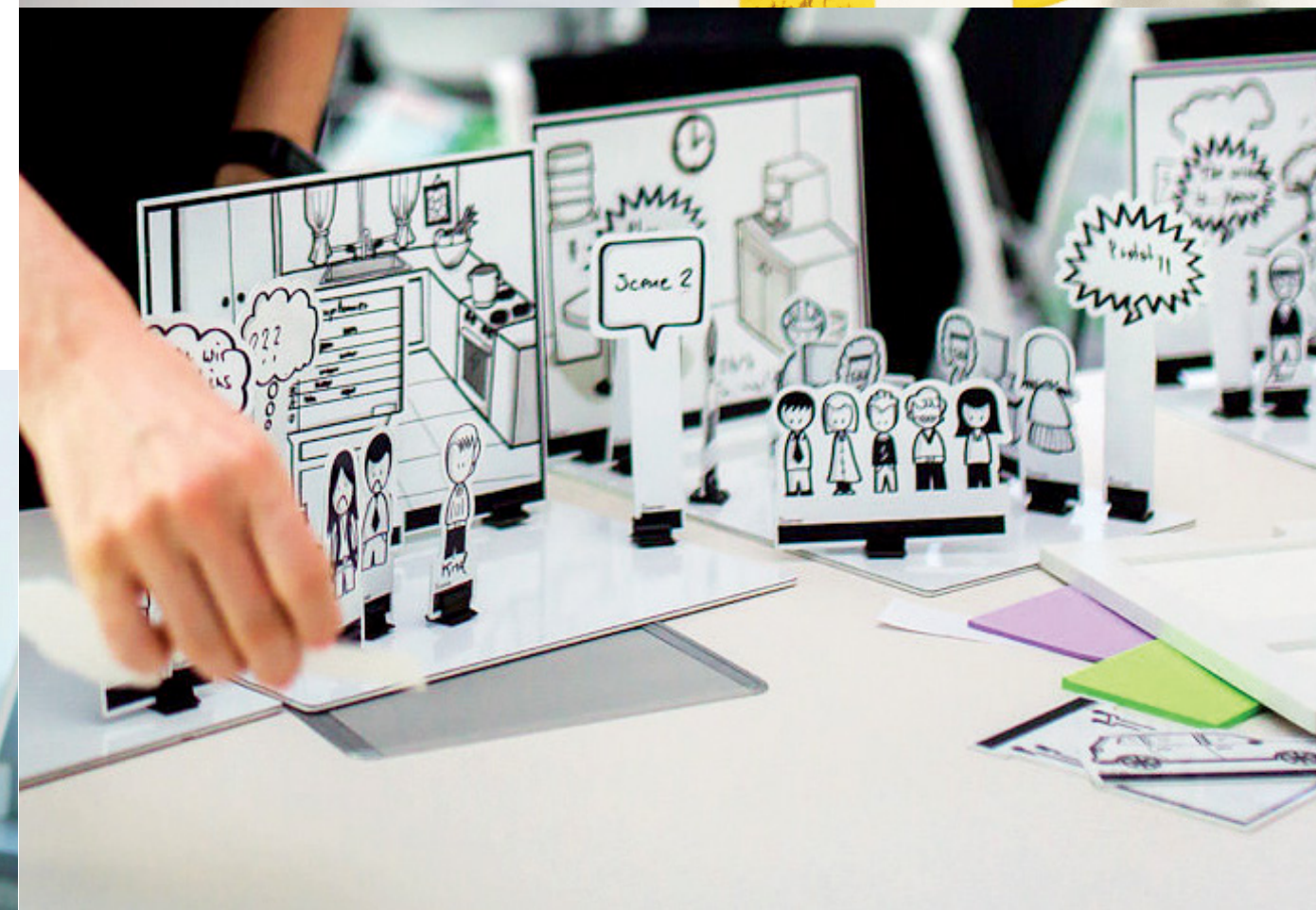
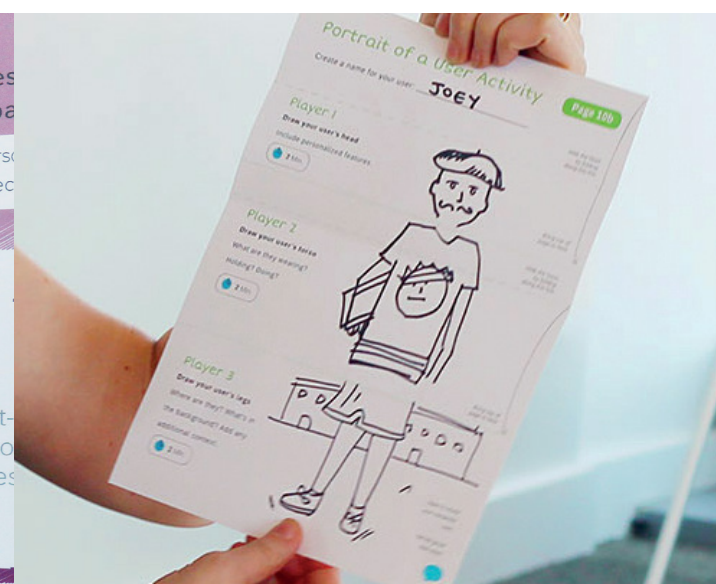
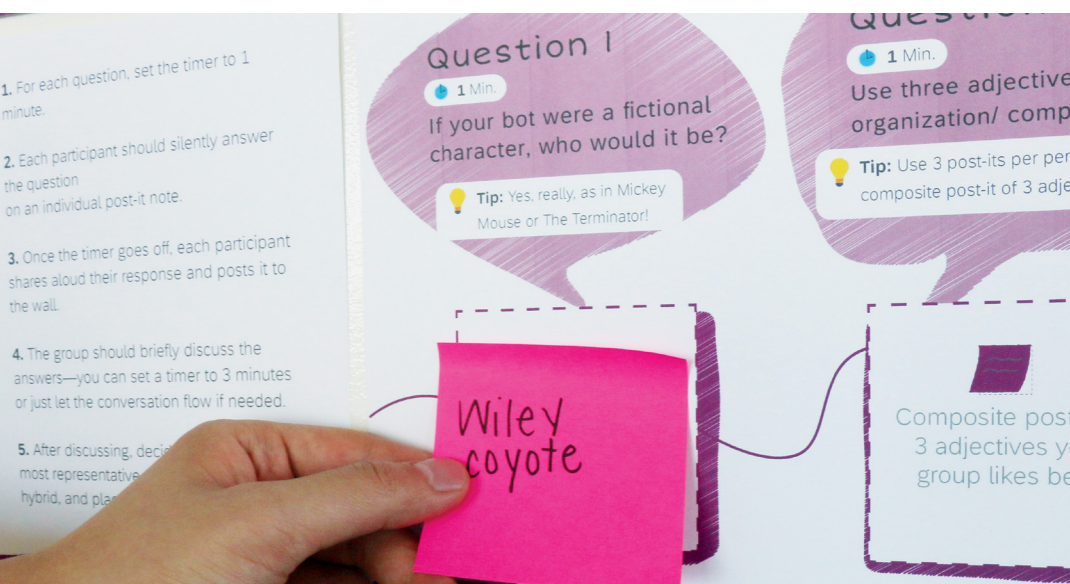


The Innovation Culture Toolkit

For Virtual Collaboration

by  AppHaus 



Why an Innovation Culture Toolkit?

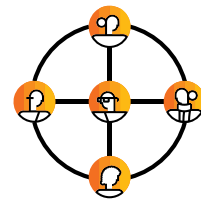
Technology is disrupting industries, creating challenges around health, resource efficiency, and security. These challenges are altering the world so drastically that companies need to innovate and transform to sustain their business.

But this transformation can't focus on technology alone. According to Gartner, Capgemini, and HBR, culture is the biggest hurdle for digital transformation and innovation inside organizations. So how can companies establish a culture open to innovation?

To address this challenge we at the SAP AppHaus have designed a framework consisting of five key interconnected enablers of innovation culture: People, Process, Place, Leadership, and Technology.

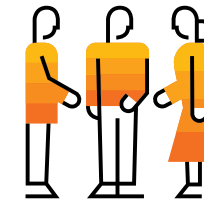
Our [Innovation Culture Toolkit](#) offers a variety of unique methods and other resources for each innovation culture enabler, empowering organizations to apply this framework and jump-start their innovation journey.

The Innovation Culture Framework



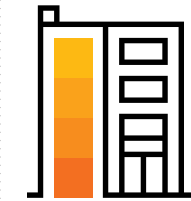
Leadership

Transform organizations by changing the mindsets of leadership.



People

Build up skills, competencies, and teams to continuously innovate.

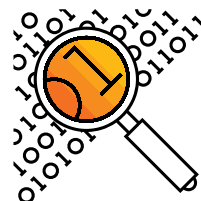
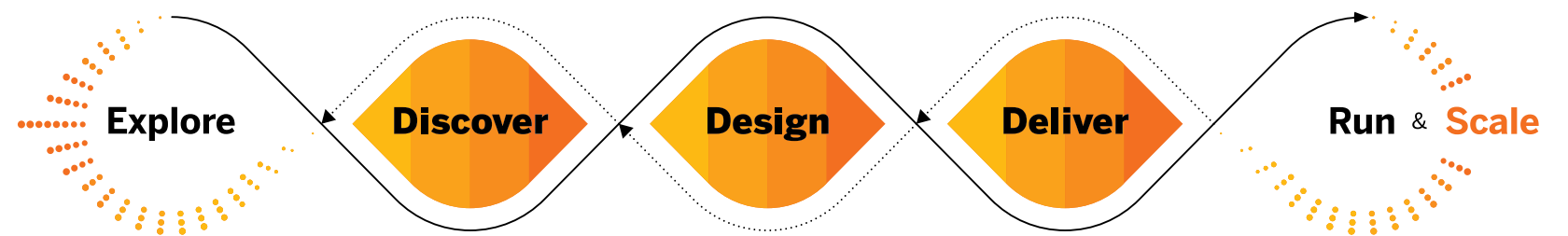


Place

Create space and work environments that foster creativity.

Process

Follow a structured approach to drive innovation.



Technology

Leverage new technologies to quickly implement ideas, run and scale them.

The Innovation Culture Toolkit for Virtual Collaboration

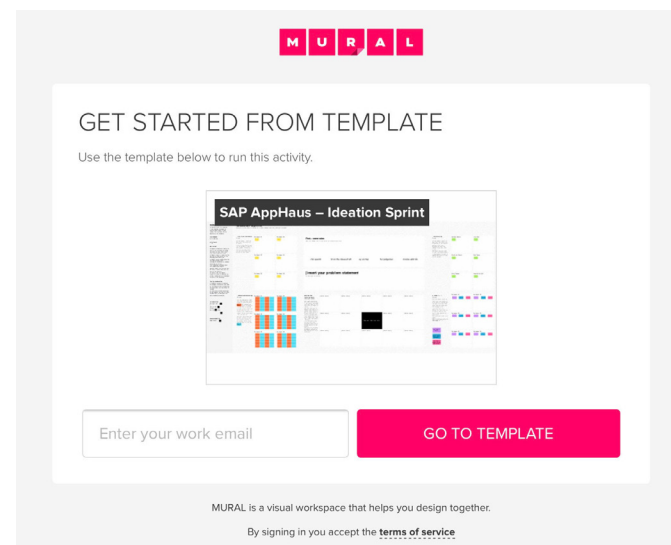
To enable collaboration and innovation between remote teams, the SAP AppHaus is optimizing the methods of the Innovation Culture Toolkit for a virtual environment.

In this document, you will find links to the available exercise templates in [MURAL](#), an online tool for virtual collaboration.

These templates contain step by step instructions for every method, so you can continue your innovation journey from home.

Please note, that an active MURAL account is required. A 30-day trial is available for free.

Accessing the Exercise Templates in MURAL

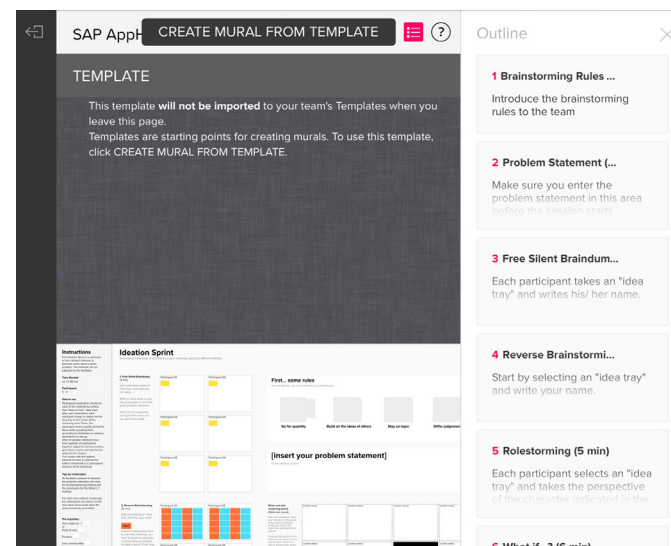


1. Create an account

The template links in this document will take you to the MURAL web application.

If you do not have a MURAL account, you will see a message similar to the one on the left.

Simply follow the steps to create your 30-day free trial account.



2. Create MURAL from Template

If you already have a MURAL account you will access the template directly in MURAL.

To use it, click on the "CREATE MURAL FROM TEMPLATE" button at the top-right of the screen.

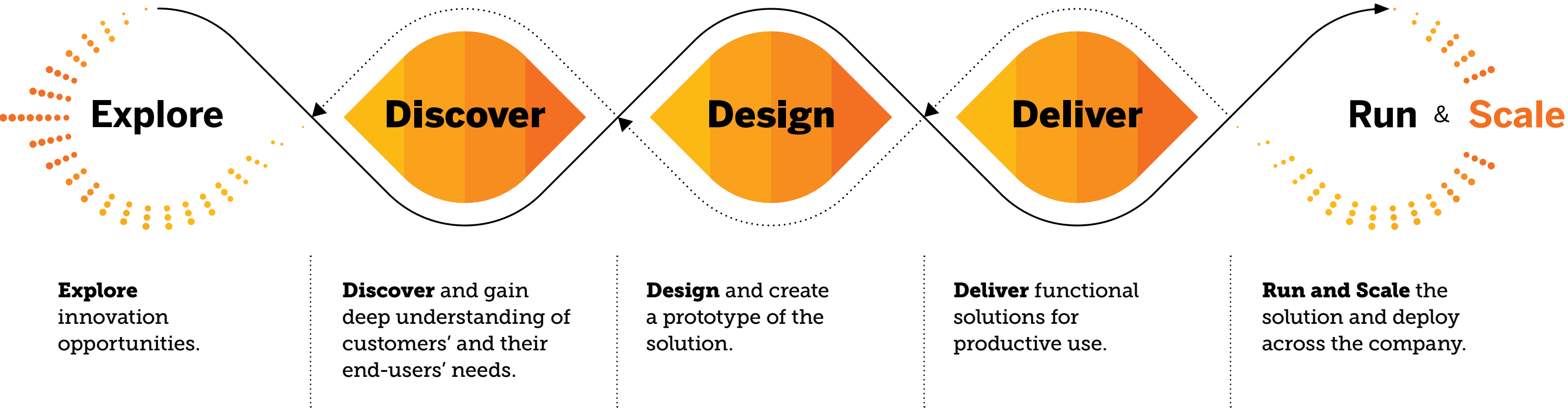
The template will be copied to a MURAL board in your workspace.

Process

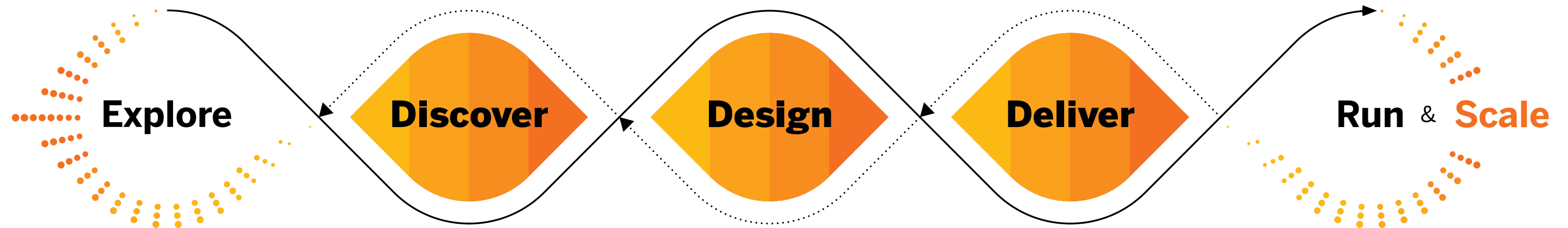
Making innovation real and sustainable in an organization requires a structured, human-centered approach that supports the entire innovation lifecycle: from the generation of novel business ideas to the development and delivery of high-value applications.

Our human-centered approach uses design thinking to create and execute solutions that hit the sweet spot of desirability, feasibility, and viability. It consists of five iterative phases: Explore, Discover, Design, Deliver, Run&Scale.

SAP's Human-Centered Approach to Innovation



Workshop Formats Supporting the Process



Explore Workshop

Identify and prioritize use cases

Scoping Workshop

Understand the challenge and its context and find a clear direction.

Synthesis Workshop

Make sense of the gathered information and identify the main pain-points that the solution should target.

Design Workshop

Identify the best solution ideas and convert them into tangible prototypes that can be validated with the target users and other stakeholders of the project.

User Story Mapping Workshop

Describe the solution as a set of user-stories that make the user requirements clear and can be prioritized and maintained in a backlog for development.

Explore

Finding challenges worth solving and achieving alignment about those challenges among interested parties are crucial aspects at the early stages of an innovation project.

The goal of the Explore phase is to identify the most valuable use cases together with business, IT, and end users.

The team exercises presented here are a suggestion for a one-day virtual workshop. The numbers indicate the recommended sequence. Exercises with the same numbers are alternatives.

Explore Workshop Methods

2. Brainstorming (40 - 50 min)
Only the rectangles containing your ideas to the corresponding category and explain them to the team. As you explain them, drag the points out of the rectangles and position them accordingly. Delete your thoughts once you have explained all your ideas.

Challenges (What are your current business challenges?)	External Risks (What is putting your business at risk?)	Internal Barriers (What internal barriers are hindering a solution to the challenges?)	Ideas/ Wishes (What can the challenges be solved?)
Bring your ideas here	Bring your ideas here	Bring your ideas here	Bring your ideas here

Bring the points to the corresponding category from the Exploration Brainstorming.

Use-Case Name [your use-case name here]		
User Role For what role is the solution idea intended? Name the role (one role can be included).	Need / Pain What performance/need of your identity are you experiencing with your use-case idea?	Solution Idea How can we solve? Problem for address? Explain how your idea should work as a short text.
Technology How can current technologies can the solution be built?	Benefits What will be better for the business and the users once the solution is implemented?	Business Impact How much can the business impact of your solution idea? Low Medium High

2. Select the Criteria (5min)
Select the criteria dimensions to prioritize the identified use-cases.

3. Complete the heatmap (45min)
Drag the use-case ideas to the heatmap and place them according to the criteria agreed upon.

Heatmap axes: Vertical (Low, Medium, High) and Horizontal (Low, Medium, High). A legend on the left lists criteria: Vision, Complexity, Market Leader, Time, Reach, Impact, Risk.

1. Exploration Exercise

Align a team on the different challenges / ideas for improving its organization and on potential focus areas.

[Go to Template](#)

2. Solution Brief

Describe the selected use-case ideas in detail considering user needs, technology required and business impact.

[Go to Template](#)

3. Heat Map

Prioritize predefined use-cases according to selected criteria and identify those to be covered first.

[Go to Template](#)

Gameplan
Define the goal you want to achieve and what actions you need to take to get there.

2. Describe the action plan (20 min)
Bring the action plan to the action plan table in the vision. Bring the action plan to the action plan table in the vision. Bring the action plan to the action plan table in the vision. Bring the action plan to the action plan table in the vision.

1. Define the Goal (20 min)
Define the goal you want to achieve and what actions you need to take to get there.

Visual Roadmap (20min)
Place points accordingly.

Visual Roadmap diagram showing a path through various milestones and challenges.

Remember the future
Where do you want to go? Set up a vision and understand your definition of success.

1. Set-up the vision (5 min)
Set up the vision in the vision table. Set up the vision in the vision table. Set up the vision in the vision table. Set up the vision in the vision table.

2. Define achievement 1 (2 min)
Define the achievement 1 in the achievement table. Define the achievement 1 in the achievement table. Define the achievement 1 in the achievement table. Define the achievement 1 in the achievement table.

4. Define achievements 2 (10 min)
Define the achievement 2 in the achievement table. Define the achievement 2 in the achievement table. Define the achievement 2 in the achievement table. Define the achievement 2 in the achievement table.

4. Game Plan

Define the main deliverables and scope of the project and identify next steps after a workshop.

[Go to Template](#)

5. Roadmap

Define a goal or desired outcome and identify the major steps or milestones needed to reach it.

[Go to Template](#)

5. Remember the future

Set-up a Vision and understand your definition of success

[Go to Template](#)

Discover: Scope

Once a challenge is identified, it is necessary to look at it in more detail to find focus areas.

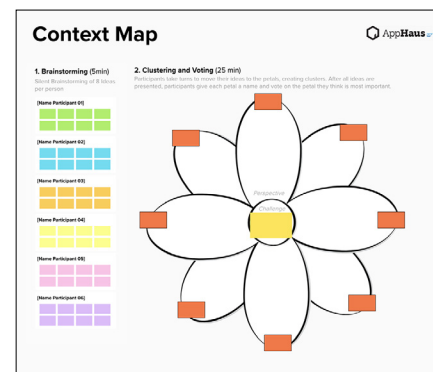
The goal of the Scope phase is to understand the challenge and its context and find a clear direction.

At the end of this phase, it should be clear which target users to focus on, so the research can start.

The team exercises presented here are a suggestion for a one or two-day virtual workshop. The numbers indicate the recommended sequence. Exercises with the same numbers are alternatives.

An additional Gameplan exercise can be included at the end of the workshop.

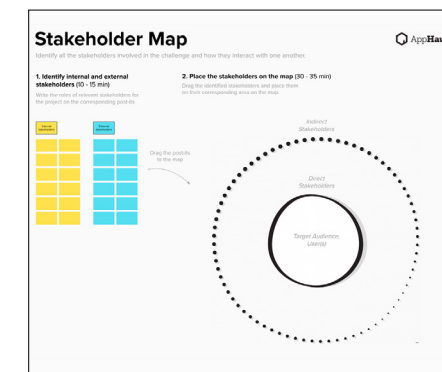
Scoping Workshop Methods



1. Context Map

Get a common understanding of the given challenge and identify possible focus points.

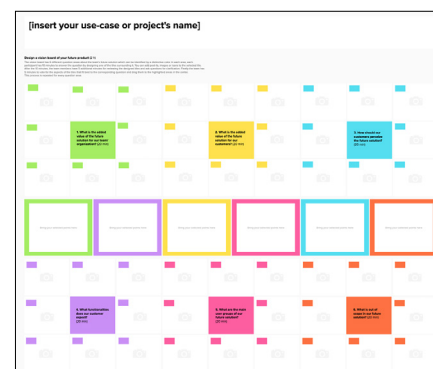
[Go to Template](#)



2. Stakeholder Map

Get a common understanding of the roles involved in a project, their relevance and their interdependencies.

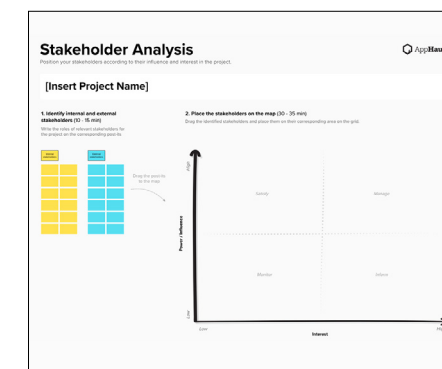
[Go to Template](#)



1. Vision Board

Create a board that defines the product/service you envision to have at the end of a project.

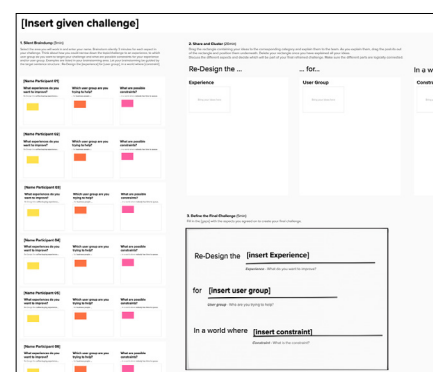
[Go to Template](#)



2. Stakeholder Analysis

Identify the people involved in or affected by the project at hand, and group them by their level of interest and influence in it.

[Go to Template](#)



1. Re-Frame the Challenge

Sharpen your focus on the initial challenge to create a common understanding and prepare the research.

[Go to Template](#)

Discover: Synthesis

The amount of information gathered during research might be overwhelming. Making sense of it all and finding core insights is essential to create a solution that fits the users' requirements.

The goal of the Synthesis phase is to make sense of the gathered information and identify the main pain-points that the solution should target. This is achieved by understanding the motivations, expectations and current challenges the target users are facing. At the end of this phase, the project team formulates the main challenges in one or more questions that will help to focus the upcoming ideation and prototyping exercises.

The exercises presented here can be done within the project core team. The results can be presented to users and other stakeholders at the beginning of an ideation workshop, in which solutions are prototyped (see [Design phase](#)).

The numbers on the exercises indicate the recommended sequence. Exercises with the same numbers are alternatives.

Synthesis Workshop Methods

Persona

Describe how the persona experiences the identified use-case.

Demographics

My Name: [First Name] [Last Name]

My Age: [Age]

My Gender: [Gender]

My Education: [Education]

My Background: [Background]

My Role

[Job Title]

My Competencies

My Skills: [Skills]

My Knowledge: [Knowledge]

My Experience: [Experience]

My Tools

[Tools]

My Tasks

[Tasks]

My Challenges

[Challenges]

My Frustrations

[Frustrations]

My Motivations

[Motivations]

My Goals

[Goals]

Work Context

[Work Context]

Feelings

[Feelings]

1. Persona

A persona is a “typical” but fictional user based on research data. Make research insights more tangible and guide design decisions with this exercise.

[Go to Template](#)

How Might We... ?

1. Select and select the insights with meaning

2. Formulate the Problem Statement

3. Formulate the Solution Statement

3. How Might We...

“How Might We...” questions help you to reframe your original challenge into a statement of opportunity to generate ideas.

[Go to Template](#)

User Experience Journey Map

Describe how the persona experiences the identified use-case.

[insert persona name] [insert use-case name]

Mindset

[Mindset]

Actions

[Actions]

Touchpoints

[Touchpoints]

Persona name and character trait

[Persona name and character trait]

2. User Experience Journey Map

Describe the current steps the user goes through to perform a task and find the main pain-points.

[Go to Template](#)

Problem Statement

1. Individual Brainstorming

2. Joint Brainstorming

3. Define the Final Problem Statement

3. Problem Statement

Capture the essential user needs and issues to formulate a sentence that will kick-start the ideation of solutions.

[Go to Template](#)

Design

Transforming the identified challenges into a concrete solution requires several iterations.

The goal of the Design phase is to identify the best solution ideas and convert them into tangible prototypes that can be validated with the target users and other stakeholders of the project.

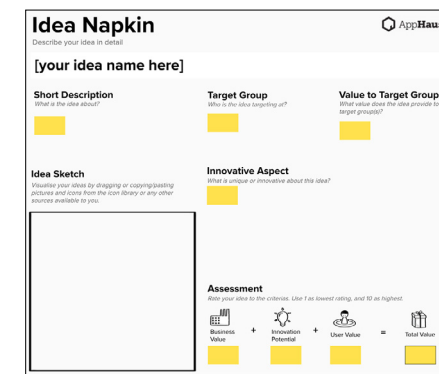
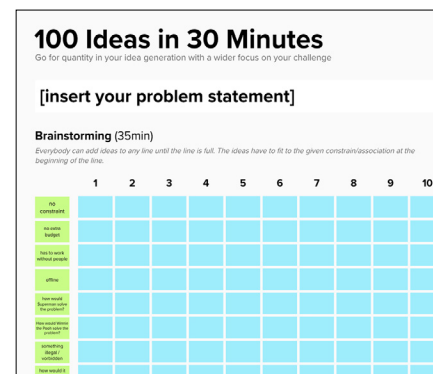
The results of those validations are fed back into the ideation and prototyping process until an appropriate solution is created.

The team exercises presented here are a suggestion for a one-day virtual workshop. The numbers indicate the recommended sequence. Exercises with the same numbers are alternatives.

Design Workshop Methods

1. 100 Ideas in 30 Minutes

Create as many ideas as possible with several associations and constraints combined. [Go to Template](#)



2. Idea Napkin

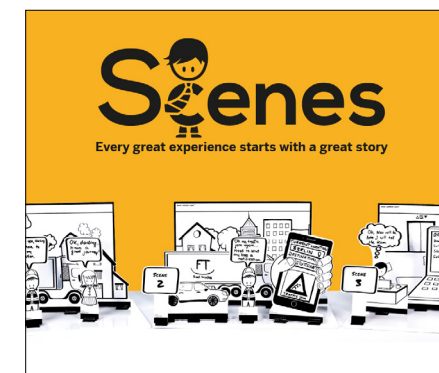
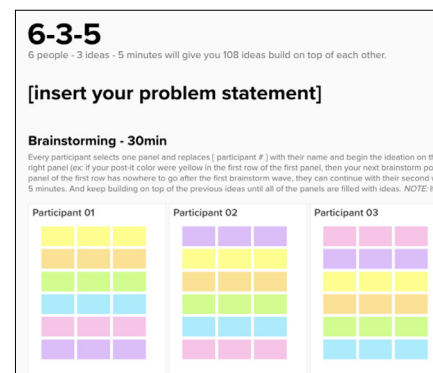
This method can be used to flesh out brainstorming ideas and make them easier to prioritize.

[Go to Template](#)

1. 6-3-5

Encourage your participants to create as many ideas as possible building upon the ideas others.

[Go to Template](#)



Scenes Basic Set

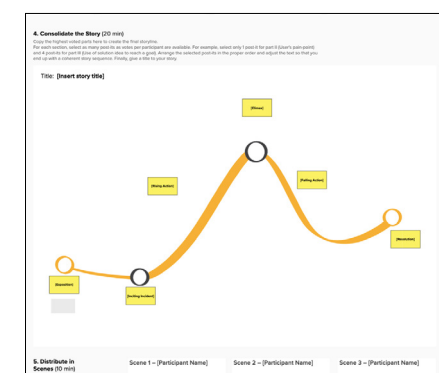
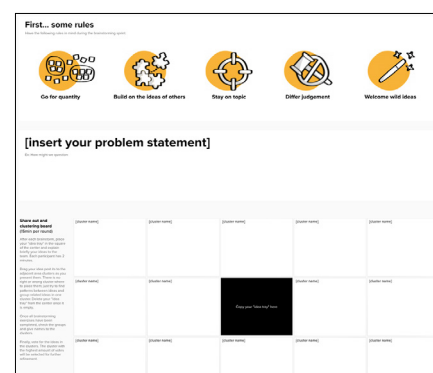
With Scenes™ you can create storyboards about solution ideas without the need of having drawing skills.

[Go to Template](#)

1. Ideation Sprint

This is a collection of four ideation methods which can be adjusted by the facilitator.

[Go to Template](#)



3. Scenes Storyboard (to-be scenario)

Create a visual story showing how your target group uses the new solution idea to reach its goal.

[Go to Template](#)

SAP AppHaus

Who we are

65 team members

experienced design doing and design thinking experts from 42 nations

5 SAP AppHaus Locations

Palo Alto, New York, Heidelberg (2019 MUSE Award gold & rosé), Berlin, Seoul

18 SAP AppHaus Network

Partner Locations:

- Pretoria (EPI-USE)
- Wroclaw (LeverX)
- Sydney (Deloitte)
- Zurich (Agilita)
- Auckland (Datacom)
- Antwerp (Flexo)
- Aarhus (Trifork)
- Wenzhou (Miitech)
- Vienna (Netconomy)
- Minneapolis (Mindset Consulting)
- Pune (Extentia)
- Durham (WillowTree)
- Bangalore (Incture)
- Hamburg (Sovanta)
- Shropshire (Bluestonex)
- London (KeyTree)
- Melbourne (Bourne Digital)
- Calgary (ConvergentIS)

