



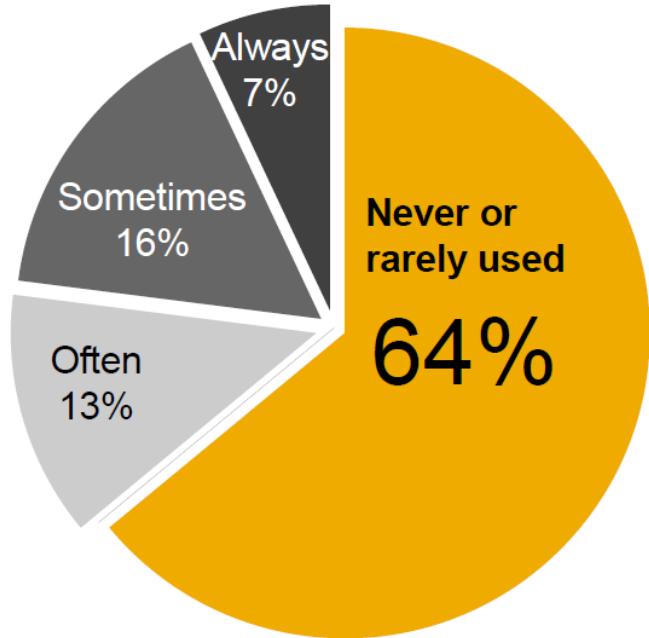
imagine. create. innovate.

DESIGN THINKING
with **SAP**

Design Thinking with SAP (at SAP)

Solve Problems using **Design Thinking + Business Thinking** to create value

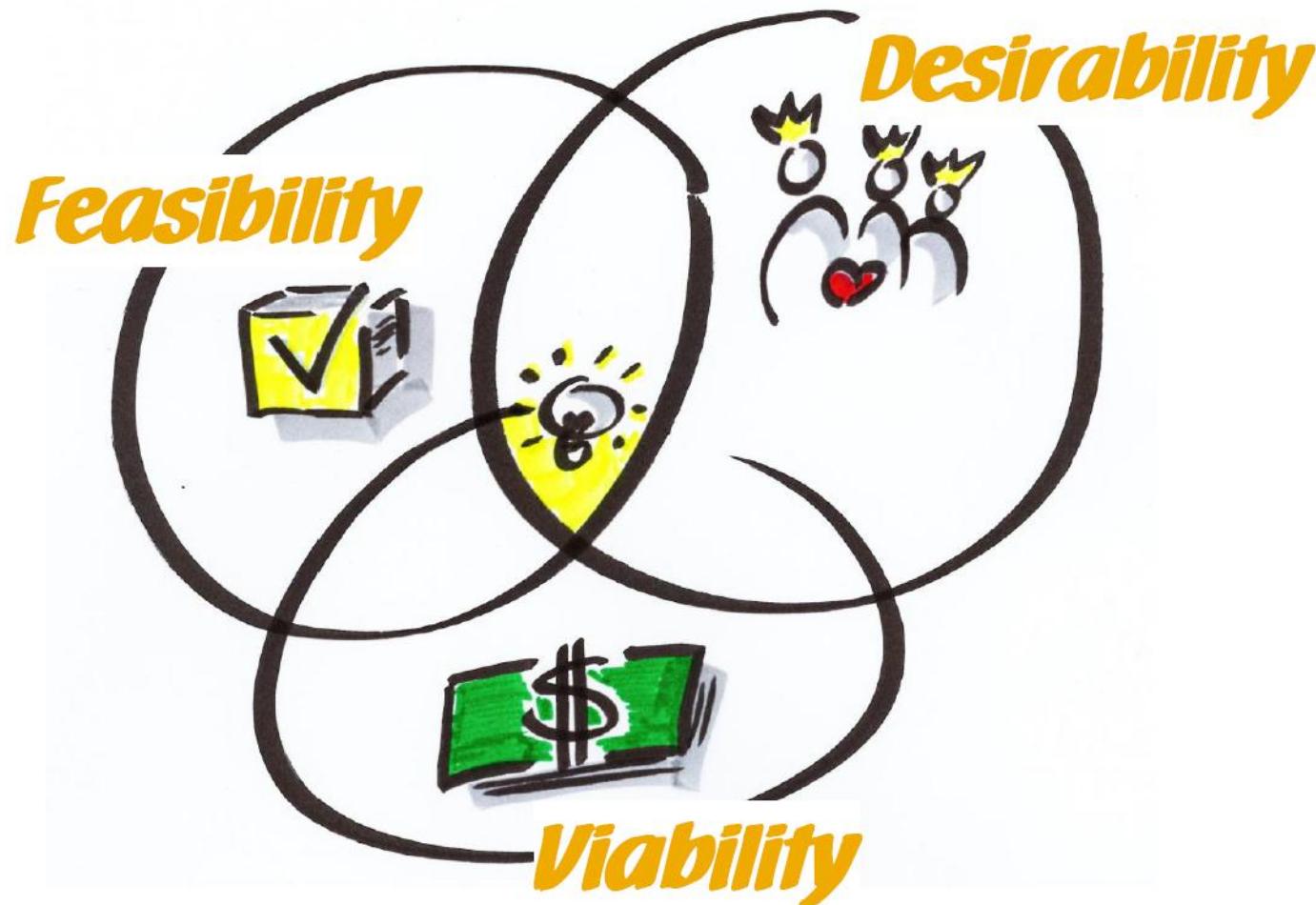
Usage of Features and Functions



**64 % of
Software
is unused !**

Source: Standish Group Study of 2000 projects at 1000 companies

So, Are We Really Building the Right Products?





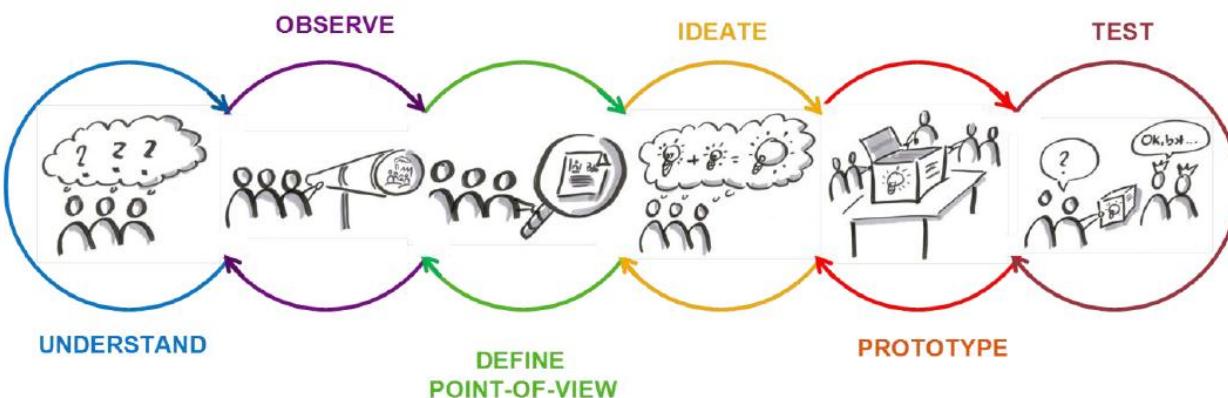
...and How Does Design Thinking translate to Development?

What Does It Take to Do Design Thinking?

A Diverse Team...

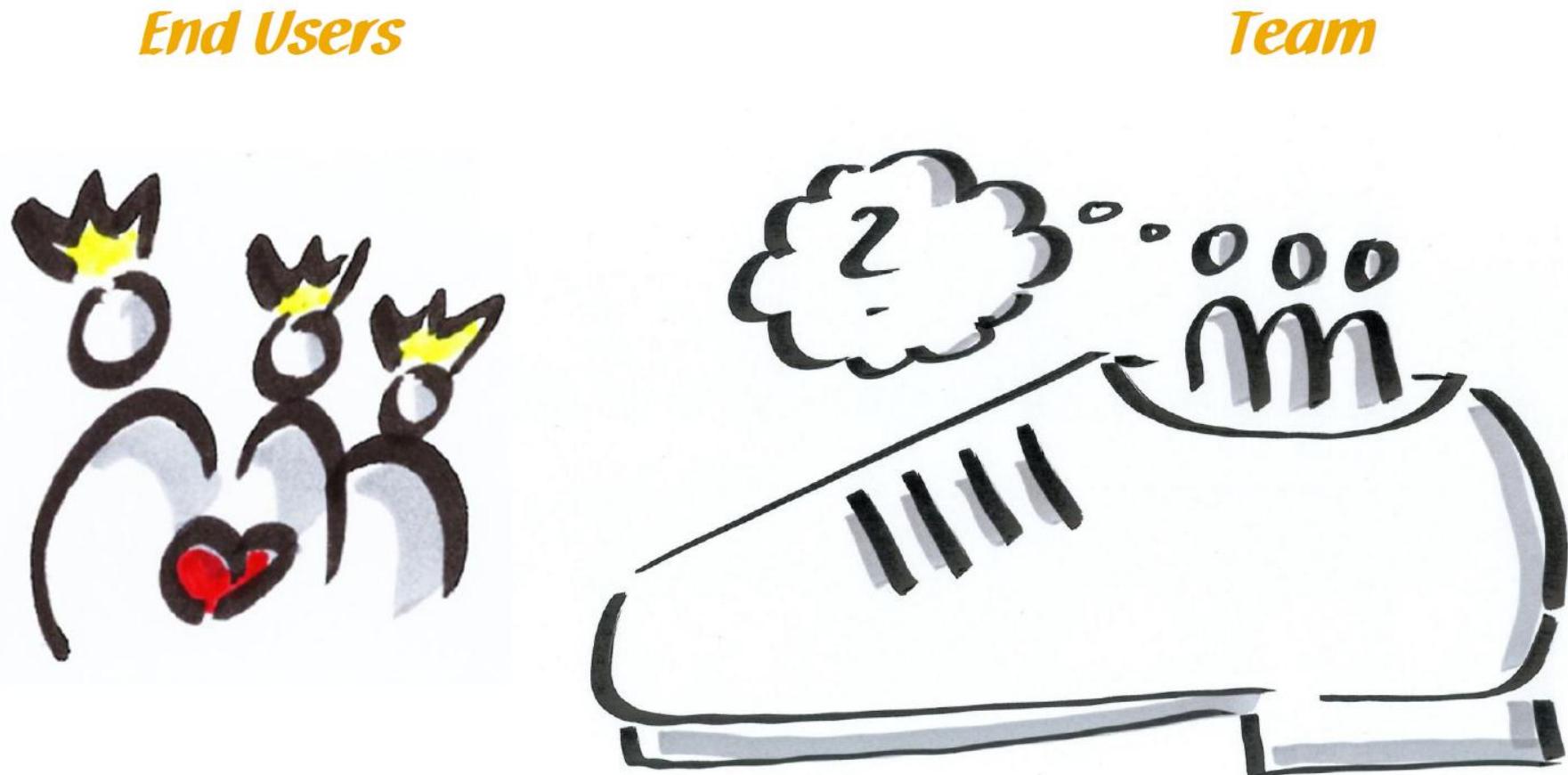


A Creative Space...



An Iterative Approach...

■ We Want to Develop Empathy for Our End User



Core Qualities for Software Development

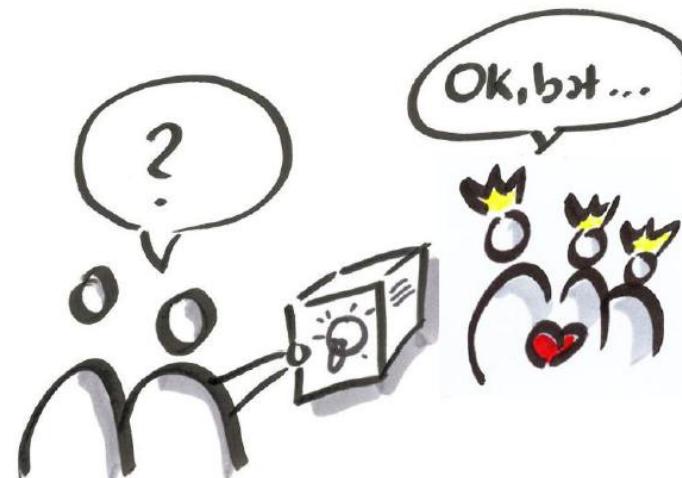
1. Validate your assumptions



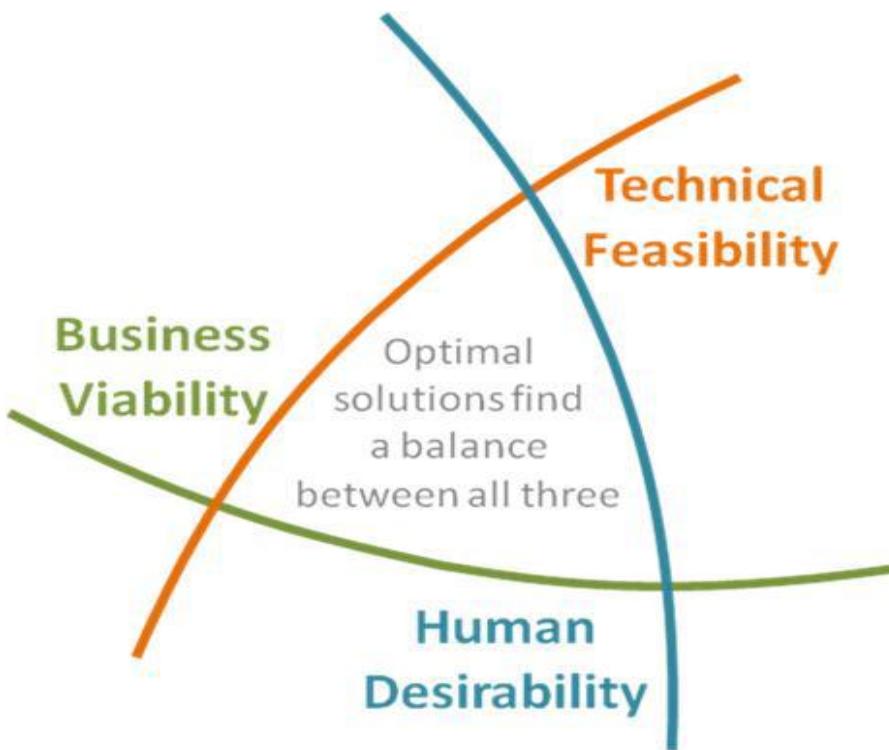
3. Iterate sprint results



2. Build and test prototypes



Design Thinking – Finding the Perfect Balance



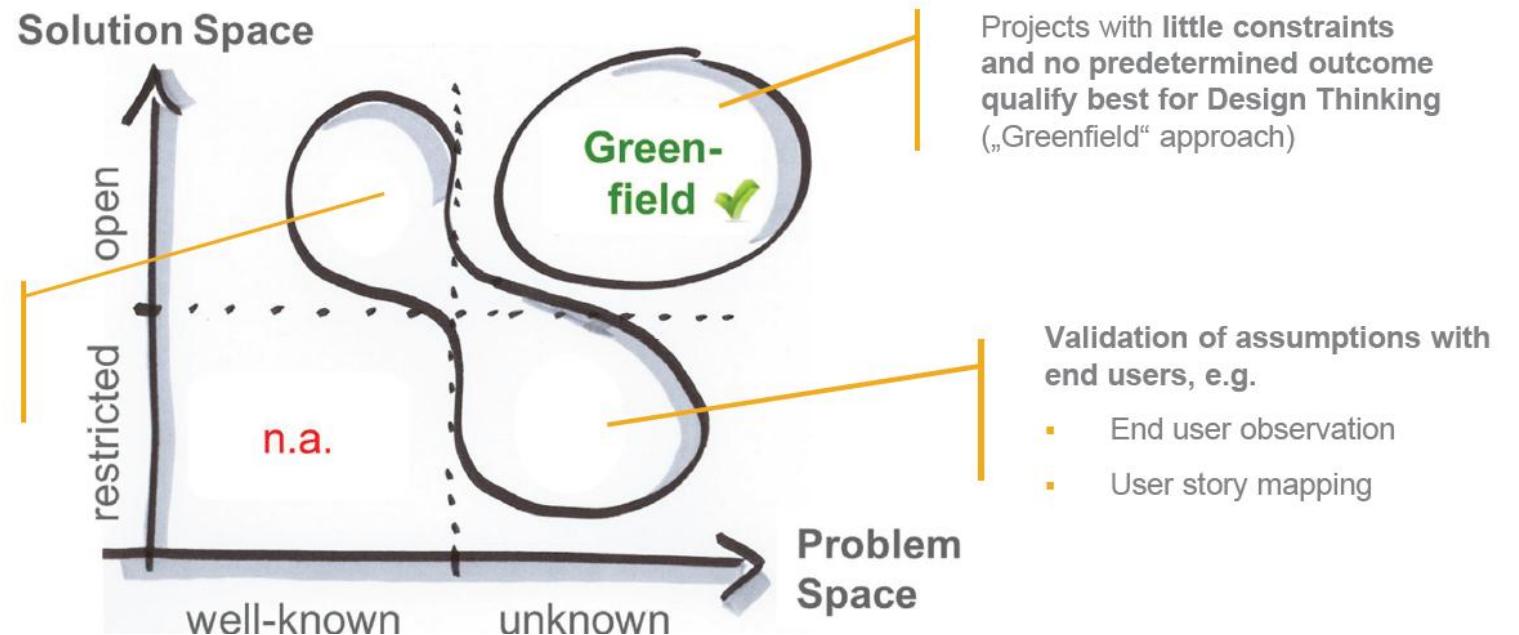
This approach helps to ensure that the right solution is built and that development teams are equipped to do so.

The effort in the beginning to understand and validate what the right problem is avoids expensive redesigns in later phases.

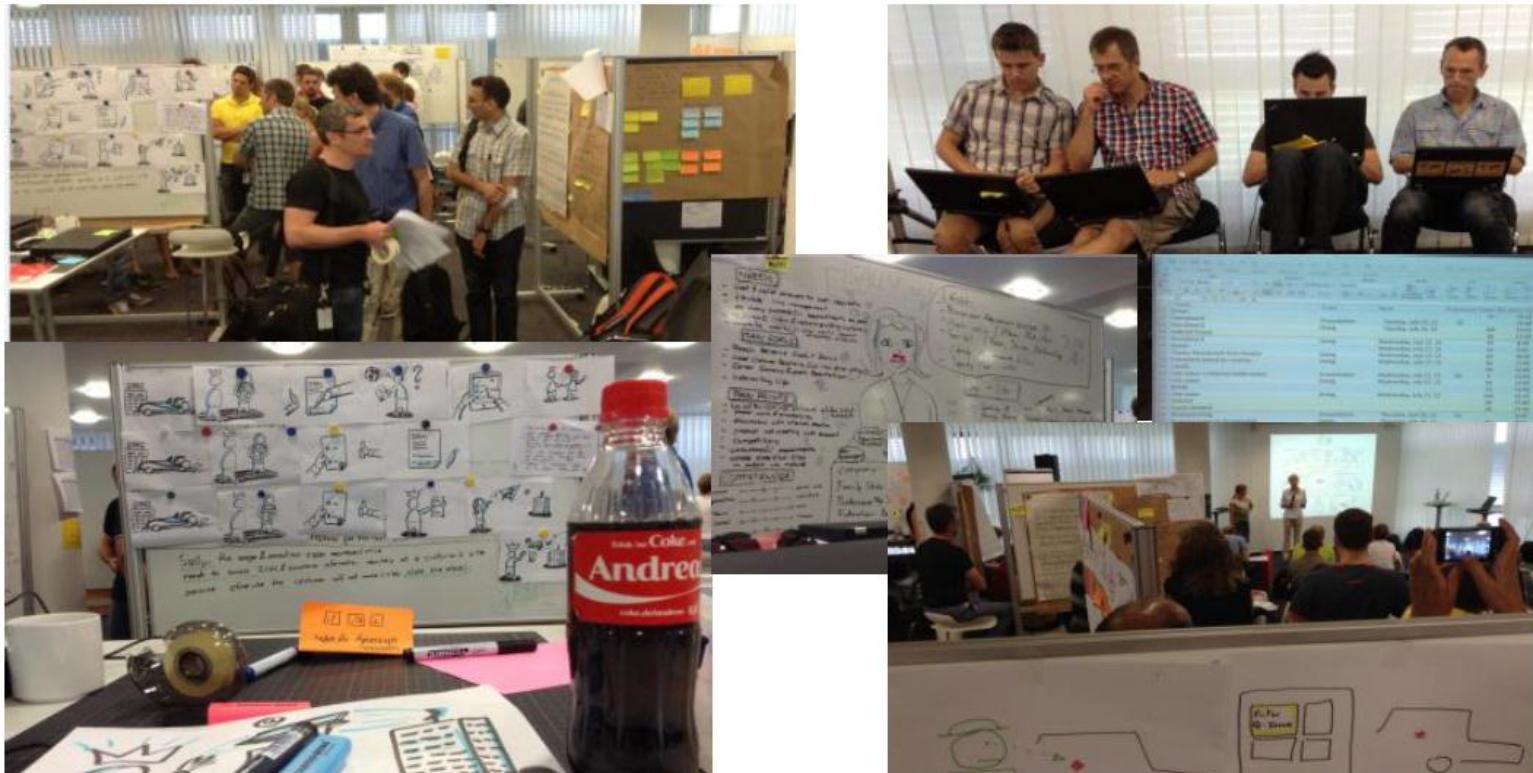
Design Thinking Project Selection Criteria

Validation of prototypes with end users, e.g.

- Mockups and wireframes
- Software increments



Design Efforts for Fiori Apps

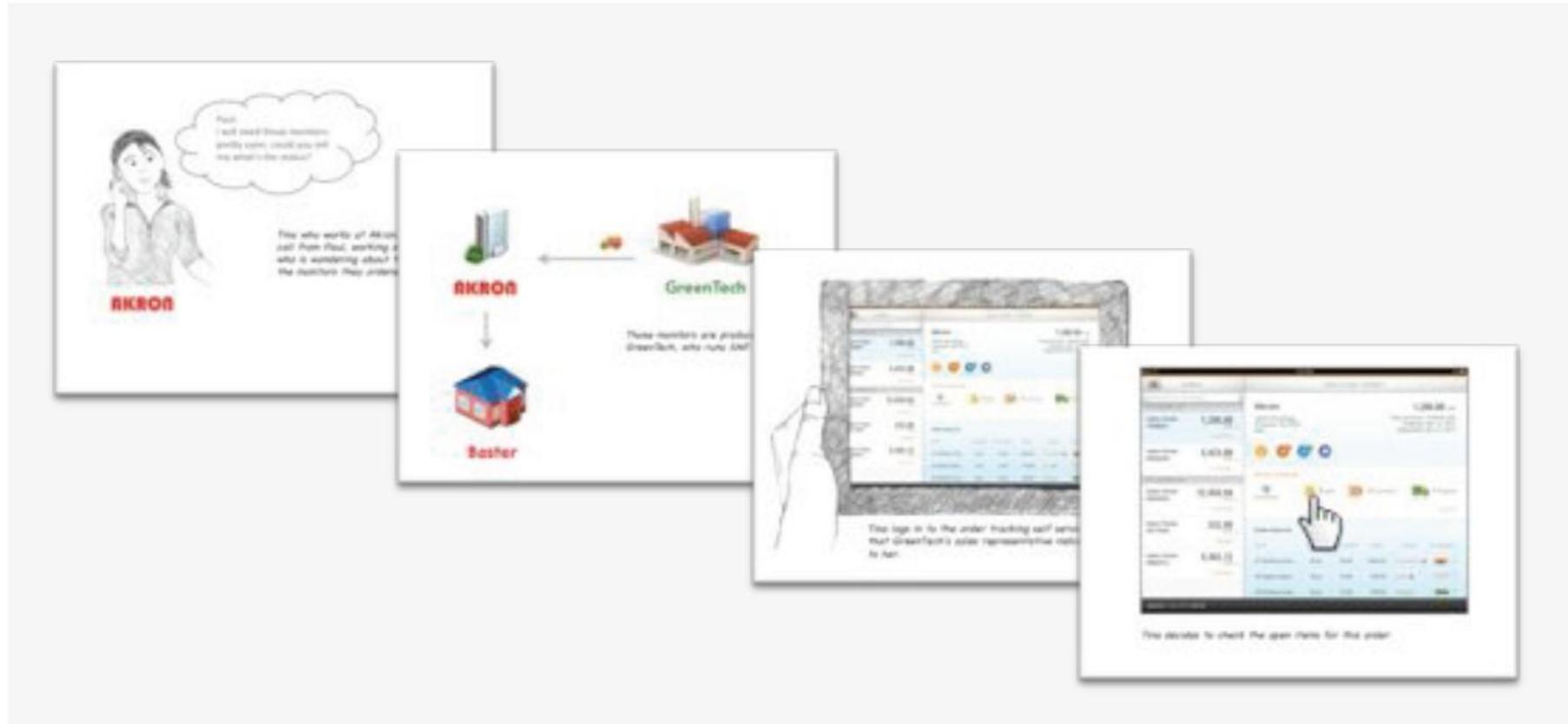


More than 200 people from different locations actively participate in the design efforts

A True Design-Led Development Model



Storyboard



Low-fidelity Wireframes

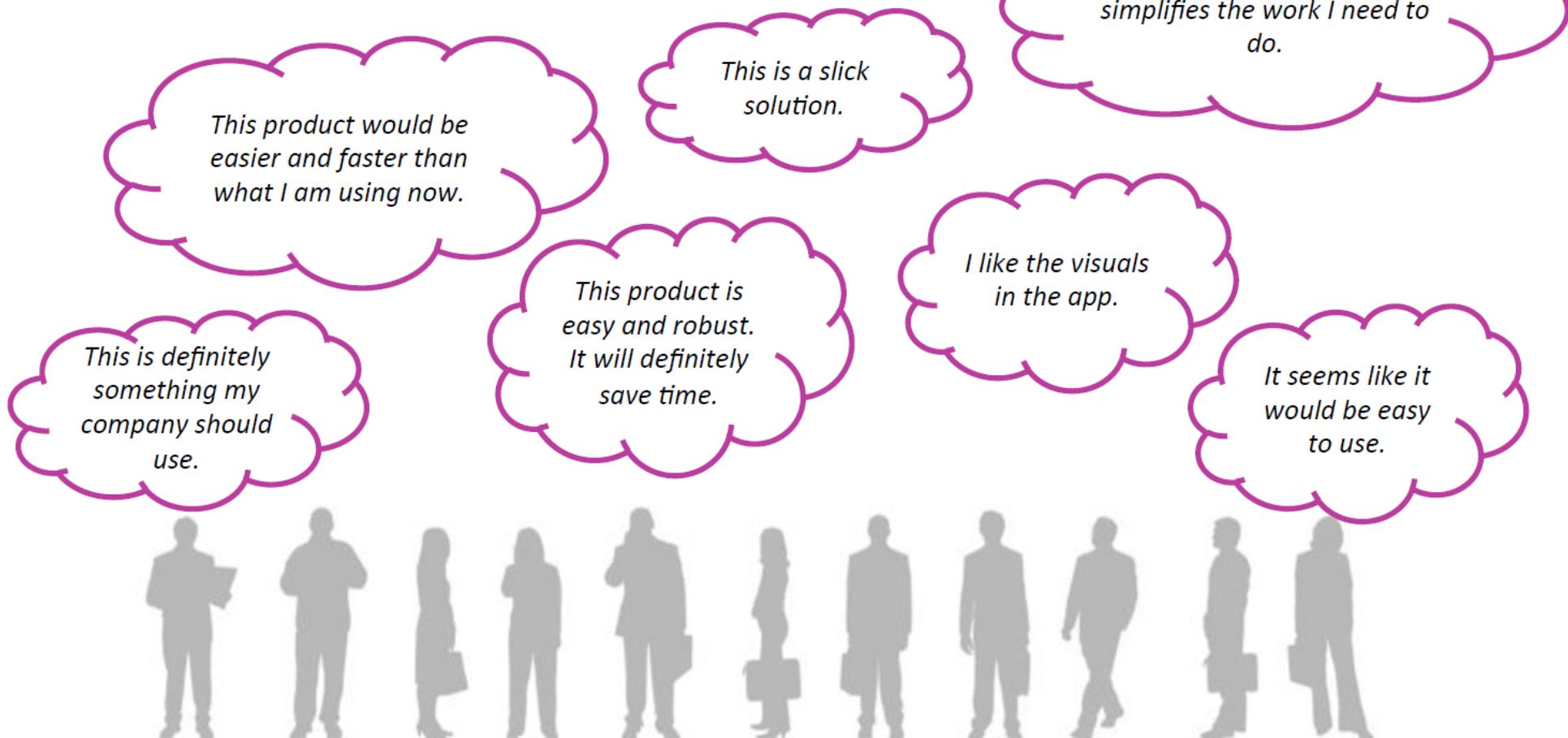


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DESIGN THINKING

with SAP

Positive Feedback





**So Define
Design
Thinking?**

Why SAP?

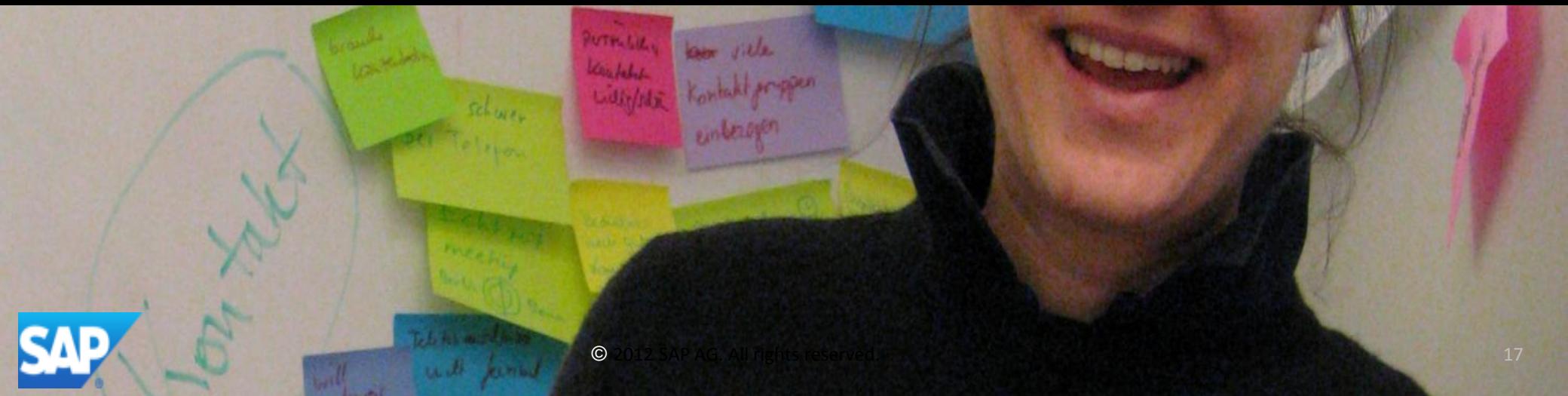
DESIGN THINKING is not.....



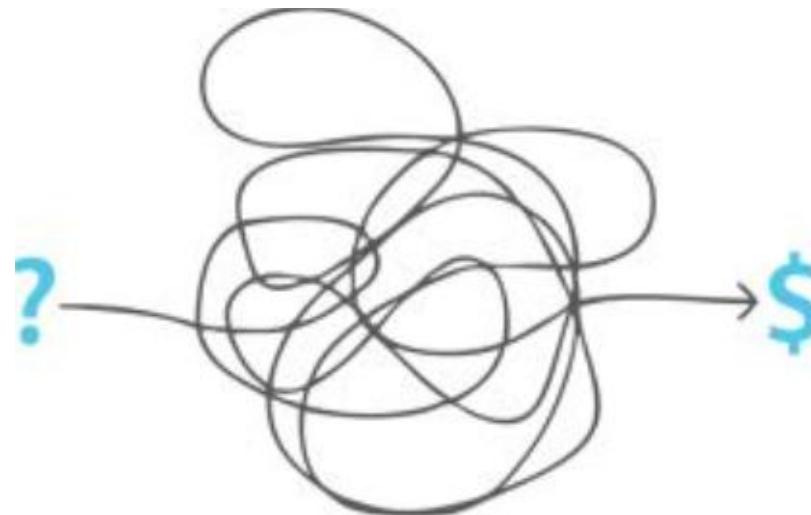
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Design Thinking is ...

is an approach, a way of thinking,
and face problems focused on
empathy, collaboration and
experimentation

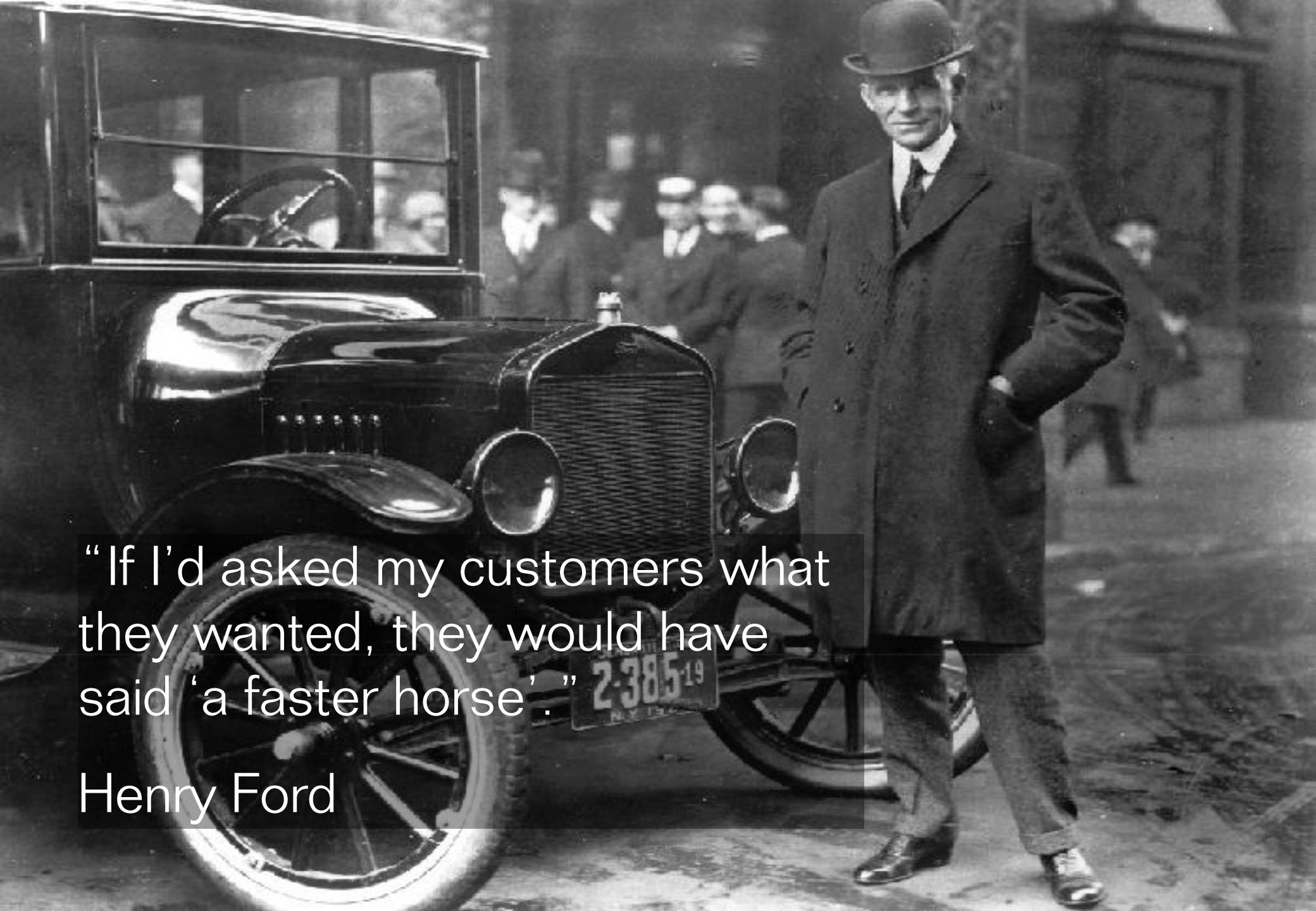


- It might feel like a mysterious process



Innovation Design Process

Source: Tim Brennan of Apple's Creative Services Group



“If I'd asked my customers what they wanted, they would have said ‘a faster horse’.”

Henry Ford





Dissent Will Not
Be Tolerated

THERE IS NO MAGIC.

THE ONLY WAY
IS REBELLION

Harry Potter
Order of the Phoenix

Harry Potter
AND THE
ORDER
OF THE
PHOENIX
THE REBELLION BEGINS

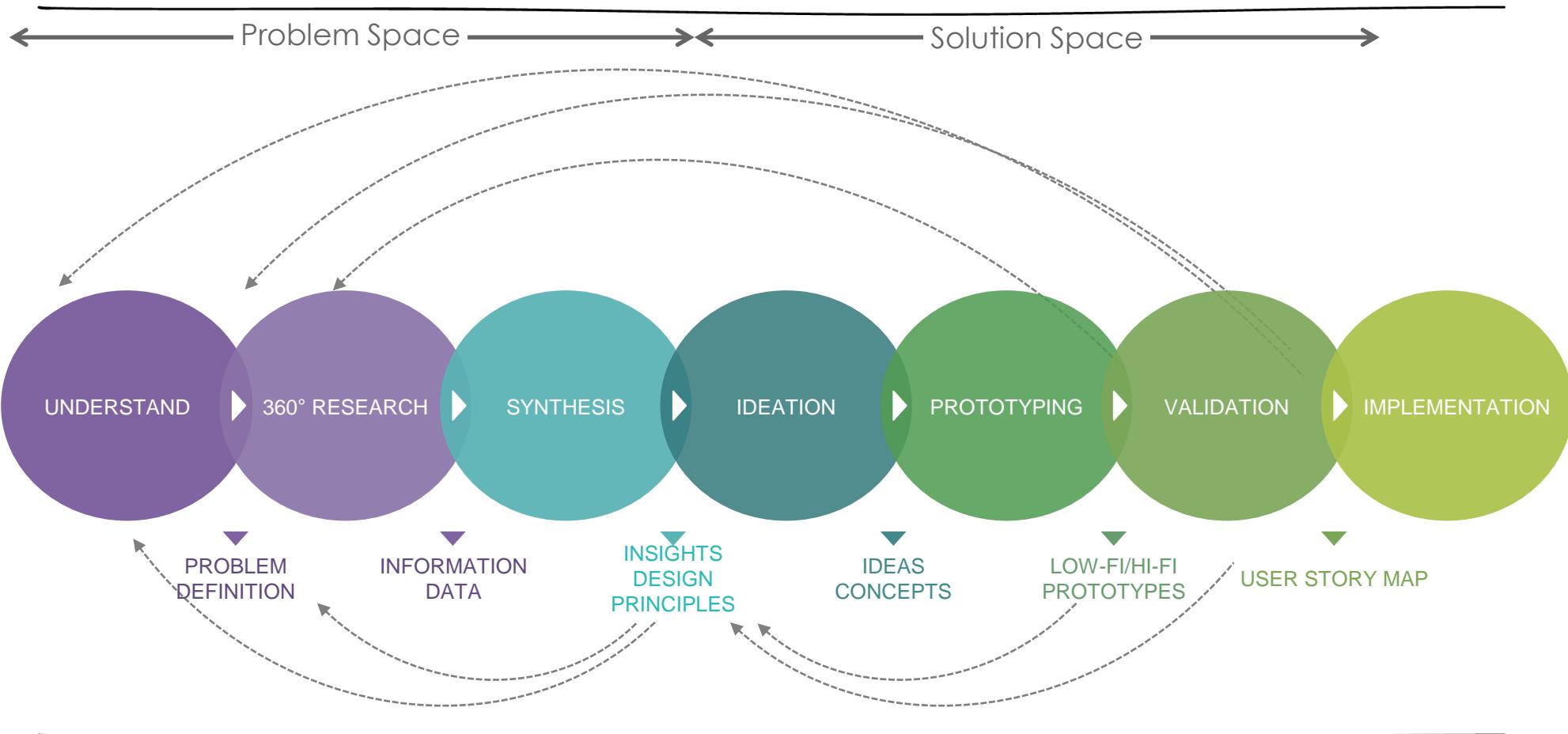
EMPIRE MUST BE
CONFRONTED.
Harry Potter
Order of the Phoenix



AND IT'S NOT ABOUT LUCK.

Design Thinking Process

The Design Thinking process is an iterative process and is split in a problem space and an solution space





**BACON IS
THE
ANSWER**

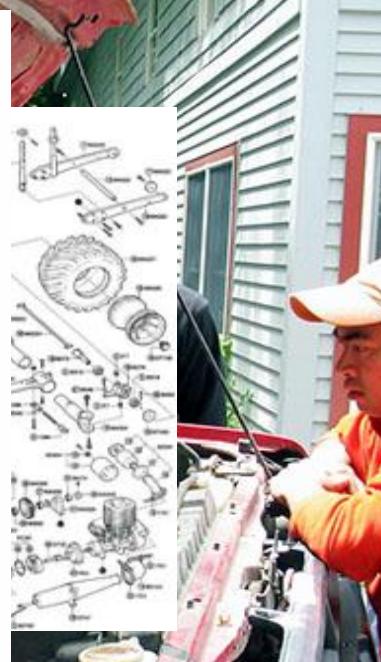
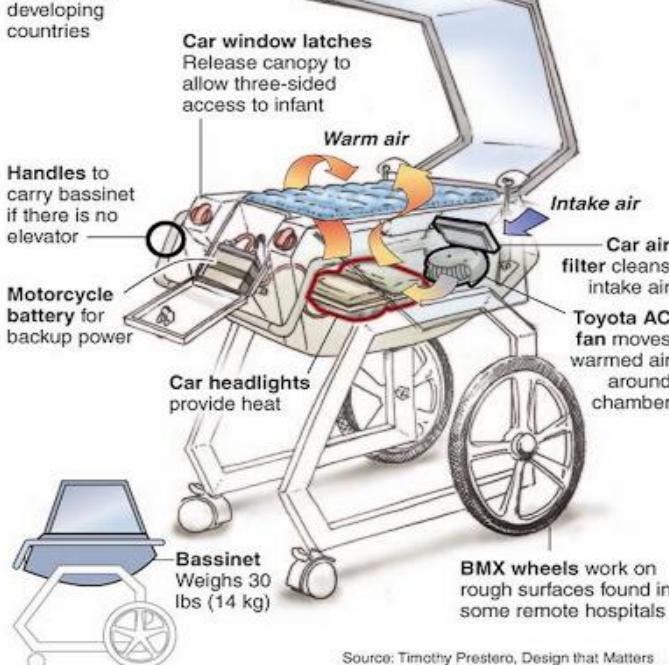
Health Matters

Incubator for the Third World

A low-cost, versatile incubator made from car parts and other inexpensive materials could save about 2 million newborns in developing countries.

Why car parts?

Cheap, easy to find and repair in developing countries





Why SAP?

THE ECONOMIC TIMES

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IBM Analytics Event with IBM Experts. Join Us June 3rd in Toronto, ON.
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Design thinking: Why business leaders need to think like designers

Angel Monea Carroll, ET Business, Dec 04, 2011, 02:42PM IST
Tags: Roger L. Martin | Management
Most management concepts of yore rest in peace. As India Inc speeds into 2012, CII presents original articles from a select set of new-age management gurus — with cutting-edge ideas geared to our fast changing times.

Roger L. Martin is a leading business strategist, author and Dean of the Rotman School of Management at the University of Toronto.

Design thinking is about applying the principles of design to solutions for business. The phrase came out of a conversation that Tim Brown, the CEO of IDEO and I had in 2002 on the transformation of IDEO's business. IDEO started off as a design firm for high technology products, like the first commercial working mouse, but increasingly was moving into more abstract uses of design like designing customer experience or designing organizational structures.

Brown's challenge was that the firm needed to start to think more generally about design. And so I said, yes, what

PARADOX AT TOYOTA ... page 96 CLARITY AT IDEO ... page 84

Harvard Business Review

MarketWatch

Largest News

9:30 a.m. Indian stocks fall, Mahindra & Mahindra weighs
9:30 a.m. listed stocks lower; banks in focus
9:15 a.m. CORRECTED Europe stocks mostly flat; Verizon, GameStop

May 30, 2011 11:00 AM EDT

New York London Tokyo

DOW +38.82 +1.94 +887.500 +6.41
12,441.58 -0.31% 2,796.86 -0.55% 1,351.10 -0.41%

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PRESS RELEASE

May 26, 2011, 3:35 p.m. EDT

Stanford Executive Education Taps JetBlue for Design Thinking Boot Camp

Business Wire
A Berklee Hollenbeck Company

STANFORD, Calif., May 26, 2011 (BUSINESS WIRE) -- The Stanford Graduate School of Business and the Hasso Plattner Institute of Design at the Stanford School of Engineering will collaborate with JetBlue in an executive education exercise designed to suggest enhancements to the carrier's airport experience. The project will take place during Stanford's July 8-9 Design Thinking Boot Camp: From Insights to Innovation program for business leaders from around the world. Applications will be open until June 6, 2011.

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THE INDEPENDENT

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Home > Student > Postgraduate > MBAs Guide

Design thinking can give a business the edge over its rivals

By Harold Ambrose

Tuesday, 19 January 2010

Business schools need to take design seriously. Design potentially is a very valuable educational tool, especially in the wake of the financial crisis, amid the soul-searching by business schools about whether the MBA curriculum needs revising. Design is being increasingly used in business, so business schools need to keep up.

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SHANE CHAMBERS: HOLDING THE STUDENT PROTEST

14 London HI 21°C / Lo 8°C

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Popular Issues

Harvard Business Review

www.hbr.org June 2008

A graphic showing a grid of blue doors, with several red doors standing out, symbolizing unique delivery methods.

The image shows the front cover of a Fast Company magazine. The title 'FAST COMPANY' is at the top in large letters. Below it, there's a graphic of a green heart with a small white circle in the center. The main headline reads '5 Ways iPad's Pulse App Creates Design Thinking to Their Bus...'. Below the headline, it says 'by Lisa Eadicicco, May 8, 2012'. The central image on the cover is a close-up of a person's hand holding an iPad. The screen of the iPad displays a news feed from the Pulse app, showing various news articles with their titles and small thumbnail images.



A screenshot of the Wall Street Journal's website. The top navigation bar includes links for News, Opinion, Business, and People. Below the main header, there are sections for Investing, Sports, Life, Arts, and a red-highlighted 'Your Business' section. A banner below the header reads 'NEW FEATURE: THE CHALLENGE'. The main article title is 'The power of design'.

A global map centered on North America, specifically highlighting flight routes to New York City. Numerous yellow lines originate from cities across the globe and converge on the New York City area, illustrating the international connectivity of the city as a major hub.

Nussbaum: China, India, Mexico, and Brazil Embrace "Design Thinking"

Nussbaum surveys a unique network of innovation leaders in the "CIM-B" countries.



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SEARCH | **MY WASHINGTON POST**

Video | **PostLeadership**
Exploring Leadership in the

On Leadership



Roger Martin

Dean of the Rotman School of Management at the University of Toronto and author, most recently, of *The Undoing Project*. His website is www.romeramartin.com

DEAN/CHOLAR

Logical leaps into the future

Apple is successful because it possesses the willingness to imagine the future, which provides sufficient practice for it to become a reality.

Imagining and inventing the future means privileging abductive logic (the logic of what might be) rather than only deductive logic (the logic of what must be) and induces people to take risks. In other words, the terms of logic extrapolate the past to predict the future. As a consequence, deductive logic is useful for understanding what is different from the past. Abductive logic takes little pieces of deductive logic and uses them as building blocks to imagine a future that does not now exist. Most corporations – especially big ones – such logical leaps are not encouraged. They are afraid of failure, and it is impossible to prove a new idea in advance of trying it.

Apple has managed to leave open the possibility of developing a new product or service by using deductive and abductive logic to the areas for which it is actually useful. This has resulted in Apple becoming organizationally adept at all three types of logic.

Inventing the future is, of course, impossible, but it

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By Roger Martin

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When I get together with CEOs to talk about integrating design thinking into their organization, they often say, "We know what it is, the culture ones argue that the core of our business is too important to expose it to the risks of design – maybe we could experiment with design in some minor part of the business off to one side." I always respond by pointing them to the work of Alphonse Lauts, and successfully launch company, Alphonse Labs, and successfully launch app for the iPad called Pulse.

Design Thinking Comes to the U.S. Army

Design is almost overnight the centerpiece of military decisions – and has gotten design thinking quite right. The struggle to get design thinking ensconced in Army doctrine, though, is not so easy feal.

By Roger Martin

New Army Field Manual FM 5-0, The Operations Process

The new FM 5-0, "The Operations Process," expands Army doctrine on how to conduct operations. It is the first major update to the Army's operations process since 1993. The new version of FM 5-0 now includes a section on "design thinking" as a way to approach operations. In addition, the new version of FM 5-0 emphasizes "learning" throughout the operations process. This version of FM 5-0 provides a framework for understanding the operations process, identifying opportunities for action, and determining problems and developing approaches to them.

FM 5-0 is scheduled to be published in March 2013 at the www.dodlive.mil website and will be available in print in April 2013.

More information may be obtained by calling the Army Command and General Staff College at (800) 870-652-0505.

ABOUT THE AUTHOR:
Roger Martin is dean of the Rotman School of Management at the University of Toronto and a professor of strategy and management. He has authored the best-selling books *Managing the Resource Virtue*, *The Collaborative Advantage*, and *Play to Win*. His other books include *Leading the Reinvention* and *Reinventing Business Judgments*.

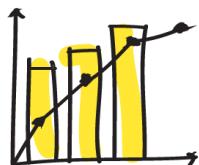
DESIGN CRASH COURSE
 Roger Martin, *Leading the Reinvention*, *Transforming Your Organization*, *Transform*, University of Southern California – Los Angeles, CA
 Roger Martin, *Teach Like a Champion*, Jossey-Bass
 Paul and Jim Zrike, *Play to Win*, Penguin Books

The screenshot shows a LinkedIn profile for Idris Mootee. The profile picture is a portrait of a man with glasses. The headline reads "Design Thinking - Leap in Strategic Innovation". The summary discusses design thinking and its application in organizations. The experience section lists "DAS TRIFELD" as the current employer from May 2011 to present. The education section lists "University of Antwerp" with a degree in "MSc in Management of Technology". The contact information includes a phone number and an email address. The profile has 51 connections and 5 recommendations. There are links to "Share" and "Edit profile".

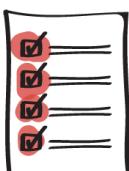
SAP and Design Thinking



We want to take our conversations with you to a whole new level. To go beyond discussing your systems, corporate goals and processes to what really matters: **understanding your customers, employees and your business.**



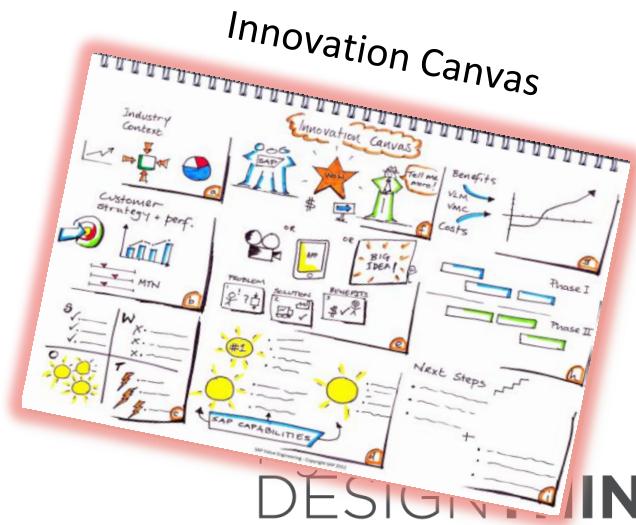
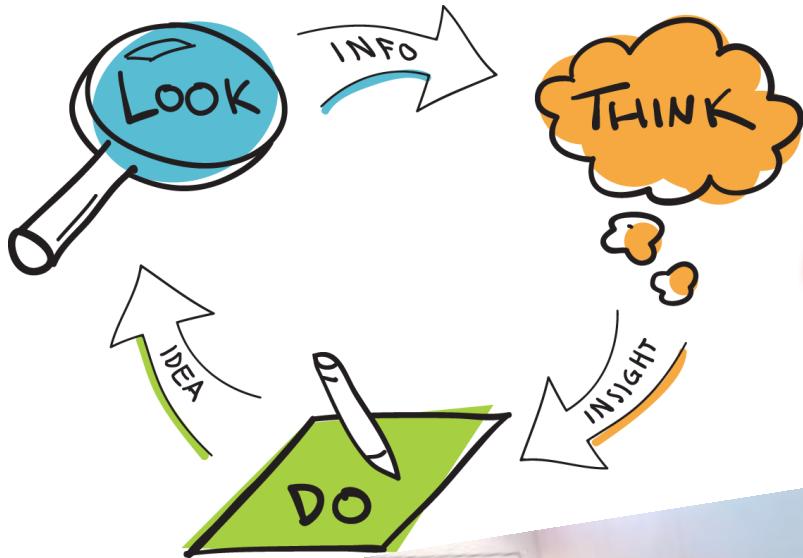
SAP is uniquely qualified to help you explore **emerging behaviors and new business models**, and make value creating connections to **disruptive technology**, ensuring you stay relevant to your customers in this fast paced market.



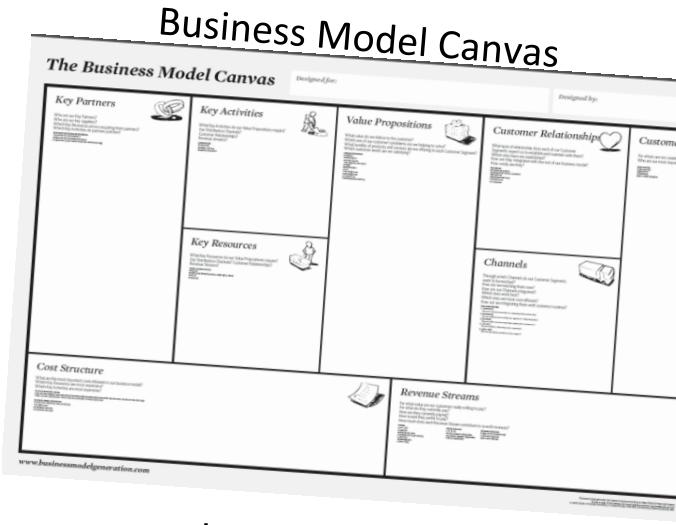
We call this **Problem Solving and Problem Finding**, and the key to unlocking this potential is **Design Thinking**.

- It will be very interactive

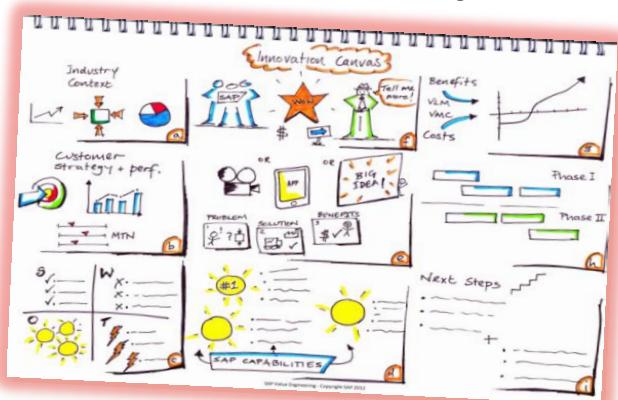
Design Thinking



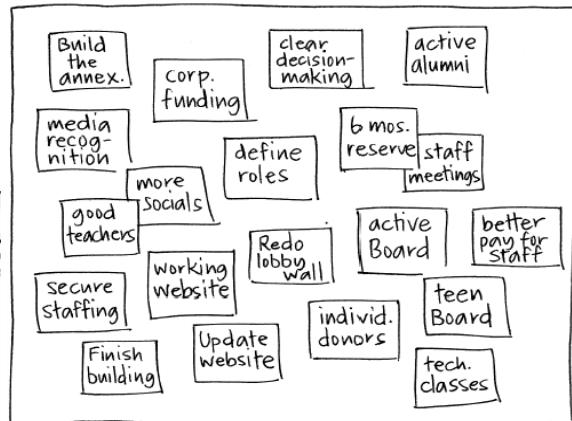
Different Tools with Different Drivers



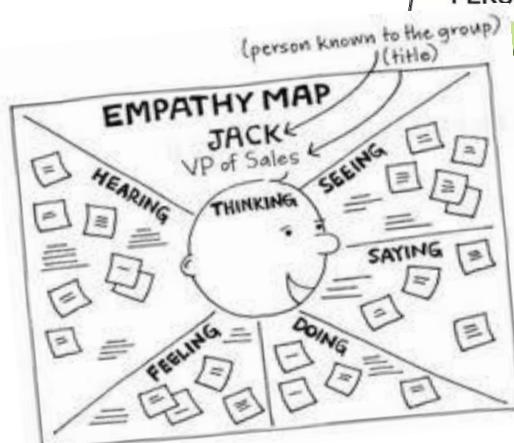
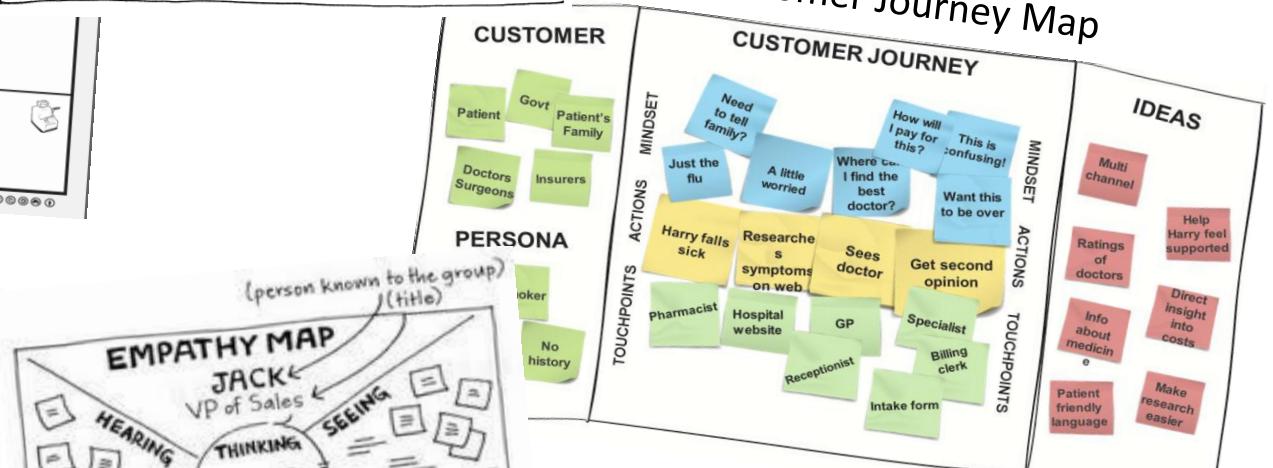
Innovation Canvas



Affinity Map

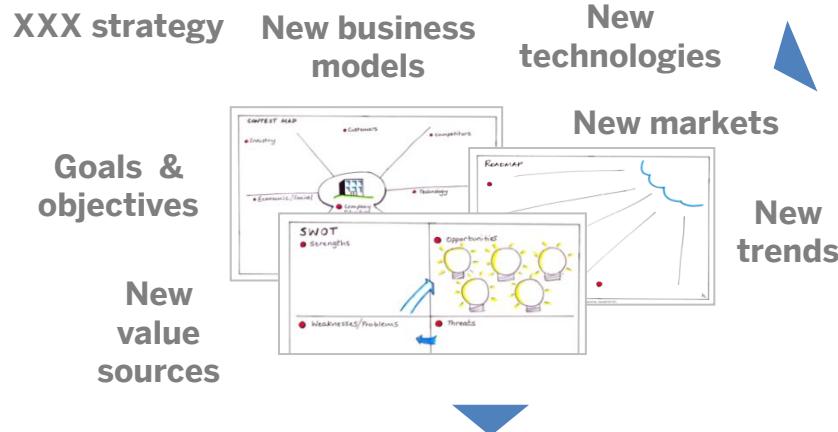


Customer Journey Map



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Sample Deliverables



Identify & Prioritize Business Innovation Ideas



Value Map (Hand out)

SAP Connected Vehicle Value Engineering

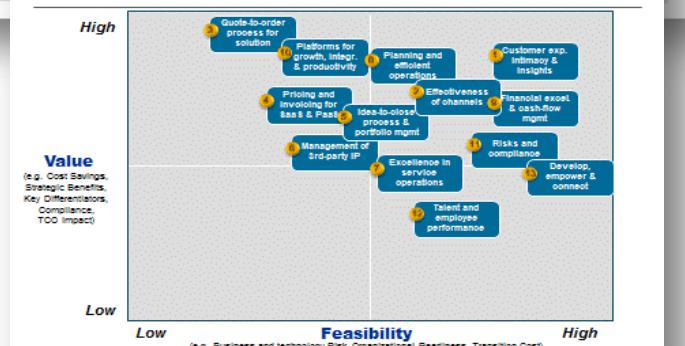
HANA Value Discovery Map

HANA Value Discovery for an Automotive OEM

Value Creation by In-Memory Information

Value-Feasibility Matrix to prioritize initiatives

Imagine. create. innovate.



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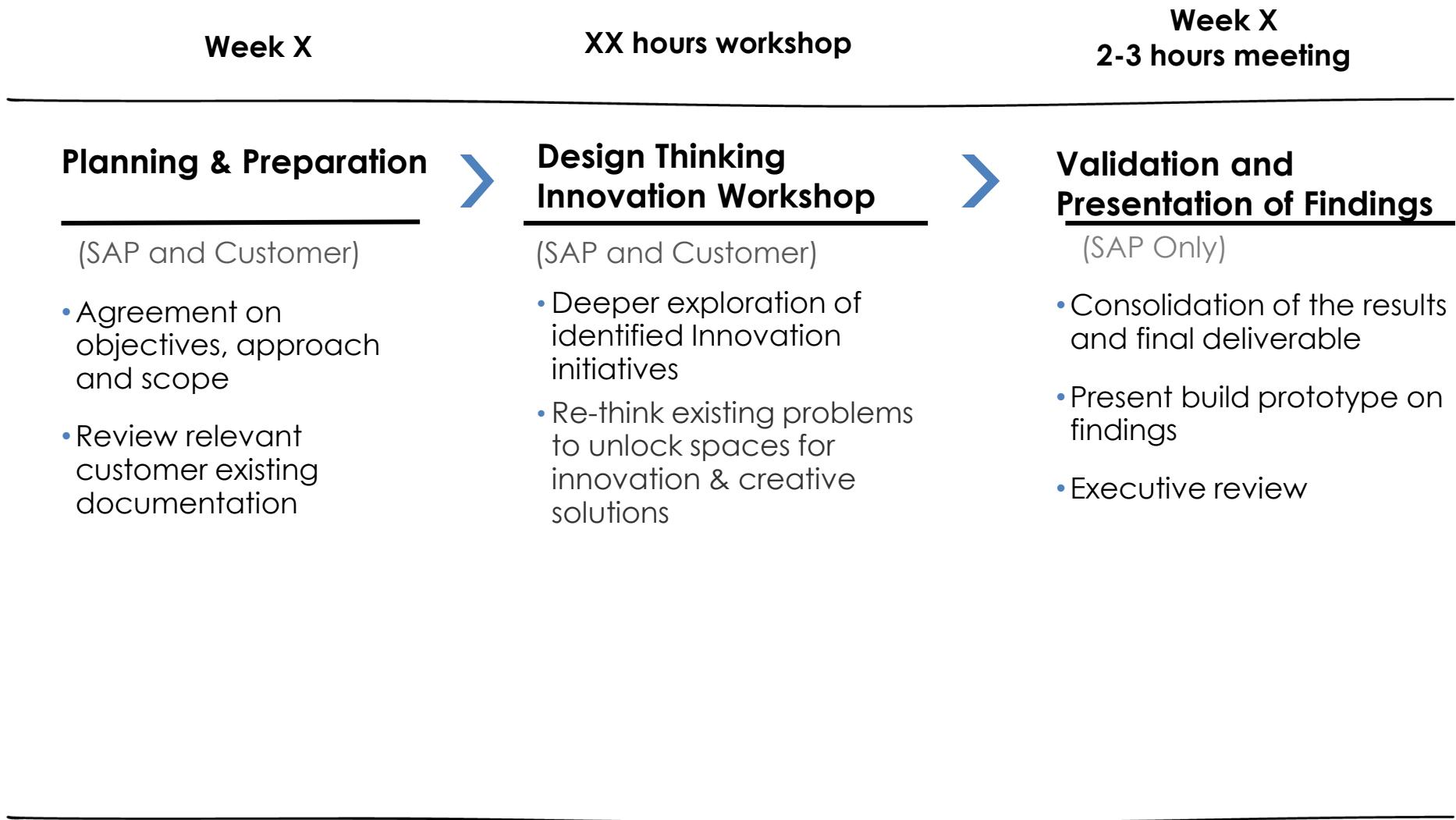


Example of Prototype

The image displays a collage of screenshots from various mobile and web prototypes, illustrating a design thinking process. The prototypes include:

- A mobile interface for a train, showing a map and route information.
- An expense report dashboard titled "ALL EXPENSES TYPE" showing a breakdown of spending by category (Personal Expenses, Third Party, etc.) and a pie chart indicating budget status (71% On Target, 29% Delayed).
- A "TASK APPROVALS" section showing a list of tasks for approval, including HR approval, Purchase Requests, and Provisioning Project.
- A "RETTIDIGHED" (Punctuality) section showing performance metrics for different routes or projects.
- A "STRATEGISCHE PROJEKTER" (Strategic Projects) section listing five projects with their names, planned end dates, statuses, and phases.
- A "WEATHER" section showing the time (14:44), temperature (16°C), and location (Copenhagen, Denmark).
- A "OPERATIONELLE PROJEKTER" (Operational Projects) section showing a table of projects with columns for Project ID, Name, Start date, Planned End date, Status, Phase, Budget, and Funding Source.
- A "PROJECT PLAN" section for "Signalprogrammet" showing a Gantt chart comparing planned vs actual progress across phases like Demand Management, Technical Design, Development, and Unit Test.
- A "FTE Project Budget" section showing a bar chart comparing Actual and Planned FTE budgets.

High-level Engagement Timeline



Fresenius



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Thank you

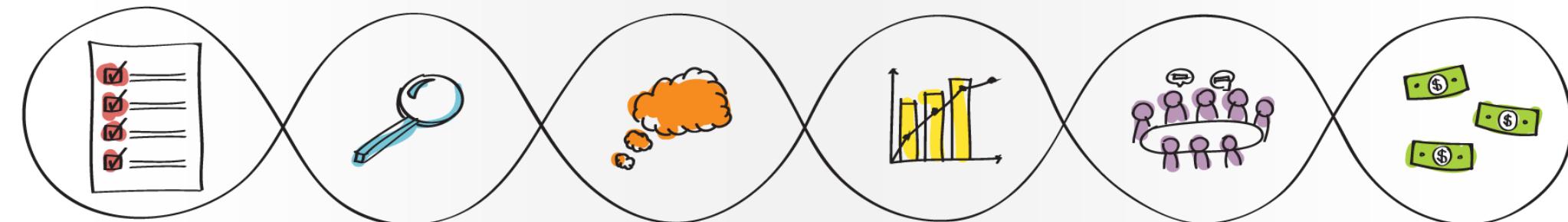
Contact information:

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Customer Innovation Principal

gitte.winther.bruhn@sap.com

M +45 2923 3386



Solve Problems using **Design Thinking + Business Thinking** to Create Value