



Sustainability Sparklab **Vision Workshop Guide**

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Table of Contents

01 Workshop Overview

Why, When, What, How

02 Workshop Preparation

Structure, materials needed and recommendations

03 Coach Instructions

Workshop exercise step by step

04 Input slides and additional instructions

For a face-to-face workshop

01

Workshop Overview

Why, When, What, How

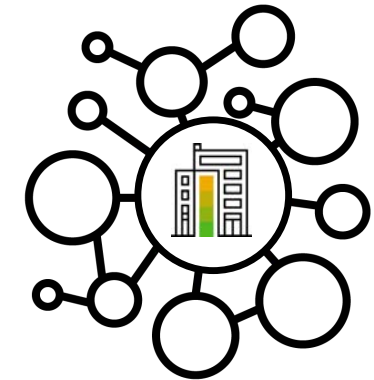
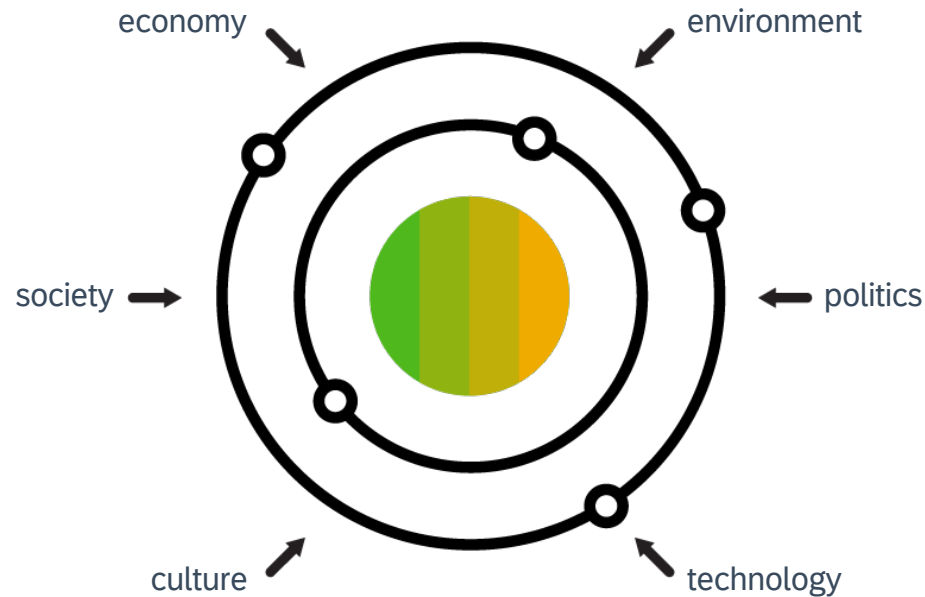
Why sustainability workshop formats?

Sustainability related challenges have a higher level of complexity involving many interlinked issues that go across focus areas (economy, health, environment, politics, etc). This level of complexity requires a different, more holistic way of thinking. The P&S Explore workshop uses system thinking tools to look at the challenges from a broader perspective.



Typical Scoping WS

Zooms-in the organization to understand the expectations and the value of solution ideas

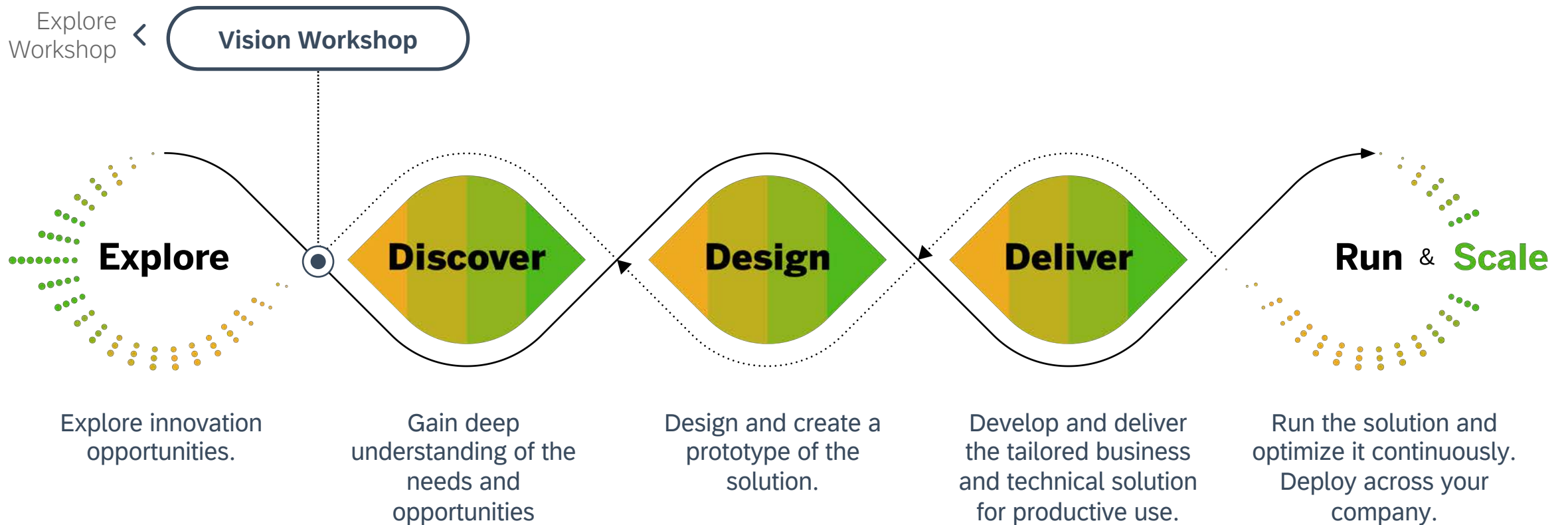


P&S Exploration WS

Zooms-out the organization to understand challenges and evaluate ideas by looking at a larger context (the system)

When to run a Sustainability Vision Workshop?

The P&S Scoping Workshop is done at the beginning of the "Discover" phase of [SAP's Human-Centered Approach to Innovation](#).



What to expect as outcome?

★ **Selection of one use-case idea**

Prioritization of use-case ideas brought by the customer and selection of one to start with. This outcome is only necessary if the customer has several use case ideas and does not know which one to start with.

★ **Expected intentional and unintentional impact**

Identification of impact that the selected use-case idea is expected to have and reflection on adverse impact it can have in the long run.

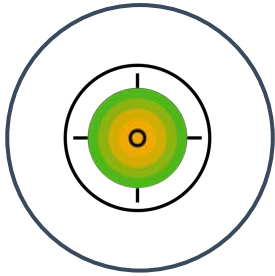
★ **Stakeholder overview**

Identification of stakeholders across different sectors (social, economical, political, environmental, technological, cultural)

★ **Project vision and action plan**

Alignment of expectations of the project and vision of the outcome. Identification of first steps.

How to run a Sustainability Vision Workshop?



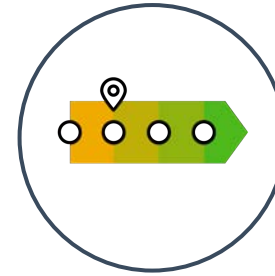
Goal

Define a high impact vision and plan for a selected sustainability related innovation project.



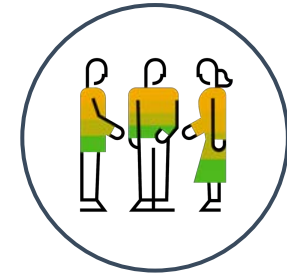
Format

1 day in-person
2 x ½ days virtual



Phase

HCAI
Discover Phase



Participants

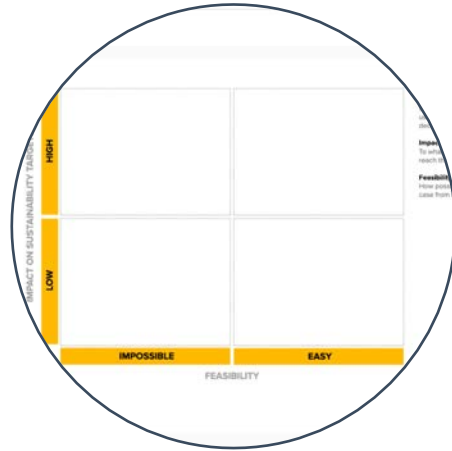
Department leads from business and IT, project sponsors, sustainability experts
(3 – 8)

02

Workshop preparation

Structure, materials needed and recommendations

The workshop structure



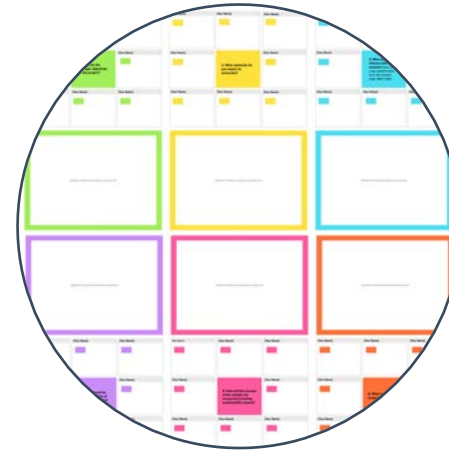
01

Select a use-case idea
(Impact vs. Feasibility matrix)



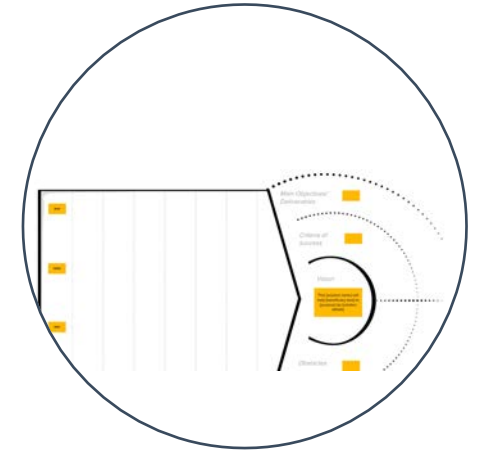
02

Envision the impact of the project
(Impact Map)



03

Create a project vision
(Vision board)

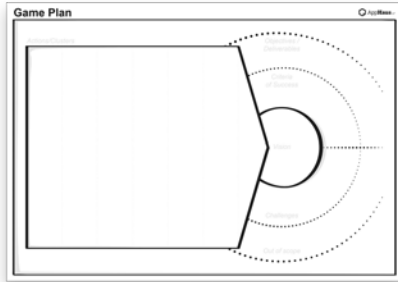


04

Action Plan and feedback
(Gameplan)

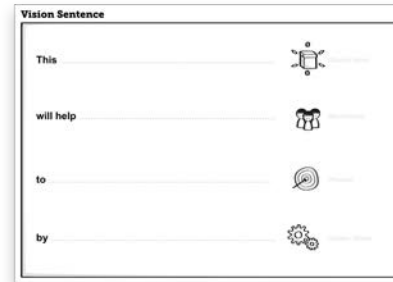
Material for face-to-face sessions

Material for participants



Game Plan Template

1 canvas
(size A0, black and white)



Vision Sentence

1 sheet
(size A3, black and white)

Material for coaches



Detailed Agenda

1 agenda per coach
(size A4, color)



Coach Instructions

1 set per coach
(size A4)

Material for virtual workshops



★ Mural Board Template

<https://app.mural.co/template/65eabe76-11a6-428f-bc07-880e4bea8bf5/08167783-d74a-4045-b896-db59039209b4>

Preparing for the session

★ Understand the format

Go through the instructions in this guide and make sure you understand the flow of the exercises. You can also reference the [MURAL board](#) aimed at virtual sessions to see how the exercises are set up.

★ Adapt the agenda

Check the [workshop agenda](#) provided in the download package and adapt it according to the number of participants and time available. The more participants, the more time you will need for the presentations.

★ Prepare the material

Draw the [Impact Map](#) on a whiteboard before the workshop and prepare the [Vision Box](#) as explained in [step 03a](#) of this guide. Print the [Game Plan](#) on a large A0 format. Alternatively, you can draw this template directly on a whiteboard. Print a [Vision Sentence](#) template in A3. Have enough post-its and pens for the participants and make sure you have enough whiteboards for the exercises.

Goal

Get ready to run the workshop.

Material

- ★ [Agenda](#)
- ★ [Impact Map](#)
- ★ [Vision Box](#)
- ★ [Vision Sentence](#)
- ★ [Game Plan](#)
- ★ Post-its, Pens
- ★ [Mural Board](#) (for virtual session)

Tips

- ★ Start preparing for the workshop at least 3 days in advance to have all material ready

03

Coach Instructions

Workshop exercises, step by step

00 Getting started



30 - 40 min



All together

Steps

1

Welcome and agenda – 10 min

Welcome the participants, introduce the agenda and purpose of the session

2

Introduction Warm-up – 15 min

Participants write in a post-it their name, role, motivations and expectations for the session. Additionally, they can write what is their "superpower".

3

Inspirational Input – 15 min

Explain where this session fits within the HCAI. Ask the customer to explain the use-case idea(s) to be worked on.

Goal

Set the right expectations and create a friendly atmosphere where participants feel safe to express themselves. Provide the necessary information for the upcoming exercises.

Material

- ★ Agenda
- ★ Post-its (4 x 6 in)
- ★ Pens

Tips

- ★ Use the [One Minute Profile](#) method for the warm up

01 Select a use-case idea



70 min



All together

Steps

A**Identify sustainability targets** – 40 min

Ask participants to write down their company's sustainability targets (as a team). Then ask participants to brainstorm silently unsolved issues for the targets. Ask participants to share their issues and stick them under the corresponding cards on the whiteboard (max. 2 min each). Help them to group connected ideas together. Finally, ask participants to select the top 3 targets they think are most urgent to tackle. They can do either a dot voting or discuss. Place the selected targets near the area for the next exercise.

B**Prioritize Use Case Ideas** – 30 min

Before the workshop, draw a [prioritization matrix](#) on a whiteboard. As a team, review the selection of use-case ideas to prioritise. In a discussion, participants decide where to place the use-case ideas on the prioritization matrix (impact on sustainability targets vs. feasibility). Based on the position on the matrix, select the top one use-case idea to start with.

Goal

Help customers prioritize use-case ideas they already have and select one to start with.

Material

- ★ [Prioritization Matrix](#)
- ★ Customer's use case ideas to prioritize and sustainability targets
- ★ Post-its and Pens

Tips

- ★ Ask for the targets in advance and write them in post-its before the session.
- ★ Select the targets with the most unsolved challenges
- ★ Write the use-cases in post-its in advance.

02 Envision the impact of the project



Steps



Identify intentional and unintentional impact – 45 min

Have the Impact Map drawn in a whiteboard before the workshop and the selected use-case idea visible nearby.

Ask participants to silently write down the positive, intentional impact they expect their use-case idea will have on their organisation, on its networks and partners and on the planet. Ask them to think about impacts from a social, economical, environmental, technological, political and cultural perspective and indicate the perspective with the letters s, ec, en, t, p and c respectively. They should think what challenges they want to solve with the project or what they want to improve.

Then ask participants to share their impacts and place them on the upper half of the Impact Map in the circle they belong to. (max. 2 min each).

Discard duplicate ideas.

Then ask participants to imagine 5 years have passed since the solution has been implemented. Let them silently write down the unintended and possibly adverse impact the solution has on their organization, on its networks and partners and on the planet. Ask them to focus again on social, economical, environmental, technological, political and cultural perspectives. Finally, ask participants to share their impacts and place them on the lower half of the Impact Map in the circle they belong to. (max. 2 min each). Discard duplicate ideas.

Goal

Help customers understand the challenges the use-case would solve and the possible unintended consequences of the solution in the long run. Identify stakeholders.

Material

- ★ Impact Map
- ★ Post-its and Pens

Tips

- ★ If you need to save time, do the brainstorming of intentional and unintentional impact together. Give participants 8 minutes for both.

02 Envision the impact of the project



Steps

B Identify impacted and impactful stakeholders – 30 min

Ask participants to reflect on the impacts in the map.

Discuss as a team which stakeholders influence the impacts mentioned and which stakeholders are impacted by them. Write the stakeholders identified in post-its (one stakeholder per post-it)

Add the identified stakeholders to the map and place them beside the related impacts with an arrow towards the impact if they are causing the impact or with an arrow coming from the impact if they are being impacted, like so:



Review the map and discuss the main insights.

Goal

Help customers understand the challenges the use-case would solve and the possible unintended consequences of the solution in the long run. Identify stakeholders.

Material

- ★ [Impact Map](#)
- ★ Post-its and Pens

Tips

- ★ Stakeholders can be individuals or organizations. Make sure participants indicate which role or specific organization they are referring to. Don't write only "government", for example, but indicate which part of the government it's meant.

03 Create a project vision



110 min



All together

Steps



Create a vision box for your project – 90 min

Before the workshop, wrap an old cardboard box with brown paper and stick a post it on each side of it with one of the following questions per side:

1. What are the strategic objectives of this project?
2. What obstacles do you expect to encounter?
3. Who will directly interact with the solution? (you can copy stakeholders from the impact map. Mark with)
4. What should be core capabilities of the future solution?
5. How will the success of the solution be measured (including sustainability impact)?
6. What is out of scope in this solution?

Ask participants to silently write down answers to all indicated questions. After 10 - 15 min ask them to share their answers and place them on a whiteboard separating them per question (6 min each). As they share, help them to cluster similar ideas together. Then as a team, review the clusters and give meaningful and clear names to them. Stick all the cluster names on the box on the side they correspond to.

Ask participants to select the top 1 - 2 answers that best fit each question and that they feel the strongest about. You can use dot voting or discuss.

Goal

Align on project expectations and define a vision for the project

Material

- ★ Vision box
- ★ Post-its and Pens

Tips

- ★ Change the questions if needed
- ★ Alternatively, you can exchange the box for having the questions on large post-its on a whiteboard.

03 Create a project vision



Steps

B

Create a vision sentence – 20 min

Based on the selected answers from the vision box, ask participants to create a vision sentence for their project following this formula:

"This [solution name] will help [beneficiary (-ies)] to [purpose] by [solution details]".

When writing the sentence use the following descriptions as a guide:

- **Solution name:** Give your solution a short and descriptive name that makes clear what type of solution you are talking about (ex: "supplier collaboration portal").
- **Beneficiaries:** You can use the answers from question 3 of the previous exercise and the stakeholders from the impact map.
- **Purpose:** Derive this part of the sentence from the answers to question 1 (objectives), 2 (obstacles) of the previous exercise.
- **Solution Details:** Derive this part of the sentence from the answers to question 4 (capabilities) of the previous exercise.

Goal

Align on project expectations and define a vision for the project

Material

- ★ Vision Sentence Template
- ★ Post-its and Pens

Tips

- ★ Vision sentence example:
"This [suppliers portal] will help [suppliers and buyers] to [ensure compliance on human rights regulations] by [making it possible for companies throughout the supply chain to share certificates, ratings and auditing information]"

04 Action Plan and Feedback



30 min



In Teams

Steps

A**Create an action plan** – 35 min

Place the vision sentence it in the indicated area of the **Gameplan**. Ask participants to complete the right area of the Gameplan first. They can copy the necessary input from the vision box exercise. Then, in a team discussion ask participants to decide for the 4 - 5 first action items to achieve the vision and position them in the right sequence on the left side of the Gameplan. Ask them to think about **what** needs to be done, until **when** and **who** will be responsible.

B**Give feedback** – 10 min

In a whiteboard place 2 large post-its, each with a question: “*What did you like?*” and “*What do you wish for next time?*”. Ask participants write down silently answers to both questions. Then ask them to share their feedback with the team and place their post-its on a whiteboard. (1 min per person)

Goal

Identify action items to follow up and gather feedback

Material

- ★ Gameplan
- ★ Post-its and Pens

Tips

- ★ During the “Give Feedback” exercise use different colors of post-its for each category.
- ★ If there is not much time left, just ask for feedback verbally.

04

Input Slides and Additional Instructions

For face-to-face workshops

002. Warm-up: One Minute Profile



Steps

- Take a post-it and fill it in as indicated in the picture (2 min)
- Introduce yourself to the team and place your post-it on a whiteboard or wall. (1 min per person)

Draw a portrait of yourself	What is your name and role?
What are your motivations and expectations for the session?	What is your superpower?

02a. STEEPC Perspectives

Social perspective: includes demographics (age, gender, race, family size); consumer attitudes, opinions, and buying patterns; population growth rate and employment patterns; ethnic and religious trends; living standards.

Economical perspective: includes current and projected economic growth; inflation and interest rates; job growth and unemployment; labor costs; impact of globalisation; disposable income of consumers and businesses.

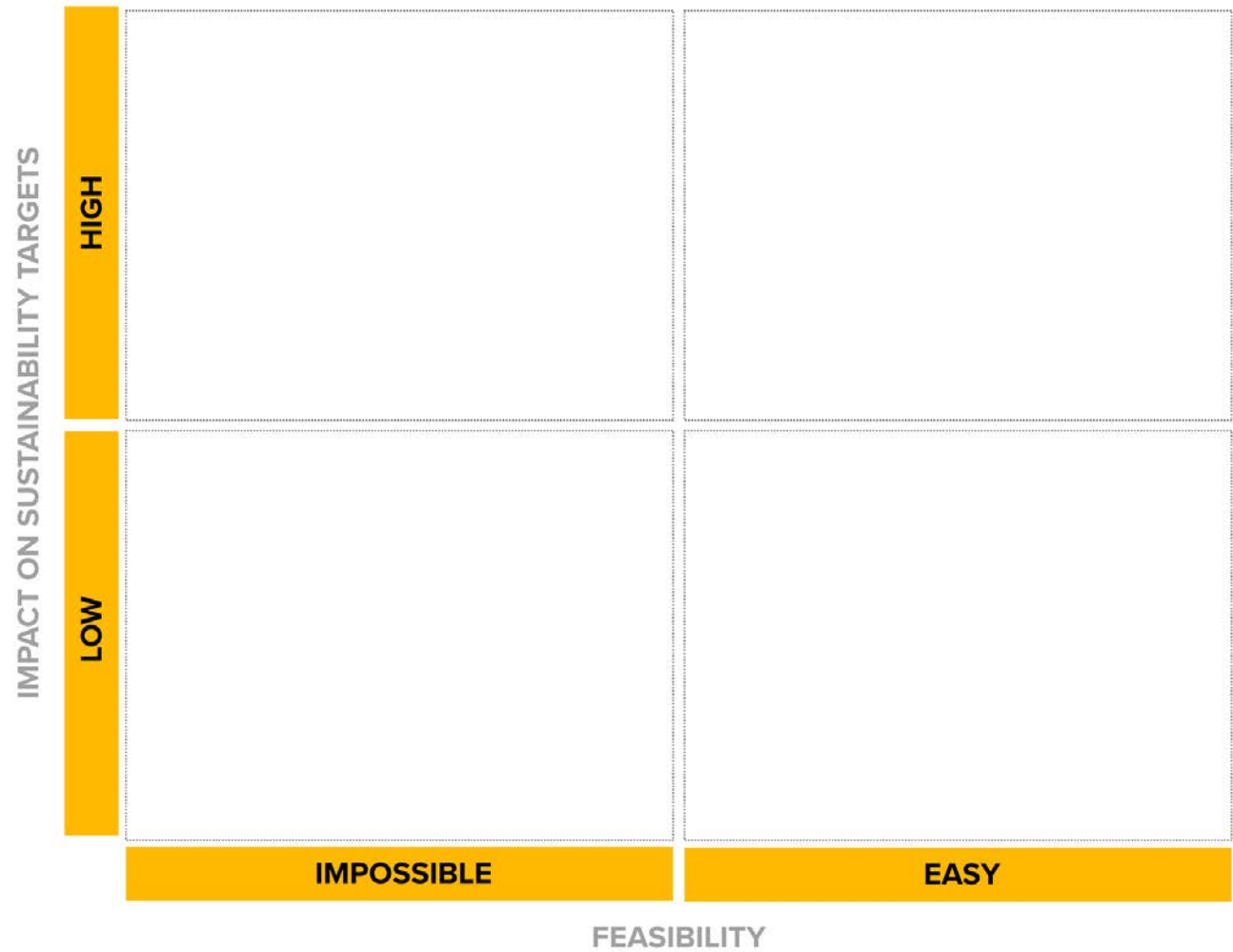
Environmental perspective: includes pressures connected to sustainability and climate change such as increasing scarcity of raw materials, regulations to reduce pollution, doing business as an ethical and sustainable company; carbon footprint targets.

Technological perspective: includes rates of technological progress, pace of diffusion of innovations, problems and risks associated with technology.

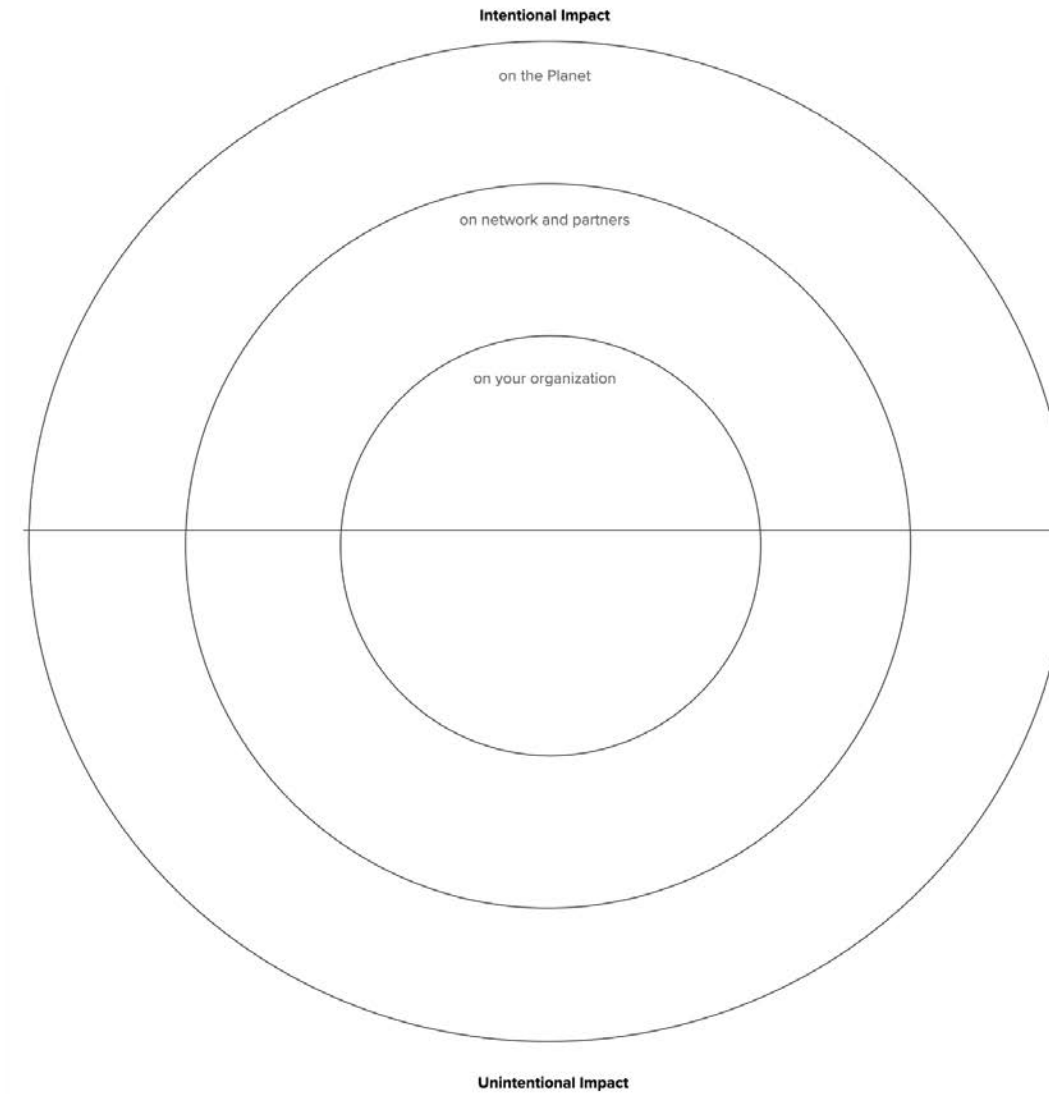
Political perspective: includes government policies, leadership, and change; foreign trade policies; internal political issues and trends; tax policy; regulation and de-regulation trends.

Cultural perspective: includes shared attitudes, values, beliefs, goals, mindsets, and practices that characterise a groups of people or organization.

Prioritization Matrix Example

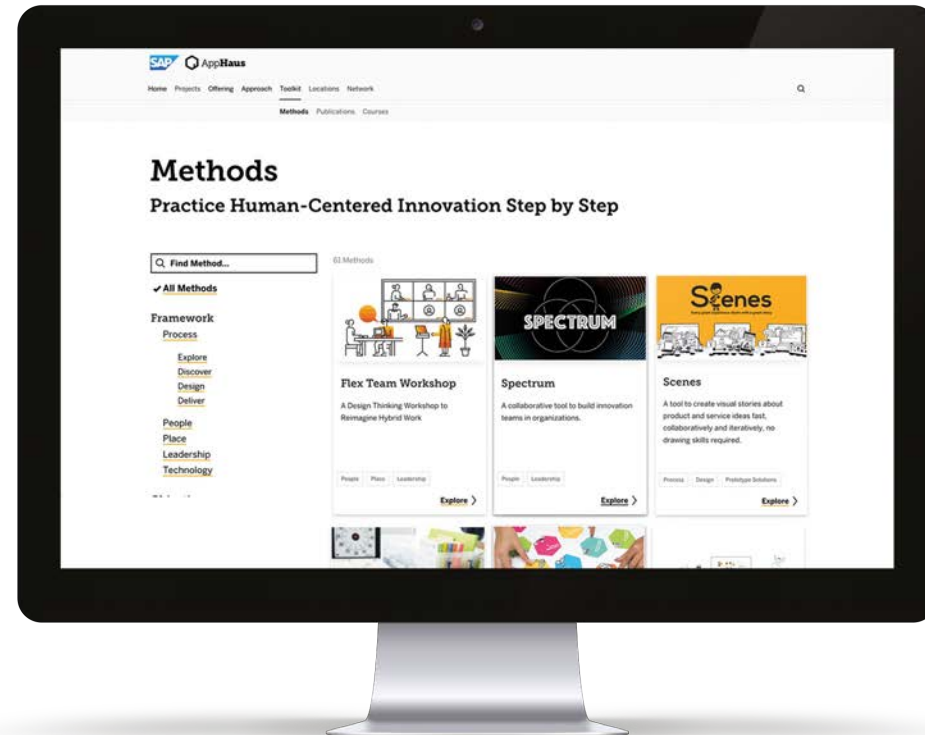


Impact Map Example



Vision Box Example





Practice Human-Centered Innovation

<https://apphaus.sap.com/toolkit/methods>