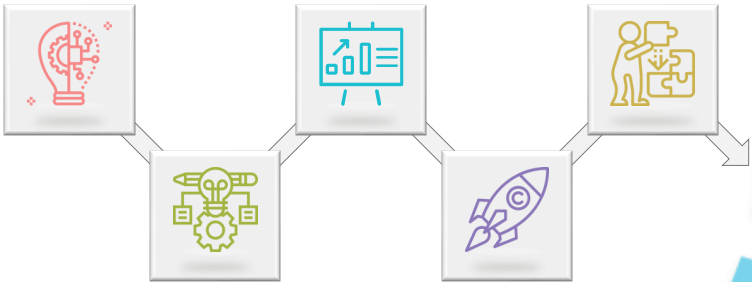




# *SDG Accelerator Toolbox*

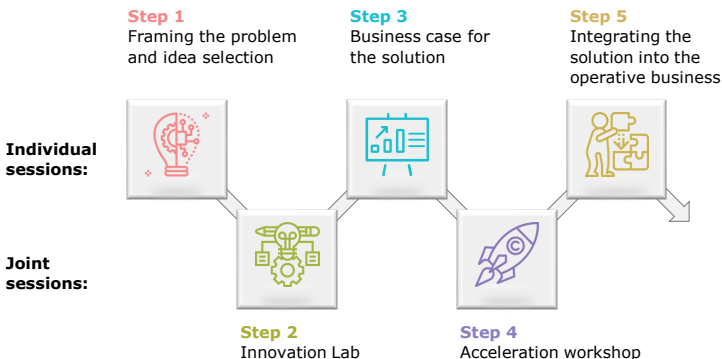


## Format

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 with a business case and a implementation plan. 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.



## *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.

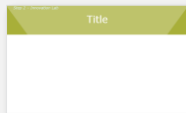
The facilitator should always use her experience and judgement to decide which exercises to use with a given company in the given situation.

### **Tools:**

#### Key



#### Additional



Since the SDG Accelerator is built around five key workshops, a couple of general tips and tricks are provided.

1. When applying the tools, guides and instructions in this toolbox, bear in mind that you may need to be flexible and exchange or modify exercises.
2. To make the workshop fun and engaging, it's important that people know each other's names, so if parts of the team don't know each other, always start with a round of introductions.
3. Post-its are a key component of any workshop. There are three things to keep in mind with post-its.
  - Only one point or idea on every post-it note. If you put multiple, you can't split them or move them around. Use another note instead.
  - Always remove the post-it from the block sideways. If you do it upside down (as most people do), they fall down from the wall more easily.
  - Write legible, visible words. And use sharpies instead of normal pens if possible, as they are easier to read.
4. If you need to make a quick prioritization of items, use a dot voting exercise. Everyone gets 3-5 dots that they can apply to the ideas they think are best/most important. Select the top 1-3 that gets most dots.



## Step 1

Framing the  
problem and idea  
selection

# Workshop agenda and tools



- 
1. Introduction around the table (incl. presentation of company)

---

  2. Understanding the SDGs – introduction to the goals and targets (presentation)

---

  3. Brainstorm problems and ideas (tool available)

---

  4. Prioritise ideas (tool available)

---

  5. Case for change (tool available)

---

  6. Preparation for step 2: Select idea before Innovation Lab
-

# Brainstorm problems and ideas

## Overview

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



40 min



Post-its, SDG Opportunity Cards, markers

## Instructions

### 1. Inside-out brainstorm

Focus on the IP, products and resources within the company. How might they be deployed differently to address an SDG challenge? 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 brainstorms 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?
- How can the company mobilise its resources to address the challenge?
- Could you solve this challenge if you partnered up with xxx?

# Brainstorm problems and ideas

## Examples of SDG Opportunity Cards

**TARGET 12-3**

12 RESPONSIBLE CONSUMPTION AND PRODUCTION




**REDUCE FOOD WASTE**

UNDP

**Challenge**


Each year, an estimated 1/3 of all food produced ends up rotting in the bins of consumers and retailers, or spoiling due to poor transportation and harvesting practices. Every year, consumers in rich countries waste almost as much food (22 million tonnes) as the entire net food production of Sub-Saharan Africa (230 million tonnes). In addition, food production accounts for 1/5 of global greenhouse gas (GHG) emission, which is set to double by 2050 (benchmark year 2015).

**Need**

We need to think about how we establish efficient and low GHG emitting food practices while reducing food waste.

**Data**

Percentage of the initial agricultural production lost or wasted, by cause\*



Region	Consumption (%)	Agriculture to retail (%)
United States	22%	30%
European Union	22%	11%
Industrialized Asia	17%	17%
Latin America	8%	17%
Sub-Saharan Africa	1%	10%

\*2015, selected regions and countries, FAO, Global Food Losses and Food Waste, 2013

**TARGET 12-3**



**TARGET 14-1**

14 LIFE BELOW WATER



**REDUCE MARINE POLLUTION**

UNDP

**Challenge**


By 2025, our oceans will hold one kilogram of plastic for every three kilograms of fish, and by 2050 the oceans will hold more plastic than fish, as plastic production is estimated to triple to 933 million tons by 2050 (benchmark year 2014). And estimated 80% of plastic entering the oceans comes after being used at land.

**Challenge**

We need to rethink the way we use plastic at home and in the industry with a focus on circular models, reusing or recycling plastic components along the value chain.

**Data**

Distribution of plastic consumption worldwide by end use\*



End Use	Percentage (%)
Packaging	41%
Building and construction	17%
Consumer	17%
Transportation	12%
Electrical/electronic	8%

\*2017, World Economic Forum, Science Advances 2017

**TARGET 14-1**



# Prioritise ideas

## Overview

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



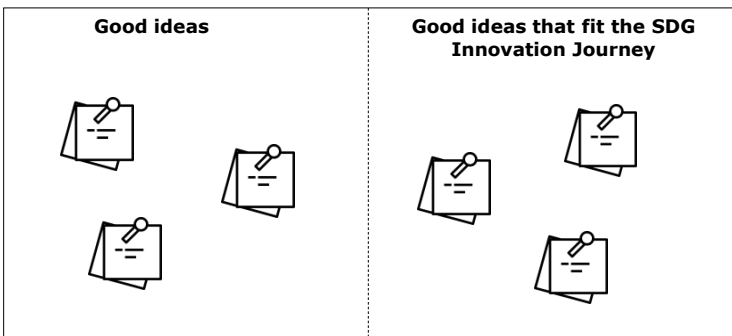
30 min



Post-its,  
markers

## Instructions

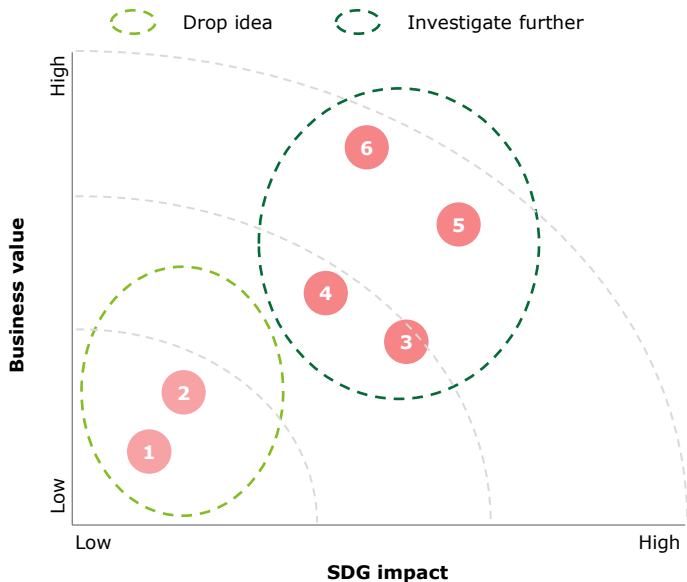
1. Place all ideas on post-its in a table like below.
2. Leave out ideas that are not well-suited for the SDG Innovation Journey, e.g. some ideas will be straightforward to advance for the company by itself. This could be a reason for making an idea unsuitable to pursue during this process.
3. Discuss the reasons for prioritising certain ideas and not others.



# Prioritise ideas

- Prioritise all ideas into the Prioritisation Matrix assessing potential SDG impact vs. business value.
- Discuss reasons for placing each idea at a certain place in the matrix.

## The Prioritisation matrix



# Case for change

## Overview

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



30 min



Markers, Case for change template


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## Instructions


- 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.
- 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.
  - Business value and expected SDG impact do not need to be quantified at this stage – identifying main drivers is enough.
- 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...

 The 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

---

1. Case for change

---
2. Business Model Canvas

---
3. Understand key stakeholders

---
4. Customer segmentation

---
5. Solution criteria

---
6. Sketch three solutions

---
7. Sounding Board and expert session(s)

---
8. Value proposition

---
9. SDG Impact Assessment

---
10. Fill in Business Model Canvas

# Agenda and tools



## DAY 2

---

11. Revisit Value proposition

---

12. Define market potential for solution

---

13. Define revenue model and cost structure

---

14. Reality check

---

15. Finalise Business Model Canvas

---

16. List and prioritise assumptions

---

17. Set up a Testing plan and agree on next steps

---

18. Agree on next steps

---

# Case for change

## Overview

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



15 min



Case of change, flipchart, markers

---

## 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...

 The 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.



10 min



Business model canvas

## 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 be updated continuously to reflect new insights and progress made during the process.










To the extent possible, the canvas should be filled out with sentences that can be readily understood. If it is just single words, it will be more difficult for other people to understand the business model/solution.

### 2. Explain process

Explain the program and the objectives of the Innovation Lab, i.e. the three outcomes 1) the Business model canvas, 2) a Testing plan, including 3) assigned responsibilities for driving the project forward after the Innovation Lab.

# Business Model Canvas

## Business Model Canvas

<p><b>Key partnerships/ suppliers</b></p> <p>Who are our key partners? Who are our key suppliers? Which key resources are we acquiring from partners? Which key activities do partners perform?</p> 	<p><b>Key processes &amp; activities</b></p> <p>What key activities do our value proposition require? Our distribution channels? Our customer relationships? Our revenue streams?</p> 	<p><b>Value proposition</b></p> <p>What value do we deliver to the customer? Which one of our customer's problems are we helping to solve? What bundles of products and services are we offering to each customer segment? Which customer needs are we satisfying? Which other stakeholders do we affect/bring value and how do we do it?</p> 	<p><b>Key resources</b></p> <p>What key resources do our value proposition require? Our distribution channels? Customer relationships? Revenue streams?</p> 	<p><b>Customer relationships</b></p> <p>What type of relationship does the customer expect us to establish and maintain with them? Which ones have we established? How costly are they?</p> 	<p><b>Customer segments</b></p> <p>For whom are we creating value? Who are our most important segments? Their characteristics?</p> 
<p><b>Revenue</b></p> <p>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?</p> 		<p><b>SDG Impact</b></p> <p>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?</p> 		<p><b>Cost</b></p> <p>What are the most important costs inherent in our business model? Which key resources are most expensive? Which key activities are most expensive?</p> 	

# Understand key stakeholders

## Overview



20 min

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



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?

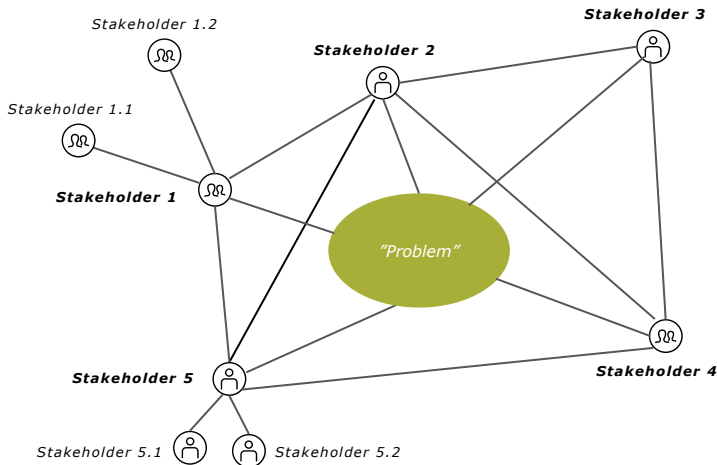
# Understand key stakeholders

## 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.



20 min



Flipchart,  
markers, pens

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## 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?

# Customer segmentation

## 2. Define specific customer segments

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.

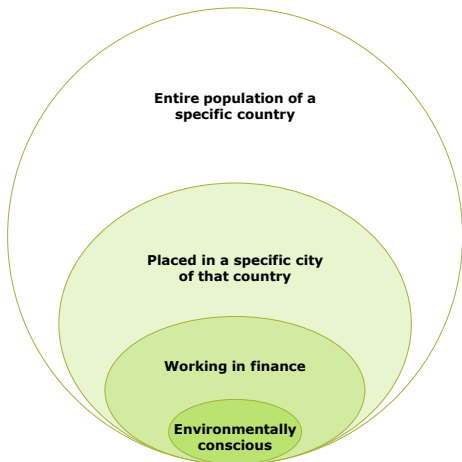
Qualities of a good customer segmentation:

- 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.

*Inspiration:*



# Solution criteria

## Overview

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



20 min



Flipchart,  
markers, pens

## Instructions

1. Develop customer profile(s) and design criteria  
Using the template, 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. Solution criteria

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.



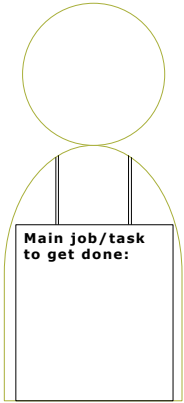
# Solution criteria

## Customer profile and Solution criteria

**Customer profile**

**Gains...**

- Gain 1
- Gain 2
- Gain 3
- Gain 4



**Main job/task  
to get done:**

**Pains...**

- Pain 1
- Pain 2
- Pain 3
- Pain 4

**Solution criteria...**

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

# Sketch three solutions

## Overview

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



45 min



Flipchart,  
markers, pens

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## Instructions

1. Brainstorm and sketch ways to solve the problem  
Solutions can be a product, service or process. Ask prompting questions to fuel the brainstorm of different solutions that address the pains and gains identified.

1. How can we address the problem in different ways and get the task done?
2. Should we design a product (physical or software)?
3. Should we design a service?
4. How can we improve the current processes?
5. Can we use new technology?
6. Do we need partners to develop/deliver the solution?

2. What would it take to make each solution ten times more ambitious and impactful?

3. Reality check / Devil's advocate

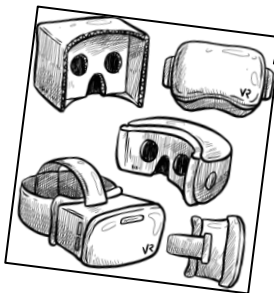
For each solution ask the following question: What are potential problems with the idea? How can they be addressed?

4. Impact

Remember to include how the solution impacts the SDGs.

# Sketch three solutions

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



# Sounding Board

## Overview

The Sounding Board is an opportunity for each company to receive feedback on the solution(s).



90 min



Materials produced so far

## Instructions

### 1. Prepare

Discuss what specific questions are relevant to get input on at this stage, for example:

1. Need: What are the needs of the customer?
2. Offer: What are the key elements of your solution?
3. Benefit: What tangible benefits does the offer hold to the user?
4. Economic sustainability: What are the economics of the solution?
5. Impact: How does the solution deliver impact on the SDGs?

Prepare 1-3 questions for the Sounding Board. Decide on who will note down the feedback on behalf of the group.

### 2. Engage with the Sounding Board

Present your solution and posters/sketches (20 min)  
Q&A and feedback (40 min)

### 3. Refine

Refine the solution based on the feedback, if relevant.

# Expert session(s)

## Overview

The expert feedback is an opportunity for each company to discuss relevant aspects of the solution and ask questions.



30-60 min  
(per session)



Materials  
produced so far

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## Instructions

### 1. Prepare

Discuss what specific questions are relevant to get input on at this stage based on the profile of the expert(s).

Prepare 1-3 questions for each expert. Decide on who will note down the feedback on behalf of the group.

### 2. Engage with the expert(s)

Present your solution and posters/sketches and ask questions (5 min)

Q&A and feedback (30-60 min)

### 3. Refine

Refine the solution based on the feedback, if relevant.

# Value proposition

## Overview

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



45 min



Value Proposition template, post-its, markers

## Instructions

### 1. Explain

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. Fill in

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 issues of the problem, you are addressing?
- How does the customer influence the problem?

### 4. Gains and pains

Benefits that your key customer desires and irritation before, during, or after experiencing the problem.

# Value proposition

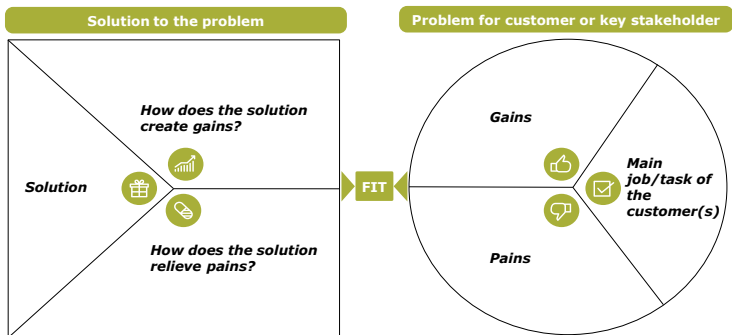
## 5. Solution

Describe what the solution does and how it creates value. Insert a sketch of the solution, if you have made one.

## 6. Fit

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



# SDG Impact Assessment



## Overview

Discuss the solution and potential SDG contribution by asking prompting questions.



30 min



Flipcharts,  
markers

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## Instructions

### 1. SDG impact

Leverage hand-out (poster with all SDGs) to guide the following questions:

- Which SDG challenges does your solution try to solve and through which mechanism?
- What is the likelihood of achieving the impact and how can it be scaled?
- What are the primary (1) and secondary (1-3) SDGs which the solution delivers a significant contribution to?
- How will you measure SDG impact? (be as concrete as possible, e.g. what types of indicators)

### 2. Risk of negative side effects

- When implementing your solution, might there be any unintended negative effects on society or the environment?
- How can they be reduced or avoided?



# Fill in Business Model Canvas

## 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.



60 min












Business Model Canvas, post-its, markers

## 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.
  - If possible, fill out the canvas with sentences that are readily understandable
  - 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

<p><b>Key partnerships/ suppliers</b></p> <p>What key activities do our value proposition require? Our distribution channels? Our customer relationships? Our revenue streams?</p> 	<p><b>Value proposition</b></p> <p>What value do we deliver to the customer? Which one of our customer's problems are we helping to solve? What bundles of products and services are we offering to each customer segment? Which customer needs are we satisfying? Which other stakeholders do we affect/bring value and how do we do it?</p> 	<p><b>Customer relationships</b></p> <p>What type of relationship does the customer expect us to establish and maintain with them? Which ones have we established? How costly are they?</p> 	<p><b>Customer segments</b></p> <p>For whom are we creating value? Who are our most important segments? Their characteristics?</p> 
<p><b>Key resources</b></p> <p>What key resources do our value proposition require? Our distribution channels? Customer relationships? Revenue streams?</p> 		<p><b>Channels</b></p> <p>Through which channels do our customers want to be reached? How are we reaching them now? How are our channels integrated?</p> 	
<p><b>Revenue</b></p> <p>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?</p> 		<p><b>SDG Impact</b></p> <p>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?</p> 	
<p><b>Cost</b></p> <p>What are the most important costs inherent in our business model? Which key resources are most expensive? Which key activities are most expensive?</p> 			

# Revisit the Value Proposition

## Overview

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



15 min



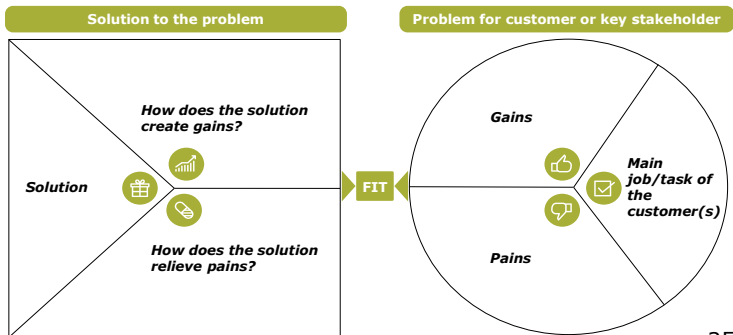
Value proposition template, post-its, markers

## Instructions

1. Ask if the company is still committed to work on the solution designed on day 1:

1. Are you still excited about the solution?
2. Have you had any reflections since yesterday?
3. Do you believe in the solution?
4. Have we overlooked something?
5. What changes should we make?

2. After making the agreed changes, briefly revisit and update the Business Model Canvas (if needed)



# Market potential

## Overview

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



30 min



Flipchart,  
markers

## 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 you 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 and 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.

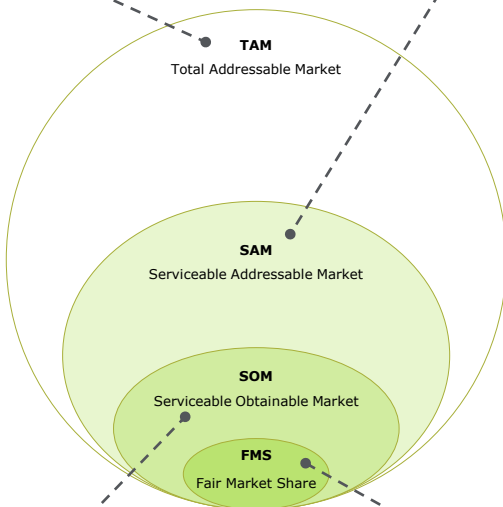
# Market potential

**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



**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

**How many customers do you expect to win when considering competition?**

# of customers x avg. spend = XXX kr./year

# Revenue and cost structure

## Overview

Design structure for revenue and costs.



30 min



Flipchart,  
markers

---

## Instructions

### 1. Brainstorm

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

For example by 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. Costs

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 models for inspiration*

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- Subscription model
- Freemium model
- Free model
- Marketplace
- Access over ownership
- Hyper market
- Experience model
- On-demand model
- Ecosystem

# Reality check

## 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. Differentiation from competitors

Consider the *Value proposition*, the *Customer relationships*, *Channels* (marketing and sales), *SDG Impact* of the Business model canvas.

Ask prompting questions:

- How do you differentiate the solution from competitors?
- Can you use features that competitors are using with success?

### 2. Feasibility

- Is it technically possible to build and operate the solution?
- Can we build/operate it ourselves?
- Can we source it from others? Is it easy?

### 3. Investment needed

- What is the investment needed to test a solution prototype?
- Can we finance the solution ourselves?
- Can we finance the scaling of the solution?

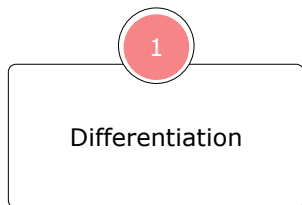


# Reality check

## 4. Capabilities

- Which organisational capabilities do we need to deliver the solution at scale?
- Do we have the core capabilities needed?
- Can we source the needed capabilities and/or partnerships?
- How easy is it to copy the solution? Is Intellectual Property (IP rights) important?

*Illustration: 4-step reality check*



# Finalise Business Model Canvas

## 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. Complete Business Model Canvas

Based on the previous exercises, complete the canvas and list all assumptions, uncertainties and questions.

### 2. Look for gaps

Go through the canvas and look for gaps:

- What have we not covered?
- Is the canvas updated? What are our new insights?

### 3. Fill in gaps

Use post-its to fill in the gaps to get 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. Relate the boxes to each other

Answer the questions below (see also next page) and consider how they impact on one another:

- Can we do it?
- Is there demand?
- Is it worth it?
- Should we do it?

# Finalise Business Model Canvas

<p><b>Key partnerships/ suppliers</b></p> <p>Who are our key partners? Who are our key suppliers? Which key resources are we acquiring from partners? Which key activities do partners perform?</p> <p><b>Can we do it?</b></p>  	<p><b>Key processes &amp; activities</b></p> <p>What key activities do our value proposition require? Our distribution channels? Our customer relationships? Our revenue streams?</p> <p><b>Key resources</b></p> <p>What key resources do our value proposition require? Our distribution channels? Customer relationships? Revenue streams?</p> 	<p><b>Value proposition</b></p> <p>What value do we deliver to the customer? Which one of our customer's problems are we helping to solve? What bundles of products and services are we offering to each customer segment? Which customer needs are we satisfying? Which other stakeholders do we affect/bring value and how do we do it?</p> 	<p><b>Customer relationships</b></p> <p>What type of relationship does the customer expect us to establish and maintain with them? Which ones have we established? How costly are they?</p> <p><b>Channels</b></p> <p>Through which channels do our customers want to be reached? How are we reaching them now? How are our channels integrated?</p>  	<p><b>Customer segments</b></p> <p>For whom are we creating value? Who are our most important segments? Their characteristics?</p> 
<p><b>Revenue</b></p> <p>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?</p> <p><b>Cost</b></p> <p>What are the most important costs inherent in our business model? Which key resources are most expensive? Which key activities are most expensive?</p> <p><b>Is it worth it?</b></p>  		<p><b>SDG Impact</b></p> <p>How does our solution contribute to the SDGs? Are there any negative impacts? How significant are the positive and negative impacts? Which SDGs does our solution positively impact?</p> <p><b>Should we do it?</b></p> 		

# List assumptions

## Overview

Now look ahead and consider all the assumptions you have made about the solution and business model so far.



20 min

Post-its,  
markers

---

## Instructions

### 1. Organise assumptions

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.

### 2. More assumptions?

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. Group assumptions

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?**



# Prioritise assumptions

## Overview



20 min

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



Flipchart, post-its, markers

## Instructions

### 1. Horizontal axis

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?
- Not change anything?

Place all assumptions on the horizontal axis.

### 2. Vertical axis

Draw the vertical axis of the *Assumption priority map*. Reflect on how confident you are that the assumption is true:

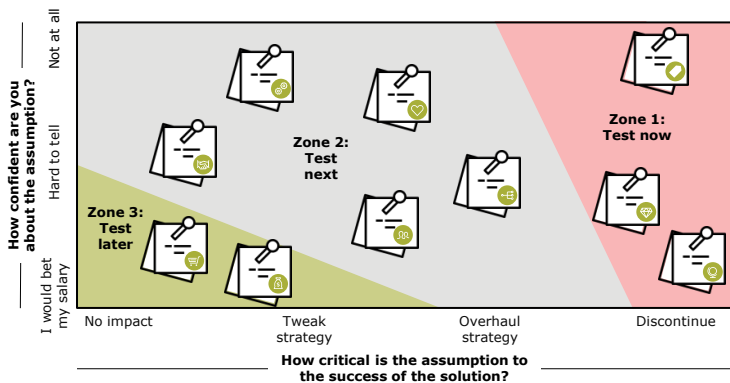
- Not at all?
- Hard to tell?
- I would bet my salary?

Move the post-its according to your discussions.

# Prioritise assumptions

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



# 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

## 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.
2. 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

Key components of successful tests:



Have falsifiable  
hypotheses



Declare outcomes  
upfront



Timebox



# Testing plan

## Testing plan

Questions & Assumptions	Methodology	Specifics	Metrics	Success criteria	Results	Response
Priority of assumptions to test in following order	How do you test the assumption?	Which stakeholders would you need to consult to validate the assumption?	By what metrics are you measuring (unit) the answers you receive?	What result(s) would be deemed successful?	What did you find when testing (measured by your results/specified metric)?	What action will take based on your results/learnings?
Priority assumption 1						
Priority assumption 2						
Priority assumption 3						
Priority assumption 4						

# Agree on next steps

## Overview

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



20 min



Flipchart,  
markers

---

## Instructions

### 1. Action plan

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

	<b>Actions</b>	<b>Responsible</b>	<b>Deadline</b>
1 week			
Next session			
6 months			



## Step 3

Describe the  
business case for  
the solution

# Agenda and tools



---

1. Recap and discuss results from test activities

---

2. Create the business case

---

3. SDG impact forecasting

---

4. 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.



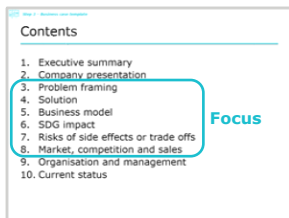
90 min



Business case template

## 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. The purpose of the exercises here is to get started building the business case. The generic business case template included here has 10 steps. At the workshop, focus on steps 3-8. The priority should be to build a coherent story and identify weak spots. As you get through the business case, you will probably find out where the story holds tight and where it needs more work.
3. Most business cases do 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.



# Create the business case

## Contents

---

1. *Executive summary*
2. *Company presentation*
3. *Problem framing*
4. *Solution*
5. *Business model*
6. *SDG impact*
7. *Risks of side effects or trade offs*
8. *Market, competition and sales*
9. *Organisation and management*
10. *Current status*

# Create the business case

## Executive summary

---



### Content

1. Give a brief outline of your solution and do the summary with the target group in mind – what do they need to know?
2. Why are you doing this project—what motivates you—why are you passionate about it?
3. Which environmental or societal challenge does it solve?
4. What are the management team’s great credentials?
5. Which great people are (potentially) already backing you?
6. What are the key features of the solution?



### Guide

- Make sure you describe the key features of your solution, e.g.
  - What is the business concept?
  - What is your competitive advantage?
  - Who are the stakeholders?
  - What kind of technology is used?
  - How does the solution fit the market?
  - What is the contribution to the SDGs?
  - What is your long-term vision?
  - What kind of capital is needed?
- Write this section last



# Create the business case

## *Company presentation*

---



### Content

1. Who are you? (Always start by introducing yourself)
2. What do you do (your company)?
3. What kind of business are you in?
4. Who are you? Who owns the company? Include and organizational diagram describing the ownership structure.
5. What is the company history?
6. How good are you at what you do? Present financial performance, if relevant
7. How does this solution align with your long-term strategy?



### Guide

- Focus only on question 6 and 7 if the business case is used only for internal use

# Create the business case

## *Problem framing*

---



### Content

1. Which societal, social or environmental problem(s) are you addressing with your solution? - Describe your problem by linking to the SDGs and in a way so people can connect



### Guide

- Use the SDG impact model to define the principal SDG target, other significant contributions and other positive development effects from your solution
- Use the Case for Change template developed in the beginning of the SDG Accelerator as input to your problem statement
- Minimize the use of heavy data and technical lingo
- Avoid describing a solution 'looking for a problem', but describe the real problem

# Create the business case

## *Solution*

---



### Content

1. How do you address the environmental or societal problem that you have defined?
2. Why is it a solution to the SDGs and not 'just' a solution?
3. Describe the main product/service – what does the solution consist of?
4. Who is the user and what is the value proposition?



### Guide

- Use content from the value proposition template and the business solutions canvas developed during the Innovation Lab as input
- Avoid in-depth technical description, just give a gist of "how"
- You are welcome to include sketches, photos or diagrams to explain the concept

# Create the business case

## *Business model*

---



### Content

1. How do you make money on the solution?
2. Who will pay you?
3. Through which channels?
4. What are the estimated gross margins?
5. What is the competitive advantage, technology, 'secret sauce' behind your solution?
6. What is the long-term vision if this venture is successful?



### Guide

- Use content from the value proposition template and the business solutions canvas developed during the Innovation Lab as input
- In general, a new untested business model can be scary to investors, so seek to explain in terms of what people already understand or know

# Create the business case

## *SDG impact*

---



### Content

1. Which primary SDG target does your solution have a positive impact on and how?
2. Which potential secondary SDG target does your solution have a positive impact on and how?
3. Are there additional positive development effects from your solution not covered by the SDGs (e.g. taxes, technology transfer, etc.)?
4. How will you measure and validate this positive impact?



### Guide

- Guidance for forecasting SDG impact can be found at the end of this document
- By clearly articulating and demonstrating how your solution makes a difference in a credible way, you can avoid accusations of 'corporate greenwashing'

# Create the business case

## Risks of side effects and trade offs

---



### Content

1. Consider trade-offs from your solution and risks of negative side effects
  - e.g.: A) sale of second hand clothes in developing markets can impact local producers; B) a product may be made from recycled ocean plastic, but is manufactured in a water-scarce region and processing requires far more water than alternative plastics.
2. Which are the risks of negative side effects from your solution? Should any be avoided completely?
3. Which side effects are deemed acceptable, and what is your plan to neutralize, minimize, or mitigate these risks?
4. Which partners will you collaborate with to mitigate risks?



### Guide

- Guidance for forecasting SDG impact can be found at the end of this document
- It is a challenge that almost every action can be framed positively as 'doing good', if the full context is not considered
- Good intentions are not enough to ensure that your solution results in unambiguously positive outcomes
- Validating potential downsides and risks of side effects of your solution is key to ensure real progress and to avoid that you unintentionally undermine or hinder progress towards the SDGs

# Create the business case

## Market, competition and sales

---



### Content

1. Convince the audience that you have an effective go-to-market strategy
2. How will you reach your customers/users?
3. How will your customers learn about your solution?
4. What is the market size for your solution?
5. Is off-take dependent on a single or a few buyers?
6. How will you price your solution?
7. What is the timeline for bringing your solution to market?



### Guide

- Use content from the value proposition template and the business model canvas developed during the Innovation Lab as input
- Include a view of your competitive landscape and major players
- Never dismiss your competition and never say that you have no competition
- Investors, customers, employees all want to know why you are better, not why competition is bad

# Create the business case

## Organisation and management



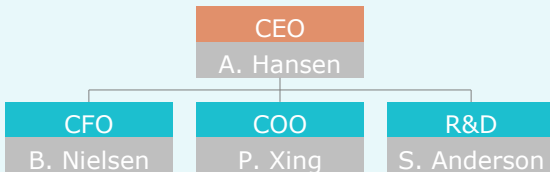
### Content

1. Who are the key internal stakeholders, investors, Board of Directors and potential advisors?
2. What are the skills needed and how will you fill them?
3. Which external partners are already onboard or could help accelerate the solution?



### Guide

- Don't be afraid to show up with a less than perfect team - all teams have 'holes'. The important issue is that you know that there are holes
- Include an organizational chart, if relevant





# Create the business case

## *Current status*

---



### Content

1. What is the current status of your work today?
2. What are your accomplishments to date?
3. How does the timeline look so far?
  - How will the money be used
  - Share details of positive momentum
  - Close the slide with a bias towards action



### Guide

- Only include this slide if relevant

# SDG impact forecasting



## Overview

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



60 min



SDG impact template, post-its, markers

## Instructions

SDG impact forecasting focuses on how the solution connects to the SDGs and how it will address concrete SDG challenges once integrated into the operative business.

1. Have everyone spend five minutes writing down all the sustainability impact effects they can think about on post-its.
2. Consolidate and group the post-its on the wall. Everyone now gets 3-5 dots they can allocate between the groups to identify most important sustainability effects.
3. The team now decides which should be chosen as primary and secondary effects – the company should focus on no more than 3 effects. The rest can be put into “other positive effects”.
4. For the top 1-3 targets fill out the SDG Impact template. Use the examples on the following pages as guidance, if that is helpful.

## *SDG Impact template*

---



### Primary SDG contribution

**SDG target**

**Impact  
Indicator**

**Unit of  
Measure-  
ment**

**'Do nothing'  
baseline**

**Forecasted  
impact  
target**

**How to  
validate  
impact**

# SDG impact forecasting

## *Introduction to SDG impact forecasting*

---

The objective of demonstrating SDG impact is to credibly forecast positive contributions from your solution on one or more of the 169 SDG targets. Contributions are divided into three impact categories.



### Primary SDG contribution

The primary SDG contribution focuses on 1 specific SDG target, i.e. the problem that the solution addresses, for example: A solution that focuses on reducing food waste at the consumer level and in production, could have SDG 12.3 as the primary SDG target.



### Secondary SDG contribution

Secondary SDG contributions include 1-3 other SDG targets to which the solution delivers a significant contribution, for example: A solution that works with reducing food waste while raising awareness of sustainable lifestyle among consumers could have a significant contribution to SDG 12.8.

# SDG impact forecasting

## *Introduction to SDG impact forecasting*

---

The objective of demonstrating SDG impact is to credibly forecast positive contributions from your solution on one or more of the 169 SDG targets. Contributions are divided into three impact categories.



### Other positive development effects

Other positive development effects include additional contributions to societal progress not covered by the SDG targets and as a direct result of the solution. These are for example: a) Local purchasing, b) Technology transfer, c) Local employment, d) Contribution to local infrastructure.

# SDG impact forecasting



## Example of SDG impact measurement



### Primary SDG contribution

<b>SDG target</b>	SDG 12.3: By 2030, halve per capita global food waste at the retail and consumer levels and reduce food losses along production and supply chains, including post-harvest losses.
<b>Impact Indicator</b>	Food waste reduced from production level and consumer level.
<b>Unit of Measurement</b>	Total cost of food purchase (DKK) Food waste delivered back from the consumer (tons) / Food waste from production (tons).
<b>'Do nothing' baseline</b>	Total cost of purchase of food products for production in August 2018.
<b>Forecasted impact target</b>	20% reduction in cost of purchase of food products for production per month in January 2020.
<b>How to validate impact</b>	Monthly tracking of cost of purchase through ERP system or similar.

# SDG impact forecasting



## Example of SDG impact measurement



### Secondary SDG contribution

<b>SDG target</b>	SDG 12.8: By 2030, ensure that people everywhere have the relevant information and awareness of sustainable development and lifestyles in harmony with nature.
<b>Impact Indicator</b>	Increased awareness on sustainable lifestyle and how to reduce food waste.
<b>Unit of Measurement</b>	% of total customer base who have been exposed to our initiative
<b>'Do nothing' baseline</b>	0% of customer base (totals XX) in year 0 (2019)
<b>Forecasted impact target</b>	10% of customer base in year 1 (2020), 30% of customer base in year 2 (2021)
<b>How to validate impact</b>	Launch online awareness survey before roll out of solution and hereafter every 6 months.

# SDG impact forecasting



## Example of SDG impact measurement



### Other positive development effects

#### **SDG inspired target or development effects**

Strengthen the technological capacity within consumers to move towards sustainable consumption and production.

#### **Impact Indicator**

Transferred technology to measure and reduce food waste.

#### **Unit of Measurement**

Number of users of new this technology

#### **'Do nothing' baseline**

0 users of technology in year 0 (2019)

#### **Forecasted impact target**

50 users of technology in year 1 (2020)  
100 users of technology in year 2 (2021)

#### **How to validate impact**

Continuous tracking of the number of users of the technology.



# SDG impact forecasting



## *Assess risk of negative side effects*

---

All solutions will potentially carry risks or negative side effects, either social, environmental or in relation to human rights. To ensure a positive contribution, assessing and managing risks from your solution is key. Make a plan for how you will minimize or mitigate environmental or social risks in a way that can easily be communicated to external stakeholders such as media, NGOs and other partners.

# SDG impact forecasting



## Assess risk of negative side effects

Consider trade-offs from your solution and risks of unintended negative side effects



### Examples of negative side effects

Sale of second hand clothes in developing markets may impact local markets negatively.

A new product may be made from recycled materials, but processing requires far more water than alternative materials and is manufactured in a water-scarce region.

A company has developed a solution that collects waste a debris from water ways, but has not thought of a solution for how to avoid that the waste piles up at the local landfill.

### Examples of mitigation

Partnering with a local NGO to assess risks from the initiative might reveal an alternative and more successful approach

Adjusting the design of the product, so it can be produced with a far less water consumption, and thus not affecting the local livelihood negatively

Partnering with a company or public entity that can treat the collected waste



## Step 4

# Acceleration workshop

# Agenda and tools



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1. Introduction (presentation)

---

2. First expert deep dive session

---

3. Second expert deep dive session

---

4. Wrap-up

---

# Expert deep dive sessions

## Overview

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



1 day



Materials produced so far

## Instructions

The purpose of the acceleration day is to identify the two most pressing issues for the companies/their projects and then addressing these during two 2½-hour sessions. The sessions could vary a lot, but a lot of companies will have the same kind of challenges. Each of the sessions should be led by a master facilitator/specialist in the specific area, and the master facilitator should provide the exercises (and preferably also set their team for the session).

Examples of expert sessions (elaborated on next page):



SDG impact



Partnerships



Piloting and testing



Consumer behaviour



Storytelling



Commercial viability



Financing

# Expert deep dive sessions

## Examples of expert sessions



### **SDG impact**

Understand how to define, measure, track and forecast SDG impact



### **Partnerships**

Explore working principles and how to engage in partnerships for your solution



### **Piloting and testing**

Learn how to create a Minimum Viable Product (MVP) and test it in the market



### **Consumer behaviour**

Learn more about your consumers and 'nudging' to impact customer/ user behaviour



### **Storytelling**

Learn the 'art' of storytelling and how to convey a compelling tale for your customer



### **Commercial viability**

Work with the revenue and cost model of your solution



### **Financing**

Learn about external funding opportunities and how to make an appealing case



## Step 5

Integrating the  
solution into the  
operative  
business

# Agenda and tools



---

1. Recap on the Business case

---

2. Develop a strategic roadmap

---

3. Split the solution into components

---

4. Project plan

---



# Strategic roadmap

## Overview

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



120 min



Flipchart,  
markers

## 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:

**FIT**

Aim of the solution/project:

# Strategic roadmap

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

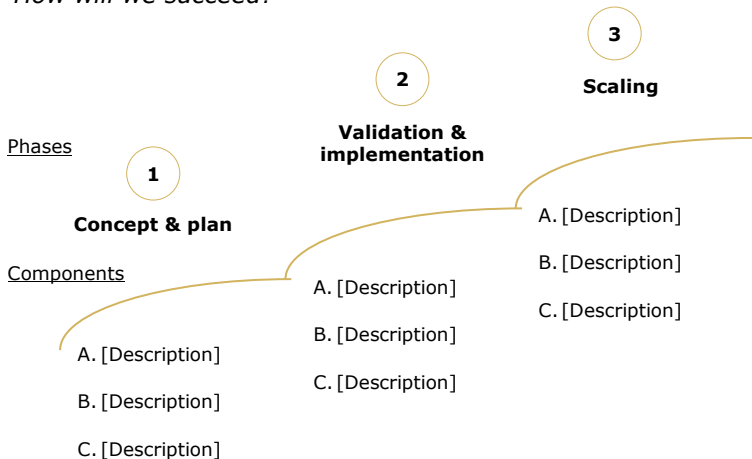
# Strategic roadmap

3. Decide on which overall phases the project must have to reach the goals. Then discuss specific components under each phase before moving on to the next phase.

A way to get started is to have everyone fill out post-its for 5 minutes, group them on the wall and divide into phases, components, milestones and activities afterwards.

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?*



# Strategic roadmap (cont.)

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*

### **Critical assumptions or roadblocks**

>date<

### **How to mitigate**

# Project plan

## Overview

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



30 min



Flipchart,  
markers

## 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.

### Phases

#### Phase 1

- Component 1
- Activity 1
- Activity 2
- ...
- Component 2
- Activity 1
- Activity 2
- ...

#### Phase 2

- Component 1
- Activity 1
- Activity 2
- ...
- Component 2
- Activity 1
- Activity 2
- ...

#### Phase 3

- Component 1
- Activity 1
- Activity 2
- ...
- Component 2
- Activity 1
- Activity 2
- ...

