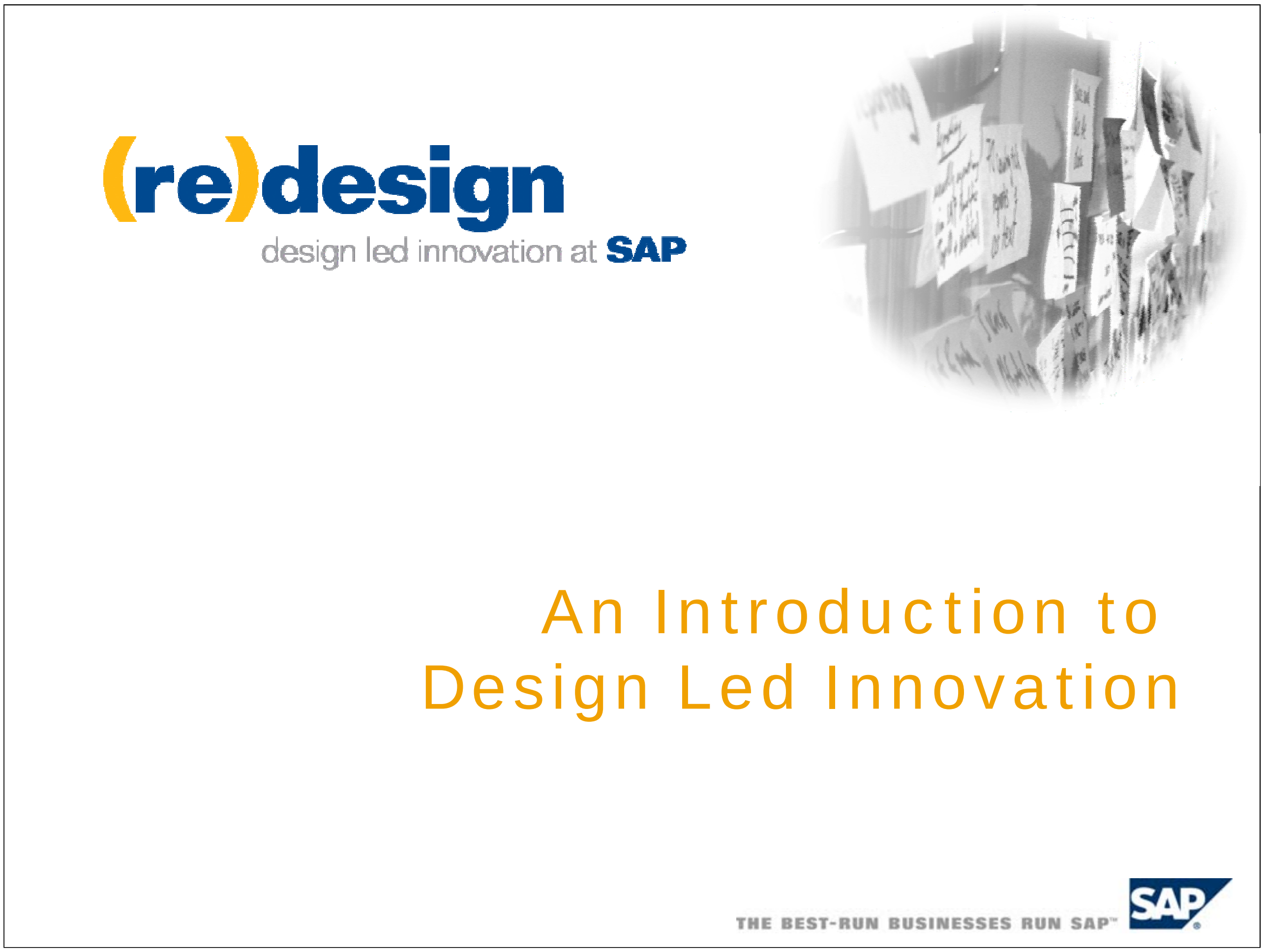


(re)design

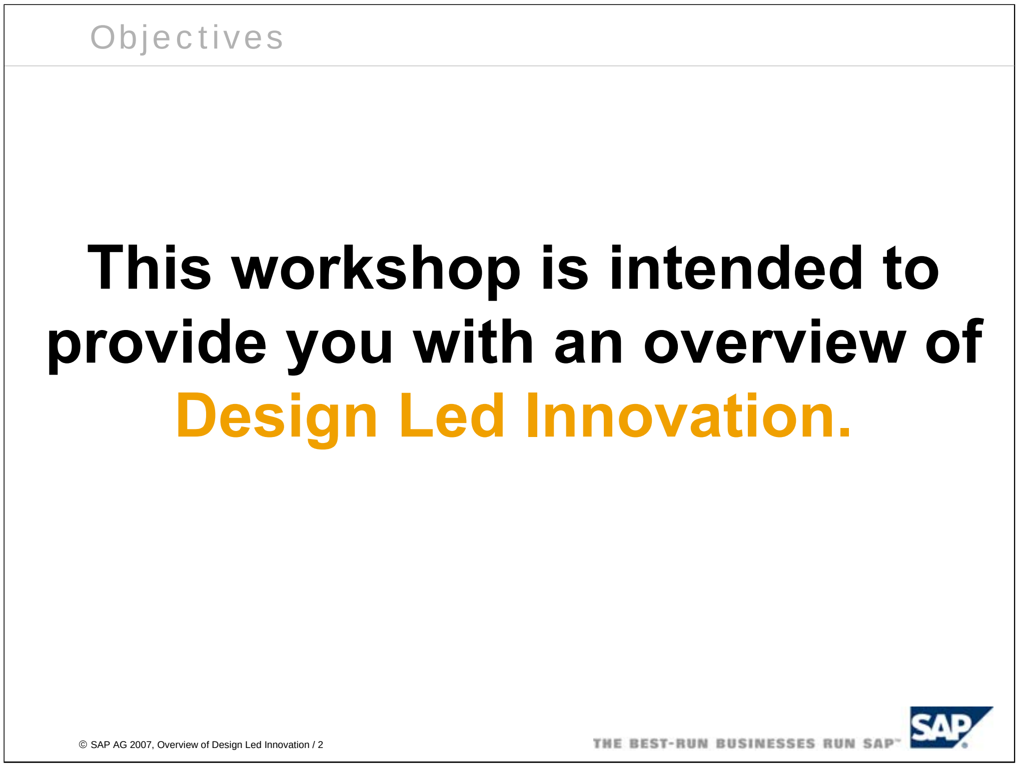
design led innovation at SAP

An Introduction to Design Led Innovation

THE BEST-RUN BUSINESSES RUN SAP™

In India: Yes It is Design Led Innovation or DLI, not Idli [a small round Indian Rice roll]

- Welcome the participants
- Introduce yourself briefly
- Spend a few words about the DLI initiative and that it is meant to inspire the SAP employees to take a different, more design driven approach to find solutions.
- Ask the participants to introduce themselves (Name, area of work), and to say a sentence about why they are here and what their expectations are.



Objectives

This workshop is intended to provide you with an overview of Design Led Innovation.

THE BEST-RUN BUSINESSES RUN SAP™

Explain that this day is intended to provide an overview of innovation, and especially Design led innovation, a very powerful way to innovate.

Explain that the day will set the stage for the second day, when they will make their own hands-on experience of a possible approach to design led innovation.

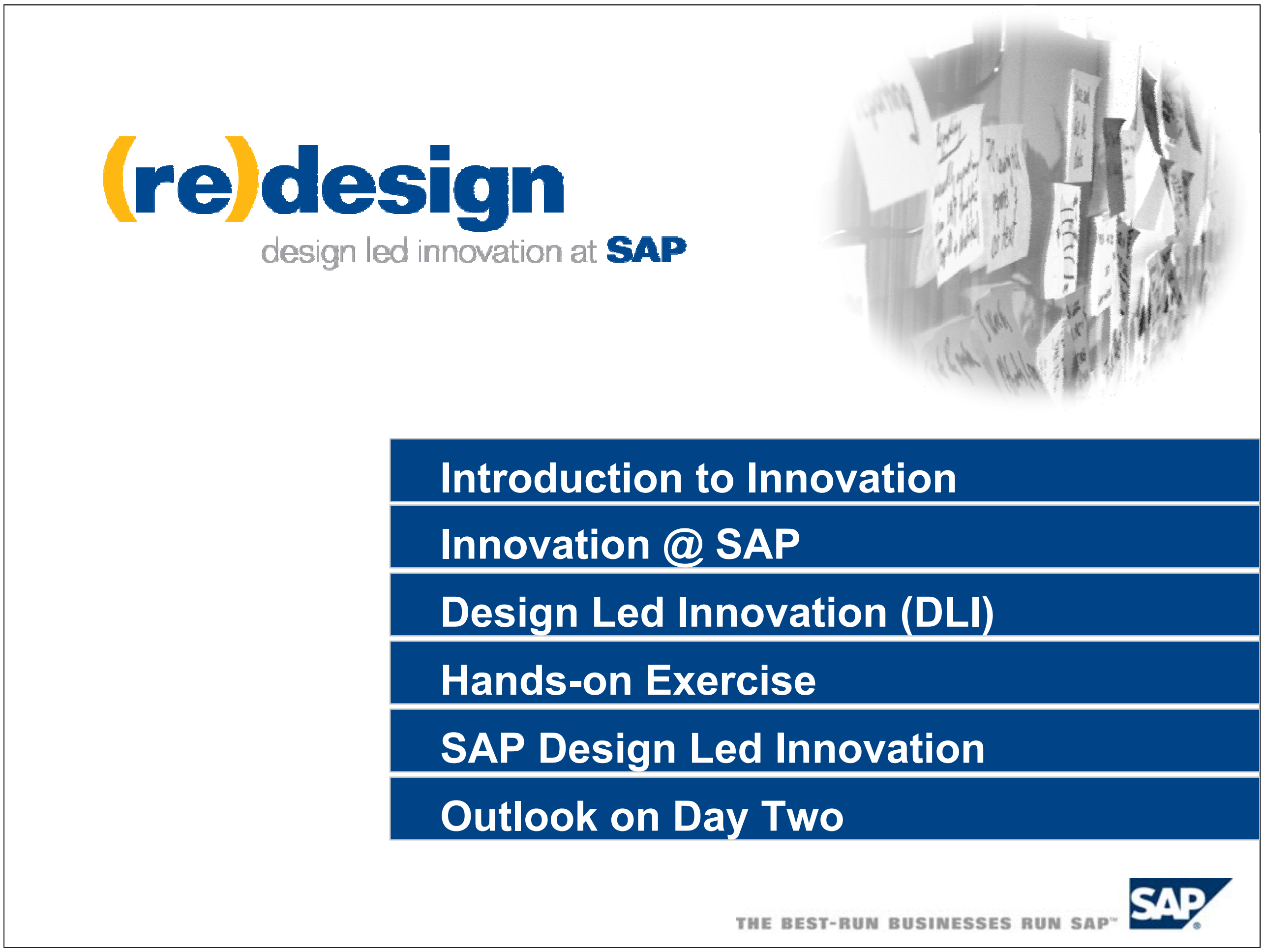
Also make clear that we have a pretty broad look at the topics of design and innovation and not just focus on SAP or software.

RELAX

This is not a typical presentation

INSTEAD

We will introduce you to Design Led Innovation.



(re)design

design led innovation at SAP

- Introduction to Innovation
- Innovation @ SAP
- Design Led Innovation (DLI)
- Hands-on Exercise
- SAP Design Led Innovation
- Outlook on Day Two

THE BEST-RUN BUSINESSES RUN SAP™

Explain the flow of the day:

1. Introduction to innovation – section explains what innovation means.
2. Innovation @ SAP – section explains why innovation matters to SAP
3. Design Led Innovation – section explains what “Design Led Innovation” or “Design Driven Innovation” is and how design led innovation is applied in other companies
4. Hands-on Exercise – Is a hands-on exercise where the participants will practice a core value of Design Led Innovation: Empathy (do not explain empathy now, refer to later parts of the training)
5. SAP Design Led Innovation – section shows an approach for SAP going forward.
6. Outlook on Day Two – provides an outlook on day two, including information that will drive the design of a solution during day two.

(re)design

design led innovation at SAP

Introduction to Innovation

Innovation @ SAP

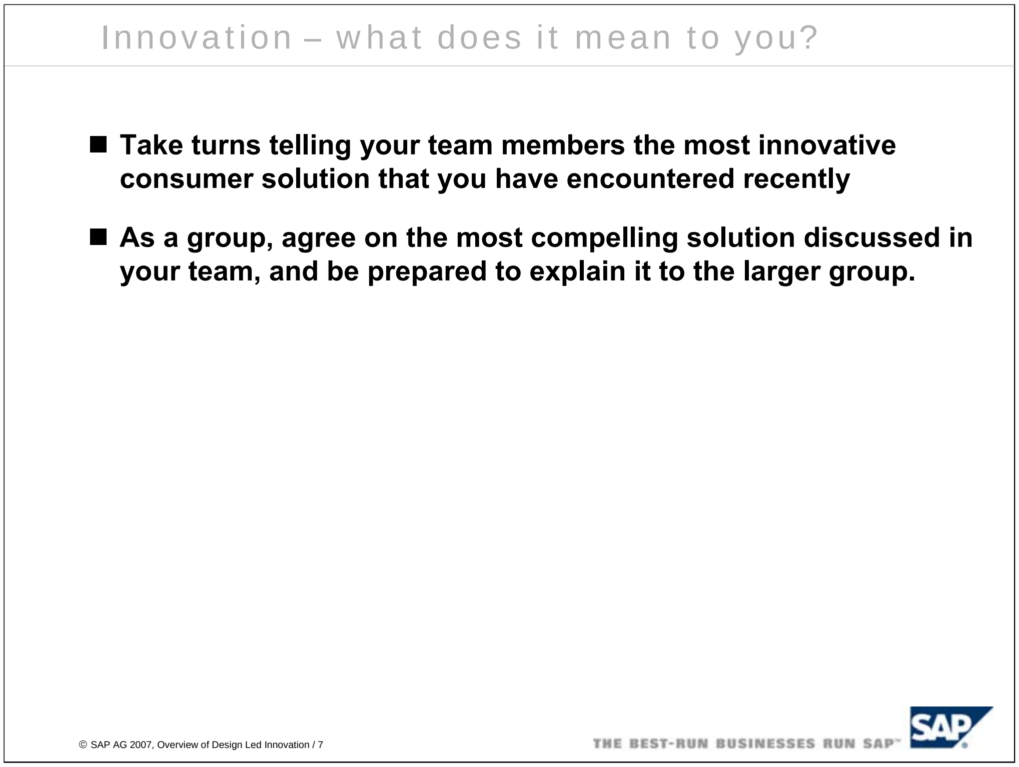
Design Led Innovation

Design Led Innovation - Examples

Hands-on Exercise

SAP Design Led Innovation

THE BEST-RUN BUSINESSES RUN SAP™



Innovation – what does it mean to you?

- **Take turns telling your team members the most innovative consumer solution that you have encountered recently**
- **As a group, agree on the most compelling solution discussed in your team, and be prepared to explain it to the larger group.**

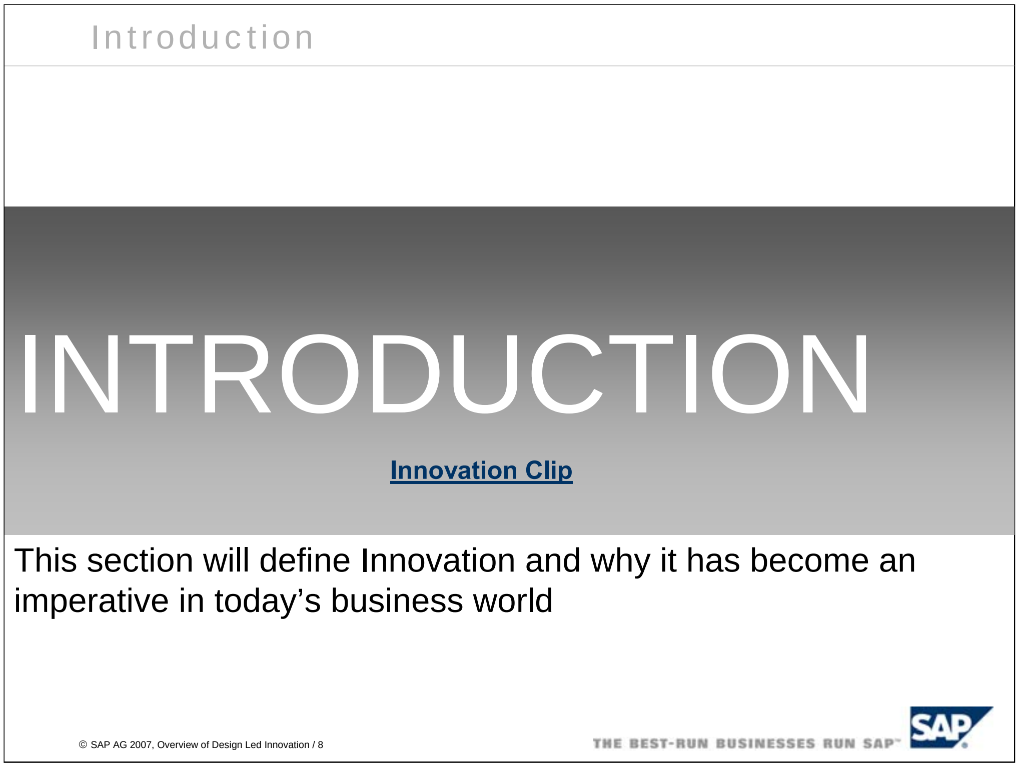
THE BEST-RUN BUSINESSES RUN SAP™

As in introduction, ask the teams to talk about the most innovative consumer solution they are aware of, and to decide as a team which one is the most important to the team.

Ask each team to report out about their most innovative solution, and also to explain why it is important.

Note the innovations the teams present on a flipchart.

After all teams reported out, reflect back on what they came up with. Usually the teams come up with various different types of innovation. Point that out and explain that this is just right, because there are many different ways to innovate.



Introduction

INTRODUCTION

Innovation Clip

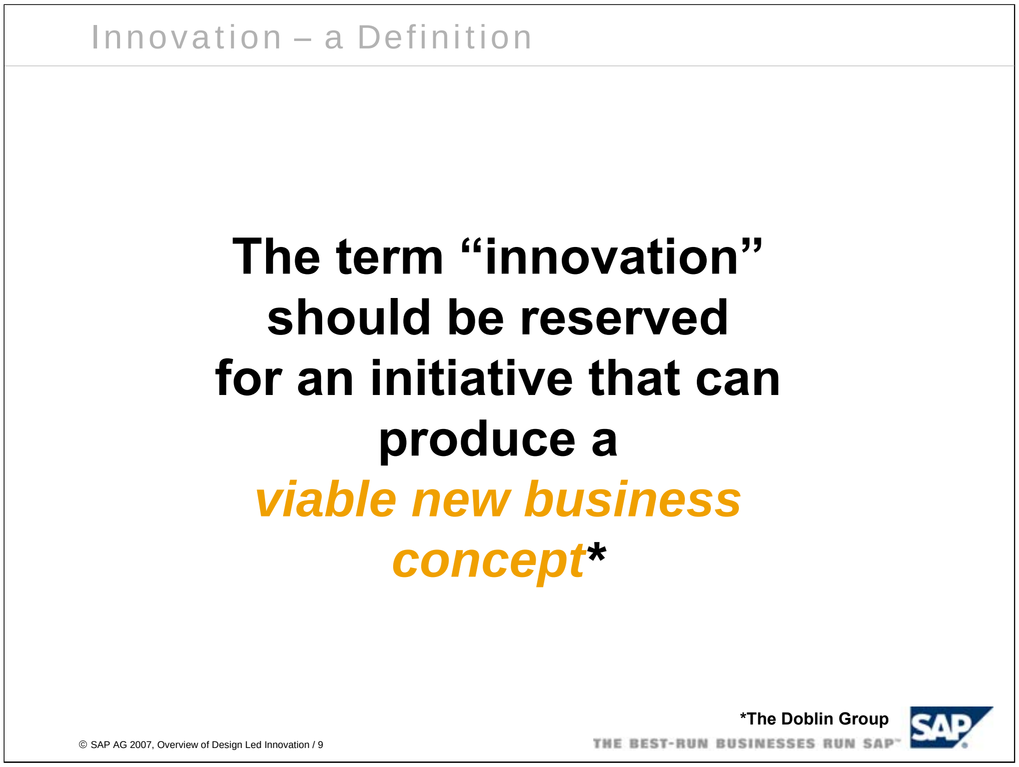
This section will define Innovation and why it has become an imperative in today's business world

THE BEST-RUN BUSINESSES RUN SAP™

Explain that this section will briefly discuss

- the definitions of innovation
- why it is important to companies in today's economy
- what innovation principles more and more companies adopt in their R&D as guiding principles

Show the Innovation Clip (Slides_all.mov).



Innovation – a Definition

The term “innovation” should be reserved for an initiative that can produce a *viable new business concept**

*The Doblin Group

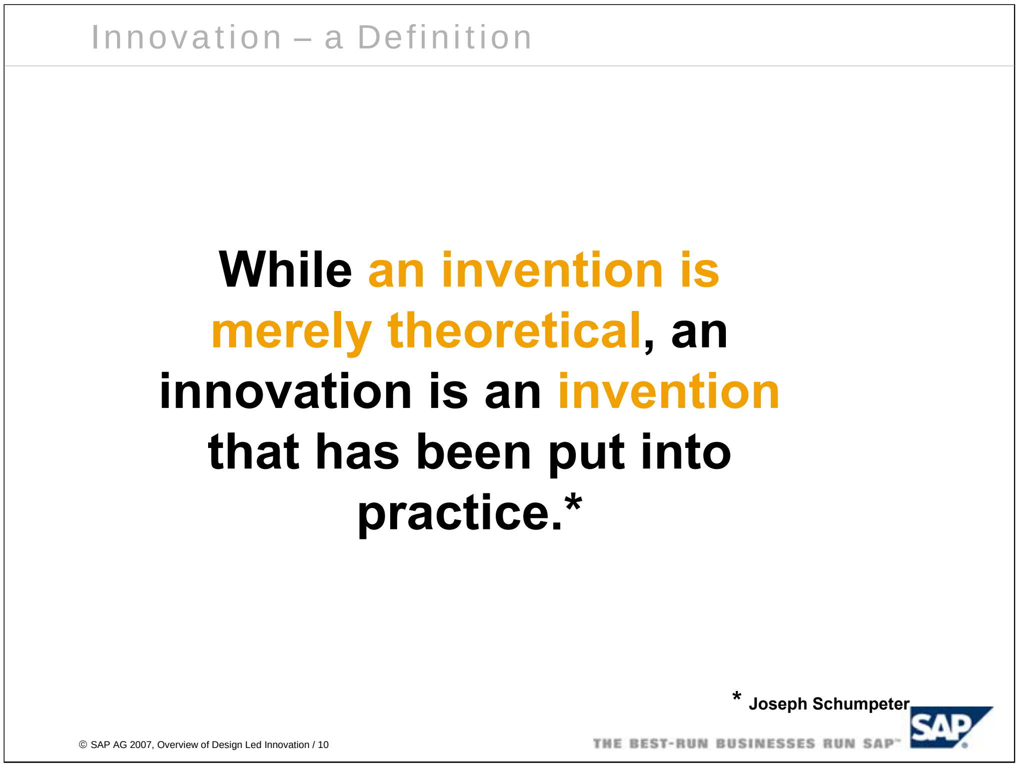
THE BEST-RUN BUSINESSES RUN SAP™

Explain that innovation is only valuable when it helps to gain competitive advantage, so that a company can differentiate itself from the competition enough so that the customer is willing to pay for it.

It has also value when it helps to

- neutralize competitors advantages (when products are on the way to being commoditized)
- or to improve productivity and/or profitability

Many innovations do not meet these criteria → Innovation has to be managed carefully



Innovation – a Definition

While an invention is merely theoretical, an innovation is an invention that has been put into practice.*

* **Joseph Schumpeter**

THE BEST-RUN BUSINESSES RUN SAP™

Explain that innovation is different from an invention. While an invention is merely theoretical, an innovation is an invention put into practice.

→ Joseph Schumpeter: Austrian Economist who (re)defined the term “innovation” in 1963, and this definition is still a valid definition.

You can also add here what Henning said during his speech on the all-hands meeting in Bangalore 2006:

Invention is when you take a lot of money and get an idea.

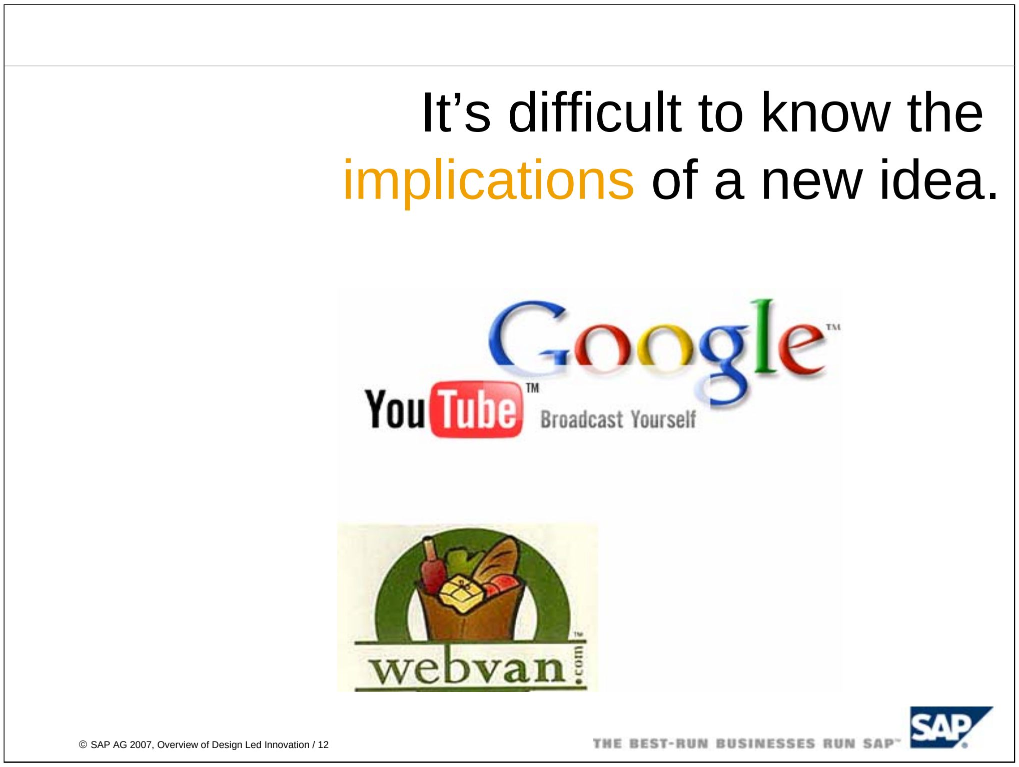
Innovation is when you take an idea and make a lot of money with it.

Innovation is non-linear, iterative, and uncertain.

THE BEST-RUN BUSINESSES RUN SAP™
SAP

Innovation is not easy and does not come from nothing. Innovative companies are aware of some guiding principles for innovation and integrate them into their corporate culture.

So first is that innovation can not be planned like you plan a straightforward production process or execution plan. It is more like a meandering river leading you through unknown territory sometimes, and that is OK.



It’s difficult to know the implications of a new idea.

© SAP AG 2007, Overview of Design Led Innovation / 12

THE BEST-RUN BUSINESSES RUN SAP

Sometimes it s just not possible to predict all implications of a new idea.

E.g, WebVan Online grocery store, delivery within 30 min after ordering. Wanted to do everything themselves (supply, storage, delivery logistics, IT infrastructure, …)

But the idea of an online grocery store works, as e.g. “*Simon delivers*”: focused on the local market, fixed delivery days, delivery of partner products, cooperation with local producers

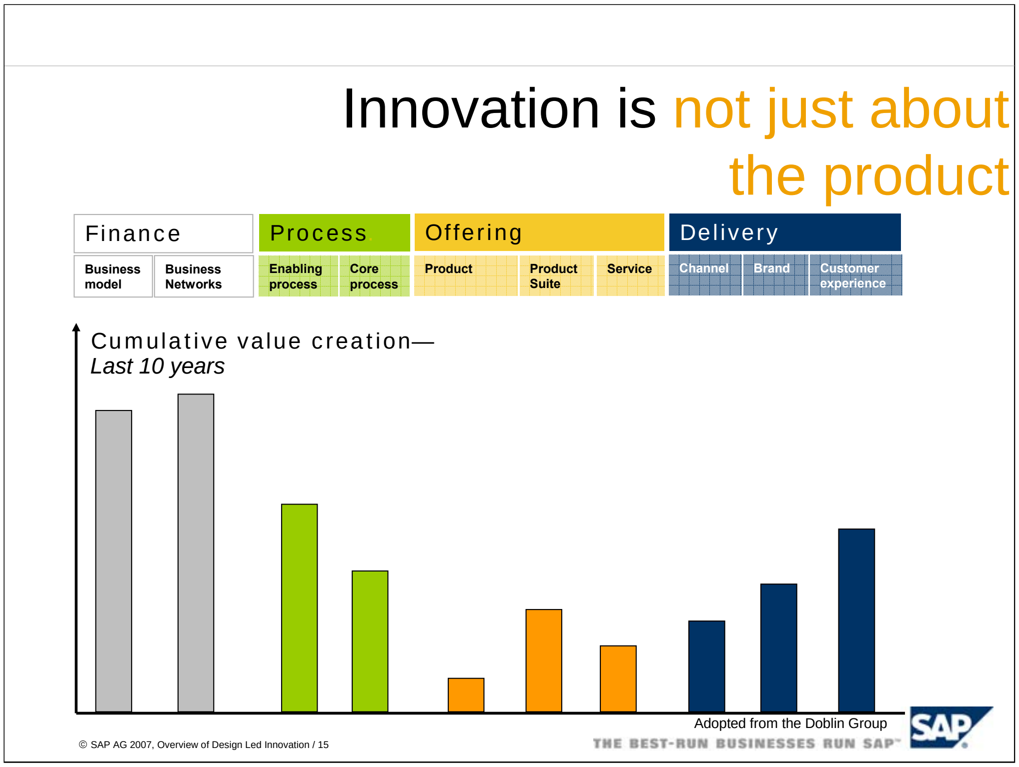
Google:

- Employees get 20% of their working time as creative time when they can try out new ideas
- New solutions get out to the users as beta very quickly (Google Labs)
- Google Earth has been rated the most innovative product of 2006

Trying to be all things to all people can lead to average results

THE BEST-RUN BUSINESSES RUN SAP™

Fundamental assumptions are moving targets



Innovation is not just about the product

Finance		Process		Offering			Delivery		
Business model	Business Networks	Enabling process	Core process	Product	Product Suite	Service	Channel	Brand	Customer experience

Adopted from the Doblin Group

© SAP AG 2007, Overview of Design Led Innovation / 15

THE BEST-RUN BUSINESSES RUN SAP™

Studies have shown that for most companies innovation to their core products return the least revenue.

Business model innovation: DELL – assemble to order PCs

Business networks such as Toyota or Walmart have built up

Enabling processes such as GE Capital offering financing

Core processes such as Online banking

Product suite such as MS Office, Disney

Service such as FEDEX

Channel such as Nike: “Niketown”

Brand such as Virgin (records, flights..)

Customer experiences such as Lexus or BMW

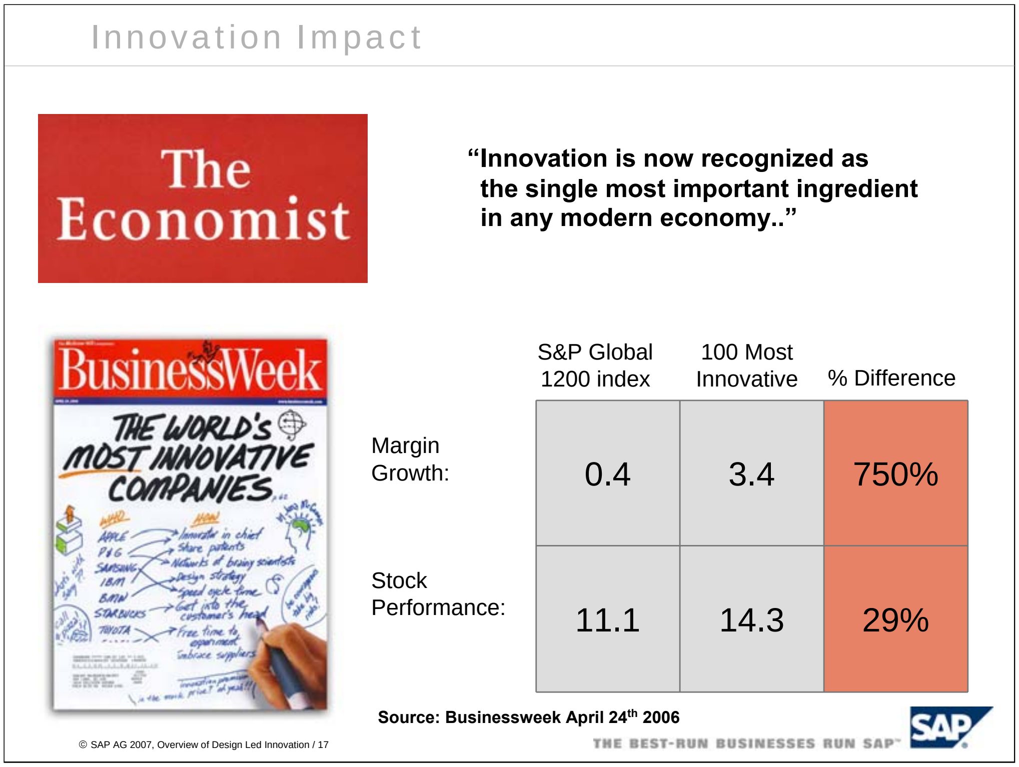
It is hard for organizations to be innovative

© SAP AG 2007, Overview of Design Led Innovation / 16

THE BEST-RUN BUSINESSES RUN SAP™

It is hard for organizations to be innovative due to the required cultural changes

1. Slow development times if innovation is not driven from the corporate center
2. Lack of coordination
    - It requires more than lip services to break down silos in the organization
    - Requires new reporting lines, creative space, and collaboration
    - Rewards are often not linked to innovation (Being innovative requires to foster innovation-oriented behavior, and this best occurs when these required behaviors are incorporated into the performance goals. Even General Electrics….)
    - Getting good consumer insights


The Economist
BusinessWeek
THE WORLD'S MOST INNOVATIVE COMPANIES

Innovation Impact

“Innovation is now recognized as the single most important ingredient in any modern economy..”

	S&P Global 1200 index	100 Most Innovative	% Difference
Margin Growth:	0.4	3.4	750%
Stock Performance:	11.1	14.3	29%

Source: Businessweek April 24th 2006

© SAP AG 2007, Overview of Design Led Innovation / 17

THE BEST-RUN BUSINESSES RUN SAP™

Use this slide to “prove” that innovation pays out.

Explain that there is interesting reading in the Business Week (April 24th, 2006, listing the 100 most innovative companies according to a Business Week / Boston Consulting Group study with >1000 executives)

Mention a couple of companies on the list:

1. Apple

2 Google

…

4 Toyota

…

7 Procter&Gamble

…

9 Starbucks

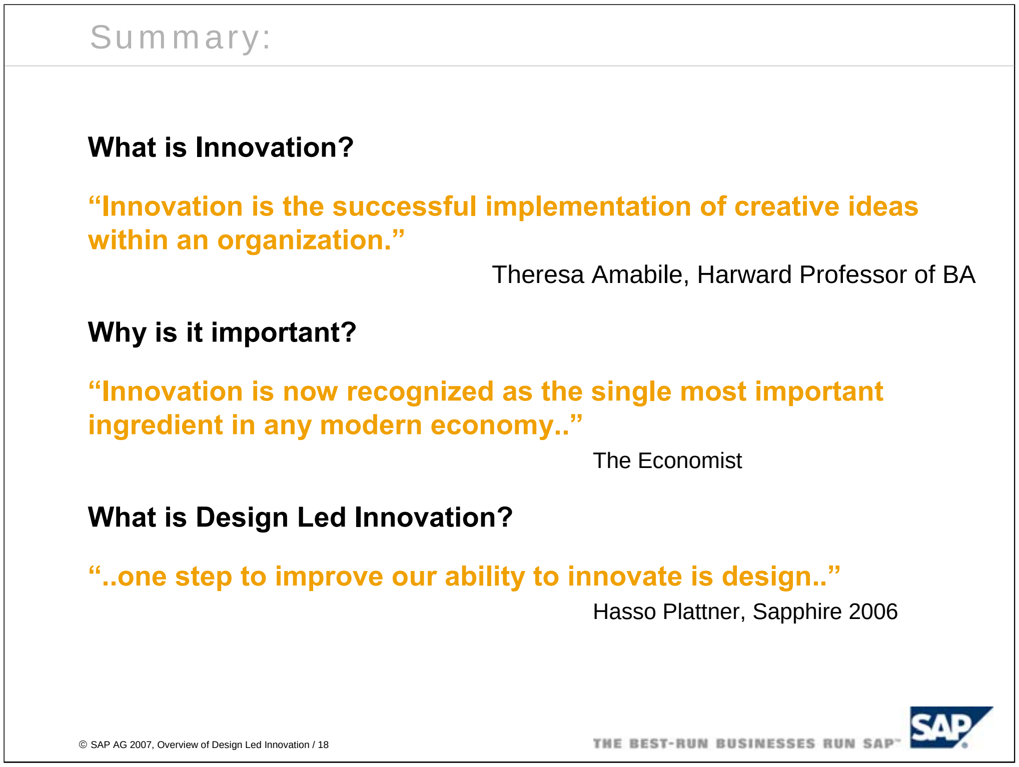
…

24 Blackberry

…

90 SAP

The good news: Oracle is not on the list



Summary:

What is Innovation?

"Innovation is the successful implementation of creative ideas within an organization."

Theresa Amabile, Harward Professor of BA

Why is it important?

"Innovation is now recognized as the single most important ingredient in any modern economy.."

The Economist

What is Design Led Innovation?

"..one step to improve our ability to innovate is design.."

Hasso Plattner, Sapphire 2006

THE BEST-RUN BUSINESSES RUN SAP™

Summarize what "Innovation" means and why it is important with the first two quotes.

Going forward: Quote Hasso Plattner to set the stage for the coming chapters.

(re)design

design led innovation at SAP

- Introduction to Innovation
- **Innovation @ SAP**
- Design Led Innovation
- Design Led Innovation - Examples
- Hands-on Exercise
- SAP Design Led Innovation

THE BEST-RUN BUSINESSES RUN SAP™

INNOVATION@SAP

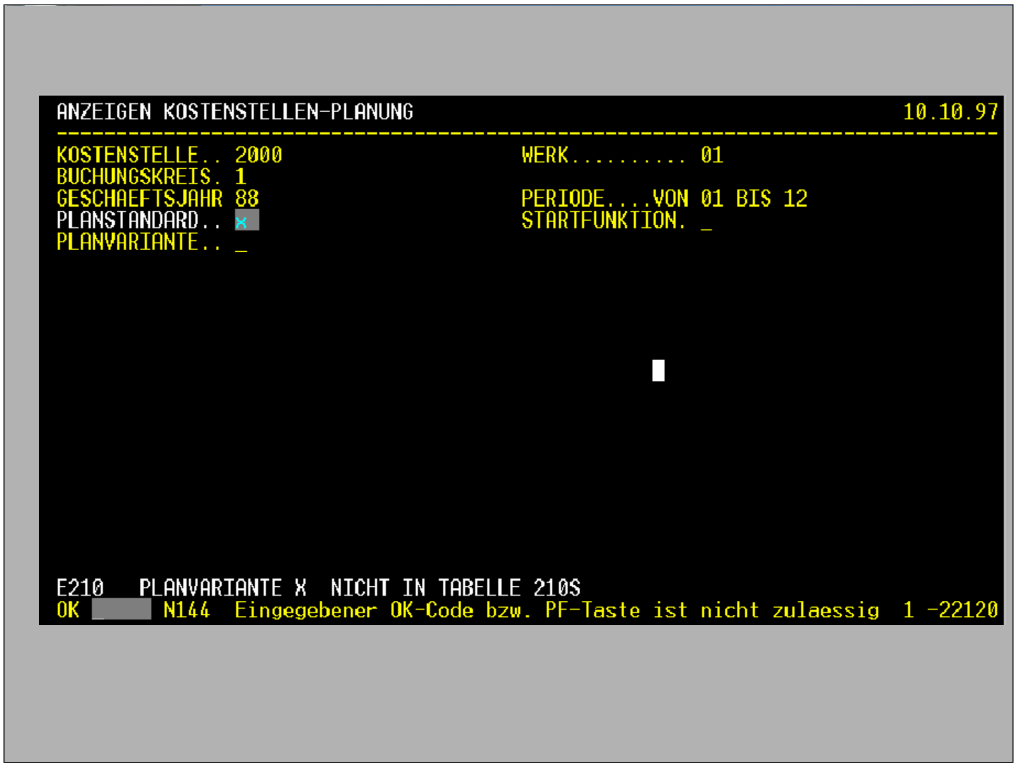
This section will explain why innovation matters to SAP

This little animation shows that we have always be innovating at SAP.

It starts with SAP logo and WDF building, goes through R2, R3, mySAP, Duett

Requires Clip_11.wav as sound file to be stored in the same directory as the presentation!

Recap with the fact that we have been innovating all the time in the past too, but technology growth will offer countless opportunities in the future, and we all have a stake in that. If we will not take the chance we have and continue to innovate, other will that’s for sure.



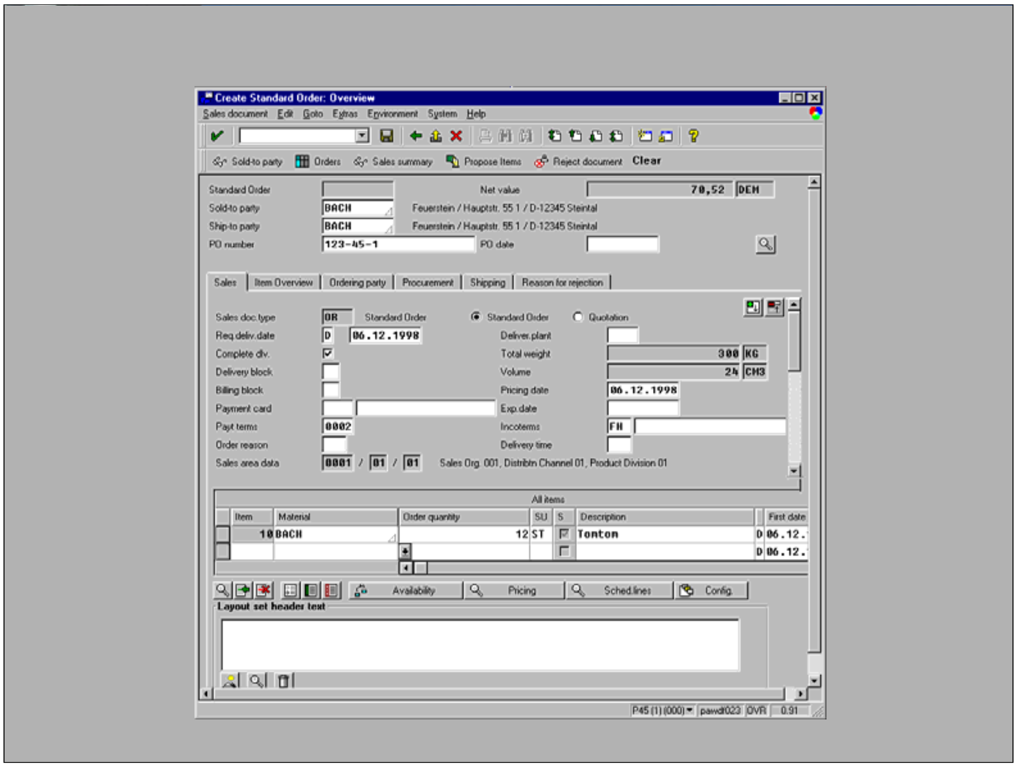
```
ANZEIGEN KOSTENSTELLEN-PLANUNG                                          10.10.97
--------------------------------------------------------------------------------
KOSTENSTELLE.. 2000                     WERK.......... 01
BUCHUNGSKREIS. 1
GESCHAEFTSJAHR 88                       PERIODE....VON 01 BIS 12
PLANSTANDARD.. x                        STARTFUNKTION. _
PLANVARIANTE.. _




E210   PLANVARIANTE X  NICHT IN TABELLE 210$
OK _     N144  Eingegebener OK-Code bzw. PF-Taste ist nicht zulaessig  1 -22120
```

This little animation shows that we have always be innovating at SAP.

It starts with SAP logo and WDF building, goes through R2, R3, mySAP, Duett

Requires Clip_11.wav as sound file to be stored in the same directory as the presentation!

Recap with the fact that we have been innovating all the time in the past too, but technology growth will offer countless opportunities in the future, and we all have a stake in that. If we will not take the chance we have and continue to innovate, other will that’s for sure.


Create Standard Order: Overview
Sales document
Edit
Goto
Extras
Environment
System
Help
Sold-to party
Orders
Sales summary
Propose Items
Reject document
Clear
Sales
Item Overview
Ordering party
Procurement
Shipping
Reason for rejection
Availability
Pricing
Sched.lines
Config.
Layout set header text

Standard Order
Net value 70,52 DEM
Sold-to party BACH Feuerstein / Hauptstr. 55 1 / D-12345 Steintal
Ship-to party BACH Feuerstein / Hauptstr. 55 1 / D-12345 Steintal
PO number 123-45-1
PO date

Sales doc.type OR Standard Order ● Standard Order ○ Quotation
Req.deliv.date D 06.12.1998
Deliver.plant
Complete dlv. ☑
Total weight 300 KG
Delivery block ☐
Volume 24 CM3
Billing block ☐
Pricing date 06.12.1998
Payment card
Exp.date
Payt terms 0002
Incoterms FH
Order reason
Delivery time
Sales area data 0001 / 01 / 01 Sales Org. 001, Distribtn Channel 01, Product Division 01

All items

Item	Material	Order quantity	SU	S	Description		First date
10	BACH	12	ST	☑	Tonton	D	06.12.
				☐		D	06.12.

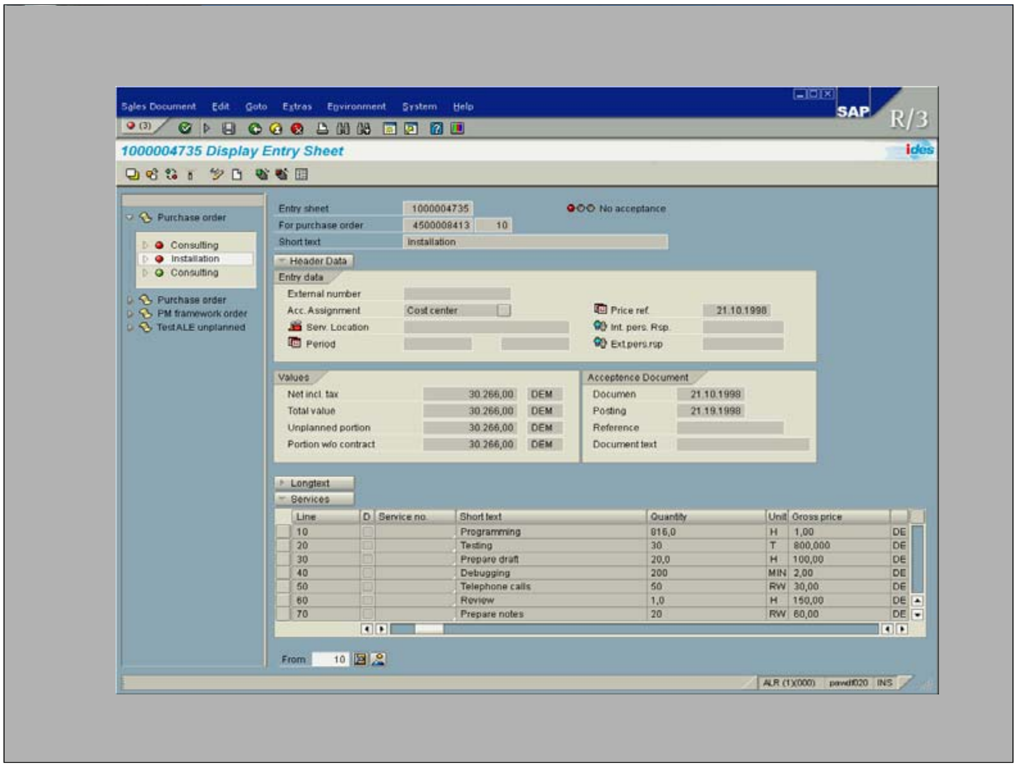
P45 (1) (000) pawdf023 OVR 0.91

This little animation shows that we have always be innovating at SAP.

It starts with SAP logo and WDF building, goes through R2, R3, mySAP, Duett

Requires Clip_11.wav as sound file to be stored in the same directory as the presentation!

Recap with the fact that we have been innovating all the time in the past too, but technology growth will offer countless opportunities in the future, and we all have a stake in that. If we will not take the chance we have and continue to innovate, other will that’s for sure.


Sales Document
Edit
Goto
Extras
Environment
System
Help
SAP
R/3
ides
Purchase order
Consulting
Installation
Consulting
Purchase order
PM framework order
TestALE unplanned
Header Data
Longtext
Services

1000004735 Display Entry Sheet

Entry sheet: 1000004735 — No acceptance
For purchase order: 4500008413 10
Short text: Installation

Entry data
External number:
Acc. Assignment: Cost center
Serv. Location:
Period:
Price ref.: 21.10.1998
Int. pers. Rsp.:
Ext.pers.rsp:

Values
Net incl. tax: 30.266,00 DEM
Total value: 30.266,00 DEM
Unplanned portion: 30.266,00 DEM
Portion w/o contract: 30.266,00 DEM

Acceptence Document
Documen: 21.10.1998
Posting: 21.19.1998
Reference:
Document text:

Line	D	Service no.	Short text	Quantity	Unit	Gross price	
10	☐		Programming	816,0	H	1,00	DE
20	☐		Testing	30	T	800,000	DE
30	☐		Prepare draft	20,0	H	100,00	DE
40	☐		Debugging	200	MIN	2,00	DE
50	☐		Telephone calls	50	RW	30,00	DE
60	☐		Review	1,0	H	150,00	DE
70	☐		Prepare notes	20	RW	60,00	DE

From: 10

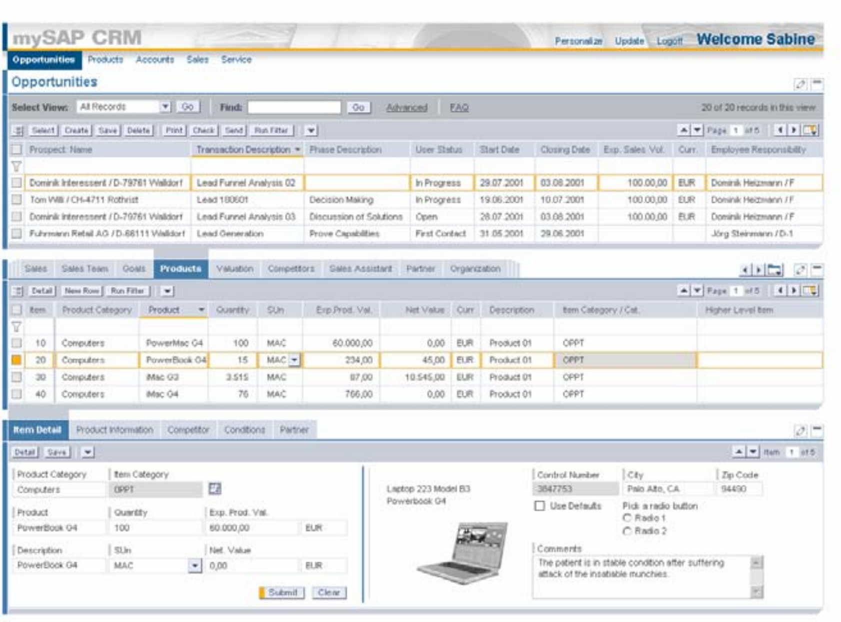
ALR (1)(000) pawdf020 INS

This little animation shows that we have always be innovating at SAP.

It starts with SAP logo and WDF building, goes through R2, R3, mySAP, Duett

Requires Clip_11.wav as sound file to be stored in the same directory as the presentation!

Recap with the fact that we have been innovating all the time in the past too, but technology growth will offer countless opportunities in the future, and we all have a stake in that. If we will not take the chance we have and continue to innovate, other will that’s for sure.


mySAP CRM
Personalize
Update
Logoff
Welcome Sabine
Opportunities
Products
Accounts
Sales
Service
Select View:
Go
Find:
Go
Advanced
FAQ
Select
Create
Save
Delete
Print
Check
Send
Run Filter
Page 1 of 5
Sales
Sales Team
Goals
Products
Valuation
Competitors
Sales Assistant
Partner
Organization
Detail
New Row
Run Filter
Page 1 of 5
Item Detail
Product Information
Competitor
Conditions
Partner
Detail
Save
Item 1 of 5
Submit
Clear

Opportunities

Select View: All Records

20 of 20 records in this view

Prospect Name	Transaction Description	Phase Description	User Status	Start Date	Closing Date	Exp. Sales Vol.	Curr.	Employee Responsibility
Dominik Interessent / D-79761 Walldorf	Lead Funnel Analysis 02		In Progress	29.07.2001	03.08.2001	100.00,00	EUR	Dominik Heizmann / F
Tom Willi / CH-4711 Rothrist	Lead 180601	Decision Making	In Progress	19.06.2001	10.07.2001	100.00,00	EUR	Dominik Heizmann / F
Dominik Interessent / D-79761 Walldorf	Lead Funnel Analysis 03	Discussion of Solutions	Open	28.07.2001	03.08.2001	100.00,00	EUR	Dominik Heizmann / F
Fuhrmann Retail AG / D-68111 Walldorf	Lead Generation	Prove Capabilities	First Contact	31.05.2001	29.06.2001			Jörg Steinmann / D-1

Item	Product Category	Product	Quantity	SUn	Exp.Prod. Val.	Net Value	Curr	Description	Item Category / Cat.	Higher Level Item
10	Computers	PowerMac G4	100	MAC	60.000,00	0,00	EUR	Product 01	OPPT	
20	Computers	PowerBook G4	15	MAC	234,00	45,00	EUR	Product 01	OPPT	
30	Computers	iMac G3	3.515	MAC	87,00	10.545,00	EUR	Product 01	OPPT	
40	Computers	iMac G4	76	MAC	766,00	0,00	EUR	Product 01	OPPT	

Product Category: Computers
Item Category: OPPT
Product: PowerBook G4
Quantity: 100
Exp. Prod. Val.: 60.000,00 EUR
Description: PowerBook G4
SUn: MAC
Net. Value: 0,00 EUR

Laptop 223 Model B3
Powerbook G4

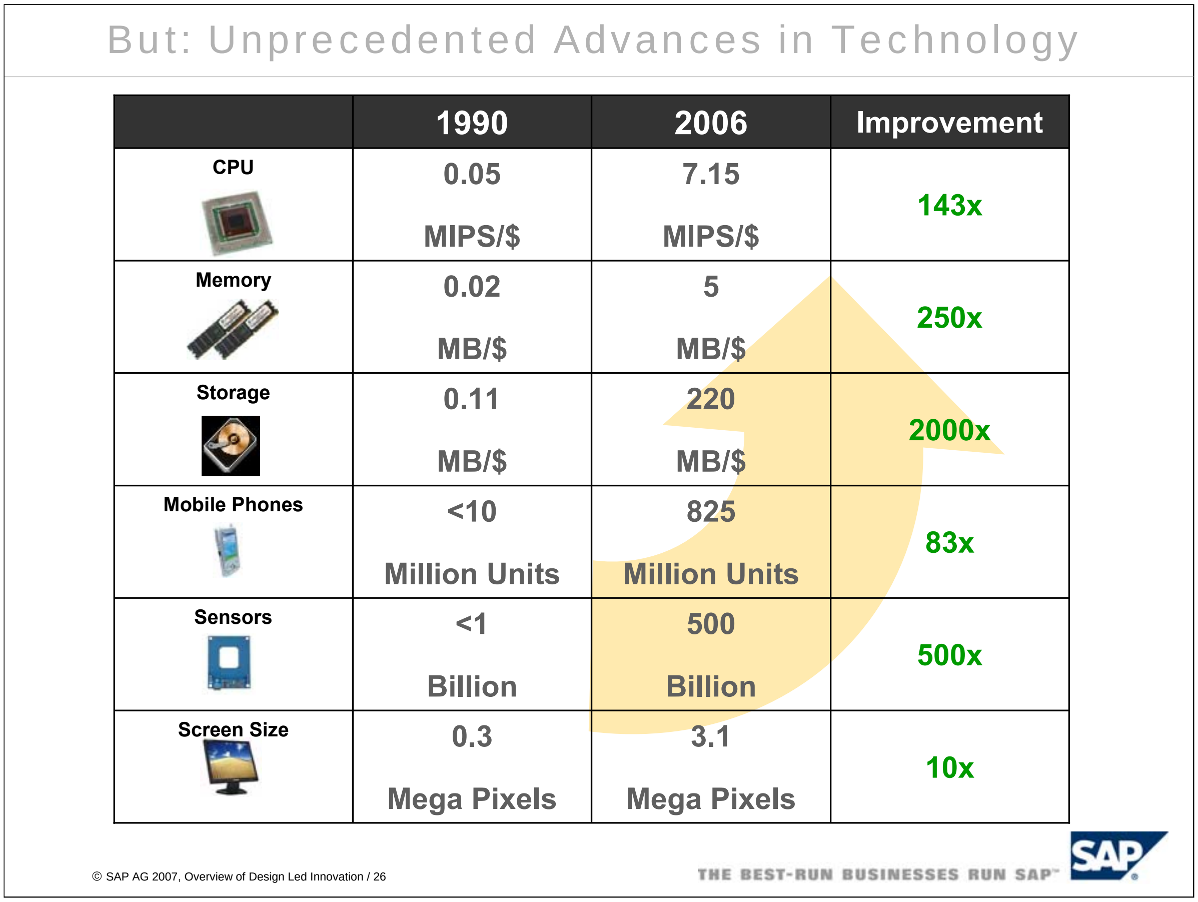
Control Number: 3847753
City: Palo Alto, CA
Zip Code: 94490
☐ Use Defaults
Pick a radio button
○ Radio 1
○ Radio 2
Comments: The patient is in stable condition after suffering attack of the insatiable munchies.

This little animation shows that we have always be innovating at SAP.

It starts with SAP logo and WDF building, goes through R2, R3, mySAP, Duett

Requires Clip_11.wav as sound file to be stored in the same directory as the presentation!

Recap with the fact that we have been innovating all the time in the past too, but technology growth will offer countless opportunities in the future, and we all have a stake in that. If we will not take the chance we have and continue to innovate, other will that’s for sure.



But: Unprecedented Advances in Technology

	1990	2006	Improvement
CPU	0.05 MIPS/$	7.15 MIPS/$	143x
Memory	0.02 MB/$	5 MB/$	250x
Storage	0.11 MB/$	220 MB/$	2000x
Mobile Phones	<10 Million Units	825 Million Units	83x
Sensors	<1 Billion	500 Billion	500x
Screen Size	0.3 Mega Pixels	3.1 Mega Pixels	10x

THE BEST-RUN BUSINESSES RUN SAP™

Point out the unprecedented advances in technology between 1990 and 2006 (and that is not the end):

•Processing speed, memory and storage costs

•The mobile phone hype, not only in Europe and the states, also in developing countries

•Sensor networks as an upcoming technology

•Screen size

Also mention the Web2.0 wave, that suddenly allows us to create completely different ways to organize knowledge, create mashup…

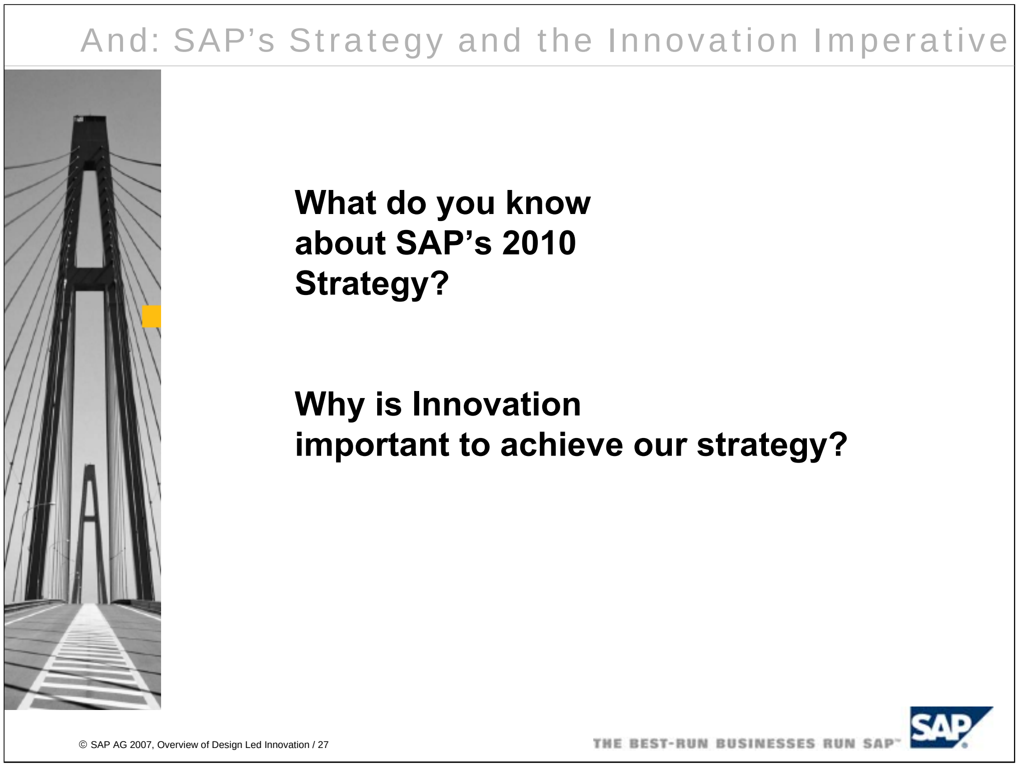
If we really want to be able to come up with future-oriented solutions, then we have to ask ourselves what all this means to us.

Is this an example? Cisco Systems

Solution: Web Dispatcher on a Router

Customer Benefit: Application aware load balancing and security on the router instead of on a separate box.

What we did: Took SAP's application aware load balancing and security software and together with Cisco migrated it to Cisco's latest routers.



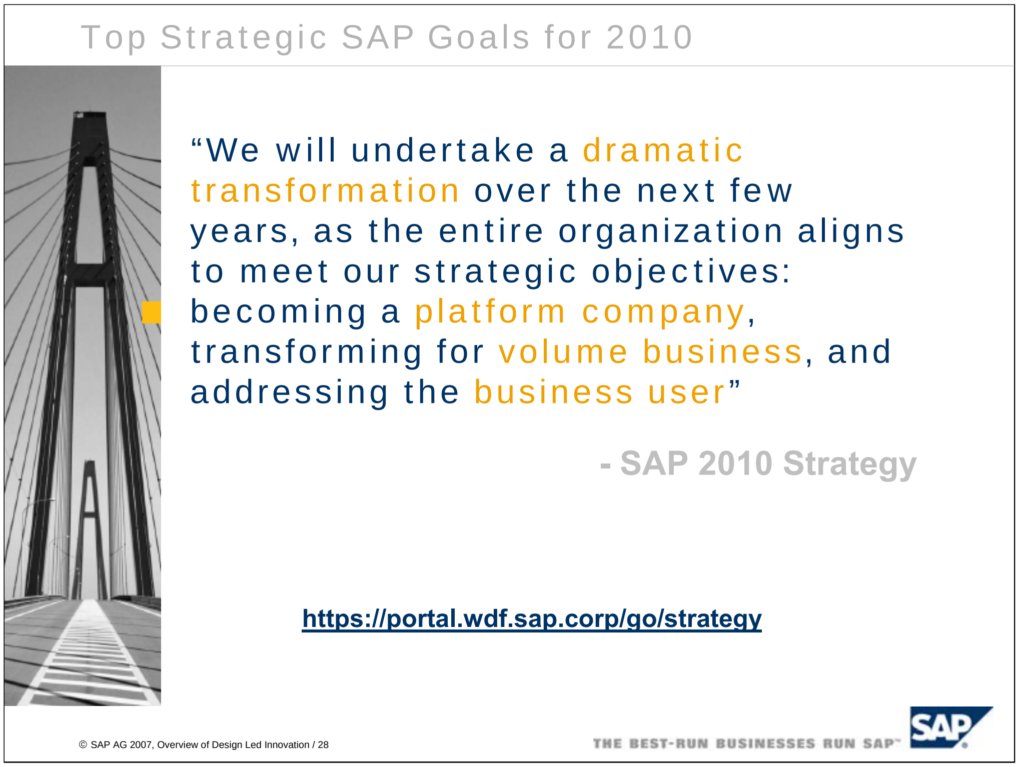
And: SAP’s Strategy and the Innovation Imperative

What do you know about SAP’s 2010 Strategy?

Why is Innovation important to achieve our strategy?

THE BEST-RUN BUSINESSES RUN SAP™

Ask the participants what they know about our strategy. Keep this section pretty interactive. Push a little to make the participants come up with the most important points.



Top Strategic SAP Goals for 2010

"We will undertake a dramatic transformation over the next few years, as the entire organization aligns to meet our strategic objectives: becoming a platform company, transforming for volume business, and addressing the business user"

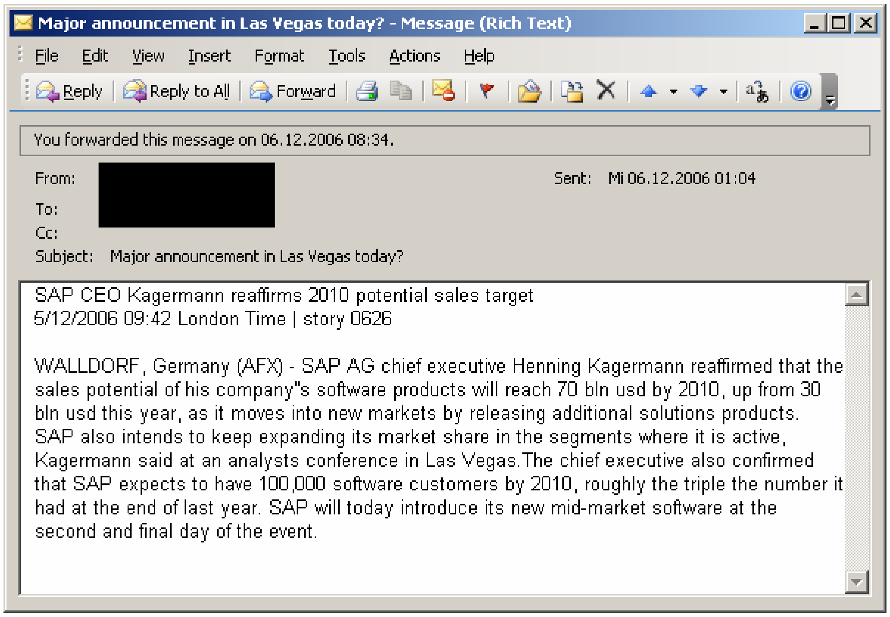
- SAP 2010 Strategy

https://portal.wdf.sap.corp/go/strategy

THE BEST-RUN BUSINESSES RUN SAP™

What is the business user?

- more the information worker type as we all are more or less
- working very much in an office environment that is more and more melting with the application environment
- representing high intellectual capital


Major announcement in Las Vegas today? - Message (Rich Text)
File
Edit
View
Insert
Format
Tools
Actions
Help
Reply
Reply to All
Forward

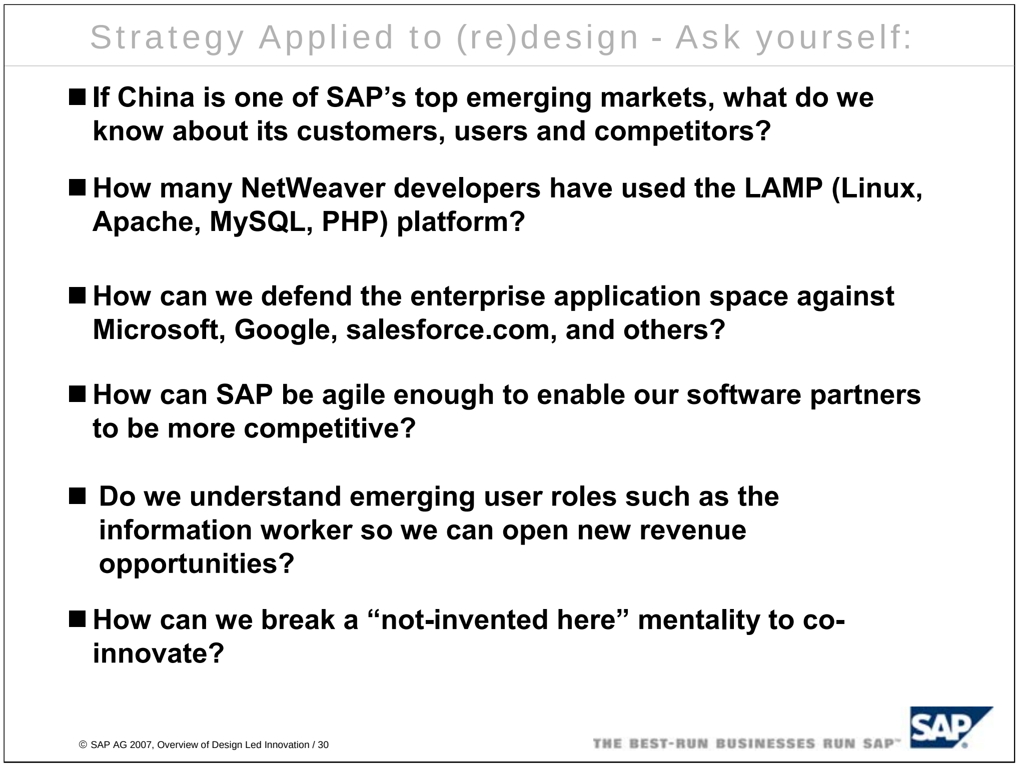
You forwarded this message on 06.12.2006 08:34.

From: [redacted]
To:
Cc:
Sent: Mi 06.12.2006 01:04
Subject: Major announcement in Las Vegas today?

SAP CEO Kagermann reaffirms 2010 potential sales target
5/12/2006 09:42 London Time | story 0626

WALLDORF, Germany (AFX) - SAP AG chief executive Henning Kagermann reaffirmed that the sales potential of his company"s software products will reach 70 bln usd by 2010, up from 30 bln usd this year, as it moves into new markets by releasing additional solutions products. SAP also intends to keep expanding its market share in the segments where it is active, Kagermann said at an analysts conference in Las Vegas.The chief executive also confirmed that SAP expects to have 100,000 software customers by 2010, roughly the triple the number it had at the end of last year. SAP will today introduce its new mid-market software at the second and final day of the event.

Nice proof that the strategy is still valid and that we are going forward to achieve it. Can be taken out if it does not fit. But when this was included, it was just great because it was brand new.



Strategy Applied to (re)design - Ask yourself:

- If China is one of SAP's top emerging markets, what do we know about its customers, users and competitors?
- How many NetWeaver developers have used the LAMP (Linux, Apache, MySQL, PHP) platform?
- How can we defend the enterprise application space against Microsoft, Google, salesforce.com, and others?
- How can SAP be agile enough to enable our software partners to be more competitive?
- Do we understand emerging user roles such as the information worker so we can open new revenue opportunities?
- How can we break a "not-invented here" mentality to co-innovate?

THE BEST-RUN BUSINESSES RUN SAP™

1. Ask participants what they know about the China market, customers, users…

[for your own preparation, the SAP World **Edition 5/2006 has a special about China]**

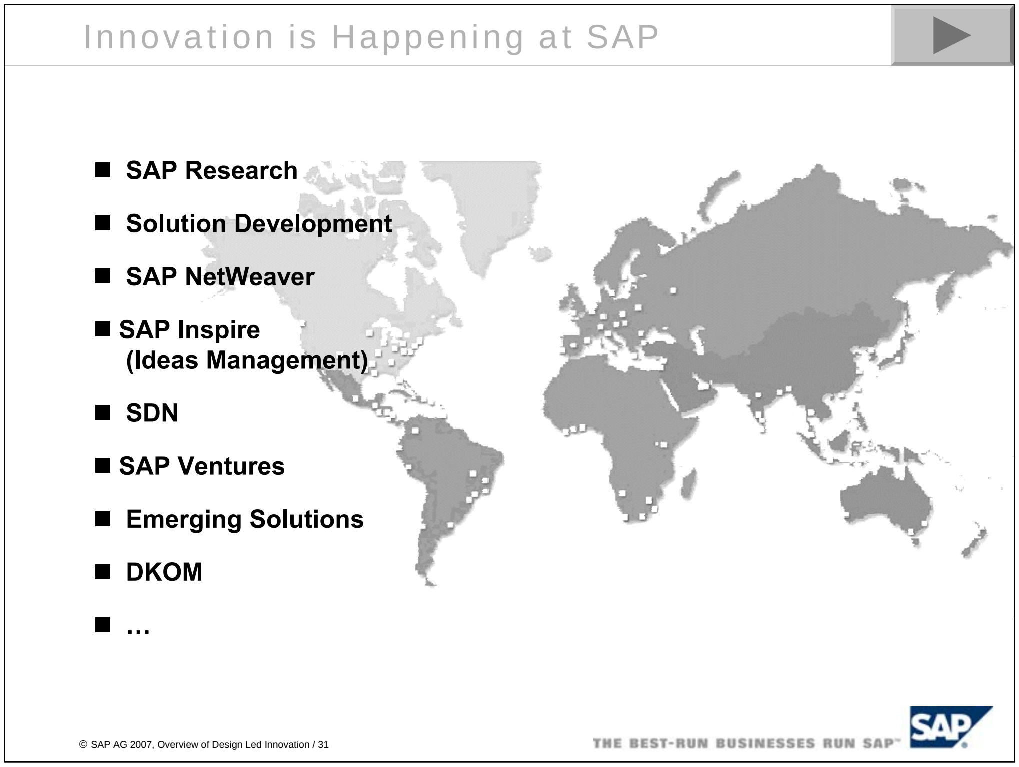
2. Ask the participants who has recently installed the LAMP stack and how long it takes (less than an hour). Aks wo has ever installed the NetWeaver Stack (takes days). Point out that the experiences from the outside world influence expectations of the workforce inside the company.

3. Explain that Google has an enterprise strategy, and that they are wildering in Microsoft space too (Google spreadsheets). Explain what salesforce.com does (Salesforce CEO has declared "the end of software" already). They know what the US market needs, and there other vendors in Europe too already 24/7Office.

4. Explain ???

5. Explain the information worker briefly, and point out how much roles are changing in today's economy.

6. Explain how important it is in the innovation race to take good ideas and drive them forward, even if they were not really invented by SAP.



Innovation is Happening at SAP

- SAP Research
- Solution Development
- SAP NetWeaver
- SAP Inspire (Ideas Management)
- SDN
- SAP Ventures
- Emerging Solutions
- DKOM
- …

THE BEST-RUN BUSINESSES RUN SAP™

Show the video Inside_Innovative_Employees_e.wmv that demonstrates how the ABAP Editor and the Debugger can be places where really innovation takes place. This resonates in particular if you have a developer-dominated audience.

(re)design

design led innovation at SAP

Introduction to Innovation

Innovation @ SAP

Design Led Innovation

Design Led Innovation – Examples

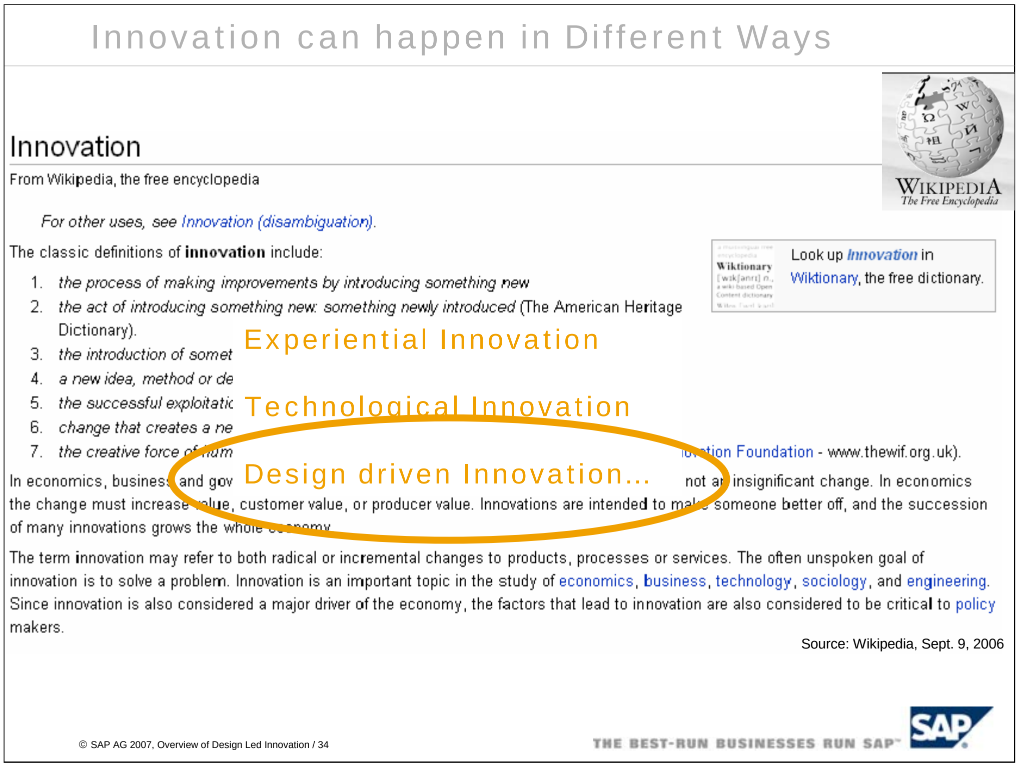
Hands-on Exercise

SAP Design Led Innovation

THE BEST-RUN BUSINESSES RUN SAP™

DESIGN LED INNOVATION

This section will introduce you to Design Led Innovation



Innovation can happen in Different Ways

Innovation

From Wikipedia, the free encyclopedia

For other uses, see Innovation (disambiguation).

Look up *Innovation* in Wiktionary, the free dictionary.

The classic definitions of **innovation** include:

1. *the process of making improvements by introducing something new*
2. *the act of introducing something new: something newly introduced* (The American Heritage Dictionary).
3. *the introduction of somet*
4. *a new idea, method or de*
5. *the successful exploitatic*
6. *change that creates a ne*
7. *the creative force of hum* ovation Foundation - www.thewif.org.uk).

In economics, business and gov not a insignificant change. In economics the change must increase value, customer value, or producer value. Innovations are intended to ma someone better off, and the succession of many innovations grows the whole economy.

The term innovation may refer to both radical or incremental changes to products, processes or services. The often unspoken goal of innovation is to solve a problem. Innovation is an important topic in the study of economics, business, technology, sociology, and engineering. Since innovation is also considered a major driver of the economy, the factors that lead to innovation are also considered to be critical to policy makers.

Experiential Innovation

Technological Innovation

Design driven Innovation…

Source: Wikipedia, Sept. 9, 2006

© SAP AG 2007, Overview of Design Led Innovation / 34

THE BEST-RUN BUSINESSES RUN SAP

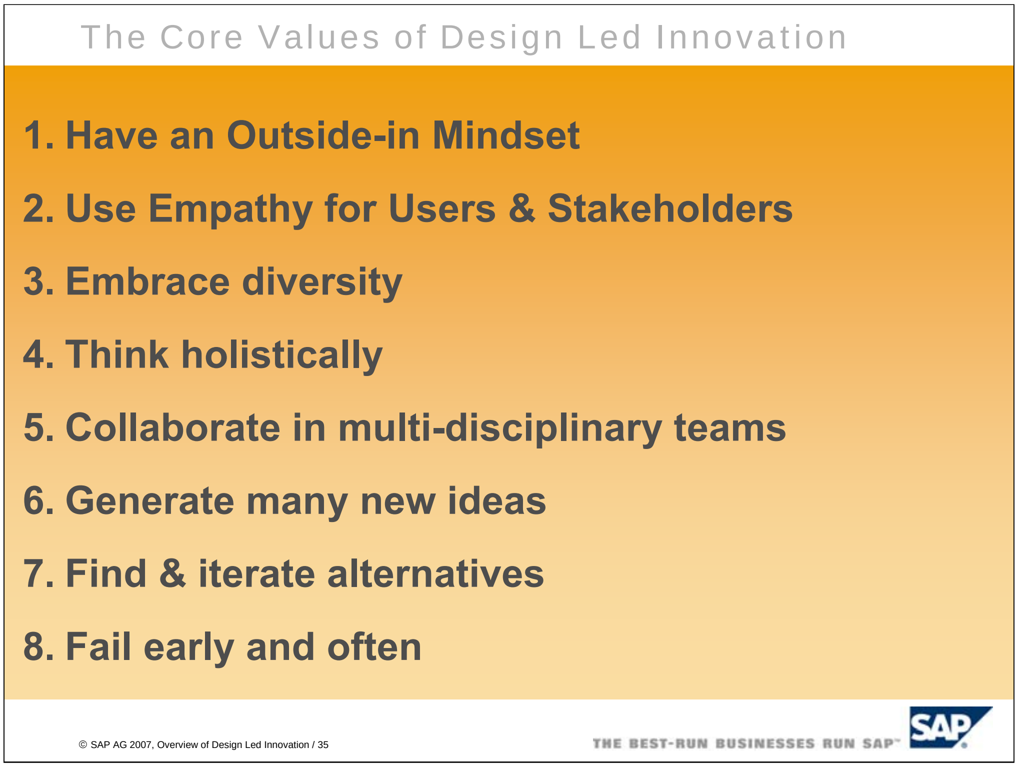
There is various drivers of innovation…

… today's topic is how design can drive innovation.

Define Design and what it means. Go back to Steve Jobs ***"Design is not just what it looks like and feels like. Design is how it works."***

(Steve Jobs, Co-Founder and CEO, Apple Computer)

:



The Core Values of Design Led Innovation

1. **Have an Outside-in Mindset**
2. **Use Empathy for Users & Stakeholders**
3. **Embrace diversity**
4. **Think holistically**
5. **Collaborate in multi-disciplinary teams**
6. **Generate many new ideas**
7. **Find & iterate alternatives**
8. **Fail early and often**

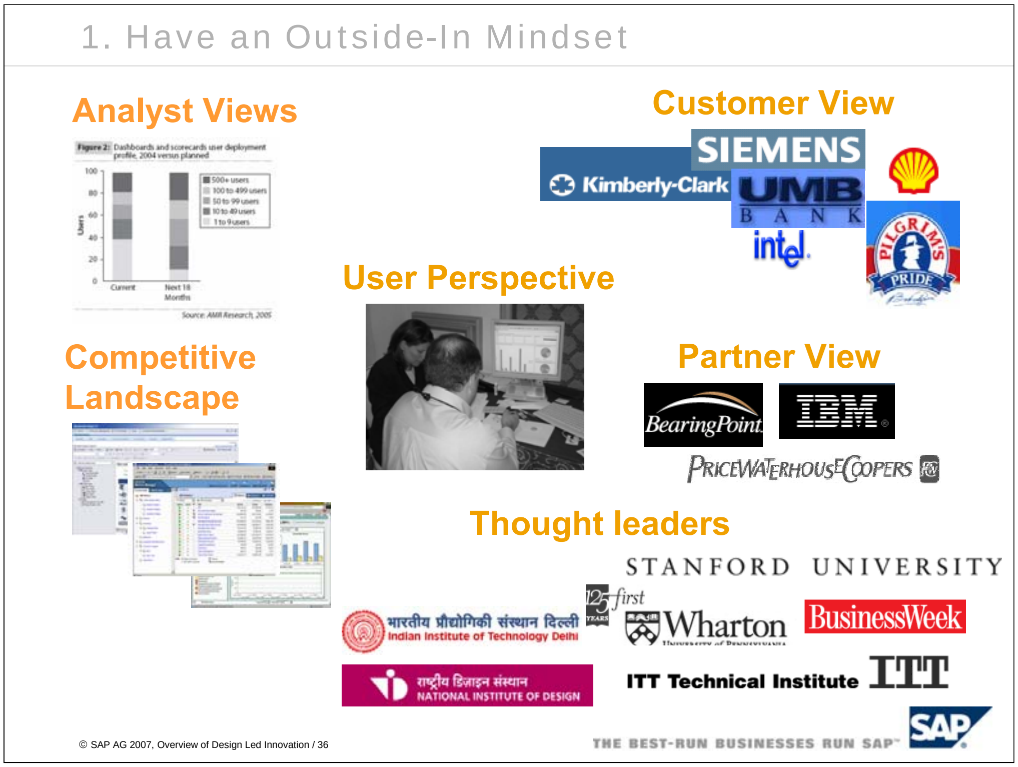
© SAP AG 2007, Overview of Design Led Innovation / 35

THE BEST-RUN BUSINESSES RUN SAP™

Design lead innovation is hard to define, and most people do not even share a consistent notion of design (which by the way do not exist).

Yet, despite the differences in notions, practitioners of Design Lead Innovation share a common set of values that embraces the inherent ambiguity of design's definition.

This set of values is listed here and will be explained in detail on the next pages.



1. Have an Outside-In Mindset

Analyst Views

Figure 2: Dashboards and scorecards user deployment profile, 2004 versus planned
Users
100
80
60
40
20
0
Current
Next 18 Months
500+ users
100 to 499 users
50 to 99 users
10 to 49 users
1 to 9 users
Source: AMR Research, 2005

Customer View

SIEMENS
Kimberly-Clark
UMB BANK
intel
PILGRIM'S PRIDE

User Perspective

Competitive Landscape

Partner View

BearingPoint
IBM
PRICEWATERHOUSECOOPERS

Thought leaders

STANFORD UNIVERSITY
भारतीय प्रौद्योगिकी संस्थान दिल्ली
Indian Institute of Technology Delhi
125 years first
Wharton University of Pennsylvania
BusinessWeek
राष्ट्रीय डिज़ाइन संस्थान
NATIONAL INSTITUTE OF DESIGN
ITT Technical Institute ITT

© SAP AG 2007, Overview of Design Led Innovation / 36

THE BEST-RUN BUSINESSES RUN SAP

An outside-in perspective allows the discovery of much better solutions compared to purely using the inside-out approach

Give an example: When NASA started sending up astronauts, it quickly discovered that ballpoint pens would not work in zero gravity. To fight this problem, NASA commissioned Fisher to develop a (space) pen that would write in zero gravity, upside down, underwater, on almost any surface, including glass, and at temperatures ranging from below freezing to 300C.

The Soviets used a pencil!

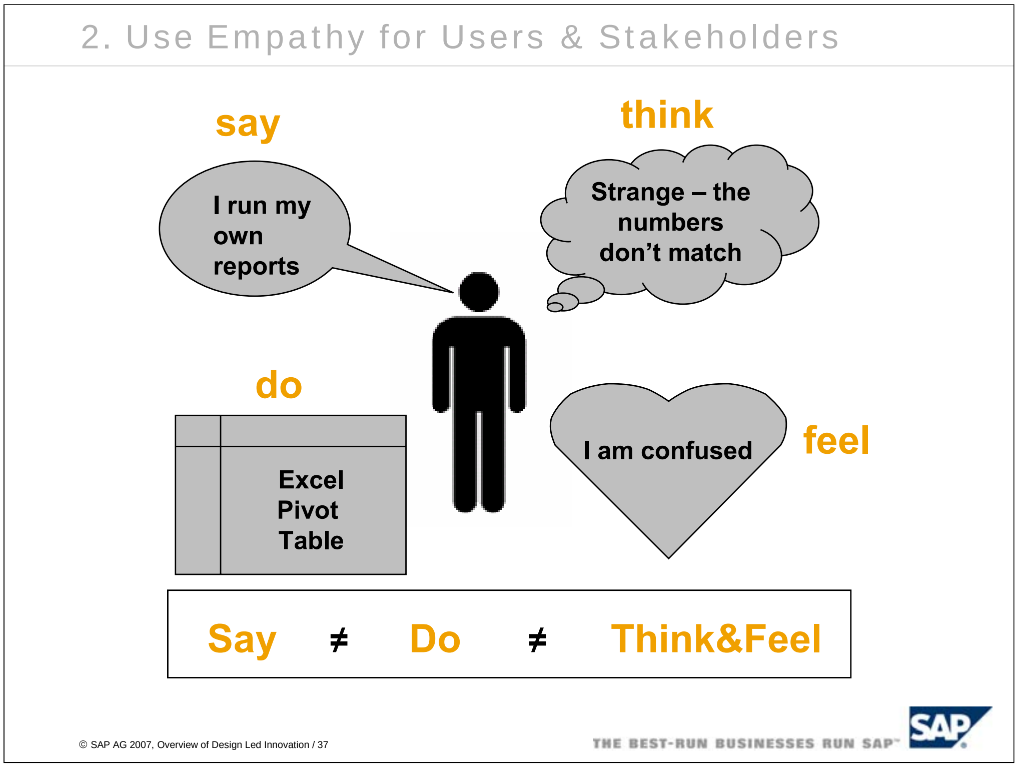
This is the classic example of the inherent risks in being too focused on your existing ideas. The inside-out perspective implies the risk of getting locked into one idea very easily and precludes other options that can deliver the desired goal more efficiently.

Unfortunately, companies do this all the time.

The outside-in perspective allows to you focus on a desired outcome and to identify multiple and sometime unexpected or easy ways to reach it.

Having an "Outside-in focus " helps to look at solutions through the eyes of customers, analysts, partners….
and ensures that your efforts are relevant and that efforts are applied to "real world opportunities".

D-schools may be the B-schools of tomorrow! Not just in the US, also in India and also elsewhere in the world.



2. Use Empathy for Users & Stakeholders

say

I run my own reports

think

Strange – the numbers don't match

do

Excel Pivot Table

feel

I am confused

Say ≠ Do ≠ Think&Feel

What is it?

Empathy [Webster's New Encyclopedic Dictionary]: The capacity for experiencing as one's own the feelings of another.

Why is it important?

Fundamentally, to deliver a product or service, it is critical to understand everything about the needs and expectations of the end-users. It is not enough to simply listen to what a person is doing, but also to observe what (s)he is doing to deduce what (s)he is thinking and to grasp what the person is feeling. In this process, you gain empathy for the user, so that you can be the voice of the end-user when design decisions need to be made.

German translation: "Mit-Gefühl" or "Einfühlungsvermögen"

Recommended Reading: Joachim Bauer, 2005, Warum ich fühle, was du fühlst. Intuitive Kommunikation und das Geheimnis der Spiegelneurone (not translated into English yet, but really enlightening!)

3. Embrace Diversity

KEN'S COFFINS
0833019748
SMILE PHOTO STUDIO

© SAP AG 2007, Overview of Design Led Innovation / 38

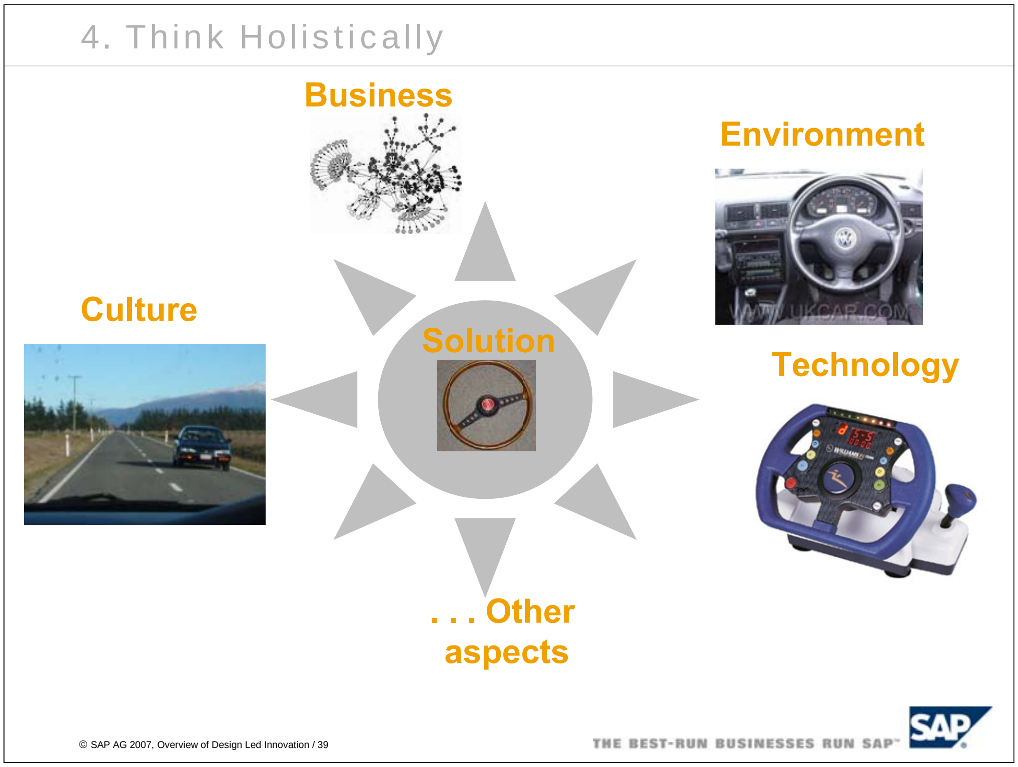
THE BEST-RUN BUSINESSES RUN SAP™

Diversity stands for a variety of cultural backgrounds, opinions, ideas, skills and competencies, or solution approaches.

Discuss the importance of diversity here:

Diversity in working teams foster an environment of respect, trust and openness where all employees can bring their diverse competencies to the table and engage to their full potential. Usually diverse teams work together very effectively and diverse working environments are in general more creative and innovative than non-diverse environments.

Embracing diversity enables the team to gain a broad understanding of the issues at hand by cross-fertilization and widening peoples mind thus helping to find applicable solutions much easier.



4. Think Holistically

Business

Environment

Culture

Solution

Technology

. . . Other aspects

THE BEST-RUN BUSINESSES RUN SAP™

A holistic approach involves not to concentrate on individual components of a systems, but on their entirety and the relationships and interactions between them. By following this approach you can achieve results that can actually be greater than the sum of the individual parts.

For example in alternative medicine, a **holistic approach to healing** recognizes that the emotional, mental, spiritual and physical elements of each person comprise a system, and attempts to treat the whole person, concentrating on the cause of the illness as well as symptoms. Examples of such holistic therapies include Acupuncture, Chinese medicine, Homeopathy and many more.

Another example could be a workflow that you want to build. E.g. if an SAP employee wants to order a new laptop, it is not only the manger's approval that is important. The whole process starts with the decision that a new laptop is needed, then the employee needs to find what laptops may be ordered, would like to know alternatives, what are the right accessories (docking station or wireless mouse), how long it takes to delivery… and also who is responsible to process the request and how.

In the context of Design Lead Innovation, this holistic context of the end-user and stakeholders is a key insight. The ability to zoom out to see the big picture provides this context. Understanding end-user or stakeholder requirements requires a holistic view of their context. This allows the design team to interpolate the gaps between what the users or stakeholders are able to communicate and what their real needs are. This holistic context includes an understanding of the end-user's role, tasks, motivations, skills, social and working interactions, experience and expert knowledge, and much more.

It also considers the various aspects of innovation that go beyond the product or solution itself – such as solution delivery aspects or business models.

5. Collaborate in Multi-Disciplinary Teams

THE BEST-RUN BUSINESSES RUN SAP™

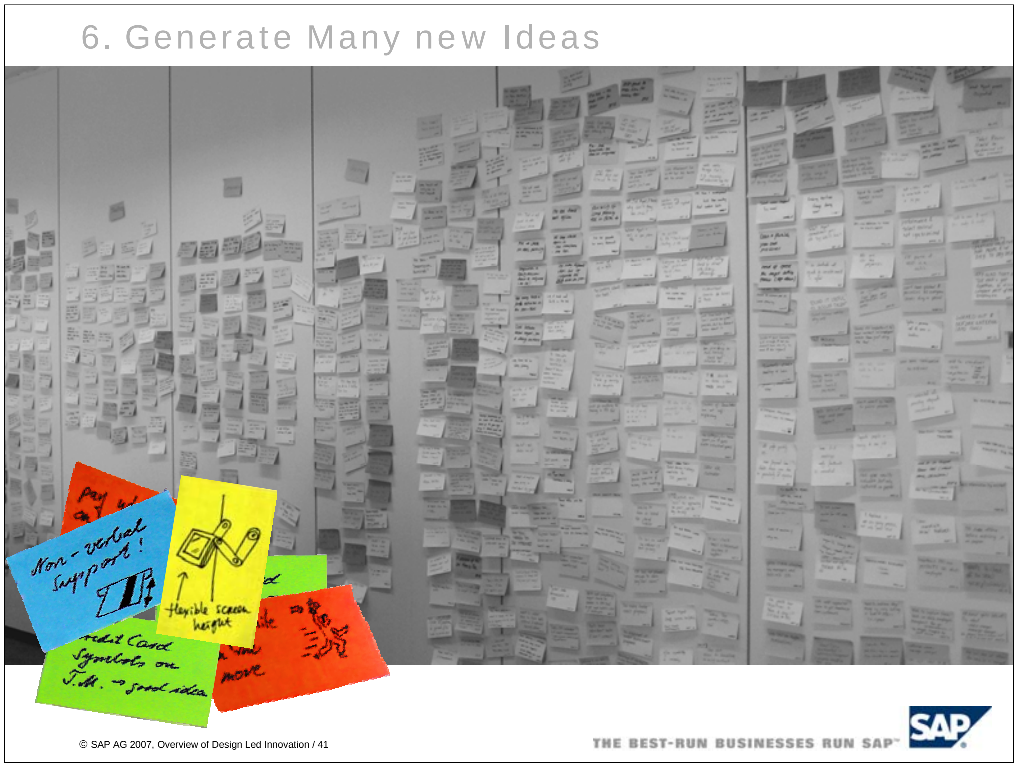
- Have discussion about different skills and competencies here and how a team can combine them to it’s advantage
- Emphasize on cross-fertilization:
    - across diverse people
    - across disciplines
    - across organizations
    - across markets
- We all know how to go about doing things the way we have always done it, but if the charter involves being more innovative than we have been in the past, we better listen to each others ideas
- Bring together diverse people, with diverse backgrounds to solve problems!

The main point is to pay attention to the mix of backgrounds and skills, as well as cognitive styles of the team members as they pertain to decision making and information collection preferences, and assigning responsibility by aligning tasks with these preferences.

In a prototyping exercise, the ideal mix might include someone who is good at brainstorming ideas, with someone who is good at expressing things visually, with someone who is talented at building, with someone strong in project management so the team effectively uses their time.

So, in assembling a multidisciplinary team, consider not only field/discipline, but cultural background, personality preference and cognitive style. A task one person may consider painful to execute on may delight another.

Advantages: - Establishes a common vision - Helps you generate many ideas and innovations - Encourages full team contributions and team buy-in.



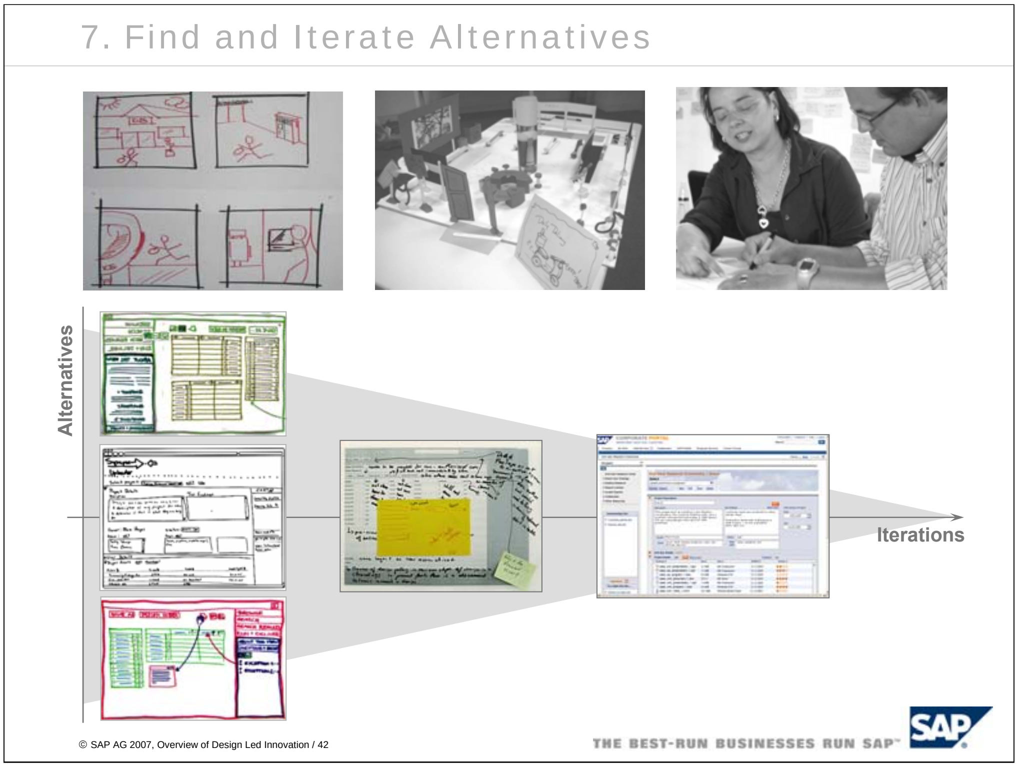
6. Generate Many new Ideas

Non-verbal support!
flexible screen height
Credit Card Symbols on T.M. → good idea
move

The more ideas you can generate as a team the better.

Why should you do that?
- pushes the process
- every idea may spawn another
- You never know when the great ideas come up
- Avoids to become attached to just one idea to early

Screening and prioritizing is the next step.



7. Find and Iterate Alternatives

Prototype [Webster's New Encyclopedic Dictionary]: A prototype is an individual that exhibits the essentials of a later type.

In other product development areas [consumer products, automotive], 30-60% of the development time is spent on prototyping.

•Evaluate your story lines and use cases

•Start with low fidelity prototypes and validate alternatives with end-users as soon and as often as possible.

•Start with rough prototypes to discuss concepts, and increase fidelity gradually going forward.

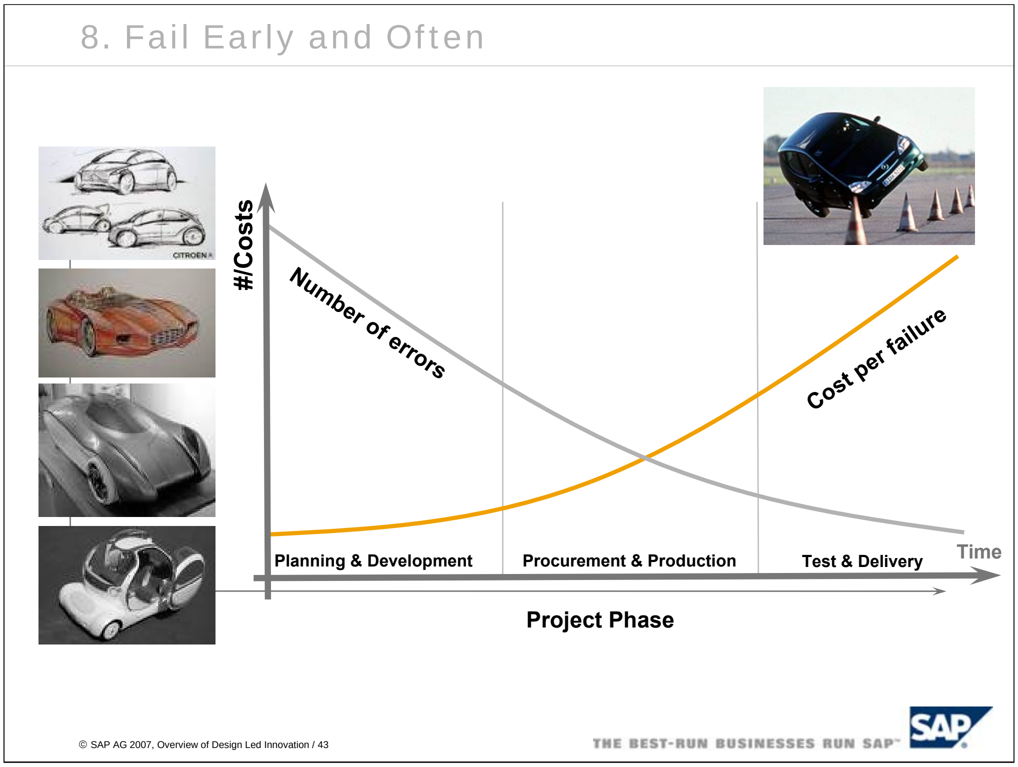
•Use flexible media

By doing this, you reduce

•the risk and cost of failure

•the emotional attachment

"If you are not failing, you are not pushing hard enough" → Discuss that prototyping means experimenting with alternatives, that implies "failure" of some of the alternatives. That is OK, and you could also say "We are not failing, we are learning".



8. Fail Early and Often

#/Costs

Number of errors

Cost per failure

Planning & Development

Procurement & Production

Test & Delivery

Time

Project Phase

THE BEST-RUN BUSINESSES RUN SAP™

The rule of 10 (from Quality Management)

The cost per error increases by a factor 10 during each project phase (traditional project including analysis phase, development phase, closing phase…)

The more errors are made/recognized at the beginning of a project, the lower are the resulting overall costs.

(re)design

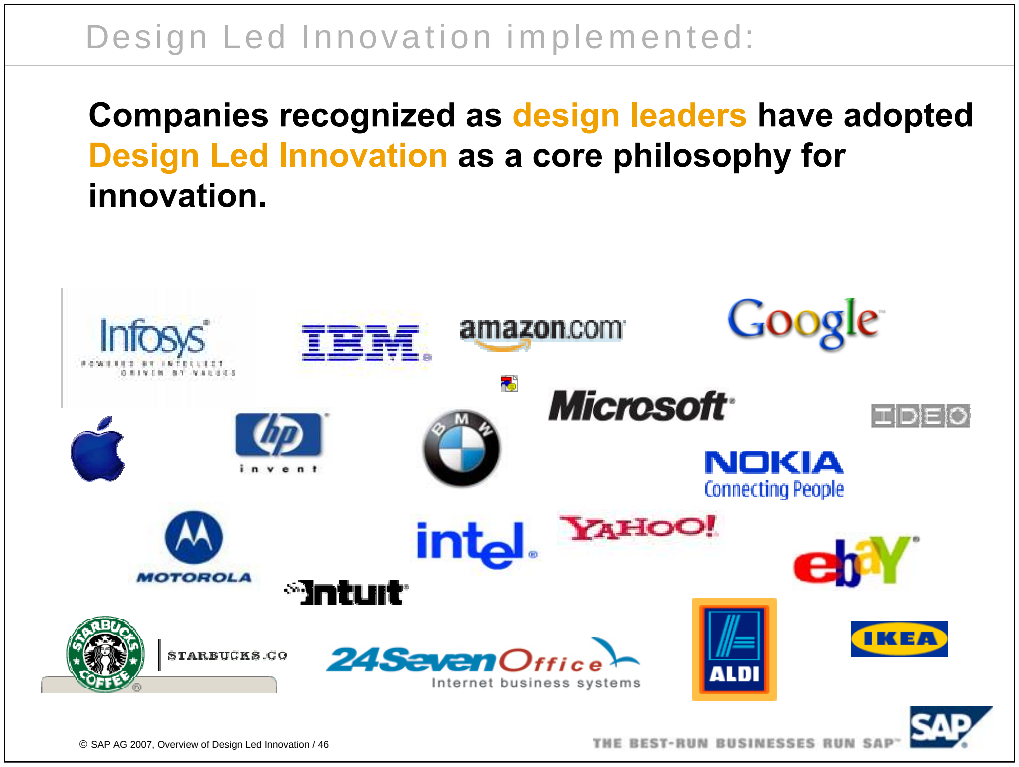
design led innovation at SAP

- Introduction
- Innovation @ SAP
- Design Led Innovation
- **Design Led Innovation - Examples**
- Hands-on Exercise
- SAP Design Led Innovation

THE BEST-RUN BUSINESSES RUN SAP™

DESIGN LED INNOVATION - Examples

This section will introduce Design Led Innovation applied



Design Led Innovation implemented:

Companies recognized as design leaders have adopted Design Led Innovation as a core philosophy for innovation.

Infosys
POWERED BY INTELLECT
DRIVEN BY VALUES
IBM
amazon.com
Google
Microsoft
IDEO
hp
invent
BMW
NOKIA
Connecting People
MOTOROLA
intel
YAHOO!
ebY
Intuit
STARBUCKS COFFEE
STARBUCKS.CO
24SevenOffice
Internet business systems
ALDI
IKEA
THE BEST-RUN BUSINESSES RUN SAP
SAP

© SAP AG 2007, Overview of Design Led Innovation / 46

E.g. Virtual worldwide brainstorming at IBM

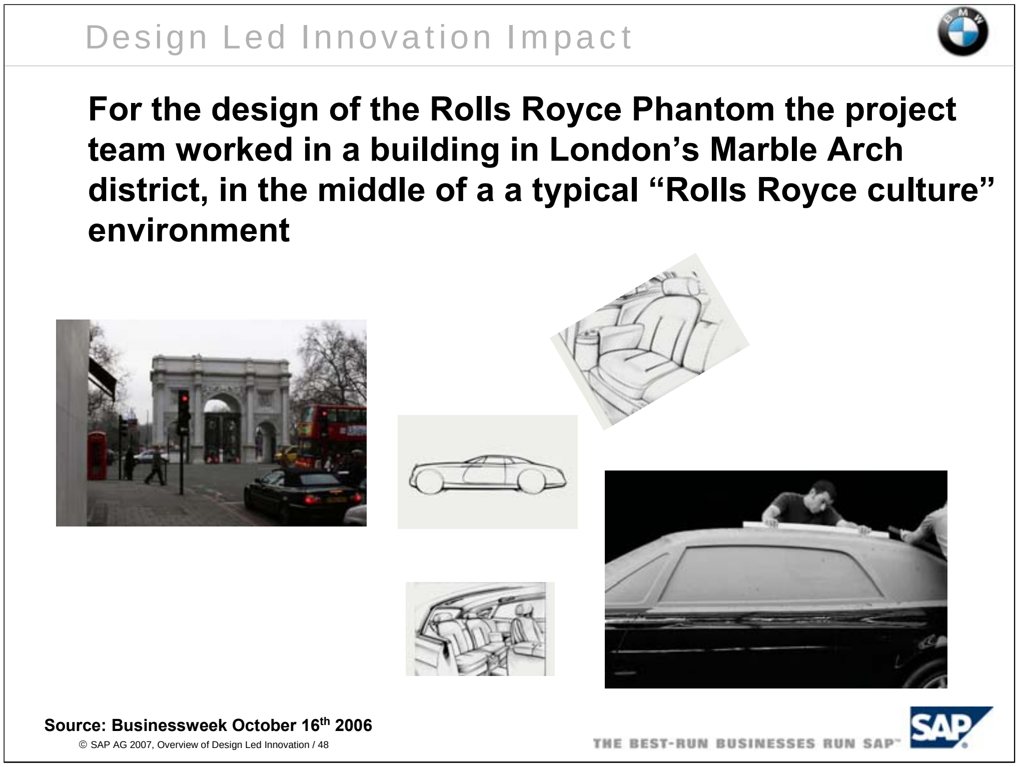
Design Led Innovation Impact

BMW assembled a multidisciplinary team to design the new Rolls Royce Phantom

Source: Businessweek October 16th 2006

THE BEST-RUN BUSINESSES RUN SAP™

To get the most out of its people, BMW likes to throw together designers, engineers, and marketing experts to work intensively on a single project. The redesign of the Rolls-Royce Phantom, for instance, was dubbed "The Bank" since the **10 team members worked out of an old bank building at London's Marble Arch, where dozens of Rollses roll by daily**. "We took designers from California and Munich and **put them in a new environment" to immerse them in the Rolls Royce culture**, says Ian Cameron, Rolls's chief designer. **The result was the 2003 Phantom**, a 19-foot edifice on wheels that remains true to Rolls's DNA but with 21st century lines and BMW's technological muscle under the hood. With sales of the $350,000 car running at about 700 a year, **the Phantom is the best-seller in the superluxury segment**, outstripping both the Bentley Arnage and the Mercedes Maybach.



Design Led Innovation Impact

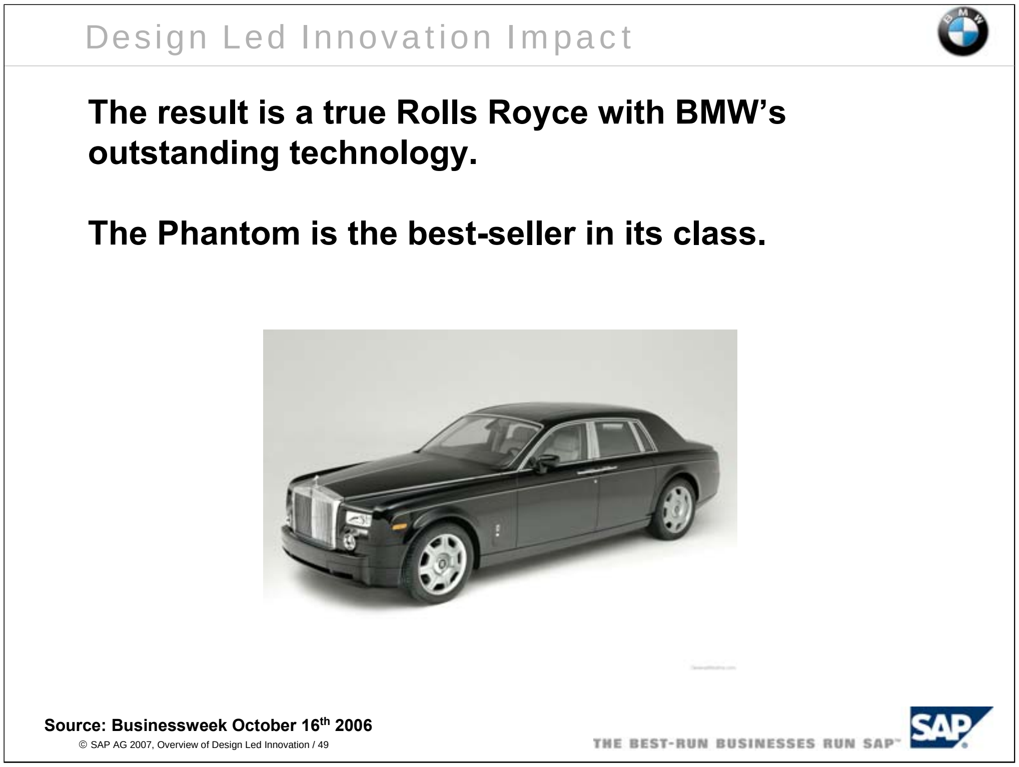
For the design of the Rolls Royce Phantom the project team worked in a building in London’s Marble Arch district, in the middle of a a typical “Rolls Royce culture” environment

Source: Businessweek October 16th 2006

© SAP AG 2007, Overview of Design Led Innovation / 48

THE BEST-RUN BUSINESSES RUN SAP™

To get the most out of its people, BMW likes to throw together designers, engineers, and marketing experts to work intensively on a single project. The redesign of the Rolls-Royce Phantom, for instance, was dubbed "The Bank" since the **10 team members worked out of an old bank building at London's Marble Arch, where dozens of Rollses roll by daily**. "We took designers from California and Munich and **put them in a new environment" to immerse them in the Rolls Royce culture**, says Ian Cameron, Rolls's chief designer. **The result was the 2003 Phantom**, a 19-foot edifice on wheels that remains true to Rolls's DNA but with 21st century lines and BMW's technological muscle under the hood. With sales of the $350,000 car running at about 700 a year, **the Phantom is the best-seller in the superluxury segment**, outstripping both the Bentley Arnage and the Mercedes Maybach.



Design Led Innovation Impact

The result is a true Rolls Royce with BMW's outstanding technology.

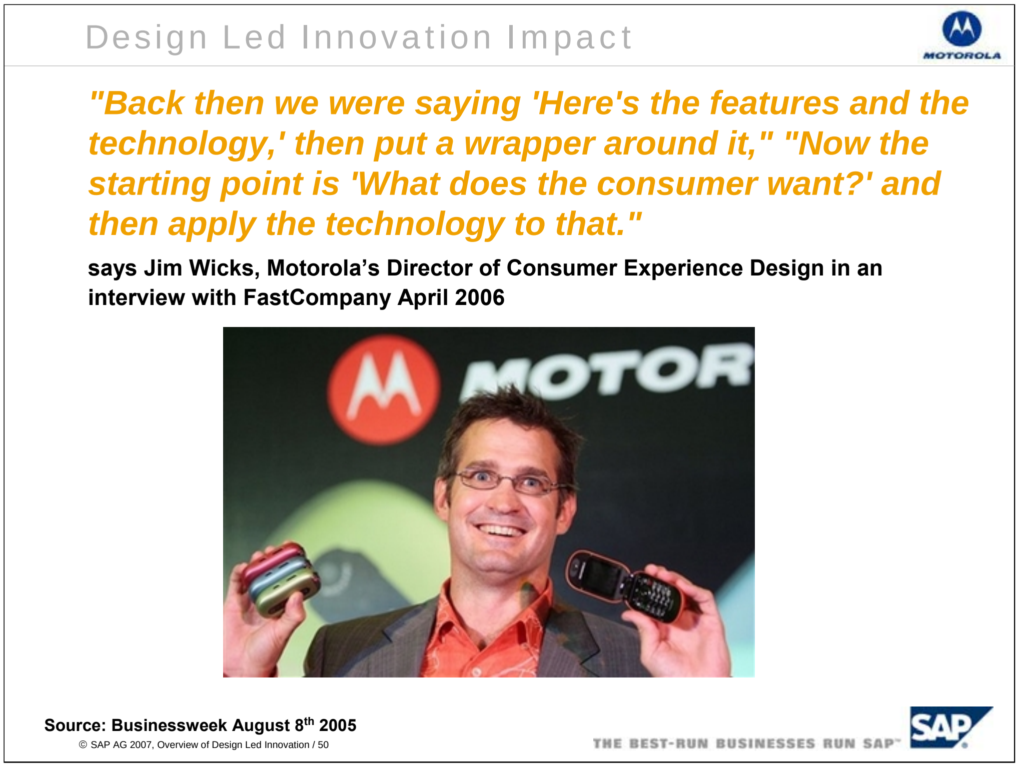
The Phantom is the best-seller in its class.

Source: Businessweek October 16th 2006

© SAP AG 2007, Overview of Design Led Innovation / 49

THE BEST-RUN BUSINESSES RUN SAP™

To get the most out of its people, BMW likes to throw together designers, engineers, and marketing experts to work intensively on a single project. The redesign of the Rolls-Royce Phantom, for instance, was dubbed "The Bank" since the **10 team members worked out of an old bank building at London's Marble Arch, where dozens of Rollses roll by daily**. "We took designers from California and Munich and **put them in a new environment" to immerse them in the Rolls Royce culture**, says Ian Cameron, Rolls's chief designer. **The result was the 2003 Phantom**, a 19-foot edifice on wheels that remains true to Rolls's DNA but with 21st century lines and BMW's technological muscle under the hood. With sales of the $350,000 car running at about 700 a year, **the Phantom is the best-seller in the superluxury segment**, outstripping both the Bentley Arnage and the Mercedes Maybach.



Design Led Innovation Impact

"Back then we were saying 'Here's the features and the technology,' then put a wrapper around it," "Now the starting point is 'What does the consumer want?' and then apply the technology to that."

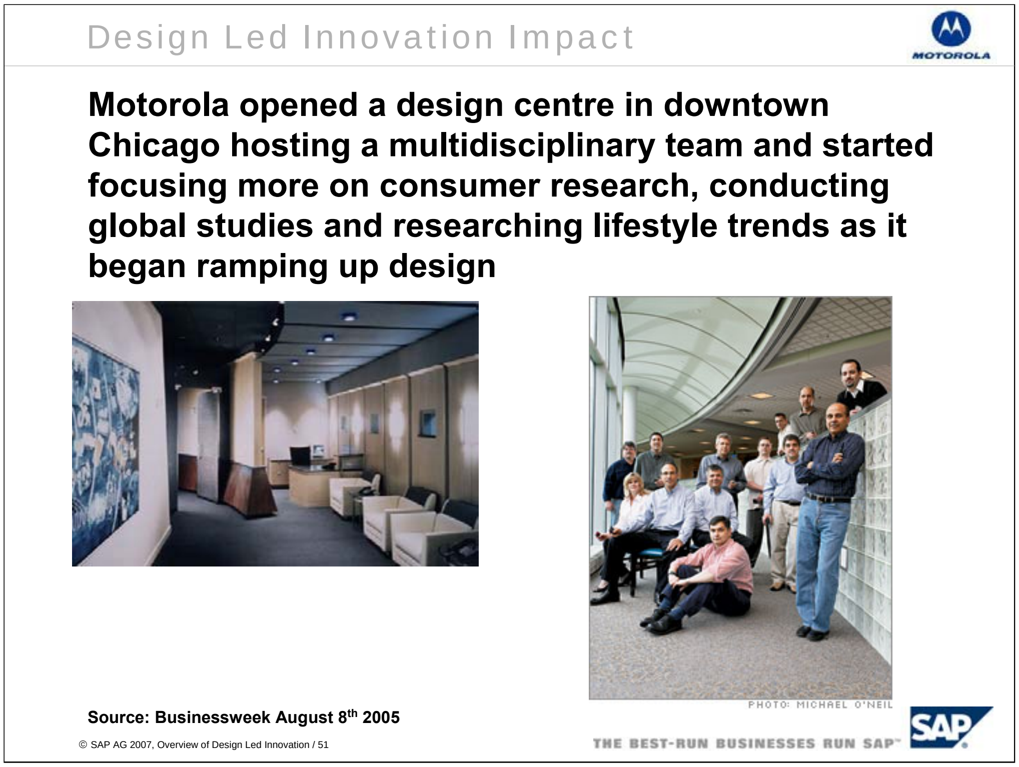
says Jim Wicks, Motorola's Director of Consumer Experience Design in an interview with FastCompany April 2006

Source: Businessweek August 8th 2005

THE BEST-RUN BUSINESSES RUN SAP™

The $450 (about R2 700) Razr embodies "a departure from the stodgy, engineering-driven, Midwestern company that was Motorola," according to Yankee Group analyst John Jackson.

A 35 percent leap in sales last year pushed Motorola's share of the global cell phone market back up to 15.4 percent and enabled it to take back second place from Samsung Electronics Co, which briefly surpassed it in the third quarter, according to research firm Gartner Inc.



Design Led Innovation Impact

Motorola opened a design centre in downtown Chicago hosting a multidisciplinary team and started focusing more on consumer research, conducting global studies and researching lifestyle trends as it began ramping up design

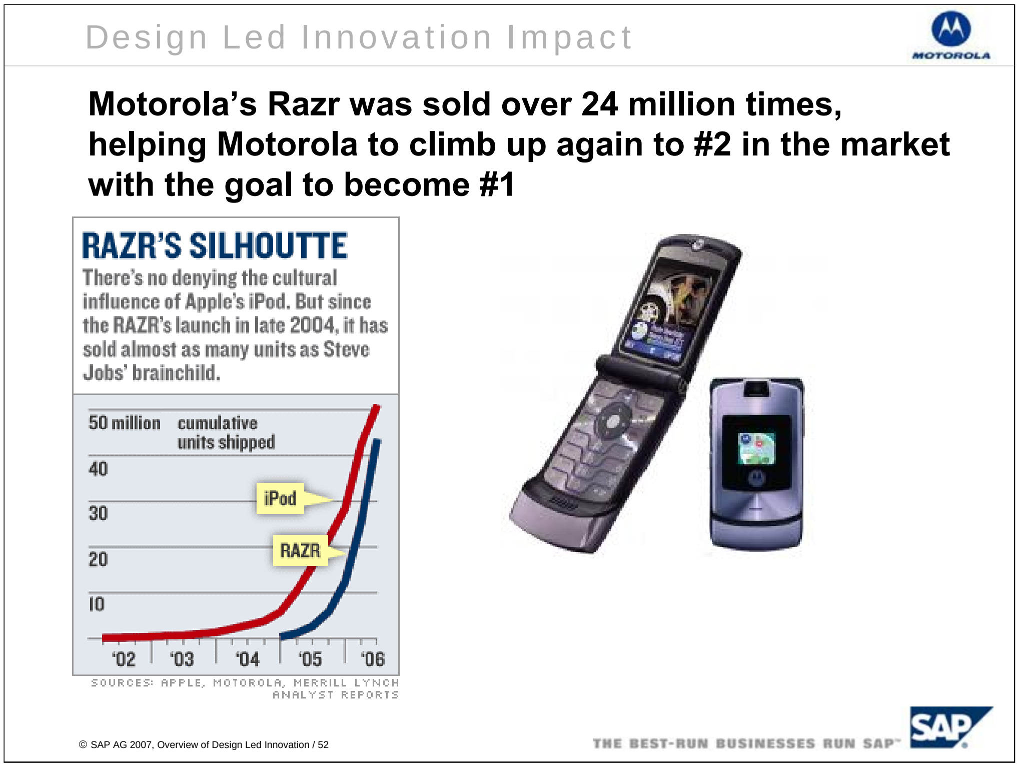
PHOTO: MICHAEL O'NEIL

Source: Businessweek August 8th 2005

THE BEST-RUN BUSINESSES RUN SAP™

The $450 (about R2 700) Razr embodies "a departure from the stodgy, engineering-driven, Midwestern company that was Motorola," according to Yankee Group analyst John Jackson.

A 35 percent leap in sales last year pushed Motorola's share of the global cell phone market back up to 15.4 percent and enabled it to take back second place from Samsung Electronics Co, which briefly surpassed it in the third quarter, according to research firm Gartner Inc.



Design Led Innovation Impact

MOTOROLA

Motorola’s Razr was sold over 24 million times, helping Motorola to climb up again to #2 in the market with the goal to become #1

RAZR’S SILHOUTTE

There’s no denying the cultural influence of Apple’s iPod. But since the RAZR’s launch in late 2004, it has sold almost as many units as Steve Jobs’ brainchild.

50 million cumulative units shipped
40
30
20
10
iPod
RAZR
‘02
‘03
‘04
‘05
‘06

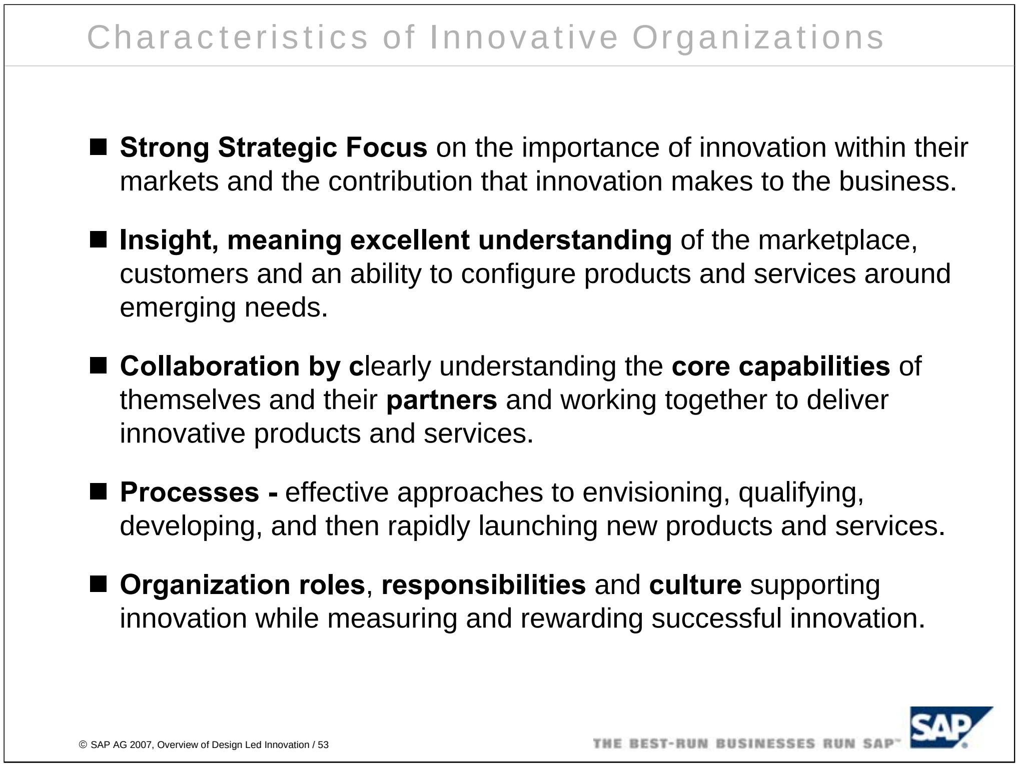
SOURCES: APPLE, MOTOROLA, MERRILL LYNCH ANALYST REPORTS

© SAP AG 2007, Overview of Design Led Innovation / 52

THE BEST-RUN BUSINESSES RUN SAP™

The $450 (about R2 700) Razr embodies "a departure from the stodgy, engineering-driven, Midwestern company that was Motorola," according to Yankee Group analyst John Jackson.

A 35 percent leap in sales last year pushed Motorola's share of the global cell phone market back up to 15.4 percent and enabled it to take back second place from Samsung Electronics Co, which briefly surpassed it in the third quarter, according to research firm Gartner Inc.



Characteristics of Innovative Organizations

- **Strong Strategic Focus** on the importance of innovation within their markets and the contribution that innovation makes to the business.
- **Insight, meaning excellent understanding** of the marketplace, customers and an ability to configure products and services around emerging needs.
- **Collaboration by c**learly understanding the **core capabilities** of themselves and their **partners** and working together to deliver innovative products and services.
- **Processes -** effective approaches to envisioning, qualifying, developing, and then rapidly launching new products and services.
- **Organization roles**, **responsibilities** and **culture** supporting innovation while measuring and rewarding successful innovation.

THE BEST-RUN BUSINESSES RUN SAP™

Explain the main characteristics of innovative organizations and tie them back to design led innovation core values.

(re)design

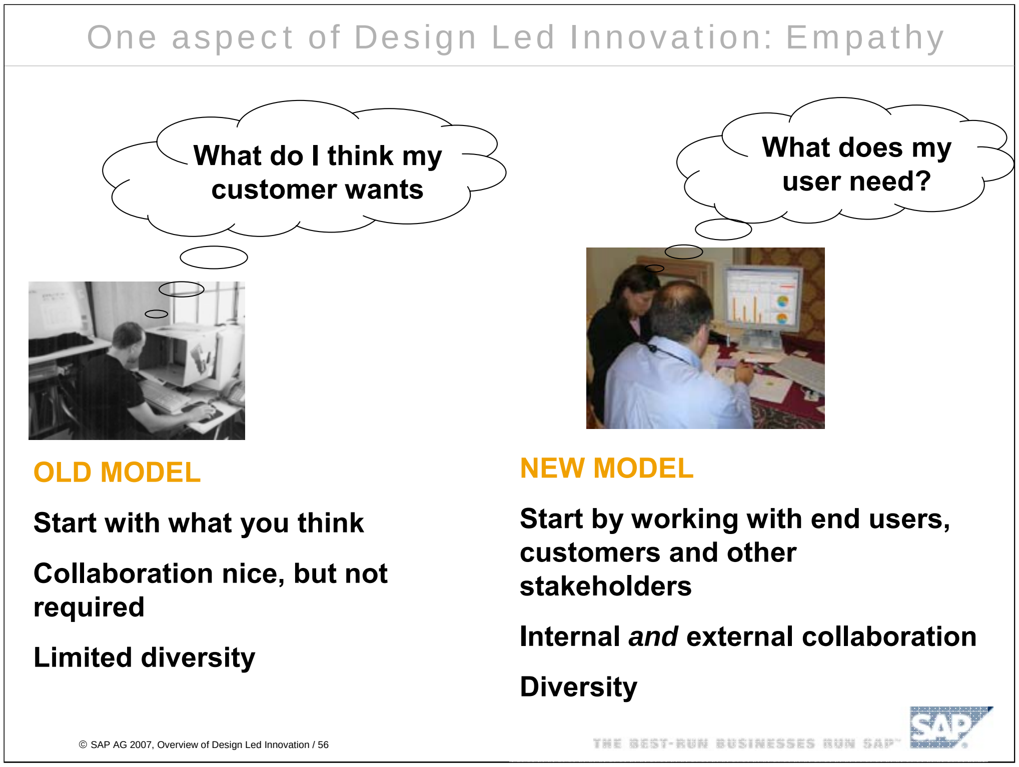
design led innovation at SAP

- Introduction to Innovation
- Innovation @ SAP
- Design Led Innovation
- Design Led Innovation – examples
- **Hands-on Exercise**
- SAP Design Led Innovation

THE BEST-RUN BUSINESSES RUN SAP™

NOW
IT IS YOUR TURN

In this section you will practice empathy, a core value of Design Led Innovation



One aspect of Design Led Innovation: Empathy

What do I think my customer wants

What does my user need?

OLD MODEL

Start with what you think

Collaboration nice, but not required

Limited diversity

NEW MODEL

Start by working with end users, customers and other stakeholders

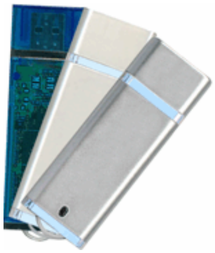
Internal *and* external collaboration

Diversity

Why Empathy?

- Generates deeper understanding through contextual, multi-faceted, verbal/non-verbal observations
- Strengthens customer relationships
- Builds understanding within the team
- Creates possibilities by letting you explore "what you don't know you don't know"
- Captures "customer artifacts" for the team

Practice Empathy – step 1:

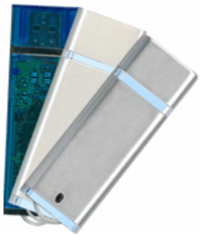


Imagine you are in charge of re-designing the USB Stick and you are trying to find out what holds users back from using USB sticks

- **Appoint three roles in your team:**
  - **Interviewer**
  - **Observer**
  - **“User”**
- **Users write what they do not like on index cards, one topic per card**
- **Observers & Interviewers collect index cards and post them on the wall**

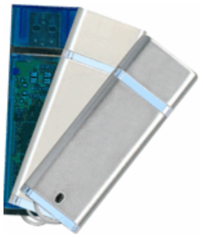
Practice Empathy – step 2:

Imagine you are in charge of re-designing the USB Stick and you are trying to find out what holds users back from using USB sticks



- **Interviewer reviews the index cards exploring the root causes of the user's dislike by using open-ended questions**
- **Observer listen to and observe the "Users" and make notes on index cards**

Practice Empathy – step 3:



Imagine you are in charge of re-designing the USB Stick and you are trying to find out what holds users back from using USB sticks

- **Post observer cards on the wall**
- **What findings emerge?**
- **How might you innovate the USB stick?**

Observation is KEY!

Tips for Observers

- Write down anything you hear or see that you think is important – one observation per card:
  - What do users say?
  - How do users react?
  - How does your team react?

Tips for the Interviewer

- Listen non judgmentally. These are your users. They're not stupid. They're not lazy.
- Ask open-ended questions ("Could you tell me more about …")

REDUCE WIRES
Simple!!
Internet
Wireless
EASY ⑤
reliable

Practice Empathy

Imagine you are in charge of re-designing the USB Stick and you are trying to find out what holds users back from using USB sticks

- **Appoint three roles in your team:**
  - **one Interviewer**
  - **two Observers**
  - **All others "User"**
- **Users write what they do not like on index cards, one topic per card**
- **Observers & Interviewers collect index cards and post them on the wall**
- **Interviewer reviews the index cards exploring the root causes of the user's dislike by using open-ended questions**
- **Observer listen to and observe the "Users" and make notes on index cards**
- **Post observer cards on the wall**
  - **What findings emerge?**
  - **How might you innovate the USB stick?**

THE BEST-RUN BUSINESSES RUN SAP™

(re)design

design led innovation at SAP

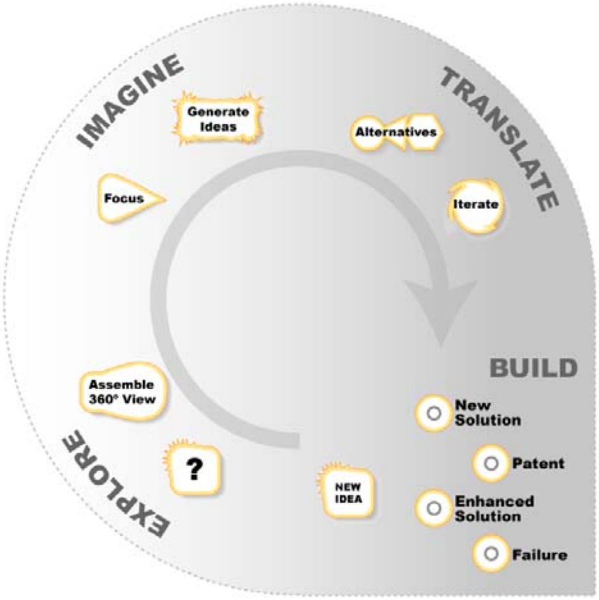
- Introduction to Innovation
- Innovation @ SAP
- Design Led Innovation
- Design Led Innovation – Examples
- Hands-on Exercise
- **SAP Design Led Innovation**

THE BEST-RUN BUSINESSES RUN SAP™

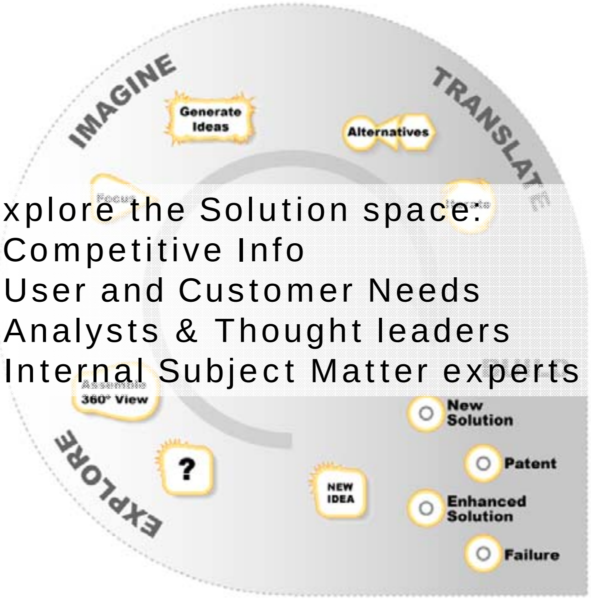
YOUR TOOLKIT FOR DESIGN LED INNOVATION

In this section you learn about Design Led Innovation at SAP and your toolkit

Design Led Innovation Components


IMAGINE
Generate Ideas
Focus
TRANSLATE
Alternatives
Iterate
BUILD
New Solution
Patent
Enhanced Solution
Failure
EXPLORE
Assemble 360° View
?
NEW IDEA

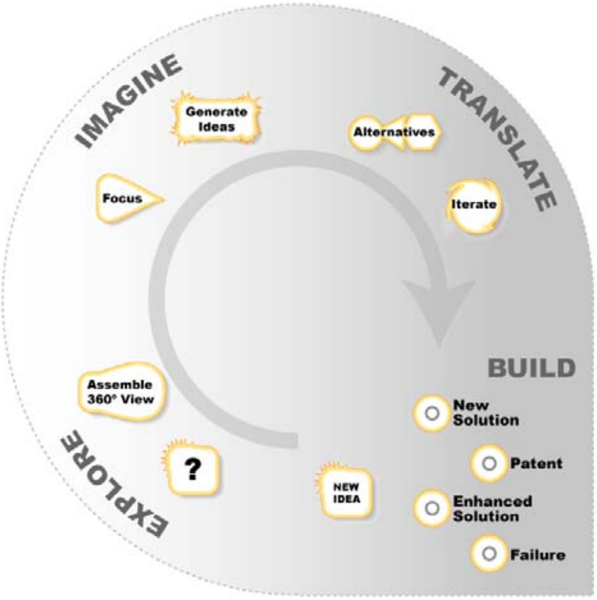
Assemble a 360º View


IMAGINE
Generate Ideas
Alternatives
TRANSLATE
Assemble 360° View
EXPLORE
?
NEW IDEA
New Solution
Patent
Enhanced Solution
Failure

Explore the Solution space:
- Competitive Info
- User and Customer Needs
- Analysts & Thought leaders
- Internal Subject Matter experts

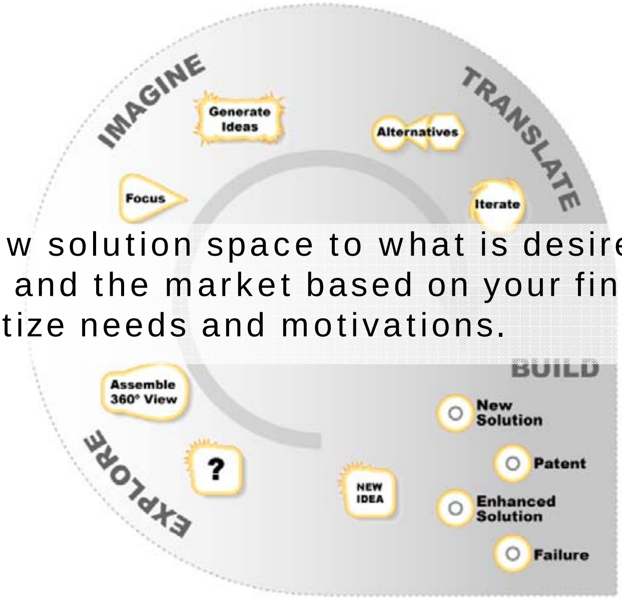
THE BEST-RUN BUSINESSES RUN SAP™

Focus


IMAGINE
Generate Ideas
Focus
TRANSLATE
Alternatives
Iterate
BUILD
New Solution
Patent
Enhanced Solution
Failure
NEW IDEA
?
Assemble 360° View
EXPLORE

THE BEST-RUN BUSINESSES RUN SAP™

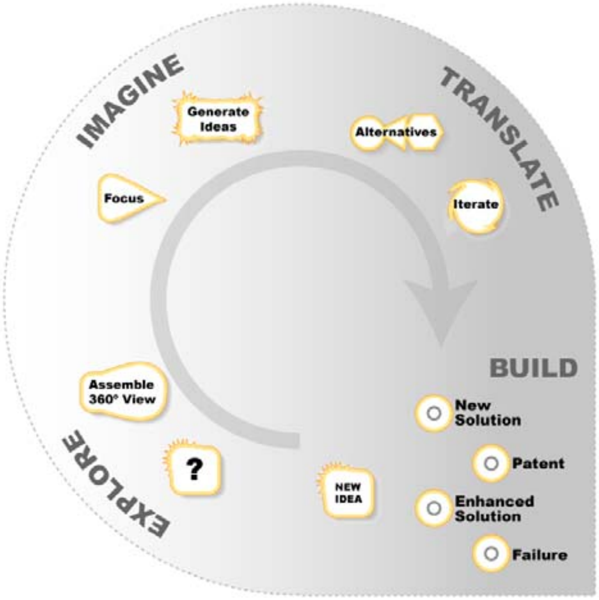
Focus


IMAGINE
Generate Ideas
Alternatives
TRANSLATE
Focus
Iterate
BUILD
Assemble 360° View
New Solution
Patent
?
NEW IDEA
Enhanced Solution
Failure
EXPLORE

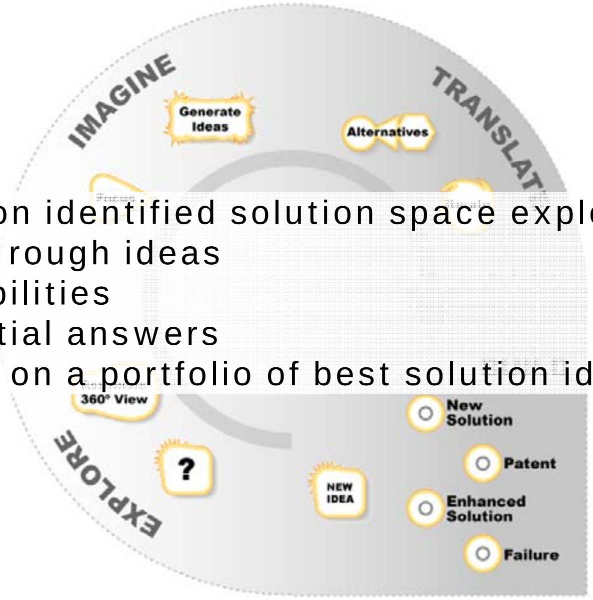
- Narrow solution space to what is desired by users and the market based on your findings.
- Prioritize needs and motivations.

THE BEST-RUN BUSINESSES RUN SAP™

Ideas

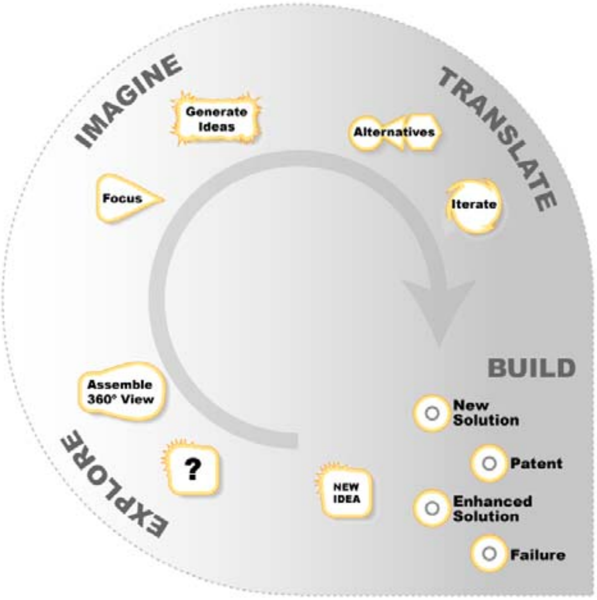

IMAGINE
Generate Ideas
Focus
TRANSLATE
Alternatives
Iterate
BUILD
New Solution
Patent
Enhanced Solution
Failure
Assemble 360° View
?
EXPLORE
NEW IDEA

Ideas


IMAGINE
Generate Ideas
Alternatives
TRANSLAT
360° View
EXPLORE
?
NEW IDEA
New Solution
Patent
Enhanced Solution
Failure

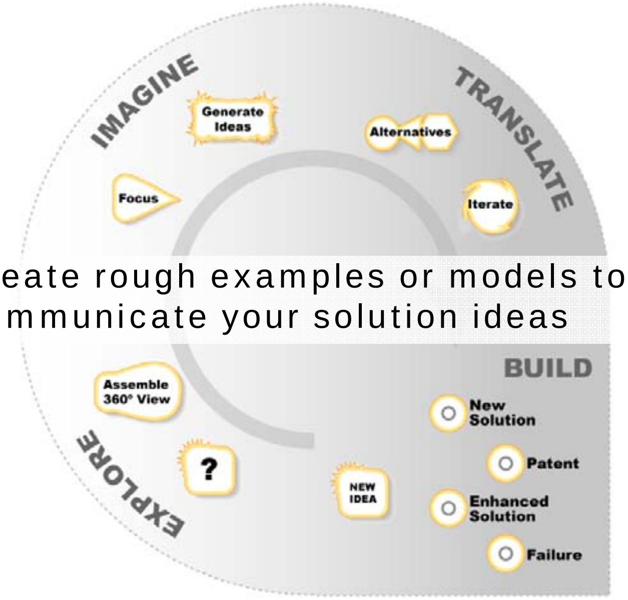
Based on identified solution space explore:
- Many, rough ideas
- Possibilities
- Potential answers
- Focus on a portfolio of best solution ideas

Alternatives


IMAGINE
Generate Ideas
Focus
TRANSLATE
Alternatives
Iterate
BUILD
New Solution
Patent
Enhanced Solution
Failure
EXPLORE
Assemble 360° View
?
NEW IDEA

THE BEST-RUN BUSINESSES RUN SAP™

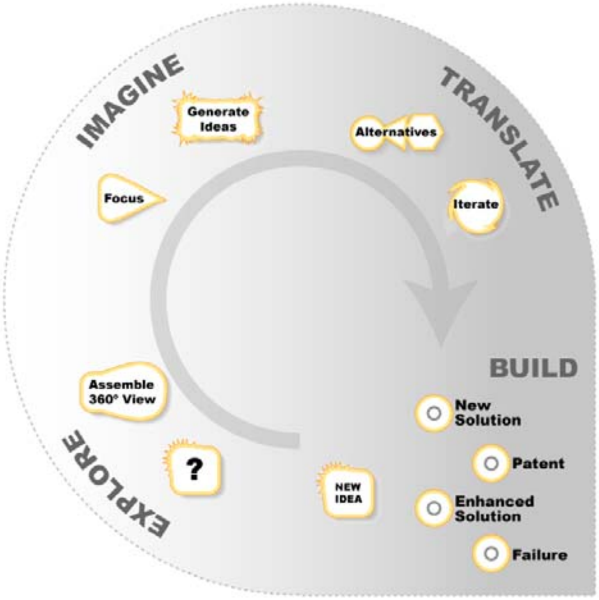
Alternatives


IMAGINE
Generate Ideas
Focus
Alternatives
TRANSLATE
Iterate
BUILD
New Solution
Patent
Enhanced Solution
Failure
NEW IDEA
?
Assemble 360° View
EXPLORE

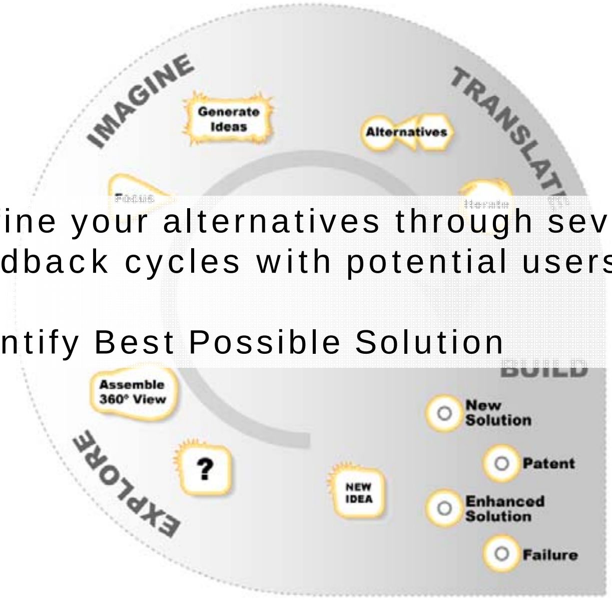
- Create rough examples or models to communicate your solution ideas

THE BEST-RUN BUSINESSES RUN SAP™

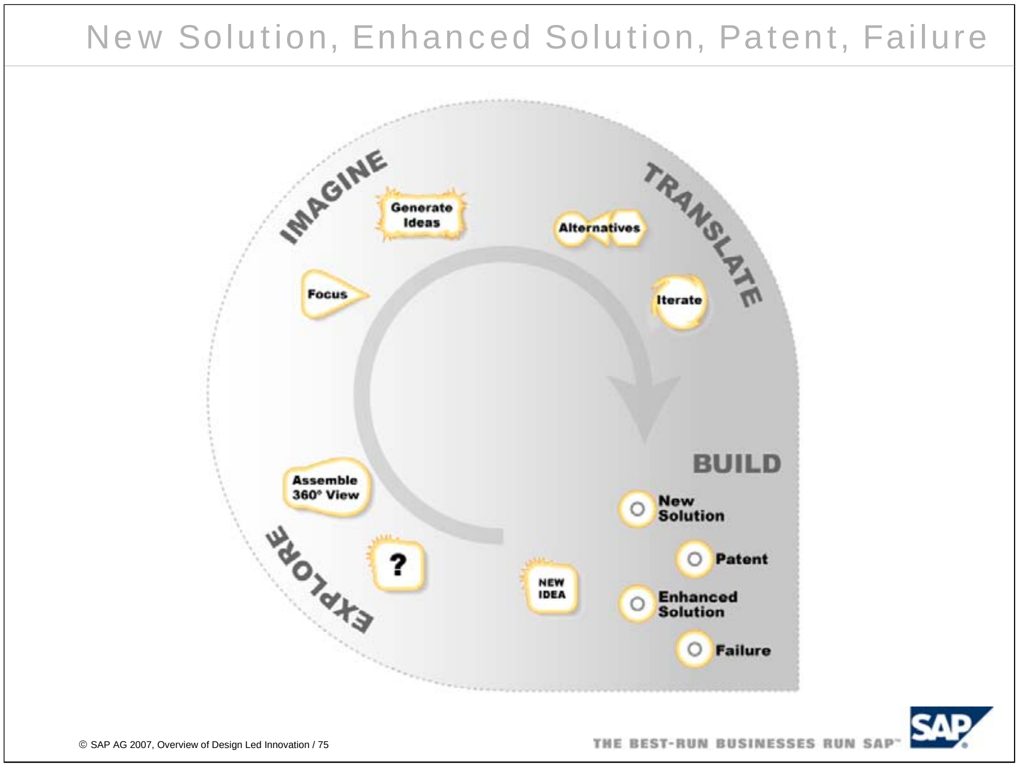
Iterate


IMAGINE
Generate Ideas
Focus
TRANSLATE
Alternatives
Iterate
BUILD
New Solution
Patent
Enhanced Solution
Failure
Assemble 360° View
?
NEW IDEA
EXPLORE

Iterate


IMAGINE
Generate Ideas
Alternatives
TRANSLAT
Focus
Iterate
BUILD
Assemble 360° View
EXPLORE
?
NEW IDEA
New Solution
Patent
Enhanced Solution
Failure

- Refine your alternatives through several feedback cycles with potential users
- Identify Best Possible Solution



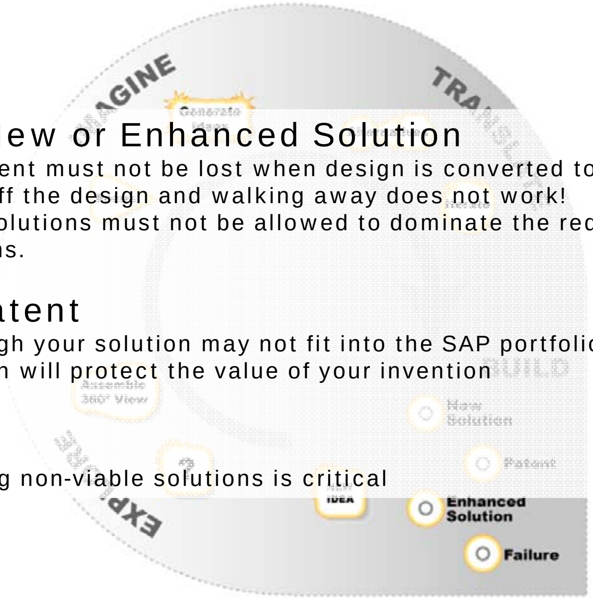
New Solution, Enhanced Solution, Patent, Failure

IMAGINE
Generate Ideas
Focus
TRANSLATE
Alternatives
Iterate
BUILD
New Solution
Patent
Enhanced Solution
Failure
EXPLORE
Assemble 360° View
?
NEW IDEA

© SAP AG 2007, Overview of Design Led Innovation / 75

THE BEST-RUN BUSINESSES RUN SAP™

New Solution, Enhanced Solution, Patent, Failure



IMAGINE
TRA
Assemble 360° View
EXPLORE
IDEA
BUILD
New Solution
Patent
Enhanced Solution
Failure

Define New or Enhanced Solution

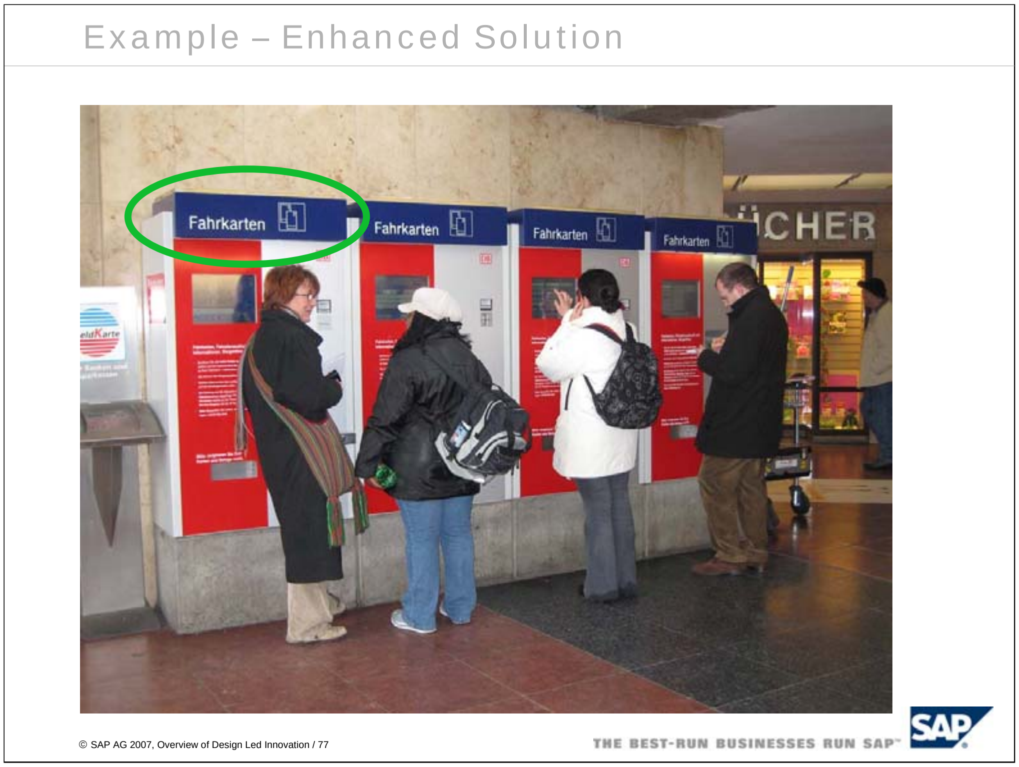
- Design intent must not be lost when design is converted to a solution
- Handing off the design and walking away does not work!
- Existing solutions must not be allowed to dominate the redesign discussions.

File a Patent

Even though your solution may not fit into the SAP portfolio a patent application will protect the value of your invention

Failure

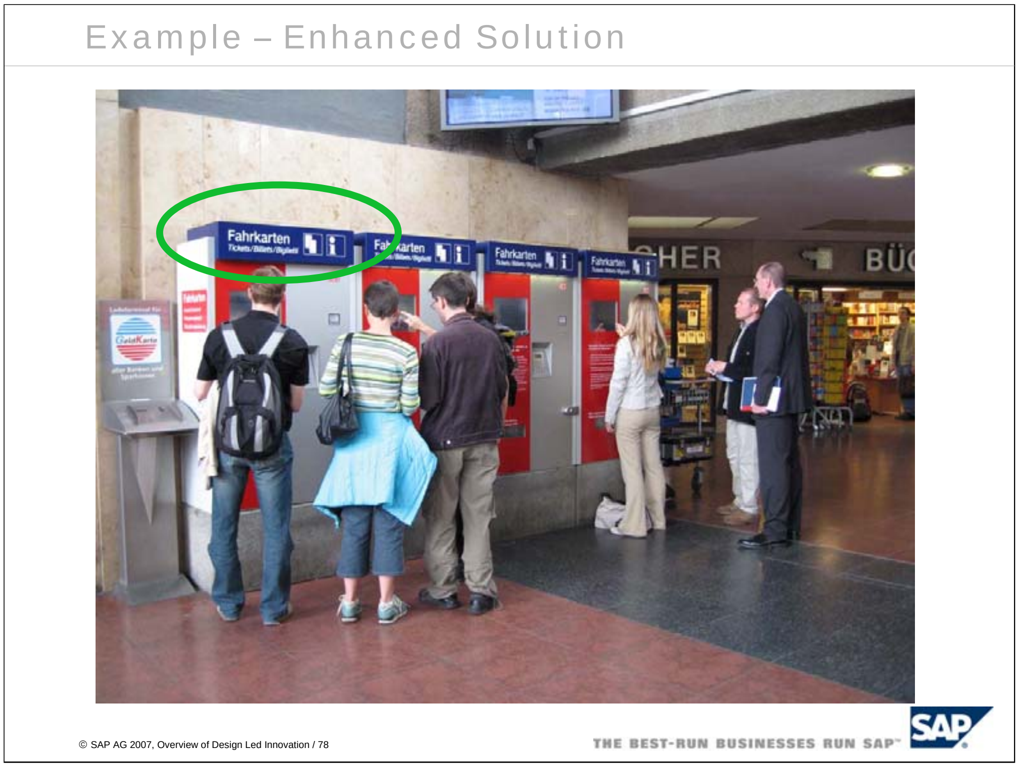
- Eliminating non-viable solutions is critical



Example – Enhanced Solution

You can use the following slides to show examples for very easy ways to fulfill end-users needs and advanced solutions based on additional technology not used before in the ticket vending process.

Here you see that the ticket vending machines are only labeled in German and a funny icon (February 2006), so that foreigners and visitors usually had a hard time understanding what this machine does.



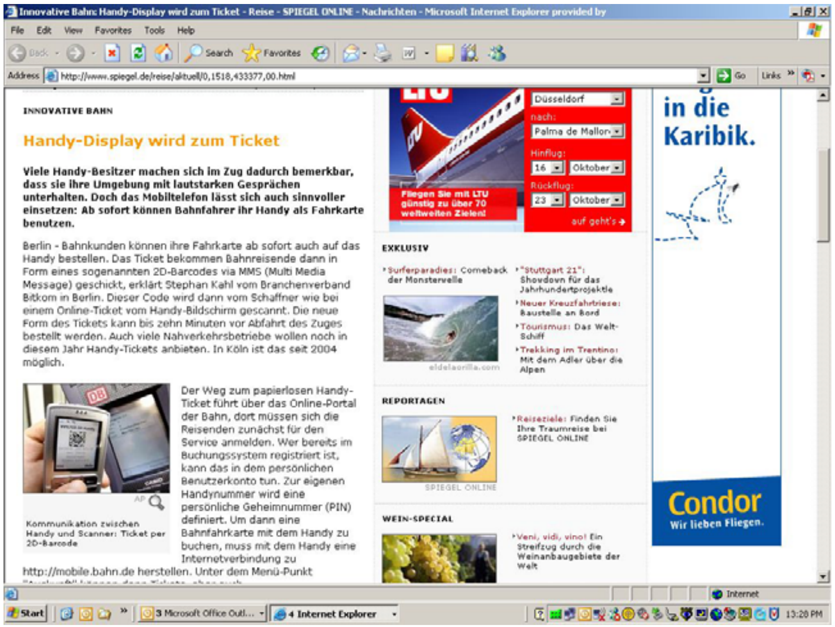
Example – Enhanced Solution

© SAP AG 2007, Overview of Design Led Innovation / 78

THE BEST-RUN BUSINESSES RUN SAP™

In this picture you see that the machines were later labeled in four languages and also carrying the **i** sign telling people that they can get information here too. This type of fulfilling end-user needs is pretty easy low hanging fruits, still helping users a lot.

New Solution



Innovative Bahn: Handy-Display wird zum Ticket - Reise - SPIEGEL ONLINE - Nachrichten - Microsoft Internet Explorer provided by
File Edit View Favorites Tools Help
Back Search Favorites
Address http://www.spiegel.de/reise/aktuell/0,1518,433377,00.html
Go Links
Düsseldorf
nach:
Palma de Mallor
Hinflug:
16 Oktober
Rückflug:
23 Oktober
auf geht's
Fliegen Sie mit LTU günstig zu über 70 weltweiten Zielen!
in die Karibik.
Condor
Wir lieben Fliegen.
Internet
Start
3 Microsoft Office Outl...
4 Internet Explorer
13:28 PM

INNOVATIVE BAHN

Handy-Display wird zum Ticket

Viele Handy-Besitzer machen sich im Zug dadurch bemerkbar, dass sie ihre Umgebung mit lautstarken Gesprächen unterhalten. Doch das Mobiltelefon lässt sich auch sinnvoller einsetzen: Ab sofort können Bahnfahrer ihr Handy als Fahrkarte benutzen.

Berlin - Bahnkunden können ihre Fahrkarte ab sofort auch auf das Handy bestellen. Das Ticket bekommen Bahnreisende dann in Form eines sogenannten 2D-Barcodes via MMS (Multi Media Message) geschickt, erklärt Stephan Kahl vom Branchenverband Bitkom in Berlin. Dieser Code wird dann vom Schaffner wie bei einem Online-Ticket vom Handy-Bildschirm gescannt. Die neue Form des Tickets kann bis zehn Minuten vor Abfahrt des Zuges bestellt werden. Auch viele Nahverkehrsbetriebe wollen noch in diesem Jahr Handy-Tickets anbieten. In Köln ist das seit 2004 möglich.

AP

Kommunikation zwischen Handy und Scanner: Ticket per 2D-Barcode

Der Weg zum papierlosen Handy-Ticket führt über das Online-Portal der Bahn, dort müssen sich die Reisenden zunächst für den Service anmelden. Wer bereits im Buchungssystem registriert ist, kann das in dem persönlichen Benutzerkonto tun. Zur eigenen Handynummer wird eine persönliche Geheimnummer (PIN) definiert. Um dann eine Bahnfahrkarte mit dem Handy zu buchen, muss mit dem Handy eine Internetverbindung zu http://mobile.bahn.de herstellen. Unter dem Menü-Punkt

EXKLUSIV

- Surferparadies: Comeback der Monsterwelle
- "Stuttgart 21": Showdown für das Jahrhundertprojekt
- Neuer Kreuzfahrtriese: Baustelle an Bord
- Tourismus: Das Welt-Schiff
- Trekking im Trentino: Mit dem Adler über die Alpen

eldelaorilla.com

REPORTAGEN

- Reiseziele: Finden Sie Ihre Traumreise bei SPIEGEL ONLINE

SPIEGEL ONLINE

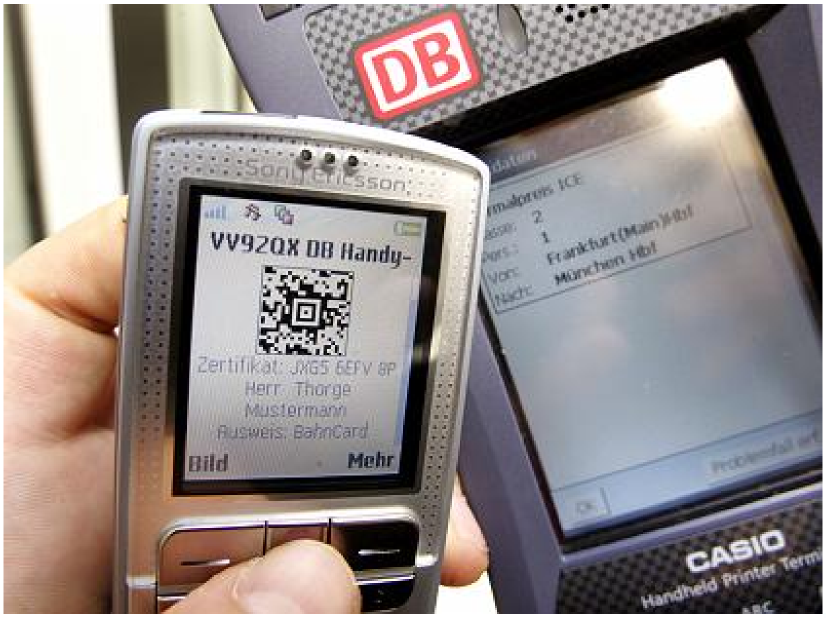
WEIN-SPECIAL

- Veni, vidi, vino! Ein Streifzug durch die Weinanbaugebiete der Welt

In addition, the Deutsche Bahn came up with an online service, where you now can order tickets with your mobile phone that is sent to your mobile phone within seconds.

On the train, the conductor can scan the ticket from the phone display. Tickets can be ordered until 10 min before the train leaves.

New Solution


DB
Sony Ericsson
VV92QX DB Handy-
Zertifikat: JXG5 6EFV 8P
Herr Thorge
Mustermann
Ausweis: BahnCard
Bild
Mehr
rmalpreis ICE
asse: 2
Pers.: 1
Von: Frankfurt(Main)Hbf
Nach: München Hbf
OK
CASIO
Handheld Printer Term

© SAP AG 2007, Overview of Design Led Innovation / 80

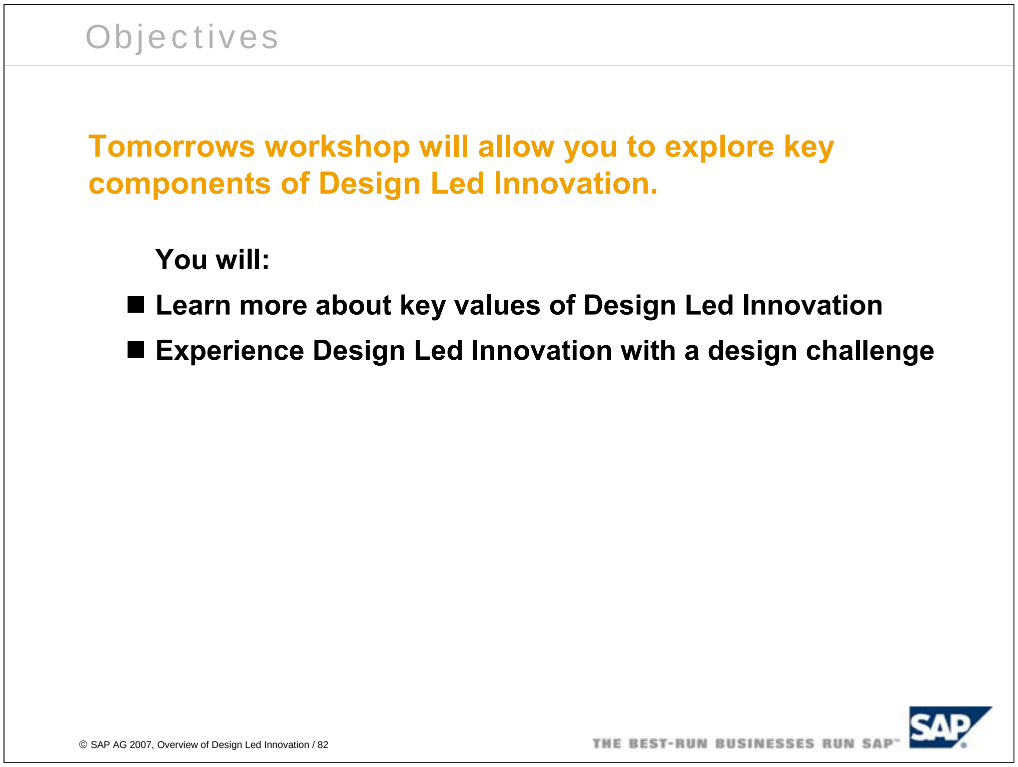
THE BEST-RUN BUSINESSES RUN SAP™

This is how the ticket looks like.

The 360° view, the design challenge, market data

In this section we will introduce how to gather a 360° View, tomorrows design challenge and relevant market data

THE BEST-RUN BUSINESSES RUN SAP™



Objectives

Tomorrows workshop will allow you to explore key components of Design Led Innovation.

You will:

- **Learn more about key values of Design Led Innovation**
- **Experience Design Led Innovation with a design challenge**

THE BEST-RUN BUSINESSES RUN SAP™

Toolkit?

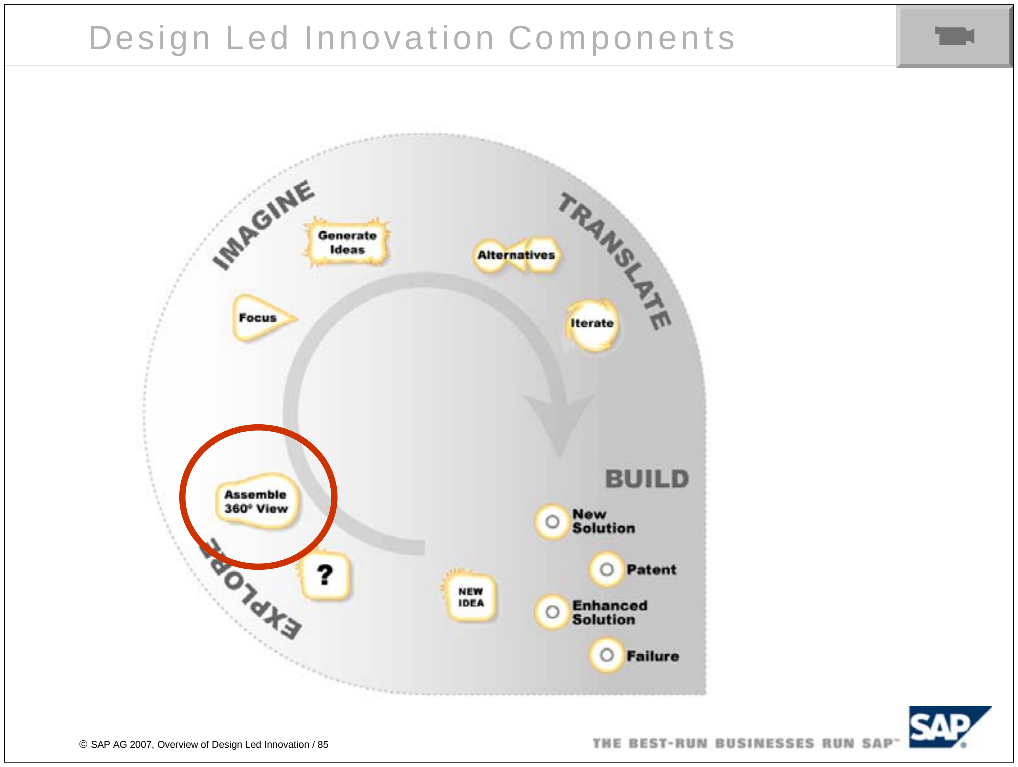
Details

You will split into teams for the hands-on exercises.

- **Each team will be given the same design challenge, and will compete for the best and most innovative solution.**
- **Today we will explain the design challenge, and give you the necessary background information from the market, thought leaders and what others are doing in this area.**

360° View

This section will introduce you how to explore the solution space.

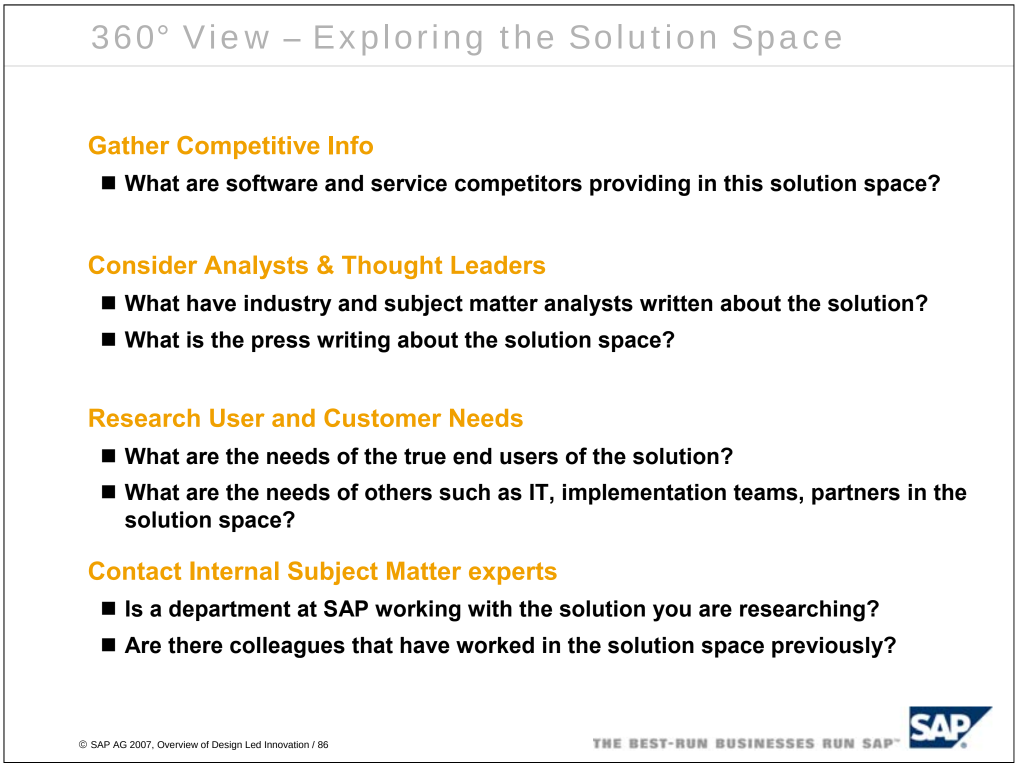


Design Led Innovation Components

IMAGINE
Generate Ideas
Focus
TRANSLATE
Alternatives
Iterate
BUILD
New Solution
Patent
Enhanced Solution
Failure
EXPLORE
Assemble 360° View
?
NEW IDEA

THE BEST-RUN BUSINESSES RUN SAP™

Show beta video



360° View – Exploring the Solution Space

Gather Competitive Info

- **What are software and service competitors providing in this solution space?**

Consider Analysts & Thought Leaders

- **What have industry and subject matter analysts written about the solution?**
- **What is the press writing about the solution space?**

Research User and Customer Needs

- **What are the needs of the true end users of the solution?**
- **What are the needs of others such as IT, implementation teams, partners in the solution space?**

Contact Internal Subject Matter experts

- **Is a department at SAP working with the solution you are researching?**
- **Are there colleagues that have worked in the solution space previously?**

THE BEST-RUN BUSINESSES RUN SAP™

Explain why the points mentioned in the slide are important:

Gather Competitive Info - It is important to know what the competition is doing and offering. Point out that it does not make sense to just copy the competition, because you can not be sure that they are able to really meet their user's need with what they offer.

Consider Analysts & Thought Leaders – *Analysts* are important as they know the market pretty well since they talk to our customers and competitors on a regular basis. Based on this they also make recommendations about software purchasing decisions. They spot technology trends and are the opinion makers out there. *Thought leaders* as e.g. academia and press are also important opinion makers and trendsetter who influence peoples thoughts.

Research User and Customer Needs – Make clear the difference between *end-user* (the people really working with the software on a regular basis) and *customer* (the company buying the software, decision makers) and *stakeholders* (implementation teams, partners in the solution space). Point out that it is important to get all these views on the solution space!

Contact Internal Subject Matter Experts – Find groups within SAP that use software related to the solution space, or try to find people who have previously worked in the solution space. Also mention that it is perfectly OK to use personal networks and "friends and family".

Conducting other Research

Internet

- Browse the internet for any information you can find that is related to the solution space

Intranet

- Check the Competitive & Market Intelligence Website in the Corporate Portal for summarized and detailed information about the solution space (https://portal.wdf.sap.corp/go/cmi).
- Explore SAP Demo Systems to gain an understanding of existing solutions (https://portal.wdf.sap.corp/go/ides).
- Check the Value Engineering Site in the Corporate Portal for customer benchmarks and other SAP insights on how solutions are used.

Other

- Find Departments within SAP that may work in the solution space you are exploring – either as end users or as solution teams.

Design Challenge

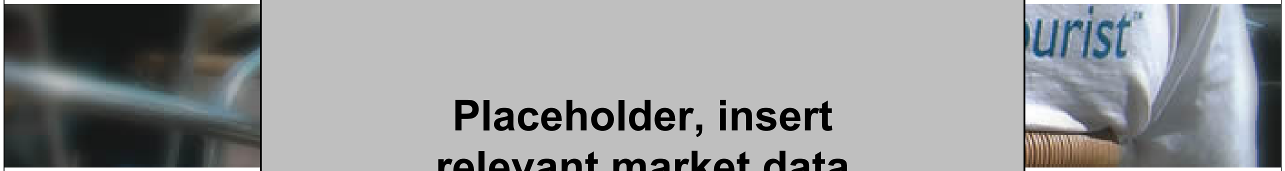
What?

Imagine your team has been hired to design…

Placeholder – to be exchange with workshop design challenge

(re)design

design led innovation at SAP



Placeholder, insert relevant market data

ce: www.expatica.com

Outside-in view on [Current design challenge]

THE BEST-RUN BUSINESSES RUN SAP™

SAP®

Market Trends

Placeholder, insert relevant data

THE BEST-RUN BUSINESSES RUN SAP™

Consumer Trends

Placeholder, insert relevant data

THE BEST-RUN BUSINESSES RUN SAP™

xxx Trends

Placeholder, insert relevant data

THANK YOU!

THE BEST-RUN BUSINESSES RUN SAP™