

# Business AI **Design** Workshop

Facilitation Guide

Release V2



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# 1

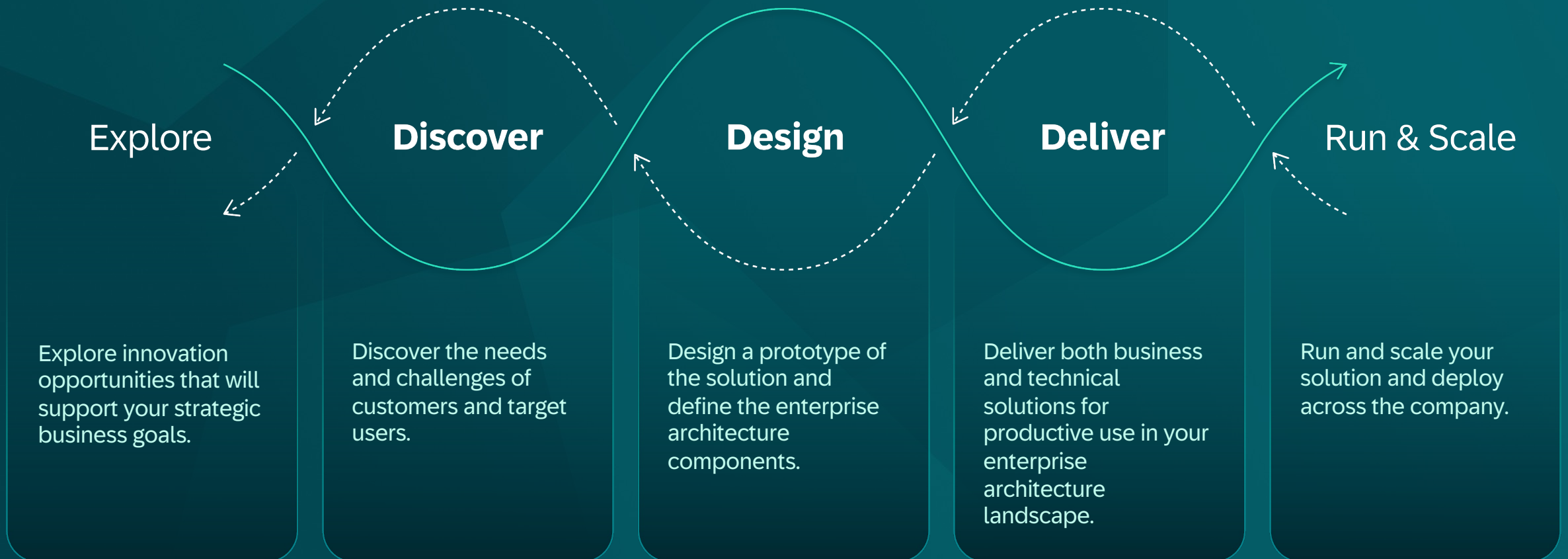
# Introduction and overview

The Business AI Design Workshop in Context

# A Human-Centered Approach to Run Innovation Projects

The [SAP's Human-Centered Approach to Innovation](#) (HCAI) is an end-to-end process for developing innovations that focuses on addressing businesses and user needs to generate value.

It supports the entire innovation lifecycle: from generating novel business ideas to developing and delivering high-value solutions. This process **consists of five iterative phases:**



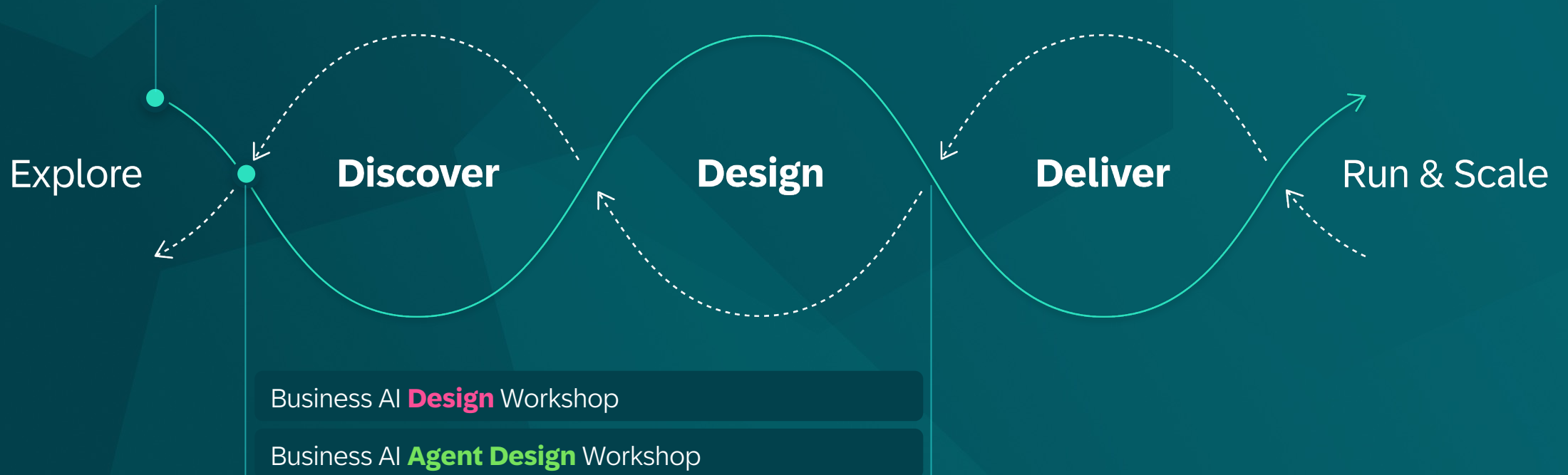


# Applying Human-Centered Innovation to Business AI

The SAP AppHaus offers three different human-centered workshop formats to help companies identify and define meaningful use cases for Artificial Intelligence that focus on business and user needs:

the [Business AI Explore Workshop](#), the [Business AI Design Workshop](#) and the [Business AI Agent Design Workshop](#). These formats take place during the 'Explore', 'Discover' and 'Design' phases of the HCAI.

Business AI **Explore** Workshop



# Business AI Workshop Formats



## Business AI **Explore** Workshop

Understand the possibilities of AI and Identify AI use cases with business impact.



## Business AI **Design** Workshop

Define a solution concept to address the pain points of an existing business process using AI capabilities.



## Business AI **Agent Discovery** Workshop\*

Understand the power of agents and identify agentic use cases to drive productivity.

\* To be released mid of 2025



## Business AI **Agent Design** Workshop\*

Design an AI agent that works for you.

\* To be released mid of 2025

### Learning Journey

Provides detailed guidance on running interactive sessions to explore and define AI use cases, enabling participants to effectively prepare and execute Business AI Explore and Design Workshops

# Selecting a Business AI workshop format

The selection of the right workshop format for your case will depend on the phase in which you are in the project and the needs of your customer or team. Here are the different situations that can guide your decision.

## Business AI **Explore** Workshop

You want to **learn what AI can do** and **explore innovative AI solution ideas**.

## Business AI **Design** Workshop

You **have an AI solution idea** or want to **improve the experience of an existing solution with AI**.

NOT YET RELEASED

## Business AI **Agent Discovery** Workshop

You want to **automate or streamline an activity or business area** and are not sure if an agent can help.

NOT YET RELEASED

## Business AI **Agent Design** Workshop

You **have an agentic use case idea** and want to **define the agent capabilities in detail**.

# Business AI Design Workshop

Transform an AI use case idea into a feasible, viable and desirable solution concept.

1 day on-site or 2 ½ days virtual



[Learning Journey](#) 



[Method Website](#) 



## Why

should you care?

New AI capabilities allow us to address more issues than before. This workshop helps teams quickly shape, evaluate, and co-create new AI solutions that meet user needs.

## What

is the outcome?

A high-level solution concept that addresses the main pain points of an existing business process using AI capabilities.

## Who

should participate?

Business department leads with process knowledge, IT and domain experts (3 – 8 people)



# Activities

## 1. Understand the as-is situation

Map the current user experience, objectives, and existing challenges.

## 2. Ideate improvements with AI

Identify relevant AI capabilities and describe how they could improve the current experience.

## 3. Shape your future experience

Define the future scenario with AI capabilities.



**These workshops have already yielded our first GenAI solutions and we're now running many more** across our business to realise the power of GenAI in how we deliver value to our customers.

– Mark Wheeler, Head of Product, NTT DATA Business Solutions



# 2

# Preparing the Workshop

Necessary material for the session

Preparing for the workshop

# Preparation Checklist – Part 1

## ☐ 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.

## ☐ Clarify the reasons for the workshop request

Talk to the customer or colleague requesting the workshop and make sure that their expectations can be covered with this format. Review [section 1](#) in this guide to decide which workshop format fits best.

## ☐ Ensure you have a use case idea described

In a separate session, discuss with the workshop requesters about the use case idea they want to detail out and make sure they prepare a [Use Case Brief](#) in advance to describe it. They don't need to fill-out all 3 views of the use case brief, but at least the Business View. For more information about how to fill-out the Use Case Brief, check out the [Business AI Explore Workshop](#)

## ☐ Ensure the right audience

To run the workshop successfully, you will need potential end-users of the future solution, IT and domain experts. Ensure you get the right people.

## ☐ Ensure the right experts

It is recommended to have AI experts in the workshop with experience on building AI applications. This can help to clarify limitations of the technology early on.

## Goal

Get ready to run the workshop.

## Material

- ★ [Mural Board](#)
- ★ [Material for print](#)
- ★ Whiteboards or similar surfaces
- ★ Post-its, pens, voting dots

## Tips

- ★ Start preparing for the workshop at least 1 week in advance to have everything ready.
- ★ Prepare a simplified agenda on a flipchart for on-site sessions.

Preparing for the workshop

# Preparation Checklist – Part 2

## ❑ Clarify the number of participants

The more participants, the more time you will need for share-outs. Ensure you have breakout teams of no more than 6 participants.

## ❑ Ensure participants have access to the Mural board or look for alternatives

Check before the session if participants can access Mural. You can set up a preparation session where you run through the Warm-up exercise to test this.

## ❑ Adapt the agenda for the workshop

Check the workshop [agenda \(.xls\)](#) and adapt it according to the number of participants and time available. The more participants, the more time you will need for the share-outs.

## ❑ Prepare the material and prework

Print the material as specified in the “[Material for print](#)” section. Have enough post-its, pens and voting dots for the exercises and make sure you have enough whiteboards.

## ❑ Check the space and equipment

If your workshop is on-site, make sure you have enough room to accommodate all breakout teams and equipment to present the necessary slides.

## Goal

Get ready to run the workshop.

## Material

★ [Mural Board](#)

★ [Material for print](#)

★ Whiteboards or similar surfaces

★ Post-its, pens, voting dots

## Tips

★ Start preparing for the workshop at least 1 week in advance to have everything ready.

★ Prepare a simplified agenda on a flipchart for on-site sessions.

# Possible adaptations and recommendations

## ★ Save time by preparing the as-is journey in advance

You can significantly reduce workshop time by preparing the to-be journey in advance. This requires understanding the current process, which can be achieved through user interviews to identify key steps and pain points. If this artifact is ready beforehand, you'll only need about 30 minutes to validate it, saving approximately 60 minutes during the workshop.

## ★ Distributing in teams

Keep the breakout teams small. If you need to split the participants into different teams, ensure each team works on one use case.

## ★ Ideation Rounds

Some teams will need more time to ideate than others. Remain flexible and adapt the timing for the ideation rounds depending on the team's needs.

## ★ Clustering Ideas

Avoid creating too large and generic clusters. Is better to have more smaller clusters than few very large. The cluster names should be clear even when reading them outside the cluster. Avoid writing 1-word names that are too generic.

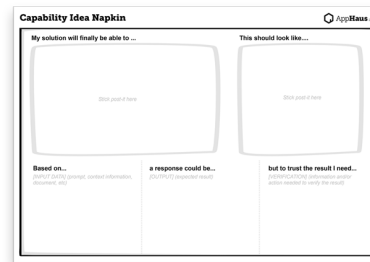
## Preparing for the workshop

# Material for print



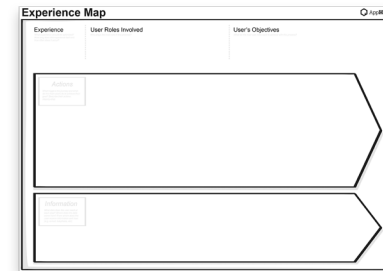
## Business AI Ideation Cards

1 set x team  
(size DIN A5, 250 gsm.,  
back and forth, color)



## Capability Idea Napkin

8 x team  
(size DIN A4, black and white)



Experience  
Journey Map  
(optional)

1x team  
(size DIN A0, black and white)

Generative AI: What's Your Co-ach Agenda			
Date: 06.09.2020	Where	Content / Procedure	Modifications
09:00 - 09:30	1 Welcome, agenda	Introduce my agenda, objectives and end goals of the experience	30 minutes
09:30 - 10:00	2 Mission, goals	1 -> explain a few examples with Gen AI -> explain a common use case	30 minutes
10:00 - 10:30	3 Mission, goals	1 -> explain a few examples with Gen AI -> explain a common use case	30 minutes
10:30 - 11:00	4 Examples	1 -> explain a few examples with Gen AI -> explain a common use case	30 minutes
11:00 - 11:30	5 Identify challenges	1 -> explain a few examples with Gen AI -> explain a common use case	30 minutes
11:30 - 12:00	6 Identify challenges	1 -> explain a few examples with Gen AI -> explain a common use case	30 minutes
12:00 - 12:30	7 Identify challenges	1 -> explain a few examples with Gen AI -> explain a common use case	30 minutes
12:30 - 13:00	8 Identify challenges	1 -> explain a few examples with Gen AI -> explain a common use case	30 minutes
13:00 - 13:30	9 Identify challenges	1 -> explain a few examples with Gen AI -> explain a common use case	30 minutes
13:30 - 14:00	10 Identify challenges	1 -> explain a few examples with Gen AI -> explain a common use case	30 minutes
14:00 - 14:30	11 Identify challenges	1 -> explain a few examples with Gen AI -> explain a common use case	30 minutes
14:30 - 15:00	12 Identify challenges	1 -> explain a few examples with Gen AI -> explain a common use case	30 minutes
15:00 - 15:30	13 Identify challenges	1 -> explain a few examples with Gen AI -> explain a common use case	30 minutes
15:30 - 16:00	14 Identify challenges	1 -> explain a few examples with Gen AI -> explain a common use case	30 minutes
16:00 - 16:30	15 Identify challenges	1 -> explain a few examples with Gen AI -> explain a common use case	30 minutes
16:30 - 17:00	16 Identify challenges	1 -> explain a few examples with Gen AI -> explain a common use case	30 minutes
17:00 - 17:30	17 Identify challenges	1 -> explain a few examples with Gen AI -> explain a common use case	30 minutes
17:30 - 18:00	18 Identify challenges	1 -> explain a few examples with Gen AI -> explain a common use case	30 minutes
18:00 - 18:30	19 Identify challenges	1 -> explain a few examples with Gen AI -> explain a common use case	30 minutes
18:30 - 19:00	20 Identify challenges	1 -> explain a few examples with Gen AI -> explain a common use case	30 minutes
19:00 - 19:30	21 Identify challenges	1 -> explain a few examples with Gen AI -> explain a common use case	30 minutes
19:30 - 20:00	22 Identify challenges	1 -> explain a few examples with Gen AI -> explain a common use case	30 minutes
20:00 - 20:30	23 Identify challenges	1 -> explain a few examples with Gen AI -> explain a common use case	30 minutes
20:30 - 21:00	24 Identify challenges	1 -> explain a few examples with Gen AI -> explain a common use case	30 minutes
21:00 - 21:30	25 Identify challenges	1 -> explain a few examples with Gen AI -> explain a common use case	30 minutes
21:30 - 22:00	26 Identify challenges	1 -> explain a few examples with Gen AI -> explain a common use case	30 minutes
22:00 - 22:30	27 Identify challenges	1 -> explain a few examples with Gen AI -> explain a common use case	30 minutes
22:30 - 23:00	28 Identify challenges	1 -> explain a few examples with Gen AI -> explain a common use case	30 minutes
23:00 - 23:30	29 Identify challenges	1 -> explain a few examples with Gen AI -> explain a common use case	30 minutes
23:30 - 24:00	30 Identify challenges	1 -> explain a few examples with Gen AI -> explain a common use case	30 minutes

## Coach Agenda

1 agenda x coach  
(size A4, black and white)



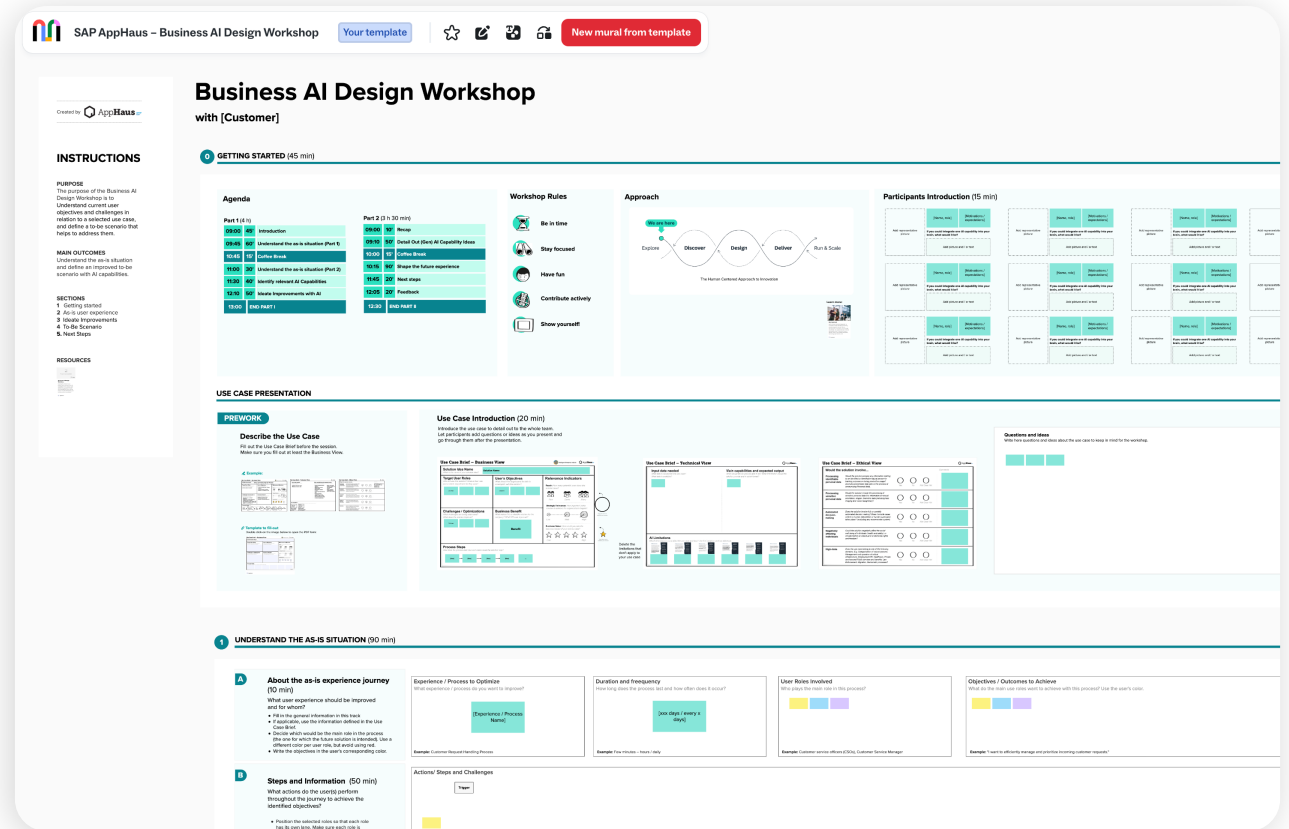
Preparing for the workshop

# Material for virtual sessions

You will need to create a Mural account to access this template if you don't have one yet.

## Mural Board Template

<https://app.mural.co/template/0c215804-37d1-4623-9df9-a1f151fc3d66/1f566ae3-167b-4c95-b54e-dd6861e70941>



# 3

# Running the Workshop

Step by step exercises and coach instructions

# From Business AI Explore to Business AI Design Workshop

EXPLORE WS OUTCOME

DESIGN WS

Use Case Brief – Business View

Solution Idea Name

What is the name of your solution idea?

INTELLIGENT TRAVEL REQUEST MAILBOX

Target User Roles

Who will use this solution? What is their role and in which department do they work?

CUSTOMER SERVICE EMPLOYEES

Challenges / Optimizations

What challenges are being addressed? What does the solution improve?

- REQUESTS COME IN DIFFERENT LANGUAGES
- TAKES LOTS OF MANUAL SEARCHES IN DIFFERENT PLACES TO ANSWER
- SOME REQUESTS ARE MORE URGENT THAN OTHERS, BUT IT'S HARD TO IDENTIFY THE REQUESTS TO FIRST ATTEND TO.

Process Steps

How does the process work now?

REQUEST RECEIVED AS E-MAIL

→

SEARCH REQUEST MANUALLY BY VOUCHER AND

→

CONVULS PRICING WITH COLLEAGUES

→

WRITE ANSWER

→

SEND ANSWER

User's Objectives

What should the target users be able to accomplish with the solution?

- MANAGE AND PRIORITIZE CUSTOMER REQUESTS
- ADDRESS REQUESTS ACCURATELY
- RESPOND TO CUSTOMERS ON TIME

Business Benefit

What makes this a valuable solution for the company? What KPIs are improved?

DECREASES THE TIME TO SOLVE CUSTOMER REQUESTS BY 50%, INCREASES CUSTOMER SATISFACTION

Relevance Indicators

Reach: How many potential users does this solution have?

Few

Some

Many

Strategic Relevance: How important is this solution to achieve the organization's strategy?

Low

Med

High

Business Value: How would you rate the business impact of your solution idea?

Low

High

As-is situation

To-be scenario

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# Business AI Design Workshop On-Site Agenda (8 hours\*)

<b>09:00</b>	45 min	<b>Getting started</b>
<b>09:45</b>	60 min	<b>Understand the as-is situation (Part 1 – step-by-step experience)</b>
<b>10:45</b>	10 min	<b>Coffee Break</b>
<b>10:55</b>	30 min	<b>Understand the as-is situation (Part 2 – pain-points and focus)</b>
<b>11:25</b>	40 min	<b>Identify relevant AI capabilities</b>
<b>12:05</b>	60 min	<b>Lunch</b>
<b>13:05</b>	50 min	<b>Ideate improvements with AI</b>
<b>13:55</b>	50 min	<b>Detail out the ideas</b>
<b>14:45</b>	15 min	<b>Coffee Break</b>
<b>15:00</b>	90 min	<b>Shape the future experience (To-Be Scenario)</b>
<b>16:30</b>	30 min	<b>Next steps and closing</b>
<b>17:00</b>	-	<b>END</b>

\* This is a suggested agenda for a full workshop, modify if needed

## PART 0

# Getting Started

On-Site / Virtual Session



Welcome participants to the session and introduce the use case(s) to work on

### CORE ACTIVITIES

**1. Welcome and agenda**

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

**2. Introductory Warm-up**

Participants introduce themselves to the team with a “1-minute profile” exercise.

**3. Use case presentation**

A participant presents the use case idea(s) or solutions to detail out during the workshop.



# 0. Getting started

## STEPS

- A Welcome and agenda** – 10 min  
Welcome the participants, introduce the agenda and purpose of the session.
- B Warm-up** – 15 min  
Ask participants to take 1 – 2 minutes to write in a post-it their name, role, motivations and expectations for the session. Include a thought-provoking question about AI. Then ask them to present their profile to the team. (see example exercise on the next page)
- C Use Case Introduction** – 20 min  
Have a participant present the use case(s) for the workshop. If multiple use cases exist, form breakout teams so each team focuses on a different use case. Alternatively, you can have the use case explained directly within each breakout team. Prepare the content for the use cases in advance using the ['Use Case Brief'](#) template.



45 min



All together

FOR  
COACH

## Goal

Set the right expectations and create a friendly atmosphere where participants feel safe to express themselves. Ensure participants get familiar with the use case(s) to detail out during the day and divide the teams if needed.

## Outcome

Participants are aware of each other's roles and understand the use cases to focus on.

## Material

- ★ Post-its, pens
- ★ ['Use Case Brief'](#) filled-out

## Tips

- ★ Clarify the use case(s) in advance with the person requesting the workshop and make sure that at least the Business View of the Use Case Brief is filled-out for each use case to detail out.

# Warm up



15 min



All together

## STEPS

### Introduce yourself to the team

- 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?**

**If you could integrate  
one AI capability into  
your brain, what would  
it be and why?**

Example 1 minute profile

# Use Case(s) Presentation



20 min



All together

## STEPS

### Get familiar with the use case(s) to detail out

- A participant explains the use case(s) to detail out. Use the Use Case Brief template (10 - 15 min)
- Have a short Q&A at the end to ensure everyone understands what the use case is about and its value. (5 – 10 min)

### Use Case Brief – Business View



Intelligent Enterprise Institute



AppHaus

#### Solution Idea Name

What is the name of your solution idea?

**INTELLIGENT TRAVEL REQUEST MAILBOX**

#### Target User Roles

Who will use this solution? What is their role and in which department do they work?

**CUSTOMER SERVICE EMPLOYEES**

#### User's Objectives

What should the target users be able to accomplish with the solution?

- **MANAGE AND PRIORITIZE CUSTOMER REQUESTS**
- **ADDRESS REQUESTS ACCURATELY**
- **RESPOND TO CUSTOMERS ON TIME**

#### Relevance Indicators

**Reach:** How many potential users does this solution have?



Few



Some



Many

**Strategic Relevance:** How important is this solution to achieve the organisation's targets?



Low



Med



High

**Business Value:** How would you rate the business impact of your solution idea?



Low



High

#### Challenges / Optimizations

What challenges are being addressed?  
What does the solution improve?

- **REQUESTS COME IN DIFFERENT LANGUAGES**
- **TAKES LOTS OF MANUAL SEARCHES IN DIFFERENT PLACES TO ANSWER**
- **SOME REQUESTS ARE MORE URGENT THAN OTHERS, BUT IT'S HARD TO IDENTIFY THOSE REQUESTS TO FIRST ATTEND TO.**

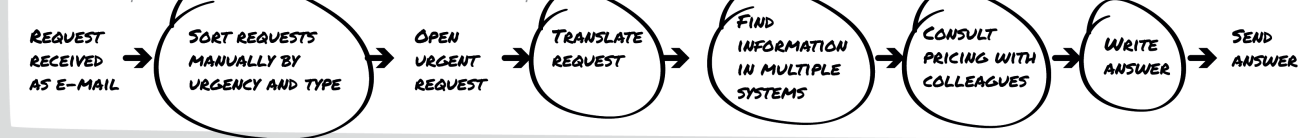
#### Business Benefit

What makes this a valuable solution for the company? What KPIs are improved?

**DECREASES THE TIME TO SOLVE CUSTOMER REQUESTS BY 50%, INCREASING CUSTOMER SATISFACTION**

#### Process Steps

How does the process look now and where could the solution help?



## PART 1

# Understand the As-is Situation

On-Site / Virtual Session



Identify the main pain-points and improvement areas of the current experience.

### CORE ACTIVITIES

#### 1. Provide context

Agree on the name of the experience, its duration, main users involved and their objectives.

#### 2. Map the current experience

Describe the experience from the perspective of the main users step-by-step and indicate what data and systems are used.

#### 3. Identify improvement areas

Mark the steps with pain-points and write down the nature of each pain-point identify. Select those pain-points that are the most important to address.

# 1. Understand the as-is situation (Part 1)

## STEPS

A

### About the as-is experience journey – 10 min

The Experience Journey Map should be completed during a moderated discussion, where all participants collaboratively fill in the map guided by the coach's questions. If possible, prepare this in advance using details from the [Use Case Brief](#). Focus the analysis on a balanced scope – not too broad (e.g., the entire hire-to-retire process) and not too narrow (e.g., submitting a form). Ensure the process is independent of specific solutions, like analyzing 'customer request handling' rather than 'replying to customer inquiries in Outlook'. Make sure the user roles are organizational (e.g. Customer Service Manager) rather than technical (e.g. Admin).

B

### Steps and Information – 50 min

Assign a lane for each user role involved and outline the steps they perform. Start defining the goal or last step in the map to ensure a focus. Then go back to the trigger and map the steps for each user role. Start step with a verb to clearly indicate actions. Leave ample space between lanes for later addition of pain points. Participants should consider the necessary information for each step and its source, whether it's data from a system or interactions with people. Use arrows to mark any loops within the process on the journey map.



60 min



In teams of 6 or less

FOR  
COACH

## Goal

Create a common understanding of the experience the users go through to achieve an outcome.

## Outcome

A step-by-step map of the actions the users perform now to reach the use case objective(s).

## Material

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

## Tips

- ★ Use the provided Experience Map template to map the experience or draw the structure on a whiteboard or similar surface.
- ★ Use the information on the Use Case Brief template to complete part A, such as the User Roles and Objectives
- ★ Ask participants to map a 'rainy day scenario' to identify and highlight the challenges users face throughout the process.



# 1. Understand the as-is situation (Part 2)

## STEPS

A

### **Pain-points and focus** – 30 min

Direct participants to review each step and place a red mark on those they find challenging or wish to improve. They should also use a separate post-it to describe the problem, placing these near the corresponding steps. After marking, have participants vote on the top three challenges they believe are most critical to address. Highlight these selected challenges. They will be the focus areas to improve for the remainder of the session.



30 min



In teams of 6 or less

FOR  
COACH

### **Goal**

Identify the main areas for improvement to focus on.

### **Outcome**

A selection of the most important pain-points or areas to ideate solutions for.

### **Material**

★ Post-its, pens

### **Tips**

- ★ Emphasize to participants the importance of focusing on challenges, not solutions, at this stage. If they start proposing solutions, redirect them by asking why they need that solution or what problem it would solve. This approach helps keep the discussion centered on understanding the issues thoroughly.
- ★ If you don't have much time in the workshop, create the experience map as part of a research activity and validate it during the workshop with the participants.

# 1a. About the as-is experience journey



10 min



In teams of 6 or less

## Steps

### What user experience should be improved and for whom?

Fill in the general information about the experience journey map. Focus on the following:

- **Experience to optimize**  
What process or activity should be improved?
- **Duration / Frequency**  
How long does this experience last and how often does it occur?
- **User roles involved**  
Who plays the main role in this process? Define up to 3 main roles. Use a different color per role, but avoid using red.
- **Users' Objectives**  
What do the main user roles need to accomplish with this process? Use the corresponding user's color.

Experience Journey Map				
About the Journey	EXPERIENCE TO OPTIMIZE	DURATION / FREQUENCY	USER ROLES INVOLVED	USERS' OBJECTIVES
General information about the as-is journey.	CUSTOMER REQUEST HANDLING PROCESS	FEW MINUTES - HOURS / DAILY	CSOs TEAM LEAD	EFFICIENTLY MANAGE AND PRIORITIZE INCOMING CUSTOMER REQUESTS ACCURATELY ADDRESS EACH REQUEST RESPOND ON TIME
<b>Steps and challenges</b> 1. What actions do the user(s) perform throughout the journey to achieve the objectives? 2. What challenges emerge during the journey?	<div>TRIGGER</div> <div>GOAL</div>			
<b>Information / Systems</b> What data is required for the step? Describe the data and source.				

# 1b. Steps and Information



60 min



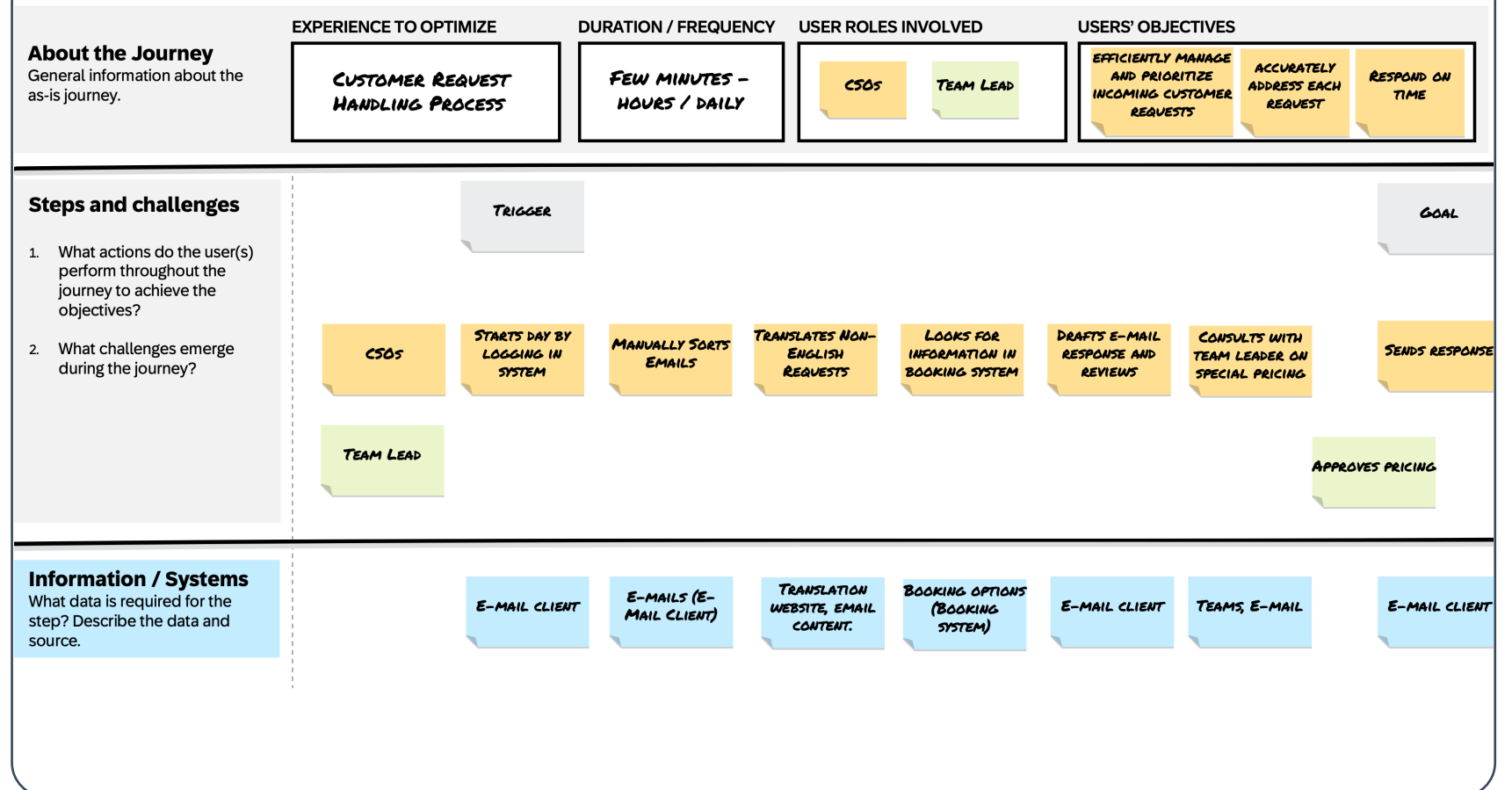
In teams of 6 or less

## Steps

**What actions do the user(s) perform throughout the journey to achieve the identified objectives?**

- Position the selected roles so that each role has its own lane. Make sure each role is represented by a different color.
- Start by defining the end of the experience ("Goal"). This should be the final outcome of the process.
- Go back to the beginning of the process and write down the actions performed by the main actors step-by-step. Start with the action or event that triggers the process.
- Specify also the information and systems needed for each action.

## Experience Journey Map



# 1c. Pain-points and Focus



30 min



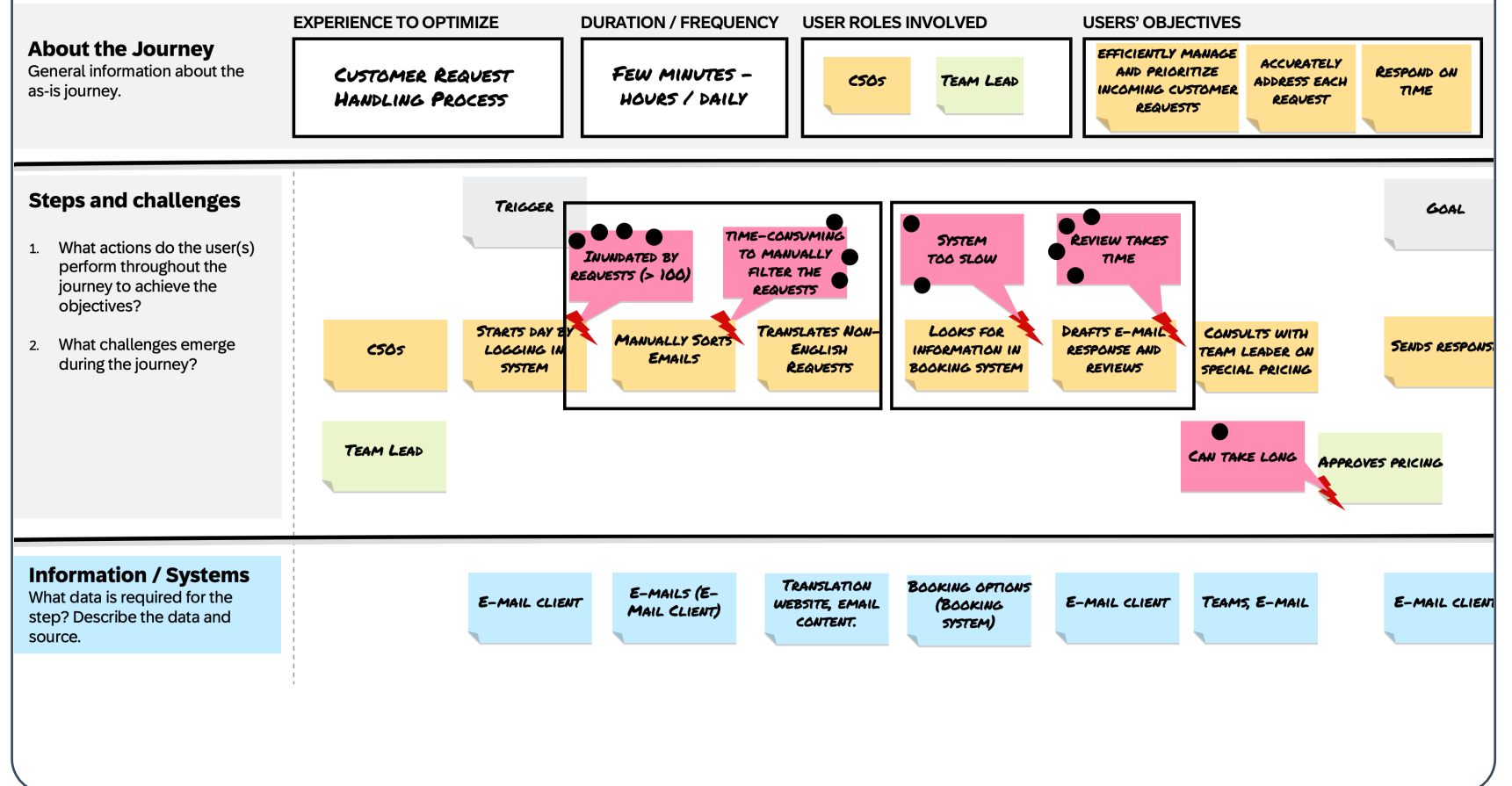
In teams of 6 or less

## Steps

**What are the main pain points in the current experience and which ones should we focus on?**

- Indicate the challenging steps with a red mark and write down in a red post-it why they are challenging. (20 min)
- Vote for the 3 – 5 most important challenges to solve and mark the areas of the process that are affected by those challenges. Those will be the main aspects to address or improve with the future solution. (10 min)

## Experience Journey Map



## PART 2

# Ideate Improvements with AI

On-Site / Virtual Session



Identify relevant AI capabilities and describe how they could address the pain-points identified.

## CORE ACTIVITIES

- 1. Identify relevant AI capabilities**  
Select AI capabilities that could address the current pain-points.
- 2. Ideate Improvements with AI**  
Write down how could the selected AI capabilities be used to address the pain-points identified and select the most valuable ideas.
- 3. Detail out ideas**  
Describe how the selected capabilities should work, including necessary input, expected output and necessary validation steps.

## 2. Ideate Improvements with AI (Part 1)

### STEPS

#### **A** Identify relevant AI Capabilities – 40 min

Before the workshop, preselect ideation cards that align with the use case being analyzed. Arrange the cards on a table, grouped by category, with a category card at the head of each group. Briefly explain the categories, then allow participants to explore the cards. Participants have 6 votes each and can use game chips or similar markers to indicate their choices. They may place multiple chips on a single card. After selections are made, gather the most chosen cards and arrange them beneath the As-is experience journey map, under the relevant sections. Card by card, ask participants "What parts of the current experience journey does this capability support?" to understand what's the value of having the capability. Copy the challenges or steps supported by the capability from the Experience Map.

#### **B** Ideate improvements with AI – 50 min

Ask participants to write down ideas showing how the selected capabilities could be used to improve the experience. Each idea should start with a verb to complete the sentence: 'With this capability, the solution could ...' (refer to the example on the exercise sheet). During the idea share-out, help participants group similar ideas, ensuring they remain distinct and not overly clustered. Ideas across different cards can also be combined. Conclude by having participants vote on the top 6-8 'must-have' ideas and rank them..



90 min



In teams of 6 or less

FOR  
COACH

### Goal

Identify ideas to improve the current solution or use case using Artificial Intelligence (AI)

### Outcome

A collection of ideas to address the identified pain-points.

### Material

- ★ Post-its and Pens
- ★ [Business AI Ideation Cards](#)
- ★ Game chips or similar

### Tips

- ★ If participants realize that two selected cards overlap in its purpose, they are allowed to change the card.
- ★ Have participants check if the ideas selected address the focus challenges selected in exercise 1c.
- ★ Don't create large idea clusters. Keep the ideas as granular as possible.

## 2. Ideate Improvements with AI (Part 2)

### STEPS

#### **Detail out AI capability ideas** – 50 min

Form pairs of participants to describe the selected ideas using the Capability Idea Napkin template. Distribute the selected ideas so that each pair of participants has 1 - 2 ideas to work on. Participants should focus on how they envision the capability functioning in the future solution. The template contains the following points:

**Based on...** : This can be a prompt and/or any other context information provided to the system to produce the required response. Think: what should the system "know"?

**a response should be...**: This is the response the user expects from the system.

**but to trust the result I need...**: This is the verification step or additional information the user needs to be sure that the response is correct or valid. If this is not relevant for the idea, write "NA" (not applicable).



50 min



In teams of 6 or less

FOR  
COACH

### Goal

Describe the selected AI capabilities for the future solution.

### Outcome

The main AI capabilities of the future solution described.

### Material

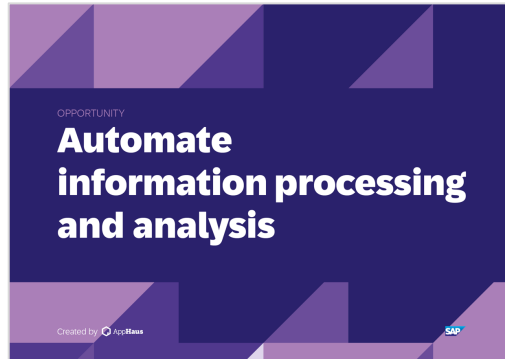
- ★ Post-its and Pens
- ★ [Capability Idea Napkin](#)

### Tips

- ★ As participants share the ideas described, arrange them in the order they would be used in the future solution. This will make the creation of the to-be scenario easier.

# Breaking Down the Business AI Opportunity Cards

## OPPORTUNITIES (Explore WS)



create summaries,  
translate content,  
identify, patterns and  
anomalies  
sort textual or visual content  
into categories,  
perform sentiment analysis  
extract specific information  
match related information



generate new text,  
edit or review text,  
generate images and  
graphics,  
modify content to fit certain  
tone or mood,  
create personalized content,  
transform images into words  
generate different variations  
of the same content



find requested information  
answer questions on any  
subject  
manage systems through  
conversation  
ask guiding questions



propose different solutions  
to customer problems  
advise on the best next steps  
in a process  
generate diverse ideas to  
solve specific problems  
recommend options tailored  
to specific situations



# Breaking Down the Business AI Opportunity Cards

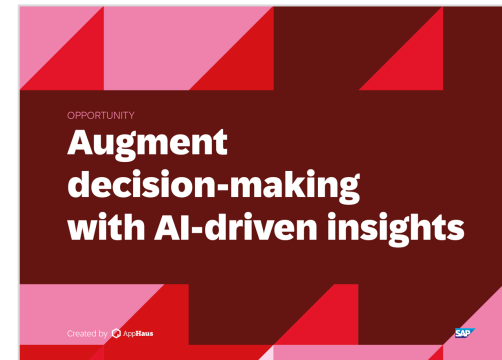
OPPORTUNITIES  
(Explore WS)



generate synthetic / mock data



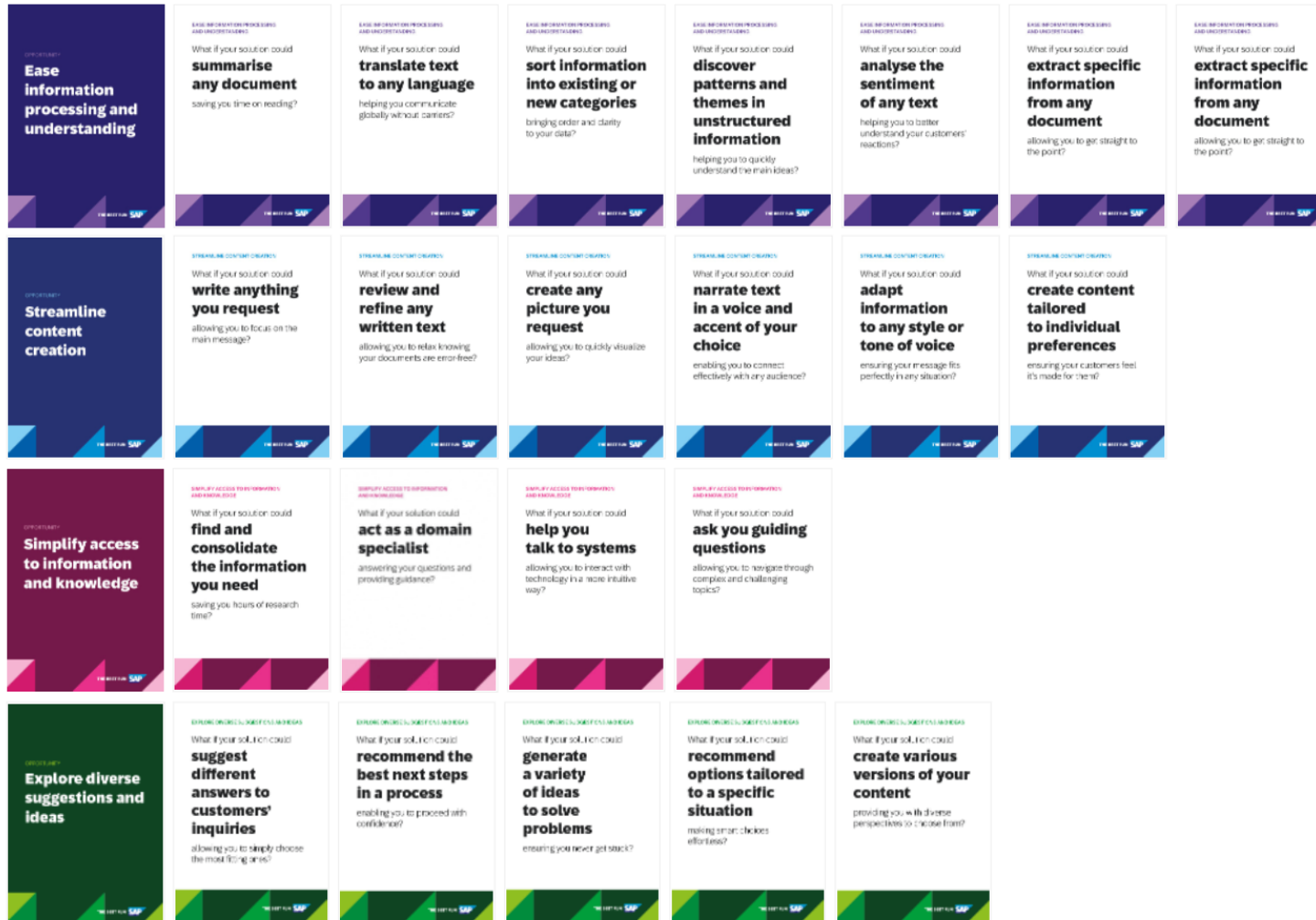
generate code snippets in real-time,  
automate the generation of test scripts,  
document code,  
detect issues in existing code



forecast potential outcomes based on historical data  
prioritize best alternatives based on relevance  
automatically select the most suitable option in low-risk situations  
simulate business situations to identify effective strategies

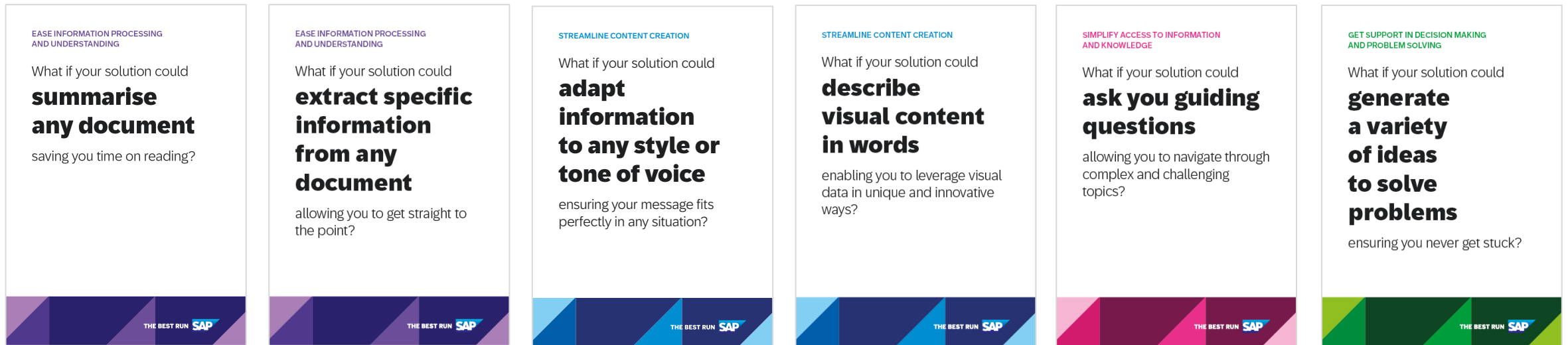
CAPABILITIES  
(Discover WS)

# Business AI Ideation Card Set



Set of cards for ideation showcasing different AI capabilities.

# Business AI Ideation Cards Examples



# Business AI Ideation Cards Structure

Capability group ←  
(opportunity)

Question for ←  
ideation

## STREAMLINE CONTENT CREATION

What if your solution could

**adapt  
information  
to any style or  
tone of voice**

ensuring your message fits  
perfectly in any situation?

THE BEST RUN **SAP**

## STREAMLINE CONTENT CREATION

For example, it could...

**re-write your posts** so they fit to the  
tone of voice of different social media  
channels.

**adapt a legal document into a  
simplified version** for non-legal  
professionals to understand.

convert a news article **into a social  
media post or a blog entry.**

**What information do you need to  
adapt to different styles?**

→ Examples  
of use

→ Reflection  
question

## 2a. Identify relevant AI capabilities



40 min

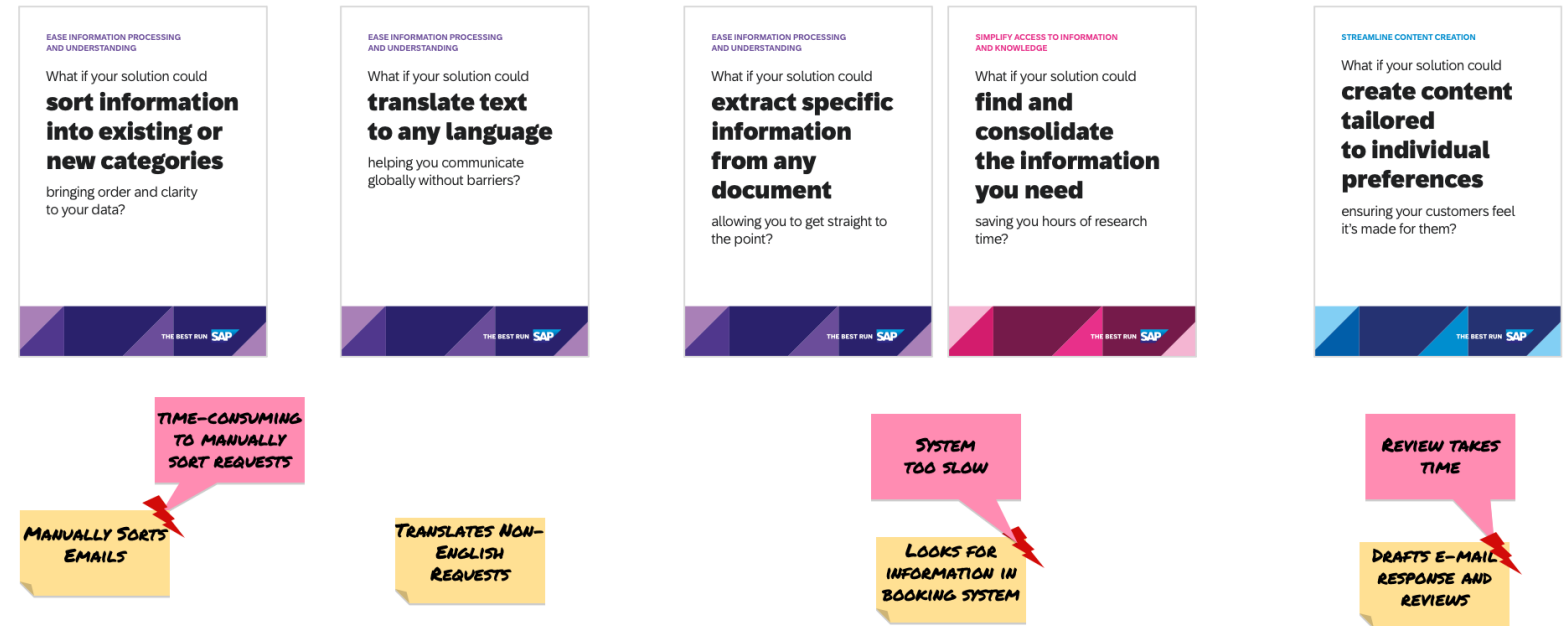


In teams of 6 or less

### Steps

**Which AI capabilities are the most useful to improve the current user experience journey and why?**

- Listen to the coach explain the different types of capabilities. (5 min)
- Silently, go through the cards and select the 6 most useful to improve the current experience. (15 min)
- Review the selected cards and discuss what challenges and/or steps each capability helps to address. Copy the corresponding post-its from the as-is process or place the selected card in the part of the process it supports (20 min)



## 2b. Ideate improvements with AI



50 min

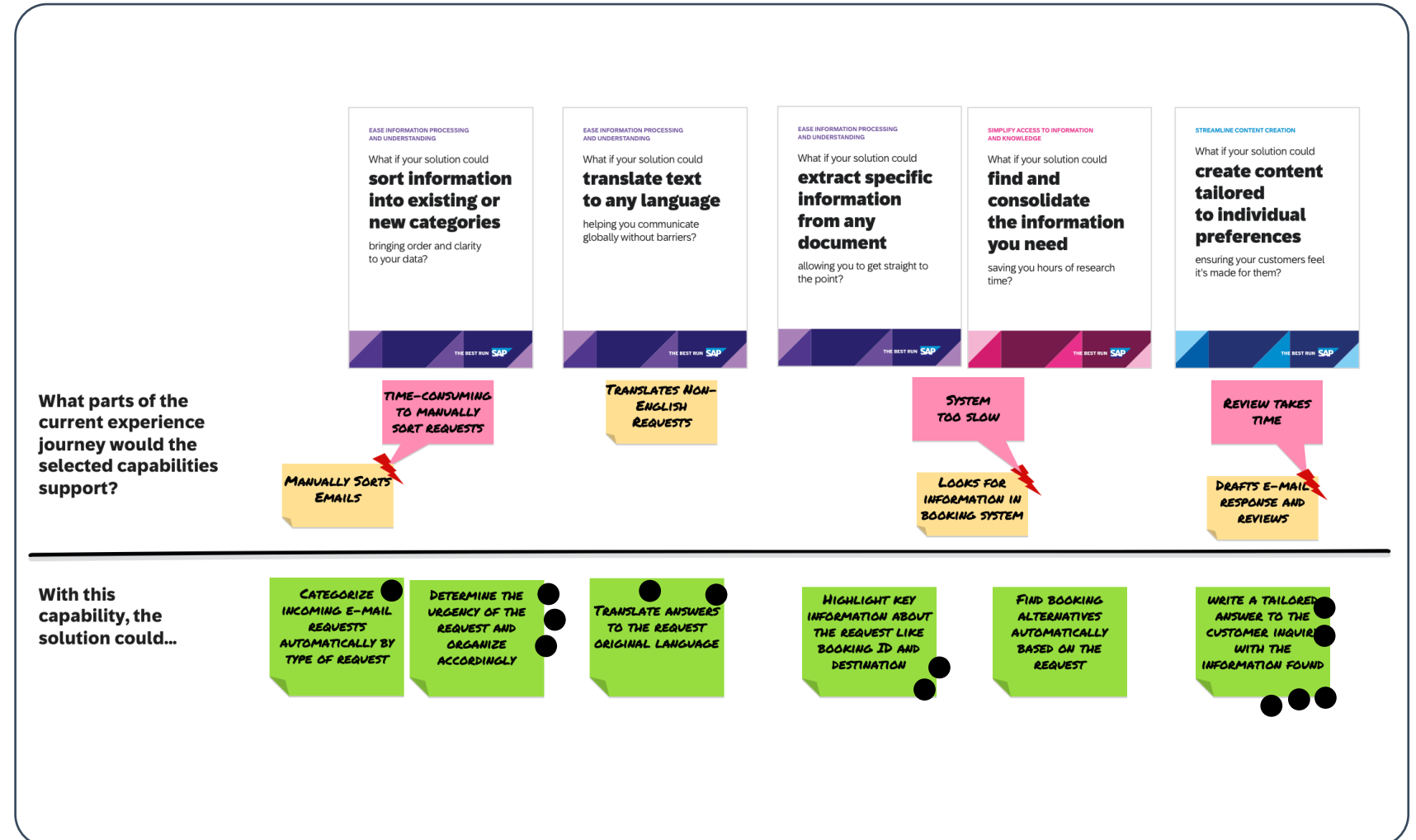


In teams of 6 or less

### Steps

#### How could each capability help the end user?

- Silently, write down how the selected capabilities could be used in the future solution to support the end users. Complete the phrase: "With this capability, the solution could...." (15 min).
- Share the ideas card by card and discard duplicates. (30 min)
- Select the top 6 – 8 ideas that should be part of the future solution. (5 min)



## 2c. Detail out selected ideas



50 min



In teams of 6 or less

### Steps

#### How should the capabilities work?

- Distribute the selected ideas among the team members to work simultaneously (1 - 2 ideas per pair). (5 min)
- For each selected idea, fill in the “Capability Idea Napkin” template with an example showing how the capability should work. (30 min)
- Share the filled-in templates with the team and arrange them on a vertical surface in the order they would be used in the future solution. (15 min – 2 min per capability idea)

In the next exercise, you will integrate the described ideas into a to-be scenario showing how the future solution could work.

#### Capability Idea Napkin



My solution will finally be able to ...

**WRITE A TAILORED ANSWER  
TO THE CUSTOMER INQUIRY  
AUTOMATICALLY, WITH THE  
INFORMATION FOUND IN  
THE BOOKING SYSTEM**

Based on...

*[INPUT DATA] (prompt, context information,  
document, etc)*

**CUSTOMER REQUEST  
INFORMATION, CUSTOMER  
PREFERENCES, BOOKING  
AVAILABILITY DATA**

a response could be...

*[OUTPUT] (expected result)*

**CONCISE ANSWER IN  
CUSTOMER'S LANGUAGE,  
INCLUDING POSSIBLE  
ACTIONS AND  
RECOMMENDATIONS TO  
TAKE IF NEEDED**

This should look like....

- ☒ INCLUDE TRANSLATION
- ☒ INCLUDE ALTERNATIVES

**REPLY:**

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Stick post-it here

**TRANSLATION:**

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

SEND

but to trust the result I need...

*[VERIFICATION] (information and/or  
action needed to verify the result)*

**TO REVIEW E-MAIL BEFORE  
SENDING IT AND BE ABLE TO  
CHANGE IT.**

**HAVE THE LINKS TO THE  
RECOMMENDATION SOURCES  
(E.G. TRAVEL REQUIREMENTS)**

## PART 3

# Shape the Future Experience

On-Site / Virtual Session



Define the future experience with AI capabilities.

### CORE ACTIVITIES

#### 1. Set the scene

Write down the context in which the future solution would be used, including main users, their current situation, goal and challenge.

#### 2. Map the future experience

Describe how the main end user(s) would interact with the future solution to reach a successful outcome step-by-step.

#### 3. Describe the impact

Describe the expected value of the solution on the protagonist's life and the organization.



## 3. Shape the future experience

### STEPS

- A Set the scene**— 10 min  
Ask participants to define up to three key actors, including their names, roles, company context, goals, and challenges. This will help participants imagine the steps the end users go through to achieve an outcome.
- B Map the future experience**— 70 min  
Start with the Trigger. This is an event that prompts the user to access the envisioned solution. It can be routine (e.g., logging in) or event-driven (e.g., a notification). Then, define the Moment of Success, which highlights the outcome achieved by using the solution. Unlike the goal in an Experience Journey Map, this focuses on tangible benefits. Next, guide participants in mapping user interactions step by step, noting both system and user actions. Use the previously identified capabilities as a checklist to ensure all essential features are included. For each step, specify required data and their source.
- C Describe the impact** – 10 min  
Once the steps and data are clear, ask participants to indicate the impact the solution has on the end-users and the organization. Consider how the new solution can improve the end-users' lives and the value it brings to the company.



90 min



In teams of 6 or less

FOR  
COACH

### Goal

Describe how the future experience should look like and its value.

### Outcome

A To-Be Scenario document that outlines how the user interacts with the solution step-by-step to achieve a desired outcome, including the data and systems needed at each step.

### Material

- ★ Post-its and Pens

### Tips

- ★ If personas of the user roles involved were created prior to the workshop, you can take the information for the context from there.
- ★ Use a different post-it color for each user role involved.

# To-Be Scenario Example

## 1. Context

Describe the main user(s) of the solution, their role, current situation, goal and challenges.

SARAH, CSO OF  
THOR TOURS  
TRAVEL AGENCY

SARAH'S WANTS TO PROVIDE  
QUICK, AND PERSONALIZED  
ASSISTANCE TO TRAVELERS,

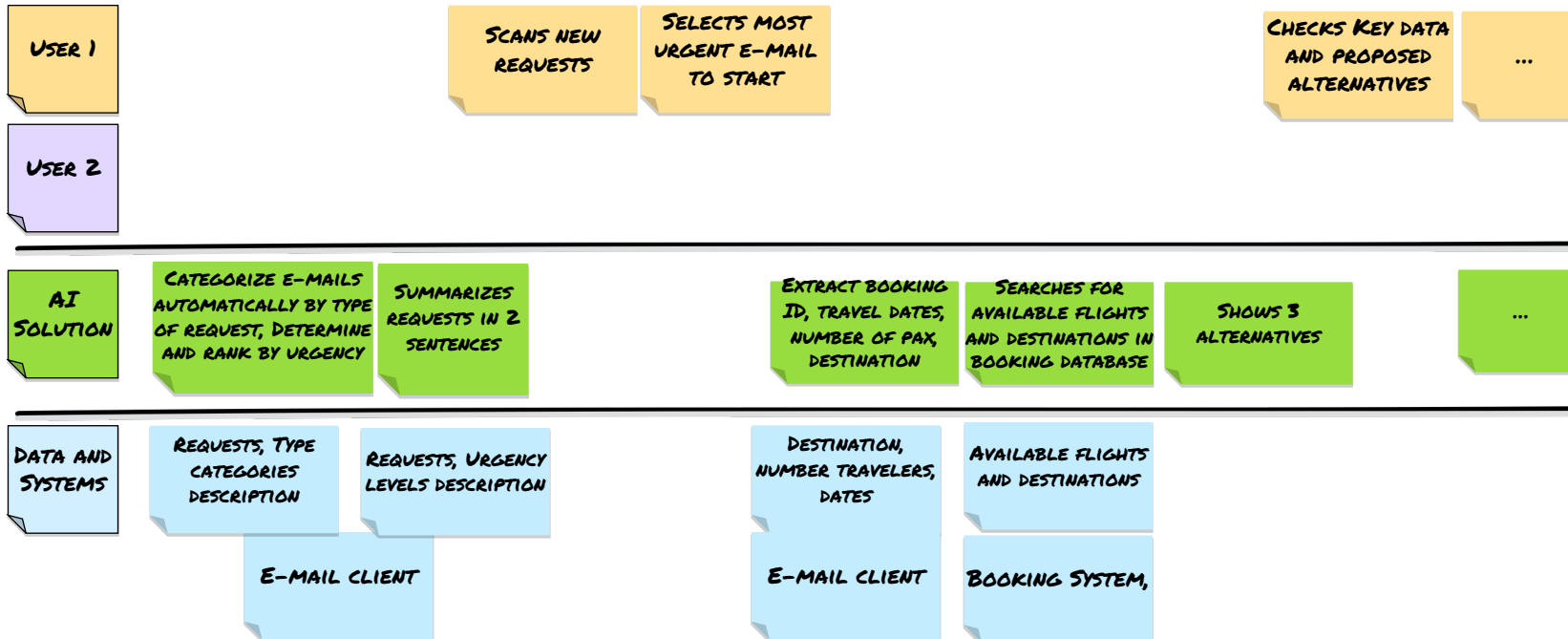
IT IS HARD AS  
SHE HAS TOO  
MANY REQUESTS.

## 2. Trigger

What situation triggers the protagonist to use the solution?

ONE MONDAY MORNING, SARAH LOGS INTO HER E-MAIL APPLICATION AS USUAL. HOWEVER, THIS TIME SHE SEES SURPRISING IMPROVEMENTS

## 4. Steps: How does the protagonist(s) use the solution step by step and what does the solution do? What data is needed at each step?



## 3. Moment(s) of success

What situation illustrates a successful outcome of using the solution?

SARAH RECEIVES AN APPRECIATION E-MAIL FROM THE CUSTOMER FOR THE QUICK HANDLING OF THE REQUEST.

## 5. Impact

What is the impact of the solution on the protagonist's life and for the organization?

OVER TIME, SARAH'S EFFICIENCY IMPROVES. SHE CAN ADDRESS ALL URGENT REQUESTS AND RECEIVES GREAT FEEDBACK FROM CUSTOMERS

THE TRAVEL AGENCY BENEFITS FROM POSITIVE WORD-OF-MOUTH AND A MORE GLOBAL AND DIVERSE CLIENTELE.

# 3. Shape the future experience



90 min



In teams of 6 or less

## Steps

### How is the new solution used step by step and what is its value?

- Complete the to-be scenario in the indicated order to show how the new solution will be used, step by step and what is its value,
- Use the previously identified capabilities as a checklist to ensure all essential features are included.
- For each step, specify required data and their source.

## To-Be Scenario

### 1. Context

Describe the main user(s) of the solution, their role, current situation, goal and challenges.

SARAH, CEO OF  
THOR TOURS  
TRAVEL AGENCY

SARAH WANTS TO PROVIDE  
QUICK, AND PERSONALIZED  
ASSISTANCE TO TRAVELERS,

IT IS HARD AS SHE  
HAS TOO MANY  
REQUESTS.

### 2. Trigger

What situation triggers the protagonist to use the solution?

ONE MONDAY  
MORNING, SARAH  
LOGS INTO HER E-  
MAIL APPLICATION AS  
USUAL. HOWEVER,  
THIS TIME SHE SEES  
SURPRISING  
IMPROVEMENTS

### 4. Steps: How does the protagonist(s) use the solution step by step and what does the solution do? What data is needed at each step?

USER 1

SCANS NEW  
REQUESTS

SELECTS MOST  
URGENT E-MAIL TO  
START

CHECKS KEY DATA  
AND PROPOSED  
ALTERNATIVES

...

USER 2

AI SOLUTION

CATEGORIZE E-MAILS  
AUTOMATICALLY BY TYPE  
OF REQUEST, DETERMINE  
AND RANK BY URGENCY

SUMMARIZES  
REQUESTS IN 2  
SENTENCES

EXTRACT BOOKING  
ID, TRAVEL DATES,  
NUMBER OF PAX,  
DESTINATION

SEARCHES FOR  
AVAILABLE FLIGHTS  
AND DESTINATIONS IN  
BOOKING DATABASE

SHOWS 3  
ALTERNATIVES

...

DATA AND SYSTEMS

REQUESTS, TYPE  
CATEGORIES  
DESCRIPTION

REQUESTS, URGENCY  
LEVELS DESCRIPTION

DESTINATION,  
NUMBER TRAVELERS,  
DATES

AVAILABLE FLIGHTS  
AND DESTINATIONS

E-MAIL CLIENT

E-MAIL CLIENT

BOOKING SYSTEM,

### 3. Moment(s) of success

What situation illustrates a successful outcome of using the solution?

SARAH RECEIVES AN  
APPRECIATION E-  
MAIL FROM THE  
CUSTOMER FOR THE  
QUICK HANDLING OF  
THE REQUEST.

### 5. Impact

What is the impact of the solution on the protagonist's life and for the organization?

OVER TIME, SARAH'S EFFICIENCY  
IMPROVES. SHE CAN ADDRESS ALL  
URGENT REQUESTS AND RECEIVES GREAT  
FEEDBACK FROM CUSTOMERS

THE TRAVEL AGENCY BENEFITS  
FROM POSITIVE WORD-OF-MOUTH  
AND A MORE GLOBAL AND  
DIVERSE CLIENTELE.

## PART 4

# Next Steps

On-Site / Virtual Session



Define follow-up activities and action items.

## CORE ACTIVITIES

### 1. Discuss action items

In a team discussion decide for 4 - 5 action items to follow up from this session.

Indicate in a next steps matrix what needs to be done, until when and who will be responsible (see next page for reference).

### 2. Feedback

On 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 to 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.

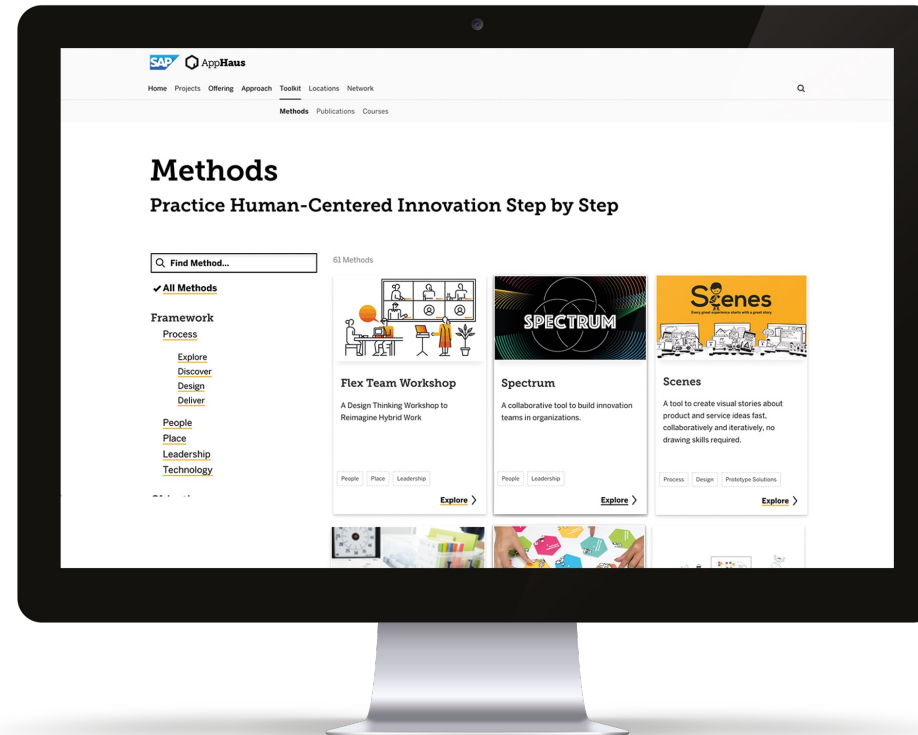
# Possible follow-up activities

ACTION ITEMS				
WHAT	<div>Vision Storyboard (Pitch)</div>	<div>Solution Concept Diagram</div>		
WHEN				
WHO				

Next steps suggestions:

- Vision Storyboard:**  
Design a storyboard to illustrate the to-be scenario. You can use this storyboard as a compelling pitch for executives.
- Create a Solution Concept Diagram:**  
This architectural diagram will help to document how the new solution fits within the existing landscape and what building blocks are needed to implement it.

Next Step Matrix



# Practice Human-Centered Innovation

[apphaus.sap.com/toolkit/methods](https://apphaus.sap.com/toolkit/methods)