AppHaus

Explore Templates

THE BEST RUN SAP

Explore Templates

Identify, prioritize, and roadmap most valuable use cases together with business, IT and end users to further pursue in the Discover phase.

Keystone Activities

Identify a common set of innovation use cases, prioritize and select a use case to formulate an action plan.

Preparation

People: Include end users, key stakeholders, business and IT during the process.

Place: Dedicate a creative space for both co-design activity

How-To

Here are the templates to identify the most valuable use cases with your key stakeholders.
We curated the templates in the following order based on hundreds of customer engagements.
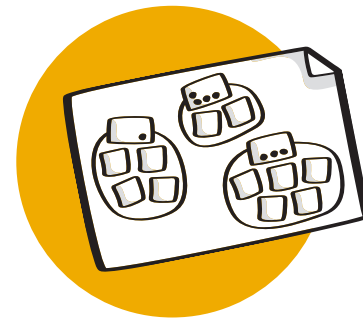Feel free to use the way you find it most useful.

Exploration Exercise	Heat Map	Stakeholder Mapping	Remember the Future	Game Plan

Table of Contents
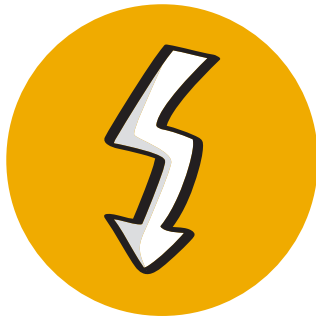
Exploration **Exercise**

Template | Instructions | Example | Protocol

Collect insights about the current situation,
identify the barriers and think about opportunities
to find innovation use cases worth pursuing.

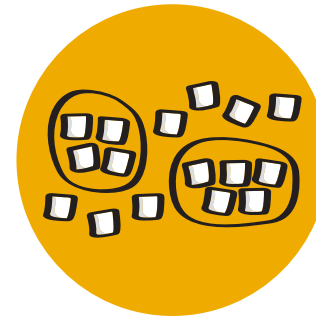# Exploration Exercise

Get a common understanding of the situation

**Issues /
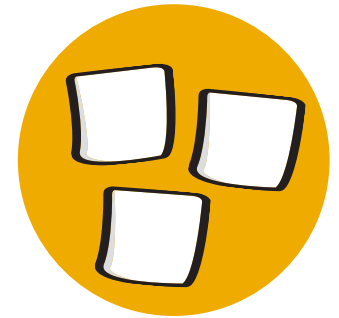Pains points**

Current business
challenges

**Barriers /
Obstacles**

Threats / market
disruption

Wishes
Ideas / Future

Cluster Use Cases
Categories

Dot Voting
Willingness to invest

Exploration Exercise Instructions

Duration

60-80 minutes

Number of Participants

2-8 participants

Why & What

Collect insights about the current situation, identify the barriers and think about opportunities to create clusters of use cases worth pursuing.

Find a more defined problem to solve.

Create a shared view of the current problem.

Fast evaluation of a group of insights based on full team perspectives.

How to use it

1. Collect facts about the current situation.

2. One participant at a time shares out to the team his sticky notes and put them on a wall / whiteboard.

3. List potential barriers.

4. Each participant shares out to the team.

5. Brainstorm the ideal future.

6. Each Participant shares out to the team.

7. Group similar themed post-it notes into clusters and give them a name. Each cluster forms a use case that could be pursued.

8. Each participant gets a set of small dot stickers to vote on the use cases.

9. After the vote, call out the use cases that had a significant number of votes.

10. Have a discussion around the top use cases.

Tips & Tricks

Remind to the participants to use color coded sticky notes for each exercise.

Try to already cluster the sticky notes into themes during the participants' share out.

Exploration Exercise Example

Current business challenges:
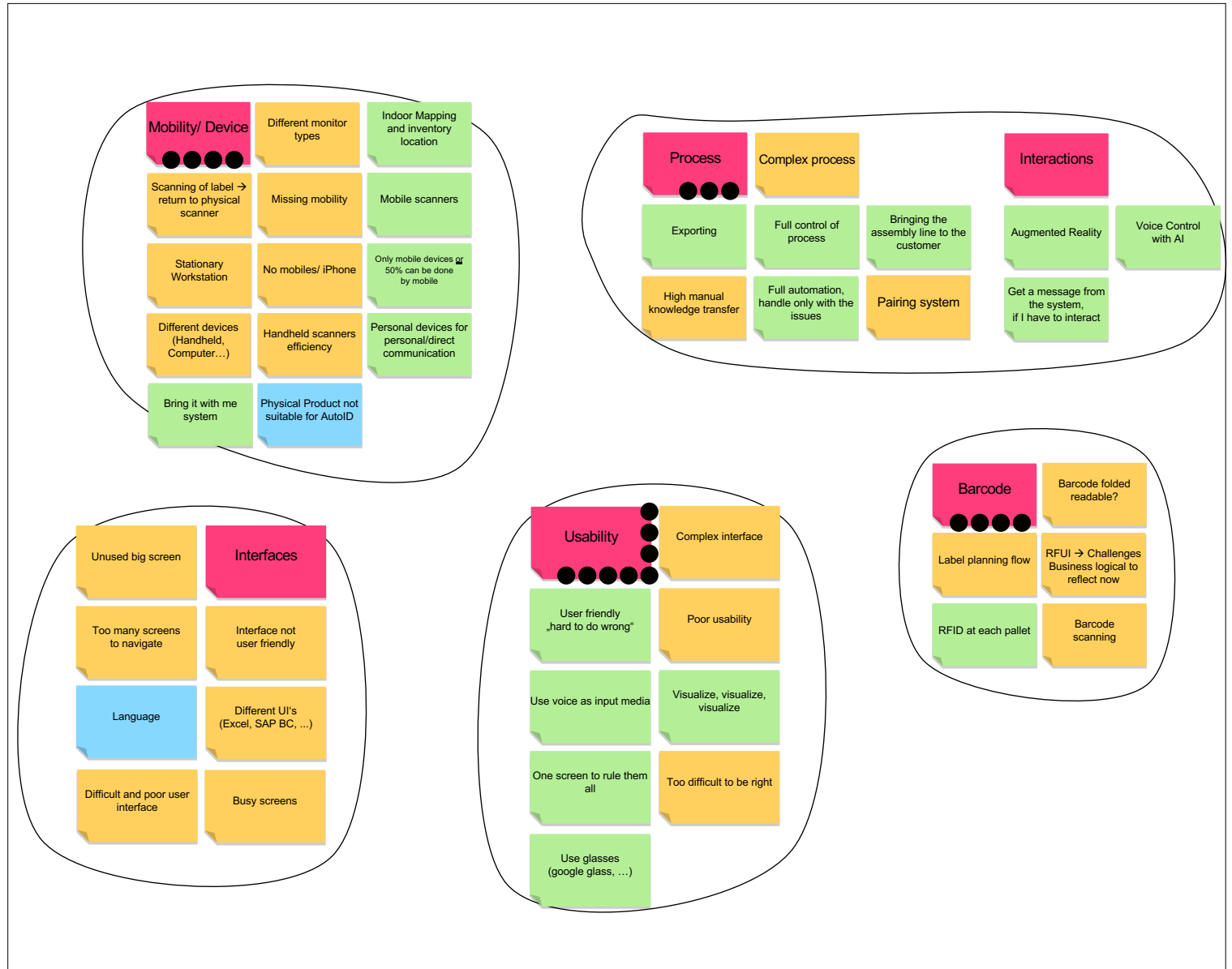
Issues

Threats / market disruption:

Barriers

Wishes / ideas:

Wishes

Willingness to invest on cluster categories with voting dots:

Use Case Name

Mobility/ Device ●●●●

Different monitor types

Indoor Mapping and inventory location

Scanning of label → return to physical scanner

Missing mobility

Mobile scanners

Stationary Workstation

No mobiles/ iPhone

Only mobile devices or 50% can be done by mobile

Different devices (Handheld, Computer…)

Handheld scanners efficiency

Personal devices for personal/direct communication

Bring it with me system

Physical Product not suitable for AutoID

Process ●●●

Complex process

Interactions

Exporting

Full control of process

Bringing the assembly line to the customer

Augmented Reality

Voice Control with AI

High manual knowledge transfer

Full automation, handle only with the issues

Pairing system

Get a message from the system, if I have to interact

Unused big screen

Interfaces

Too many screens to navigate

Interface not user friendly

Language

Different UI's (Excel, SAP BC, …)

Difficult and poor user interface

Busy screens

Usability ●●●● ●●●●●

Complex interface

User friendly „hard to do wrong"

Poor usability

Use voice as input media

Visualize, visualize, visualize

One screen to rule them all

Too difficult to be right

Use glasses (google glass, …)

Barcode ●●●●

Barcode folded readable?

Label planning flow

RFUI → Challenges Business logical to reflect now

RFID at each pallet

Barcode scanning

Exploration Exercise Template

Current business challenges:

Issues

Threats / market disruption:

Barriers

Wishes / ideas:

Wishes

Willingness to invest on cluster categories with voting dots:

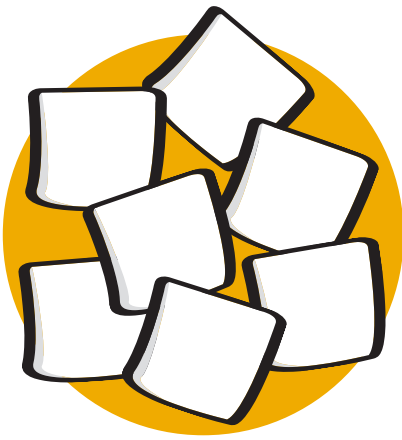| Use Case Name |
|---------------|

Free Wall or Flip Chart paper

Heat **Map**

Template | Instructions | Example | Protocol
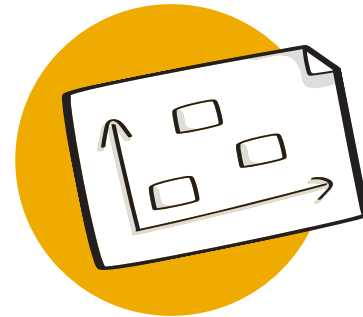
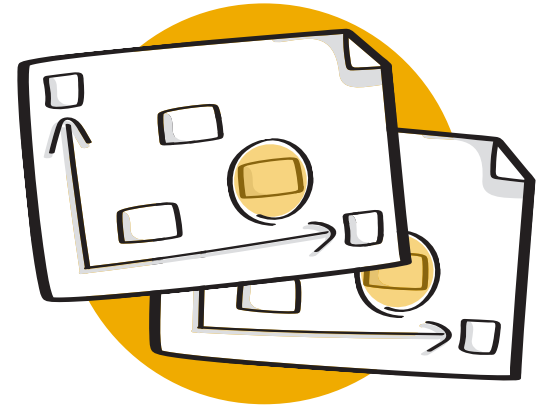Collaboratively get input and buy-in on the priority of innovation use cases to create forward momentum.

Heat Map

Prioritize & make decisions on the innovation use cases that have the most value

**Choose
the relevant
evaluation criteria**
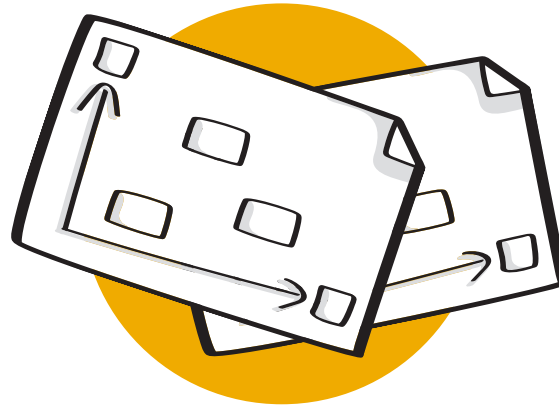
**Prioritize your
use cases against
the criteria**

**Decide
on the use case
to focus on**

Heat Map **Instructions**

Duration

20-40 minutes

Number of Participants

2-10 participants

Why & What

Collaboratively get input and buy-in on the priority of use cases to create forward momentum.

Evaluate & Prioritize use cases based on several criteria.

Make decisions on the use cases that have the most current value.

How to use it

1. Collect your top voted use cases on sticky notes from the exploration exercise.

2. Choose two axes criteria that make sense for the customer and situation. Suggested are "Value for Company", "Value for employee", "Complexity", "Costs", "Effort", "Reach", …

3. Have the team select one sticky note at a time, evaluate it against the two axes, and then place it on the heat map.

4. Repeat the evaluation with different axes criteria (like "Complexity" vs "Time") to facilitate the final use case decision.

5. Estimate the required monetary & human investments for each top clusters.

6. Discuss and decide on theuse case to focus on.

Tips & Tricks

Always think of value to the user created not only to the business.

Heat Map Example

Required Investments:

($) Monetary

(P) People

Value for Company

High

Medium

Low

Low   Medium   High

Process Complexity

Mobility
($) ($) ($)

Process (Knowledge + training)

Transparency
(●) (P)

Usability
(P) ($)

Process Knowledge
(P) (P)

Automation (System Integration)
($) ($)

Infrastructure
Network
Performance
Logon

Barcode

Paper based Process

Value for employee
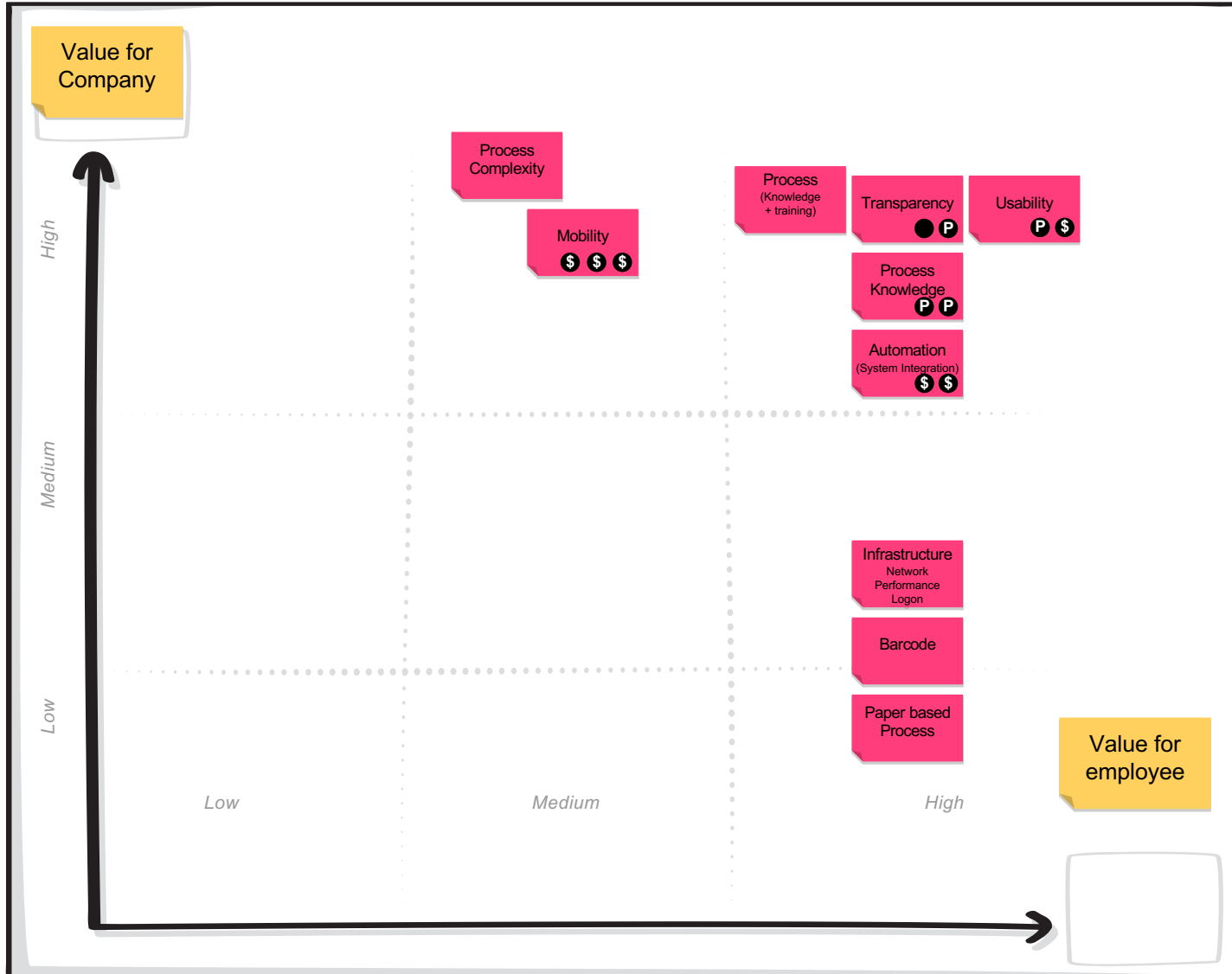
Heat Map Template

Required Investments:
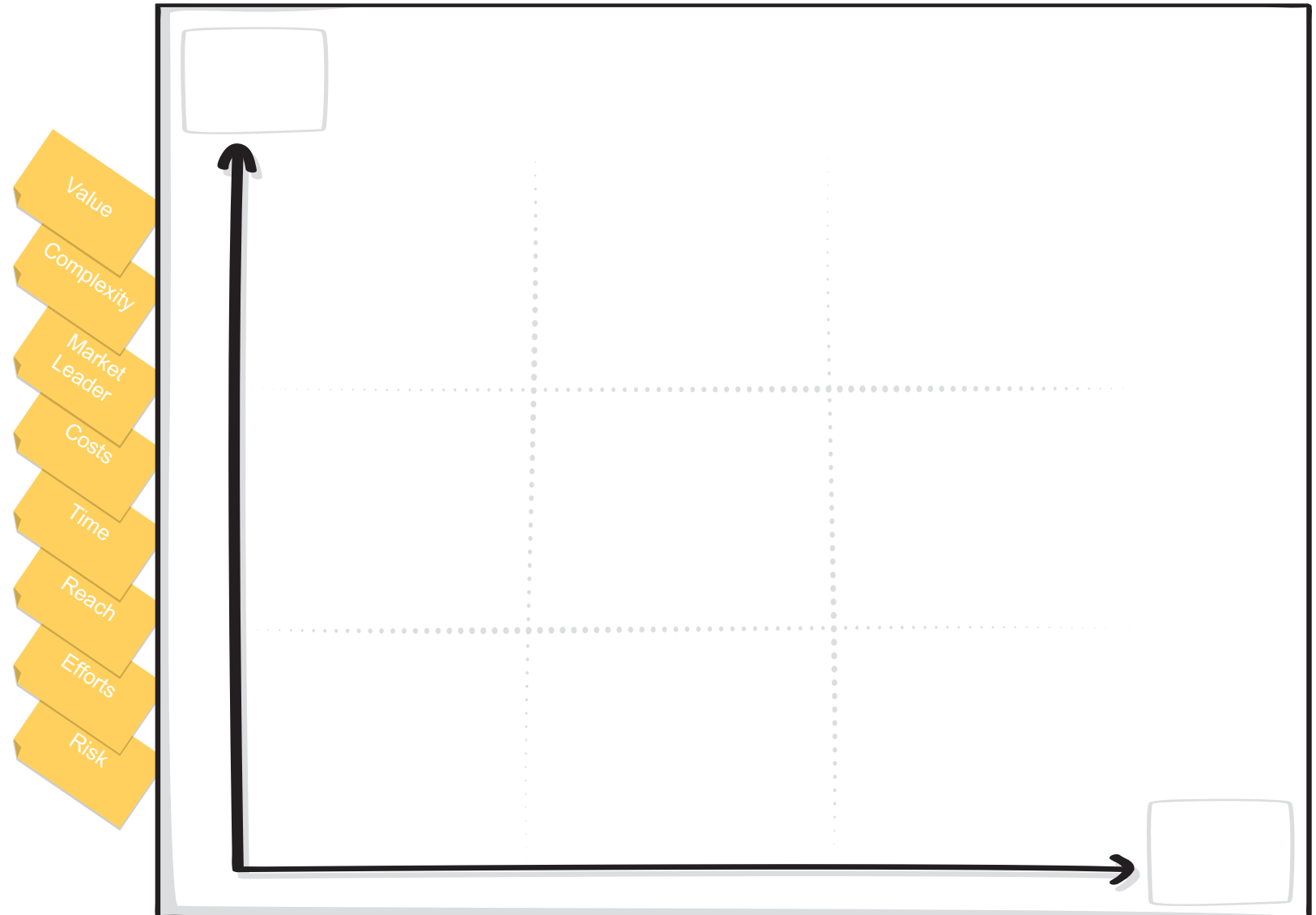
$ Monetary

P People

Value

Complexity

Market Leader

Costs

Time

Reach

Efforts

Risk

Stakeholder Map

Template | Instructions | Example | Protocol
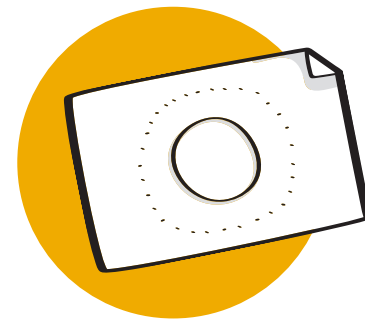
Understand key stakeholders around the use case and how they interact and influence each other.

Stakeholder **Map**

What are all the Stakeholders involved around the use case?

Identify the business user / scenario

Capture all of the relevant stakeholders
direct/indirect, internal/external

Mark how they interact and influence each other

Stakeholder Map Instructions

Duration

30-60 minutes

Number of Participants

2-10 participants

Why & What

Understand key stakeholders around the use case and how they interact and influence each other.

Bring alignment among team members around the organizational context of the project. Make assumptions transparent.

Stakeholder mapping defines the roles of people and their relationships in a "human-centered system" view.

It provides a way of visualizing the many dynamics in play, including motivations, influence and relationships.

How to use it

1. Identify the business user / scenario

2. On individual post-it notes, capture all of the relevant stakeholders that may be affected by or cause impact in the user challenge/scenario.

Discuss with your team to be sure you have an exhaustive list

3. Place stakeholders on your stakeholder map appropriately, visually displaying their relation to the problem

Tips & Tricks

Think internal & external

Throughout the project, refer back to the map often to ensure

you are maintaining contact with all relevant parties.

Add to the map as needed, if the focus of the project shifts or new stakeholders are identified.

Stakeholder Map Example

Stakeholder Map *Template*

Indirect
Stakeholder

Direct
Stakeholder

Target
Audience,
User
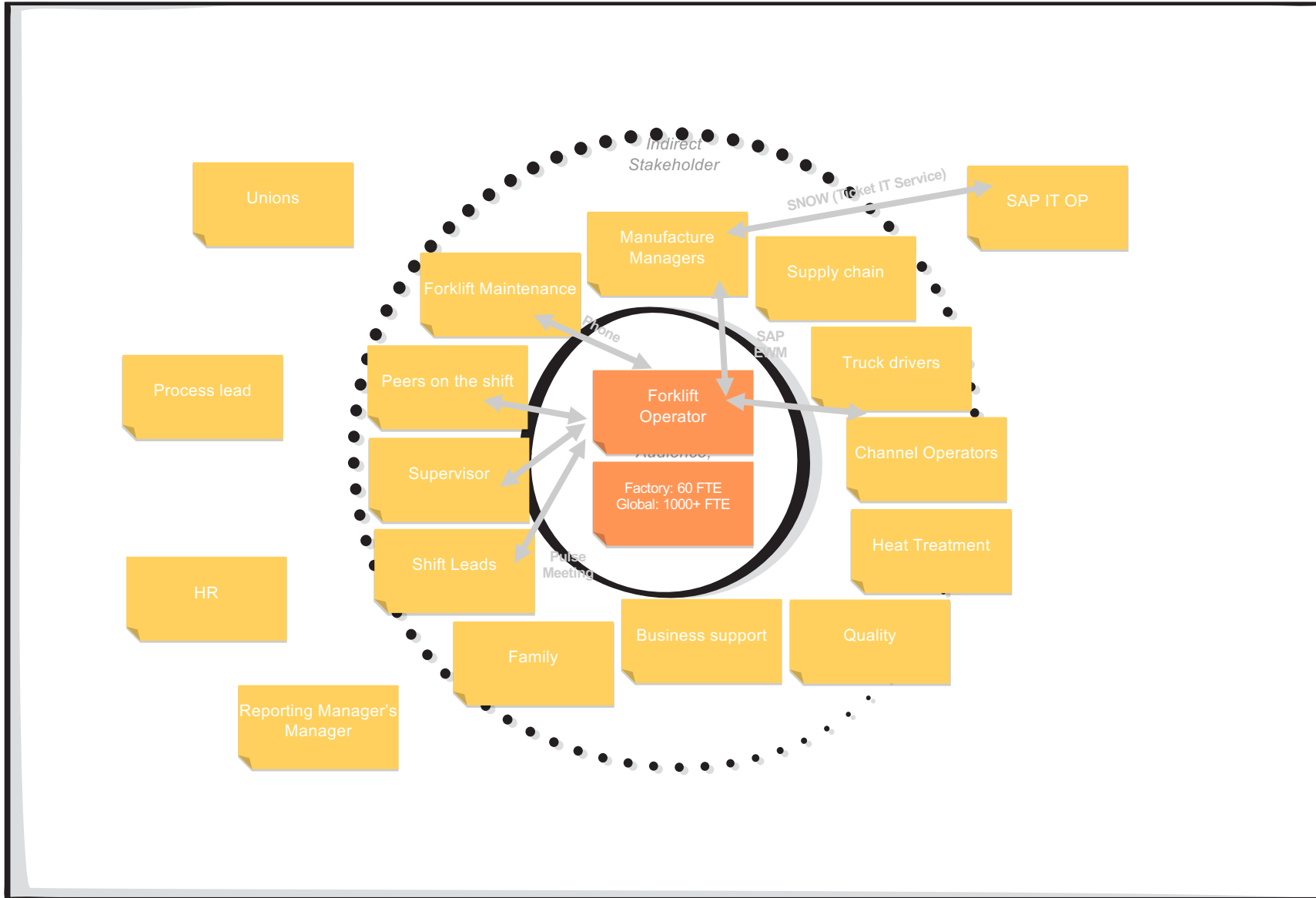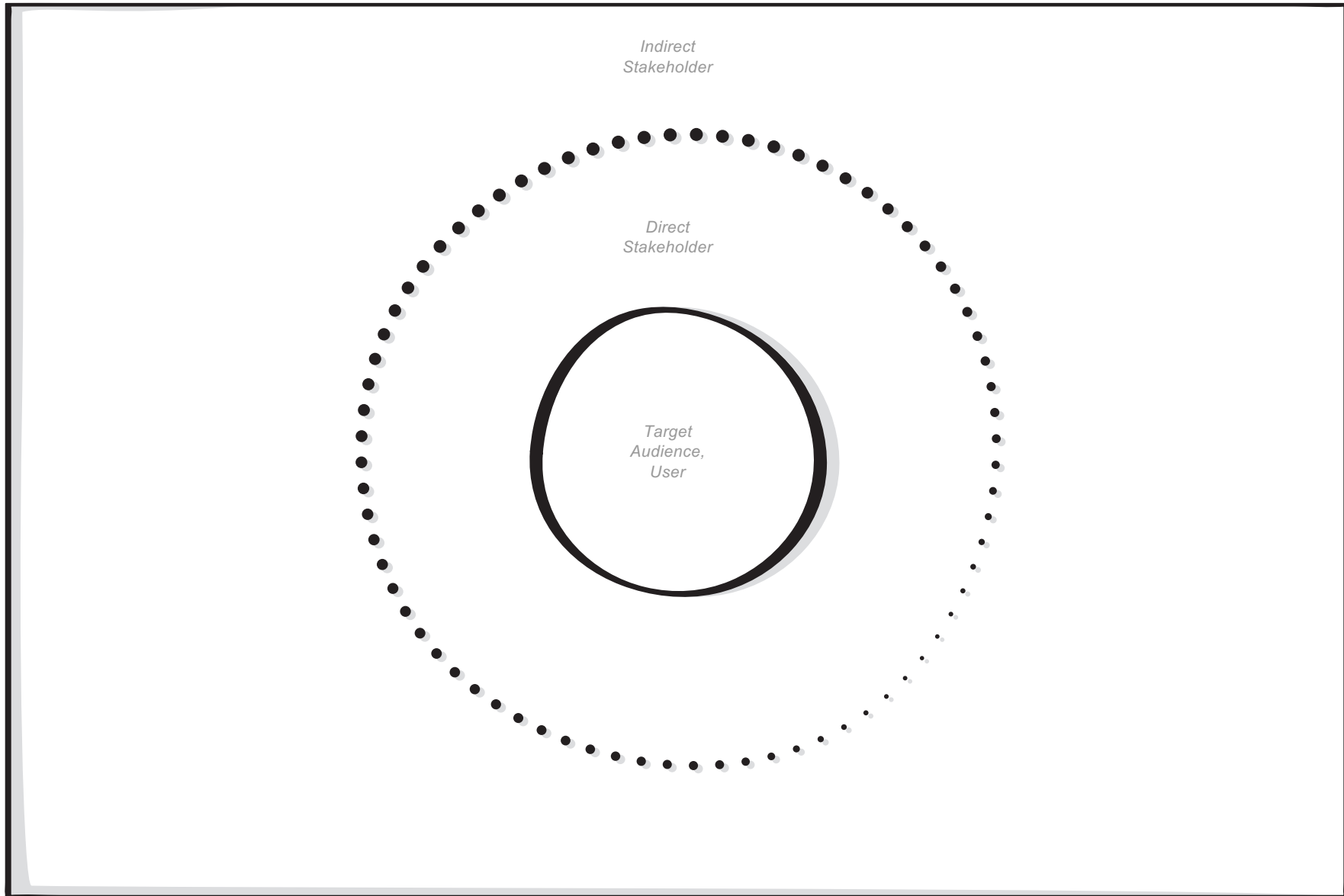
Remember the Future

Template | Instructions | Example | Protocol
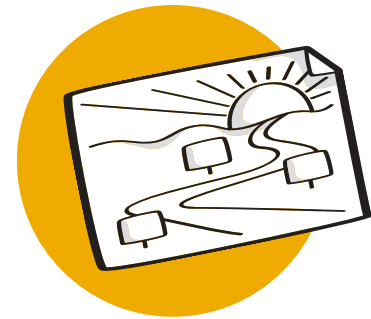
Set up a vision of success for the use case and milestones that will help you achieve that vision.

Remember the Future

Set-up a Vision and understand your definition of success for the use case
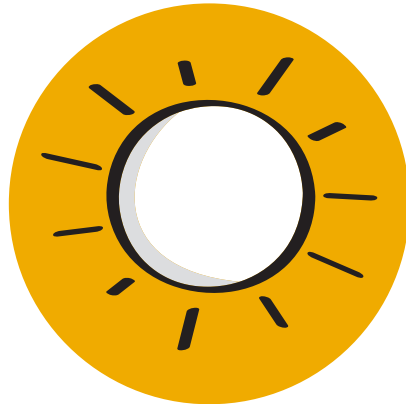
**Brainstorm the vision
for the use case**
"It is 2021 and …"

**Describe the actions
to achieve it**

Remember the Future Instructions

Duration

30-45 minutes

Number of Participants

2-8 participants

Why & What

Set up a vision of success for the use case and milestones that will help you achieve that vision

Define a plan how to move forward.

Helps to overcome political landscapes by creating an aligned vision of the future within the team.

Anticipates a future scenario, where a challenge has been successfully solved by the team.

Looking back from this point of success, the method drives ideation of needed steps and activities to get there.

The definition of a future scenario sets a common vision and guiding star for the team.

How to use it

1. Layout a future scenario with a silent brainstorm:

"It is 2020 and _____"

"What happened?"

2. Share out the results and discuss a final statement.

3. Silent brain dump with focus on actions/decisions that were taken in the timeframe until the future scenario happens:

"What have you done to achieve this?"

4. Share out the results and agree on the achievements.

Tips & Tricks

You can do the activity with a shorter time frame (at the end of the year) as well a longer one (in 5 years).

Remember the Future Example

Remember the Future Template

Vision

Achievements
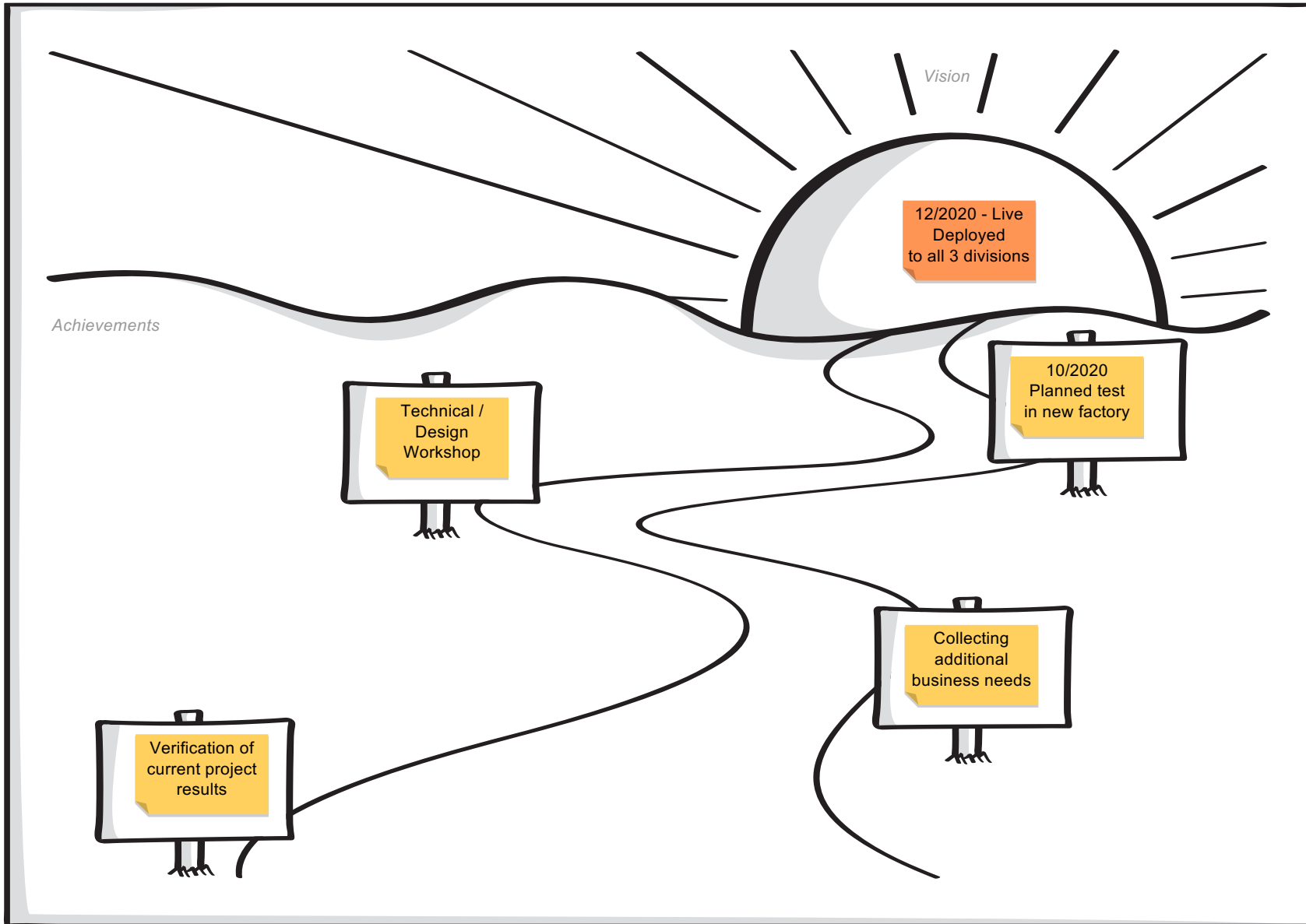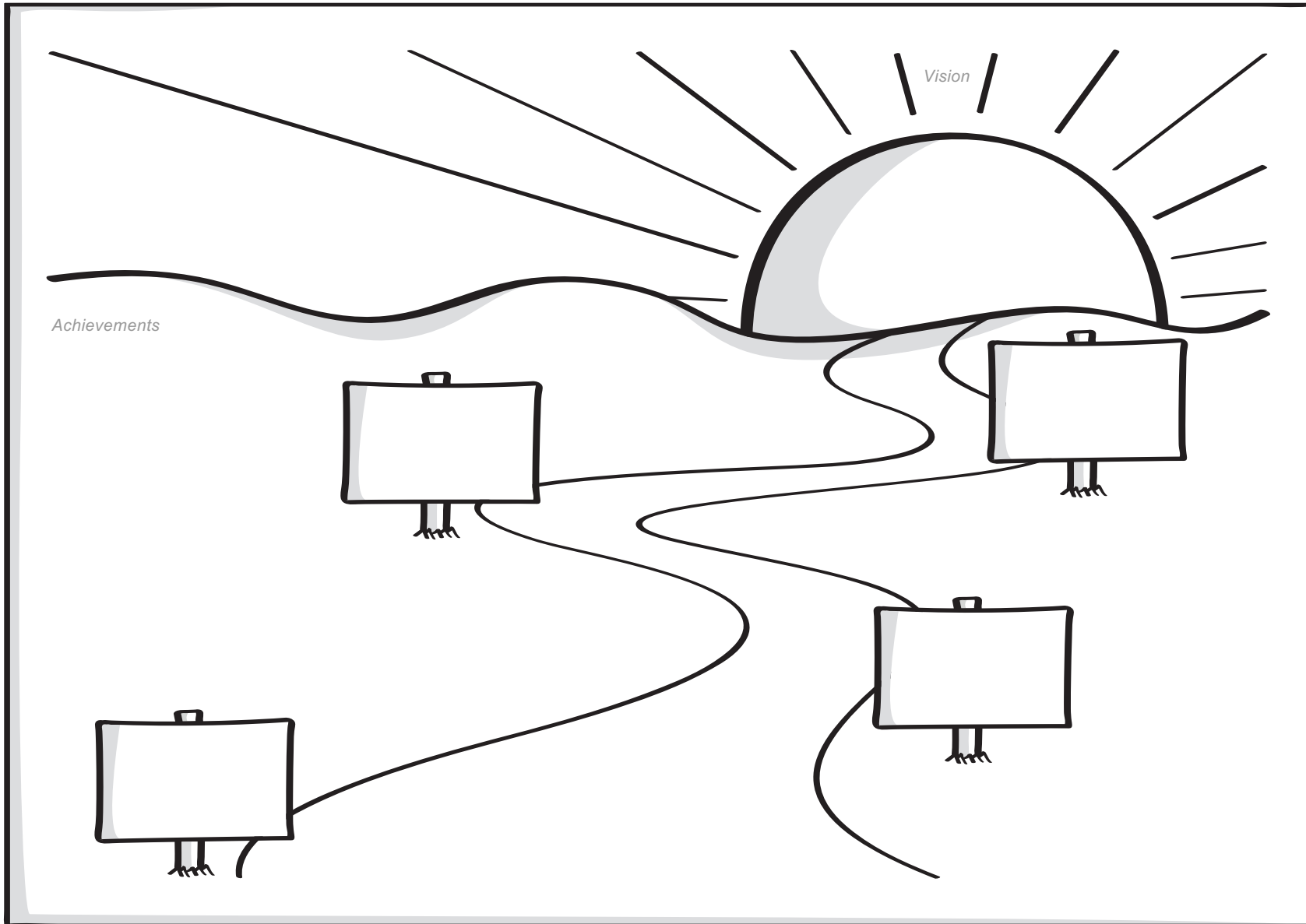
Game **Plan**

Template | Instructions | Example | Protocol
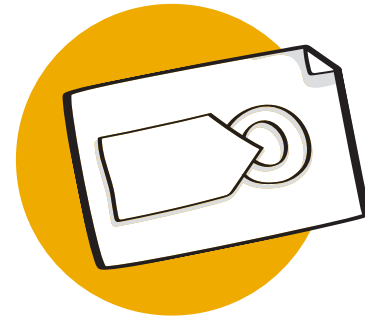
Get a deeper understanding regarding vision,
success factors, challenges, resources and phases
that will be needed for the project.

Game Plan

Shows you how you'll get where you want to go with the project.

Define the vision, objectives & deliverables
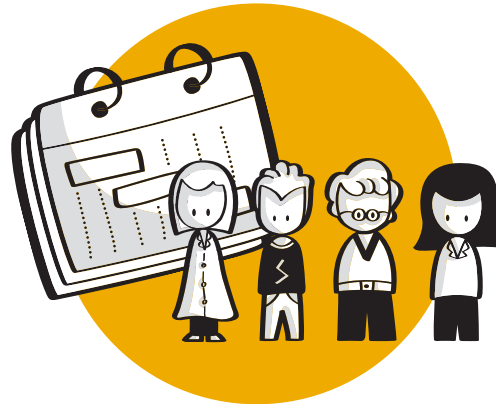
Write down the steps, activities & responsible individuals

Identify the criteria of success and the challenges

Game Plan Instructions

Duration

30-60 minutes

Number of Participants

2-8 participants

Why & What

The Game Plan shows you how you'll get where you want to go with the project.

It helps visualize the streams and track outcomes.

Get a deeper understanding regarding vision, success factors, challenges, resources and phases that will needed for the project.

Get consensus around specific tasks required to complete the project.

How to use it

1. Define the vision for the project.

2. Describe the objectives & deliverables of the action plan.

3. Highlight what is out of scope.

4. Write down all the steps and related activities to complete the objectives

5. Identify the individuals and team in charge of the tasks.

6. Identify the criteria of success and the challenges in order to accomplish the vision through all the activities.

Tips & Tricks

It is useful track follow-up action items.

Game Plan Example

Actions/Clusters

	Project Setup	Technology	Discover	Design	Deliver
Activities	Kickoff		User research Interview	Interaction design	Define test approach
				Feedback loop	Define group of users for live app
				Clickable design prototype	
				Visual guideline	
Deliverables					
Team & Resources	Project lead				

Objectives / Deliverables: Secure Productivity, Minimize wrong data input on channels, Usability Easy system usage, Effective logistic

Criteria of Success: Acceptance of end user, Easy Adoption

Vision: Become attractive workplace, Less/No Training

Challenges: Hardware ability, Project priority

Out of scope

Game Plan Template

Actions/Clusters

Activities

Deliverables

Team & Resources

Objectives / Deliverables

Criteria of Success

Vision

Challenges

Out of scope

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Discover Templates

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Discover Templates

Help you understand your end users' needs and wants

to identify opportunities for the innovation use case.

Keystone Activities

User research, synthesize, formulate problem statement and begin understanding the architecture constraints and needs of the solution.

Preparation

People: Include end users, key stakeholders during the research.

Place: Make sure research takes place in the environment of the users.

Dedicate a creative space and walls for synthesis.

How-To

Conduct user research to get insights on end users' pain points and opportunities for improvement.

Research Guides → Synthesis Grid → Persona → User Experience Journey Map → Problem Statement
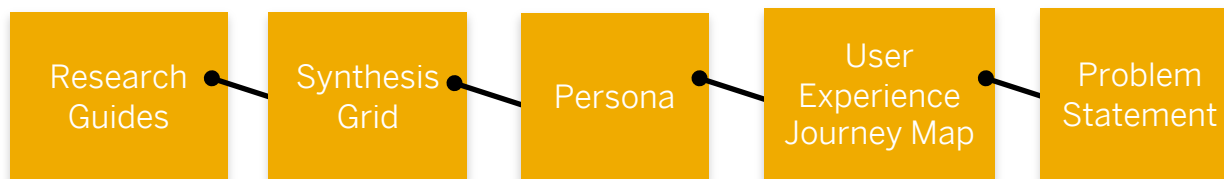
Table of Contents

Research **Guides**

Templates | Instructions | Example | Protocol

A workbook and interview script to assist with onsite observation & interviews with end-users for the project.

Discover The Problem Space 360° Research

Conduct field research

(primary)

Talk to End-Users

Talk to Stakeholders and Experts

Conduct other research

(secondary)

Look at thought leaders / analysts

Consider adjacent, analogous and other research

Conducting Interviews

- Pair up for interviews:
  interviewer and note taker

- Listen

- Be curious and ask why

- Be aware of body language
  (your own and interviewee)

- Take photos

- Collect artifacts

- Write down your impressions
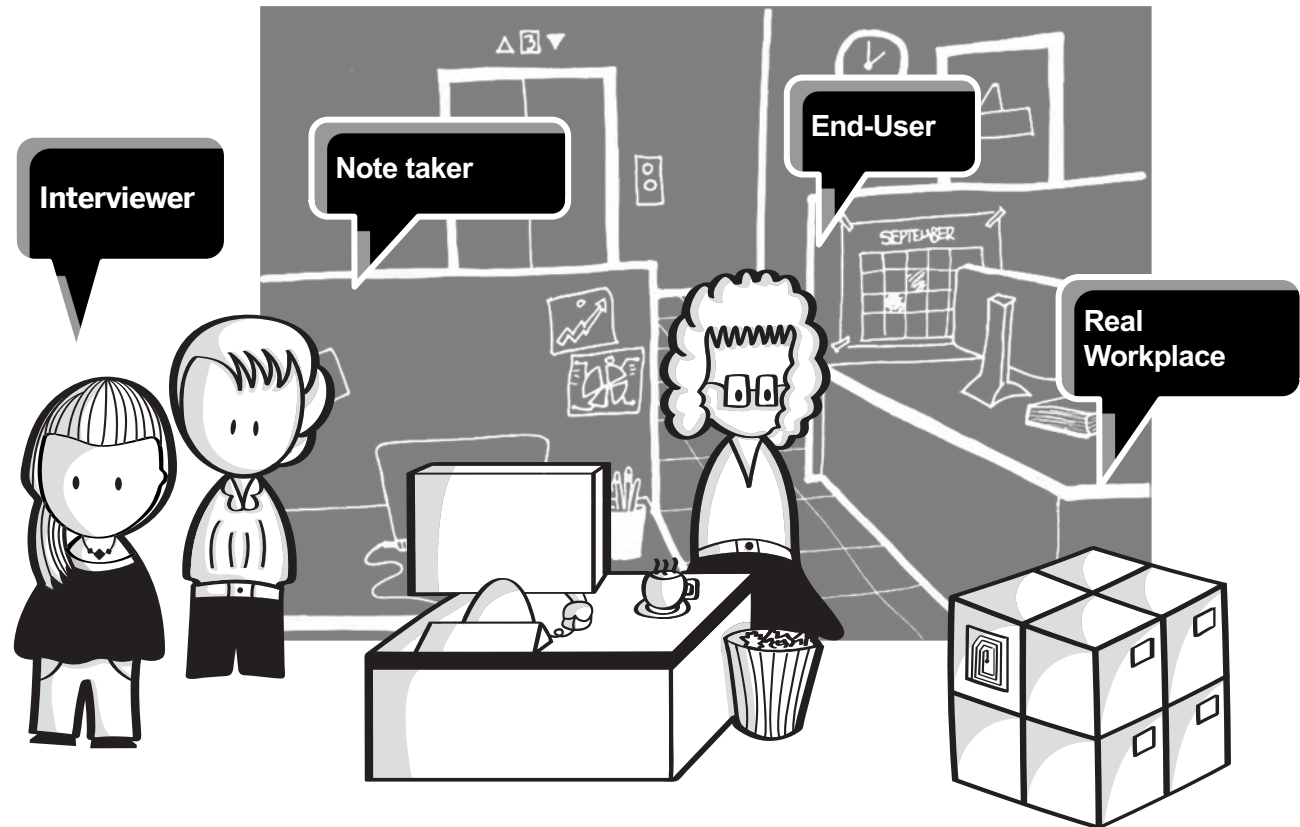
How you ask matters

Ask open-ended questions

✕ Closed ended: results in a single word answer

✓ Open-ended: 'what', 'why', 'how', 'when', 'where', 'who'

Do not ask leading questions

✕ Do you like getting coffee?

✓ How is the getting coffee experience?

Interview Guide

Pre-Visit **Workbook**

Workbook to send upfront the onsite observation

& interview to the end-users

for collecting a first feeling:

- Introduction

- Your Routine

- Best Day/Worst Day

- Tips & Tricks

Pre-Visit Workbook

Hello!

Thank you for participating in our research. The purpose of our meeting is to gain insights for:

Your scenario / use case

Please fill out this workbook. Do not worry about making it "pretty!" It will be of great help for our meeting.

I look forward to chatting with you !

Introduction (2 min)

Please tell us a bit about you below.

My name is *name*

And I work in *business unit, department*

My current position is *job title*

and I have been doing it for _____ years.

My main responsibilities include

Main responsibilities

Checklist (20 min max)

☐ Introduction (2 min)

☐ Your Routine (5 min)

☐ Best Day/Worst Day (6 min)

☐ Tips & Tricks (5 min)

Bonus points if you **help capture** the following though **photos:**

☐ Work environment

☐ Helpful tools, things, people

☐ Hindering actions, protocols

Draw yourself and your team here!

Your Routine (5 min)

Please **give us an idea of how you spend your day.**

What kinds of **activities** do you perform for your job?

How much **time** is spent each day doing each activity?

Please also include the following
• software, devices, tools/materials used
• people who are involved and/or talked to

Rough sketches and keywords are great,
since you will have the chance to verbally elaborate when we meet.

7:45 — WAKE UP
GOOD BREAKFAST!
TALK TO MY WIFE — NO EMAIL!

9:00 — DRIVE TO WORK.
PHONE MEETING.
twitter @
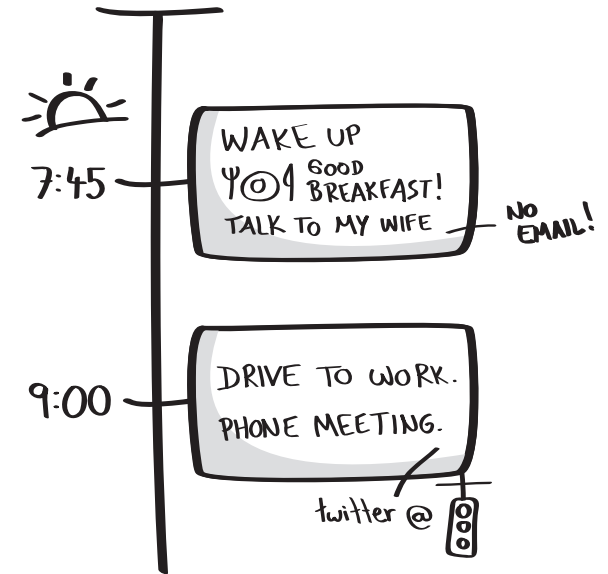
This is just an example … No timeline is needed!

A few things I do…   Who I talk to...   How long it takes…   Things I use...

Your routine description

Your Best Days (3 min)

Take a moment to recall **days that feel great** on the job

What happened?

What things (tools, protocols, or people) supported you?

Your Worst Days (3 min)

Take a moment to recall **not-so-great days** on the job

What happened?

What things (tools, protocols, or people) supported you?

Tips & Tricks (5 min)
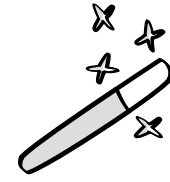
What are **5 things that you would tell someone new** to your group

to help them succeed? *(This does not have to be related to applications or software)*

1) _____

2) _____

3) _____

4) _____

5) _____

Thank you!

Please put here any notes (highlights, concerns)

that you would like to discuss during our upcoming meeting.

Interview Guide Overview

Interview script guide to support the interviewer & the note taker during the end-user observation & interview:

- Introduction

- Personal Introduction

- Interview & Observation
  - Key tasks
  - Processes
  - Pain Points and room for improvement
  - User Journey for the processes

- Backup Questions for Interview

- Notes

Interview Guide

Introduction (5-10 min)

• We are Designers of ___Your company_____

• Project goal: _____

• We would like to capture your insights, understand the pain points and current situation.

"Don't worry. This is not a test. We are not here to critique your way of working, but rather to fully understand your work and how you do it. We want to gain a general understanding of your task flows and all of the tools and resources that you use in relation to this scenario in your daily work.
Please be open and honest! It is very important for us to get the real picture of your everyday tasks."

• We are interested in any problems or unmet needs you have in relation with this scenario.

• This interview will take about max 60-90 minutes. You can have a break or stop the interview at any time.

• Is it alright with you for us to take pictures / recording of your work environment?

• Could we have screen shots printed out?

• The information that we gather in our session will be fully anonymous and confidential.

Personal Introduction (10 min)

Interviewee Name: _Name_

Department: _Department_

Date & Interviewer: _Date & Interviewer_

What is your official job title? _Answer_

How long have you worked in this role? _Answer_

Which software do you use? _Answer_

Which additional tools do you use?

☐ Telephone
☐ Internal Guidelines
☐ Copy machine
☐ Mail

☐ Internal Guidelines
☐ Books, Lists, Manuals
☐ Online (Intranet)
☐ Files, Archives etc.

☐ Copy machine
☐ Printer
☐ Print

Further description of the workplace:
Equipment, hardware (e.g. number and size of screens), & tools are used. Take a picture/draw a sketch the user's work environment. Look out for sticky notes, folders, filing baskets, and describe how they are used.

Interview & Observation (30-45 min)

Note: Screenshots!

Key tasks (= use case)

Imagine that we were new colleagues, who are about to take on the same tasks as you in the future. **_Show and tell us_**, how you work so that we don't struggle with the same difficulties and how your workaround is.

Which are your **main (E2E) processes** in your daily / regular business?

- 1 *answer* _____

- 2 *answer* _____

- 3 *answer* _____

- 4 *answer* _____

- 5 *answer* _____

Who are your **customer / stakeholders** (internally / externally)?

_____

Are you **working in a team**?

_____

Please show us the _____ process

- What is the trigger of starting this process / using this report? (=why?)

- Which are your most important tasks or information?

- Who is your customer (internally / externally)?

- Are there any recurring tasks? If yes, which ones?

- How often and when do these tasks occur (e.g. weekly, monthly, periodicity)?

Pain Points and room for improvement

- Do you recognize any bottlenecks (e.g. communication)?

- Do you have further proposals for improvements?

- What do you like in current solution

- Is there anything else to tell us?

- Individual discussion based on pre-survey

User Journey for the_____process (30 min)

Please show us the _____ process

- What is the trigger of starting this process / using this report? (=why?)

- Which are your most important tasks or information?

- Who is your customer (internally / externally)?

- Are there any recurring tasks? If yes, which ones?

- How often and when do these tasks occur (e.g. weekly, monthly, periodicity)?

Pain Points and room for improvement

- Do you recognize any bottlenecks (e.g. communication)?

- Do you have further proposals for improvements?

- What do you like in current solution

- Is there anything else to tell us?

- Individual discussion based on pre-survey

User Journey for the_____process (30 min)

Backup Questions for Interview

Per key task:

Activity
- How do you know when to start the task?
- (e.g. by work-lists, messages, email, telephone etc.)?
- Which concrete steps do you have to make in order to perform this task?
- How do you know you are done?
- Errors handling?

Information Flow & Exchange
- Which concrete information do you need in order to execute each of these steps?
- Wherefrom (from whom) and in which form do you receive this information, e.g. which kind of reports, documents, access to specific databases or artifacts?
- Is the information you get sufficient? If no: which further information do you need to fulfill your task?

Decision Making
- Which decisions have to be taken in context of these tasks?
- How do you take the decision?
- Which decisions can be taken by yourself?
- Which decision needs to be taken by someone else?

Communication with other people / parties etc.
- Which additional persons (roles - e.g. tax payer, court) do you need to fulfill these tasks? What are these persons contributing then?
- How do you communicate with each of these process members (phone, eMail, letter, fax, face to face)?
- How (and where) do you document this?
- To whom do you need to transfer this information (e.g. status)?

General
- How do you ensure you fulfill your tasks in time?
- How do you document your work (e.g. notes)?
- What happens when you are not in the office?
- Career Path?

Synthesis **Grid**

Templates | Instructions | Example | Protocol

Unpack thoughts and experiences into tangible and visual pieces of information. Synthesize data into interesting findings and create insights which will be useful for creating solutions.

Synthesis Grid

Unpack thoughts and experiences into tangible and visual pieces of information

Share the stories and characteristics of users
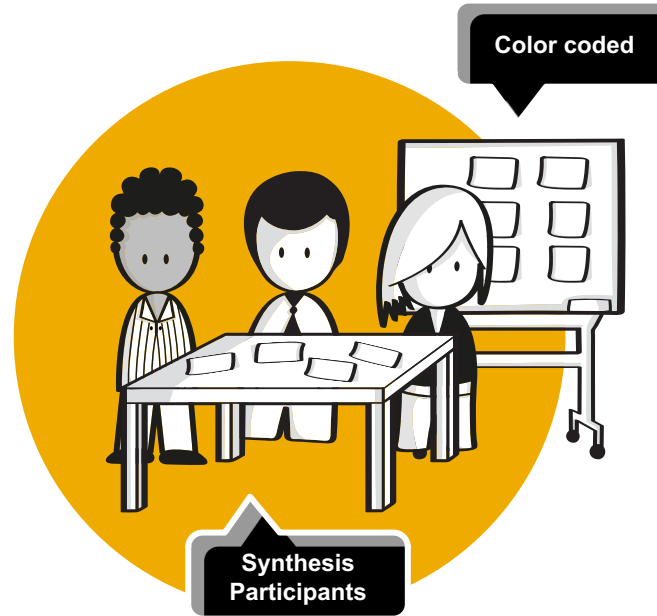
Capture data points of the stories

Cluster & Highlight the key insights

Discover **Synthesis**
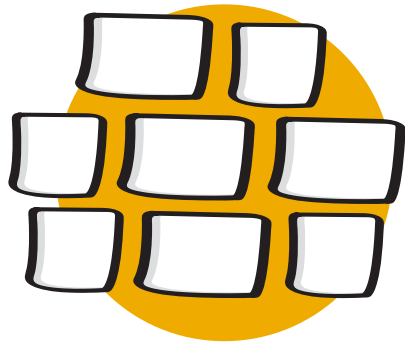
Mass of unstructured information
Result of research interviews

Make sense of the data
Synthesis
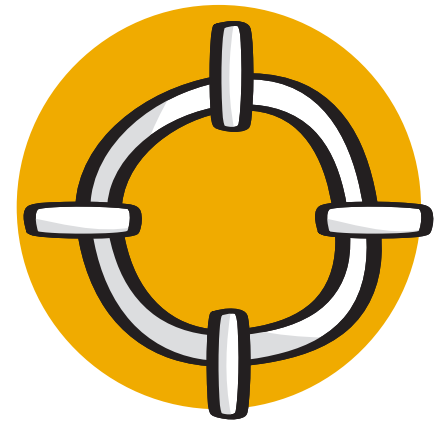
Define a clear problem statement as focus for design
Goal

How to debrief

To begin the synthesis grid, cover the walls with post it notes
consisting of data points.
below are topics to consider:

- Role introduction
- Daily routine
- Best day/worst day
- Tips & Tricks for new employee
- Work environment
- Helpful tools, things, people
- Hindering actions, protocol
- How long does it take
- Who I talk to
- Extreme experience
- Story about last time
- Errors handling
- Career Path
- …

Synthesis Grid Instructions

Duration
30-180 minutes

Number of Participants
3-5 participants

Why & What

Unpack thoughts and experiences into tangible and visual pieces of information.

Get the team on the same level of knowledge about the research findings.

Synthesize data into interesting findings and create insights which will be useful for creating respective solutions.

Inspire the team to move toward identifying meaningful needs of people and insights.

How to use it

Outline the research approach (e.g. interviews), methods, and circumstances at the beginning of the session to summarize the effort.

2. Round the table: Share the stories and characteristics of users with your team mates.

Images, movies, anecdotes, and quotes are useful to support your story and engage the audience. Encourage the audience to ask questions.

3. Each team mate capture data points of that stories and stick them to the synthesis grid on the wall.

4. Cluster the data and define headlines for the different topics

5. Highlight the key insights with Golden Nugget frames.

Tips & Tricks

For the storytelling you can think about:

. Role introduction

. Daily routine

. Best day/worst day

. Tips & Tricks for new employee

. Work environment

. Helpful tools, things, people

. Hindering actions, protocol

. How long does it take

. Who I talk to

. Extreme experience

. Story about last time

. Errors handling

. Career Path …

Synthesis Grid Example

Synthesis Grid Template

User Characteristics	
Goals & Needs	
Pain Points	
Most Surprising Facts	
Ideas	

Persona

Templates | Instructions | Example | Protocol

Archetype of your users from research interviews to guide future design decisions.

Persona

Archetype created to represent goals and behaviors from user research

What are the typical characteristics that best reflect the users ?
(name, age, role, educational background)

What goals, tasks does the persona have?

What does she like? About what is she frustrated?

Persona Instructions

Duration
15-30 minutes

Number of Participants
3-5 participants

Why & What

Archetype of your users from research interviews.

Considering Personas helps to guide future design decisions. They give a human face to an otherwise abstract data.

We work with Personas, so our developers don't develop for themselves." - SAP User Researcher

Personas are fictional characters, based on real data from your research interviews and created to represent user types and roles. They include goals, desires, tasks and limitations of the users.

How to use it

1. Include typical characteristics of users: face, name, age, educational background, etc.

In context of the design challenge:

2. Describe
• What is their role?
• What is the goal they are trying to achieve?
• What are the tasks to achieve the goal?
• What is the trigger for these tasks?
• How frequently do they complete those tasks?

3. Describe likes and dislikes.
• What does the Persona like?
• What frustrates the Persona?

4. Visualize.
• Describe or sketch what their environment looks like.

Tips & Tricks

Knowledge about the users for the use case is a prerequisite in order to leverage this tool.

Persona Example

Demographics

My Name

Michael

My Age

29

My Education

Gymnasium A-Level
Company High Education
Program

My Background

Former Craftsman
10 years at the company
was in production line

Activities

My Role

Forklift Operator

My Competencies

Power User	——●——	Casual User
Proactive	—●—	Reactive
Team Worker	——●——	Lone Fighter
Global Focus	——●——	Local Focus
Innovative	——●——	Conservative

My Goal

To be efficient
Bringing Value to
Company

My Trigger

Production Order
E-Mail change request

My Tasks

Supply Production
Channels
Return goods to
basement

Frequency

☐ Hourly   ☐ Weekly
☐ Daily   ☐ Monthly

Work Context

I work with ...

Channel Operator
Truck Driver

My environnment looks like...

Forklift Cabin with
touchscreen
Shared Office with
desktop
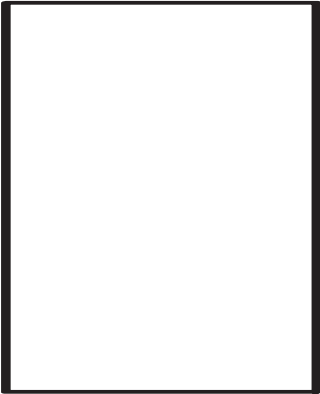
Feelings

What motivates me?

Wants to learn more
Feels he's part
of the company
Team Loyalty

What frustates me?

Double work
of relabelling

Too much information
on the screen
Scanner Quality

Persona Template

My Name

My Age

My Education

My Background

I work with ...

My environnment looks like...

My Role

My Goal

My Tasks

My Competencies

Power User —— —— ○ —— —— Casual User

Proactive —— —— ○ —— —— Reactive

Team Worker —— —— ○ —— —— Lone Fighter

Global Focus —— —— ○ —— —— Local Focus

Innovative —— —— ○ —— —— Conservative

My Trigger

Frequency

☐ Hourly   ☐ Weekly

☐ Daily   ☐ Monthly

What motivates me?

What frustates me?

User Experience Journey Map

Templates | Instructions | Example | Protocol

A User Experience Journey Map helps a team understand current challenges and motivations for the user over time to derive insights about the use case.
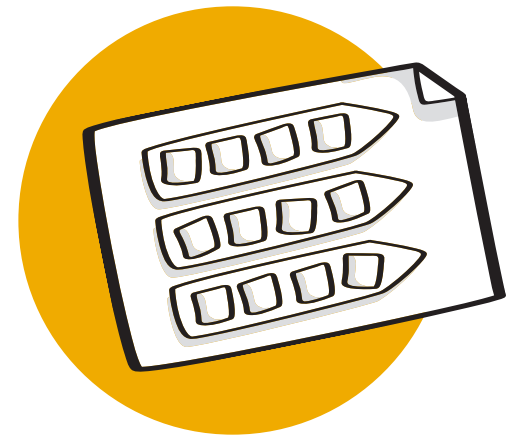
User Experience Journey Map (As-Is Process)

Structure your knowledge about the use case, in context of the persona and research
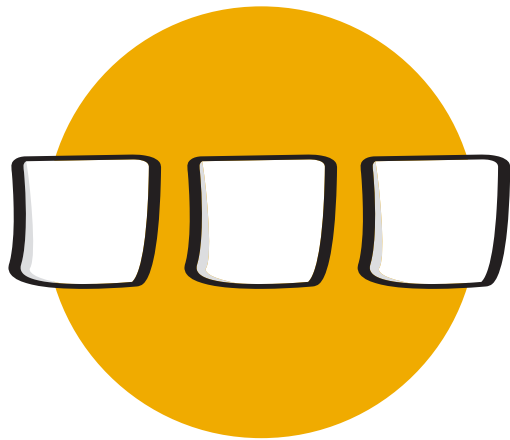
Write down the actions step by step

Write down the corresponding mindset and touch points
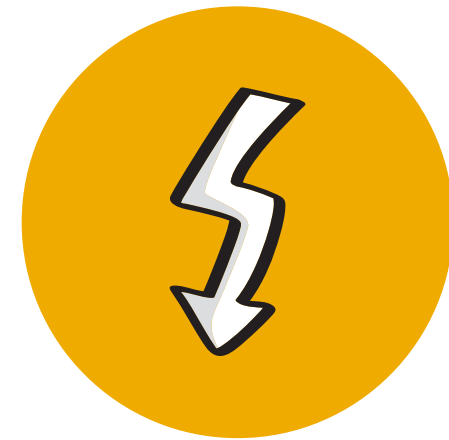
Mark the pain points and moment of truth

User Experience Journey Map Instructions

Duration
60-120 minutes

Number of Participants
3-5 participants

Why & What

An User Experience Journey Map allows a team to gain a common understanding about the use case through the eyes of the user over time. It helps a team to realize current user challenges and motivations, as well as to derive insights about the use case and to articulate user needs.

It is an exercise used to layout the user experience in a chronological order, step by step, on a whiteboard or on a big poster. Knowledge about the use case and the user is key to conduct this exercise.

We use this activity to capture the As-Is Process during the Discover phase.

How to use it

1. Center lane: Write down the actions step by step. What actions does the user take while trying to achieve their goal and/or fulfill their tasks?

2. Top lane: Write down the corresponding mindset. What is on the user's mind during this journey? How do they feel at each step of their journey?

3. Bottom lane: Write down the corresponding touch points. What touch points does the user have? What do they engage with while on the journey (tools, devices, conversations, other people, etc.)?

4. Mark the pain points and moments of truth.

Tips & Tricks

Moment of truth

A "moment of truth" describes a situation when something could go wrong and/or in which critical decisions have to be made.

Pain points

Situations that the user finds uncomfortable, frustrating or difficult are called "pain points".
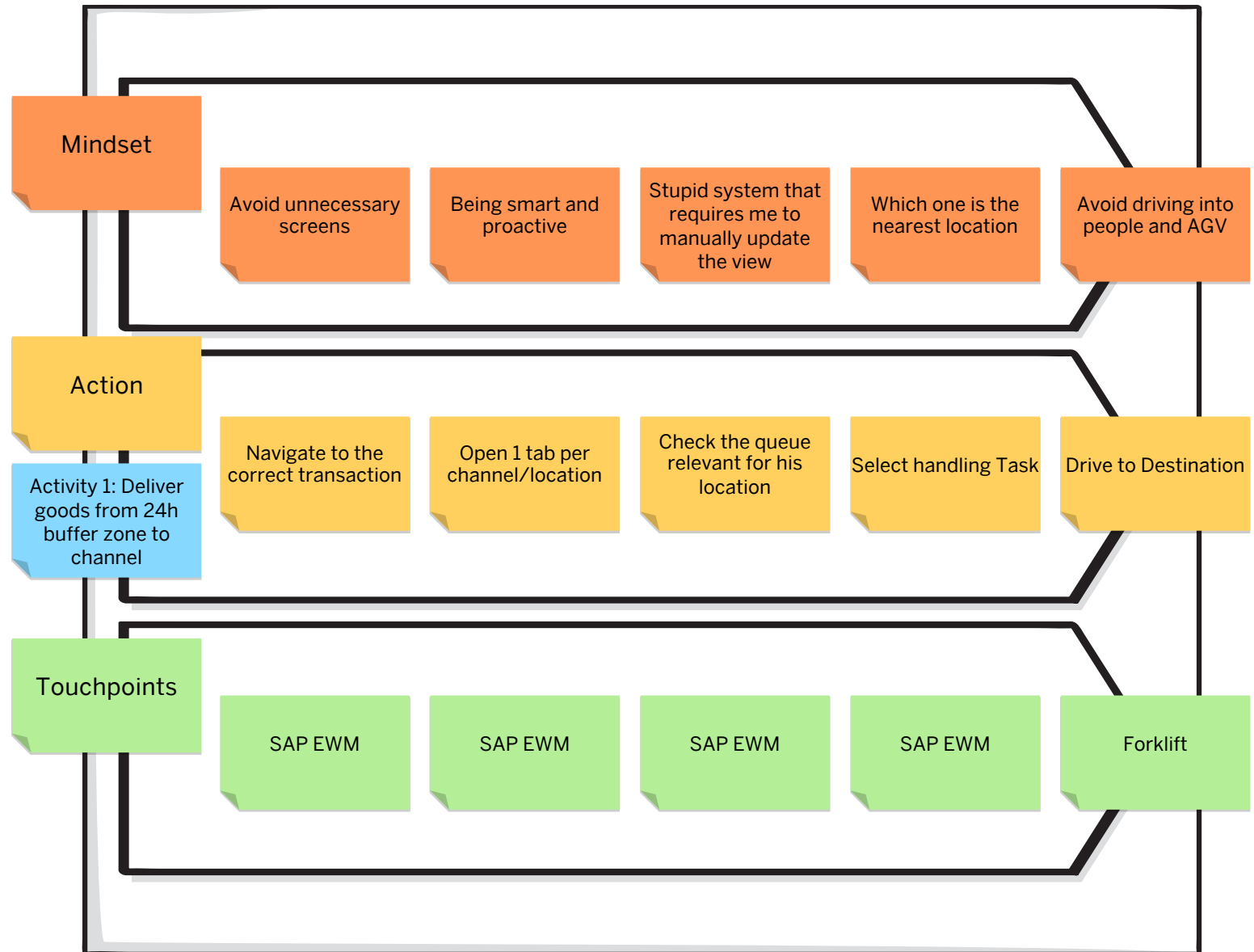
Tip

If ideas come up during the exercise, put them to an idea parking lot.

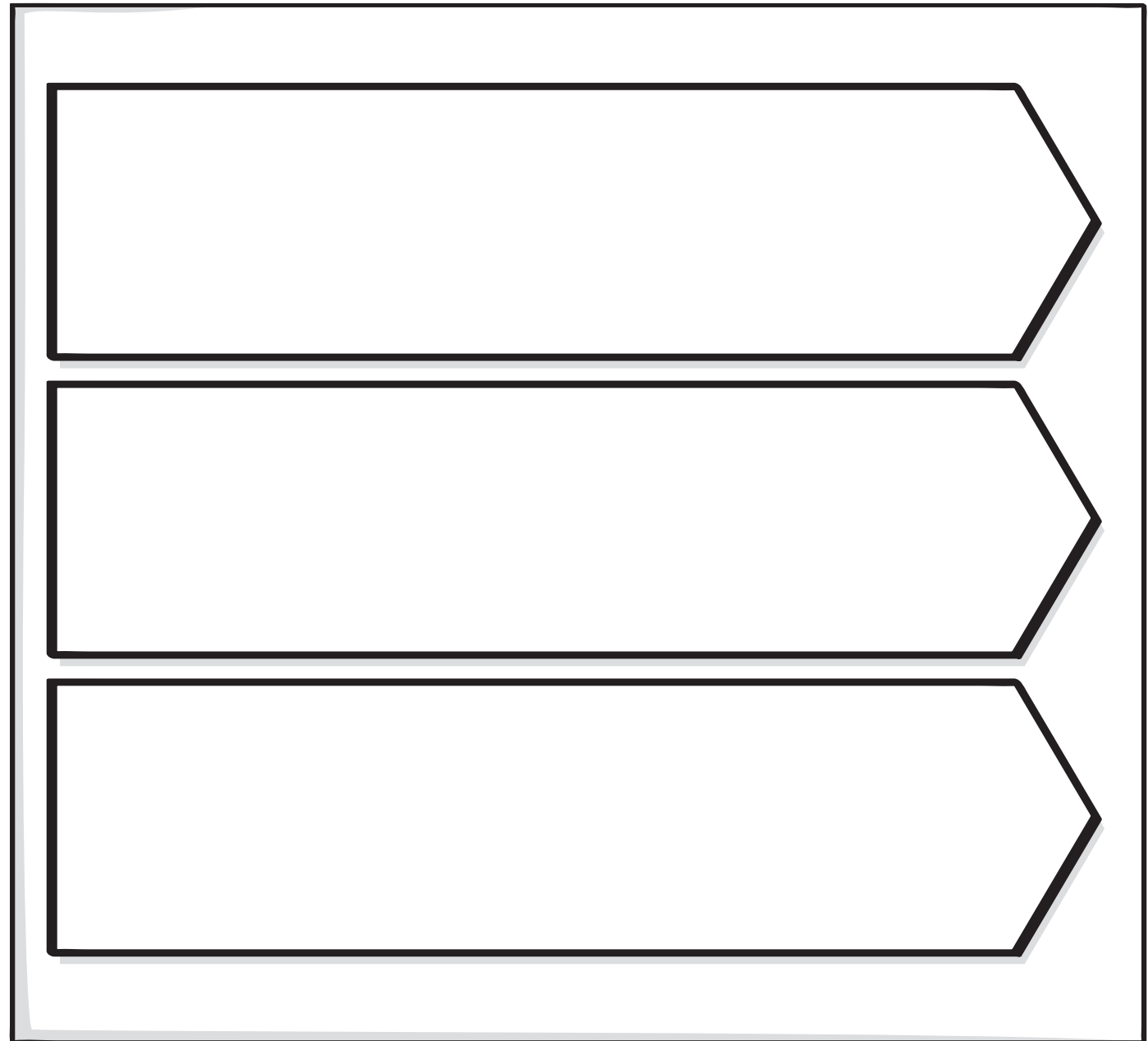# User Experience Journey Map Example
As-Is Process

Persona: Michael, Forklift Driver

Activity 1: deliver goods from 24h buffer zone to channel

Mindset

| Avoid unnecessary screens | Being smart and proactive | Stupid system that requires me to manually update the view | Which one is the nearest location | Avoid driving into people and AGV |

Action

Activity 1: Deliver goods from 24h buffer zone to channel

| Navigate to the correct transaction | Open 1 tab per channel/location | Check the queue relevant for his location | Select handling Task | Drive to Destination |

Touchpoints

| SAP EWM | SAP EWM | SAP EWM | SAP EWM | Forklift |

User Experience Journey Map
Template

Problem Statement

Templates | Instructions | Example | Protocol

Create a problem statement from insights learned as a "How Might We" question to help focus the problem into a statement of opportunity to generate ideas during the design phase.

Problem Statement How might we…?
Translate the team's learning about the user and the use case into questions

Start discussing what you have learned about the user and use case

What was interesting, inspiring and surprising? Why?

What are the insights and what are the most important needs?

Problem Statement **Instructions**
How might we...?

Duration
15-30 minutes

Number of Participants
3-5 participants

Why & What

A problem statement formed as a "How Might We" question helps focus the problem into a statement of opportunity to generate ideas during the design phase.

They serve as a basis for idea generation.

The dialogue and discussion within the team is key.

Creating "How Might We" questions is an exercise to frame questions that address the user's needs and motivations.

How to use it

1. Discuss within the team

• What have you learned about the user and their current journey?

• What was most interesting, inspiring and surprising? And why so?

• Articulate the insights, the most important user needs, limitations and conditions of success.

2. Start phrasing 3-5 "How Might We" questions by formulating the results from part 1 into questions. These questions are the basis for a first round of idea generation.

Tips & Tricks

Prior to this exercise, the team must have developed a common understanding about the user as well as the user's needs, motivations, limitations and/or criteria of success.

Problem Statement **Example**
How might we...?

What can we do for our Persona?

Michael,
Forklift Driver

How might we help _____

(Persona)
Who are you trying to help?

works
dynamically
(4 tabs opened)

who _____

(Conditions)
What did you learn from the UX Journey Map?

(conditions based on moment of truth and/or pain points)

optimize his
moving routes
(driving back & forth)

and prioritize
the production
needs

to _____

(Achievements)
What does this Persona want to achieve?

(The Personas goals and tasks)

Problem Statement Template

How might we…?

What can we do for our Persona?

How might we help _____ *(Persona)*

Who are you trying to help?

who _____ *(Conditions)*

What did you learn from the UX Journey Map?

(conditions based on moment of truth and/or pain points)

to _____ *(Achievements)*

What does this Persona want to achieve?

(The Personas goals and tasks)

AppHaus

Design Templates

THE BEST RUN SAP

Design Templates

Create and test a design prototype that

demonstrates the imagined "to-be" solution.

Keystone Activities

Ideation, prototyping, testing & iteration are critical for a complete design cycle.

Preparation

People: Include end users **who have been observed**, key stakeholders and business IT during the process.

Place: Dedicate a creative space for both co-design activity

How-To

Design Templates will help you generate, prototype, and test ideas for your selected innovation use cases. We curated the templates in the following order based on hundreds of customer engagements. Feel free to use the way you find it most useful.

| Ideation Exercise | Future Experience Mapping | Future Stakeholder Mapping | Prototyping | Concept Storyboarding | Feedback Grid | Investor Pitch |
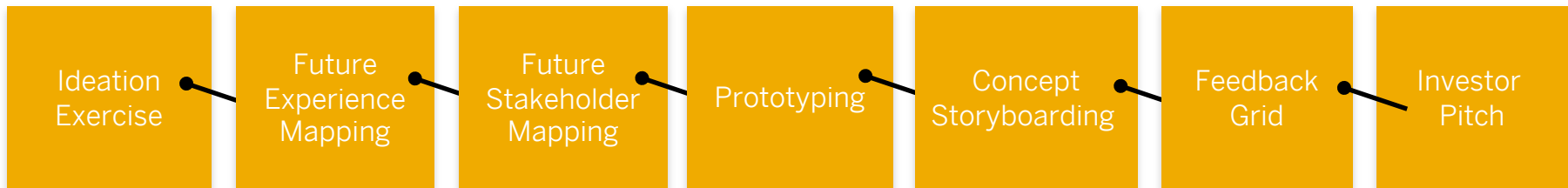
Table of Contents

Ideation Exercises

Template | Instructions | Example | Protocol

Helping your team generate ideas in structured yet creative ways.

Brainstorming **Mindsets**

Yes, and...
Basis for any idea generation

No, but...
Inhibitor of idea generation

Some Brainstorming Rules

Be visual
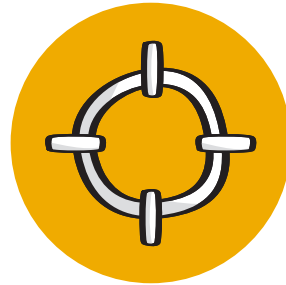
Stay on topic
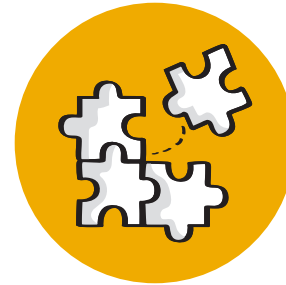
Build on the ideas of others
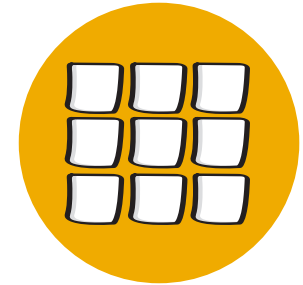
Go for quantity

Defer judgments

One conversation at a time
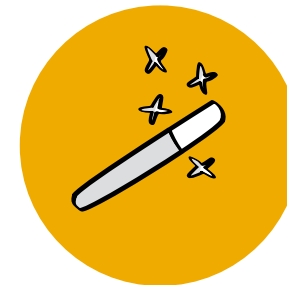
Encourage wild ideas

Three Ideation Techniques

Free Flow

Brainwriting
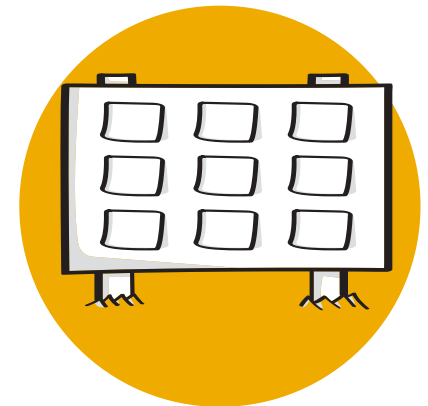
Technology Wall

Three Ideation Techniques

1. Free Flow Ideation

Individually brainstorm ideas. One idea per post-it. (2 min)

Share your post-its with team using Lightning Sharing. (10 min)

- Lightning sharing: Cluster as you go. Subsequent sharers only add new content.

Vote for your favorite ideas & select the winning idea(s) for your team.

Three Ideation Techniques

2. Brainwriting: Building on the ideas of others

1
Choose one "How might we..?" question

Each team member chooses one "HMW...?" questions and notes that down on the template.

2
Start with 3 ideas

Each team member starts with 3 ideas on the brainwriting template.

3
Rotate after 3 minutes

After 3 min the template will rotate clockwise, and each team member generates the next 3 ideas that are building on the previous ideas on the template.

4
Back to step 3

Repeat step 3 until each brainwriting template has fully rotated.

Three Ideation Techniques

2. Brainwriting: Building on the ideas of others

How might we…?

HMW 1
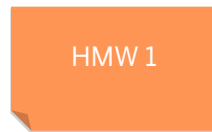
Round	Idea 1	Idea 2	Idea 3
1st Person	…	…	…
2nd Person	…	…	…
3nd Person	…	…	…
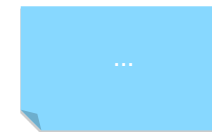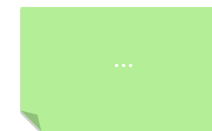
Three Ideation Techniques

3. Technology Wall

1

Write down the key technologies and trends, you would like to relate to the ideation process

(Machine learning, Sensors, …)

2

Pick one technology

3

Brainstorm on solution ideas that include the technology picked.

"What could this technology mean for the to be designed solution?"

4

Start again with another technologies / trends

Clustering
Ideas

- Sort your ideas into categories or buckets

- Which ideas are related to each other in some way?
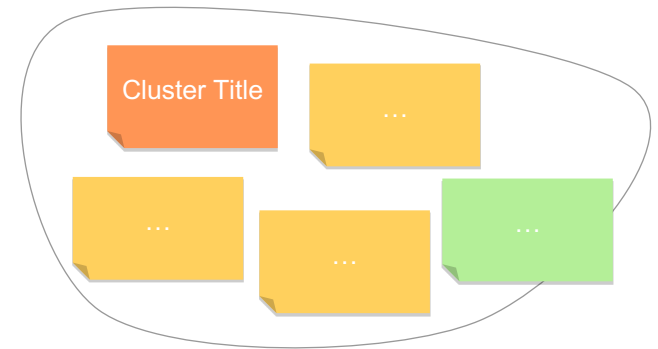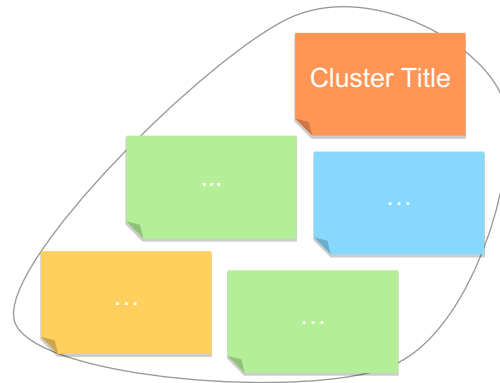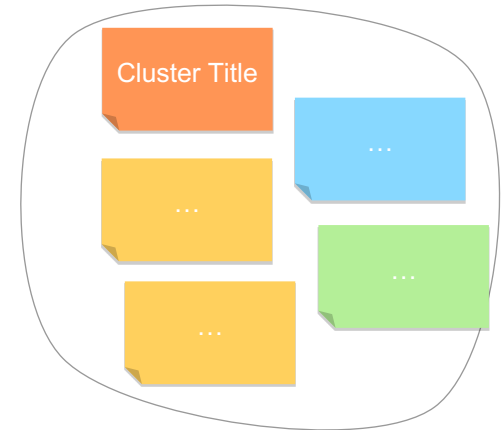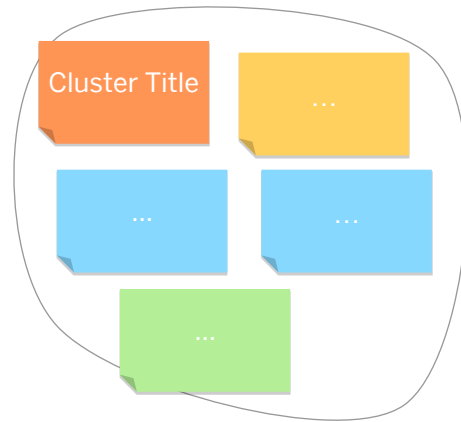
Future Experience **Mapping**

Template | Instructions | Example | Protocol

Mapping the "to-be" process based on the proposed idea
through the eyes of the user. It allows a team to gain
a common understanding of the proposed idea.
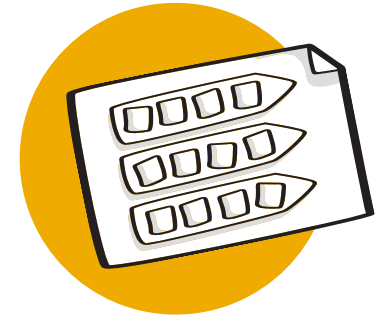
Future Experience Mapping (To-be process)

Slide for Presentation

Make the idea concrete by mapping the experience in context of the persona
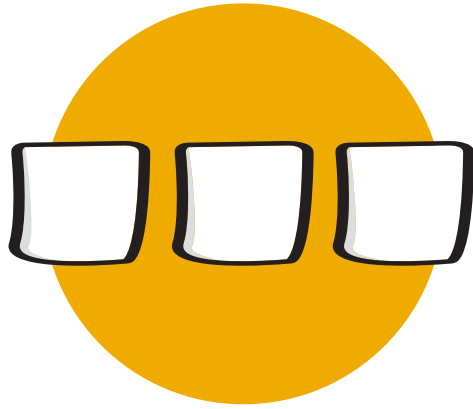
Write down the actions step by step

Write down the corresponding mindset and touch points
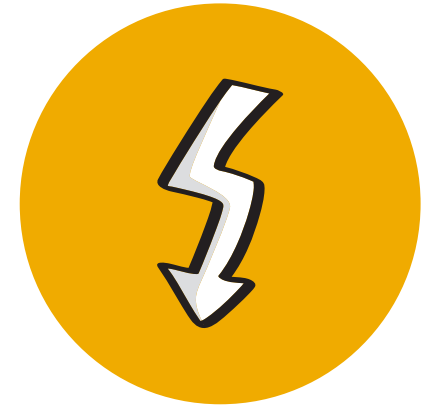
Mark the magical moments and moment of truth

Future Experience Mapping Instructions

Duration

60-120 minutes

Number of Participants

3-5 participants

Why & What

It is an exercise used to layout the user experience in a chronological order, step by step, on a whiteboard or on a big poster. Knowledge about the design challenge and the user is key to conduct this exercise.

We use this activity both to structure the To-Be Process of the Design phase, and to capture the As-Is Process during the Discover phase.

How to use it

1. Center lane: Write down the actions step by step. What actions does the user take while trying to achieve their goal and/or fulfill their tasks?

2. Top lane: Write down the corresponding mindset. What is on the user's mind during this journey? How do they feel at each step of their journey?

3. Bottom lane: Write down the corresponding touch points. What touch points does the user have? What do they engage with while on the journey (tools, devices, conversations, other people, etc.)?

4. Mark the magical moments where the proposed idea addresses the pain points and mark the moments of truth.

Tips & Tricks

Moment of truth

A "moment of truth" describes a situation when something could go wrong and/or in which critical decisions have to be made.

Magical Moments

Where the proposed idea addresses the pain points and flips them to positive experiences.

Pain points

Situations that the user finds uncomfortable, frustrating or difficult are called "pain points".
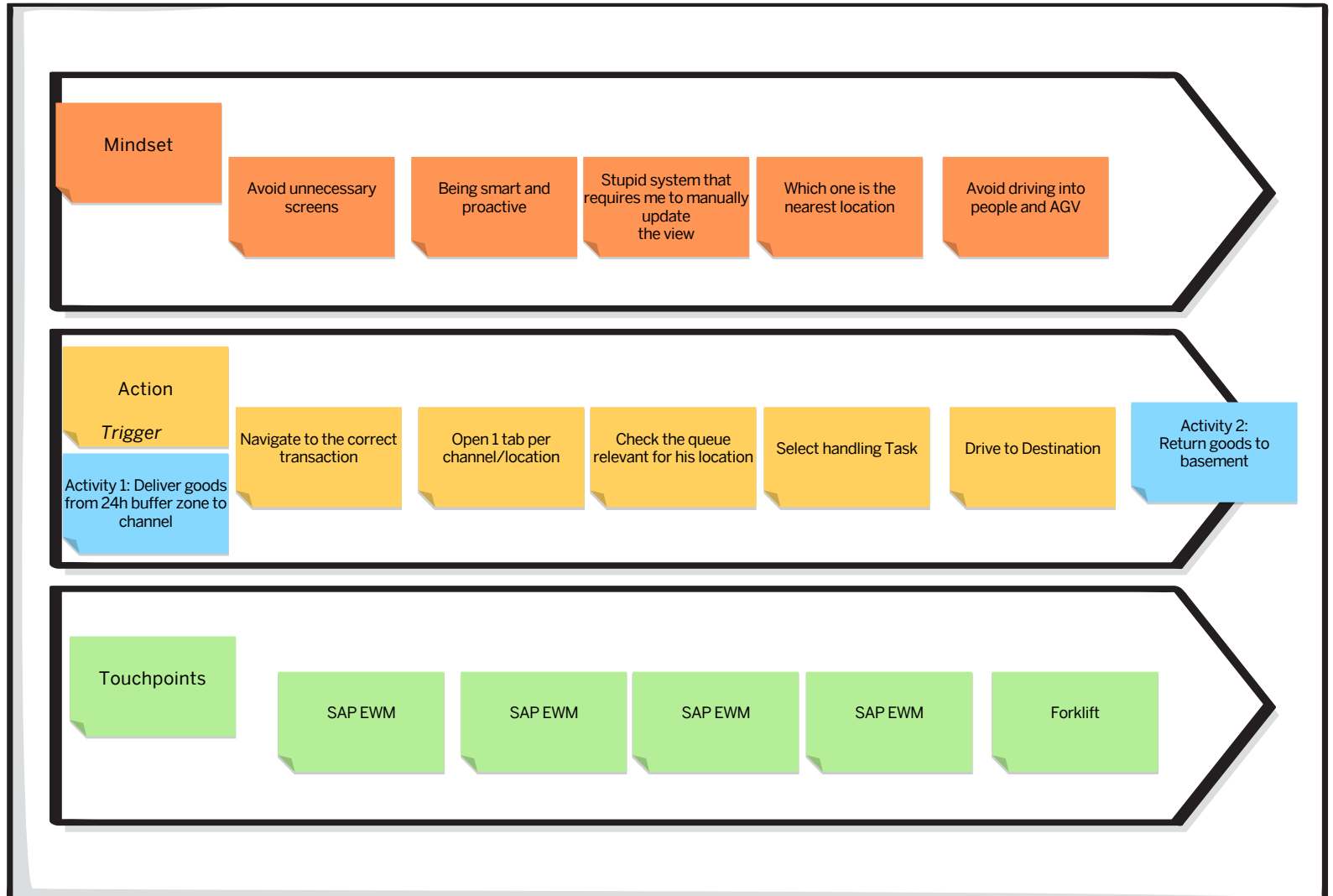
Tip

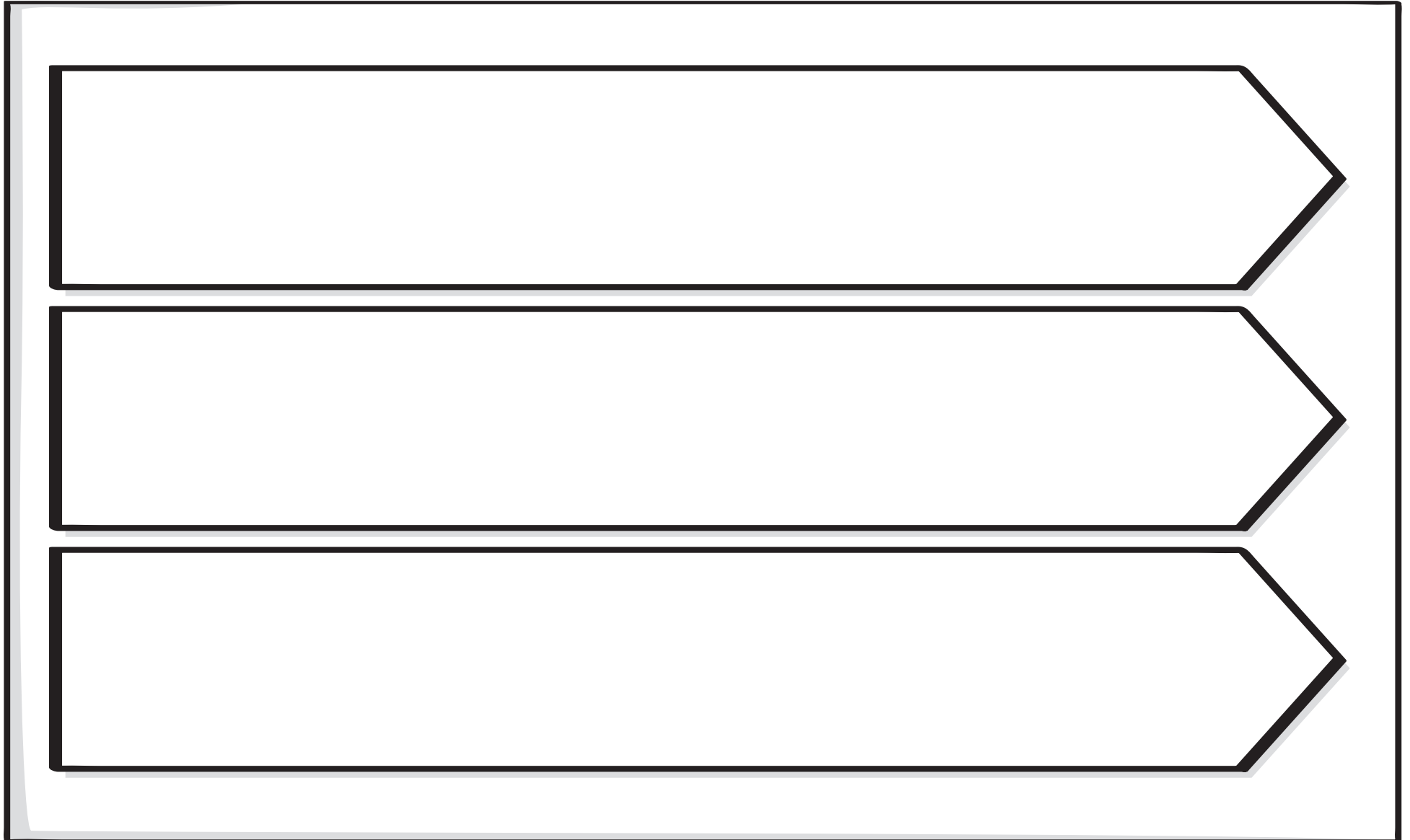If ideas come up during the exercise, put them to an idea parking lot.

Future Experience Mapping **Example**

Persona: Michael, Forklift Driver

Activity 1: deliver goods from 24h buffer zone to channel

Mindset

| Avoid unnecessary screens | Being smart and proactive | Stupid system that requires me to manually update the view | Which one is the nearest location | Avoid driving into people and AGV |

Action

Trigger

Activity 1: Deliver goods from 24h buffer zone to channel

| Navigate to the correct transaction | Open 1 tab per channel/location | Check the queue relevant for his location | Select handling Task | Drive to Destination | Activity 2: Return goods to basement |

Touchpoints

| SAP EWM | SAP EWM | SAP EWM | SAP EWM | Forklift |

Future Experience Mapping Template

Future Stakeholder **Map**

Template | Instructions | Example | Protocol

Understand key stakeholders and how they interact and influence each other in context of the proposed idea. Bring alignment among team members around the organizational context of the proposed idea. Make assumptions transparent.
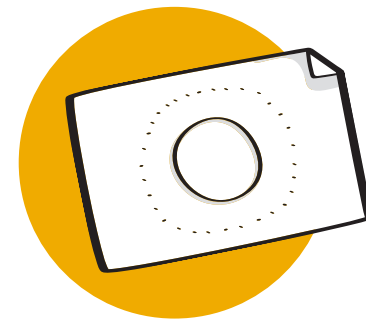
Future Stakeholder **Map**

What are all the Stakeholders involved around the proposed design?

Identify the business user / scenario

Capture all of the relevant stakeholders
direct/indirect, internal/external

Mark how they interact and influence each other

Future Stakeholder Map Instructions

Duration

30-60 minutes

Number of Participants

2-10 participants

Why & What

Understand key stakeholders and how they interact and influence each other.

Bring alignment among team members around the organizational context of the project. Make assumptions transparent

Stakeholder mapping defines the roles of people and their relationships in a "human-centered system" view.

It provides a way of visualizing the many dynamics in play, including motivations, influence and relationships.

How to use it

1. Identify the business user / scenario

2. On individual post-it notes, capture all of the relevant stakeholders that may be affected by or cause impact in the user challenge/scenario.

Discuss with your team to be sure you have an exhaustive list

3. Place stakeholders on your stakeholder map appropriately, visually displaying their relation to the problem

Tips & Tricks

Think internal & external

Throughout the project, refer back to the map often to ensure

you are maintaining contact with all relevant parties.

Add to the map as needed, if the focus of the project shifts or new stakeholders are identified.

Future Stakeholder Map Cheat Sheet

Duration

30-60 minutes

Number of Participants

2-10 people

How to Run

1. Identify the business user / scenario

2. On individual post-it notes, capture all the relevant stakeholders that may be affected by or cause impact in the user challenge/scenario.

Discuss with your team to be sure you have an exhaustive list.

3. Place stakeholders on your stakeholder map appropriately, visually displaying their relation to the problem

Tips & Tricks

Think internal & external. Throughout the project, refer to the map often to ensure you are maintaining contact with all relevant parties.

Add to the map as needed, if the focus of the project shifts or new stakeholders are identified.

Future Stakeholder Map Example

Indirect Stakeholder

Unions

SNOW (Ticket IT Service)

SAP IT OP

Manufacture Managers

Supply chain

Forklift Maintenance

Phone

Process lead

Peers on the shift

SAP EWM

Truck drivers

Forklift Operator

Factory: 60 FTE
Global: 1000+ FTE

Supervisor

Channel Operators

HR

Shift Leads

Heat Treatment

Pulse Meeting

Family

Business support

Quality

Reporting Manager's Manager

Future Stakeholder Map **Template**

Indirect
Stakeholder

Direct
Stakeholder

Target
Audience,
User

Prototyping

Template | Instructions | Example | Protocol

Making ideas tangible by creating a model of how the proposed idea might work. This helps the team to test the idea with end users and provide alignment between team members.
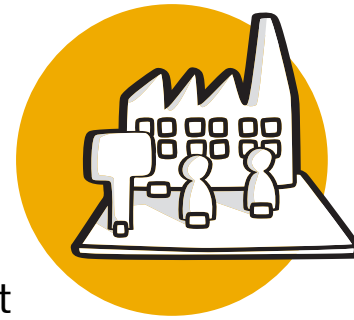
Why Prototyping?

Develop and iterate ideas

Test and Learn

Communication and common understanding

Other Types of Prototypes

Physical

Paper
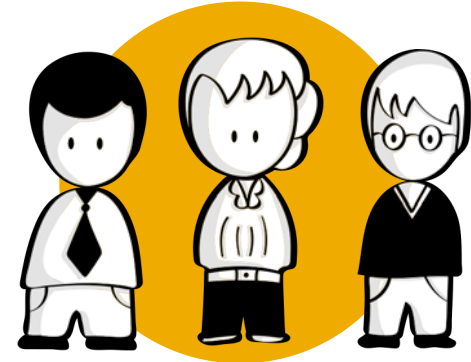
Role Play/Acting
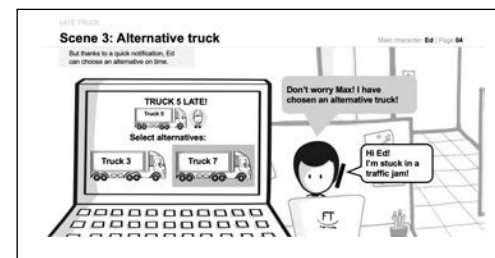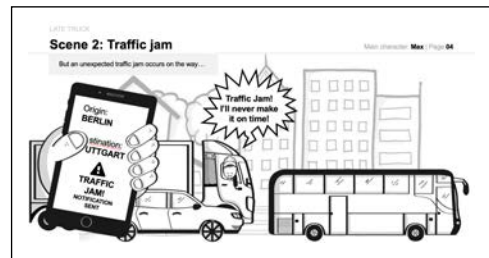
Storyboard

Concept **Storyboarding**

Template | Instructions | Example | Protocol

Concept storyboarding is prototyping an idea in the form of a story. Storyboarding helps your team to communicate and validate the proposed idea.
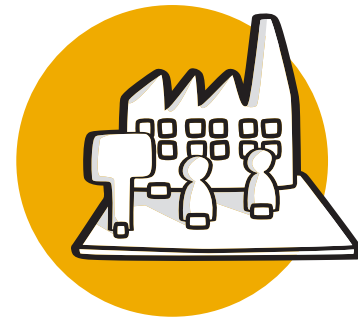
Concept Storyboarding

Create your Story to get feedback and validate with your end-users
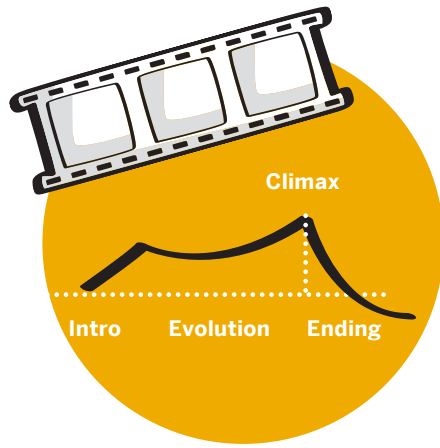
**Plan
Your Ideal Story**
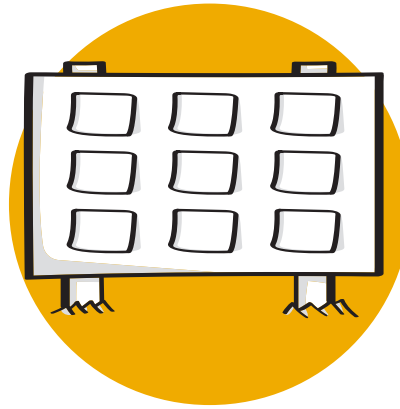
**Build Your
Storyboard**

**Document it for
Testing**

Concept Storyboarding Instructions

Duration
45-60 minutes

Number of Participants
3-5 participants

Why & What

Concept storyboarding is an effective way to prototype an idea in the form of a story. Storyboarding helps your team to communicate as well as validate the proposed idea.

Scenes

How to use it

1. Define your storyline

Take your experience map as a reference for a quick start. What is the biggest problem you are trying to solve? And how does your idea resolve that problem in an ideal world?

Plot points of your storyline:
. Introduction
. Problem
. Evolution
. Climax
. Ending

2. Build your storyboard with Scenes, one of the AppHaus tools.

Customize Scenes illustrations with the special markers.

Humanize your characters by drawing their faces expressions.

3. Document your story

Capture with video and pictures each Scene of your story. Put all Scenes together and validate your storyboard.

Tips & Tricks

Once you have aligned with your team on a storyline, build the different Scenes simultaneously in pairs to speed up the creation of the storyboard.

Use the caption markers to describe what happens in each Scene. This will make it easier for others to understand your story after the workshop.

Take a picture of each of the Scenes on a white background for good documentation.

Record the presentation with your phone on video, to capture relevant details.

We recommend using Scenes, with predefined illustrations.

Concept Storyboarding Template

Scene 1: Title
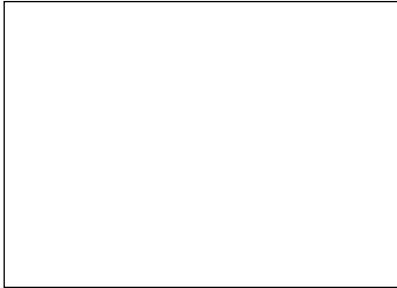
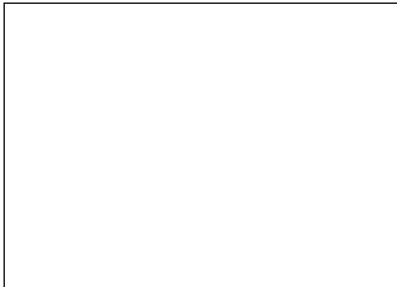*Describe what's happening on the screen above.*

Scene 2: Title
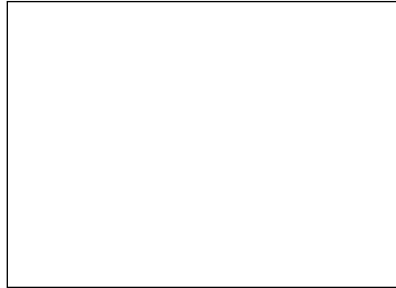
Describe what's happening on the screen above.
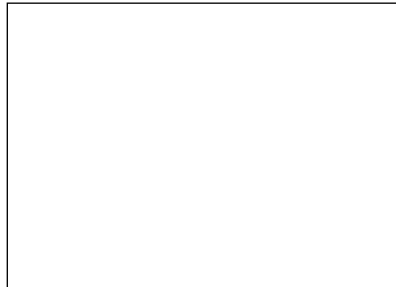
Scene 3: Title
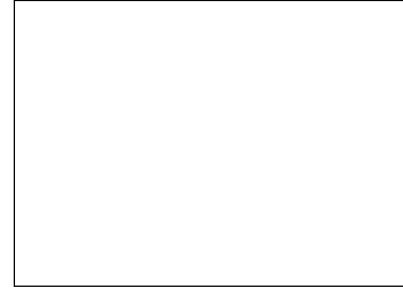
Describe what's happening on the screen above.

Scene 4: Title

Describe what's happening on the screen above.

Scene 5: Title

Describe what's happening on the screen above.

Scene 6: Title

Describe what's happening on the screen above.

Feedback Grid

Template | Instructions | Example | Protocol

Get early feedback from users, stakeholders, experts and have a structured approach to derive learnings and insights.
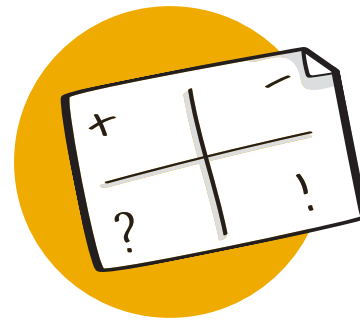
Feedback Grid

Capture feedback in a structured manner

Get feedback from your users
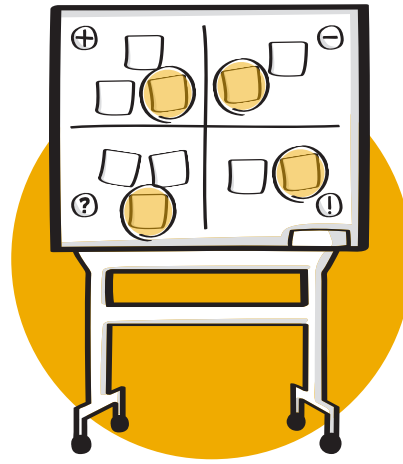
Capture all feedback on the grid

Incorporate the feedback

Feedback Grid **Instructions**

AppHaus

Duration

15-30 minutes

Number of Participants

3-5 participants

Why & What

Feedback grid to structure feedback & learnings.

Get early feedback from users, stakeholders, experts.

Fail early.

"Failure is simply the opportunity to begin again, this time more intelligently."
– Henry Ford.

How to use it

1. Capture your impressions right after the feedback session.

2. As a team, discuss the reactions you received. Take notes on sticky notes. Sort and cluster the feedback according to the feedback grid:

- What was positively received

- What concerns came up

- What new ideas did you find

- What questions came up

3. Prioritize the feedback:

"What is the most important to make a success?"

Sort your notes and create an overview of which feedback you want to respond to.

4. Iterate your prototype by incorporating valuable feedback into your concept.

Tips & Tricks

Let the prototype speaks ... ... but know what you want to learn.

Do not defend your idea.

Be opened minded.

Do not fall in love with your prototype.

Do not make the prototype too finished and perfect.

Be thankful.

Feedback Grid Template

⊕ *What worked*

What could be improved ⊖

? *Questions*

*Ideas* (!)

Investor **Pitch**

Template | Instructions | Example | Protocol

Create a compelling story of your solution and the problem it solves that can be presented to management and key stakeholders for sign-off. A summary used to quickly and simply define a new solution and its value proposition short enough to be delivered in an investor pitch session.

Investor Pitch

Create a compelling description of your solution and the problem it solves
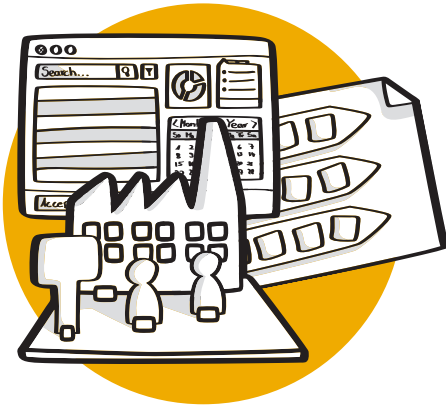
Reflect
on your current solution

(through the 2D Journey map, Scenes 3D, Paper screens, Value proposition)

Synthesize
in one sentence

Pitch your solution
to the investors

(using the 2D Journey map, Scenes 3D, Paper screens, Value proposition)

Investor Pitch **Instructions**

Duration

15-30 minutes

Number of Participants

3-5 participants

Why & What

Create a compelling description of your solution and the problem it solves.

A summary used to quickly and simply define a new solution and its value proposition short enough to be delivered in an investor pitch session.

How to use it

1. Reflect on your current solution by putting together the 2D Journey map, Scenes 3D, Paper screens, Value proposition.

2. To help you to prepare your Pitch, synthesize your current solution in one sentence using the description of the:

. Customer
. Need
. Solution
. Market Category
. Key benefit
. Competition
. Unique differentiator

3. Rehearse the pitch presentation using the 2D Journey map, Scenes 3D, Paper screens, Value proposition.

Tips & Tricks

If the participants cannot hold the pitch in front of the high management, ask to 2 participants' colleagues outside the workshop to play the investor roles for the session.

Investor Pitch Template

Prepare your Investor Pitch

For ....   *(Customer)*

Who ....   *(Need)*

(Solution Name) ....

is a ....   *(Market Category)*

that ....   *(Key Benefit)*

unlike ....   *(Competition)*

the solution ....   *(Unique differentiator)*

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