

White Paper

The Next WoW (Way of Working)

Reimagining hybrid work for an innovation team

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Why the Next WoW (Way of Working)?

Innovation happens when people collaborate together. But how do you keep on innovating when people can't be together as we have experienced since 2020? **How might we innovate in a hybrid working world?**

In March 2021, one year after COVID-19 changed the world, SAP AppHaus launched a project to **reimagine the Next WoW (Way of Working)** specifically for innovation teams like ourselves. We've been researching and experimenting the Next WoW for a few months, and we believe our experiences may be **relevant for any team that is focused on problem finding, solving, and pioneering something new**. That's why we created this white paper.

Our goal is not to define a hybrid working model on the company level, which typically covers aspects like HR and facility operations. Rather, we are coming from the point of view of a team whose work depends on [SAP's Human-Centered Approach to Innovation](#), involving various stakeholders and how the collaboration could look like in a hybrid world.

The Next WoW is a living experiment, as we are still ideating, prototyping, testing, and iterating. We encourage you to share your feedback and join us on this exciting journey!

Contact us at SAPAppHaus@SAP.com

SAP AppHaus Network

The SAP AppHaus is one of the longest living innovation teams in SAP. Established in 2013, the SAP AppHaus is a **global team, embodying a series of creative spaces, and a partner network**. The SAP AppHaus team has co-innovated with enterprises on more than 1,000 projects and won numerous innovation and design accolades.



SAP AppHaus



Heidelberg
Germany



Palo Alto
USA



Seoul
Korea



Berlin
Germany



New York
USA

SAP AppHaus Network Partners



ConvergentIS
Calgary



Mindset
Minneapolis



WillowTree
Durham



Flexso
Antwerp



Sovanta
Hamburg



Bluestonex
Shropshire



Netnomy
Vienna



Extentia
Pune



LeverX
Minsk



Keytree
London



Trifork
Aarhus



Datacom
Auckland



Bourne Digital
Melbourne



Incture
Bangalore



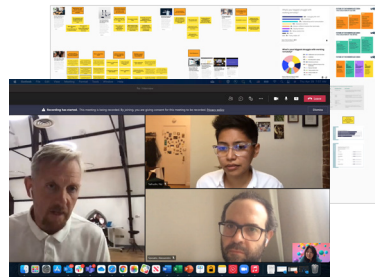
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Deloitte
Sydney

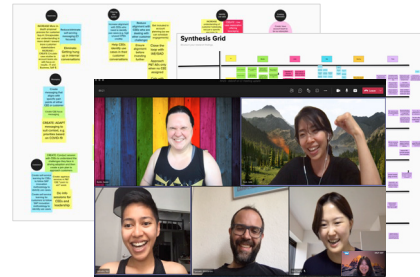
How we create the Next WoW (Way of Working)

For every project we do at the SAP AppHaus, we follow **SAP's Human-Centered Approach to Innovation**. In the creation of the Next WoW, we started with user research to empathize with end-users' unmet needs, followed with a series of design thinking workshops to synthesize our findings. We then ideated on possible solutions, created prototypes and tested, and finally, **summarized our learnings in this white paper**.



Research & Interviews

- 7** SAP AppHaus Network Partners
- 3** SAP Innovation Teams
- 1** SAP Customer



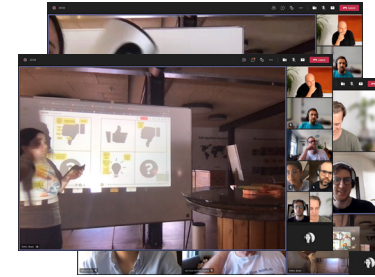
Research Synthesis

- 3** Research Synthesis
- 2** Project Alignment



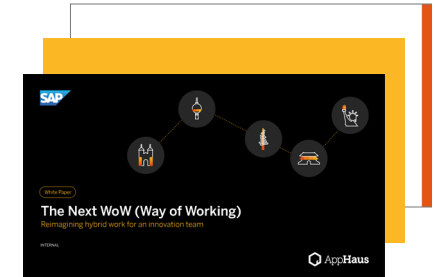
Concept Ideation

- 4** Ideation Sessions
- 3** Personas Definition – Facilitator, Participants, and IT Support
- 1** Reimagine the Space



Prototyping & Test

- 2** Prototyping & Test – Hybrid Locations, IT Support and Vendor Support



White Paper

- 4** Concept Writing Sessions
- 4** Feedback & Iterations

User Research Insights

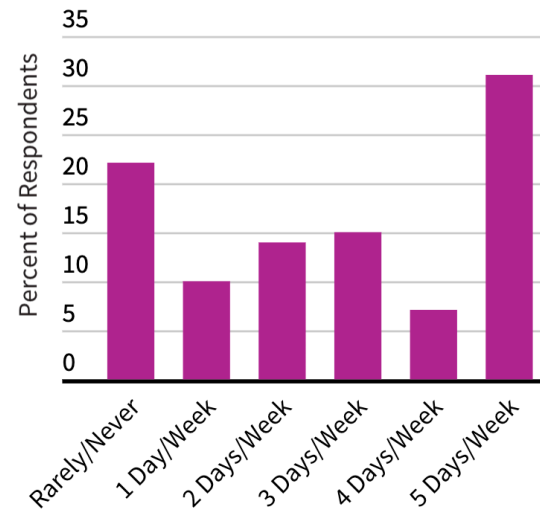
What we learned from research & interviews

COVID-19 changes the way we work, forever

60%

of people said WFH had turned out **better** than they'd expected.

After COVID, how often would you like to have paid WFH days?



80%

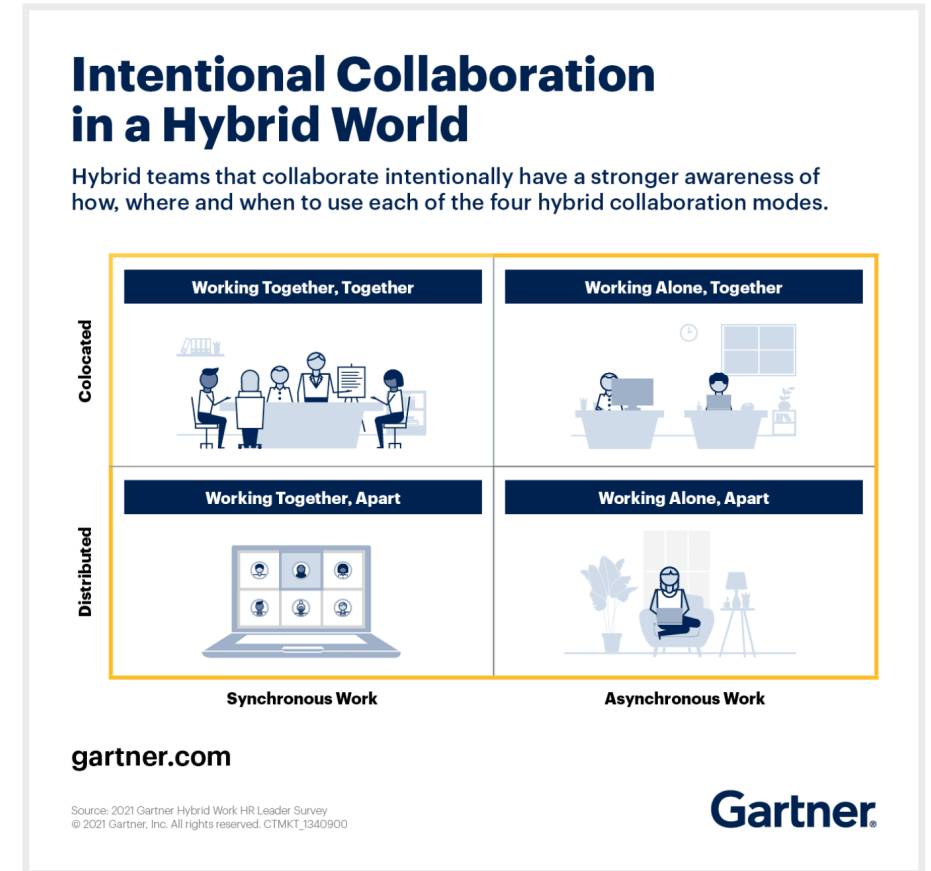
of employees want to have the **flexibility** of working from home (WFH) after the pandemic.

*Source: [Stanford GSB Study](#), June 2021

Hybrid is the future of work, but what is it?

A recent Gartner research indicated **82%** of companies plan to allow employees to work remotely some of the time. However, many of them struggle to create a hybrid environment that works.

- 1 Collaboration is not just by location, but also by time spent together
- 2 Companies need to democratize access to all four work modes, not just co-located ones
- 3 Rebalance synchronous and asynchronous work
- 4 Hybrid teams show greater agility, psychological safety, and equity than on-site teams



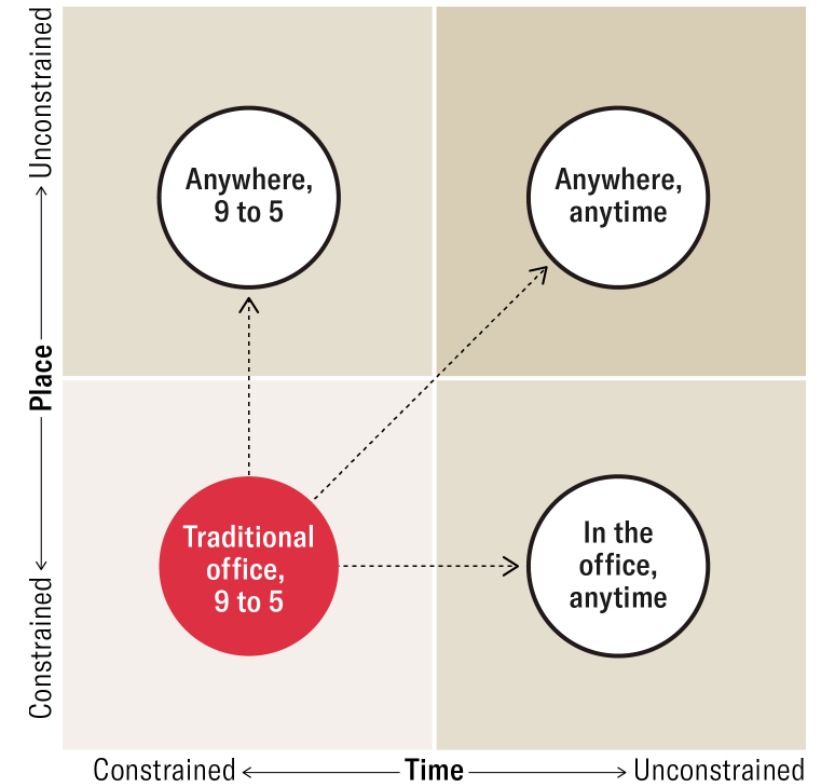
*Source: [Gartner](#) "4 Modes of Collaboration are Key to Success in Hybrid Work" June 14, 2021

A “once-in-a-lifetime” chance to reinvent how we work

Most employees don't want to revert to past ways of working; they're seeing a once-in-a-lifetime opportunity to reset work using a hybrid model – one that, if we can get it right, will allow us to make our work **lives more purposeful, productive, agile, and flexible.**”

Lynda Gratton, Harvard Business Review May-June 2021

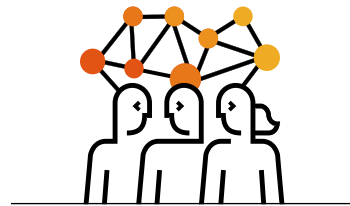
Work Arrangements in Place & Time



*Source: [Harvard Business Review](#), May-June 2021

Hybrid Work – our research synthesis in the five key enablers of innovation

Many studies have been published on the topic of remote and hybrid work. For this white paper, the SAP AppHaus team conducted **contextual research and interviewed** 11 innovation leaders from 9 companies across 7 countries, to get diverse perspectives on hybrid work. Our findings are synthesized in the dimensions of **People, Process, Place, Leadership, and Technology** — the five key enablers of innovation*.



People

Individual work
Collaborative work



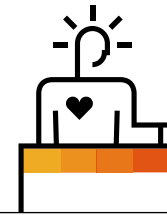
Process

Asynchronous
Synchronous
Concept Ideation



Place

Remote
In-person
Anywhere



Leadership

Inclusive
Fair
Transparent



Technology

Digital first
Bridging the office
& remote

*Ref: [SAP AppHaus Innovation Toolkit](#)



People

Employees want the best of both worlds: WFH(work from home) and in the office

It's hard to have those serendipity moments when you are fully remote."

Sophie Kim, HR Manager, GS Caltex, Korea
(quote from our user interview)

- GAINS**
 - Working remotely saves **an average of 50 minutes a day** from commuting, and **\$4000 per year** on related commuting costs.
 - Time saved also allows employees more time to spend with family, exercising, and doing hobbies, which improves work-life balance.
 - A flexible work schedule helps employees in carrying out focus work at their preferred times, resulting in better productivity.
- PAINS**
 - When it's **hard to deal with distractions** when WFH, employees prefer to be in the office for important tasks uninterrupted.
 - Inability to **unplug as boundaries between work and home are blurred**, which leads to stress and burnout after a prolonged period of WFH.
 - Difficulty in communicating and collaborating with peers via video conferencing, **missing human connection and rapport**.
 - Social isolation results in a siloed way of thinking and **less creativity in problem solving**.



Process

Companies need to offer flexibility for different working modes

“Instead of an out-of-office notification, we should have ‘In-the-Office’ notification in the future.”

Daniel Zimmer, Lead of SAP Future of Work, USA (quote from our user interview)

- Work **flexibility is not one-size-fits-all**, it highly depends on the industry and business function. Companies need to build flexibility in different working modes based on the nature of business and employee's preference.
- Companies need to **provide guidance on the number of days** in the office for in-person activities, as key team collaboration activities are less effective when done remotely.
- Team create **rituals that build social connections**, camaraderie, and team culture.
- Leader should empower employees to **work synchronously** (at the same time) **and asynchronously** (at different time) based on project needs, with appropriate tools and technologies.



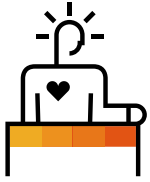
Place

The workspace needs to be redesigned for effective collaboration

Why should people return to the office if they can work remotely? Use the location as an opportunity to build a team culture."

Dan Barton, User Experience Lead & Co-founder, Bluestonex, UK (quote from our user interview)

- Studies have shown that people are able to work remotely, and in some instances, are even more productive. People are **not coming into the office to perform tasks they can do while working remotely.**
- Physical offices are important to both employees and companies, as they serve not just as a means for people to come together for work, but also to tangibly **experience a company's brand & values.**
- The role of offices is shifting from being a space for individuals to carry out their work, to being a physical platform that is **optimized for social interactions and collaborations**, such as new hire orientations, team-building events, etc.
- The design of offices needs to be **intentional in encouraging accidental collisions of ideas**, by configuring different zones that support different modes of work, e.g. a "Team Zone" for collaboration, a "Quiet Zone" for individual work, and a "Social Zone" for causal serendipitous encounters, etc.



Leadership

Empathy to employees, inclusion and fairness for all working modes

*"If one person is not in the room,
no one is in the room."*

Dave Malouf, Founder of the IxDA (Interaction Design Association, [Ref*](#))

- Leaders need to **foster inclusion and fairness** for both remote and in-person employees. When employees feel excluded or treated unfairly, it can lead to dissatisfaction and reduced productivity.
- With the shift to a hybrid work environment, leaders need to be **more empathetic** with the needs of the employees to work effectively and **prevent burnout**.
- It is critical for leaders to build trust with **open and clear communication** during remote work. Have regular 1:1 communication with employees, make sure they are **not feeling "out of sight, out of mind,"** and set clear individual goals and team priorities.
- Set **clear protocol for meetings and communications** (e.g. shorter meetings, 10-minute gap in between meetings, no meeting Fridays, messages on slack vs email, reasonable reply time, etc.).
- After a prolonged WFH period, work communication has significantly reduced to the employee's immediate project team. Leaders need a strategy to **foster cross-functional team collaboration** and synergy on a corporate level.



Technology

Digital tools to support basic needs: more is not always better

The most successful creative spaces have seemingly minimal and friendly tech.”

Collin Sommerhauser, Business Development Manager,
HanaHaus, USA (quote from our user interview)

- BASIC**
 - Hybrid work relies on **digital tools and technologies that support:**
 - Video conferencing
 - Collaboration and communication
 - Document sharing
 - Office capacity and reservation
 - Office technology needs to **bridge the gap** of in-office/remote and online/offline. Gadgets need to be **intuitive and easy to use**.
- ADVANCED**
 - Advanced technology does not necessarily make a typical white-collar worker more productive. Tools such as smartboards, digital spaces, virtual event platforms, etc., come with **barriers to adoption**, such as higher cost, higher learning curve, and more IT support.
 - In spite of the advancements in technology like Virtual Reality, Artificial Intelligence, etc., what was **surprising was the low adoption of these cutting-edge technologies** were used during the pandemic lockdown.

The Next WoW Concept

Hybrid Team, Hybrid Collaboration, Hybrid Space

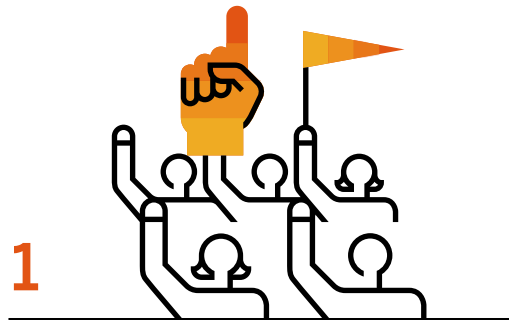


*It is not the strongest of the species that survives, nor the most intelligent that survives. It is the one that's **the most adaptable to change that survives.**"*

Charles Darwin

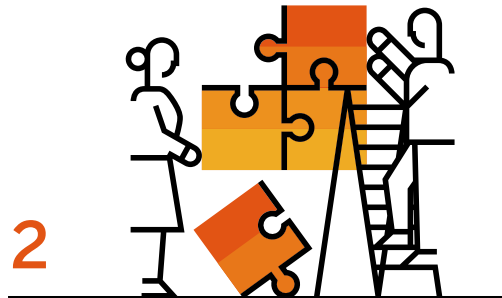
Designing the Next WoW

As the world slowly reopens under the threat of new COVID variants, we put on our design thinking hats and tackle the latest design challenge: **How might we adapt to the changes and design the Next Way of Working so that we can innovate effectively, with our own team and with our customers?** Our concept came down to the following three pillars:



Hybrid Team

How we work with our internal project team



Hybrid Collaboration

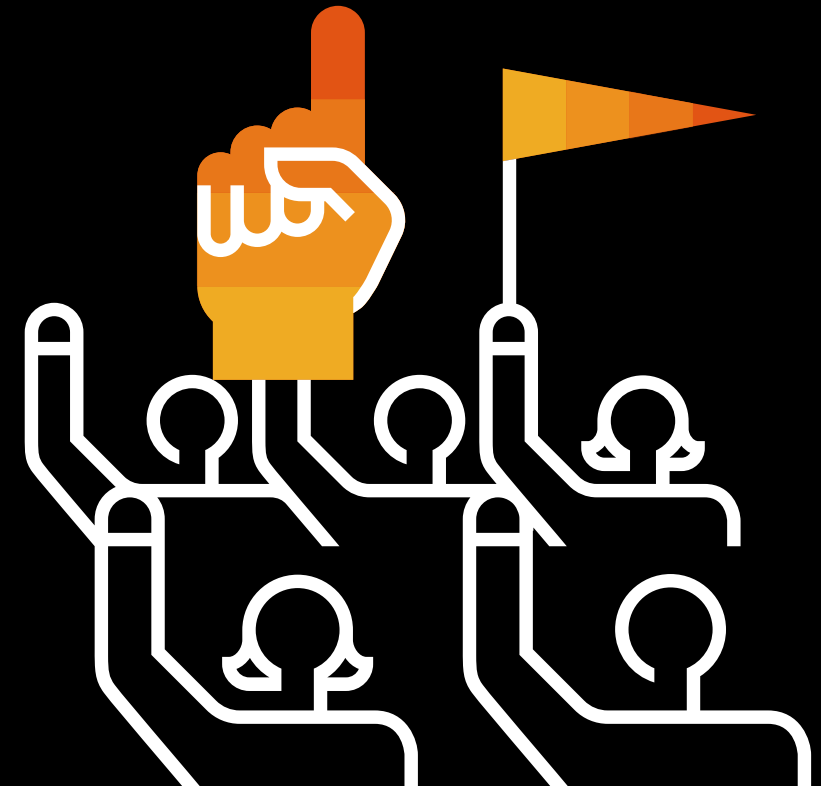
How we work with our customers and external stakeholders



Hybrid Space

How we work anywhere

1 Hybrid Team



Hybrid Team

A hybrid team consists of a **flexible work structure** where at different times some team members are in the office location, joined by other members remotely.

Implications of a Hybrid Team

Whether you are turning an existing team into a hybrid one, or assembling one from scratch, here are some points to consider for a hybrid workforce:

How does the team work together?

Time spent working together (synchronous) and apart (asynchronous)

Where are the team members?

One co-location with remote, split co-locations with remote, or all remote

What will be the best way to communicate?

Beyond the individual skillsets, keep in mind age, time-zone and psychology

Hybrid Team: Using "the Next WoW" project team as an example

When COVID-19 hit in 2020, knowledge workers were forced to transition from in-office work to remote work almost immediately. As offices start to reopen, more teams are **transitioning into a hybrid mode** with some people co-located in office locations and the rest working remotely.

Selected SAP offices have been reopening since Q2 2021, giving employees the flexibility to work in a hybrid mode. In March 2021, the SAP AppHaus team **launched the "SAP AppHaus2.0 - the Next WoW"** project as one of our first hybrid experiments. The project team represents all SAP AppHaus locations with various expertise: user research, strategy design, UX design, and project management. We are sharing some of our learnings on the following pages.

Collaboration across 5 Locations, 4 Time Zones



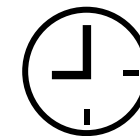
7 People

Tina, Niz, Beate, Ale, Julie, Sunny



5 Co-locations & Remote

Palo Alto, New York, Heidelberg, Berlin, Seoul



4 Time Zones

PDT (-7), EDT (-4), CEST (+2), KST (+9)

Team: Empowered to define an optimal working model

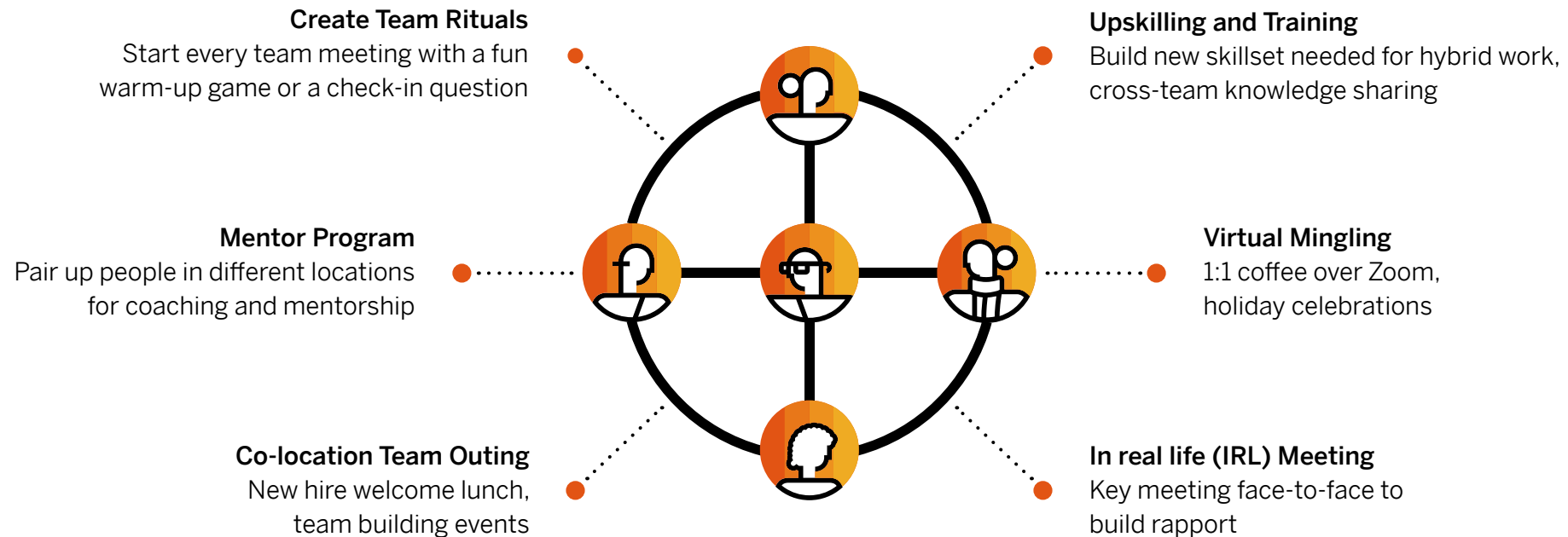
To make a hybrid-team work, you need to carefully plan the activities in each project phase and set realistic time estimates. The key is to **define a working model that works for the team and ensure social connections** for the team members.

- **Team members are empowered** to articulate their best work setting and preferences – this will help create a more accurate time estimate and project plan
- **Plan the project activities carefully** – which activities to be done synchronously vs. asynchronously, overcoming the challenge of limited business hour overlaps
- **Have a safe team environment with room for failures** – this is critical for an innovation/creative project-based team; no one is used to this kind of hybrid team, be empathetic and allow rooms for trial and error
- **Evaluate performance based on outcomes**, not where you work or how much you are in the office



Team: Ensuring social connections are not lost in hybrid

Social connections got weakened by the forced distance: In a hybrid setup, to bridge the gap and include remote colleagues is **beneficial to establish healthy rituals and regular social, non-work-related gatherings**. Both on-site colleagues and remote ones should be able to participate in the most balanced way. Whenever and wherever possible, in real life (IRL) gatherings should be held regularly.



Leadership: Adopt and foster an inclusive communication style

Different generations talk, write and express themselves differently. In-person communication allows individuals to express themselves and perceive others in a complete way, which includes voluntary and involuntary gestures and body language. A hybrid team should be aware of this limitation of the expressivity and bridge the gap by **adopting a 360° inclusive communication style**.

Generation



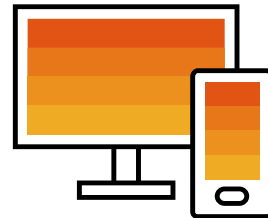
Baby boomers

Generation X

Generation Y (Millennials)

Generation Z

Preferred Channel



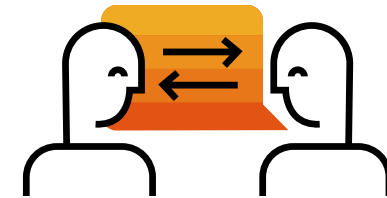
Conf. calls (synchronous)

Email (asynchronous)

Chat/IM (a/synchronous)

In-person (synchronous)

Communication Style



Prefer non-digital communication

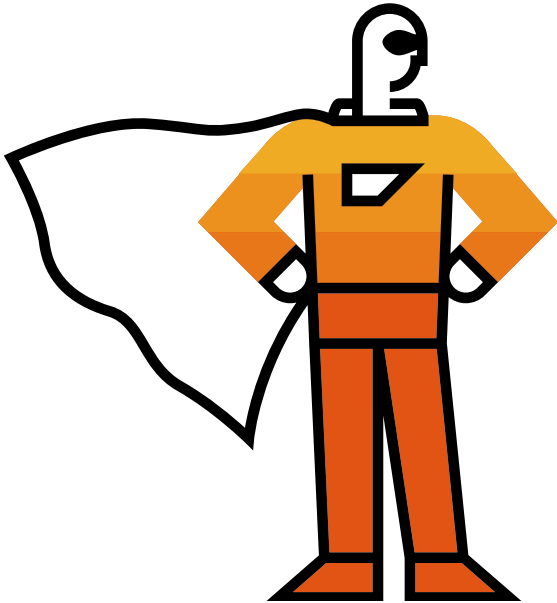
Confident writing formally

Flexible, prefer digital communication

More confident talking

Leadership: Empower the team and treat everyone fairly

With hybrid working, leaders need to **empower team members to make decisions**, support them with **frequent feedbacks**, and most importantly, treat both in-person and remote members **fairly**.



- **Empower each team member** to define their work schedule based on commitments and expected outcomes rather than given timetables.
- **Ensure regular and mutually agreed 1:1s** to allow each team member to express their needs and feelings as the hybrid situation evolves.
- **Give flexibility to change work arrangement dynamically** finding a good work-life balance.
- **Give space to personal initiative** to improve the setup and embrace proposals as they come, by playing them back to the team.

Leadership: Encourage transparency and set clear expectations

When people are not working in the same space, efforts and outcomes can go unnoticed. To avoid the feeling of “out of sight, out of mind,” leaders need to **encourage transparency**, by hosting sharing sessions and **set clear expectation**, especially when team is working in hybrid mode.



Setup and run regular team meetings

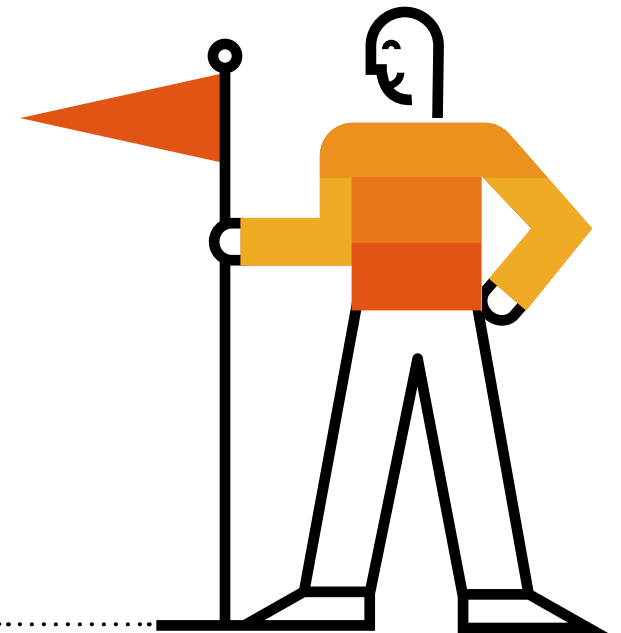
to ensure everybody in the team get some stage-time to show their progress and ask for help.



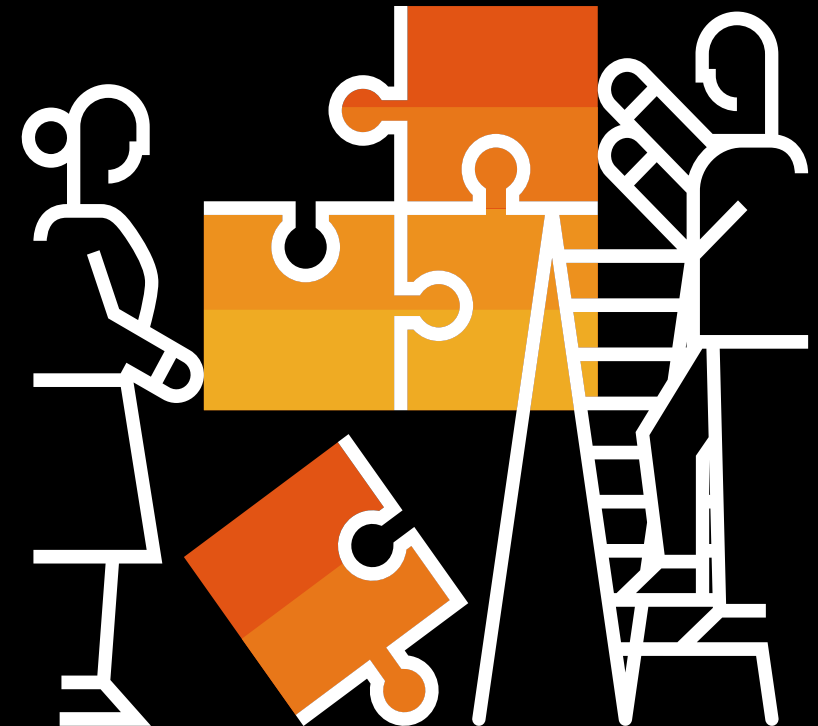
Set expectations and leverage structured methods

to keep track of progress and be sure to calibrate and make adjustments as necessary.

Be sure that personal goals and team goals are aligned, so that each team member see how do they contribute to the bigger picture.



2 Hybrid Collaboration



Hybrid Collaboration

Strong collaboration is a key driver of innovation. For a creative team like SAP AppHaus, collaboration goes beyond our own team, and always includes our customers, along with their end-users and key stakeholders.

What is hybrid collaboration?

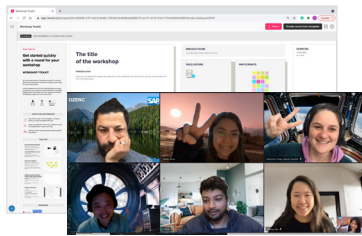
- | Working together in a seamless fashion – people present in-person and/or remote
- | Focus on bridging both physical and digital worlds together in a meaningful way
- | Interaction between work that happens in real life (IRL) and in the digital space
- | Working towards a common goal or outcome, typical activities include (but not limited to):
series of workshops, a proof of concept as a technology artifact, business process journey maps, etc.

Customer Collaboration: Transition from in-person to remote

[SAP Human-Centered Approach to Innovation](#) involves different phases in the design thinking process. Close collaboration with the customer's end-users is key for our project success. **The effectiveness of the collaboration is highly impacted by working remotely.**

DISCOVER

**Highly Impacted*



User Research

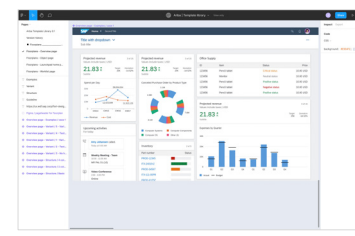
Turning on video to see facial expressions, emotions, and context of working environments is key.

Design Thinking Workshop

A virtual workshop requires a lot more preparation to get the attention of the attendees, as they may be distracted or multi-tasking in the background.

DESIGN

**Minimally Impacted*



Storyboard

By working with digital tools like [SAP Scenes](#) to create storyboards to describe the scenario and having something to show and discuss, it is easier to collaborate remotely.

Wireframe Design

Working with the right design tools and online collaboration technologies for creating design iterations.

DELIVER

**Highly Impacted*



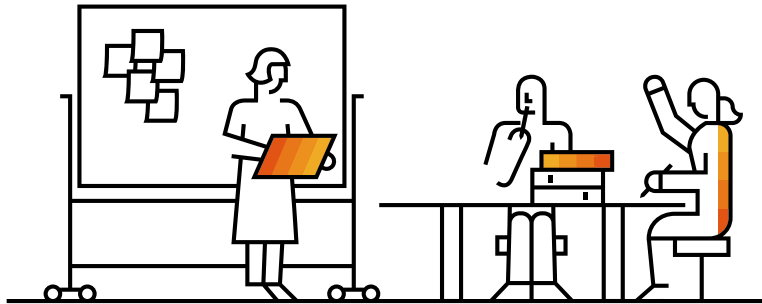
Prototyping & Test

Testing a prototype poses similar challenges as in user research and workshops, as this is a highly engaged activity in which a participant's reactions and emotions may be lost in a remote session.

Collaboration Workshop: From in-person to remote



In-Person Workshop



Meet at the Same Location

Prioritize on Experience

High-Energy Environment

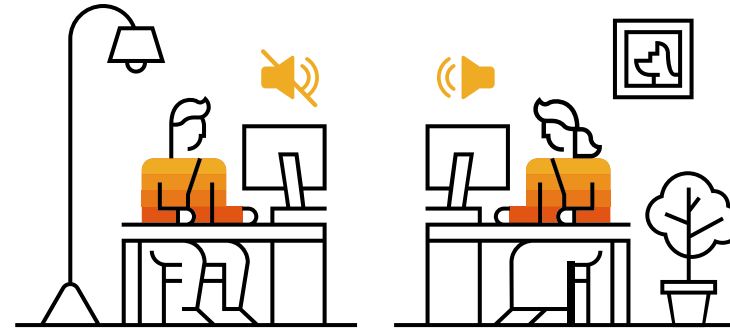
Intensive Interaction

Active Participation

Simultaneous Facilitation



Remote Workshop



Access from Multiple Locations

Prioritize on Results

Unpredictable Environment

Limited Interaction

Passive Participation

Structured Facilitation

In-Person Workshop

Before the pandemic, in-person workshops were held at different project stages to **involve the end-users in close collaboration**. Attendees leave their familiar work setting and come to the creative SAP AppHaus space for a **highly engaging workshop** full of brainstorming, debating, sketching, and creating.

Some of the activities are much easier in an environment when people are together.



BENEFITS

- Getting the attendees out of their normal work setting - switching up the environment helps people feel invigorated and more inspired
- A highly engaging, fun, and creative experience in problem finding/solving
- Opportunities to directly engage with a diverse group of people (customer/experts/project team)
- Creating quality connections through in-person networking
- More in-depth discussion amongst participants
- Higher performance and increased productivity in collective teamwork
- Provides more hands-on experience – e.g. making physical prototypes

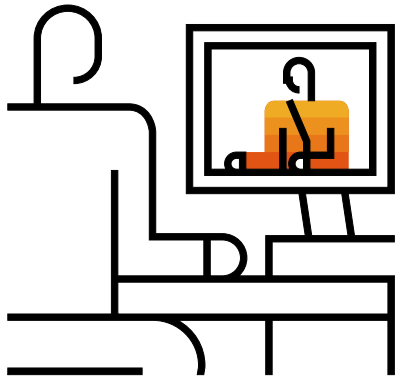
CHALLENGES

- Attendees are less willing to travel and work with an unfamiliar group of people in an indoor setting
- The number of attendees in the workshop might be limited by health and safety measures
- Need extra care for following the health and safety measures (e.g. vaccination proof, etc.)
- Need to keep the social distance (furniture arrangement, plastic partitions, etc.)
- Need more time to prepare/set up/clean-up the workshop space

Remote Workshop

Remote work has quickly become our **new normal**. By making the workshop more engaging and interactive, even though people are not in the same physical location, we can maintain the same productivity and quality as an in-person workshop. Enabling people to **actively use video and chat** helps to create a closer bond and leads to **effective collaboration**.

It becomes as effective as an in-person workshop. It's not the second-best option anymore.



BENEFITS

- A remote workshop gives facilitators more flexibility around the time and format of the workshop
- Participants can join from all different locations (fewer limitations of # of participants)
- Different types of digital tools are available, with easy sharing/transfer between all assets in digital formats
- The workshop session can be recorded and shared with those who can't join to review
- Split into smaller focus groups using breakout rooms to enable closer collaboration
- Digital networking (Unique perspectives/experience)
- Reduced carbon footprint and less waste

CHALLENGES

- Participants tend to be quieter on video calls
- More difficult to read body language or facial expressions from the participants
- Need extra efforts and energy needed to organize/facilitate the remote workshop
- Outcome-driven agenda – focus on alignment and sharing points of view. More difficult to have "Aha" moments
- Breakout sessions need more effort to organize and manage
- Participants feel less involved and could jump off at anytime

Lessons learned as we transition from in-person to remote



REMOTE WORKSHOP IS THE NEW NORM

- As people are reluctant to go to indoor spaces for in-person workshops, remote workshops are preferred by participants
- Participants find a well-facilitated remote workshop effective in terms of outcome (e.g. ideas generated on digital whiteboard, share-outs and discussions, reaching alignment)
- Facilitators preferred a workshop that is either participated by attendees who are all remote or all in-person; a hybrid workshop would rely on additional IT support and requires more time and effort to prepare



SPACE AFFECTS HUMAN BEHAVIOR, MINDSET, AND PERFORMANCE

- In-person workshops give participants a chance to experience the design thinking process, and are more effective for idea generation
- Seeing facial emotions and body language helps participants better empathize with different perspectives
- Starting remote workshops with warm-up activities can trigger the participants' creativity
- Asking people to turn on their video during a remote workshop can help create a closer bond

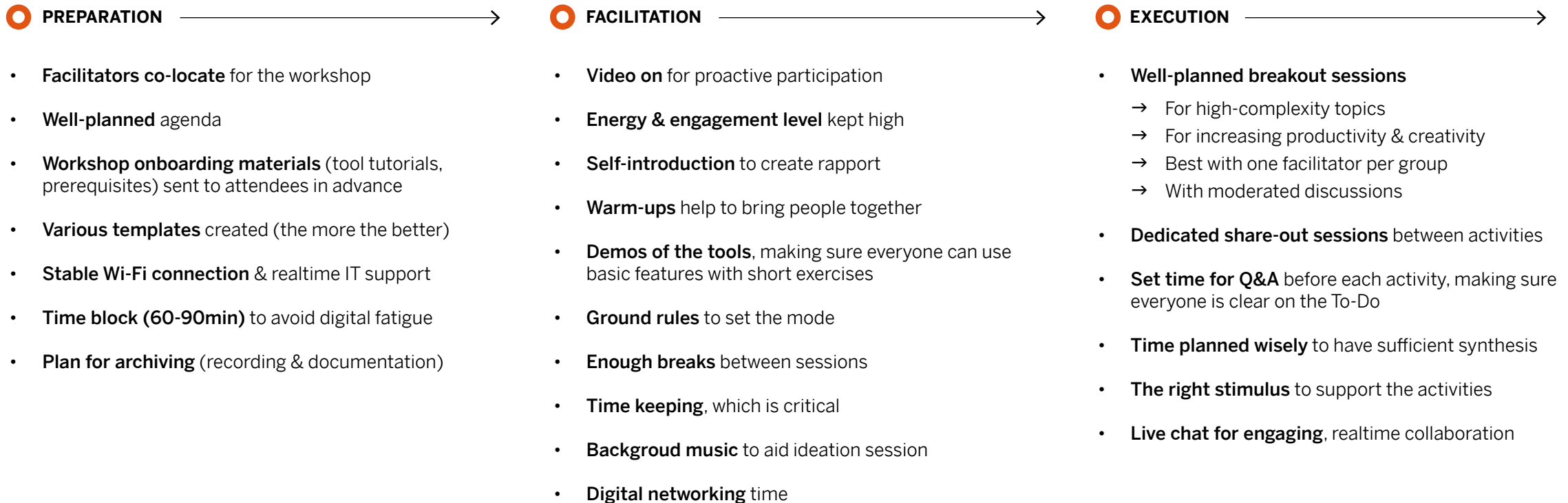


PRODUCTIVITY MATTERS IN DIGITAL COLLABORATION

- Chance, face-to-face interactions between participants improves productivity and leads to active discussions
- Active use of video and chat enables effective remote collaboration
- In-person workshops tend to have fewer sticky notes yet richer discussions
- Remote workshops tend to have more sticky notes yet light discussions

Best practices for remote workshops

To successfully run a remote workshop, it is important to have **the facilitators co-located so any adjustments during the workshop are made seamlessly**. The attendees would all be joining remotely, and the artifacts are all captured using digital collaboration tools.



Hybrid Workshop – Is it really a viable option?

A hybrid workshop is when the facilitators co-locate with some attendees in the same room, while others join the workshop virtually. All eleven innovators we've interviewed for this study agree that an in-person workshop is more effective than a remote workshop and that **conducting an effective hybrid workshop would be extremely challenging**.

INITIAL QUESTIONS

Why do people want to participate in an in-person workshop if they still have to share ideas digitally on a digital whiteboard (e.g., MURAL, Miro) via video conference (e.g. Zoom, MS Teams) to accommodate remote attendees?

If people still need to wear face masks indoors and maintain social distancing measures, then what is the purpose of being together in the same room for an in-person workshop?

Even if a participant sees the value of attending an in-person workshop, their company policies may not allow for business travel.



Hybrid Workshop – Our first test results

In our first hybrid workshop test, we wanted to give the in-person attendees the “normal” experience by writing and putting post-its on the wall, while remote attendees created digital post-its on MURAL. We projected the MURAL board onto the wall so the physical post-its could “mix” with the digital, and we tried to cluster the ideas by moving the post-its. The results were not successful.

FIRST PROTOTYPE

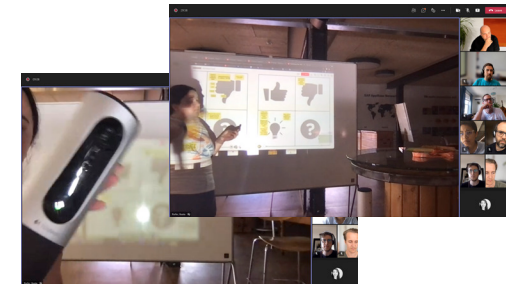
- Test location: SAP AppHaus Heidelberg
- In-person: 1 facilitator, 2 attendees
- Remote: 8 attendees

TECHNICAL SETUP

- A laptop was attached to a beamer and a Logitech camera/sound system
- The beamer projected a MURAL digital whiteboard, and screenshare via MS Teams was projected to a physical whiteboard in the room

INITIAL GOALS & RESULTS SUMMARY

- Remote attendees should be able to hear people onsite (visual was not possible as we didn't have a 360° camera)
→ **Worked, but was not really good quality**
- Remote attendees should be able to read the physical and virtual post-its through the camera
→ **Did not work**
- Onsite people should be able to read the virtual post-its on the whiteboard
→ **Partially worked**



Hybrid Workshop – Our second test results

In our second hybrid workshop test, our focus was to give in-person attendees a seamless experience of collaborating with remote participants. The in-person attendees were writing and putting post-its on a physical whiteboard, while remote attendees created digital post-its on a virtual board, MURAL. Our test results show that the real-time creation, clustering, sharing of post-its is still quite challenging.

SECOND PROTOTYPE

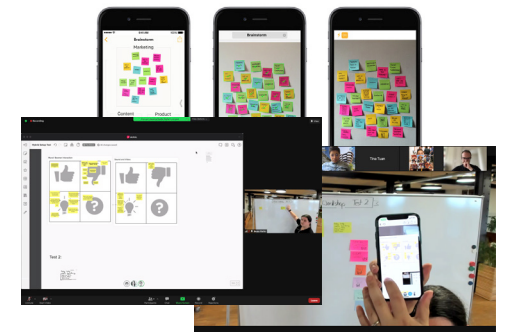
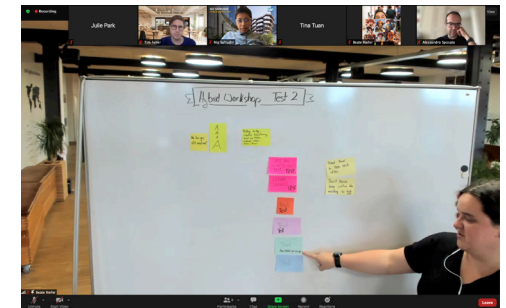
- Test location: SAP AppHaus Heidelberg
- In-person: 1 facilitator, 1 attendees
- Remote: 6 attendees

TECHNICAL SETUP

- A laptop was attached to a 64" TV Screen and a Logitech webcam mounted on the TV.
- The sound was transported via Zoom and Mobile Phones on headsets.
- The TV showed the MURAL and the camera was capturing the whiteboard on the side.

INITIAL GOALS & RESULTS SUMMARY

- Remote attendees should be able to hear and see people while working at the board → **Worked, but microphones had to be muted/unmuted while talking to avoid echo/feedback. Also, due to COVID restrictions, only one person is standing at the board. The other attendee was not in the camera view.**
- Remote attendees should be able to read the physical sticky notes through the camera → **Worked, but the notes had to be written clearly and in high contrast.**
- In-person attendees should be able to read the virtual stickies on the TV → **Worked, but the font and size of the sticky notes had to be adjusted to fit the screen.**
- Transferring physical sticky notes to the virtual world → **MURAL Scanning App did not work, but the MURAL and Post-it Plus App for scanning worked. Taking pictures on a small number of post-its also worked, but was time consuming.**



Lessons learned from hybrid workshop test

In case you want to test the **hybrid setup**, there are some things to consider. It is important that all participants have a basic understanding of the methods you will use and are committed to proactive and constructive work. For smaller teams who already know each other well, mixing them in hybrid mode might work. The best practices previously mentioned for in-person and remote workshops still apply for a hybrid workshop.

MAIN CONSIDERATIONS

- ✓ **One facilitator and one support** to handle MURAL and Zoom/MS Teams during the workshop
- ✓ **Adjusted agenda and methods** for extra time to transfer potential physical artifacts to the digital whiteboarding tool
- ✓ **Camera and video on, microphone** and dial-in line are connected, boards and TV adjusted correctly
- ✓ **No side conversations** for in-person groups with a shared microphone
- ✓ **Always check if audio/video** is working and always on for engaging, real-time collaboration
- ✓ **Prepare back up plans/improvisation** for technical difficulties and people struggling with the set up
- ✓ **Set the right expectations** on the planned experience and the mindset the involved people need to provide



Hybrid Workshop: influencing factors

For a hybrid workshop to be successful, it depends not only on the right technology, but also on **your goal for the session**, the skill level of the facilitator, and the relationship with the participants.

Goals of the workshop influences the setup

- If networking is a high goal, more onsite/in-person elements should be included.
- If content is more important, then the onsite/in-person elements can be reduced.

Skill level defines quality and joy

- The more the coach feels comfortable with tools and equipment and not feels overwhelmed with trouble shooting, the more comfortable the participants will feel.
- The less guidance participants need in the methods and tools, the more they can enjoy and engage in the collaborative work.

Personal connections and psychological safety defines energy and output quality

- The more people know each other and feel in a trusted environment, the more they will contribute, share qualitative content and will be more tolerant to potential errors.



Collaboration tools that we use

There are many tools that enable hybrid collaboration. But when it comes to technology, **more is not always better**. Beyond the commonly used meeting platforms and communication tools, fancier gadgets might come with a high learning curve.



Tools That We Currently Use

- **Meeting platforms:** Zoom, MS Teams
- **Digital collaboration:** MURAL
- **Communication:** MS Outlook, Slack
- **Document sharing:** SharePoint
- **Methodology:** Innovation Culture Toolkit



Software/Tech We Are Evaluating

- **Virtual events:** Gather, Bizzlogic
- **X-Reality:** Augmented, Mixed & Virtual Reality
- **Communication:** MS Outlook, Slack
- **Webcam:** Logitech 920
- **Microphone:** t.bone SC 500 USB
- **Encourage online audience** to turn on video



Tips and Tricks

- **Highlight the speaker** – when hosting, put a spotlight on a speaker so that they are enlarged
- **Record a meeting** – check your settings to make sure you are saving in local storage and not in the cloud
- **Use and adapt collaboration templates** from your vendor (e.g. MURAL)

Hybrid Workshops – a decision spectrum

Based on our tests of running a hybrid workshop, we are not convinced that combining in-person attendees with remote attendees is the most effective way for collaboration. Workshops should be held either fully in-person or remote, whichever includes **the most participants**, in order to reach the best outcome in terms of the 5 criteria below.



3 Hybrid Space



Hybrid Space

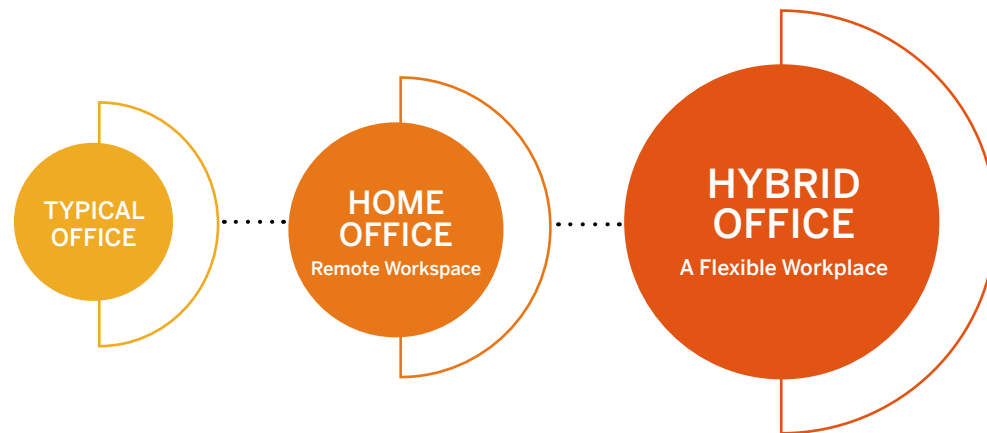
Bringing a diverse group of people together in a physical, creative space is key to encouraging new ideas. As the pandemic interrupts business travel, we ask: **how might we recreate a highly engaging collaboration experience with our customers, minimizing the need for business travel?**

The space needs for an innovation team

- | Maximize space for team collaboration, with spaces that are flexible in configuration and setup
- | Reduce the number of permanently assigned workstations, as individual work can be done remotely
- | Create social spaces to foster creativity & water cooler moments, which build rapport and spark serendipitous ideas
- | A maker space for team members to prototype (hands-on)

Adapting to a hybrid workplace

In order to adapt to post-pandemic needs, office spaces need to be redesigned for hybrid work environments. A physical workplace is essential for teams to bond, socialize and collaborate on teamwork activities. Employers need to **make the hybrid workplace an option** so that employees can decide when and where they need to work for their own well-being, maximizing productivity and **transforming work-life balance into flexible work-life**.



Increase productivity at home

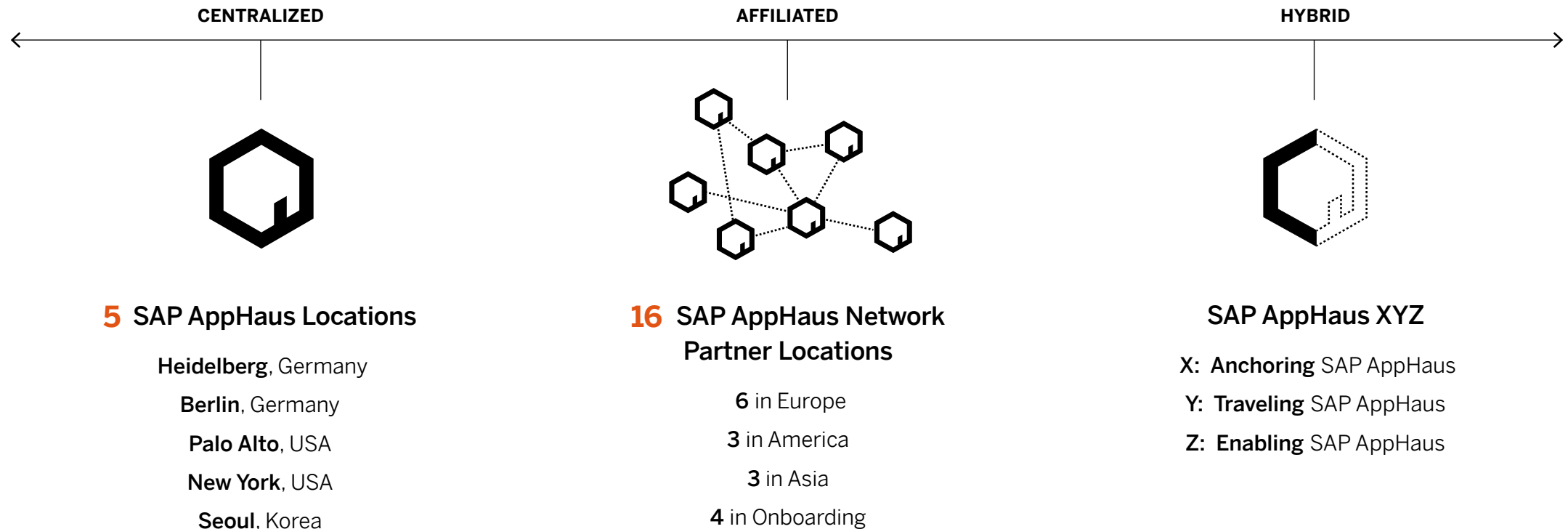
- A flexible model (e.g. "3-2-2" model, 3 days in-office/2 days remote/2 days off): the specifics should be defined at company or team level
- Effective teamwork and communication in the office, with concentrated individual work done remotely at home
- Save commute time, increasing work-life balance

Maintain social connections in the office

- In-office activities that prioritize social bonding, team building
- Environment created for "serendipitous moments" – good ideas that happen by accident
- Office space designed around collaborative work – ideation, prototyping, and socializing

SAP AppHaus as a creative work space – an evolution

To share our **mindset and way of working** with partners and customers, SAP AppHaus spaces are evolving into a broader concept, not just based on the needs of the people, but also as a **representation of its brand, culture and identity**.



Impact of our creative spaces – SAP AppHaus Network

Creativity needs a space that fosters inspiration and discovery, a space that promotes the exchange of ideas and maximizes the team’s potential. To expand this collaboration, the SAP AppHaus has created a community of innovators and creative spaces. Collectively, we have hosted nearly 3,000 workshops and inspired over 75,000 visitors in our creative spaces since 2013.

21

SAP AppHaus Network
Partner Locations

75,166

SAP AppHaus Visitors
(*Numbers as of Q1 2021)

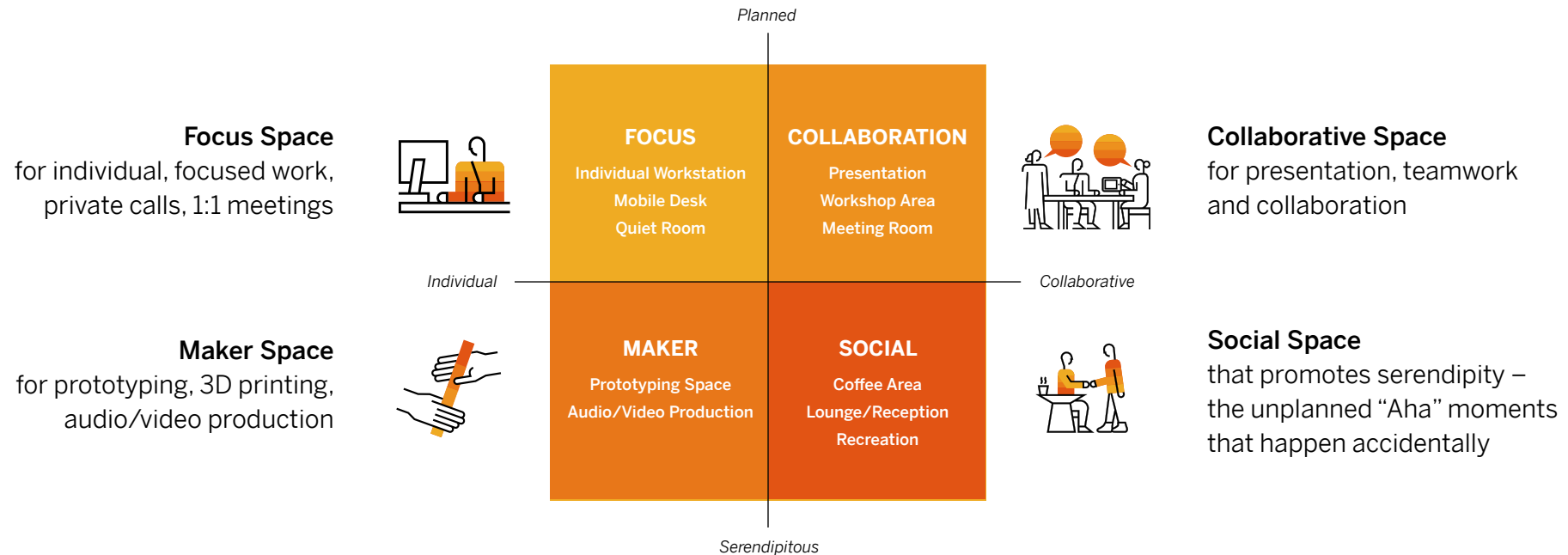
2,968

Workshops



Key elements of a creative space – designing SAP AppHaus

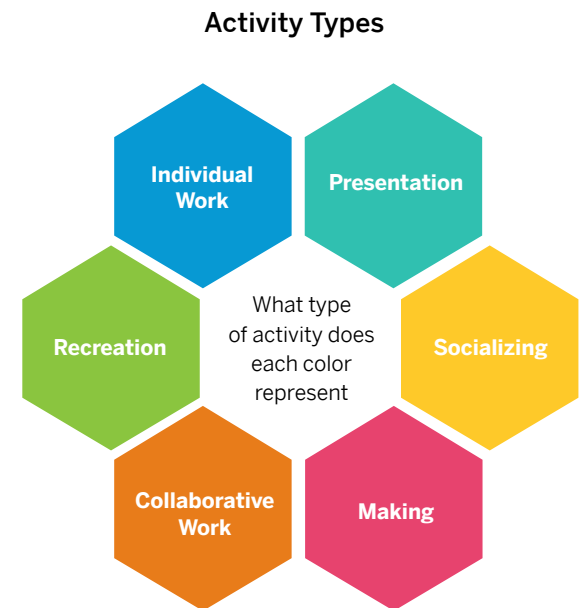
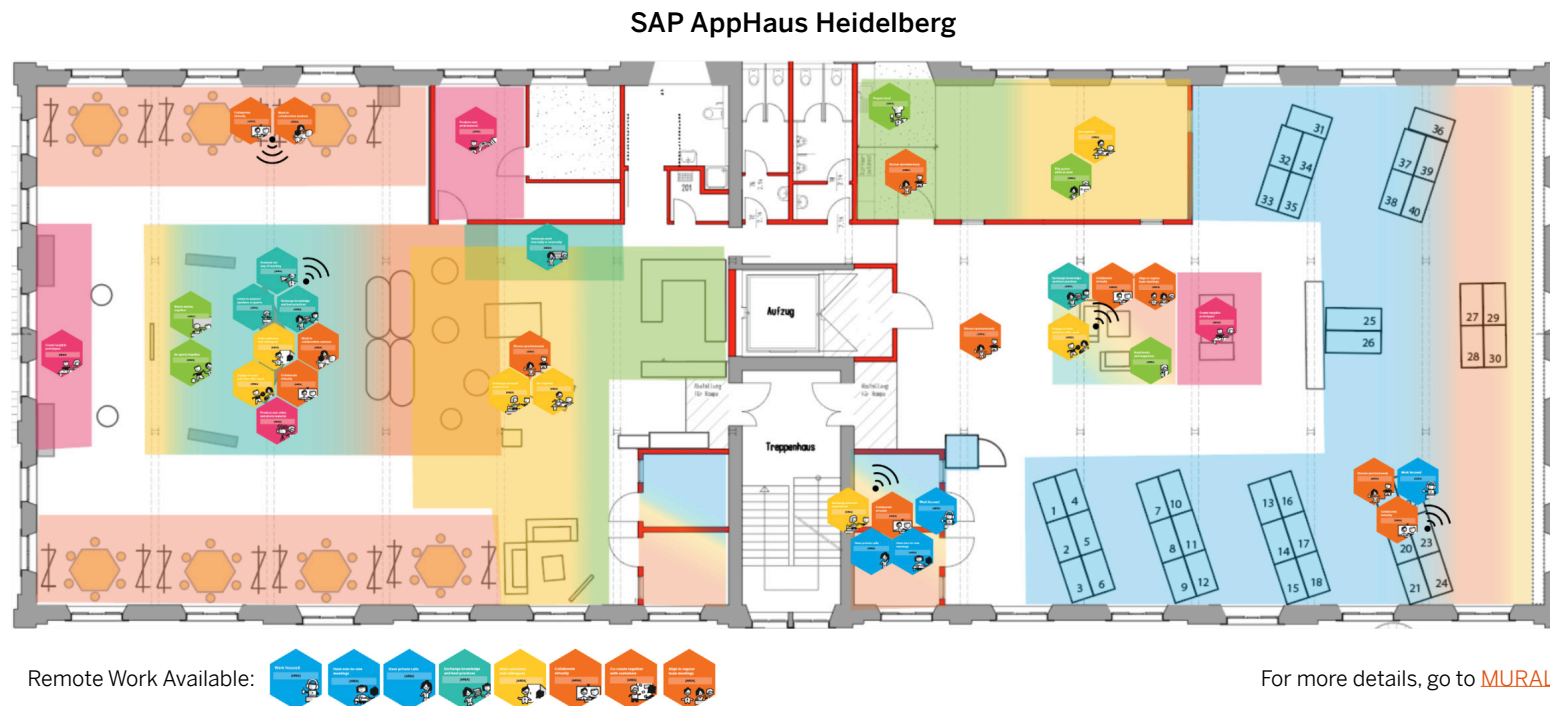
As customer-facing co-innovation spaces, SAP AppHaus locations across the globe have been designed with a **human-centered approach**. Designing with people in mind enables employees and customers to be more creative and productive. Our design principle transforms into its own purpose, including focus, collaboration, and networking.



Segmentation of Spaces based on Zones & their Respective Intent

Key elements of a creative space – designing SAP AppHaus Heidelberg

The adapted blueprint below is an example of how we use [Mosaic](#), a creative space planning tool, to organize activities and areas for one of our locations in Germany. The color spectrum indicates the level of audible distraction: red/orange areas are for workshops and teamwork, green and yellow areas are casual social spaces, and blue areas are for focus work and meetings.



For more details, go to [MURAL](#)

Potential hybrid space concepts – SAP AppHaus XYZ

SAP AppHaus "XYZ" is our extended view of transforming the notion of a physical space into a creative and purposeful experience for our colleagues, customers, and partners, through a mixture of hybrid settings.

X ANCHORING

SAP AppHaus X represents the main hybrid workplace for creativity and co-innovation. How might we strengthen SAP AppHaus existing locations with customers, colleagues and partners?

- Open to SAP colleagues and Network partners as 3rd co-workspace
 - Increase co-working opportunity
 - Maximize space utilization
- Facilitate serendipitous moments
- Reduce carbon footprint and contribute to sustainability-related goals

Y TRAVELING

SAP AppHaus Y is intended to bring the SAP AppHaus environment when meeting our collaborators. If the customers can't travel to us, how might we take our SAP AppHaus experience to them?

- Replicate the SAP AppHaus atmosphere for on-site workshops (e.g. minimum half-day) at the customer's office or a nearby SAP office
- Represent the SAP AppHaus spirit and mindset to set the tone for creative collaboration
- Bring necessary portable technologies and tools to transform meeting rooms into hybrid collaboration spaces

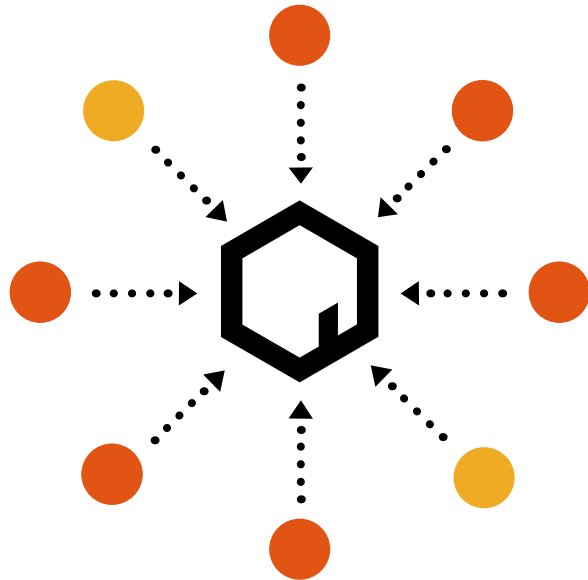
Z ENABLING

SAP AppHaus Z addresses the needs of the home office in a creative working environment. How might we recreate the SAP AppHaus atmosphere for those working remotely?

- Replicate a mini-SAP AppHaus for home offices/ desks/personal locations
- Encourage fluid and agile working modes
- Implement portable technologies & digital collaboration tools
- Ensure rejuvenation of participants who are collaborating remotely

SAP AppHaus X – sharable creative spaces anchored in major cities

Working in a creative space that is different from one’s home office or assigned workspace is key to sparking creativity and innovation. Our intent is to **strengthen existing SAP AppHaus spaces in major cities around the world and the utilization of those spaces**. SAP AppHaus locations can serve as an **extended collaboration space** for customers, local SAP employees, and network partners.



WHERE

SAP AppHaus permanent locations: Heidelberg, Berlin, Palo Alto, NYC, Seoul

WHAT

Share SAP AppHaus as a 3rd office and creative space for local SAP employees and their customers

HOW

Find an SAP AppHaus near me, working together in a seamless fashion – people present in-person and/or virtually. Organize dedicated open-days that people can apply to and book their “seat”

SAP AppHaus X – iterate to adapt

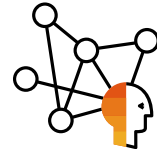
With the ever-changing status of the pandemic, **physical spaces have to be adapted to meet the current needs of their inhabitants**. Iterating the space design with user feedback and mindfully adopting the latest trends is key to keeping people's experience of the space purposeful and delightful.



Transforming into Shared Space

Multi-Purpose Creative Space

Each space is furnished with a variety of options to suit its individual character and purpose, leveraging modular designs to quickly, easily, and flexibly rearrange any space as needed.



Continuously Evolving Space

Expanding Network

Reach out and exchange with others and learn from their challenges and solutions.

Social and Cultural Trends

Observe shifts in societal and work culture, and what that means for your way of working and the space rearrange any space as needed.



Listening to On-going Feedback

Gathering Feedback

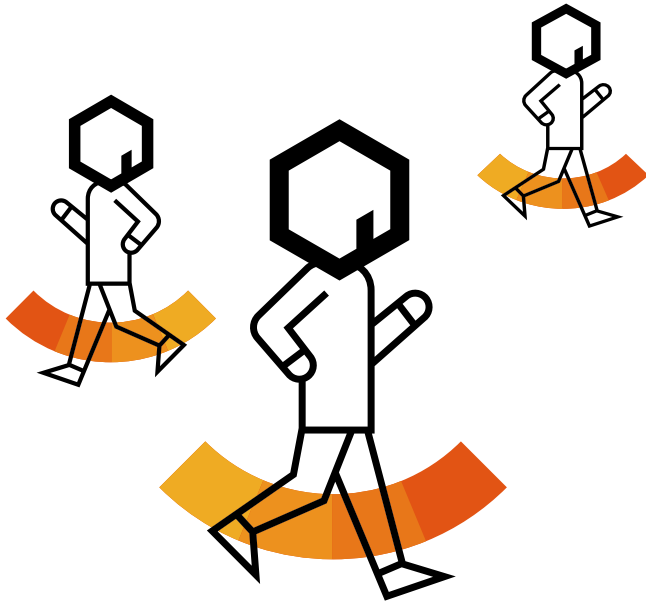
Consider feedback given by the customers, partners and the team working in the space.

Space Survey & Iteration

Observe how the space is used and what can be optimized, which can be deduced over time, whether or not the space is utilized effectively.

SAP AppHaus Y – a traveling creative space

Customers are more selective with regards to where and when they will travel in the post-pandemic world. This requires SAP AppHaus to meet them in the middle through **setting up a temporary, creative space at prominent hubs**, such as the SAP Experience Centers, HanaHaus, or major events such as SAPPHIRE or TechED. Alternatively, a flexible meeting room at the customer site can be turned into a temporary SAP AppHaus too.



WHERE

SAP regional hubs and offices, customer offices, major customer or technology/design events

WHAT

The pop-up SAP AppHaus is an approach rather than a concept, the location sets the boundaries, where the budget defines the size of the experience. If our customers can't come to the SAP AppHaus, we go to them.

HOW

Replicate the SAP AppHaus atmosphere, enable collaborative and moderated workshops, methods and materials (half day minimum)

SAP AppHaus Y – pop-up experience in strategic spaces

The key ingredients to transform an empty meeting room into an SAP AppHaus experience include: movable furniture (ideally on-wheels), large whiteboards, wall spaces or brown papers to cluster ideas, post-it notes and sharpies, vibrantly-colored posters that highlight the design thinking steps, and toolkits such as [Scenes](#) for storyboarding.



SAP AppHaus Pre-opening Pop-Up Event
Pango Startup Campus, Korea



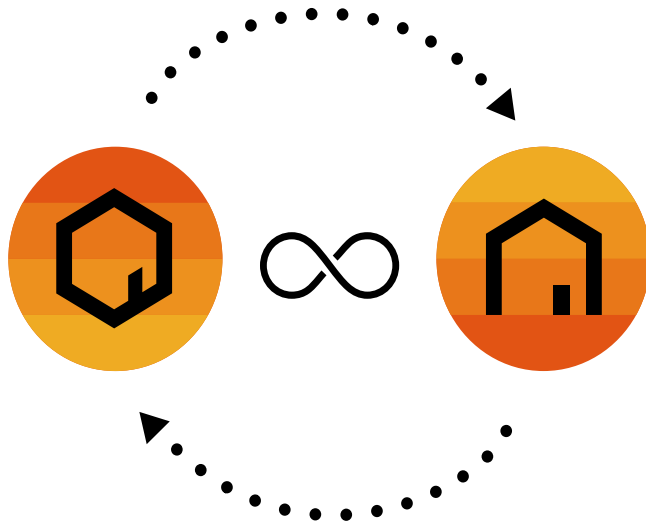
Customer Workshop in SAP Facility
SAP Australia, Singapore, Philippines



DT Workshop at Customer Site
Bank of China, Tata Motors, DLUST

SAP AppHaus Z – a creative space at home

The pandemic has shown that people are able to work remotely, which affects their decision to travel for work. As such, **how might we recreate the SAP AppHaus atmosphere for those working remotely in their home office?** Transforming a desk or home office into an agile working model, by using the appropriate digital tools and a checklist for best practices is one way to enable people for hybrid collaboration.



WHERE

People's home offices when working remotely

WHAT

Recreate the SAP AppHaus creative atmosphere in any home office

HOW

Using a checklist for equipment, ergonomics considerations, desk zones and digital collaboration tools and templates

SAP AppHaus Z – transforming a home office into a mini creative space

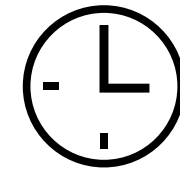
How to setup a creative environment when you are working remotely? Putting a creative spin on your home office by checking the ergonomics, uncluttering the desk, using wall-space to cluster ideas, and collaborating with others with digital tools.

● Creative Working Zones

Close by and easily accessible tools which are used daily (monitors, laptop, keyboard, notebooks, pens, etc.)

Something to keep your hands busy while you think (pen, fidget spinner, stress ball, etc.)

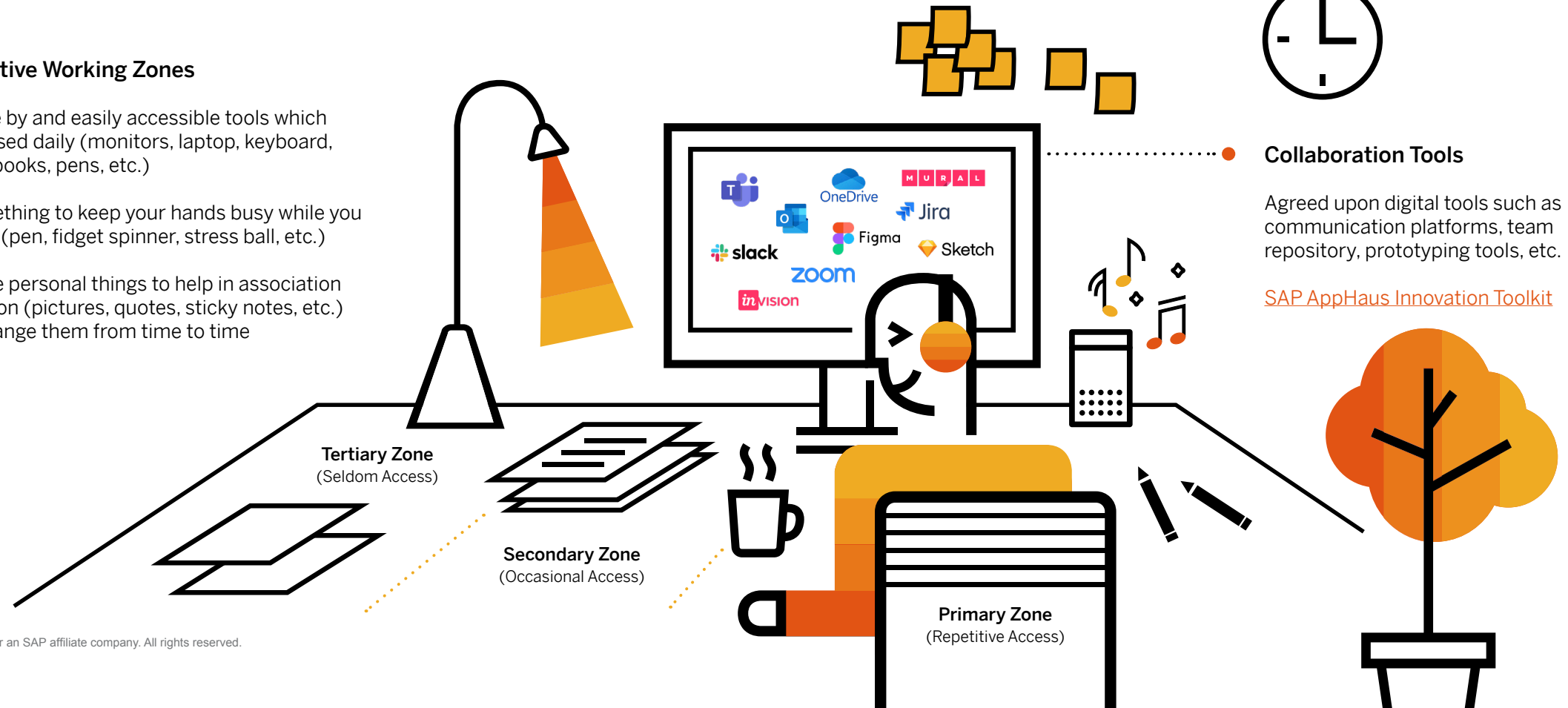
Some personal things to help in association session (pictures, quotes, sticky notes, etc.) exchange them from time to time



● Collaboration Tools

Agreed upon digital tools such as communication platforms, team repository, prototyping tools, etc.

[SAP AppHaus Innovation Toolkit](#)



Tips to define your own personal creative environment

Creativity is deeply personal and everyone has a preferred environment on how and where he/she/they carry out their work. Based on what we learned from creating SAP AppHaus, we can help you define your **personal interpretation for your creative space at home**.



Creative atmosphere/room ambiance

- **Home Office Furniture & Equipment** – Adjustable desk & chair, laptop/monitor, keyboard & mouse, Headset & Speaker, desk lamp
- **Window** – Helps to let fresh air breeze in the room
- **Natural Light** – Helps the ability of the eye to relax and recover from fatigue
- **Plants** – Naturally filter toxins from the rooms and help freshen up the place
- **Scent** – The pleasant smell makes feeling energized and refresh



Ensuring creative minds, routine, and rituals for well-being

- **Music** – Upbeat music helps to boost productivity and classical/slow music tends to help to concentrate and relax
- **Mindfulness Exercises** – Find your focus on the activity and get rid of distracting thoughts
- **Eye Exercise** – Helps to relieve eye strain and relaxed
- **Body Stretching** – Helps to improve posture and to keep the muscles flexible, strong, and healthy
- **Regular Snack/Rejuvenation Time** – Makes feel more awake and energized

Conclusion

We can STILL make innovation happen in a hybrid world

We have taken you through a journey of how an innovation team took on the design challenge of reimagining the way we work. Based on our research and test results, we've created a concept of the Next WoW, building a resilient hybrid working model, factoring in the key drivers of innovation.



Hybrid Team: More flexibility requires more individual accountability

- **Leadership:** create a fair and inclusive environment, open communication
- **Empowerment:** individual preferences, managed by outcomes



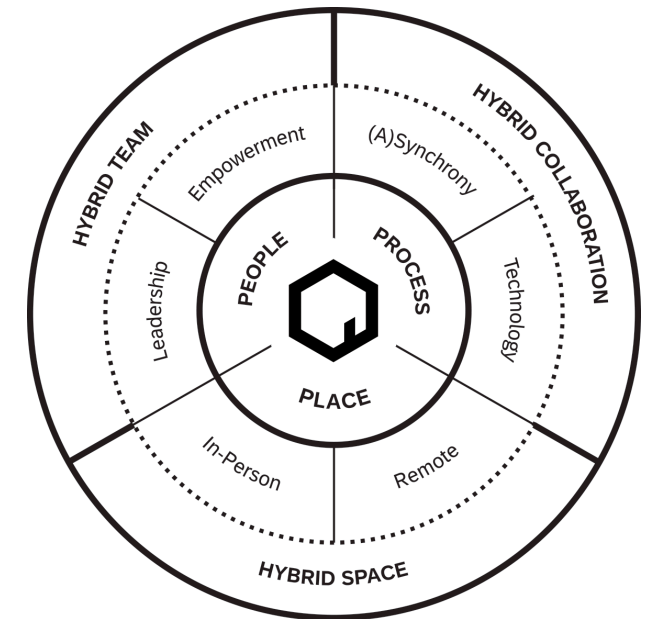
Hybrid Collaboration: Effective working model to ensure productivity and inclusivity

- **Technology:** start with the basic, common tools and technologies
- **Synchronous/asynchronous collaboration:** what needs to be done together/apart need to be carefully planned, bridge time-zone gaps



Hybrid Space: Redesign the workspace to maximize social connection in-person & remotely

- **In-Person:** Facilitate better collaboration and embrace live interaction (e.g. Team bonding, serendipity moments, human connection)
- **Remote:** Retain the benefits of working from home (e.g. Saved commute time, flexible schedule, work-life balance)



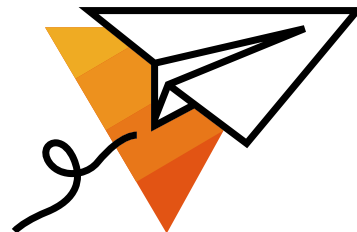
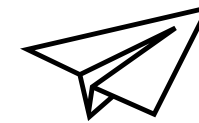
SAP AppHaus Hybrid Working Principle

Next steps for the Next WoW

Since the pandemic, we have **experimented different approaches of hybrid work**, and we are **continuing to reinvent ourselves** here at the SAP AppHaus. The Next WoW (Way of Working) is not a project that we can put a deadline on. **We will keep iterating the concepts** that we have introduced in this whitepaper, and keep sharing our learnings in the future. So, stay tuned!

The journey continues, we look forward to working with you and hearing your feedback!

Contact us at SAP.AppHaus@SAP.com



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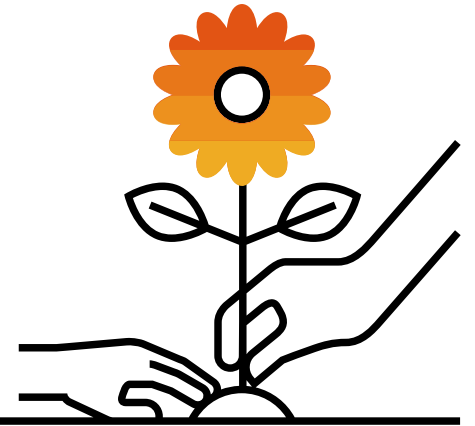
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Moore

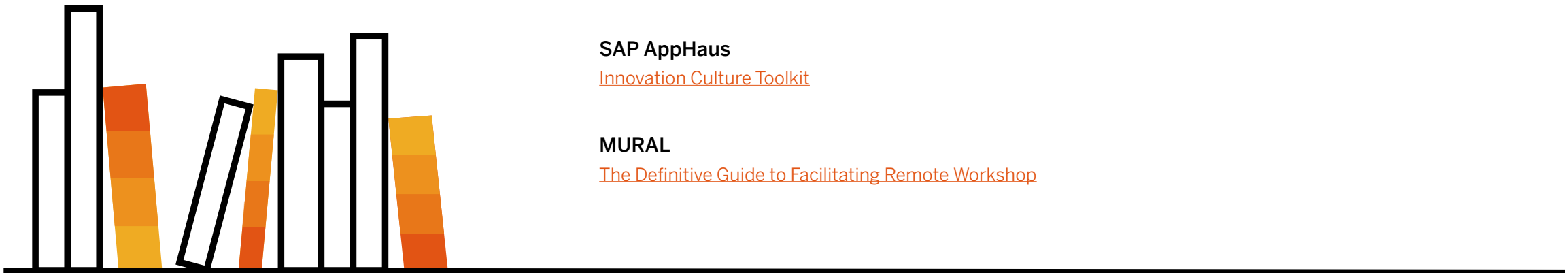
[What 4 years running remote Design Thinking sessions have taught me about managing remote designers](#)

SAP AppHaus

[Innovation Culture Toolkit](#)

MURAL

[The Definitive Guide to Facilitating Remote Workshop](#)



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