

EXPLORE PHASE / Joint Activity

Collection of Innovation Opportunities

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

Why to create a Collection of Innovation Opportunities

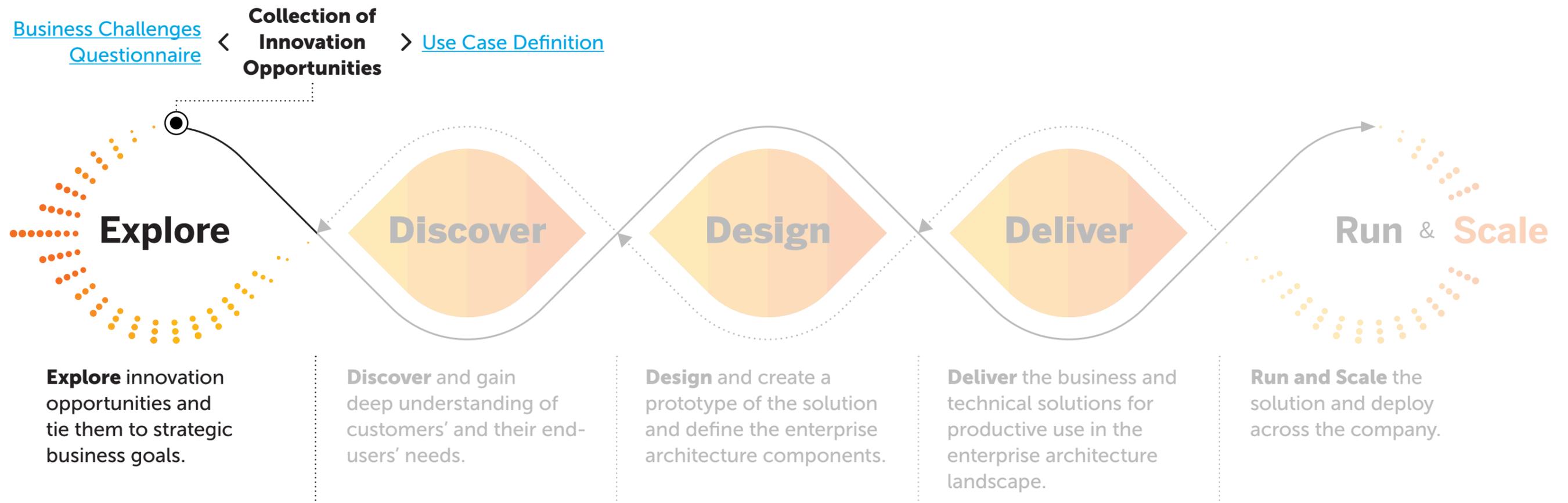
This exercise helps a team identify current innovation blockers in a business area and discover innovation ideas to solve them. It is aimed at strategic decision makers in an organization, such as IT and Business leads, looking for new ways to achieve their business goals now and in the future.



Explore

When to create a Collection of Innovation Opportunities

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



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

How to create a Collection of Innovation Opportunities



Duration
90 Minutes



Participation
3 - 10 People



Roles
Department leads from business and IT, project sponsors, strategic decision makers



Use input from

- [Business Challenges Questionnaire](#)

Steps

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

Expert Tips

If you have not sent the questionnaire, you can still ask participants to quickly brainstorm Challenges, External Risks and Internal Barriers during the session.

The brainstormed ideas should be concrete tangible solutions such as a new application, a specific change in a current process or approach. Try to avoid too general ideas such as "increase efficiency" or "improve quality". Indicate rather how and with what means do you envision such result.

Combine this method with the [Use Case Definition](#) to convert your use-case idea clusters into more concrete use cases.

To learn how your use-case ideas can be implemented with SAP technologies carry out a [Use Case exploration workshop](#).

Example

Collection of Innovation Opportunities (collecting)

Company Example:

Future Breeze:
producer of with
turbines and wind
parcs

Business Area:
Maintenance Services

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

Challenges <small>What are known concrete challenges in your business area? Think about what roles are affected by the challenge, the challenge and its impact on their work, and the reason for the challenge.</small>	External Risks <small>What external risks can hinder you to reach your business goals now or in the future? Think about aspects like new regulations, market trends, new competitors, etc.</small>	Internal Barriers <small>Which internal barriers are hindering you to outperform your department business goals? Think about internal organizational changes, shift of priorities within the company, communication issues, corporate cultural issues, etc.</small>	Solution Ideas <small>How can the challenges be solved? Brainstorm concrete tangible solutions such as a new application, a specific change in a current process or approach. Try to avoid too general ideas such as "increase efficiency" or "improve quality". Indicate rather how and with what means do you envision such result.</small>
<div data-bbox="878 751 1080 894">Machine break downs lead to stop of production</div> <div data-bbox="1101 751 1302 894">To few servcie technicians</div> <div data-bbox="878 919 1080 1062">Partly technicians dont get immediate work orders</div> <div data-bbox="1101 919 1302 1062">Fix time is to slow, often technician comes too late</div> <div data-bbox="878 1087 1080 1230">Unclear skills per technician</div> <div data-bbox="1101 1087 1302 1230">Machine and vendor information are hidden</div>	<div data-bbox="1359 772 1561 915">Cheap competitors from abroad</div> <div data-bbox="1581 856 1783 1029">Increased demand needs to be fulfilled with existing production</div>	<div data-bbox="1855 751 2056 894">No transparency of relevant KPI's</div> <div data-bbox="2077 751 2279 894">Unclear responsibilites</div> <div data-bbox="1855 919 2056 1062">Contadicting KPI's Production vs repair costs</div>	<div data-bbox="2347 751 2549 894">Cross Department KPI Overview</div> <div data-bbox="2570 751 2772 894">Real time dashboard</div> <div data-bbox="2347 919 2549 1062">Mobile App for Service technician</div> <div data-bbox="2570 919 2772 1062">Automated workflows</div> <div data-bbox="2347 1087 2549 1230">ML based work order Distribution</div>

Example

Collection of Innovation Opportunities (clustering)

Company Example:

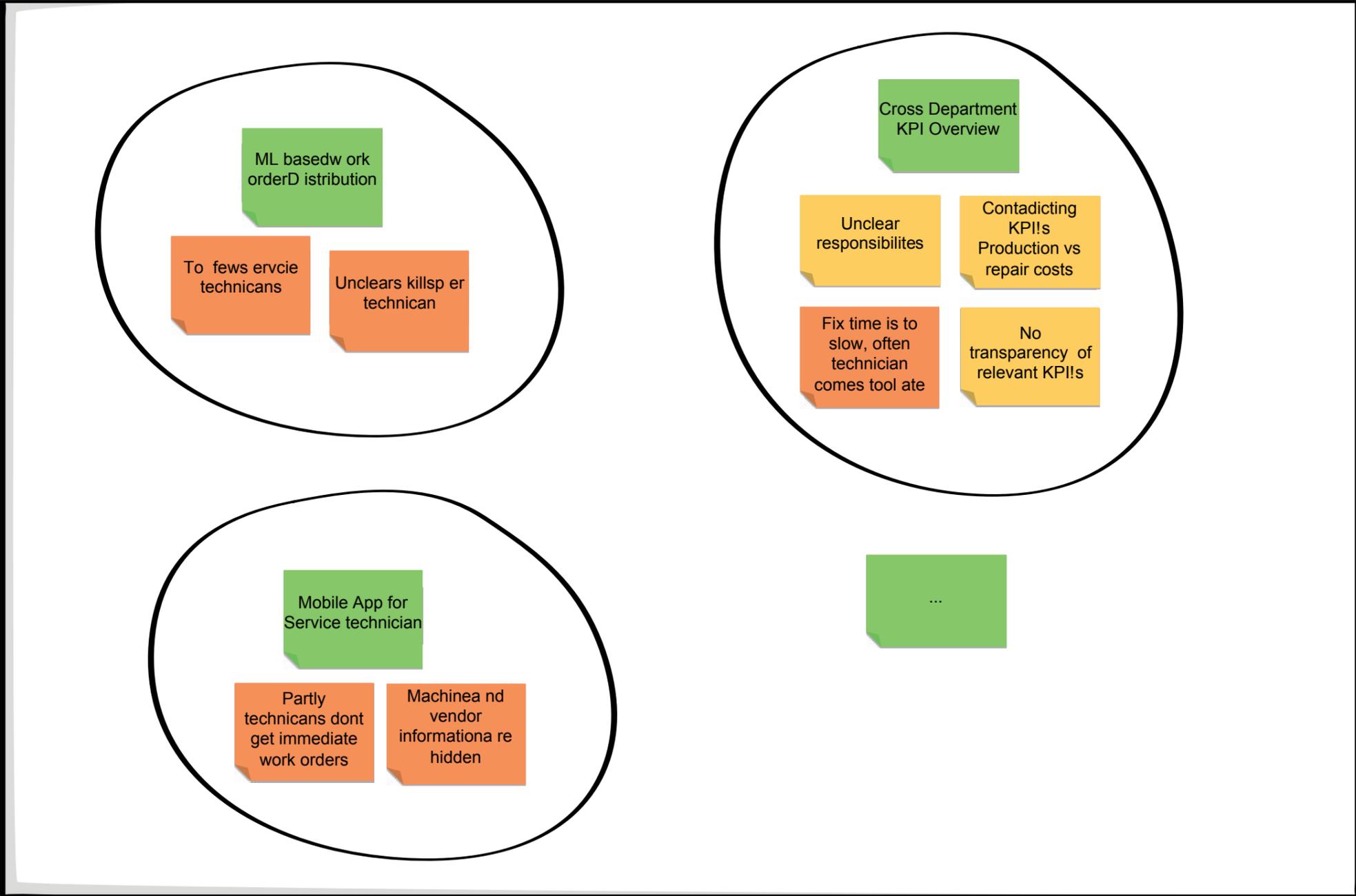
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Business Area:

Maintenance Services

Vision of the project:

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Template for Print

Collection of Innovation Opportunities

Challenges

What are known concrete challenges in your business area? Think about what roles are affected by the challenge, the challenge and its impact on their work, and the reason for the challenge.

Example

Marketing managers can't address all customers with their marketing campaigns due to a huge number of incorrect or wrong master data records.

External Risks

What external risks can hinder you to reach your business goals now or in the future? Think about aspects like new regulations, market trends, new competitors, etc

Example

Cheap competitors from abroad

Internal Barriers

Which internal barriers are hindering you to outperform your department business goals? Think about internal organizational changes, shift of priorities within the company, communication issues, corporate cultural issues, etc

Example

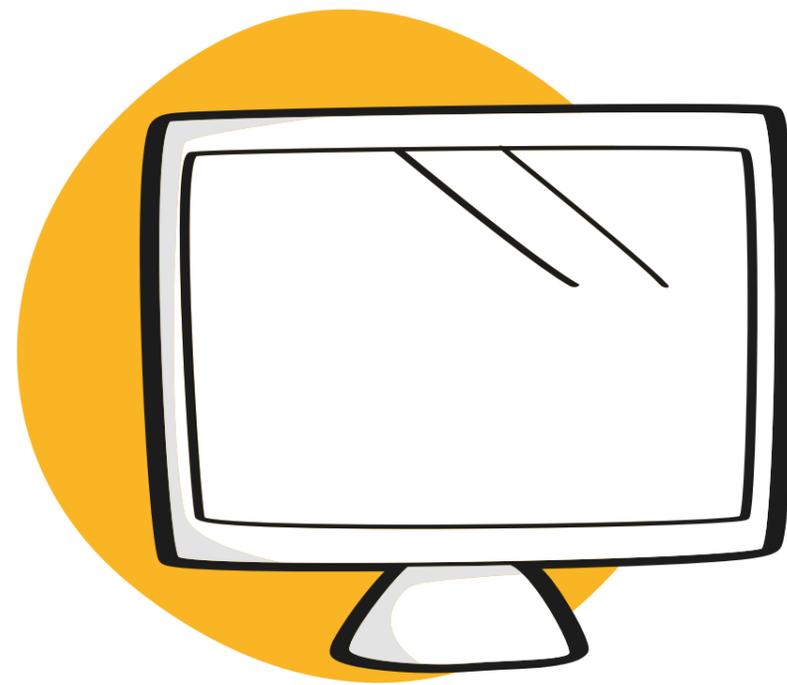
No transparency of relevant KPIs

Solution Ideas

How can the challenges be solved? Brainstorm concrete tangible solutions such as a new application, a specific change in a current process or approach. Try to avoid too general ideas such as "increase efficiency" or "improve quality". Indicate rather how and with what means do you envision such result.

Example

Mobile App for Service technician



Virtual Collaboration Template

MURAL Template

Collection of Innovation Opportunities

Collection of Innovation Opportunities Facilitator All changes saved 541 SHARE

Collection of Innovation Opportunities

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

1. Silent Braindump (20 min)
 Select the area you will work in and enter your name. Brainstorm silently for 5 minutes for the first category (Challenges) and present your ideas by dragging them to the next step. Do the same for the other categories. Think about: what challenges is your organization going through? What external risks and internal barriers are hindering a solution? What ideas do you have to solve the challenge and overcome the risks and barriers?

2. Share-Out (40 - 50 min)
 Drag the rectangle containing your ideas to the corresponding category and explain them to the team. As you explain them, drag the post-its out of the rectangle and position them underneath. Delete your rectangle once you have explained all your ideas.

Challenges <i>What are your current business challenges?</i>	External Risks <i>What external risks can hinder you to reach your business goals now or in the future?</i>	Internal Barriers <i>What internal barriers are hindering a solution to the challenges?</i>	Ideas/ Wishes <i>How can the challenges be solved?</i>
Bring your ideas here	Bring your ideas here	Bring your ideas here	Bring your ideas here

[Name Participant 01]
 Challenges (5 min) External Risks (5 min) Internal Barriers (5 min) Ideas / Wishes (5 min)

[Name Participant 02]
 Challenges (5 min) External Risks (5 min) Internal Barriers (5 min) Ideas / Wishes (5 min)

[Name Participant 03]
 Challenges (5 min) External Risks (5 min) Internal Barriers (5 min) Ideas / Wishes (5 min)

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