

The Sustainability Insider Journey

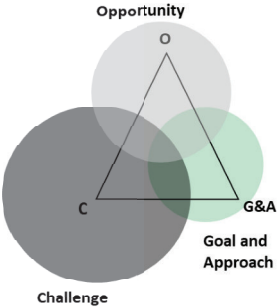
A Framework for Complex Problem-Solution Exploration



This is a five-stage framework, designed for exploring complex problems and their solution.

It is an iterative process — within and across phases — where the project team revisits the different stages as new information and uncertainties emerge. The journey continues until the problem is sufficiently understood and clearly framed by the project team. This shared clarity creates the foundation for designing and implementing a solution that is simpler, more effective, and fit for purpose.

To keep the framework simple and intuitive, each stage outlines its specific goal, key activities, and expected deliverables. Supporting guiding questions help the project team adapt the model and determine the appropriate level of research, ideation, and iteration needed at each phase.

Phase	Goal	Key Activities	Deliverables	Guiding Questions
 Phase 1- The Journey <i>“The compass for the journey”</i> 	To adapt the Sustainability Insider Journey (SIJ) in response to the challenge, opportunity/goal, and within existing limitations and constraints.	1. Understand the challenge and identify further aspects for exploration - Define the challenge or problem being addressed. - Define problem by stakeholders - Explore and assess potential impacts (environmental, social, economic), causes, and risks. - Identify any underlying factors or root causes that need further investigation. - Test hypotheses or assumptions to validate understanding of the challenge. - Identify limitations, such as lack of data or resources, that may hinder full comprehension of the challenge. - Evaluate which aspects of the challenge require further exploration to clarify the approach. - Define what is not part of the challenge 2. Understand the opportunity and current limitations - Identify opportunities that the challenge presents for positive change, innovation, or improvement. - Evaluate the potential impacts (positive, negative, intended, and unintended) of solving the challenge for stakeholders. - Assess the current limitations and constraints (e.g., financial, technical, regulatory) that may affect the ability to address the challenge. - Explore how external factors (e.g., market trends, policy shifts, technological advancements) might enhance or limit the opportunity. - Consider trade-offs between pursuing the opportunity and managing constraints, prioritizing actions for maximum impact. 3. Goal and approach 3.1 Assess feasibility of partnerships and collective action - Identify potential partners (e.g., organizations, communities, stakeholders) who can collaborate to address the challenge. - Explore how collective action can amplify the impact and overcome current limitations. - Assess the feasibility of partnerships—what resources, support, or commitments are required, and what risks or challenges exist. - Leverage existing networks, alliances, or collaborations to accelerate progress. - Identify synergies between the goals of potential partners and the sustainability journey. 3.2 Define the goal	Problem statement and further topics for exploration - A clear definition of the problem, including key aspects that require further research, exploration, or testing. Opportunity statement and further topics for exploration - A detailed description of the opportunity, its potential impacts, and aspects that need further exploration or iteration. Goal and approach (SI Journey) Topics to further iterate or ideate within the journey. Possible partnerships for collective action and collaboration. Guiding questions and methods for use in each phase to stimulate creativity and achieve greater insights. Project team and working methods, including tools for effective collaboration. Consider including a SI journey owner / advisor	Activity 1: Understand the challenge and identify further aspects for exploration Problem definition - Have we clearly defined the problem or challenge we are addressing? - What are the root causes of the challenge? Are there underlying factors that need further exploration? - Have we identified key impacts and risks (environmental, social, economic) associated with this challenge? - What hypotheses or assumptions need testing or further validation? - What are the potential limitations in understanding the challenge (e.g., lack of data, resources)? - Should we further explore the challenge or test any of the assumptions to clarify our understanding? Stakeholders - Who are the key stakeholders impacted by this challenge? - Have all relevant stakeholders been identified (e.g., internal teams, external partners, local communities, customers, suppliers, policymakers, NGOs)? - How does this challenge affect each stakeholder group directly (e.g., environmental, social, economic impacts)? - Are there indirect impacts (e.g., long-term consequences, reputational risks)? - What are the stakeholders' needs, expectations, or concerns regarding this challenge? - Have we gathered input or feedback from the most affected stakeholders? - Does this challenge align with or conflict with stakeholder interests or priorities? - How can stakeholder insights help us better understand the root causes or impacts of the challenge? - Have stakeholders provided any additional insights, knowledge, or assumptions? - Could certain stakeholders be contributing to the challenge, knowingly or unknowingly? - How can stakeholders be engaged to co-create solutions or help mitigate impacts? - Could resolving the challenge create positive ripple effects for the broader stakeholder network (e.g., improving supply chain sustainability)? - Could the proposed solutions have negative unintended consequences for specific stakeholders (e.g., job loss, increased costs)? Activity 2: Understand the opportunity and current limitations Opportunities - What opportunities does this challenge present for positive change, innovation, or competitive advantage? - What are the potential positive, negative, intended, and unintended impacts for stakeholders if the challenge is addressed? - How do the identified opportunities align with our overall goal and sustainability vision? - Are there any external factors (e.g., market trends, policy shifts, technological advances) that could enhance the opportunity? Goal - What are the potential sponsor goals to address this challenge (e.g., "good enough," "ideal," "dream")? - What specific parts of the challenge must we resolve to generate a positive impact, and for whom? - What criteria for success should we define for the solution, including measurable outcomes and milestones? - How can we prioritize goals based on their feasibility, impact, and alignment with stakeholder needs? - What timeframes should we establish for achieving these goals? Are there short-term, medium-term, and long-term objectives? - How can we ensure that the goals reflect both quantitative metrics (e.g., percentage reduction in waste) and qualitative outcomes (e.g., improved stakeholder satisfaction)? - What resources will be necessary to achieve these goals (e.g., funding, human capital, technology)? - How will we engage stakeholders in the goal-setting process to ensure their perspectives are incorporated? Limitations and constraints

- Define the goal and pre-requirements
- Define the goal by stakeholders and possible conflict of goals
- Define what is not part of the goal

3.3 Adapt the SIJ to best overcome the challenge and maximize the opportunity in face of current limitations and resources

- Adapt the Sustainability Insider Journey (SIJ) to the challenge and the opportunity in the face of the goals, budget, and other constraints.
- Structure each phase of the SIJ and identify the key activities that are necessary to include and consider.
- Under each activity, identify the relevant guiding questions and possible methods to consider.
- Estimate the investment needed by each team member and allocate expected delivery timelines.
- Alignment of SIJ with Stakeholder/Sponsor expectations – presentation and approval by Sponsor.
- Elaborate or customize existing resources and templates for each phase and activity.

- Have we clearly identified current constraints (e.g., financial, technical, regulatory, organizational) that may limit the potential to address the challenge?
- How do these constraints affect the feasibility of pursuing the opportunity?
- What trade-offs might we need to consider between pursuing the opportunity and managing the constraints?
- Can we prioritize aspects of the opportunity that offer the greatest impact while operating within current limitations?

• Activity 3: Assess feasibility of partnerships and collective action

Identifying partners

- Have we identified potential partners (organizations, communities, stakeholders) that could collaborate on addressing this challenge?
- Are there any existing networks, coalitions, or alliances that we can leverage to create greater impact?

Collective action

- What kind of collective action or collaboration could amplify our impact in addressing the challenge?
- How can partnerships help overcome the current limitations or constraints (e.g., pooling resources, expertise, or influence)?

Partnership Feasibility

- Have we assessed the feasibility of these partnerships—what resources, support, or commitments would be required from each party?
- What synergies exist between our goals and the goals of potential partners?
- Are there risks or challenges associated with these partnerships that need to be addressed (e.g., conflicting priorities, power dynamics)?

• Activity 4: Decide on the team for the following phases of the SI Journey

Team composition

- Do we have the right team in place to execute the next phases of the SI journey?
- What specific skills, expertise, or experience are necessary to move forward effectively?
- Are there any skill gaps in the current team that need to be filled? Should we recruit additional team members internally or externally?

Roles and responsibilities

- How will roles and responsibilities be distributed among team members for the upcoming phases?
- How will we ensure effective collaboration between team members, stakeholders, and partners?
- Are there any capacity gaps that need addressing before moving to the next phase?

Collaboration and tools

- What collaboration tools and platforms will be used to ensure smooth communication and coordination within the team?
- How will we ensure that team members and partners are aligned in terms of strategy and goals?

• Activity 5: Adapt the SIJ to best overcome the challenge and maximize the opportunity

Problem and limitations

- Are the problem or goals of the SIJ clear and well-defined? If not, which aspects need further clarification? What the best way to identify them.
- What are the current limitations (e.g., budget, time, resources, expertise) that must be considered while adapting the SIJ?
- What is the scope of the SIJ in terms of phases, activities, and deliverables? Does this scope align with the available resources?
- How might the scope need to adjust based on emerging constraints or changes in priorities?

Approaches: lean, pragmatic, and comprehensive

- Lean Approach - What are the minimum viable activities required to adapt the SIJ?
- Pragmatic Approach - How can this approach maintain a middle ground between cost-efficiency and impact?
- Comprehensive Approach - What activities ensure a thorough follow of SIJ, including stakeholder engagement?
- Which areas of the SIJ do stakeholders and sponsor consider most critical to address? Why?
- How do stakeholders and sponsors perceive the balance between addressing the challenge and maximizing the opportunity?
- What feedback mechanisms will be used to ensure ongoing alignment with stakeholders throughout the SIJ?
- What are the key concerns or reservations of stakeholders about the adaptation process?
- What adjustments to the SIJ can be made based on stakeholder priorities and expectations?

Resources and onboarding

- What is required for each phase of the SIJ to ensure consistency and clarity?
- How can these resources be tailored to address the specific needs and knowledge gaps of the team?
- What onboarding materials are necessary to ensure that all team members understand the problem, opportunity, and the SIJ process?
- What tools and platforms are needed for effective collaboration and tracking progress?
- How should the timeline for onboarding and team training be structured to ensure readiness before execution?

Investment and timelines

- What is the expected time commitment for each phase of the SIJ, and how does this align with team capacity?
- How can we ensure the team's efforts are focused on high-impact activities while respecting time constraints?
- What contingencies should be in place if the timelines or investments need adjustment?
- How can the investment in time and resources be balanced with expected returns or benefits from the adapted SIJ?