

The Sustainability Insider Journey

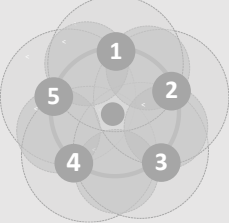
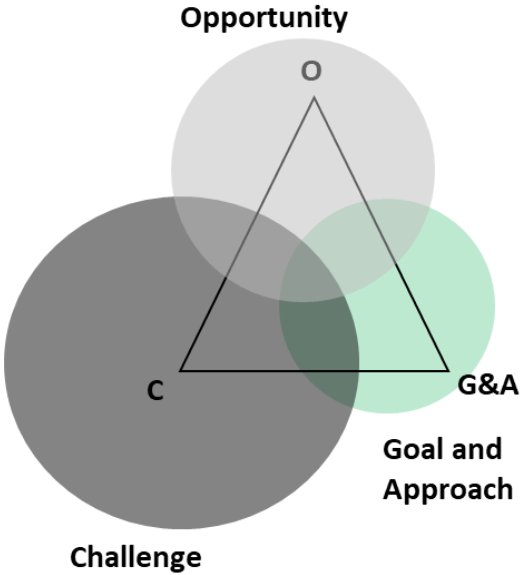
A Framework for Complex Problem-Solution Exploration



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 “The compass for the journey” 	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 / advisory	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**

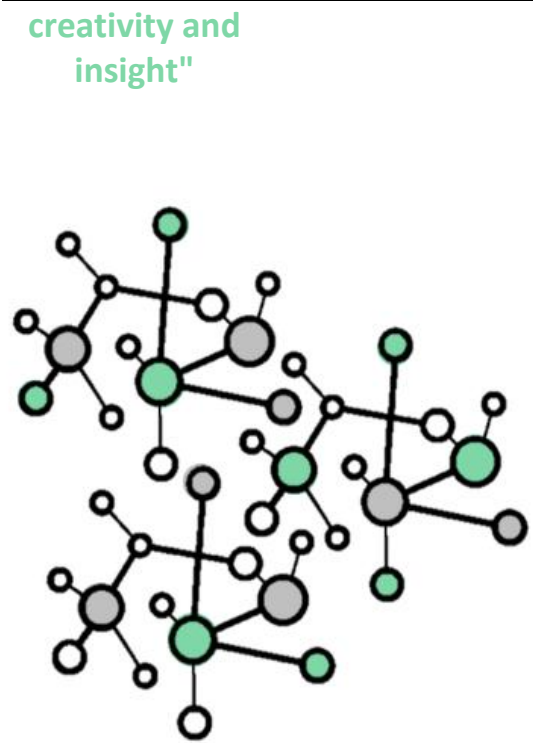
- Problem and limitations**
- Are the problem or goals of the SIJ clear and well-defined? If not, which aspects need further clarification? What the best way to identify them.
 - What are the current limitations (e.g., budget, time, resources, expertise) that must be considered while adapting the SIJ?
 - 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?

Phase	Goal	Key Activities	Deliverables	Guiding Questions
Phase 2 - Team UP "Team UP for greater	Assemble a diverse team to support exploration, iteration, and collaboration throughout the journey.	1. Team onboarding • Distribute the Challenge, Opportunity, and Approach (COA) document and results from Phase 1 to all team members. • Provide a summary of key insights, lessons learned, and decisions made during Phase 1. • Highlight the implications of Phase 1 outcomes for the next steps in the SI Journey (SIJ).	1. Team onboarding Successful onboarding of team members to ensure alignment, understanding of roles, and readiness for collaboration. 2. Adapted Sustainability Insider Journey (SIJ)	Activity 1: Team onboarding 1. Have we effectively communicated the key findings from Phase 1 to all team members? 2. Is the problem statement, opportunity insights, and strategic direction of the SIJ clearly presented to ensure alignment? 3. How can we best summarize the insights and lessons learned to make them easily understandable? 4. What are the most critical points to highlight to ensure the team understands their relevance to Phase 2? 5. Are there any anticipated challenges in understanding or adopting the COA?



- Present the problem statement, opportunity insights, and the strategic direction of the SIJ.
- Explain the planned ideation and iteration sessions, including guiding questions and methods.
- Clarify expectations for team communication, meeting frequency, and reporting structures.

2. Team feedback on the Journey and phase 1 results

- Design a survey to collect feedback from the team about their understanding of the COA and Phase 1 results.
- Include questions to assess the team's comfort with the overall methodology and approach.
- Gather specific feedback and suggestions for improving the SIJ design and process.
- Identify team preferences for task allocations and roles during the ideation and iteration sessions.
- Analyse survey results to identify common themes and areas needing further discussion or adjustment.
- Summarize key feedback points to be discussed during the upcoming team meeting.

3. From Strengths to Roles: Organizing the Work

- Hold brief one-on-one discussions to clarify roles, address concerns, and gather individual insights.
- Map team members’ strengths, working styles, and preferences (e.g., creative vs. pragmatic, generalist vs. detail-oriented).
- Organize a joint team session to share feedback, align on SIJ adjustments, and run the first collective ideation/iteration exercise.
- Define how strengths will guide task allocation and sub-team formation for upcoming phases.
- Document agreed adjustments, role clarifications, and next steps.

A collaboratively refined version of the SIJ, incorporating insights and feedback from all team members to enhance its effectiveness.

3. From strengths to roles: organizing the work for the future phases of the journey.

Activity 2: Team feedback

1. What aspects of the COA and Phase 1 outcomes do team members find most challenging or unclear?
2. How comfortable is the team with the proposed methodologies and approaches?
3. What feedback or suggestions do team members have for refining the SIJ?
4. Are there any areas where team members feel additional support or resources are needed?
5. What roles or tasks do team members prefer during the ideation and iteration phases, and why?

Activity 3: From strengths to roles: organizing the work

1. What are the key strengths, working styles, and potential skill gaps within the team?
2. How can we balance creative ideation with pragmatic execution in our team setup?
3. Which team members are best suited for divergent thinking, and who excels at refining and implementing ideas?
4. What adjustments to the SIJ process are needed based on individual and collective feedback?
5. How can we ensure that every team member feels clear about their role and able to contribute effectively?
6. What simple process will we use to collect ongoing feedback and adapt during ideation and iteration?

Phase	Goal	Key Activities	Deliverables	Questions and Actions Tools & Methods
Phase 3 - Ideation and Iteration "Bring your team creativity and insight into action!"	Create the conditions for effective ideation and iteration cycles, ensuring that individual, pair-based, and collective activities follow best practices to maximise creativity and generate valuable insights.	1. Individual ideation and iteration cycles • Team members individually use ideation techniques to generate ideas for potential solutions related to the design and implementation. Leverage AI for further insights and iterations. • Report ideas using defined templates on whiteboards to ensure a harmonized presentation approach and facilitate the presentation of ideas and feedback. • Individual and group feedback loops via the whiteboard and face to face when necessary. • Refinement of initial ideas through multiple iterations (e.g., 2-3 rounds) until they mature into a more finalized state before moving on to group review and ideation. 2. Group feedback, ideation and iteration cycles • Pair or Group review cycles in which solutions are explained, feedback is received, and ideas are modified according to feedback. • If necessary, consider running brainstorming cycles and other ideation methods – depending on the robust and “maturity level” of the idea. • Incorporation of peer and group feedback and update of idea in terms of: the solution, the strategy for implementation and launch, the pros and , and risks. 3. Team voting on the best ideas • Individual voting by team member votes for their preferred options and justification. • Group voting to decide on the top-voted and most promising ideas and why 4. Selection of ideas for further development • Define criteria for evaluating the best ideas (e.g., potential impact, resources needed, alignment with strategic goals, risks, cost).	1. Ideation Results A list of selected solutions for further development and testing, including design and implementation strategies to maximize acceptance and scalability, along with their pros, cons, and areas for further validation. 2 . Voting results for best solutions Individual and group voting results on the best solutions and underlying reasons. 3. Final decision on solutions for further development and testing The decision from sponsors or the decision-making body along with justifications and priorities.	Activity 1: Individual Ideation and Iteration Sessions 1. What ideation techniques should individuals use to generate diverse ideas? 2. How can ideas be presented effectively for feedback? 3. What is the process for refining ideas based on feedback? 4. How many iterations should be completed before group evaluation? 1.1 Possible idea triggers and solution-generating techniques to follow (26) 1. Cost Reduction (Cheaper) - Finding ways to reduce costs while maintaining or improving quality. - How can we minimize expenses without sacrificing value or effectiveness? 2. Risk Mitigation (Impact Reduction) - Strategies to reduce or neutralize the negative impacts of the situation. - How can we prevent or minimize the effects of the problem? 3. Unlimited Resources (What if) - Ideating as if there were no constraints on time, money, or resources. - What would the ideal solution look like if we had all the resources we needed? 4. Sustainability (Long-Term) - Ensuring that the solution can be maintained, scaled, or adapted for long-term viability. - Is the solution future-proof? Can it scale and adapt to changes? 5. User-Centered Design - Focus on user needs, pain points, and user journey to craft a solution that truly benefits the end-user. - How can we improve the user experience and solve user problems directly? 6. Reverse Engineering - Starting from the ideal outcome and working backward to discover the steps needed to reach it. - What does the perfect solution look like, and how can we reverse-engineer it? 7. Constraints as Opportunities - Using limitations (time, budget, resources) as creative triggers to find innovative solutions. - How can we turn limitations into opportunities for efficiency and creativity? 8. Technology Trigger - Leveraging new or emerging technologies to solve the problem or create innovative solutions. - How can technology (AI, automation, etc.) help solve the problem? 9. Analogy (Cross-Industry Learning) - Drawing inspiration from unrelated fields or industries to generate solutions. - How do other fields tackle similar challenges, and can we apply those methods here? 10. Collective Action (Collaboration) - Pooling resources or ideas with others through teamwork, community involvement, or partnerships to co-create a solution. - How can we involve others to create a better solution collectively? 11. Future Trends and Foresight - Anticipating future trends or challenges and using that insight to create forward-thinking solutions. - What future scenarios should we prepare for, and how do we align our solution with these trends? 12. Environmental & Ethical Considerations - Ensuring that the solution is ethical and environmentally sustainable. - Is this solution ethically sound? Does it contribute positively to the environment?

- Define a scoring system to ensure a fair assessment of each idea against these criteria.
- Support each solution by a small video or teaser to facilitate voting and decision.
- Decide on voters panel if not yet defined: sponsors, stakeholders, partners,
- Document the decision-making process, including any feedback received by the voters panel to improve solutions

- 13. Simple Solutions (Occam’s Razor)** - Simplifying complex problems by focusing on straightforward, effective solutions. - Can we solve the problem more simply? Is complexity necessary?
- 14. Scenario Planning (Worst-Case)** - Anticipating and planning for worst-case scenarios to ensure the solution is resilient. - What is the worst-case scenario, and how can we ensure our solution is resilient?
- 15. Pattern Recognition** - Identifying trends, patterns, or commonalities in similar problems and leveraging them for new solutions. - Are there any patterns in how similar problems **have been solved before**?
- 16. Feedback Loops** - Creating systems that generate continuous improvement through positive or negative feedback. - How can we implement feedback systems to refine the solution over time?
- 17. Crowdsourcing (Public Participation)** - Inviting a broader community or crowd to contribute ideas or solutions. - How can we tap into collective intelligence or external ideas to find a solution?
- 18. System Thinking** (Holistic Approach) - Viewing the problem as part of a larger system, understanding how different elements interact and affect the whole. - How does the problem interact with other parts of the system, and what happens if we change one aspect **of it**?
- 19. Blue-Sky Thinking** (No Boundaries) - Engaging in bold, open-ended brainstorming without worrying about feasibility. - What if there were no constraints at all? How could we completely reinvent the current situation?
- 20. Historical Solutions** - Drawing inspiration from past events or historical solutions to similar challenges. - How have similar problems been solved throughout history, and can those solutions be adapted to the present context?
- 21. Diversification (Spread Risks)** - Reducing the impact of risks by diversifying approaches, products, or resources. - How can we spread risks across different strategies, resources, or areas to mitigate the effects of one **failure**?
- 22. Automation** - Automating repetitive or time-consuming processes to improve efficiency. - Can certain tasks be automated to save time and resources?
- 23. Partnering** - Forming partnerships with others (organizations, teams, etc.) to leverage complementary skills and resources. - Can collaboration with a partner enhance the solution’s effectiveness or scale?
- 24. Empathy** (Understanding Stakeholders) - Deeply understanding the needs, emotions, and challenges faced by different stakeholders involved. - How does this problem affect the people involved, and what emotional or personal aspects need to be considered?
- 25. Regulatory Changes** - Keeping in mind potential or upcoming changes in laws, regulations, or industry standards that could impact the solution. - How might regulatory shifts open up new opportunities or introduce new challenges to our solution?
- 26. 80/20 Rule (Pareto Principle)** - Focusing on the key 20% of the problem that produces 80% of the impact. - What small changes could create the biggest positive impact on the current situation?

1.2 Other Methods for Idea generation

1. Brainstorming Freely

Set a timer and write down any ideas that come to mind, no matter how wild they may seem. The goal here is volume over quality. Allow ideas to flow without self-editing.

2. Mind Mapping

Start with a central concept or problem, then branch out with related ideas. Mind mapping can reveal connections and prompt new ideas.

3. Reverse Thinking

Instead of asking how to solve a problem, ask how you might create it. By reversing your perspective, you can often uncover unique insights and solutions.

4. SCAMPER Technique

Use SCAMPER as a framework: Substitute, Combine, Adapt, Modify, Put to another use, Eliminate, and Reverse. Each prompt pushes you to consider changes and variations to improve or transform an idea.

5. Random Word Association

Choose a random word and try to connect it to your problem or topic. The unusual combination can help generate fresh ideas.

6. Engage in Cross-Pollination

Look at ideas from other fields or industries. By bringing in concepts from unrelated areas, you may find innovative approaches.

7. Collaborate and Seek Feedback

Share your ideas with others and invite feedback. Discussions with diverse perspectives can spark new ideas you might not have considered.

8. Imagine Ideal Solutions

Think of the perfect solution without constraints. This can broaden your perspective and inspire realistic yet ambitious ideas.

9. Limitations and Constraints

Sometimes, placing limits on yourself (like using only three words or setting a tiny budget) can lead to surprising ideas. Constraints push you to think more creatively.

10.Take Breaks and Reflect

Ideas often come when you’re not actively thinking about them. Take breaks, let your mind wander, and allow ideas to simmer

11.Six Thinking Hats (De Bono’s Method)

This method assigns different "hats" or perspectives to approach the problem: facts (white hat), emotions (red hat), negatives (black hat), positives (yellow hat), creativity (green hat), and overview (blue hat). By deliberately adopting these viewpoints, you can generate ideas in a structured yet varied way.

12.Analogy Thinking

Look for analogies from unrelated areas to inspire solutions (e.g., "How would nature solve this problem?"). By thinking in terms of analogies, you can often find unexpected pathways to new ideas.

13.Crowdsourcing and Open Innovation

Invite ideas from a broader group, either within your organization or through public platforms. Gathering perspectives from diverse contributors can generate ideas that would not emerge in a smaller group.

14.The 5 Whys Technique

For problem-solving or refining ideas, ask "Why?" five times in a row. This technique digs deeper into the root cause of an issue and can lead to more innovative ideas by understanding underlying motivations or problems.

15.Storyboarding

Visualize the journey of an idea or product through a series of steps or scenes, like creating a storyboard for a film. This can clarify processes, identify potential gaps, and inspire ideas for improvement.

16.What-If Scenarios

Pose a series of "what-if" questions, such as "What if there were no budget limits?" or "What if we could use only recycled materials?" This approach can stretch your thinking and lead to unconventional ideas.

17. Forced Connections

Pair two unrelated things (like "book" and "bridge") and brainstorm ideas that connect them. The odd combination of unrelated elements can inspire unique approaches.

18.Fishbone Diagram (Ishikawa)

This tool helps identify the root causes of a problem by categorizing contributing factors. Once all factors are listed, you can target specific areas to brainstorm ideas for solutions.

19. Empathy Mapping

Create a map to think from your audience's perspective, considering what they say, think, do, and feel. This can help you understand their needs and spark ideas that resonate more deeply with them.

20. Wishing Technique

Write down an ideal wish for your idea or project as if there were no limitations. Then, list practical steps or mini-goals that could bring you closer to making this wish a reality.

21.Role Storming

Brainstorm by taking on different roles or personas (e.g., a customer, competitor, or investor) and consider what ideas might emerge from their perspectives.

Role-playing can open up fresh avenues of thought.

22.Attribute Listing

Break down your concept into its basic attributes (e.g., color, size, function) and brainstorm variations or improvements for each one. This technique is useful for product or process innovation.

23.Design Thinking Process

Go through the five phases: empathize, define, ideate, prototype, and test. This structured approach is ideal for human-centered design and innovation and can lead to well-rounded solutions.

24.Lotus Blossom Technique

Place your main problem or idea at the center of a grid, then surround it with eight related ideas. Expand each of those ideas further, like petals on a lotus, to generate new ideas from the central theme.

25. Rapid Ideation

Set a short time limit (like five minutes) to generate as many ideas as possible. This pressure can encourage more spontaneous and unexpected ideas, bypassing overthinking.

26.Idea Splicing

Take elements from multiple ideas or concepts and combine them into one. By blending different ideas, you might create something novel that incorporates the strengths of each.

27. Use of AI and Creative Tools

Use AI tools to generate ideas, suggest improvements, or explore trends. AI can help synthesize massive amounts of information or provide perspectives you may not have considered.

Activity 2: Group ideation and iteration

1. How can we structure peer review sessions for maximum value?
2. What are the guidelines for providing constructive feedback?
3. How can feedback be effectively tracked for future iterations?
4. How can feedback be effectively integrated into final versions of ideas?
5. What should be highlighted in presentation summaries of refined concepts?

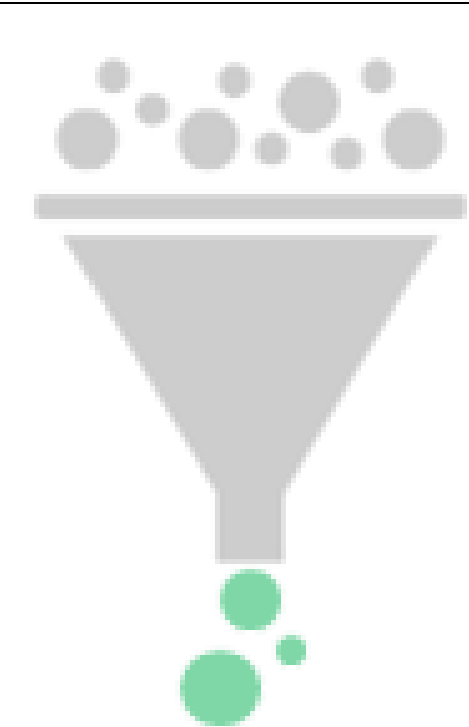
Activity 3: Team voting on the best ideas

1. How can we ensure a transparent and fair voting process?
2. What rationale should team members provide for their votes?
3. How can we facilitate a smooth discussion after individual votes?

Activity 4: Selection of ideas for further development

1. What criteria should we use to evaluate final ideas?
2. How can we document the decision-making process?

Phase	Goal	Key Activities	Deliverables	Questions and Actions Tools & Methods
Phase 4 – Testing and Validation “From initial ideas to proven solutions”	Further refine the shortlisted solutions in preparation for testing. Determine the most appropriate approach for testing and evaluating the solutions, ensuring that their feasibility, effectiveness, and alignment with the defined objectives can be assessed.	1. Identify solutions and that require further development or testing • List Aspects for further development and validation • Further improve the design of the solution: Key features, hypotheses, risks, and assumptions that require further iteration or testing. • Further define the strategy for implementation and launch ○ Strategies to maximize implementation, penetration, acceptance and scalability, of solution including the conditions to ensure consistent ongoing effectiveness and adaptation. ○ Identify pre-conditions to meet for higher acceptance of solution, how to ensure these 2. Conduct testing and validation activities Testing and Validation: • Define the testing approach for each solution and aspects requiring validation:	1. List of aspects requiring further development or testing • A list detailing key features, hypotheses, risks, and assumptions needing further testing, as well as the strategy for implementation and launch. 2. Testing plan and results • A plan prioritizing critical aspects, outlining a gradual testing process from initial assessments (e.g., user journey mapping) to more detailed testing (e.g., prototypes). • A summary of testing results and the refinement of the solution. 4. Decision on solutions to implement	Activity 1 – Identify solutions and that require further development or testing 1. How can we effectively categorize and analyse feedback from previous phases? 2. What feedback themes are most relevant to prioritize for further testing? 3. How can we gather additional insights from external stakeholders if they haven’t been consulted before? 4. Which aspects of each solution require further validation, and why? 5. What hypotheses should we test to address key uncertainties? Activity 2 – Conduct testing and validation activities Testing and Validation: 1. What testing methods are best suited for each aspect identified in Activity 1? 2. How should we structure a phased testing approach? 3. How can we ensure prototypes accurately represent user interactions? 4. How do we gather and organize feedback from testing sessions? 5. How can stakeholders be effectively involved in the testing process? Processing the results: 1. What are the key insights from the test results, and how can they be categorized?



- Gradual and cascade approach: Start by testing the most critical aspects: assumptions, unknowns, features before moving to less ones. Decide whether further testing is necessary.
 - Leverage om Prototyping Tools: Use digital tools like *Figma* or *Sketch* for creating interactive prototypes, enabling users to experience features in a realistic environment.
 - Engage stakeholders (e.g., donors, strategic partners) for feedback sessions to understand their expectations and requirements.
- Processing the results:**
- Compile and analyse results
 - Identify areas for improvement
 - Pinpoint specific features or processes that need further improvement or changes based on feedback.
 - Create a prioritized list of changes to be implemented, focusing on critical adjustments first.
 - Set up a timeline for implementing these changes and re-testing if necessary.

4. Decision on solutions to implement

- Prepare a list of refined solutions, including an overview of *pros and cons*, *potential trade-offs*, and *investment requirements* for each.
- Summarize a high-level deployment plan for each option, covering aspects like technical requirements, timelines, resources needed, strategy for implementation.
- Define high level strategy for its Implementation.
- Identify other factors to consider, such as scalability, user adoption, and potential risks.
- Review strategic alignment with stakeholders' objectives and ensure the solution meets key performance indicators (KPIs).
- Perform a CBA to weigh the costs against the benefits for each solution, aligning with goals set by stakeholders and expected impacts.
- Use other evaluation frameworks like *SWOT analysis* or *Impact Feasibility Matrix* to assess strategic alignment, long-term sustainability and risks.
- Team Voting: Organize a voting session within the team to gather perspectives on the most promising solution.
- Stakeholder Input: Facilitate a separate voting session with stakeholders (e.g., donors, users) to understand their preferences and concerns.
- Sponsor Decision: Present the final shortlisted solutions to sponsors for a final decision, including a summary of feedback, evaluation results, and the recommended solution.

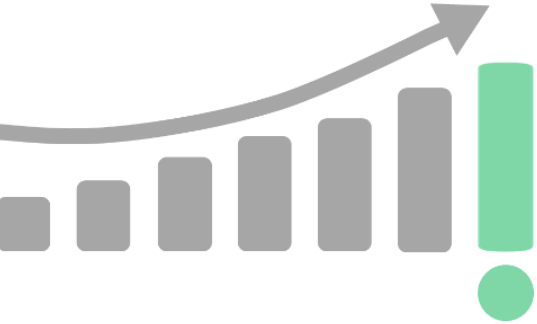
- A comparison of shortlisted solutions, covering costs, benefits, strategic alignment, and stakeholder input, with a rationale for the chosen solution(s).

2. How can feedback be synthesized for effective decision-making?
3. What specific features need adjustments based on the feedback?
4. How can we prioritize changes before re-testing?
5. How do we ensure a systematic approach to implementing feedback?

Activity 3 – Decision on solutions to implement

1. What criteria should be used to evaluate each solution for full-scale implementation?
2. How can we perform a comprehensive cost-benefit analysis (CBA) for each solution?
3. What trade-offs or strategic considerations should be factored into the decision-making process?
4. How can we ensure transparency in the voting and decision process?
5. How should the final recommendations be presented to sponsors for approval?

Phase	Goal	Key Activities	Deliverables	Questions and Actions Tools & Methods
Phase 5 – Strategy and Implementation “Turning the solution into reality - by executing it strategically and well”	Define a strategic implementation plan, execute the plan, and monitor its progress to ensure the solution’s effectiveness and alignment with objectives. This includes setting clear goals, identifying risks, engaging key stakeholders, and establishing metrics for success.	1. Design the strategy for implementation • Goals for the Solution: Define implementation objectives, desired outputs, and anticipated impacts. • Risk Identification and Evaluation: Assess significant risks and outline actions to mitigate them. • Implementation Strategy: ○ Determine the Implementation Approach: Decide between a gradual or aggressive rollout. ○ Identify Necessary Partners: Engage with key stakeholders and partners essential for successful implementation. ○ Outline Marketing, Communication, or Trainings to create awareness and promote the solution. ○ Implement Change Management Strategies and prepare the organization/users for change through workshops or informational sessions. ○ Further elaborate (ideate and iterate) on additional strategies to maximize user adoption and market penetration. ○ Define Key Performance Indicators (KPIs) to evaluate the success of the implementation, and the defined goals. ○ Establish a monitoring system for continuous assessment and improvement of KPIs and Goals. ○ Plan for User Feedback to identify areas for improvement in the launch and post-launch. ○ Develop a Risk Mitigation Plan to address potential challenges during implementation.	1. Strategy for implementation • A detailed implementation strategy outlining goals, risk assessments, implementation approaches, necessary partners, marketing plans, and KPIs, along with a documented implementation plan. 2. Approval by sponsors • A secured endorsement of the implementation strategy and plan from sponsors and key stakeholders, ensuring alignment and support for the proposed approach. 3. Execution and roll out • Operational rollout of the solution: onboarding the project team and partners, initiating execution according to the implementation plan, holding regular coordination meetings, monitoring progress against KPIs and milestones, and managing issues and changes to ensure successful delivery.	Acitvty 1. Design the strategy for implementation 1.1 Goals for the Solution 1. What are the primary objectives of the implementation? 2. How do we define success for each output and impact? 3. What are the specific short-term and long-term goals for the solution? 1.2 Risk Identification and Evaluation 1. What are the potential risks associated with the implementation? 2. How likely are these risks, and what is their potential impact? 3. What mitigation strategies can we develop for each identified risk? 1.3 Implementation Strategy 1.3.1 Determine the Implementation Approach: Decide between a gradual or aggressive rollout 1. What are the benefits and risks of a gradual versus aggressive rollout for this solution? 2. How will each approach impact our timeline, resource allocation, and stakeholders? 3. What is the readiness level of the organization or target market for each rollout option? 4. How do customer or user expectations influence the choice of rollout strategy? 1.3.2 Identify Necessary Partners: Engage with key stakeholders and partners essential for successful implementation 1. Who are the internal and external stakeholders critical to the success of the implementation? 2. What roles will each partner or stakeholder play in the implementation process? 3. How do we ensure alignment of objectives and expectations with each partner? 4. What are the criteria for selecting the right partners, and how do we evaluate them? 1.3.3 Outline Marketing, Communication, or Trainings to create awareness and promote the solution 1. What are the key messages we need to communicate to different target audiences? 2. Which channels (e.g., social media, email, webinars) are most effective for reaching our target audience? 3. What training materials or sessions are needed to ensure users and stakeholders understand the solution? 4. How can we measure the effectiveness of our communication and training efforts?



- **Agree on a project management methodology** and appoint a project manager, owner and team members to oversee and control the rollout and implementation according to the plan and defined goals.
- **Develop the implementation Plan:** tasks by phase, responsibilities, and timelines.
- **Confirm Resource and Financial Needs:** Identify required resources and budgetary requirements.
- **Stakeholder Communication:** Present the strategy to relevant stakeholders and partners for feedback.
- **Document the Strategy for Implementation:** Prepare a detailed document that outlines all aspects of the strategy, including goals, resources, timeline, risks, and communication plans.
- **Sponsors Approval:** Secure final approval of the strategy and implementation plan from sponsors and key stakeholders.

2. Launch and manage the implementation

- **Onboarding of Project Team and Partners:** Ensure the project team and partners are informed and engaged in the implementation.
- **Kick-Off Meeting:** Conduct a meeting to align objectives and set expectations.
- **Regular Reporting of Tasks and Issues:** Establish a system for consistent reporting on progress and challenges.
- **Regular Meetings:** Schedule recurring meetings to discuss updates and address any concerns.
- **Regular Monitoring of Implementation KPIs and Goals:** Continuously track progress against KPIs, with escalation and adaptation as necessary.

1.3.4 Implement Change Management Strategies and prepare the organization/users for change through workshops or informational sessions

1. What are the main barriers to change within the organization or user base?
2. How can we address resistance to change and foster a positive mindset?
3. What workshops or training sessions are needed to prepare users for the transition?
4. How do we measure readiness and adaptation to change throughout the process?

1.3.5 Further Elaborate on Other Strategies to Maximize User Adoption and Market Penetration

1. What incentives or promotions can increase user adoption?
2. How can we segment the market to tailor our approach for different user groups?
3. What is the competitive landscape, and how do we differentiate our solution?
4. How do we ensure that our solution reaches early adopters and opinion leaders?

1.3.6 Define Key Performance Indicators (KPIs) to evaluate the success of the implementation and the defined goals

1. What are the most critical metrics that indicate successful implementation?
2. How do we align KPIs with our strategic goals and user needs?
3. What is the frequency of KPI tracking, and who is responsible for monitoring them?
4. How do we adjust our approach if certain KPIs are not being met?

1.3.7 Establish a Monitoring System for Continuous Assessment and Improvement of KPIs and Goals

1. What tools or software will best support real-time tracking of KPIs?
2. How do we establish a feedback loop for continuous improvement?
3. What is the escalation process if certain metrics fall below targets?
4. How can we use data insights to adjust strategies during implementation?

1.3.8 Plan for User Feedback to Identify Areas for Improvement in the Launch and Post-Launch

1. What channels should we use to gather user feedback effectively?
2. How can we ensure that feedback is actionable and leads to tangible improvements?
3. How do we integrate feedback collection into the user experience without disrupting it?
4. What metrics will we use to analyse and prioritize feedback?

1.3.9 Develop a Risk Mitigation Plan to Address Potential Challenges During Implementation

1. What are the most critical risks that could derail the implementation?
2. What contingency plans can we develop for each identified risk?
3. How will we monitor for potential risks throughout the implementation?
4. How do we communicate risk management strategies to stakeholders?

1.3.10 Agree on a Project Management Methodology and Appoint a Project Manager, Owner, and Team Members

1. Which project management methodology (e.g., Agile, Waterfall) is most suitable for our implementation?
2. What are the roles and responsibilities of each team member?
3. How do we ensure accountability and transparency throughout the project?
4. What communication channels will support efficient project management?

1.4 Develop the Implementation Plan

1. What are the major phases of implementation, and what tasks fall under each phase?
2. Who is responsible for each task, and what is the timeline?
3. What resources are needed to complete each phase?

1.5 Stakeholder Communication

1. How do we ensure that stakeholders are well-informed and aligned with the implementation strategy?
2. What feedback mechanisms can we use to gather input from stakeholders?
3. How often should updates be communicated?

Sponsor Approval

1. What are the main concerns or questions sponsors might have regarding the strategy?
2. How can we present the implementation plan to highlight its benefits and anticipated results?
3. What changes, if any, are required based on sponsor feedback?

Activity 2. Launch and manage the implementation

3.1 Onboarding of Project Team and Partners

1. What are the roles and responsibilities of each team member during implementation?
2. How can we ensure that partners are fully aligned with the implementation goals?
3. What training or orientation is necessary for the project team?

3.2 Regular Reporting of Tasks and Issues

1. How do we ensure consistent reporting on progress and challenges?
2. What format should the progress reports follow?
3. How should we prioritize and address issues as they arise?

3.3 Regular Monitoring of Implementation KPIs and Goals

1. What methods will we use to measure progress against KPIs?
2. How do we adapt the implementation plan if KPIs are not being met?

How often should KPI reviews be conducted?