

DESIGN THINKING MINDSET / EXPLORE PHASE

Collect Innovation Opportunities

Identify innovation ideas to overcome concrete business challenges, external risks, and internal barriers.

Why To Collect Innovation Opportunities

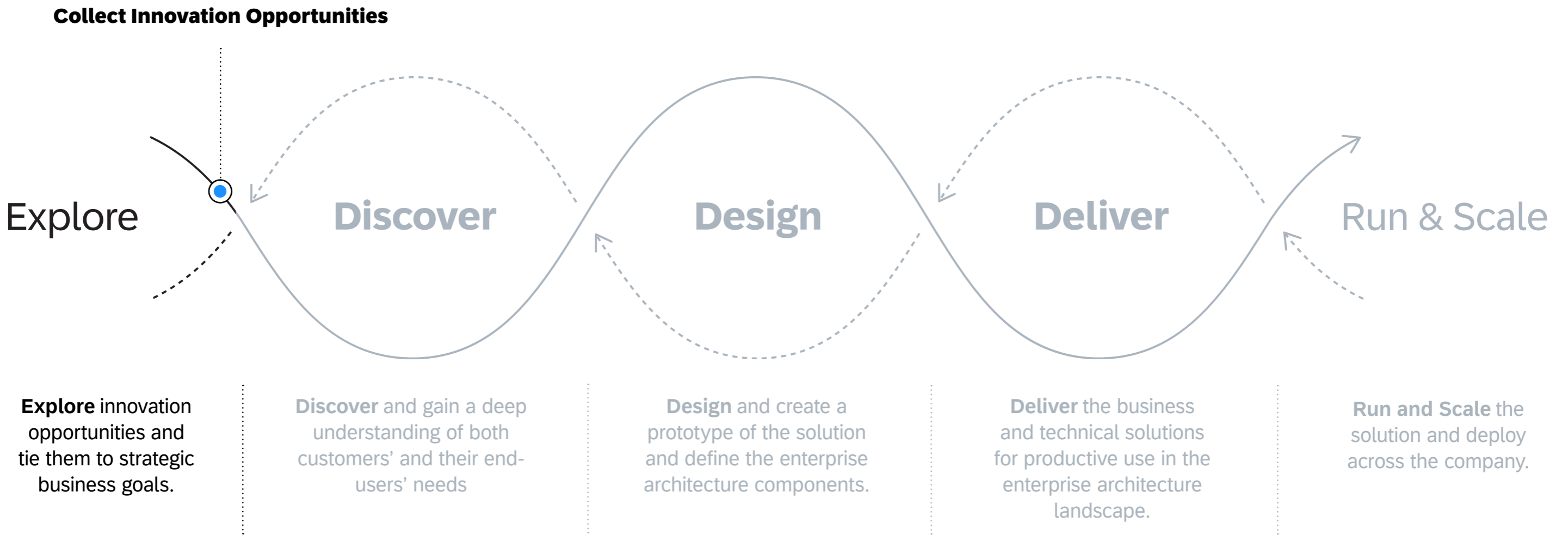
The “Collection of Innovation Opportunities” helps a team identify current innovation blockers in a business area and discover innovation ideas to solve them.

It is aimed at strategic decision makers in an organization, such as IT and business leads, looking for new ways to achieve their business goals now and in the future.



When To Collect Innovation Opportunities

This is one of the first activities done during the Explore phase to identify use case ideas worth pursuing.



Learn more about SAP's Human-Centered Approach to Innovation: <https://apphaus.sap.com/approach>

How To

Collect Innovation Opportunities



Duration
90 Minutes



Participation
3 - 10 People



Roles
Department Leads From Business and IT, Project Sponsors, Strategic Decision Makers



Use Input From
Identify Business Challenges (Questionnaire)

Steps

- 0** Send the **Business Challenges Questionnaire** to 4 or 5 different leads of the business area you want to focus on. Use the template provided to collect the answers for Challenges, External Risks, and Internal Barriers. Use separate sticky notes per answer and a different color per aspect.
- 1** Review the collected Challenges, External Risks, and Internal Barriers with all participants and add any missing aspects during an open discussion.
- 2** Brainstorm silently as many solution ideas as possible to overcome the previously discussed challenges, external risks, and internal barriers. Share out your ideas.
- 3** Form use case idea clusters by combining solution ideas with challenges, external risks and internal barriers. Every cluster should contain at least one idea and one challenge. Name the clusters as they get formed. You can use the idea in the cluster as the cluster name.

Expert Tips

If you have not sent the questionnaire, you can still ask participants to quickly brainstorm challenges, external risks, and internal barriers during the session.

The brainstormed ideas should focus on concrete, tangible solutions, such as a new application, a specific process improvement, or an adjustment to an existing approach.

Avoid overly general ideas like “increase efficiency” or “improve quality.” Instead, specify how you envision achieving these results and with what tools or methods.

Combine this method with the **Use Case Definition** to convert your use case idea clusters into more concrete use cases.

To learn how your use case ideas can be implemented with SAP technologies, carry out a **Use Case Exploration Workshop**.

Example

Collection of Innovation Opportunities (while collecting)

Company Example:
 “Future Breeze”: producer of wind turbines and wind parcs

Business Area:
 Maintenance Services

Vision of the project:
 Make the internal repair and maintenance processes more efficient and transparent, to ensure a stable production and more accurate planning.

Challenges <small>What are known concrete challenges in your business area? Think about what roles are affected by the challenge, the challenge and its impact on their work, and the reason for the challenge.</small>	External Risks <small>What external risks can hinder you to reach your business goals now or in the future? Think about aspects like new regulations, market trends, new competitors, etc</small>	Internal Barriers <small>Which internal barriers are hindering you to outperform your department business goals? Think about internal organizational changes, shift of priorities within the company, communication issues, corporate cultural issues, etc</small>	Solution Ideas <small>How can the challenges be solved? Brainstorm concrete tangible solutions such as a new application, a specific change in a current process or approach. Try to avoid too general ideas such as “increase efficiency” or “improve quality”. Indicate rather how and with what means do you envision such result.</small>
<div style="display: flex; flex-wrap: wrap;"> <div style="width: 50%; padding: 5px; margin-bottom: 5px;">Machine break-downs lead to stop of production</div> <div style="width: 50%; padding: 5px; margin-bottom: 5px;">Too few service technicians</div> <div style="width: 50%; padding: 5px; margin-bottom: 5px;">Partly technicians don't get immediate work orders</div> <div style="width: 50%; padding: 5px; margin-bottom: 5px;">Fix time is too slow, often technician comes too late</div> <div style="width: 50%; padding: 5px; margin-bottom: 5px;">Unclear skills per technician</div> <div style="width: 50%; padding: 5px;">Machine and vendor information are hidden</div> </div>	<div style="display: flex; flex-wrap: wrap;"> <div style="width: 50%; padding: 5px; margin-bottom: 5px;">Cheap competitors from abroad</div> <div style="width: 50%; padding: 5px;">Increased demand needs to be fulfilled with existing production</div> </div>	<div style="display: flex; flex-wrap: wrap;"> <div style="width: 50%; padding: 5px; margin-bottom: 5px;">No transparency of relevant KPI's</div> <div style="width: 50%; padding: 5px; margin-bottom: 5px;">Unclear responsibilities</div> <div style="width: 50%; padding: 5px;">Contradicting KPI's, Production vs repair costs</div> </div>	<div style="display: flex; flex-wrap: wrap;"> <div style="width: 50%; padding: 5px; margin-bottom: 5px;">Cross Department KPI Overview</div> <div style="width: 50%; padding: 5px; margin-bottom: 5px;">Real time dashboard</div> <div style="width: 50%; padding: 5px; margin-bottom: 5px;">Mobile App for Service technician</div> <div style="width: 50%; padding: 5px; margin-bottom: 5px;">Automated workflows</div> <div style="width: 50%; padding: 5px;">ML based work order Distribution</div> </div>

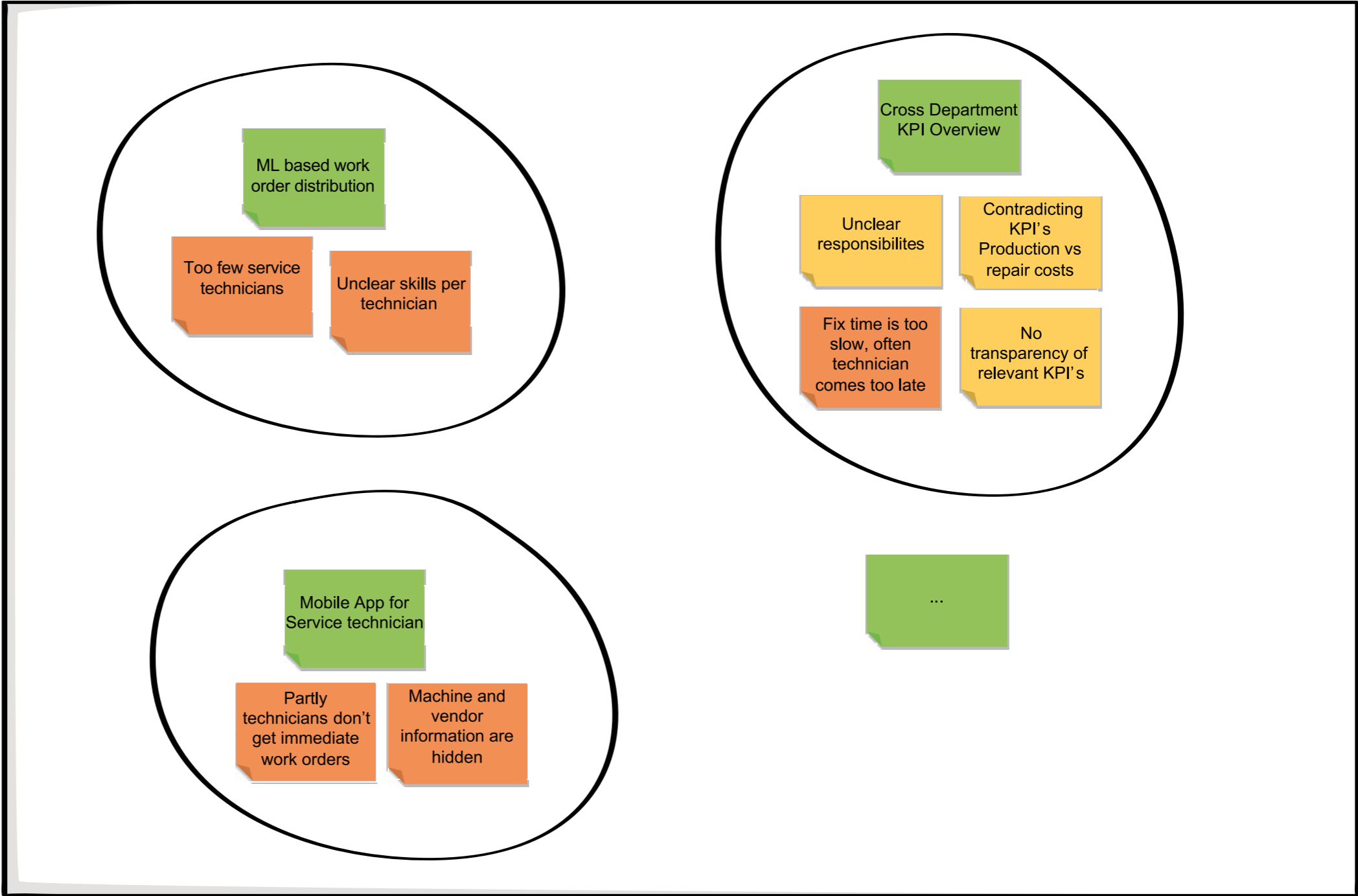
Example

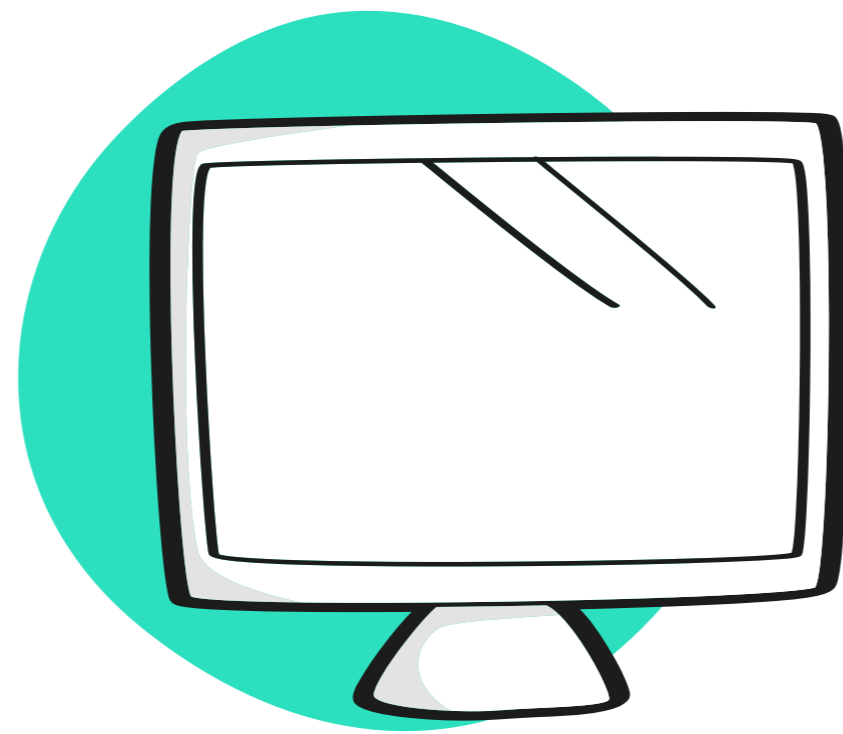
Collection of Innovation Opportunities (while clustering)

Company Example:
“Future Breeze”: producer of wind turbines and wind parcs

Business Area:
Maintenance Services

Vision of the project:
Make the internal repair and maintenance processes more efficient and transparent, to ensure a stable production and more accurate planning.





Virtual Collaboration Template

MURAL Template

Collection of Innovation Opportunities



Brainstorm challenges, risks, barriers and ideas to get a common understanding of the current situation

1. Silent Braindump (20 min)

Select the area you will work in and enter your name. Brainstorm silently for 5 minutes for the first category (Challenges) and present your ideas by dragging them to the next step. Do the same for the other categories. Think about: what challenges is your organization going through? What external risks and internal barriers are hindering a solution? What ideas do you have to solve the challenge and overcome the risks and barriers?

[Name Participant 01]

Challenges (5 min)	External Risks (5 min)	Internal Barriers (5 min)	Ideas / Wishes (5 min)

[Name Participant 02]

Challenges (5 min)	External Risks (5 min)	Internal Barriers (5 min)	Ideas / Wishes (5 min)

[Name Participant 03]

Challenges (5 min)	External Risks (5 min)	Internal Barriers (5 min)	Ideas / Wishes (5 min)

[Name Participant 04]

Challenges (5 min)	External Risks (5 min)	Internal Barriers (5 min)	Ideas / Wishes (5 min)

[Name Participant 05]

Challenges (5 min)	External Risks (5 min)	Internal Barriers (5 min)	Ideas / Wishes (5 min)

2. Brainstorming (40 - 50 min)

Drag the rectangle containing your ideas to the corresponding category and explain them to the team. As you explain them, drag the post-its out of the rectangle and position them underneath. Delete your rectangle once you have explained all your ideas.

Challenges <i>What are your current business challenges?</i>	External Risks <i>What is putting your business at risk?</i>	Internal Barriers <i>What internal barriers are hindering a solution to the challenges?</i>	Ideas/ Wishes <i>How can the challenges be solved?</i>

3. Clustering (20 min)

Create clusters containing at least one ideawish and one challenge in it. Name each group created and vote on the clusters that are worth working on.

Access the MURAL template*: <https://app.mural.co/template/ae340d06-46c5-4824-bde3-9081a96b2667/413ce05c-b869-45dc-a65c-068db5e3f6e2>

*Registration required