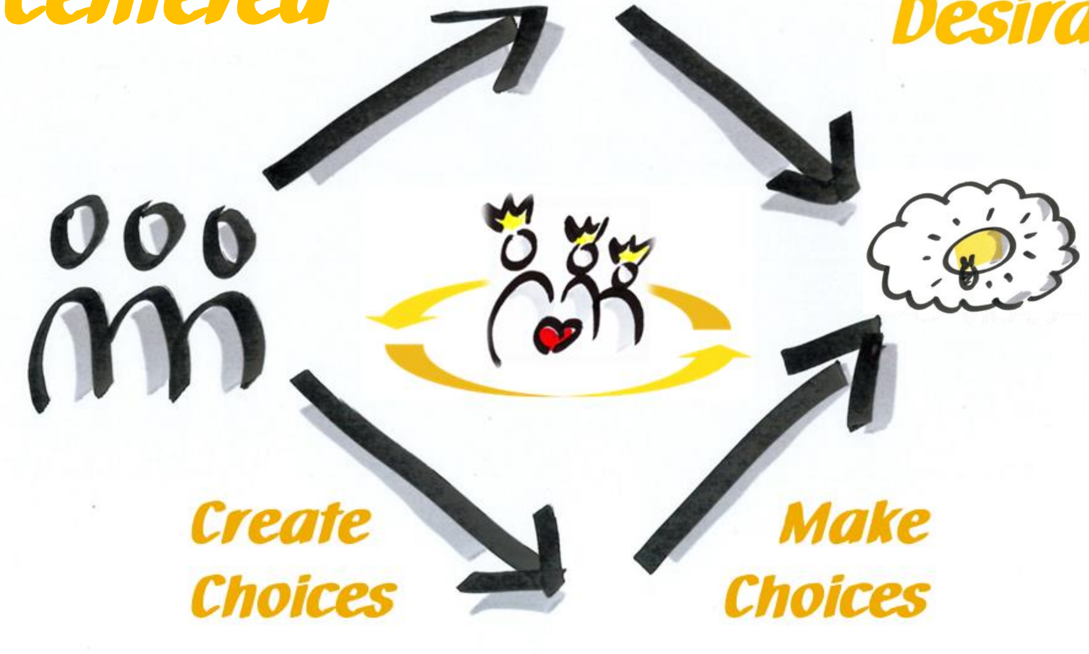
Faktenbasierte Innovationssteuerung – Die Cloud ist nicht mehr plangetrieben

Dr. Tobias Hildenbrand | Products&Innovation, SAP
Christian Binder | ALM Architect Microsoft

not available
thanks to GDL

Customer-Centered Innovation Approach

Approach: Customer-Centered

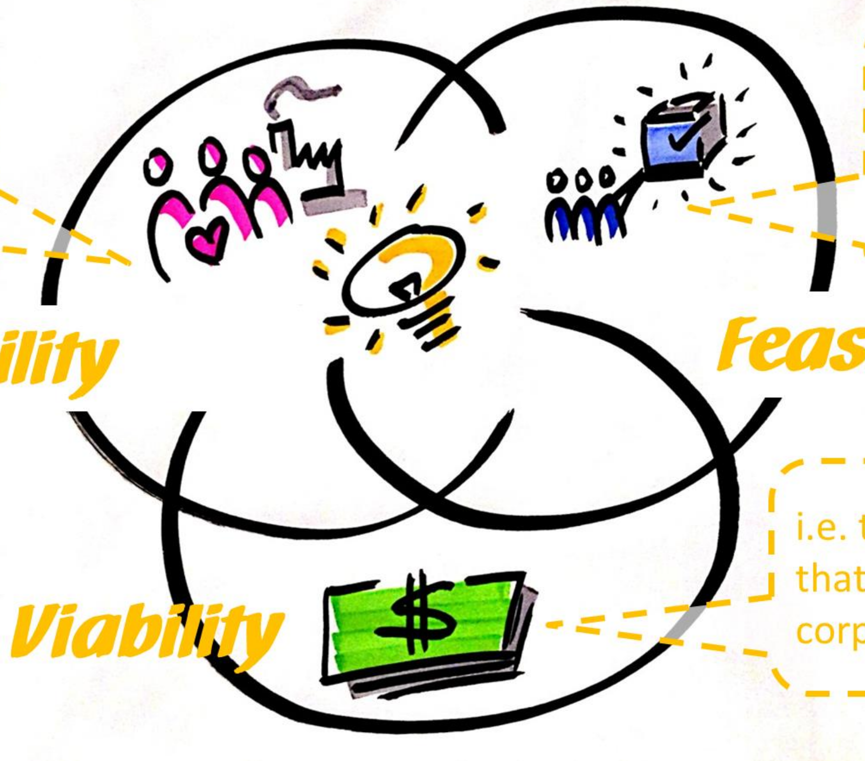

Create Choices
Make Choices

Goal: Innovation

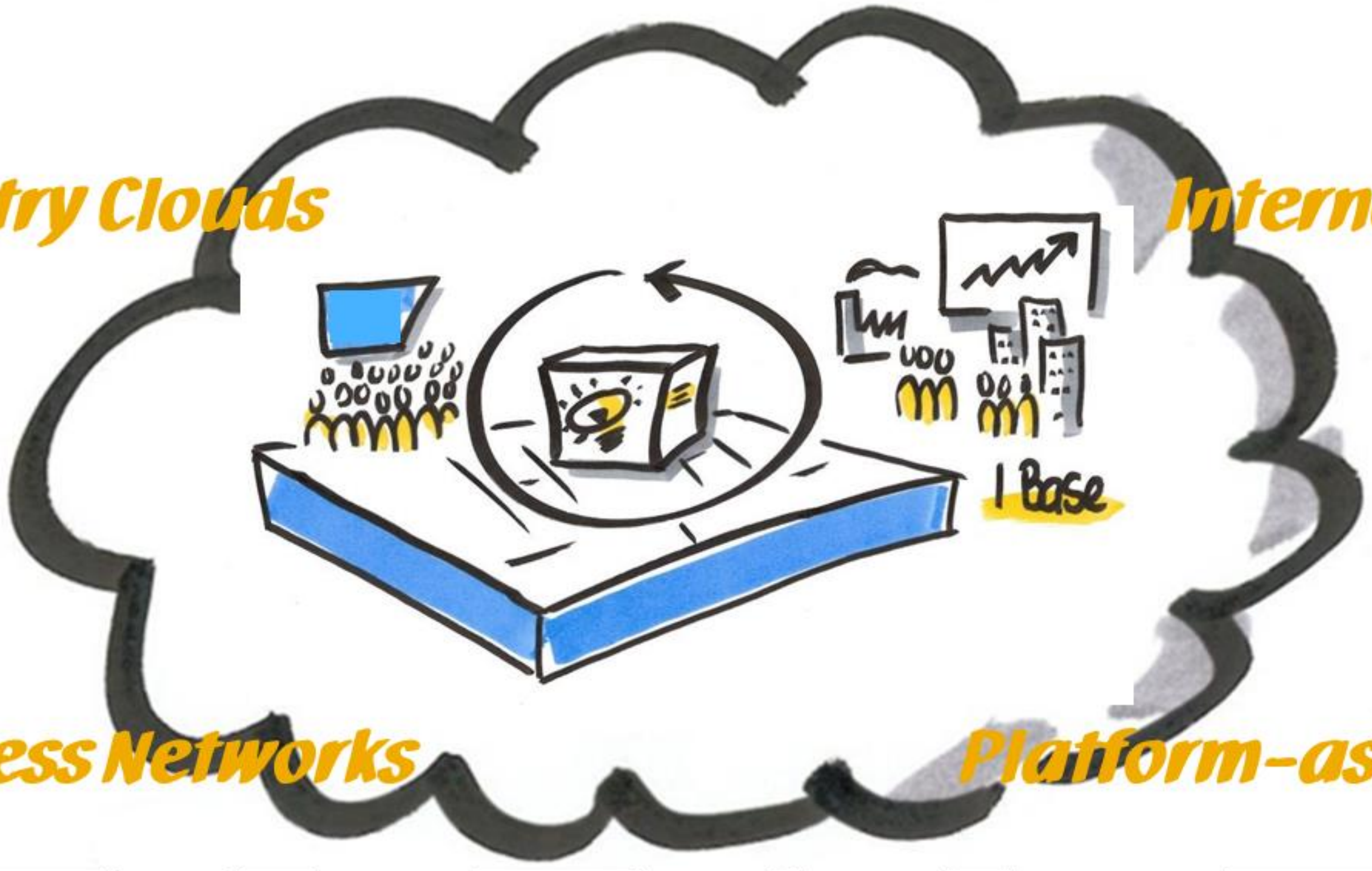
i.e. addressing end user needs and wanted by customers

i.e. being able to build a product with existing technologies and deliver it in time

i.e. there is a market that justifies the corporate investment


Desirability
Feasibility
Viability

Why worry about Innovation?



Industry Clouds

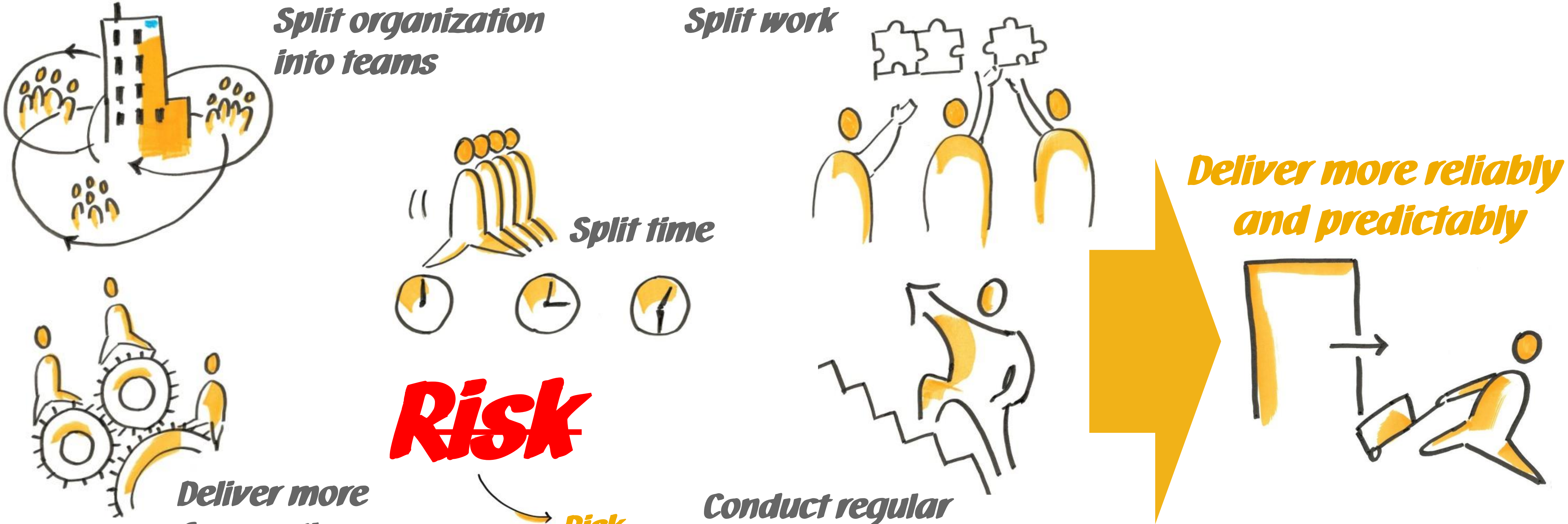
Internet of Things

Business Networks

Platform-as-a-Service

What about Feasibility?

Lean & Agile to improve Efficiency



Split organization into teams

Split time

Split work

Deliver more frequently

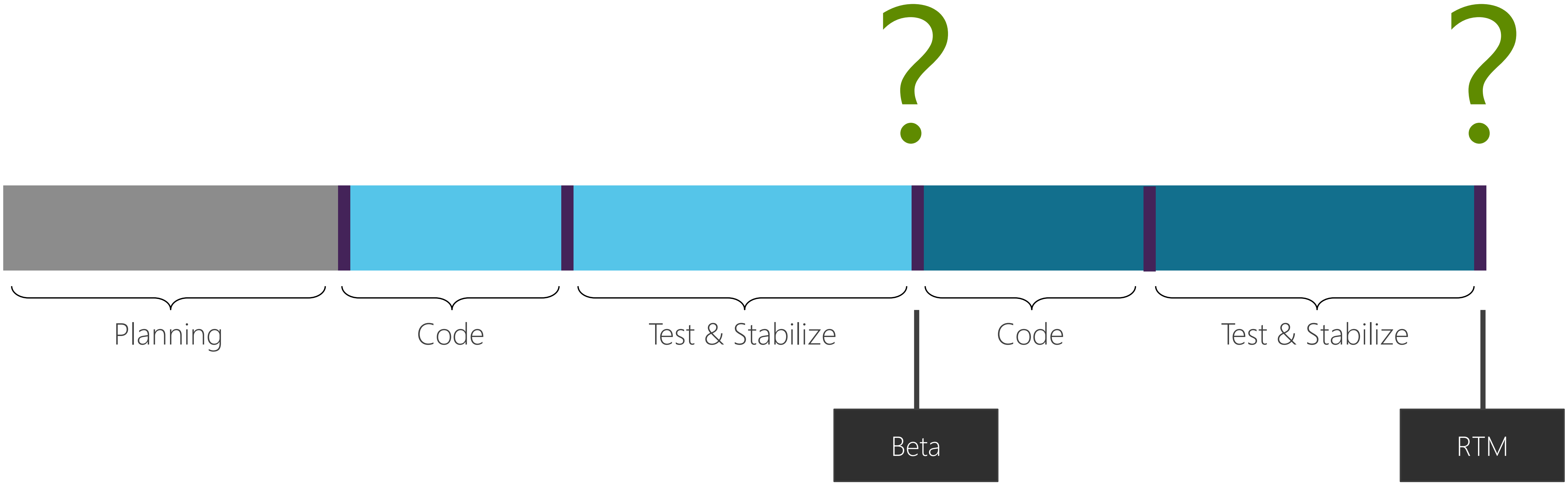
~~Risk~~

Risk

Conduct regular Retrospectives

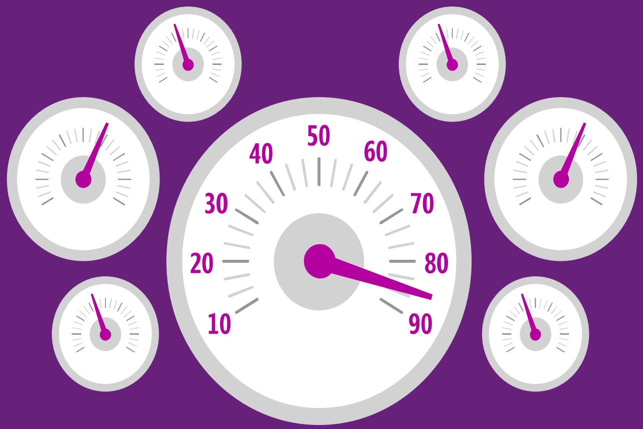
Deliver more reliably and predictably

Planning & Learning - Before


?
?
Planning
Code
Test & Stabilize
Code
Test & Stabilize
Beta
RTM

Our planning process has changed from long upfront cycle to shorter build, measure, learn cycle

With continuous alignment to our long term Vision


10
20
30
40
50
60
70
80
90

Horizons

Sprint

3-week sprints

3

Season

6 month season

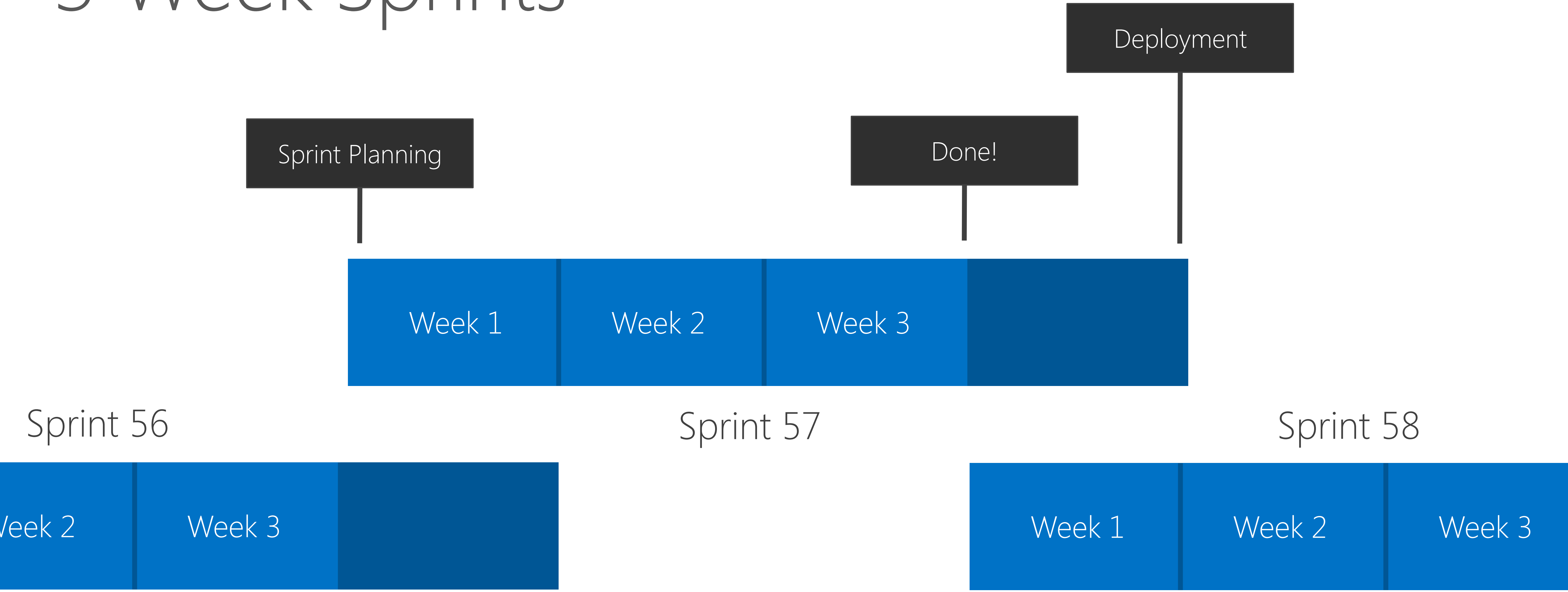
6

Vision

18 month vision

18

3 Week Sprints



Deployment

Sprint Planning

Done!

Week 1

Week 2

Week 3

Sprint 56

Sprint 57

Sprint 58

eek 2

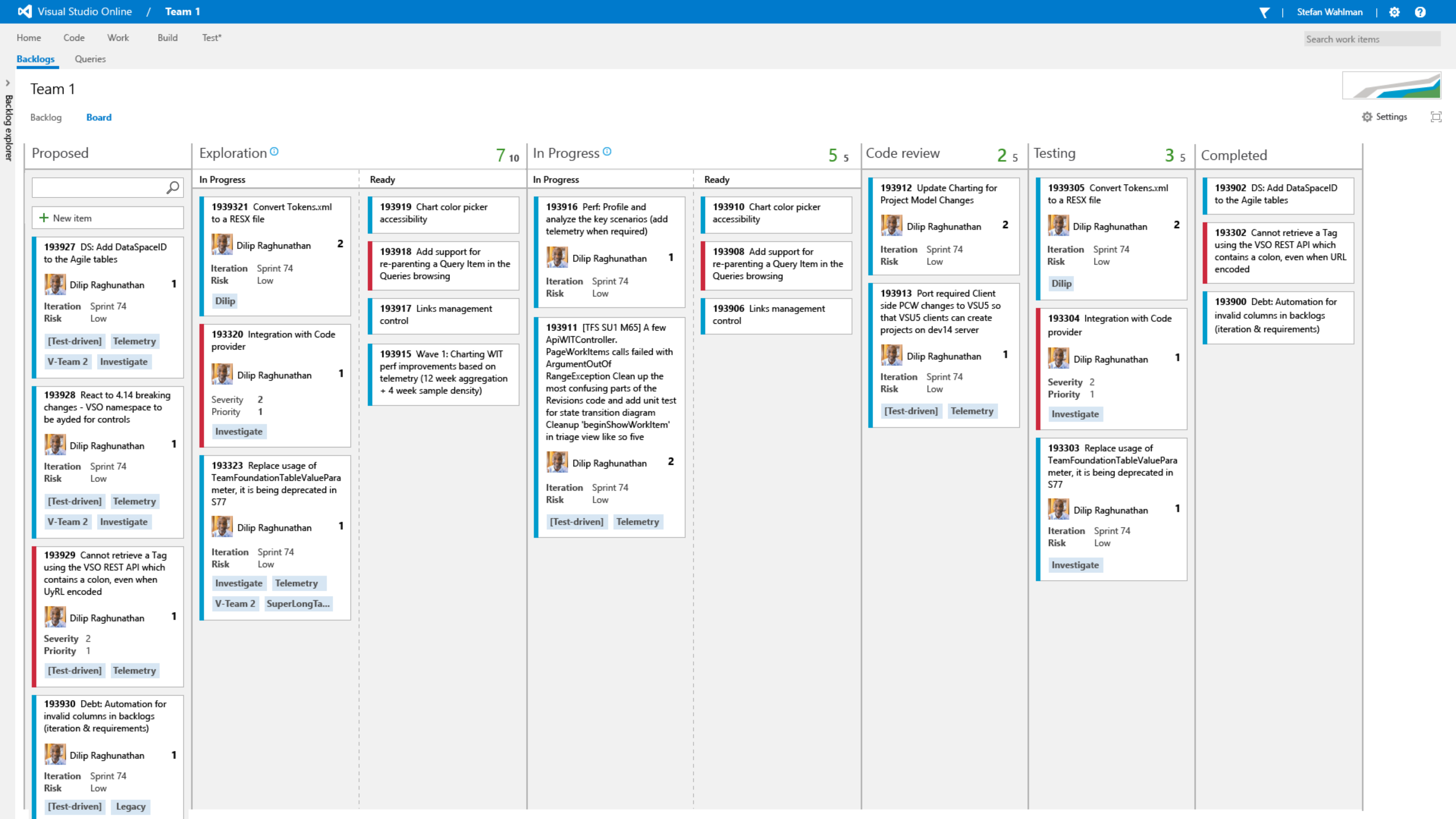
Week 3

Week 1

Week 2

Week 3

Early Feedback via Storyboards with customers



Team 1

Backlog Board

Proposed

+ New item

193927 DS: Add DataSpaceID to the Agile tables
Dilip Raghunathan 1
Iteration Sprint 74
Risk Low
[Test-driven] Telemetry V-Team 2 Investigate

193928 React to 4.14 breaking changes - VSO namespace to be ayded for controls
Dilip Raghunathan 1
Iteration Sprint 74
Risk Low
[Test-driven] Telemetry V-Team 2 Investigate

193929 Cannot retrieve a Tag using the VSO REST API which contains a colon, even when UyRL encoded
Dilip Raghunathan 1
Severity 2
Priority 1
[Test-driven] Telemetry

193930 Debt: Automation for invalid columns in backlogs (iteration & requirements)
Dilip Raghunathan 1
Iteration Sprint 74
Risk Low
[Test-driven] Legacy

Exploration 7 10

In Progress

1939321 Convert Tokens.xml to a RESX file
Dilip Raghunathan 2
Iteration Sprint 74
Risk Low
Dilip

193320 Integration with Code provider
Dilip Raghunathan 1
Severity 2
Priority 1
Investigate

193323 Replace usage of TeamFoundationTableValueParameter, it is being deprecated in S77
Dilip Raghunathan 1
Iteration Sprint 74
Risk Low
Investigate Telemetry V-Team 2 SuperLongTa...

Ready

193919 Chart color picker accessibility

193918 Add support for re-parenting a Query Item in the Queries browsing

193917 Links management control

193915 Wave 1: Charting WIT perf improvements based on telemetry (12 week aggregation + 4 week sample density)

In Progress 5 5

In Progress

193916 Perf: Profile and analyze the key scenarios (add telemetry when required)
Dilip Raghunathan 1
Iteration Sprint 74
Risk Low

193911 [TFS SU1 M65] A few ApiWITController. PageWorkItems calls failed with ArgumentOutOf RangeException Clean up the most confusing parts of the Revisions code and add unit test for state transition diagram Cleanup 'beginShowWorkItem' in triage view like so five
Dilip Raghunathan 2
Iteration Sprint 74
Risk Low
[Test-driven] Telemetry

Ready

193910 Chart color picker accessibility

193908 Add support for re-parenting a Query Item in the Queries browsing

193906 Links management control

Code review 2 5

193912 Update Charting for Project Model Changes
Dilip Raghunathan 2
Iteration Sprint 74
Risk Low

193913 Port required Client side PCW changes to VSU5 so that VSU5 clients can create projects on dev14 server
Dilip Raghunathan 1
Iteration Sprint 74
Risk Low
[Test-driven] Telemetry

Testing 3 5

1939305 Convert Tokens.xml to a RESX file
Dilip Raghunathan 2
Iteration Sprint 74
Risk Low
Dilip

193304 Integration with Code provider
Dilip Raghunathan 1
Severity 2
Priority 1
Investigate

193303 Replace usage of TeamFoundationTableValueParameter, it is being deprecated in S77
Dilip Raghunathan 1
Iteration Sprint 74
Risk Low
Investigate

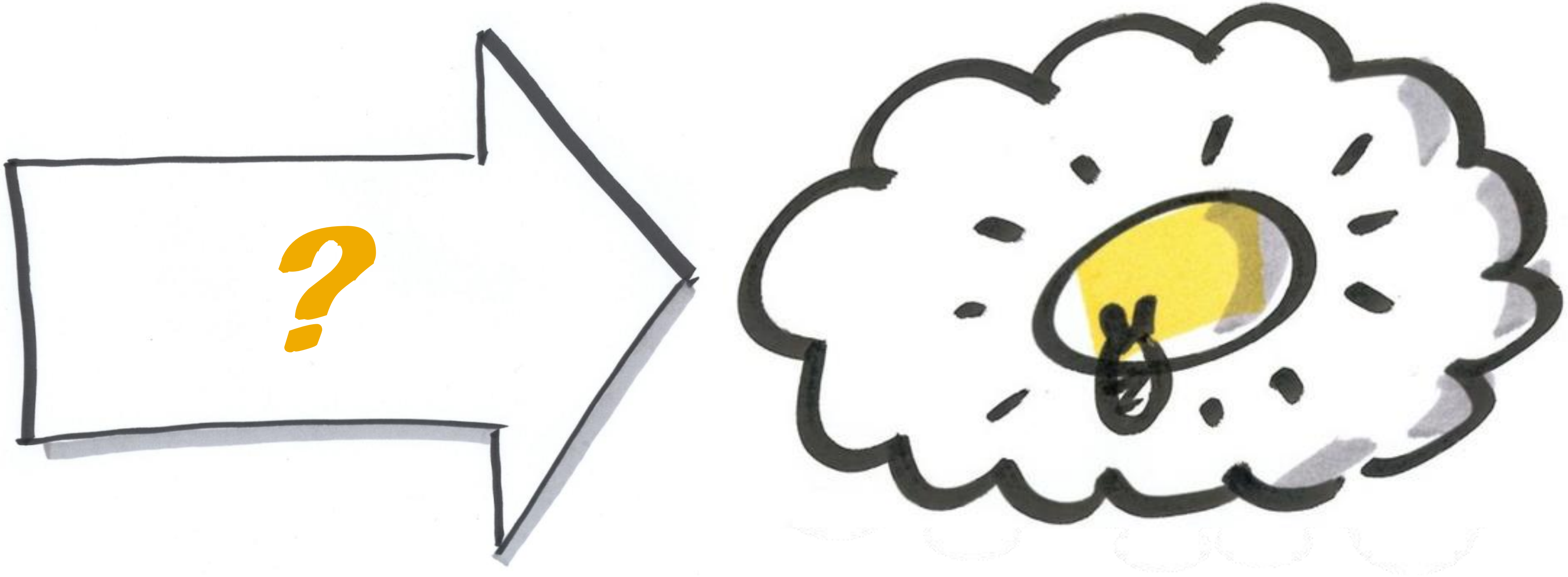
Completed

193902 DS: Add DataSpaceID to the Agile tables

193302 Cannot retrieve a Tag using the VSO REST API which contains a colon, even when URL encoded

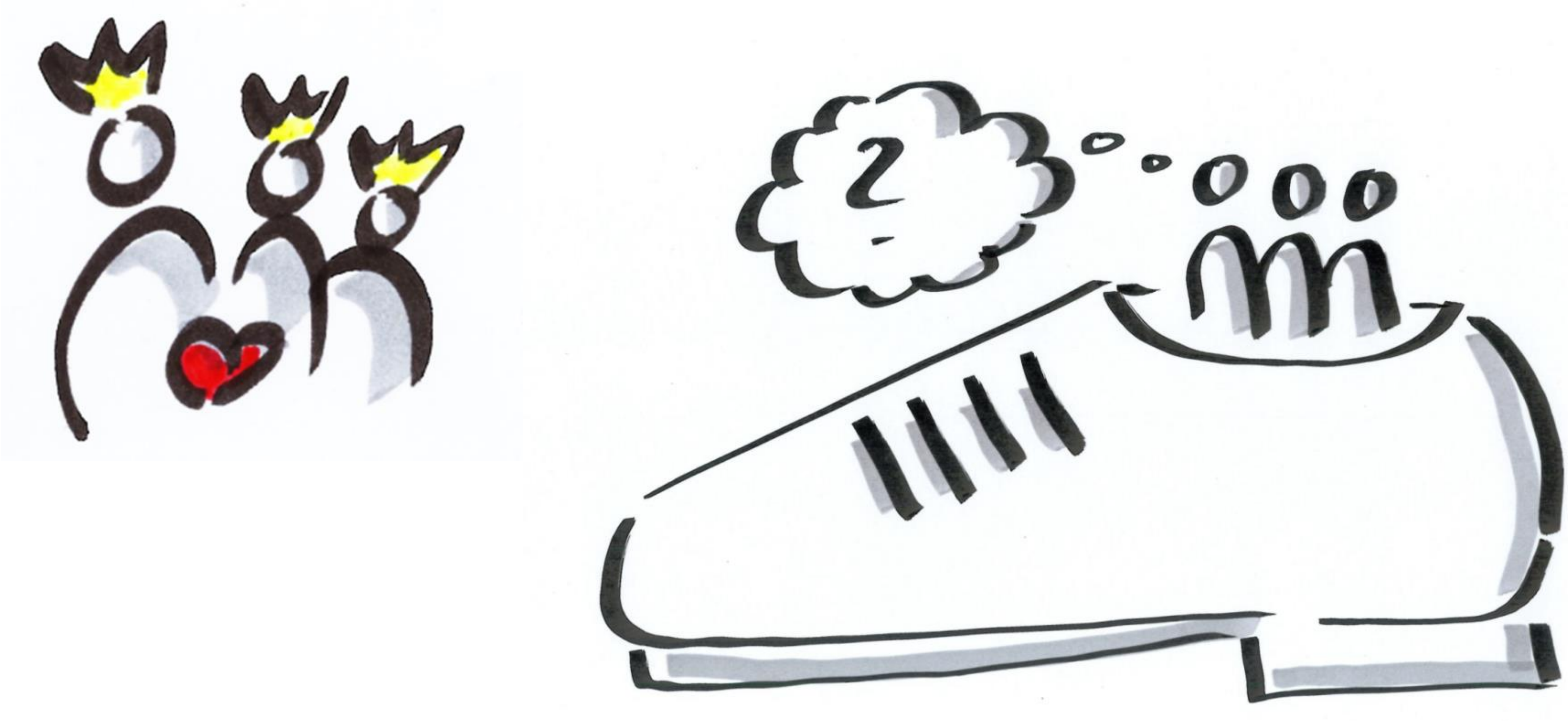
193900 Debt: Automation for invalid columns in backlogs (iteration & requirements)

Where does the Product Vision come from?



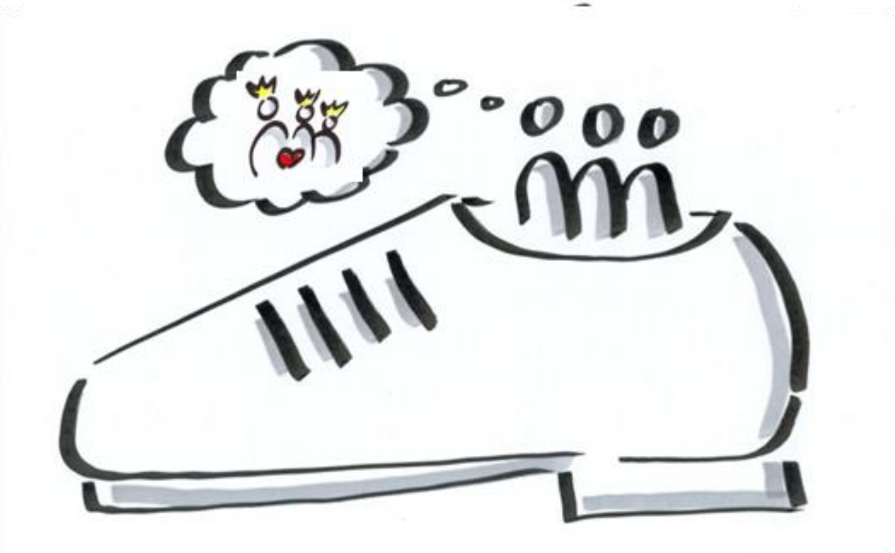
How to ensure Desirability?

Putting ourselves into the Shoes of the Users

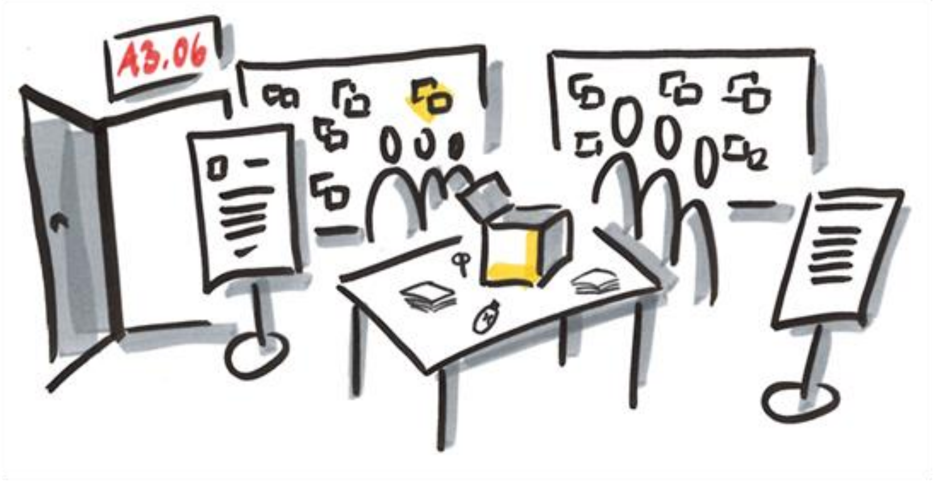


Design Thinking in a Nutshell

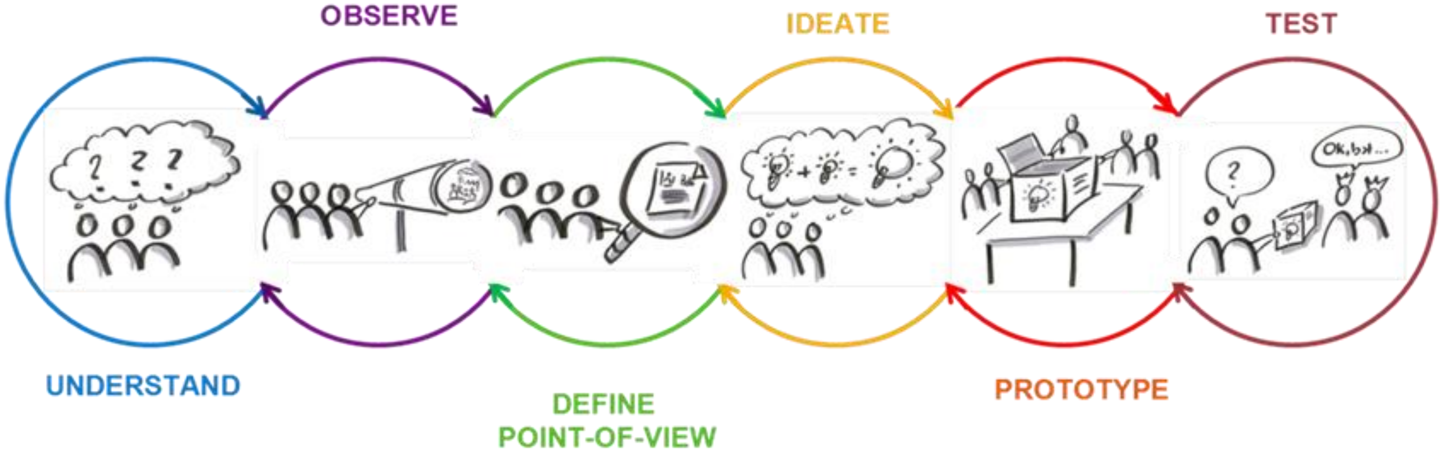
A Diverse Team...



A Creative Space...



An Iterative Approach...



OBSERVE

IDEATE

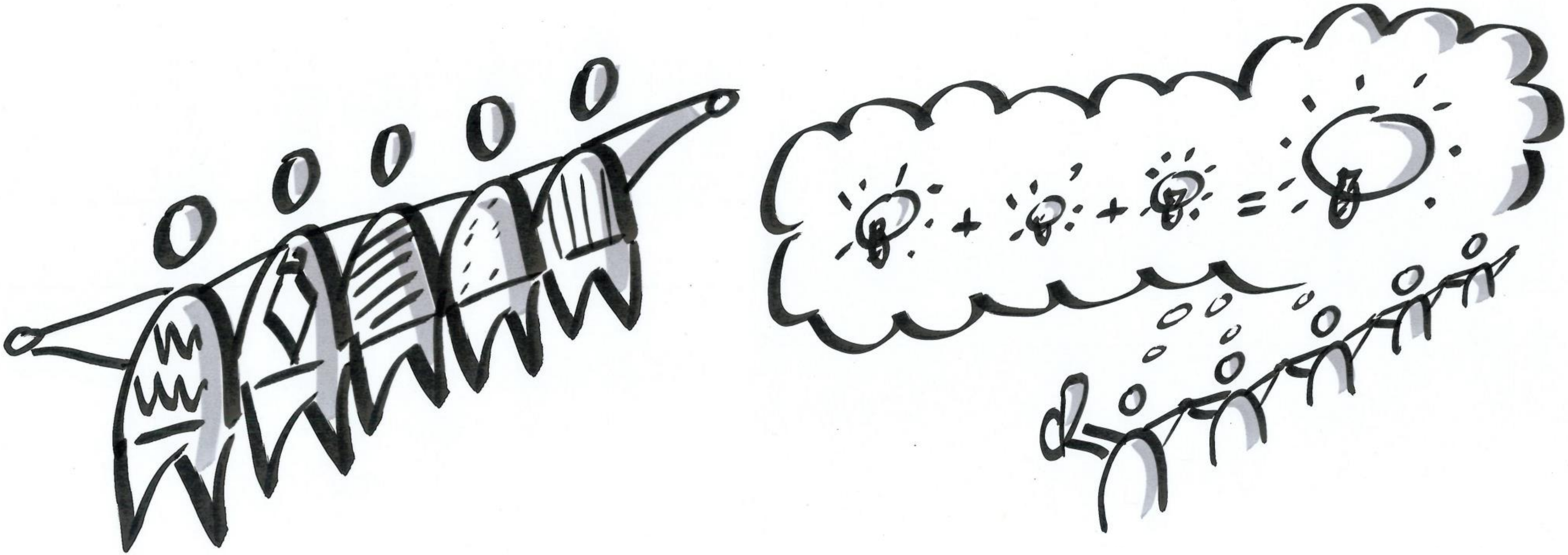
TEST

UNDERSTAND

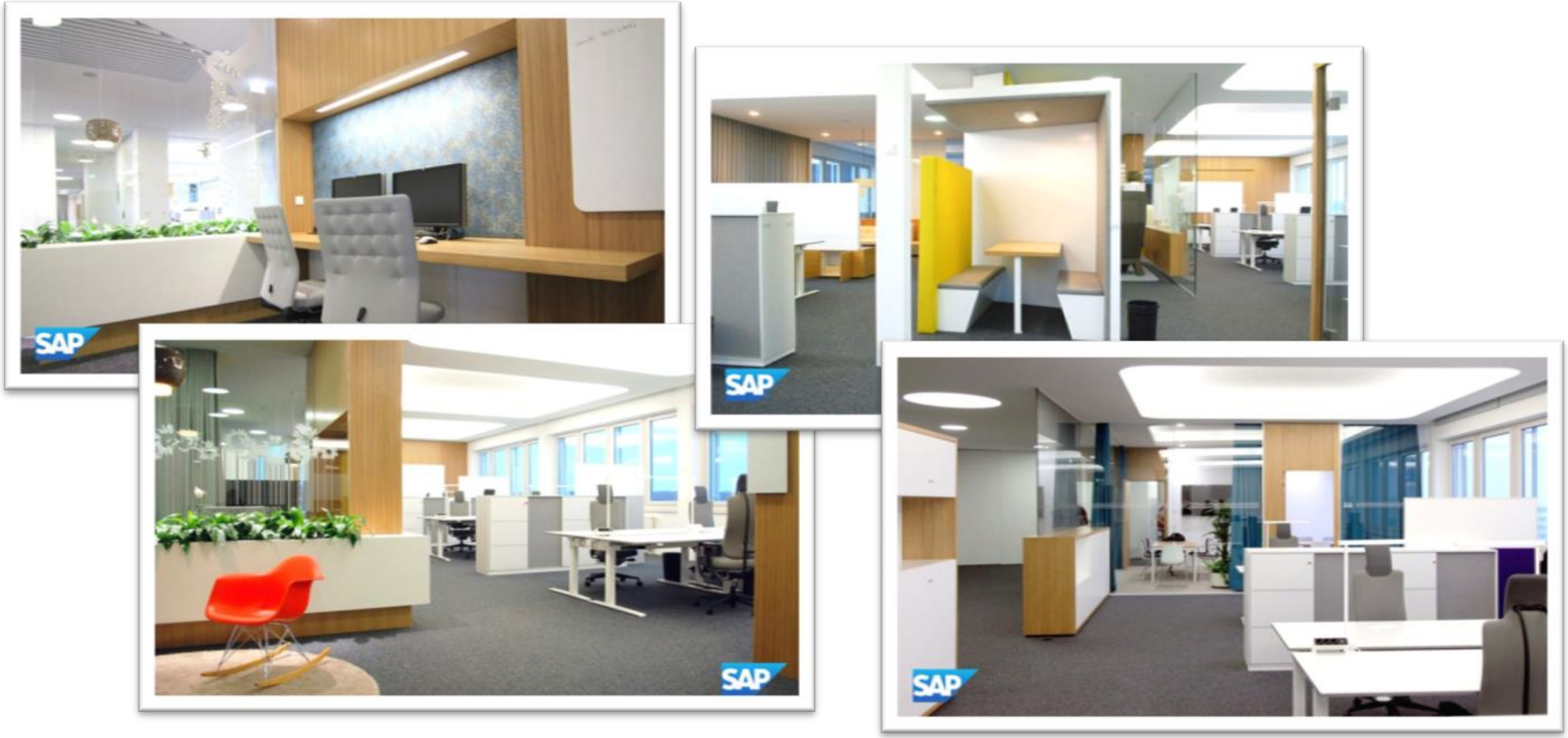
DEFINE
POINT-OF-VIEW

PROTOTYPE

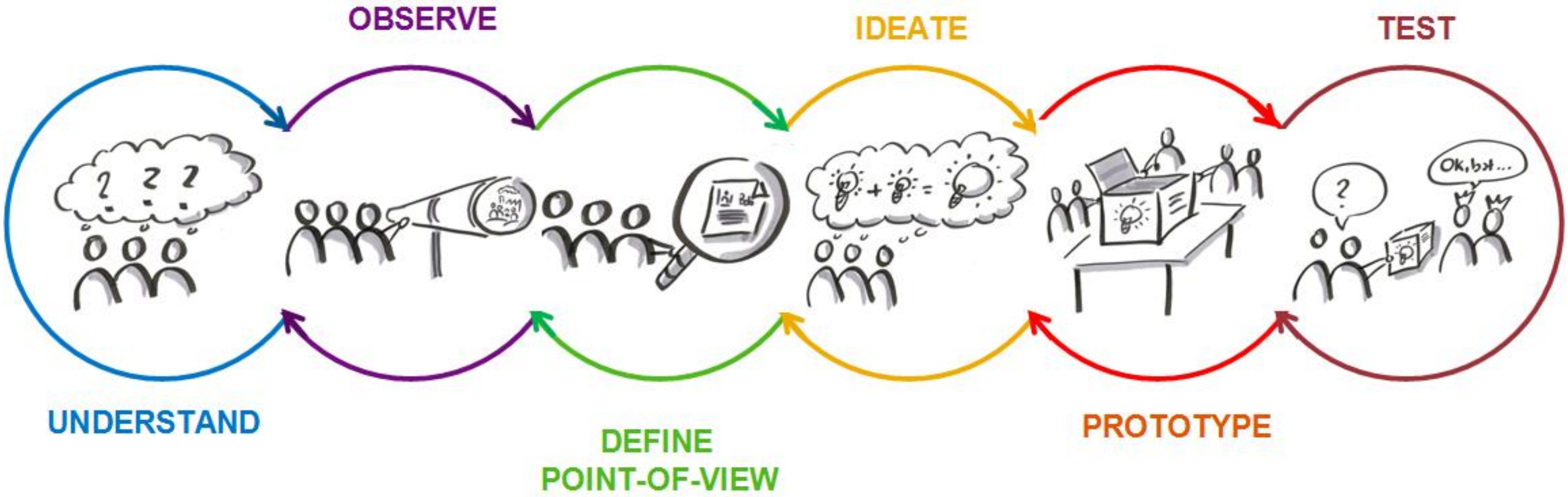
Diverse Teams are more likely to Solve Complex Problems



Team Rooms, AppHauses etc. at SAP

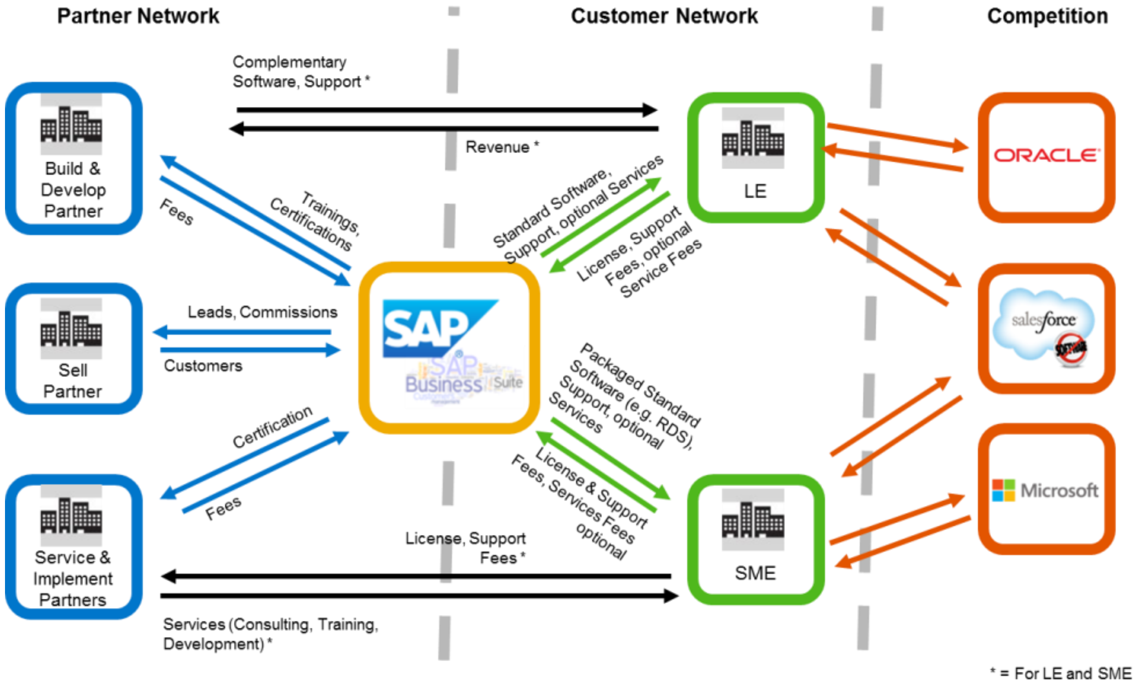


Iterative Approach – Design Thinking Steps


OBSERVE
IDEATE
TEST
UNDERSTAND
DEFINE POINT-OF-VIEW
PROTOTYPE
Ok, but...

What about Viability?

What is a Business Model?



Partner Network

Customer Network

Competition

Build & Develop Partner

Sell Partner

Service & Implement Partners

Complementary Software, Support *

Revenue *

Fees

Trainings, Certifications

Leads, Commissions

Customers

Certification

Fees

License, Support Fees *

Services (Consulting, Training, Development) *

Standard Software, Support, optional Services

License, Support Fees, optional Service Fees

Packaged Standard Software (e.g. RDS), Support, optional Services

License & Support Fees, Services Fees optional

LE

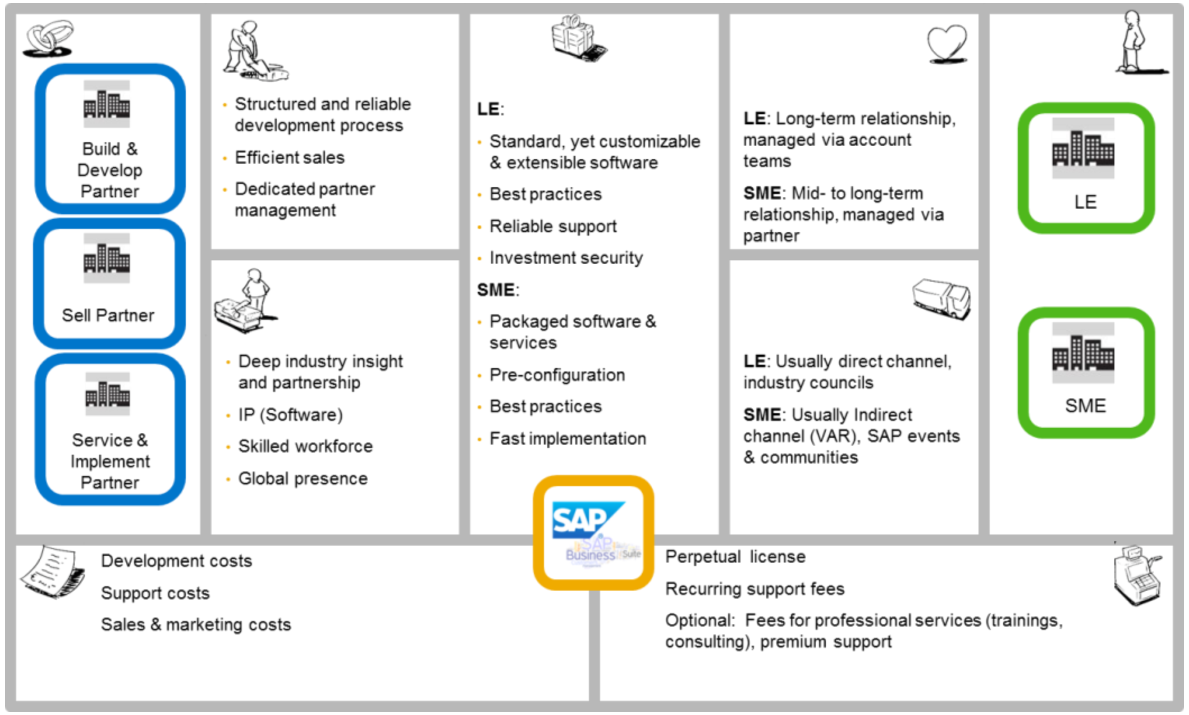
SME

ORACLE

salesforce

Microsoft

* = For LE and SME



Build & Develop Partner

Sell Partner

Service & Implement Partner

- Structured and reliable development process
- Efficient sales
- Dedicated partner management

- Deep industry insight and partnership
- IP (Software)
- Skilled workforce
- Global presence

LE:

- Standard, yet customizable & extensible software
- Best practices
- Reliable support
- Investment security

SME:

- Packaged software & services
- Pre-configuration
- Best practices
- Fast implementation

LE: Long-term relationship, managed via account teams

SME: Mid- to long-term relationship, managed via partner

LE: Usually direct channel, industry councils

SME: Usually Indirect channel (VAR), SAP events & communities

LE

SME

Development costs

Support costs

Sales & marketing costs

Perpetual license

Recurring support fees

Optional: Fees for professional services (trainings, consulting), premium support

Business Model Innovation today

Recent Examples for Business Model Innovations at SAP

Platform Models

SAP

SAP PartnerEdge program
for Application Development

Information as a Service

SAP

Consumer Insight 365

Business Networks

Connected Cars

Managed Cloud

SAP HANA
ENTERPRISE CLOUD

Consumer Business

BILT
Assemble anything

Organizational Setup Requires Business Model Innovations to be Managed Across Board Areas

Office of the CEO

- Strategic Fit
- M&A Plan
- **Partner Model**
- Communication & Marketing Plan

Global Finance & Administr.

- Controlling / Planning
- Contracting Model & IP Mgmt.
- **Revenue Accounting & Recogn.**
- Tax Management
- Internal Processes (Order-to-Invoice, Cash Collection, etc.)

Human Resources

- Hiring Strategy
- **Education / Training Plan**
- Compensation Model

Global Customer Operations

- Go-to-Market Plan
- **Sales Model & Enablement**
- Compensation Model

Products & Innovation

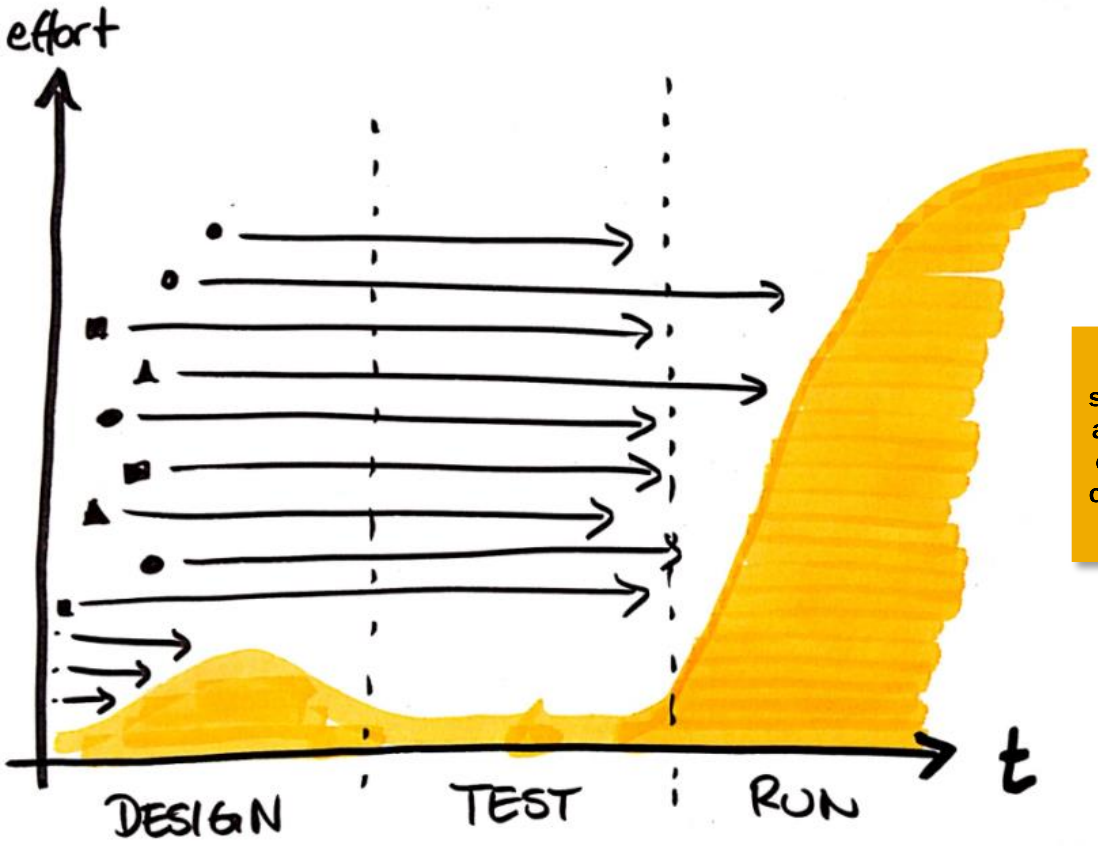
- Product Roadmap
- Resource Allocation
- IP Protection
- **Embedded Third-Party & Open Source Software**

Scale, Quality & Support

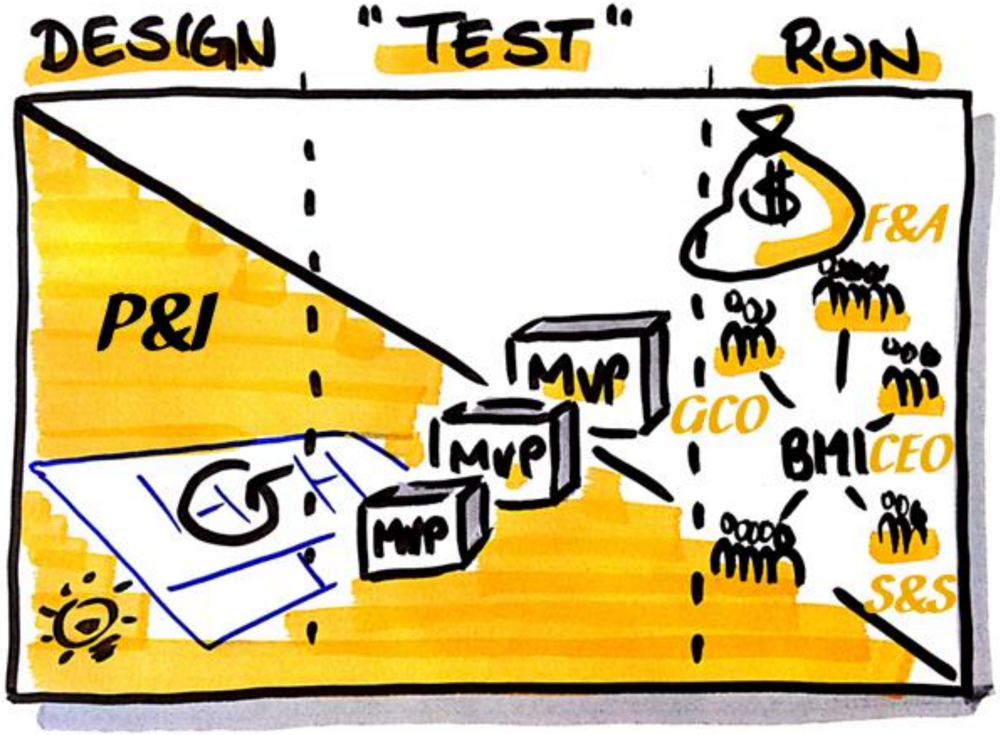
- (Cloud) Operations and Delivery Model
- **Support Model**
- Premium Support Engagements

▭ Sample Business Model Aspects that are key for the successful launch of a new business model

Pursuing right Business Models faster

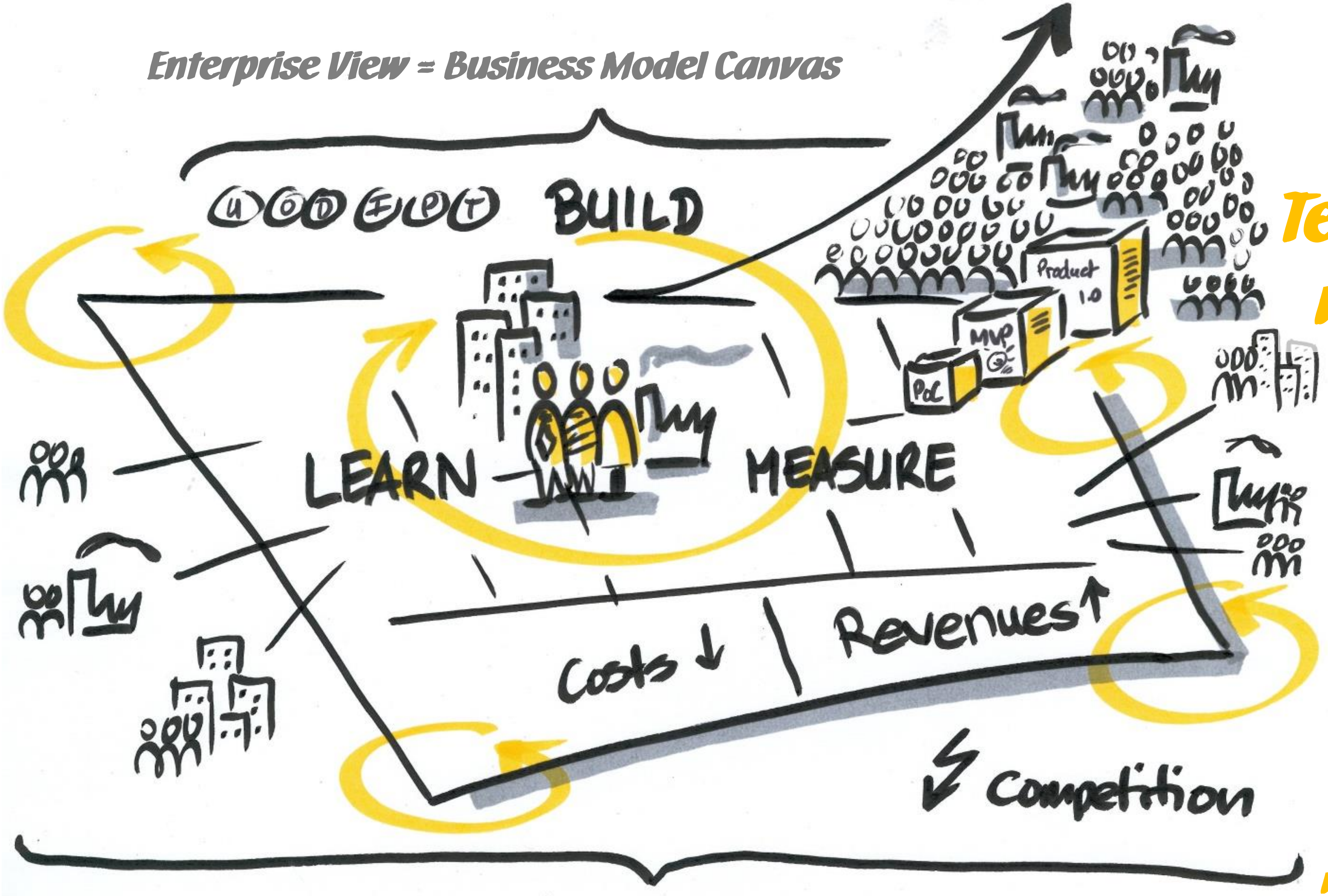

effort
t
DESIGN
TEST
RUN

shift of focus and efforts + cross-board collaboration


DESIGN
"TEST"
RUN
P&I
MVP
MVP
MVP
F&A
GCO
BMI
CEO
S&S

How to Design & Test Business Models?

Enterprise View = Business Model Canvas


Ⓤ Ⓞ Ⓓ Ⓕ Ⓛ Ⓟ Ⓣ
BUILD
LEARN
MEASURE
Product 1.0
MVP
PoC
Costs ↓
Revenues ↑
Competition

Analyze & Improve

Test & Verify with MVPs

Challenge & Change

Evaluate & Decide

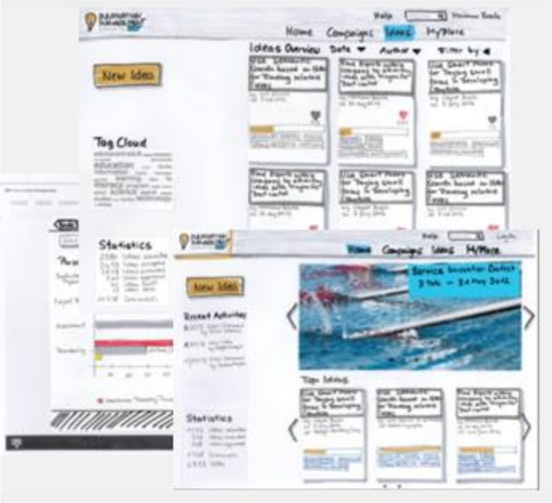
w/ Business Case

Business Model Network View

Example: Innovation Management

Research with customers

Low-fidelity prototype

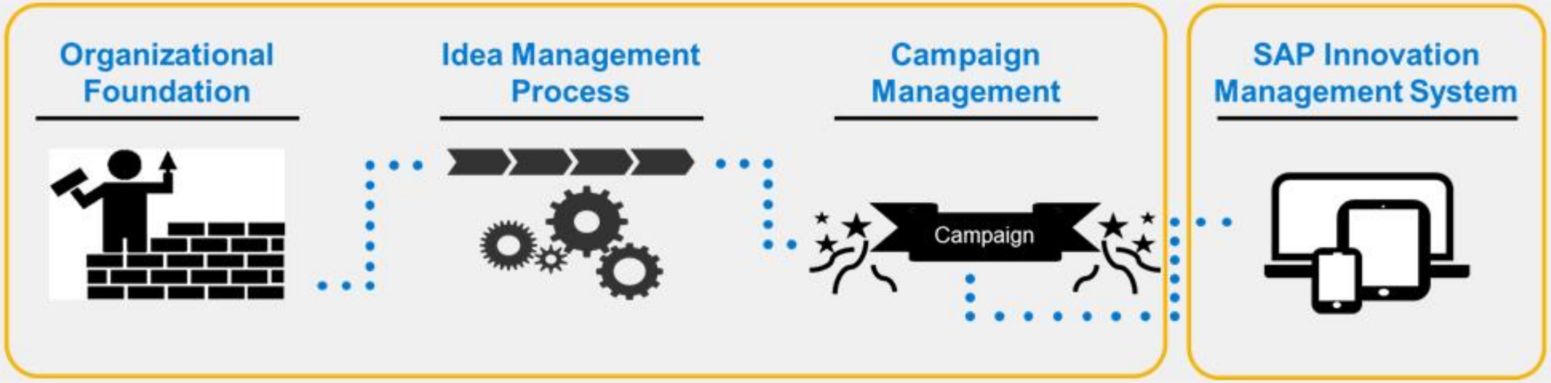

New Idea
Tag Cloud
Statistics
Home
Campaigns
Ideas
MyMore

High-fidelity prototype

Final product

Idea Management
TEST

Co-design of product and services



Organizational Foundation

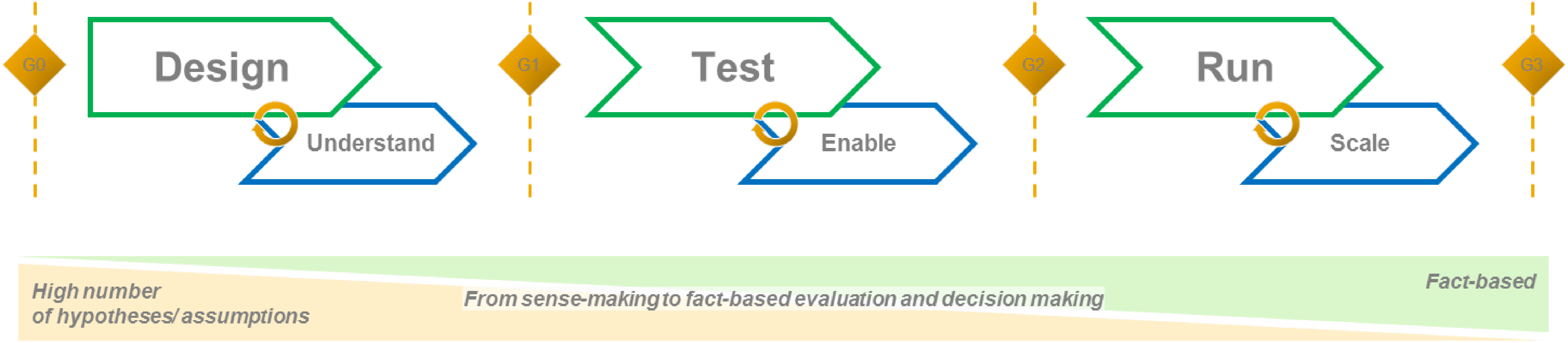
Idea Management Process

Campaign Management

SAP Innovation Management System

Fact-based
Innovation Management

Innovation = Inspiration + Ideation + Implementation



G0

Design

Understand

G1

Test

Enable

G2

Run

Scale

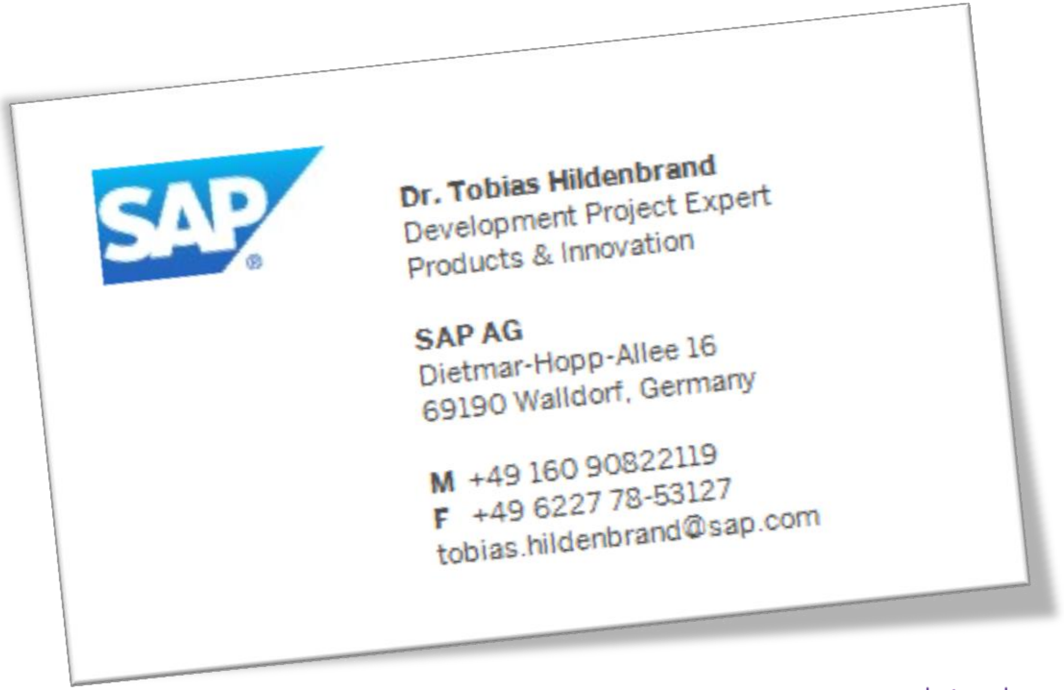
G3

High number of hypotheses/ assumptions

From sense-making to fact-based evaluation and decision making

Fact-based

Tobias Hildenbrand & Christian Binder



Dr. Tobias Hildenbrand
Development Project Expert
Products & Innovation

SAP AG
Dietmar-Hopp-Allee 16
69190 Walldorf, Germany

M +49 160 90822119
F +49 6227 78-53127
tobias.hildenbrand@sap.com

cbinder@microsoft.com
#xcbinder

Microsoft Deutschland GmbH
Konrad-Zuse-Str. 1
D-85716 Unterschleißheim

http://blogs.msdn.com/cbinder