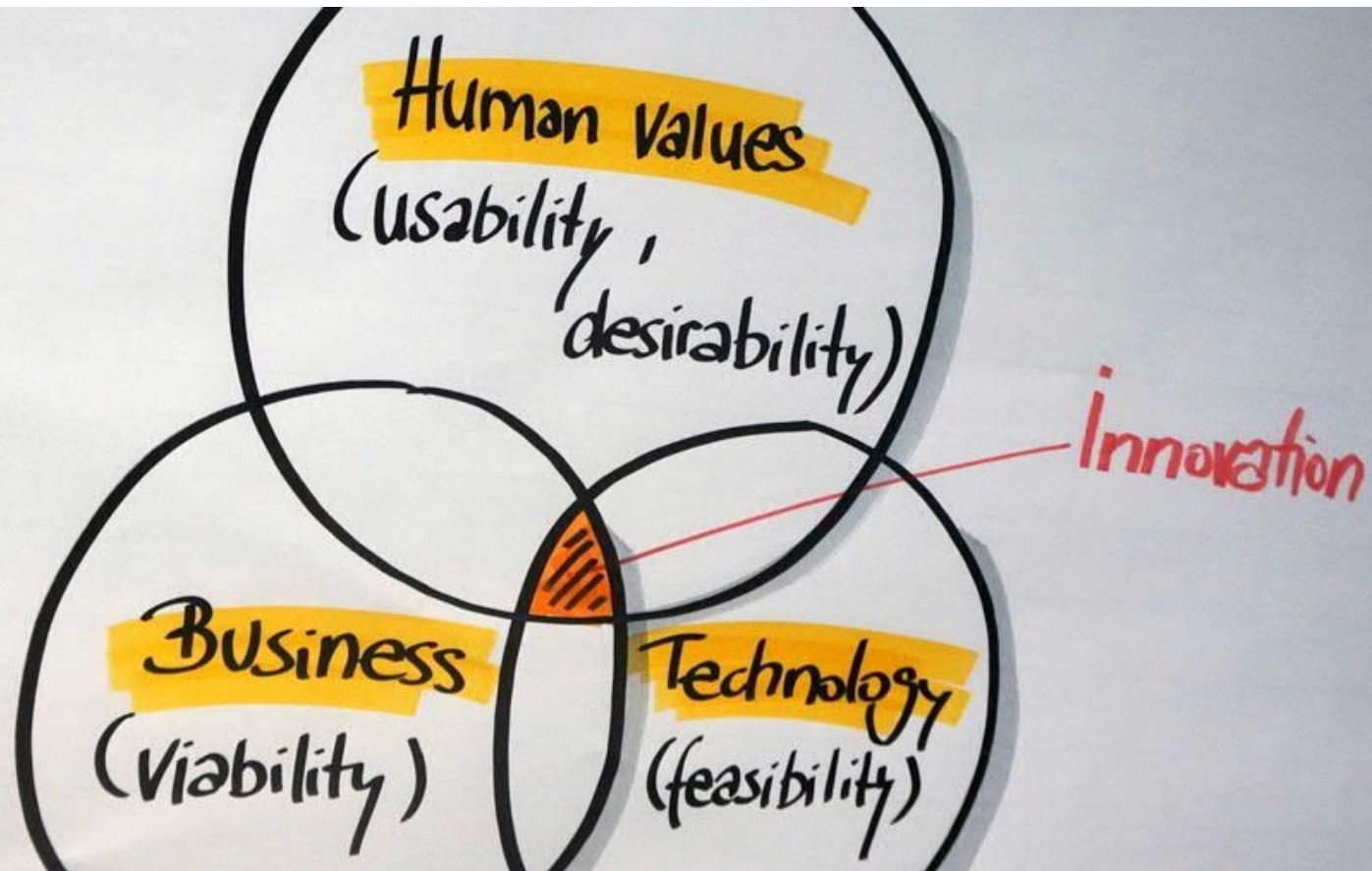
INNOVATION = CREATIVITY x EXECUTION

INNOVATION = CREATIVITY x EXECUTION

Adopt a New Mindset



The Innovation Sweet-spot



Adopt Design Thinking as a Mindset

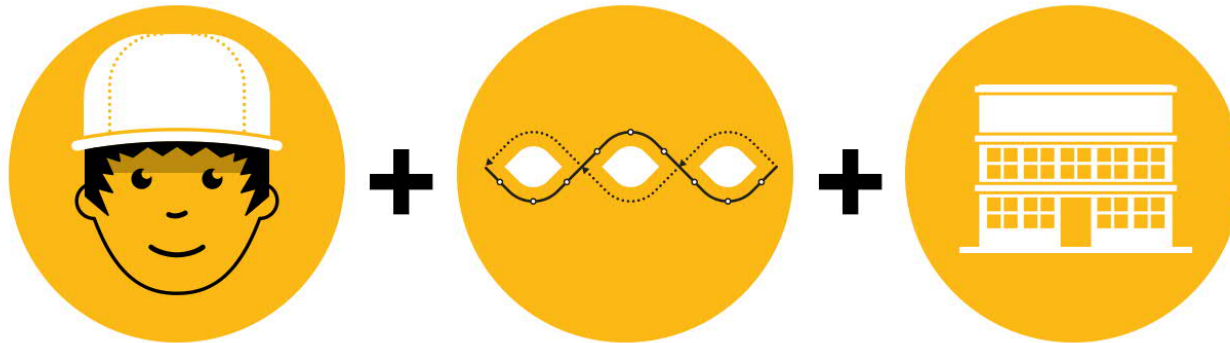
“Design thinking is different and therefore it feels different. Firstly it is not only convergent. It is a series of divergent and convergent steps. During divergence we are creating choices and during convergence we are making choices.”

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



Empathy



Collaboration



Iteration

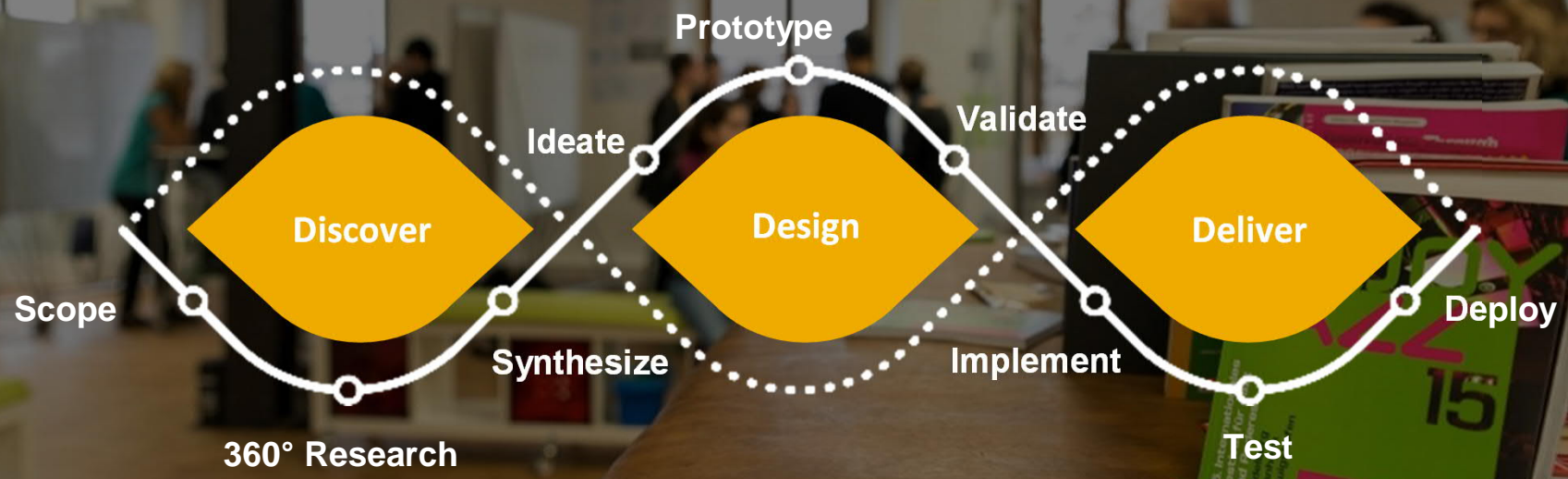
The whiteboard features several key design elements and notes:

- Navigation & User Flow:** A flow diagram at the top shows user navigation paths, including a central "My Home" area. A note asks: "Lubi [trigger to go to MyHome?] JT".
- Product & License Management:**
 - Products (C):** A table listing items like "C/A HANA", "530 SPAT END AMPT AE", and "USERS".
 - Products & Licenses:** A table with columns for "Product", "Licenses", and "Count".
 - My Home:** A dashboard-like layout with sections for "Learning", "My Acc", and "Resources".
- Support & Renewal:**
 - SUPPORT:** A section titled "Support" with a table of tickets, including columns for "Issue", "Status", and "Assignee".
 - RENEWAL:** Notes about "Licence Utilization Info" and "Active support contracts".
- User Profiles & Accounts:**
 - My Account:** A profile layout for "Cathy" with fields for "First Name", "Last Name", "Phone", and "Email".
 - My Account (LARRY):** A similar layout for "LARRY" with "My App" and "My Lic" sections.
- Charts & Metrics:**
 - Success Factors:** A line chart showing "Impact: 2500 USERS" and "Share more".
 - My Account Metrics:** A dashboard for "Cathy" showing "Population" (12, 9) and "Contracts" (0, 0, 0).
- Notes & Checkmarks:**
 - Checkmarks for "✓ One Support Lanchped", "✓ Create a SAP tickets", "✓ Active support contracts", "✓ Romy", and "✓ Romy".
 - Yellow sticky notes with text like "Multiple support events per user" and "Support can be managed at user level".

The sticky note board is organized into several categories:

- STAKEHOLDER:** Includes names like "STEPHAN WENIGROCK" and "Alexa Hinkel".
- ROLE & RESPONSIBILITIES:** Lists roles such as "Chief Data Owner", "Product Owner", and "QA Lead".
- USE CASES:** Notes include "Cloud Analytically Center Learning" and "SAP One Support Lanchped".
- PRODUCT INFO:** Contains notes like "Product available in SAP" and "Product not available".
- Other Notes:** Includes "Map", "Past Research", and "USER NEEDS".

Human-centered Innovation



It's About Place



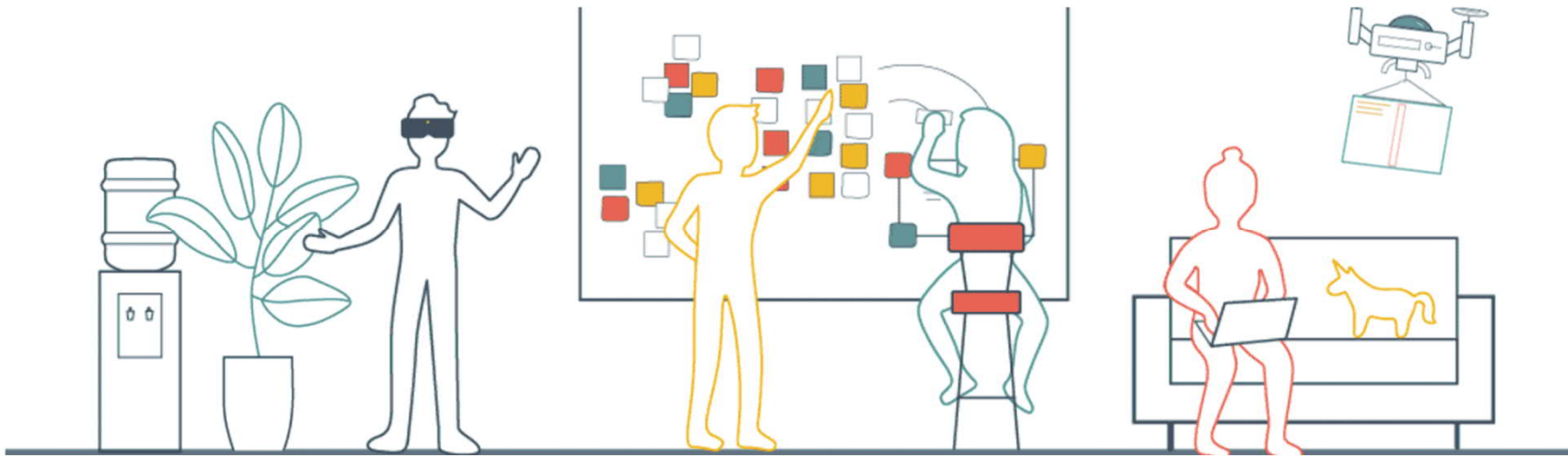
https://youtu.be/S1Yd67D_cZs



It's About People



The **Path** to a Design-led Culture



<https://youtu.be/vkkmS9RfhQo>

A silver car is shown driving on a road, with a blurred background of hills and sky. A yellow rectangular frame is overlaid on the image, containing a black text box with white text.

Transforming
Daimler with
Design
Thinking

SAP Design



How Innovative is Your Organization?

[FIND OUT](#)

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

The Value of Design-Led Innovation

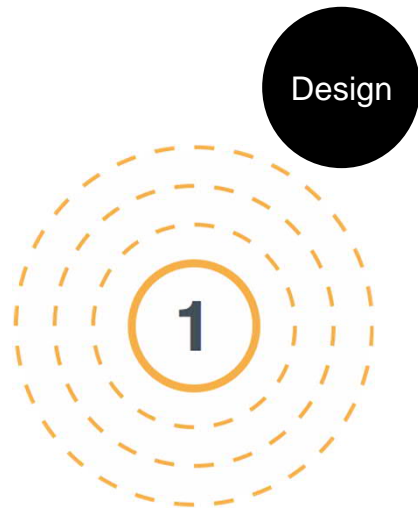
Design Management Institute released a **report** that shows clear positive correlation between design driven organizations and shareholder value. It shows that design-centric organizations have outperformed the S&P by 211% over the past 10 years.

SAP Innovation Readiness Assessment

Which statement best describes your organization?

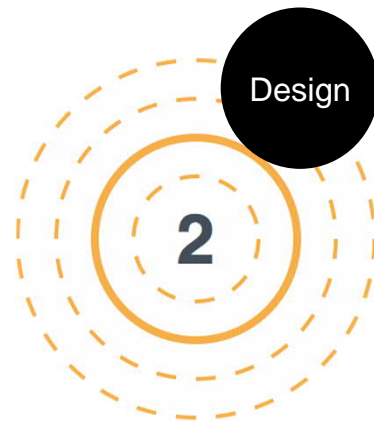
- Few staff, not fully dedicated to or trained in design thinking, are using some of the methods of design thinking.
- Our design team is too small, influencing only a few projects.
- Internal and external design thinking expertise is leveraged in more projects, increasing the overall design competence and knowledge level.
- The ratio of team member roles is, or better than, 8 : 1 : 1 – 8 developers, 1 business analyst/subject matter expert/innovator, 1 designer.

Stages of Innovation Readiness



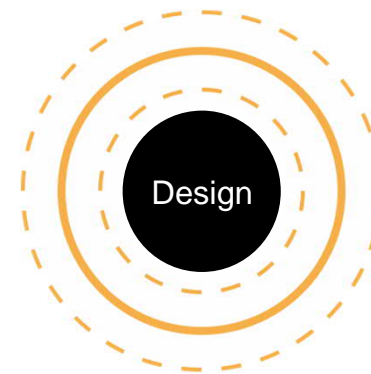
Interested

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



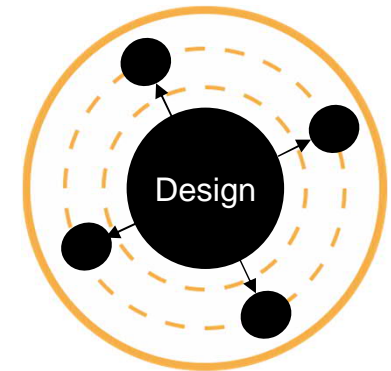
Invested

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



Engaged

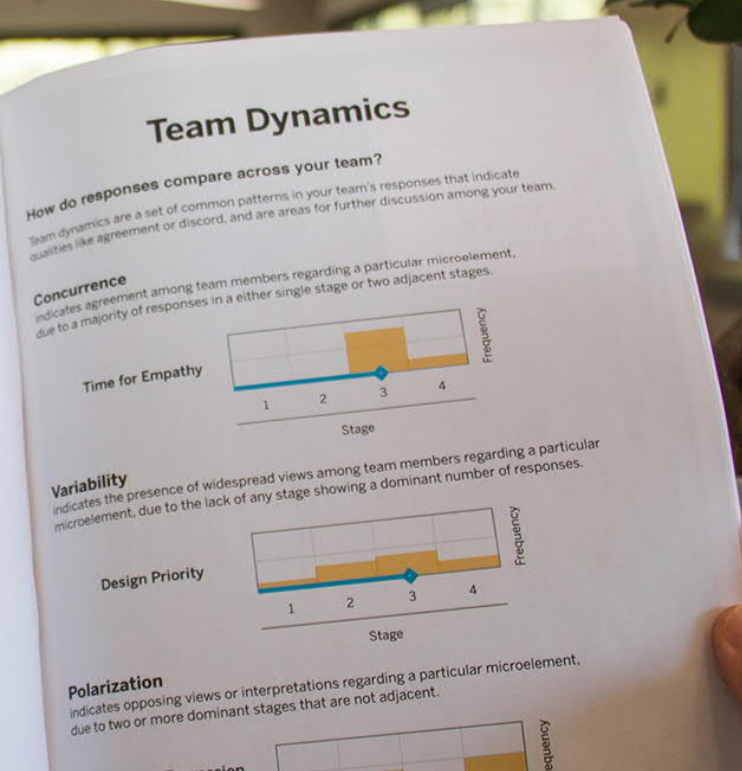
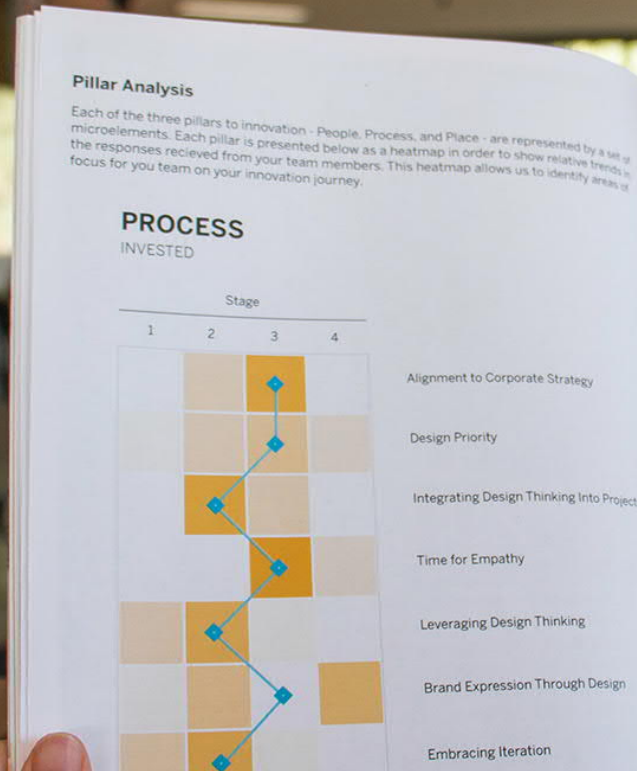
Competent design capabilities are used as part of day-to-day business activities.



Scaled

Design-led innovation is practiced throughout the organization, and design drives business strategy.

Team Report



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)

Take the Session Survey.

We want to hear from you! Be sure to complete the session evaluation on the SAPPHIRE NOW and ASUG Annual Conference mobile app.



ASUG

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

Let's Be Social.

Stay connected. Share your SAP experiences anytime, anywhere.

Join the ASUG conversation on social media: @ASUG365 #ASUG



ASUG