SDG Accelerator Toolbox
Introduction

Format

This toolbox is designed for facilitators guiding one or more companies through the SDG Innovation Journey.

Five steps

The SDG Innovation Journey starts by thoroughly framing the SDG problem the company seeks to solve and ends by planning how the company should integrate the new solution into the operative business. The SDG Innovation Journey shifts between individual sessions with the company and the facilitator and joint sessions where all companies are brought together on the same location to work on their solutions.
Introduction

How to use the tools

The tools in this toolbox follow the order presented in the Blueprint.

The key tools are presented in the toolbox with a full body heading and additional tools that can also be helpful to advance the solution, are marked with a lighter heading and full body coloured triangles on both sides of the header.

Facilitators and companies are encouraged to spend at least the suggested time on the key tools. These are often the exercises that require most time to get right.

Facilitator and companies can seek inspiration in the additional tools when there is a need to work in depth with certain themes. Naturally, the tools can also be used in a different order or be replaced by other tools, as relevant.

The facilitator should always use her experience and judgement to decide which exercises to use with a given company in the given situation.
Step 1

Framing the problem and idea selection
Step 1 – Framing the problem and idea selection

Agenda and tools

• Introduction around the table

• Understanding the SDGs – introduction to the goals and targets

• Brainstorm problems and ideas

• Prioritise ideas

• Case for change

• Preparation for step 2: Select idea before Innovation Lab
Overview

The SDG Opportunity Cards are used as inspiration to define potential problems relevant to address and ideate from.

Instructions

1. Inside-out brainstorm
Focus on potential problems within the company, its value chain, markets, resources, and capabilities. Note down everything that could be relevant to explore further. Keep an open mind, at this point there is no such thing as a bad idea - brainstorming quality comes from quantity of ideas.

2. Outside-in brainstorm
Seek out all the SDGs Opportunity Cards that could be relevant to the company. Turn over one card at the time. The group brainsstorms and presents suggestions to solve (part of) the challenge. Suggestions can also be related to adjacent challenges.

Ask prompting questions:
• How is this challenge relevant to the company?
• In what ways can the challenge be solved?
• What business opportunities does it represent?
• Are partnerships needed?
Brainstorm problems and ideas

3. Discuss each suggestion in the group by following these questions:
   • Which SDG challenges are relevant to the industry?
   • Which of these are critical to the company today and in the future?
   • Where is the biggest potential for innovation for the business?
   • Where could we have the biggest impact?
   • What would be the motivator for solving the challenge for the company?
Overview

Prioritise and seek out the ideas with the biggest impact on the business and the SDGs.

30 min

Post-its, markers

Instructions

1. Place all ideas on post-its in a table like below.

2. Leave out ideas that are not well-suited for the SDG Innovation Journey, e.g. some ideas will be straightforward to advance for the company by itself. This could be a reason for making an idea unsuitable to pursue during this process.

3. Discuss the reasons for prioritising certain ideas and not others.

<table>
<thead>
<tr>
<th>Good ideas</th>
<th>Good ideas that fit the SDG Innovation Journey</th>
</tr>
</thead>
<tbody>
<tr>
<td><img src="image1" alt="Good ideas" /></td>
<td><img src="image2" alt="Good ideas that fit the SDG Innovation Journey" /></td>
</tr>
</tbody>
</table>
4. Prioritise all ideas into the Prioritisation Matrix assessing potential SDG impact vs. business value.

5. Discuss reasons for placing each idea at a certain place in the matrix.

The Prioritisation matrix

- Low SDG impact
- High SDG impact
- Low business value
- High business value

1. Drop idea
2. Investigate further
3. Investigate further
4. Investigate further
5. Investigate further
6. Investigate further
Overview

Use the Case for change to start framing and qualifying the selected idea(s) further.

Instructions

1. Depending on the size of the group and the number of prioritised ideas, different approaches may apply.

   • If you have one idea and a small working group: Fill in the Case for change in plenary (see step 2)
   • If you have more than one idea and a large group: Divide the group into smaller working groups. Assign one or two ideas to each working group.

2. For each of the four text boxes in the template, finish the sentences initiated in the headline as much as possible at this stage.

   • Use the current knowledge and information to fill in the template
   • Use ‘back of the envelope’ calculations to qualify the business value and expected SDG impact

3. Between now and the Innovation Lab, the company should keep refining the Case for change. Detailing the thoughts behind the idea and its potential is important as preparation for the Innovation Lab and to select the right idea to focus on during the rest of the Innovation Journey.
Case for change

Case for change template

The idea is...

The idea solves the problem of...

Estimated business value of the idea is...

Expected SDG impact on society, people and/or environment of the idea is...
Step 2

Innovation Lab: Transition from problems to ideating solutions
Agenda and tools

DAY 1

• Case for change

• Business model canvas

• Understand key stakeholders

• Customer segmentation

• Solution criteria

• Sketch three solutions
DAY 2

- Revisit Value proposition

- Fill in Business model canvas

- Define market potential for solution

- Define revenue model and cost structure

- Reality check

- Revisit Business model canvas

- List and prioritise assumptions

- Set up a Testing plan and agree on next steps
Overview

Revisit the Case for change developed and qualified by the company before the Innovation Lab.

Instructions

1. Revisit the Case for change template refined since the individual meeting.

Discuss the idea by asking prompting questions:

- What changes have been made?
- What new reflections or insights have come up?
- What considerations are relevant to take into the process?

In the SDG Innovation Journey, each company works to advance only one idea to ensure focused progress and results.
Case for change

Case for change template

The idea is...

The idea solves the problem of...

Estimated business value of the idea is...

Expected SDG impact on society, people and/or environment of the idea is...
Business model canvas

Overview

Introduce the Business model canvas as the overall framework of the Innovation Lab.

Instructions

1. Introduce the Business model canvas.

Go through each of the boxes in the canvas. Explain how the various tools used in this step of the SDG Innovation Journey work in conjunction with the canvas. The canvas should continuously be updated to reflect new insights and progress made during the process.

2. Explain the program and the objectives of the Innovation Lab, i.e. the three outcomes A) the Business model canvas, 2) a Testing plan, including 3) assigned responsibilities for driving the project forward after the Innovation Lab.
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<th><strong>Value proposition</strong></th>
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<th><strong>Customer segments</strong></th>
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</thead>
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<td>Who are our key partners?</td>
<td>What key activities do our value proposition require?</td>
<td>What value do we deliver to the customer?</td>
<td>What type of relationship does the customer expect us to establish and maintain with them?</td>
<td>For whom are we creating value?</td>
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<td>Who are our key suppliers?</td>
<td>Our distribution channels?</td>
<td>Which one of our customer’s problems are we helping to solve?</td>
<td>Which ones have we established?</td>
<td>Who are our most important segments?</td>
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<td>Which key resources are we acquiring from partners?</td>
<td>Our customer relationships?</td>
<td>What bundles of products and services are we offering to each customer segment?</td>
<td>How costly are they?</td>
<td>Their characteristics?</td>
</tr>
<tr>
<td>Which key activities do partners perform?</td>
<td>Our revenue streams?</td>
<td>Which customer needs are we satisfying?</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
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<tr>
<th><strong>Key resources</strong></th>
<th><strong>Channels</strong></th>
<th><strong>Revenue</strong></th>
<th><strong>SDG Impact</strong></th>
</tr>
</thead>
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<td>What key resources do our value proposition require?</td>
<td>Through which channels do our customers want to be reached?</td>
<td>For what value are our customers really willing to pay?</td>
<td>How does our solution contribute to the SDGs?</td>
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<td>Our distribution channels?</td>
<td>How are we reaching them now?</td>
<td>For what do they currently pay?</td>
<td>Are there any negative impacts?</td>
</tr>
<tr>
<td>Customer relationships?</td>
<td>How are our channels integrated?</td>
<td>How much does each revenue stream contribute to total revenue?</td>
<td>How significant are the positive and negative impacts?</td>
</tr>
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<td></td>
<td></td>
<td>Which SDG targets does our solution positively impact?</td>
</tr>
</tbody>
</table>

<table>
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<tr>
<th><strong>Cost</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>What are the most important costs inherent in our business model?</td>
</tr>
<tr>
<td>Which key resources are most expensive?</td>
</tr>
<tr>
<td>Which key activities are most expensive?</td>
</tr>
</tbody>
</table>

**SDG Impact**
- How does our solution contribute to the SDGs?
- Are there any negative impacts?
- How significant are the positive and negative impacts?
- Which SDG targets does our solution positively impact?
Overview

Establish an overview of the stakeholders who have a stake in the problem. Prioritise who benefits from finding a solution to the problem.

20 min
Flipchart, markers, pens

Instructions

1. Define all key stakeholders
Write the problem in the middle of a flipchart. Define all key stakeholders affected by the problem and note them on the board. The customer paying for the solution is always the most important stakeholder.

Ask prompting questions:
• Which key stakeholders are involved in the problem?
• Currently, who act as obstacles to solving the problem, e.g. customers, users, partners?
• Who must be involved to solve to problem?

2. Group and draw connections
For each stakeholder, define their stake in the problem and their link to each other by drawing a line between them. Group stakeholders if possible.

Ask prompting questions:
• What role does the specific stakeholder play?
• How does the stakeholder influence the problem?
• How should the stakeholders be grouped, if relevant?
Instructions

3. Prioritise stakeholders
Identify which stakeholders are critical for solving the problem and draw a circle around them. Prioritise stakeholders in terms of importance.

Ask prompting questions:
• Which stakeholders **must be** involved to succeed, e.g. customers, users, partners?
• Which stakeholders are important, but not critical to solving the problem (they might be directly involved in the problem or indirectly by influencing other stakeholders)?
Customer segmentation

Overview

Define the customer and zoom in on the specific customer segment, the solution is targeting.

Instructions

1. Based on the defined key stakeholders, now identify the customer.

In the simplest cases, the customer pays, uses and benefits from the getting the job/task done that resolves the problem. Note: In certain cases the customer may be different from the user, and the one benefitting from solving the problem may even be different from the user.

Ask prompting questions:

• Who are we solving a problem for? Who benefits from getting the job/task done that resolves the problem (the beneficiary can one or more people)?
• Who is our user? Who uses the solution to the problem?
• Who is the customer? Who will pay for getting the job/task done?
2. When the customer is identified, start defining the specific customer segment that will value the problem being solved. Try to be as specific as possible.

Qualities of a good customer segmentation:
• Specific
• Significant
• Accessible

Rule of thumb: *if it is possible to identify the physical location where the customer segment can be accessed, then the segmentation is specific enough.*
The segmentation can be tested and sharpened as you start engaging with customers.

Example:
Solution criteria

Overview

Define key customer profiles (can also be users or beneficiaries) and define design criteria for the solution.

Instructions

1. Develop customer profile(s) and design criteria for the selected customer segment. Use the template to fill in the specifics of the customer profile.

First, identify the main job/task or other key issues that the customer wants to be solved in relation to the problem.

Second, identify the pains and gains around the job/task.

Pains: What is currently challenging for the customer? What is currently annoying the customer? What is the customer using too much energy on? It can be functional, social, or even emotional.

Gains: Identify what kind of benefits that the customer is looking for. Just like pains, they can be functional, social or emotional.

2. Define which criteria that are the most important for the solution to work. These are key for designing the solution.

3. If other key stakeholders exist aside from the customer, repeat step 1.
Solution criteria

Customer profile and Solution criteria

Customer profile

Gains...
- Gain 1
- Gain 2
- Gain 3
- Gain 4

Pains...
- Pain 1
- Pain 2
- Pain 3
- Pain 4

Main job/task to get done:

Solution criteria...

... are the most important gains and pains, which must be addressed in the solution design
Overview

Sketch out or outline min. 3 different solutions to ensure that you cover all possible ways to solve the problem.

Instructions

1. Sketch out or outline 3 different solutions on white paper. A solution can be: A product, a service or a process.

2. Brainstorm different ways to solve the problem. Ask prompting questions to fuel the brainstorm of different solutions that address the pains and gains identified.
   - How can the problem be solved in different ways and still get the task done?
   - Is the solution a product (physical or software)?
   - Is the solution a service?
   - Is the solution an improvement of current processes or business models?
   - Should we use new technology?

Show the features of the solution. Show how the customer/user/beneficiary interacts with the solution, physically, online or in a customer journey.

3. Remember to include how the solution impact the SDGs.
Illustrative sketch examples
Overview

The Sounding board is an opportunity for the company to receive feedback on the solution. It is voluntary.

30 min

Materials produced so far

Instructions

1. Prepare for the Sounding board
Discuss what specific questions are relevant to get input on at this stage, for example:
- Need: What are the needs of the customer?
- Offer: What are the key elements of your solution?
- Benefit: What tangible benefits does the offer hold to the user?
- Economic sustainability: How does the solution make money?
- Impact: How does the solution deliver impact on the SDGs?

2. Best practices
- Prepare 1-2 questions for the Sounding board.
- Decide on who will note down the feedback on behalf of the group.

3. Engage with the Sounding board
- Present materials, e.g. posters/sketches (5 min)
- Q&A and feedback (10 min)

4. Refine the solution based on the feedback, if relevant.
"Good artists copy, great artists steal."
Overview

Specify the key assumptions about the problem, solution and the fit between the two in the Value proposition template.

Instructions

1. Summarise all outputs from the previous exercises in the Value proposition template. If you have skipped some of the additional tools, this is the time to cover the ground that you might have overseen so far.

2. Use post-its and sketches to describe the problem (right side) and then the solution (left side) of the Value proposition template.

3. Main job/task of the customer:
   • What main job/task does the customer want to get done?
   • What are the key issue of the problem, you are addressing?
   • How does the customer influence the problem?

4. Gains: Benefits that your key customer desires

5. Pains: Irritation before, during, or after experiencing the problem

6. Solution:
   • Describe what the solution does and how it creates value.
   • Insert a sketch of the solution, if you have made one.
7. How does the solution create gains?
   • Map how your product/service create customer gains and benefits.

8. How does the solution relieve pains?
   • Map how your solution creates customer value.

9. How does the solution fit with the problem described by the solution criteria? The value created by the solution should fit what matters most to the customer. The pain relieved should fit the irritation that the customer or key stakeholder experiences, and gains vice versa. If relevant, elaborate on parts of the template and adjust solution to the problem/market.

Value proposition template
Overview

Revisit the Value proposition template and ensure that the company is still committed to work on the solution designed on day 1.

Instructions

1. Ask if the company is still committed to work on the solution designed on day 1:
   
   • Are you still excited about the solution?
   • Have you had any reflections since yesterday?
   • Do you still believe in the feasibility of the solution?
   • Have we overlooked something?
   • What changes should we make?

2. After making the agreed changes, move on to the Business model canvas.
Revisit the Value proposition

Value proposition template

Solution to the problem

Solution

How does the solution create gains?

How does the solution relieve pains?

Problem for customer or key stakeholder

Gains

Main job/task of the customer(s)

Pains
Overview

Fill in the Business model canvas to the extent possible at this stage. The canvas is the outcome of the Lab and should be regularly updated.

Instructions

1. Explain the purpose of the Business Model Canvas:
   • It describes the key components of a business model in a systematic way.
   • It helps to lay out assumptions and identify gaps in the business model behind the solution.

   Some parts of the canvas will likely be more important than others for a particular product/service.

2. Fill in the *Value proposition box* using post-its. Follow the guiding questions in the canvas. Remember to include all assumptions, uncertainties and questions as you fill in the canvas.

3. Use post-its to fill in the *Customer segments*, and *SDG Impact* boxes.

4. Fill in the remaining boxes (if possible) one at a time. At this stage you may be able to fill in *Key partnerships/suppliers*, *Key processes & activities*, *Customer relationships*, and *Channels*.
## Fill in Business model canvas

### Business model canvas

<table>
<thead>
<tr>
<th>Customer segments</th>
<th>Value proposition</th>
<th>Key resources</th>
<th>Key partnerships/suppliers</th>
<th>Channels</th>
<th>SDG Impact</th>
<th>Revenue</th>
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</tbody>
</table>
Overview

Rough estimates of the addressable market size gives an important indication whether to proceed or stop the current solution.

Instructions

1. Draw a large circle and work your way towards a specific addressable customer segment. Remember how key stakeholders affect your customer, e.g. users and beneficiaries. Make assumptions about the different markets your are addressing. For each step, calculate rough estimates to provide an indicator of the market attractiveness.

2. Total addressable market (TAM) is an estimate of the total annual size of the industry you plan to operate in. Scope can be anything between global or local.

3. Serviceable addressable market (SAM) is an estimate of the market that the solution could potentially serve.

4. Service obtainable market (SOM) represents the market that the solution will be able to compete in.

5. Fair market share (FMS) is the share of the market that you can feasibly capture, when taking into account competition and your ability to win.
What is the annual revenue size of the industry you plan to operate in?
Total # of customers x avg. spend = XXX kr./year

How many customers from the entire industry can you serve with your solution?
# of customers x avg. spend = XXX kr./year

How many customers do you expect to win when considering competition?
# of customers x avg. spend = XXX kr./year

From the number of customers you can reach, how many customers do we want to compete for?
# of customers x avg. spend = XXX kr./year

Market potential

TAM
Total Addressable Market

SAM
Serviceable Addressable Market

SOM
Serviceable Obtainable Market

FMS
Fair Market Share

Step 2 – Innovation Lab (Day 2)
Overview
Design structure for revenue and costs.

Instructions
1. Start brainstorming the full range of options for the solution to generate revenue. For SDG solutions, the revenue model may be different from ‘traditional’ products or business models, specifically if partners are needed to deliver the solution.

If relevant, go through examples of different revenue models as inspiration. Use well-known examples from other industries to ensure recognition.

2. Design the revenue model by e.g. replicating a known model or by using features from different models to make your own. Compare the ideas for a revenue model with those used by relevant competitors. Should you align to competition or differentiate?

3. Once you have decided on a revenue model, consider the costs related to delivering the solution in this specific way. Is it possible to reduce operational costs?
Revenue and cost structure

Revenue and cost model

Revenue model

Cost model
Overview

Discuss what is needed to deliver the solution at scale and if the company has the resources and capabilities to deliver the solution.

30 min
Flipchart, markers

Instructions

1. Consider how to differentiate the solution from competitors. Consider the Value proposition, the Customer relationships, Channels (marketing and sales), SDG Impact of the Business model canvas.
Ask prompting questions:
• How to differentiate the solution from competitors?
• Can we include features that competitors are using with success?

2. Consider the feasibility of the solution.
Ask prompting questions:
• Is it technically possible to build and operate the solution?
• Can we build/operate it ourselves?
• Can and should we source it from others?
• Is it easy?

3. Consider the investments needed to test and scale.
1. What is the investment needed to test a solution prototype? How much is needed to scale?
2. Can we finance the solution ourselves?
3. Can we finance the scaling of the solution?
4. Consider the capabilities needed to test and scale.
   • Which organisational capabilities do we need to deliver the solution at scale?
   • Do we have the core capabilities needed?
   • Can or should we source the needed capabilities and/or partnerships?
   • How easy is it to copy the solution? Is Intellectual Property (IP rights) important?

4-step reality check

1. Differentiation
2. Feasibility
3. Investments
4. Capabilities
Overview

Finalise the Business model canvas, fill in the gaps and evaluate whether to move forward based on four key questions.

45 min  Business model canvas, post-its, markers

Instructions

1. Based on the previous exercises, complete the canvas and list all assumptions, uncertainties and unanswered questions at this stage.

2. Go through the canvas and look for gaps:
   • What have we not covered at this point?
   • Is the canvas updated? What are our new insights?

3. Use post-its to fill in the gaps until you have a complete canvas.
   • For each box, fill in the information you are certain about.
   • For each box, fill in all the uncertainties you have.
   • What are the questions you still need to answer?

4. Now consider the boxes in relation to each other. Answer the four questions and consider how they impact on one another:
   • Can we do it?
   • Is there demand?
   • Is it worth it?
   • Should we do it?
Use ‘back of the envelope’ calculations to estimate the SDG impact of the solution at scale.

Use the insights, data and calculations made so far to answer the questions. Note down any uncertainties you have and include it in the Testing plan later.

**Business model canvas**

<table>
<thead>
<tr>
<th>Key partnerships/ suppliers</th>
<th>Key processes &amp; activities</th>
<th>Value proposition</th>
<th>Customer relationships</th>
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<td></td>
<td></td>
</tr>
</tbody>
</table>

**Can we do it?**

**Is there demand?**

**Key resources**

- What key resources do our value proposition require?
- Our distribution channels?
- Customer relationships?
- Revenue streams?

**Revenue**

- For what value are our customers really willing to pay?
- For what do they currently pay?
- How much does each revenue stream contribute to total revenue?

**Is it worth it?**

**SDG Impact**

- How does our solution contribute to the SDGs?
- Are there any negative impacts?
- How significant are the positive and negative impacts?
- Which other stakeholders do we affect/bring value and how do we do it? 

**Should we do it?**

- What are the most important costs inherent in our business model?
- Which key resources are most expensive?
- Which key activities are most expensive?
Overview
Now look ahead and consider all the assumptions you have made about the solution and business model so far.

Instructions

1. Organise all assumptions and uncertainties related to the solution. Start by listing all assumptions, uncertainties and questions filled into the canvas in the previous exercise.

If the company has further assumptions about the solution, business model or SDG impact, make them explicit and list them.

Ask prompting questions – do we have assumptions:
• About the prototype?
• About internal resources?
• About pricing?
• About partners?
• About customer preferences?
• About the market size?

3. It can be useful to group the assumptions to get overview. Try grouping all assumptions linking into each of the four categories represented in the Business model canvas.
List assumptions

The four categories in the Business model canvas

Can we do it?

Is there demand?

Is it worth it?

Should we do it?
Overview

In order to spend time efficiently and avoid wasting resources, you should prioritise which assumptions to test and validate first.

Instructions

1. Draw the horizontal axis of the *Assumption priority* map. Write each of the assumptions on a post-it and reflect on how critical the assumption is to the success of the solution. In case the assumption does not hold true do you:
   • Discontinue?
   • Overhaul the strategy?
   • Tweak the strategy?
   • Do not change anything?

Place all assumptions on the horizontal axis before moving on.

2. Draw the vertical axis of the *Assumption priority* map. Reflect on how confident you are that the assumption is true:
   • Not at all?
   • Hard to tell?
   • I would bet my salary?

Move the post-its according to your discussions.
You now have the priority order of which assumptions you should test and validate first. Focus your efforts on validating the uncertain and most critical assumptions.

**Assumption priority map**

<table>
<thead>
<tr>
<th>How critical is the assumption to the success of the solution?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Not at all</td>
</tr>
<tr>
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</tr>
<tr>
<td>Zone 1: Test now</td>
</tr>
<tr>
<td>Zone 2: Test next</td>
</tr>
<tr>
<td>Zone 3: Test later</td>
</tr>
</tbody>
</table>
Set up a Testing plan

Overview
Set up a Testing plan for the priority assumptions. Decide on how to test and validate each of the assumptions.

45 min
Flipchart, markers, pens

Instructions
1. The most important assumptions must be tested first. Assumptions are phrased as a hypothesis (what you hope is true) or a question. It must be specific enough to define an experiment that can provide the answer to the question or validate/reject the hypothesis.

In the testing plan, include:
- How will you test it, e.g. through a survey, googling, crunching numbers, talking to colleagues or customers
- Which metrics to capture, if relevant
- What does success look like
- How long you will run the test for

Remember the three key components of a successful test:
- Have falsifiable hypotheses
- Declare outcomes upfront
- Timebox
## Testing plan

<table>
<thead>
<tr>
<th>Methodology</th>
<th>Questions &amp; Assumptions</th>
<th>Specifics</th>
<th>Metrics</th>
<th>Success criteria</th>
<th>Results</th>
<th>Response</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>How do you test the assumption?</td>
<td></td>
<td></td>
<td>By what metrics are you measuring (unit)?</td>
<td>What result(s) would be deemed successful?</td>
<td>What action will you take when testing based on your results/learnings?</td>
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<td></td>
<td>Which stakeholders would you need to consult to validate the assumption?</td>
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<tr>
<td></td>
<td>Priority of assumptions to test in following order</td>
<td>Priority assumption 1</td>
<td>Priority assumption 2</td>
<td>Priority assumption 3</td>
<td>Priority assumption 4</td>
<td></td>
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</tbody>
</table>
Overview

Assign roles and responsibilities for driving the process forward after the Innovation Lab.

Instructions

1. In the group, align on your ambition level and decide on which resources should be dedicated to the project.

2. Decide on which actions you need to take to move forward. Split them in 3 timelines:
   • What you will do next week
   • What you will do before the next individual session in the SDG Innovation Journey
   • What you will do 6 months from now (or another deadline if relevant)

3. Decide on who is responsible for these actions and the deadline for completion. Assign a project manager or a caretaker of the process to report to.

4. Decide on who will be responsible for compiling the notes and findings of the group from the Innovation Lab.
Agree on next steps

Action plan

<table>
<thead>
<tr>
<th>Actions</th>
<th>Responsible</th>
<th>Deadline</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 week</td>
<td></td>
<td></td>
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<tr>
<td>Next session</td>
<td></td>
<td></td>
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<tr>
<td>6 months</td>
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</tbody>
</table>
Step 3

Describe the business case for the solution
Agenda and tools

- Recap and discuss results from test activities
- Create the Business case
- SDG impact forecasting
- Preparation for step 4: Acceleration workshop
Create the Business case

Overview

Create the business case for the solution to illustrate the value creation and impact potential for an internal or external audience.

Instructions

1. The business case explains why the organisation or an outside investor should fund the solution and what the forecasted impact will be for the business and for the SDGs.

2. Go through each for the 10 steps in the Business case template (accessible here: http://www.sdg-accelerator.org/content/sdg-accelerator/en/home/library.html). Most business cases does not need to be longer than 10 slides at this point. The more data the company has, the more elaborate the business case will get.
Overview

Describe how the solution positively contributes to the SDGs and how you plan to mitigate potential negative effects of the solution.

Instructions

The chapter on SDG impact forecasting in the Business case template focuses on how the solution connects to the SDGs and how it will address concrete SDG challenges once integrated into the operative business.

This is described through a combination of text and data demonstrating how the solution delivers positive change on one or more SDG targets.

2. Two of the 10 steps in the Business case focus on (1) the solution’s positive contributions to the SDGs and (2) the potential negative effects and plans to mitigate these.

Open the Forecasting SDG impact template (accessible here: http://www.sdg-accelerator.org/content/sdg-accelerator/en/home/library.html) for guidance on how to facilitate the impact forecasting discussion.
Step 4

Acceleration workshop
Agenda and tools

• Expert deep dive sessions

• Peer feedback

• Preparation for step 5: Integrating the solution into the operative business
Overview

Receive feedback and sparring with subject matter experts on critical parts of the business model, technical solution or SDG impact.

60 min

Materials produced so far

Instructions

1. In advance of the Acceleration workshop, the working group selects a number of deep dive sessions with relevant subject matter experts and forwards relevant materials to the expert, incl. Business case, model for Forecasting SDG impact, general company presentation, etc.

2. The company should decide on one or two clear questions to discuss with the expert during the 1h session. Preferably, the expert is notified of the questions in advance, in order for her to prepare for the session.

3. The session is an opportunity to get a different perspective on the solution from a person experienced in the subject in focus. The company should use the session to test and validate critical assumptions and uncertainties or simply to get qualified input on how to tackle specific problems or questions at hand.
Examples of deep dive themes

- Digital solutions
- Cross-sector partnerships
- Customer journey
- Local government collaboration
- Marketing platform
- SDG Impact
- Business model
- External funding
- Storytelling and communications
Overview

Match companies with relevant peers in order to exchange feedback on their respective solutions.

Instructions

1. The objective of this sessions is to give feedback from one company to another to gain new perspectives or knowledge, and understand potential synergies between the companies.

2. One way to go about it is to match companies working in similar industries or working with similar ideas, technologies or business models.

3. Each company has 30 min; 5 min for presenting the solutions and 25 min for receiving feedback and sparring on the solutions from their peer company. After 30 min, switch roles.

4. Each company prepares a 5 min presentation and one or two questions they would like to focus on.

Rule of thumb: Stay constructive when giving feedback and be open to new perspectives when receiving feedback.
Step 5

Integrating the solution into the operative business
Agenda and tools

• Recap on the Business case

• Develop a strategic roadmap

• Split the solution into components

• Integrate into the operative business

• Project plan
Overview

Connect the solution to the strategy of the company. Set ambitious goals, and decide on activities to reach the goals and mitigate risks.

Instructions

1. First, align the solution to the overall strategy. How does it fit? What synergies may have been overlooked?

How does the solution/project align to our overall strategy?

Overall strategy:

Aim of the solution/project:
2. The company is encouraged to work with a grand scale ambition and to decide on several milestones setting the way towards the goal.

*The project timeline*

Start: >date<  
End: >date<  
Duration: >date<

*The project goals*

**By:** >date<  

**Goal:**
- Revenue/profit increase in mDKK,
- Customer satisfaction, e.g. NPS score
- SDG impact indicator
3. Decide on what overall steps the project must take to reach the goals. Then discuss which specific activities that must be carried out under each step before moving on to the next step.

When finished, you should have an overall plan divided into phases with clear components; 1A, 1B, etc. explaining how you plan to reach the goals.

**How will we succeed?**

1. **Concept & plan**
   - A. [Description]
   - B. [Description]
   - C. [Description]

2. **Validation & implementation**
   - A. [Description]
   - B. [Description]
   - C. [Description]

3. **Scaling**
   - A. [Description]
   - B. [Description]
   - C. [Description]
4. Finally, consider again the assumptions on which the business model and solution is based. These should be in focus in the activities that lead to the achievement of the set goals. Prioritise to validate the critical assumptions as soon as possible and revise the roadmap, if the fit is not right.

Remember: Also consider potential roadblocks for reaching the goals and discuss what actions to take if these roadblocks materialise or how these can be mitigated up front.

**Main assumptions and potential roadblocks for success**

<table>
<thead>
<tr>
<th>Critical assumptions or roadblocks</th>
<th>How to mitigate</th>
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</table>
Overview

Make a plan for how you will implement the components of the Strategic roadmap to deliver the solution at scale.

Instructions

1. List all solution/project components. Discuss which part of the business will take the lead on each component (if relevant, also decide on who will support).

2. Evaluate to what extent this lead has the know-how, resources and necessary systems to implement the component. Consider how to get in place the elements that is lacking or what potential partnerships that can fill in the gaps.

   • Know-how include specific capabilities or knowledge within technology, strategy or something else.
   • Resources include external investment, internal financing, man-hours or other assets.
   • Systems include a specific IT-solution, processes, performance management, etc.

3. By the end of the discussions, you should have a clear understanding of how you will ensure you have what it takes to implement the roadmap.
Step 5 – Integrating the solution into the operative business

Integrating into operative business

Step 1: Project components

Step 2: Needs when implementing the project in current business

Current value chain

- Procurement
- Production
- Marketing
- Sales
- Logistics
- Service

Know-how

Resources

Systems

Partners

[Intended text not provided in the image]
Overview

Make a detailed project plan, including all activities under each component, responsibilities and how to track progress and budget.

Instructions

1. For each component, split the work up into multiple parallel work streams, decide on timelines and deadlines, assign responsibilities, and regularly track budget spending and progress for each activity.

2. A good project plan is often accompanied by a decision-making structure, a standardised (and efficient) way of reporting and regular status meetings to track progress, give feedback and sparring, and mitigating potential risks.
Step 5 – Integrating the solution into the operative business

Project plan

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<tr>
<td>Requires immediate attention</td>
<td>Minor issues</td>
<td>On track</td>
<td>Implementation in core business</td>
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