




ASUGMEX

Asociación de Usuarios de SAP en México A.C.

CONFERENCIA ANUAL **ASUGMEX**MEXICO 2016

Revoluciona la Experiencia y descubre lo que la Transformación Digital puede hacer por ti

CREATING AN INNOVATIVE CULTURE

A large, decorative circular graphic on the right side of the slide, composed of several overlapping, semi-transparent rings in various colors including blue, green, yellow, and red, each with a fine, radial line pattern.

Sally Lawler Kennedy
@SLawlerKennedy
SAP Design and Co-
Innovation Center,
America

Why does your company need to be innovative?

User Experience Drives Innovation

The World Embraces the Power of Design

Bloomberg Business,

Teaching Design Thinking at the
World's Best Design schools

Bloomberg Businessweek's 2014 Design Issue

March 20, 2014

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We've passed the point where design is merely the look and feel of things. Today it's core to any successful business, so much so that in Silicon Valley designers are pursued by venture capitalists and have seats at the table alongside founding engineers and executives, and Apple (AAPL), Facebook (FB), General Electric (GE), and 17 other companies fight over the 14 lucky students enrolled in the California College of the Arts' Interaction Design program.



Matthew Ainsworth for Bloomberg Businessweek

So where is all this "design thinking" leading us? On the merits and imaginations of the people who took part in our second annual design conference—and grace this issue—we're about to get really, really small (coding life at one-billionth of a meter); really, really tall (1,000 meters straight up); and make the impossible look easy (a robotic Yo-Yo Ma; pain-free taxes). This all aligns with

SPECIAL REPORT

DESIGN THINKING



How best to educate the design thinkers and innovators of the future?
BusinessWeek's list features promising programs from design and business schools from around the world

HOW TO NURTURE FUTURE LEADERS
Design thinking brings creative techniques to business. The only problem? No one can agree on how to teach it.

VIDEO: DESIGN THINKING CAN BE LEARNED
A founder of innovation firm IDEO, David Kelley also co-founded the d school program at Stanford University. He discusses how design thinking can benefit business students and businesses.

SLIDE SHOW: WORLD'S BEST DESIGN SCHOOLS
Teaching design thinking to a new generation of corporate leaders

SLIDE SHOW: TWENTY-ONE PEOPLE WHO WILL CHANGE BUSINESS
As innovation consultants, researchers, and corporate strategists, these 21 design thinkers

Business Week, Design Thinking

Bloomberg Business,

2014 Design Issue: Today design is
core to any successful business



Design Thinking Comes of Age
by Ian Kufus
FROM THE SEPTEMBER 2014 ISSUE

[SUMMARY](#) [SAVE](#) [SHARE](#) [COMMENT](#) [TEXT SIZE](#) [PRINT](#) [BUY](#) [PDF COPIES](#)

There's a shift under way in large organizations, one that puts design much closer to the center of the enterprise. But the shift isn't about aesthetics. It's about applying the principles of design to the way people work.

This new approach is in large part a response to the increasing complexity of modern technology and modern business. That complexity takes many forms. Sometimes software is at the center of a product and needs to be integrated with hardware itself a complex task and made intuitive and simple from the user's point of view (another difficult challenge). Sometimes the problem being tackled is itself multi-faceted. Think about how much tougher it is to reinvent a health-care delivery system than to design a shoe. And sometimes the business environment is so volatile that a company must experiment with multiple paths to order to survive.

I could list a dozen other types of complexity that businesses grapple with every day. But here's what they all have in common: People need help making sense of them. Specifically, people need their interactions with technologies and other complex systems to be simple, intuitive, and pleasurable.

A set of principles collectively known as design thinking, empathy with users, a discipline of prototyping, and relentless failure flourish among them—in the best tradition of how we've figured out kinds of interactions and developing a responsive, flexible organizational culture.

What is a Design-Centric Culture?

If you were around during the late-1990s dot-com mania, you may think of designers as 20-somethings shouting their duct-taped-as-art ideas into a void. Because design has historically been equated with aesthetics and craft, designers have been celebrated as artistic visionaries. But a design-centric culture transcends design as a role, inspiring a set of principles no all people who help bring ideas to life. Let's consider those principles.


Focus on users' experiences, especially their emotional ones.

To build empathy with users, a design-centric organization empowers employees to observe behavior and draw conclusions

Harvard Business Review, September 2015

The Evolution of Design Thinking: It's
no longer just for products. Executives
are using this approach to devise
strategy and manage change.

World's Best Design Schools 1 of 32



By Vanessa Wong

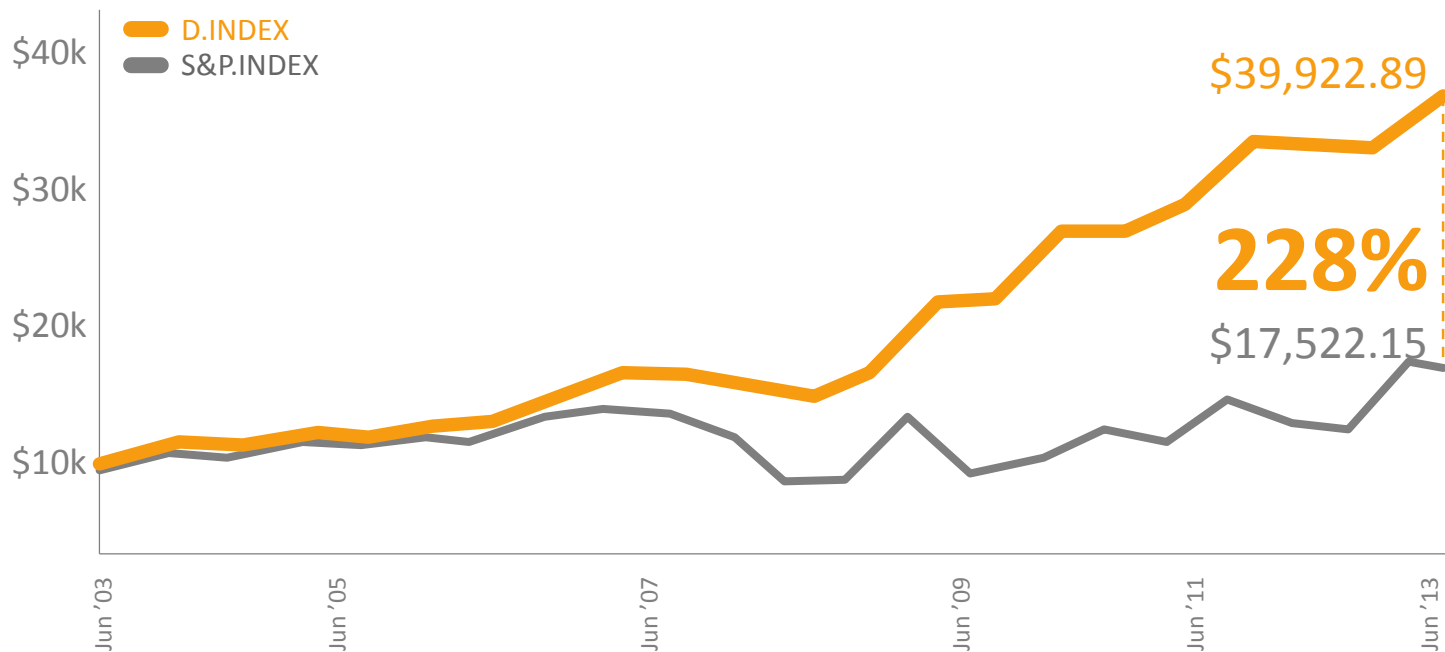
Teaching Design Thinking
As the world's business landscape evolves, universities are attempting to keep up by fostering teaching that supports an interdisciplinary approach to solving problems. The following programs, offered at both business schools and design colleges (sometimes jointly by both), present a snapshot of the nascent movement to teach design thinking and innovation to a new generation of global corporate leaders. Schools are listed in alphabetical order.

[read the story](#) [post a comment](#)

Design-Centric Companies Outperform the S&P Index

D.INDEX:

Apple
Coca-Cola
Ford
Herman-Miller
IBM
Intuit
Newell-Rubbermaid
Nike
Procter & Gamble
Starbucks
Starwood
Steelcase
Target
Walt Disney
Whirlpool



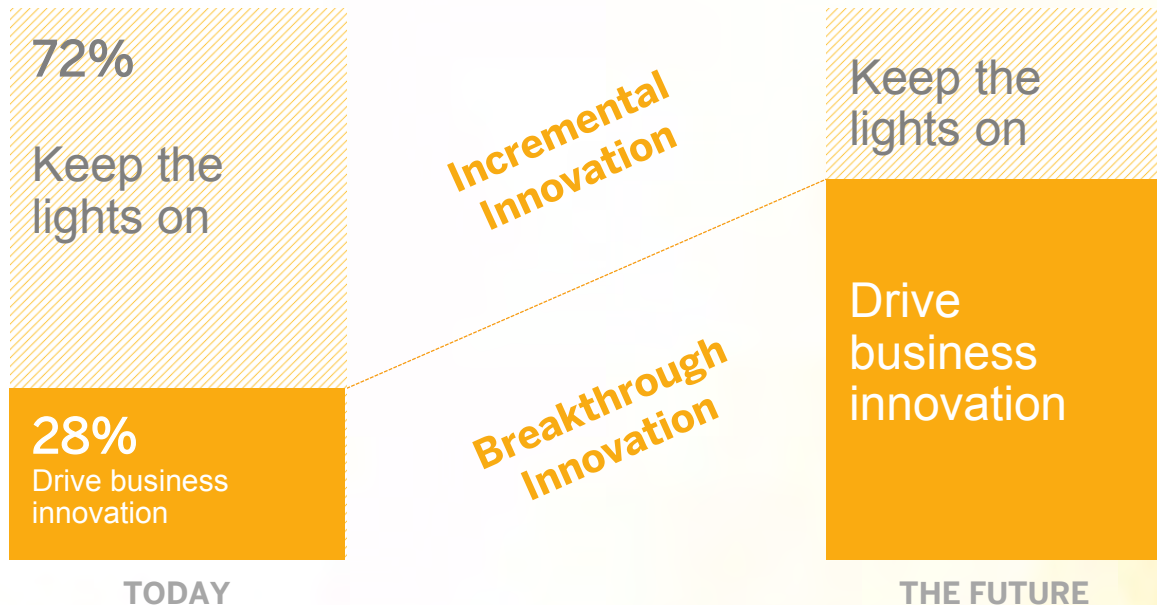
Timeline of #DesignInTech M&A Activity Version 2.0

2004—2012	2013	2014	2015	2016
<ul style="list-style-type: none"> ■ FLEXTRONICS +acq. Frog Design 2004 ■ MONITOR +acq. DOBLIN 2007 ■ RIM +acq. TAT 2010 ■ FACEBOOK +acq. Sofa 2011 ■ GLOBALLOGIC +acq. Method 2011 ■ ONE KING'S LANE +acq. Helicopter 2011 ■ GOOGLE +acq. Mike & Maaik 2012 ■ FACEBOOK +acq. Bolt Peters 2012 ■ SQUARE +acq. 80/20 2012 	<ul style="list-style-type: none"> ■ FACEBOOK +acq. Hot Studio 2013 ■ ACCENTURE +acq. Fjord 2013 ■ SHOPIFY +acq. Jet Cooper 2013 ■ DELOITTE +acq. Banyan Branch 2013 ■ INFOR +acq. Hook & Look 2013 	<ul style="list-style-type: none"> ■ OCULUS / FB +acq. Carbon Design 2014 ■ GOOGLE +acq. Gecko Design 2014 ■ CAPITAL ONE +acq. Adaptive Path 2014 ■ ACCENTURE +acq. Reactive 2014 ■ DELOITTE +acq. Flow Interactive 2014 ■ PWC +acq. Optimal Experience 2014 ■ KPMG +acq. Cynergy Systems 2014 ■ BCG +acq. S&C 2014 	<ul style="list-style-type: none"> ■ FACEBOOK +acq. Teehan+Lax 2015 ■ BBVA +acq. Spring Studio 2015 ■ MCKINSEY +acq. Lunar Design 2015 ■ CAPITAL ONE +acq. Monsoon 2015 ■ WIPRO +acq. DesignIt 2015 ■ ERNST & YOUNG +acq. Seren 2015 ■ DELOITTE +acq. Mobiento 2015 	<ul style="list-style-type: none"> ■ AIRBNB +acq. lapka 2015 ■ COOPER *consolidation +acq. Catalyst 2015 ■ SALESFORCE +acq. Akta 2015 ■ ACCENTURE +acq. Chaotic Moon 2015 +acq. PacificLink 2015 ■ FLEX *medical design +acq. Farm Design 2015 ■ PIVOTAL +acq. Slice of Lime 2016 ■ IBM +acq. Resource/Ammirati 2016 +acq. ecx.io 2016 +acq. Aperto 2016 ■ KYU COLLECTIVE *minority +min. IDEO 2016 ■ CAPGEMINI +acq. Fahrenheit 212 2016 ■ DELOITTE +acq. Heat 2016

A total of 42 design firms have been acquired since 2004. ~50% of which have been acquired within the last year with Accenture, Deloitte, IBM and Facebook as the most acquisitive.

Source: @kpcb #DesignInTech @johnmaeda

Shift from Information to Innovation Technology



**IT needs to
drive design
innovations**

Good Design Brings **Monetary** Value

**Gain
productivity**

**Save
training costs**

**Decrease
user errors**

**Reduce
change
requests**

And **Human** Value

**Increase
user
satisfaction**

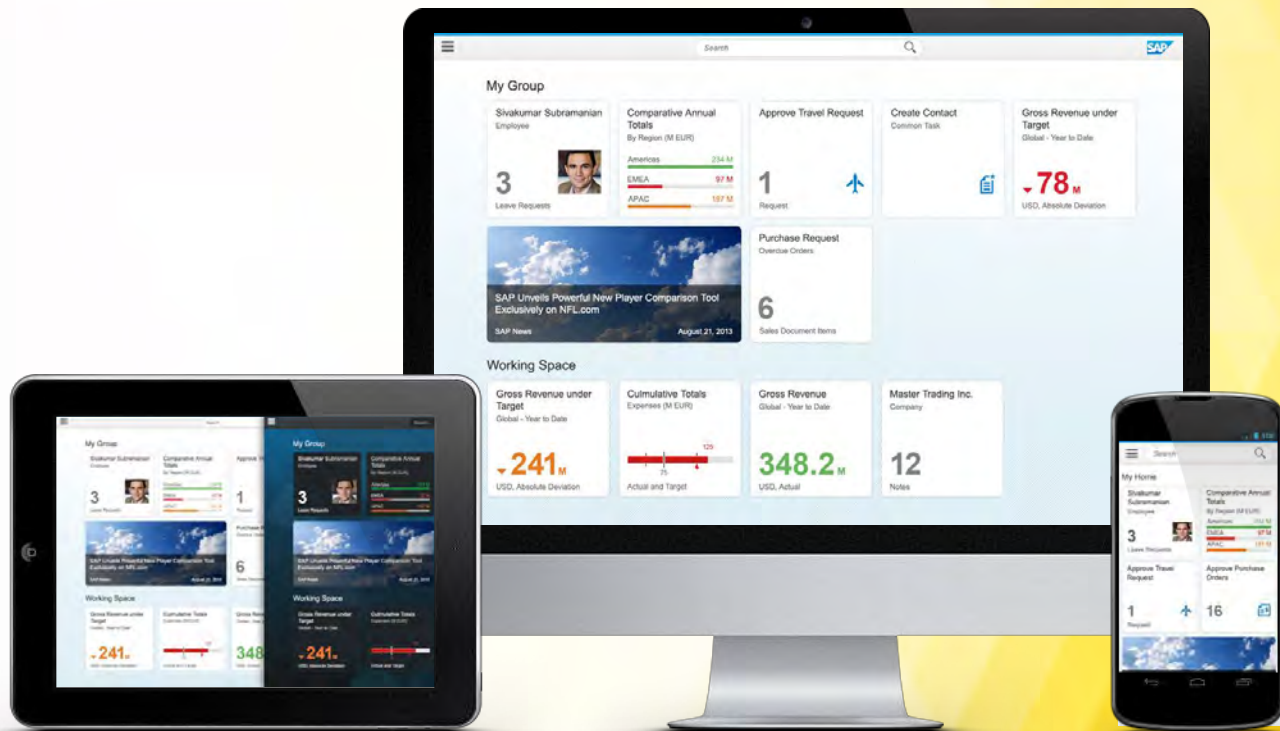
**Increase
customer
loyalty**

**Increase
solution
adoption**

**Strengthen
relationship
between IT and
Business**

What is the new SAP User Experience?

SAP Fiori



Role-based | Responsive | Simple | Coherent | Instant Value

Consumer Insight 365

A one-stop shop for marketing professionals to make sense of millions of mobile data points per day, and make informed decisions on marketing strategy and service delivery.



2014 UX Awards Gold for Best Enterprise Experience



2014 Design for Experience Awards Finalist for Bringing Order to Big Data



2016 Red Dot Communication Design Awards

SAP Scouting

**SAP Scouting
empowers football
franchises to
identify, evaluate and
acquire talent to
build their teams.**



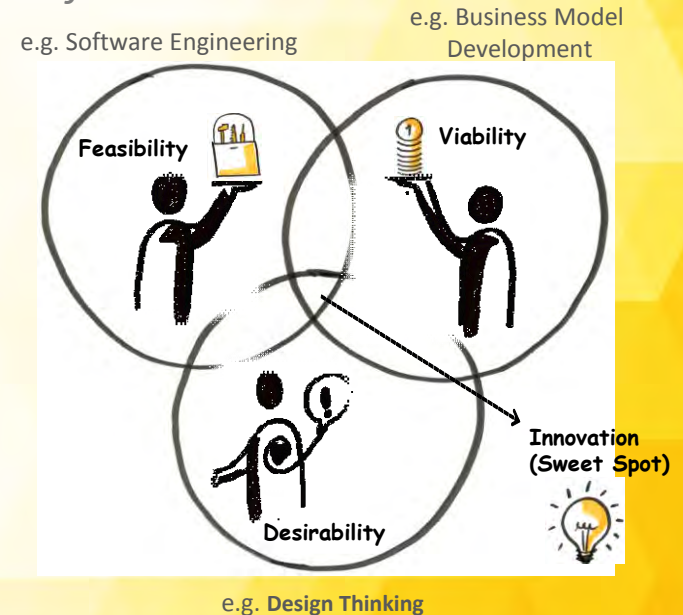
What is innovation?

Innovation is...

“The process of translating an idea or invention into a good or service that creates value or for which customers will pay.”

Read more: <http://www.businessdictionary.com/definition/innovation.html>

How to hit the “sweet spot” of innovation?



How do you bring innovation into your company?



RICH HISTORY OF DESIGN THINKING WITH SAP

Design Thinking at SAP is an integrative approach to create new solutions grounded in human needs, and leveraging digital technologies to deliver business value. From crafting amazing experiences to accelerating transformation, Design Thinking continues to play a vital role in driving innovation with our customers.



21 Design Awards and Counting



SAP AppHaus Heidelberg

2016 German Design Award
2014 UX Magazine's Design for Experience Award



WTA Tennis App

2016 Webby Award
2016 Core77
2016 Interaction Award
2015 UX Award



Principles of the Design & Co-Innovation Center of SAP

2014 Design Management Europe Award



SAP Consumer Insight 365

2014 UX Award
2013 UX Magazine's Design for Experience Award



SAP Medical Research Insights

2015 Red Dot Design Award
2015 iF Design Award
2015 Interaction Award
2015 German Design Award
2015 Land der Ideen
2014 Core 77 Design Award
2014 SAP HANA Innovation Award
2013 White House Office of Science and Technology Policy



Ferrovie dello Stato Italiane

2015 SAP Quality Award Italy



Heidelberg University Hospital (ETiCCS)

2016 SAP HANA Innovation Award



Scenes

2016 Core77



Citizen Centric State Government Portal

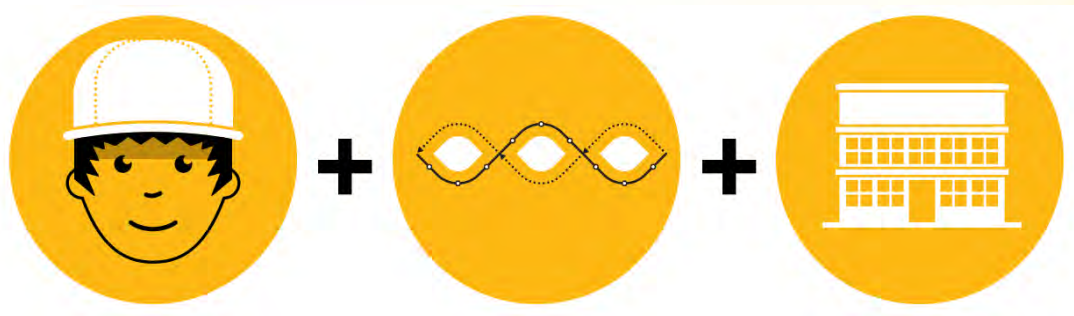
2016 Red Dot Design Award



What is Deisgn Thinking?

Design Thinking is
a **human-centered** method
for solving **complex problems**
& creating **new ideas**.

Foster a Design-led Innovation Culture



People

Skills
Mindset
Mix of people

Process

Way people work together
Design techniques/methods
End user engagement

Place

Creative work place
Foster collaboration
Celebrate artefacts

It's About the People





It's About the Process



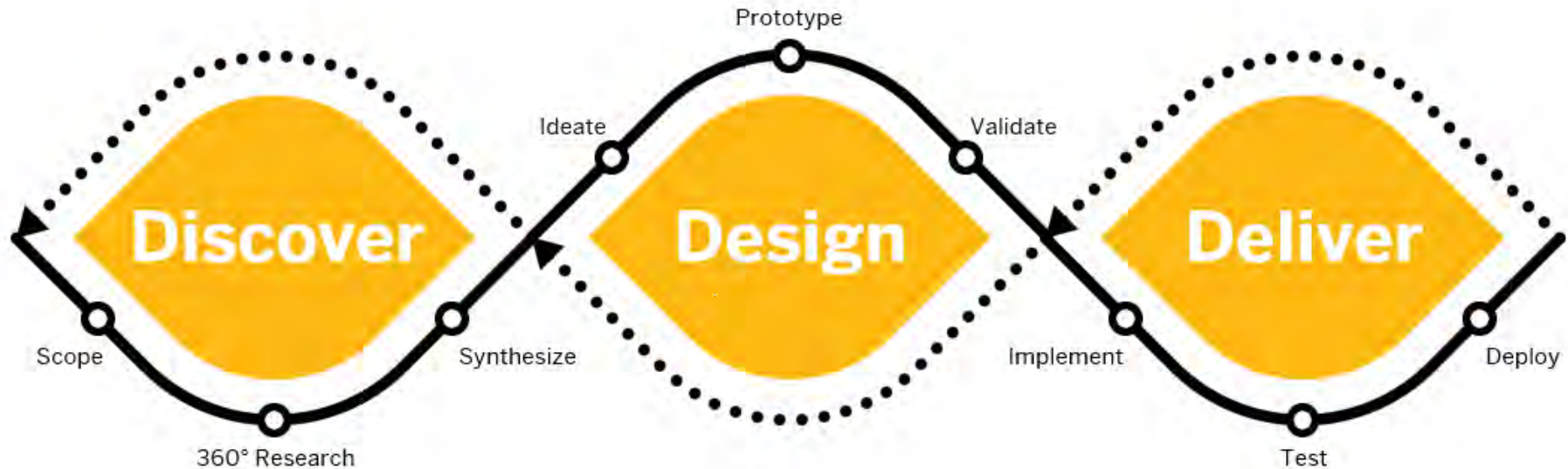
It's About the Place



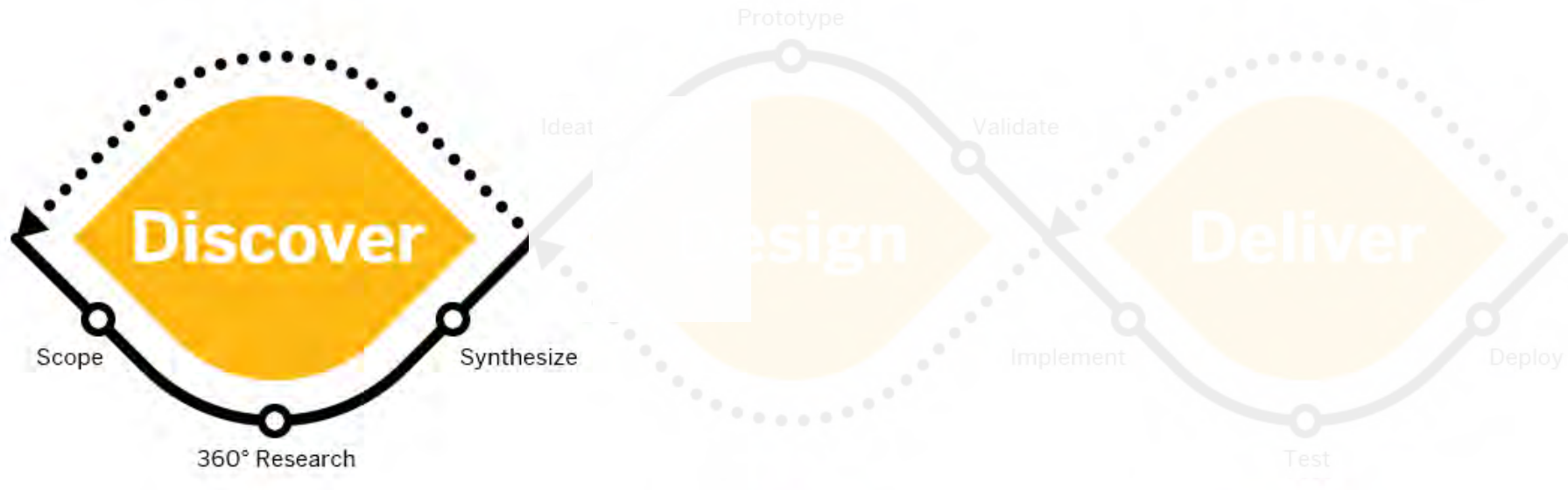
That Leads to Innovation



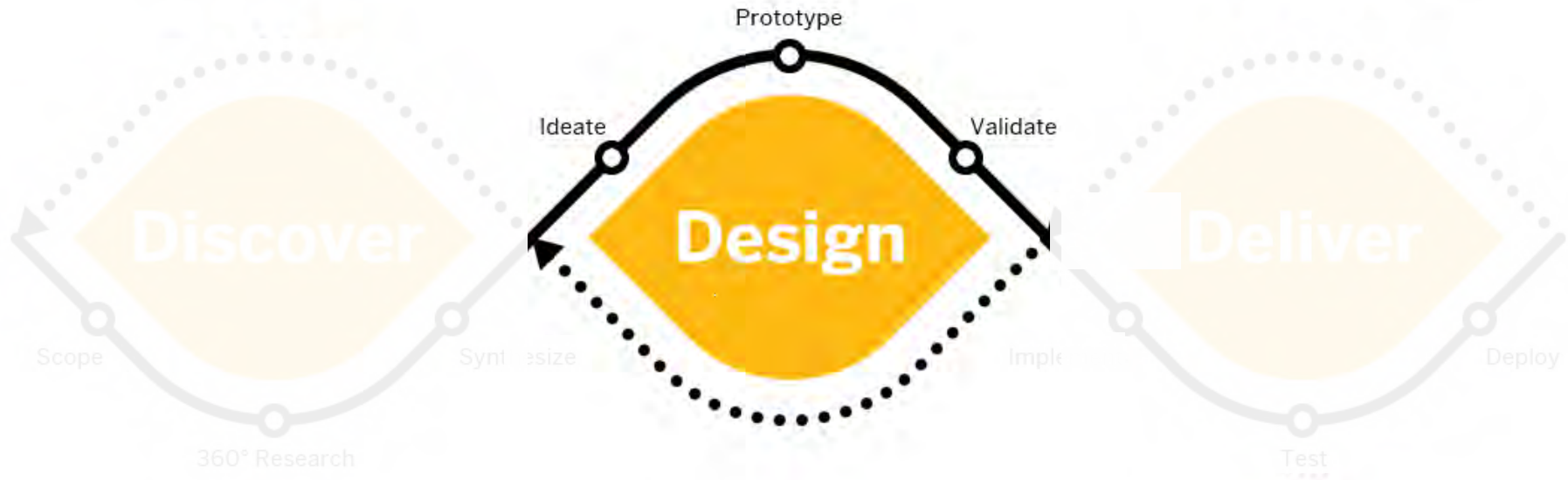
Design Thinking Process



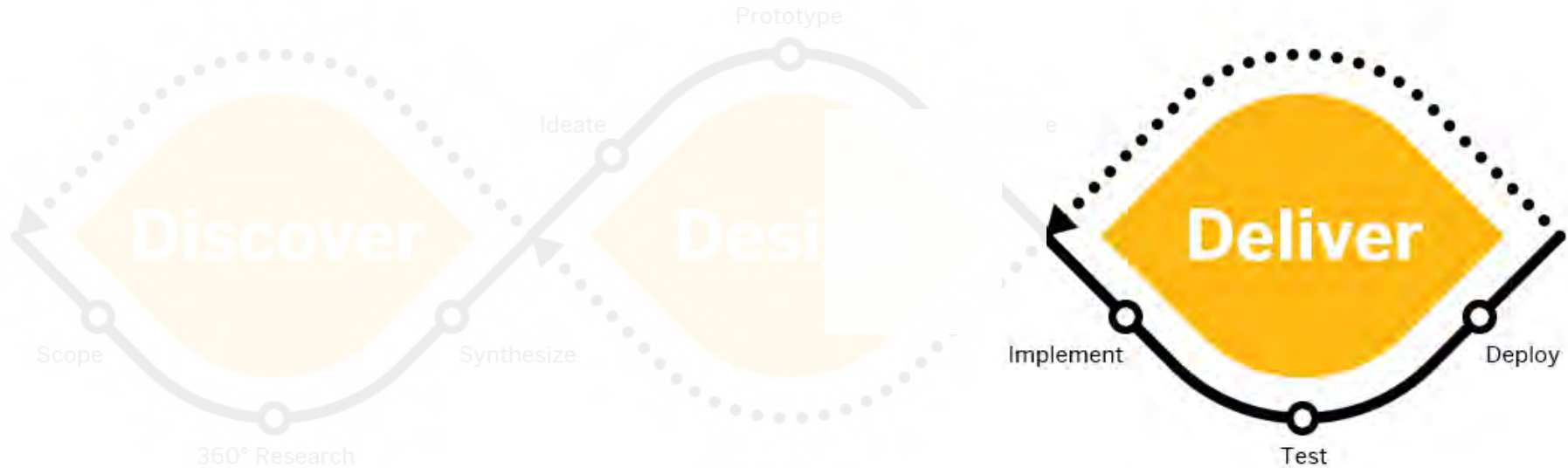
First, we have to find the right questions...



...Before we start creating solutions...



...And ultimately implement them.





We observe
real users





Palo Alto



Heidelberg



Seoul

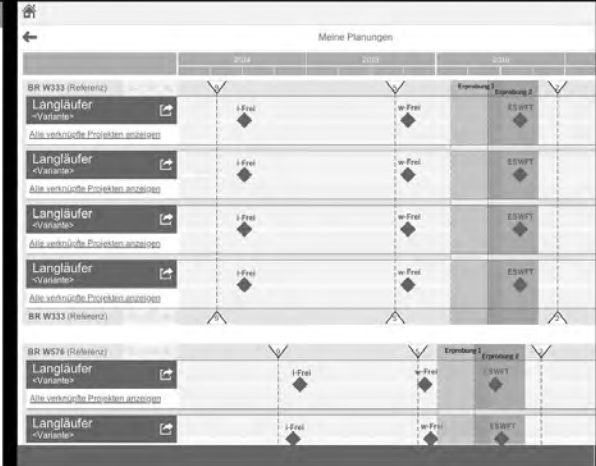
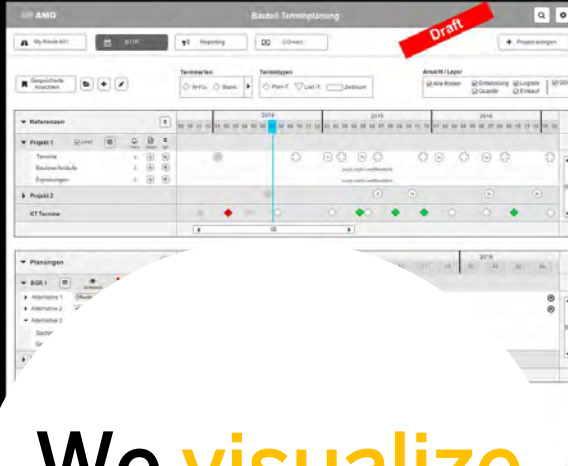
The background of the slide is a photograph of a large, modern conference room with a high ceiling, wooden floors, and large windows. People are seen standing and working at tables with whiteboards. In the foreground, there are green and purple beanbag chairs and a small patch of artificial grass.

We **Co-Innovate**
with our
Customers

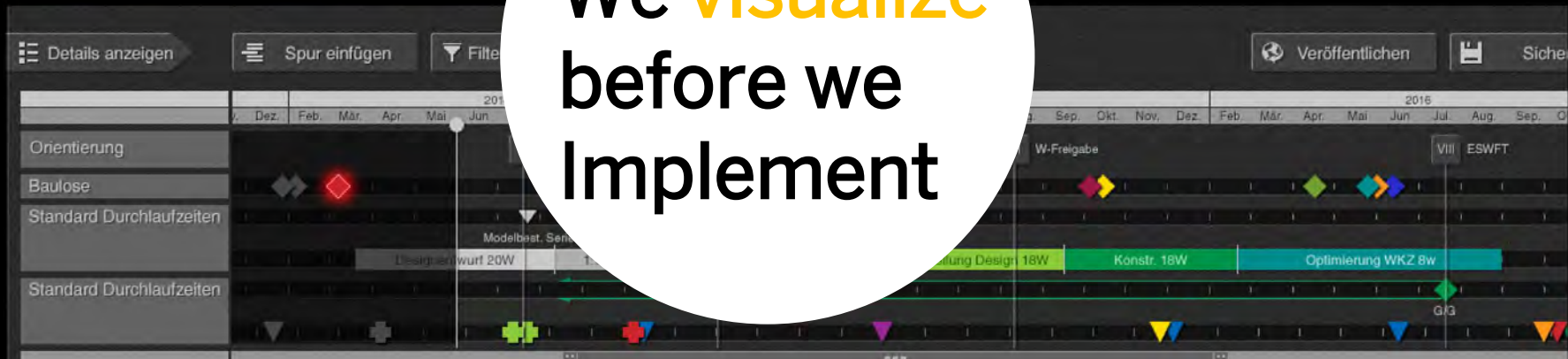


We Use DT to
explore problem
space and
potential
solutions





We visualize
before we
Implement





Does Your Organization Have an Innovative Culture?

Take this free assessment to find out

This survey takes about 15 minutes. Your data is safe and private.

The Value of Design-Led Innovation

The Design Management Institute released a report that shows clear positive correlation between design driven organizations & share holder-value. It shows that design-centric organizations have outperformed the S&P by 219% over

Stages of Innovation Readiness



Interested

- Noticing
- Individual success
- Ad hoc, unintentional
- Grass roots
- Design seen as costs



Invested

- Adopting
- Design is important
- Resources provided
- Best practices defined
- Point solution not repeatable



Engaged

- Realizing
- Design competency
- Design used in day-to-day business
- Facilitates coherency of brand



Scaled

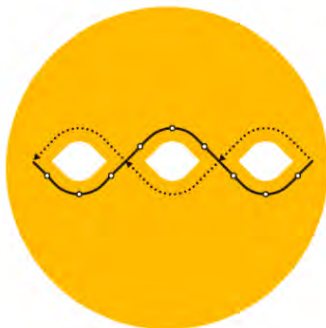
- Innovating
- Collaboration w/ business
- Co-innovation with end users
- Design as business strategy
- Process in place and scaled
- World class design expertise
- Awards in design & innovation

Common Barriers to Design & Innovation



People

- Design talent
- Executive Support
- Siloed organizations
- Scalability
- Priority of design
- Resources



Process

- Design as an after thought
- Ad hoc, inconsistent
- Design process
- End user involvement
- Design iteration
- Tolerance for failure



Place

- Co-innovation space
- Location of teams
- Physical spaces
- Virtual places
- Project rooms

Best Practices to Foster Design-led Innovation Culture

START

DESIGN AWARENESS



SCALE

DESIGN IS APPLIED



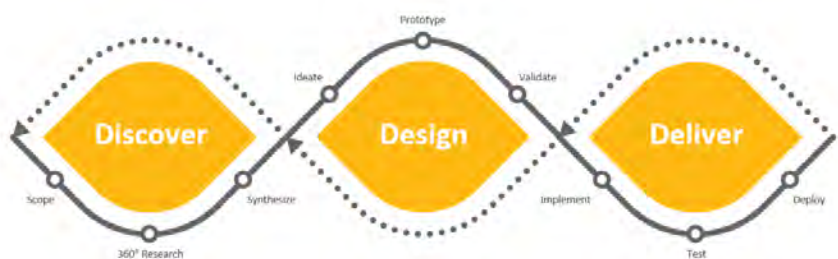
SUSTAIN

DESIGN BECOMES
PART OF THE CULTURE

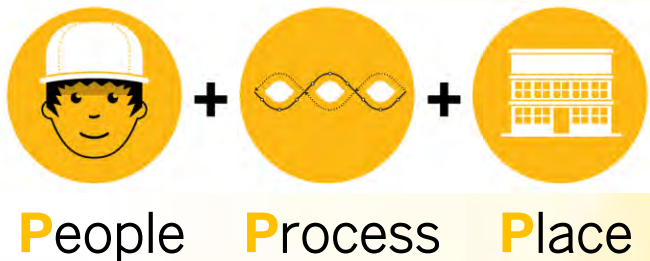


SAP Design Services to help Customers on your design-led journey

1) Create business value with human-centered design



2) Foster design-led innovation culture at customers



450+ Customer Engagements



Discover

- **Design Thinking**
DT Workshop Facilitation
- **User Research**
User Interviews, Observation, Synthesis, Insights

Design

- **Interaction Design**
Interaction Model, Screen flow
- **Visual Design**
Vision Storyboards, Low/high fidelity mock ups

SAP **Design and Co-Innovation Center** is a team of **People** with design expertise

Get in Touch with us

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<https://www.facebook.com/AppHausPA>

A person is captured in mid-air, jumping over a gap between two large, dark, textured rocks in shallow water. The person's legs are spread wide, and they are wearing dark shorts and black sneakers. The background is a bright, hazy sky and water surface.

SAP DCC
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**Are you ready to
take your next step?**