THE DIN MODEL

THE TOOL FOR DEVELOPING SUPERIOR SOLUTIONS USING A DESIGN-DRIVEN APPROACH

WHAT'S THE PROBLEM

FRONT END

MINDSET

CONDITIONS

INNOVATIONS SPACE

CONCEPT DEVELOPMENT

GATE 1

GATE 2

GATE 3

GATE 4

IMPLEMENTATION

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0. THE DIN MODEL

WHAT IS THE DIN MODEL?

The DIN model is a tool for developing superior solutions using a design-driven approach. If you use this guide in your development process you will find that you achieve:

- Better and more innovative processes and outcomes
- Increased probability of implementation
- Improved user satisfaction

If you have limited or no experience with design-driven approaches you should involve a design firm.

WHY THE DIN MODEL?

Today, there is a wide range of cooperation models and development process to choose from. However, the general weakness in these models and processes is the implementation aspect. Far too many viable projects never get off the ground despite considerable investments. The Danish Design Centre decided to develop the DIN model in order to demonstrate the benefits of the design-driven approach.

By using the DIN model and thus applying a design-driven approach to your development process you ensure:

- That you address all the potential pitfalls, possibilities and limitations in the early stage of the project
- That you will be able to pause along the way to make the necessary adjustments
- That the entire project does not risk failure because of a particular factor that you neglected to consider
- That you set the right team
- That you focus on the users of the resulting solutions
- That the means match the end.

REMEMBER

This tool especially focus on the first phases (the innovation space and the front end) as the following phases are well-known development phases.
THE DIN MODEL PHASES

The DIN model consists of a series of phases and of ‘gates’.

Each phase contains a variety of activities and questions, which of course may vary, depending on what kind of problem you are working with or what ambitions you have for your solution. The DIN model does not give answers but ask the relevant questions.

In addition, your innovation project has to go through a series of gates to ensure that you have the right conditions in place to move forward and reach goals.

INNOVATION SPACE

Determining the mindset and conditions for development.

↓
FRONT END. Research, analysis and idea generation

↓
GATE 1

↓
CONCEPT DEVELOPMENT. Development of possible solutions

↓
GATE 2

↓
DEVELOPMENT. Developing and testing a design for the solution

↓
GATE 3

↓
IMPLEMENTATION. The solution must work among users and staff

↓
GATE 4

↓
ROLL-OUT. Knowledge sharing, cooperation and synergies between public institutions
THE INNOVATION SPACE

ESTABLISHING A BASIC FRAMEWORK

The innovation space consists of:

- A design mindset
- Key conditions.

**REMEmber**

It takes focus to create the right foundation and to comply with them throughout the project.

**IT IS CRucIAL THAT YOU**

- Spend time and resources on the innovation space and front end
- Gain knowledge and insight – perhaps more than you will need
- Take a very systematic approach during the two initial phases.
A DESIGN-DRIVEN APPROACH REQUIRES A DESIGN-DRIVEN MINDSET

This project phase involves establishing the mindset that should frame the entire process.

The general project mindset should be:

• Holistic
• User-driven
• Future-oriented
• Multidisciplinary.
HOLISTIC MINDSET

In any innovation process it is crucial to maintain a holistic mindset and to keep the larger context in mind. That leads to holistic solutions.

QUESTIONS

- Have all the important aspects of the issue at hand been addressed?
- Is there an understanding of the users’ contact points throughout the service experience?
- Have external aspects such as market factors, user needs, technology, suppliers, legislation etc. been considered?
- Have all the potential positive and negative effects of the issue been identified?

BRINGING EVERYBODY ON BOARD

The Municipality of Roskilde received assistance from the design agency CPH Design to create new procedures in relation to home care services. CPH Design used the method ‘relationship mapping’, which is a type of stakeholder analysis that ensures a holistic approach to the problem.

The method facilitates a clear overview and is used to visualise, describe and analyse all the aspects of the service in question. All stakeholders with relevant knowledge are included from the outset. This ensures that all essential aspects are addressed.

Method: Relationship mapping
Design: CPH Design
Client: Municipality of Roskilde
USER-DRIVEN MINDSET

You are developing a service or a product for a specific user group. Thus, there is no excuse not to keep this group in focus!

QUESTIONS

- Who are the most important users?
- How can the best understanding of the users’ experience be developed?
- How do the individual user groups perceive the current service?
- How should the users be involved in the project?

REMEMBER

Users often say one thing but do another!

- Chart your users’ experiences by filling out the template in Appendix 1.

SERVICE FOR PATIENTS WITH COPD

The Healthcare Centre of the City of Frederiksberg Sundhedscenter worked with the design agency 1508 and the design consultancy Odgaard Consult to examine how user involvement can improve services for patients with COPD (chronic obstructive pulmonary disease).

1508 involved all the relevant users, from patients, relatives and physiotherapists to social workers and budget directors. This approach created a sound basis for the new service structure for patients with COPD by addressing all the needs, barriers and potentials that were uncovered in the user studies.

Method: user involvement
Design: 1508
Client: The Health care Centre of the City of Frederiksberg
FUTURE-ORIENTED MINDSET

It is crucial to consider the intended future lifespan of the solution as well as the desired time frame of implementation. That leads to long-term solutions.

REGIONAL HOSPITAL OF RANDERS

The design agency Hatch & Bloom helped the Regional Hospital of Randers improve patient experiences for so-called ‘hybrid’ patients with improved and more closely coordinated treatment courses. Hatch & Bloom specifically addressed the future perspective of the generated solution. The new guidelines for the doctors and nurses responsible for hybrid patients were deliberately produced as physical cards rather than online applications, which would have been more future-proof.

Method: Deliberate consideration of the future perspective
Design: Hatch & Bloom
Client: Regional Hospital of Randers

Instead of waiting for the day when all doctors and nurses are equipped with iPhones and iPads, the designers chose a solution that could be implemented with ease within a time span of six months.

QUESTIONS

• What is the intended lifespan of the solution?
• What is the required implementation horizon?
• How can useful knowledge be obtained about the future?
• How can this knowledge be used to design a current solution as well as a draft for a future solution?
MULTIDISCIPLINARY MINDSET

It is essential to generate a solution that includes all the relevant types of competencies, both internally in the organisation and from external sources. That leads to coherent solutions.

1. THE INNOVATION SPACE / 1. 1. MINDSET / 1.1.4 MULTIDISCIPLINARY MINDSET

CITY OF AARHUS

The design agencies 1508 and 3PART worked with the City of Aarhus to improve services for citizens in the City of Aarhus. From service to self-service – that is the overriding idea in the project, which aims to optimise the interaction between citizens and authorities. 1508 deliberately went for a multidisciplinary team approach. Anthropologists, ethnographers, design researchers, service designers and others were included throughout the course of the project along with staff from the City of Aarhus.

The project includes everything from the design and planning of the new service shops to website design, design of self-service concepts for call centres, targeted communication etc. The strategic combination of know-how across business areas was the key component in ensuring quality and coherence in the design solution for such a complex task.

QUESTIONS

- Have the right competencies and professions/disciplines been included in the project?
- Should outside experts or partners be called in?
- How can efficient knowledge sharing best be ensured in the project?
- Are the required design competencies present?
CONDITIONS

Once the right mindset is in place, the next step is to establish the right conditions for the innovation process. This involves charting the challenges and potential pitfalls that the project may encounter along the way. That leads to targeted solutions.
LEVEL OF AMBITION

Ambitions are the overall objectives that you and your stakeholders have for the project and, not least, for the results. Before initiating the project, it is therefore important to establish a level of ambition shared by all participating parties.

- In brief and clear sentences: What are the ambitions for the project?
- Which internal and external stakeholders is it important to include in a clarification of ambitions?
- Based on the organisational framework (including the budget) and all the stakeholders’ wishes: What is a realistic level of ambition for the project?

LEGAL ASPECTS

You need to ensure that you are complying with legal requirements on things like public procurement, any conflicts of interest in connection with procurement, copyright to the solutions that you develop, rules on subsidies, confidentiality agreements, clauses, EU funds etc.

- What legal requirements are or could be important for the project? (E.g. bidding guidelines, copyright, patents etc.)
- Should the project for example be handled as one large assignment or as several smaller assignments? And is the necessary knowledge about pros and cons available internally in the organisation?
- What specifics need to be sorted out with the project partners?
- How can the funding needed to ensure the necessary legal conditions be secured?

FUNDING

A successful project and successful implementation require sufficient funding. It is also important, both initially and during the process, to determine how to provide funding for the implementation of the solution.

- Are all the project phases fully funded?
- Has funding for legal assistance, user surveys, adaptation and development of technologies, educational materials, external consultants etc. been considered?
- To what extent should the project be self-funded versus co-funded by partners and others?
- Does the budget allow for unforeseen costs?

REMEMBER

Law is a very complex area with many pitfalls, so be sure to explore every aspect, and use an expert.
1. THE INNOVATION SPACE / 1.2 CONDITIONS / 1.2.4 OBJECTIVES / 1.2.5 SUPPORT FROM MANAGEMENT / 1.2.6 POLITICAL AGENDA

**OBJECTIVES**

To ensure the right framework for the project it is necessary to set clear and unambiguous objectives. There is a big difference in terms and motivation for public institutions versus private companies and consultants. Therefore, it is important that everyone’s expectations and objectives are balanced with the reality that each of them is facing.

**SUPPORT FROM MANAGEMENT**

The success and implementation of the project depends on support from the management team within the organisation. Management should be part of the steering committee. However, it is important that you clearly define their role to avoid that the steering committee takes too much control of the process.

**POLITICAL AGENDA**

Widespread support for innovation projects in the public sector requires a good grasp of the political agenda. Projects in public sector institutions are more affected by political agendas than projects in the private sector, and political agendas can change rapidly, which can pose sudden challenges to the project and the support for it.

- What degree of support is required from management?
- What parts of the management team is it crucial to enlist support from?
- What role should management play?
- What objectives and effects are relevant to management?
- How and to what extent should the influence of the political agenda on the project be documented?
- Who is in charge of monitoring the political agenda throughout the project phases?

**REMEMBER**

If you lose the support of management, it is unlikely that you will be able to implement the project. In that situation, it is a good idea to put the project on hold until you have restored the support.
THE PROJECT MANAGER AND PROJECT MANAGEMENT

A competent, persistent and strong project manager is needed to guide the project safely to its completion. In addition to the overall project manager, it is also necessary to appoint relevant project managers and teams for each of the phases.

THE PROJECT TEAM

Relevant knowledge and competencies are included in the project by establishing a general project team.

STAKEHOLDERS

External support is secured by considering all the different needs in the group of stakeholders. Some stakeholders have positive conditions for being part of the project, for others it is more negative. Therefore, it is important to consider all the different needs in the group.

REMEMBER

The multidisciplinary team. Two heads are better than one – and several different heads are even better.
COOPERATION WITH OTHER ORGANISATIONS

Many different innovation projects take place in a variety of businesses and public institutions. Too often, projects are developed separately – even if they might cover the same exact area.

• What is the right makeup for the steering group?
• What is the role of the steering group?
• What competencies should the members of the steering group possess?
• Should everybody be involved in the individual phases or only on a general level?

• Are there existing related solutions that have been developed by other organisations?
• Are any existing solutions relevant to the issues involved in this project?
• Are there other public or private organisations that face similar challenges, and which may therefore benefit from this project?
• Can partnerships be established with any of these organisations, for example with a view to co-funding?
RESEARCH

– ACQUIRE KNOWLEDGE ABOUT THE PROBLEM AREA

Research encompasses a wide variety of approaches:

- Interviews
- Observations
- Photo journals
- User journeys
- Radical analogy

REMEMBER

Be systematic and objective.
INTERVIEWS

Interviews with users or other stakeholders produce knowledge about experiences, needs, products, services, etc.

Interviews can be ‘open’ or ‘closed’. Open interviews do not impose any limitations on the answers and thus they closely reflect the respondent’s own opinion. Closed interviews, by contrast, operate within a fixed framework, for example by offering a fixed set of answer options.

Closed interviews make it possible to confirm or dismiss specific claims and hypotheses, but overall they produce less nuanced information. Open interviews produce more nuance and more in-depth insights. However, they are more time-consuming and require more resources, as they generate a large amount of unstructured data that has to be processed.

COOPERATION ACROSS THE BARS

The design agency VIA Design, COWI and the Danish Prison and Probation Service carried out the joint project ‘Samarbejde på tværs af tremmerne’ (Cooperation across the bars). The goal was to improve the working environment for prison staff.

To improve their understanding of conditions, the project team conducted interviews with staff and inmates in two test sections in the state prisons of Nyborg and Kragskovhede. The interview findings formed the basis for additional research and the development of solutions.

RECOMMENDATION

Involve a design firm, as they have a holistic approach to interviews and skills in questioning.
Observation involves observing users in their everyday lives and on their terms. There is a difference between what users say, and what they actually do.

Observations can be carried out in a variety of ways:

- ‘Fly on the wall’: the researchers observe the users’ behaviour without intervening.
- Participant observation: the researchers observe the users while asking questions about the motivations behind their actions.

The observations found that placing excessive emphasis on efficiency and existing systems and not enough emphasis on the human aspect led to less than optimum patient experiences.
PHOTO JOURNALS

A form of self observation where the users shoot videos, take photographs and write down their reflections on a product, a service or other solution. At the same time, the user carries out specific tasks, such as keeping a journal. Photo journals are an obvious choice when examining personal or perhaps even intimate aspects of everyday life.

THE EVERYDAY LIFE AND EXPERIENCES OF PATIENTS

The design agency Designit worked with Odense University Hospital on a project to enable patients to be more active and independent. One important tool for the designers was the use of photo journals, which were used to document the everyday life and experiences of patients/users. This user-generated information offered unique insights into the users’ deliberate and more unconscious behaviour. The designers used these insights in their efforts to identify the real issues and create appropriate solutions.

Design: Designit
Client: Odense University Hospital
USER JOURNEYS

A method that seeks to chart the entire process surrounding a user’s ‘journey’ through a product or a service.

WHAT IF...?

The design agency AKP Design developed the underlying concept for a project aiming to improve quality of life for a group of people with multiple disabilities in the assisted living facility Nexøhuset on the Danish island of Bornholm.

In the project, the agency used the method of user journeys to generate and refine ideas. Thoughts were tossed around, in the form of ‘What if...?’ questions. These loose ideas were not necessarily developed but contributed to a larger pool of ideas which the participants and designers drew on to create the actual solutions.

Design: AKP Design
Client: Regional Municipality of Bornholm
RADICAL ANALOGY
A comparative tool that challenges people’s descriptions and perceptions of themselves and their surroundings. Setting up a comparison with something different but familiar gives an idea of the experience that the solution should offer the user. That makes it easier to look beyond the familiar situation, existing systems and preconceived notions.

THE GOOD KITCHEN
With the project ‘The Good Kitchen’, Hatch & Bloom developed improved solutions for meal services and home care for senior citizens in the Municipality of Holstebro. Among other things, they used the method of ‘radical analogy’. Together with users and staff, they based their work on something that was different, yet familiar: a restaurant, and developed ideas based on the outcomes of this analogy.

They played with the restaurant concept and developed ideas by comparing the workplace with the restaurant space, the staff with restaurant chefs, the senior citizens with paying diners, and the drivers and care providers with waiters. This produced new perspectives on the criteria that the solution had to meet in order to make sense for both the users and the staff.

Design: Hatch & Bloom
Client: Holstebro Municipality
ANALYSIS

– LOOK FOR NEW KNOWLEDGE AND NEW PATTERNS

Analysis is a means of highlighting the information that is essential for the project.

REMEMBER

Do not be biased. Be open to the conclusions drawn from the analysis. Look for new knowledge – rather than knowledge confirm something you already know.
DATA SORTING

Data is sorted, for example alphabetically or based on quantitative, measurable parameters such as time, situation, age, geography or personal income. Data sorting clarifies the data and facilitates search functions. That makes it possible to glean new knowledge about user behaviour instead of simply confirming existing knowledge.

WHAT IS THE CONNECTION?

Together with the Danish Enterprise and Construction Authority and Copenhagen Living Lab, the design agency 1508 created the concept ‘Klart Smart Start’ (Ready Smart Start), which prepares children and parents for the children’s enrolment in preschool. In the project, the design agency used data sorting to chart needs and behavior in children and parents.

The data sorting gave the designers an overview of large amounts of information and alerted them to the parents’ overlooked need for better service and more fluid and dynamic modes of communication. This facilitated the search for the right solutions.
PATTERN ANALYSIS

In pattern analysis, the data is challenged with a sorting technique based on qualitative parameters such as intention, motivation, emotions etc. Pattern analysis often follows data sorting.

IS THERE A PATTERN?

Together with Dansk Retursystem, the design agency VIA Design has created a new system for handling recyclable bottles and bottle deposits. The designers used pattern analysis to systematically uncover links and new patterns in large amounts of user data. That gave them an overview and insights into the users’ current use of the deposit and return system that enabled them to generate new solutions. Among other things, it became clear that the system needed to become more transparent and user-friendly, and that it should integrate new functions.

Design: VIA Design
Client: Dansk Retursystem A/S
PERSONAS

Creating one or more fictitious persons to represent the core values of various users. Personas reflect similarities with regard to demographics, attitude, behaviour, etc. The approach offers a useful tool for understanding the users’ needs and wishes.

WHO IS THE USER?

The North Denmark Region, the change agency WORKZ and the design agency Knud Holscher Design worked together in a project to improve emergency healthcare services in the North Denmark Region. To give the staff a clear impression of the patients they work with, the designers introduced the use of personas.

They introduced a number of patient types: ‘family with a child who has asthma’, ‘lonely man with social needs’, ‘inebriated Norwegian with a possible concussion’ and ‘elderly woman with diabetes’. The use of personas provided a good basis for developing much more nuanced solutions based on real and specific user information and needs.

Design: Knud Holscher Design and WORKZ
Client: The North Denmark Region
2. FRONT END / 2.2. ANALYSIS / 2.2.4 SERVICE BLUEPRINT

SERVICE BLUEPRINT

The goal is to uncover the particular stages on the ‘journey’ through a service that leave room for improvement, that is, the aspects that designers should focus on as they develop ideas for improvements.

ARE WE FOCUSING ON THE RIGHT FEATURES?

The design agency 1508 helped Vaeksthus Southern Denmark with the project Pust liv i drømmen og væksten (Breathing life into dreams and growth). The goal is to develop solutions that enable Vaeksthus Southern Denmark to help entrepreneurs realise their growth potential. The designers used service blueprints to identify the most important focus points in the entrepreneurs’ ‘journey’ through the service process. This valuable data enables the designers to chart an ideal process, discover solutions that would enable the consultants to offer bespoke guidance to the clients and develop ideas for targeting the communication more directly to needs of the entrepreneurs.

Design: 1508 A/S
Client: Vaeksthus Southern Denmark
TOOLS

– BUILD NEW KNOWLEDGE AND CONCEPTUALISE

Using the right tools leads to the right solutions. The following tools ensure the right design-driven approach throughout the front-end phase:

REMEMBER

Think outside the box.
IDEA GENERATION

Idea generation is used to create, develop and communicate new, viable ideas.

BRAINSTORMING
In a brainstorming process, all ideas are welcome, and all ideas are necessary. Brainstorming is a tool for working systematically with a large number of ideas. It is an ideal way of covering every angle on important topics related to the challenges at hand.

The goal is to generate a pool of good ideas. It helps to divide the brainstorming session into stages:

1. Shoot from the hip – the sky is the limit
2. Impose a restriction – for example, “The yield should be realistic within the existing parameters.”
3. Hand out stickers to the participants, and have them use the stickers to assign points to their favourite ideas.

CO-CREATION
Create solutions with the users rather than for the users.

VISUALISATION

Visualising ideas help create a common language. A picture often says more than a thousand words.

RAPID PROTOTYPING

Envision it.

Rapid prototyping means quickly constructing a physical model or prototype of a potential solution.

REMEMBER

Take a helicopter perspective, think outside the box, don’t let yourselves be fenced in – be open-minded. And include a wide range of different competences in the idea generation process – take a multi-disciplinary approach.

REMEMBER

Avoid giving the participants too much information ahead of the process, and avoid setting up too many requirements and restrictions. The path to the best ideas goes through the many ideas.

REMEMBER

The more the process allows you to create prototypes along the way, the better. That makes it much easier for you to assess the quality of an idea.
SCENARIO DEVELOPMENT

Develop an overview of the overall solution. Scenarios explore and visualise the use and users of a product or service in various environments and situations. This offers a coherent impression of several applications, which enhances the understanding of the benefits and any negative effects of the introduction of a new solution.

The scenario method is particularly helpful in the development of service solutions. Scenarios can be developed using a variety of means, including diagrams, stories, pictures, etc.

CONCEPTUALISATION

A shortcut to viable solutions. Conceptualisation involves proposing one or several potential solutions at an early stage in the development process. This offers an early indication of the viability of the solutions and creates a better basis for deciding whether the idea should be developed further or scrapped. With additional experiences, the concepts can be elaborated and adjusted.

GENERAL POINTS ABOUT TOOLS

• Get up in that helicopter, and always keep an open mind. Include a wide range of competencies in the process of idea generation – take a multi-disciplinary approach.

• Avoid giving the participants too much information ahead of time, and avoid imposing too many requirements and restrictions. Generating a large number of ideas is the way to generate the best ideas.

• The solutions that are developed in cooperation with the users will be unique, because the people who use a solution are familiar with the needs.

• Different people may have very different interpretations of the same word. Visualisations and images help build a shared language.

• The more steps in the process that lend themselves to prototyping, the better. That makes it much easier to assess the viability of a given idea.

• Scenarios are a way of visualising and communicating the holistic approach to the solution.

• Conceptualisation is a shortcut to determining the viability of an idea and enhancing solutions. Conceptualisation makes products and services more marketable and easier to implement.
GATE 1

HOW ARE WE DOING?

Now you have to value and understand the quality of your findings and work so fare.

It is now that you will decide whether:
1. The project will continue
2. The project must be stopped temporarily
3. The project should be completely dropped

It is important that you are now are using your mindset and the conditions which you set in the Innovation Space in order to assess:

- In what way have we worked based on the design-driven approach?
- How high is the quality of the working methods of the first phases?
- What business rationale have we identified?
- What’s the situation concerning our condition?
- What is our plan of action for the remaining phases?

REMEMBER

A gate is not about control but about taking a systematic approach and using the right methods to ensure a good and ultimately operational solution.
GATE MINDSET

Reflect and adjuster. Determine what you can and need to do, and where you need to devote more resources.

• In which ways has the work been based on a holistic approach? Fill out the form in Appendix 2.

• In which ways and to what extent has the work been user-driven?

• How has the future perspective been addressed?

• To what extent has the approach been multidisciplinary, and what contribution has that made?

GATE CONDITION

The premise measurement checks the key premises for carrying out a successful innovation project.

• Is the level of ambition unchanged? Does it need adjusting? And why? Fill out the form in Appendix 3.

• Have any legal aspects proven relevant already now – or are any set to become relevant in the near future?

• Is the funding still in place? Is there a clear picture of the resources required?

• Are the individual and common objectives still the same? Are adjustments called for?

• Is there still support from management?

• Have there been any changes in the political arena?

• Has the project taken on a different character in a way that places new demands on the project manager?

• Has the project taken on a different character in a way that calls for changes in the competencies or make up of the project team?

• Are there any new relevant stakeholders? If so, what new issues does that raise?

• Does the steering group still have the necessary competencies to guide the project safely to its completion?
GOALS AND SUBSIDIARY GOALS FOR STAKEHOLDERS

Subsidiary goals are very important for securing buy-in to the project and ensuring that the overall goals are met.

ACTION PLAN FOR THE PROJECT

It is important to have an action plan from the outset that is updated on an ongoing basis as you reach each of the gates.

Fill out the form in Appendix 2 and 3.

REMEMBER

The model contains gates because gates equal systematic methods that guide the project safely through to implementation.

OBJECTIVES AND SUBSIDIARY OBJECTIVES

Clarify shared project objectives as well as individual stakeholder objectives. Based on the stakeholders you identified under PREMISES, work out objectives and subsidiary objectives – for yourselves and in cooperation with the stakeholders.
CONCEPT DEVELOPMENT
You have now decided to continue with your project. It is time to move to the concept development phase. In this phase you work on the results from the innovation space and the front end phase. On that basis you now develop two to three concepts, which represent potential solutions. This involves:

- Articulating the concept
- Visualising the concept
- Gradually expanding and transforming the concept
- Achieving specific insights into how the concept creates value for the user
- Achieving insights into how the concept optimises working processes
- Working with potential barriers and issues related to the concept

In the concept development phase you can use a wide variety of methods and tools. Here, it may be helpful to use some of the tools that were introduced during the front-end phase:

- Visualisation
- Conceptualisation
- Rapid prototyping
- Scenario development

Here, we guide you through three aspects that may prove crucial to the viability of your solution.

FROM WASTE TO RESSOURCE

The project ‘Hold Danmark Rent’ (Keep Denmark tidy), which was spearheaded by the design agency Goodmorning Technology, aimed to use a design-driven approach to solve the problem of littering in Danish roads and lay-bys. The design agency used strategic concept development, and among the outcomes was a concept for a new business model, called ‘Rene Veje Bank’ (Tidy Roads Bank; RVB). The idea is that motorists should be able to turn in their waste in return for points that can be converted to goods like coffee or petrol. RVB would collect and transport the waste and sell it to incineration plants that would turn it into power. This simple solution aimed to turn waste into a resource.

This example illustrates the conceptualisation of a solution. At this stage in the process, visualisation is used to convey how a given solution might work in real life, what it would look like, and, not least, how it would be meaningful to the users. The goal is to provide an illustration of the solution that is as realistic as possible.
AESTHETICS

Expression and content of a solution, an object or a service.

In your case, aesthetics is not just about whether something ‘looks nice’. Here, aesthetics is about whether both the visual expression and the content of a solution, an object or a service appeal to the users’ positive emotions.

QUESTIONS

• Are the main and subordinate processes in the solutions compatible?
• Is the solution intuitive?
• Is the solution self-explanatory from a user perspective – does it make sense at first glance?

REMEMBER

Aesthetics is often subjective, which makes it essential to involve the users in this phase and to test the aesthetic expression on the users.

TANBIGILITY

A solution or a product appears very differently in the real world than it does on paper. It is therefore important to translate your idea into physical form, for example by means of prototyping.

FUNCTION

While aesthetics provides the immediate understanding of the solution as a whole, function is more complex. Therefore, to assess the functional aspects of your solution, you need to assess whether the individual elements work together and are naturally dependent on each other’s outcomes.

QUESTIONS

• Does the solution work in practice?
• Do the underlying processes and subordinate processes mutually support each other and contribute to the practical function of the solution?

REMEMBER

Here it is essential to take a multi-disciplinary approach to make sure that the solution works in every regard.
GATE 2

You have now reached the second gate, where you decide whether the project should continue, be suspended or be abandoned.

REMEMBER

The rest of the process follows the procedure from Gate 1.

It is important to complete this step, as the outcome will vary in relation to Gate 1 due to added knowledge and as a result of the process.
It is now time to implement the concept that you have selected and developed during the initial phases.

- Draw up a detailed plan for the new service or the new product forming a concrete design
- Draw up a plan for involving other departments, users and super-users testing the new service or the new product.

IMPROVED SERVICES FOR CITIZENS

In close cooperation with the design agencies 1508 and 3PART, the City of Aarhus has developed new service solutions for its Citizens Services. In cooperation with potential users, the project partners developed a service design solution that optimises interactions between citizens and local government.

The key idea behind the two new service shops, called Citizens Services, is to go from full service to self-service without any loss in service quality. This combines increased efficiency with improved services for citizens by means of digitisation and new service process designs. The case example illustrates the development phase. At this stage in the process it is important to develop solution scenarios that are as close to real-life situations as possible with the primary goal of testing, adjusting and completing.

Design: 1508 and 3PART
Client: The municipality of Aarhus
**TECHNICAL DOCUMENTATION**

Draw up a technical document that describes the more technical aspects of the product/service you are developing.

**HIGH LEVEL DESIGN**

You need to develop a so-called high-level design, which outlines all the systems, processes, platforms etc. that the solution needs to be a part of or which it depends on.

**DETAILED DESIGN**

A detailed design gives the project team an overview of a service as well as the underlying process. It is helpful to create a matrix specifying each step of the process with its related procedure, technology, system, tool, checklist, involved and responsible parties etc.

**INSTALLATION MANUAL**

We recommend that you create a manual for the installation of a service. Here, you need to focus on the practical implementation of the individual components of the solution.

**USER MANUAL**

A user manual is a technical document describing how the service should work in practice. It is intended to help those involved in designing, delivering and, not least, using a given service.

**TIP**

Models and tools for developing the technical document can be found in many different versions on the Internet

**REMEMBER**

The shorter the user manual, the better. Avoid making the manual an end in itself.
CONCEPT TESTING

Your concept is now close to being fully developed, and it is time to test the overall process that the concept involves. This means involving the staff, new and existing technological tools and the users.

TEST PLAN
To test a concept you should use the three following methods in the order they are listed:

- In-depth test
- Broad-spectred test
- Roll-out test

TEST REPORT
The test report ensures a systematic test procedure and therefore needs to contain considerations of:

- Process flow (do you and your suppliers find the procedures to be optimal?)
- The service in use (with users and super-users)
- Flaws and omissions. Models and tools are available on the Internet in many different versions.

THE TEST ITSELF
It is time to initiate the process of testing your concepts, which may involve a variety of methods:

- Workshops
- Simulations
- Observations

TEST EVALUATION
Now you need to systematically chart the strengths and weaknesses your tests uncovered.

Based on your tests, you then decide whether to alter, add or remove elements or aspects of the existing solutions.

REMEMBER
Your craft – function and aesthetics.
To create optimum conditions for implementation and for the future operational use of the solutions you need to draw up the following plans:

- Production plan
- Distribution plan
- Launch plan

**PRODUCTION AND DISTRIBUTION PLAN**

Based on your tests, you need to decide whether to alter, add or remove elements or aspects from the existing solutions.

**LAUNCH PLAN**

The launch plan gives you a realistic picture of the requirements you need to meet to implement the solution and an overview of:

- The necessary initiatives
- The time aspect
- The necessary resources for launch and implementation

**REMEMBER**

Draw up a revised funding budget.
GATE 3

Now it is time to assess, address and adjust again. At this point, it is hopefully clear that the project should go ahead.

Nevertheless, it remains important to pause and assess the project, the project framework and the potential pitfalls.

REMEMBER

The rest of the process follows the procedure from Gate 1.

It is important to complete this step, as the outcome will vary in relation to Gate 1 due to added knowledge and as a result of the process.
Now you need to make sure:

- That the new solution is embraced by the users
- That the users in fact experience an improvement in comparison with previous solutions
- That you train any super-users and staff to prepare them for their new roles (using brochures, training materials, workshops etc.)

REMEMBER

Just one bad user experience soon leads to more and may therefore jeopardise the entire project. Draw up a general implementation plan that outlines:

1. Working meetings with the project team and selected members of staff
2. Adaptations to the needs of various departments
3. Common kick-off event
4. Informative workshops, ideally in an off-site location

REMEMBER

To apply with a multi-disciplinary and user-driven mindset.

THE GOOD KITCHEN

Together with the Municipality of Holstebro, the design agency Hatch & Bloom developed a service design solution that includes virtually all aspects of the meal delivery service in the municipality. Research provided added user insight and facilitated the establishment of a dialogue between the kitchen and the customers, which promoted the successful implementation of the project.

The service solution, The Good Kitchen, includes new customer-relevant and inspiring communication as well as new procedures for the cooperation between the kitchen, home care providers, nursing homes and the referral unit.

This example illustrates the implementation of a development project. At this stage in the process, visualised action plans, information materials and educational workshops aimed at staff, information meetings and other initiatives are in place to ensure that the development process makes the transition to daily routine procedures.

Design: Hatch & Bloom
Client: Municipality of Holstebro
8. IMPLEMENTATION / 8.1 WORKING METHODS / 8.2 CHANGE MANAGEMENT / 8.3 IMPLEMENTATION PLAN

WORKING METHODS

It takes a strong plan and the right degree of involvement from the right parties to ensure a good implementation where your solution is integrated into the organisation and embraced by stakeholders, users and any suppliers.

Use the following methods in the order they are listed:

- Workshops
- Working meetings
- Kick-off event (the general framework is presented to all relevant members of staff, super-users and any suppliers. This takes place at a common kick-off event, which is held when all the main components are in place)
- Away day (it may be helpful to stage the launch of the solution in an off-site location to achieve a stronger focus among the staff)
- Forums/communities (among the staff to ensure knowledge sharing and dialogue).

CHANGE MANAGEMENT

It is important to focus on change management to create optimum settings for the people who are involved in the implementation and to ensure that they understand and take ownership of the rationale behind your solution and the changes it involves.

IMPLEMENTATION PLAN

Draw up a detailed and systematic plan for the implementation phase with an emphasis on the following:

- The necessary activities (such as training, presentations, workshops etc.)
- A communication plan with the most important dates
- An overview of the necessary resources
- Measuring units to enable the necessary monitoring of the process
- Description of appropriate management set-up

REMEMBER

Review and align the implementation plan in cooperation with the steering group for your innovation project.
RESOURCE OVERVIEW
Ensure a detailed overview of the required resources for a good implementation.

THE OVERALL IMPLEMENTATION PLAN
Develop and implementation plan, which should be targeted at the project team for the innovation project and at the steering group.

KNOWLEDGE SHARING AND SHARED PRACTICES
There will be certain front-runners from your multi-disciplinary team who can be characterised as ambassadors. Now it is time for them to spread the message in their individual departments.

REMEMBER
Shared understanding across professional boundaries is crucial to successful implementation.
You are now at the final gate. It is time for you assess, address and adjust the solution and determine whether it is ready for roll-out.

Gate 4 is also the phase where you can conduct a preliminary project evaluation. The overview that you form of the project now is essential for the final phase, which is project roll-out.

Here, experiences will play a valuable role and help you adjust the solution to other institutions.
ROLL-OUT

Knowledge sharing, cooperation and synergy between organisations are often lacking in innovation projects, especially in the public sector. That is a phase you are now about to embark on.

ROLL-OUT IN OTHER ORGANISATIONS

After a successful implementation in the public institution or private company, the innovation project is now ready to be fully rolled out across the partner organisations.

This phase is crucial for enabling you to exploit the full potential of your project. In the roll-out phase it is therefore essential that you activate the partnerships you have established with other organisations that stand to benefit from your solution.

WORKING METHODS

Also in regard to implementation and roll-out in the partner organisations, it is important to use the right working methods to ensure that the solution meets with the right reception and commitment:

• Workshops
• Working meetings
• Kick-off event
• Away days (it may be helpful to hold the launch of the solution in an off-site location to achieve a stronger focus among the staff)
• Forums/communities (among the staff to ensure knowledge sharing and dialogue)

To roll out the project beyond your own institution, you need to consider the following:

• Are there existing related solutions elsewhere?
• Are there other public institutions and private companies acing the same challenge as we are that would stand to benefit from our project?
• Can we build partnerships with some of these institutions, for example with a view to co-funding?

TIP

Since the partner organisations may be geographically widely dispersed it is a good idea to establish an online forum.
DEVELOPMENT ACTIVITIES

The changes in culture and the need for employees to take on new roles and responsibilities will be among your biggest challenges to implementation in other organisations.

CHANGE MANAGEMENT

One of the biggest challenges for rolling out your solution is the staff in the individual partner organisations. They are removed from their normal context, and that can spark resistance – even if the changes are beneficial to them in the long run.

IMPLEMENTATION PLAN

Draw up a detailed and systematic implementation plan for the roll-out phase, also for the individual partner organisations, emphasising the following:

- The necessary activities (training, performance, workshops etc.)
- A communication plan with most important dates
- An overview of the necessary resources
- Measuring units to enable the necessary monitoring of the process
- Description of appropriate management.

RESOURCE OVERVIEW

Assess the resources individually:

- Time
- Labour
- Funding
- Materials
- Space
- Information

OVERALL IMPLEMENTATION PLAN

Develop an overall implementation plan, which the individual partner organisations need to draw up and check with the project team for the innovation project and with the steering group.

KNOWLEDGE SHARING AND SHARED PRACTICES

Your multi-disciplinary working teams in the individual partner organisations will have produced a number of ‘ambassadors’. Now, it is time for them to spread the message in the individual partner organisations and their respective departments.

REMEMBER

Some roles will disappear as a consequence of the roll-out, but on the other hand, new and exciting roles will emerge, which will promote job satisfaction for the staff in the partner organisations.

REMEMBER

There are differences between your organisation and your partner organisations, but good communication and an understanding for differences can help ensure a good project roll-out.

REMEMBER

Review and align the implementation plan in cooperation with the steering group for your innovation project.

REMEMBER

A shared understanding across professional boundaries is crucial for a successful roll-out and implementation in the individual partner organisations.
APPENDIX 1 / USER EXPERIENCE

It is important to document the full range of user experiences. A user is not only the end-users of a product or a service. Users also include super users, support staff etc. In many cases, the users who are involved with a solution in various ways will have very different needs and preferences.

The best way to develop a full understanding of the full range of user experiences is to map out the various phases, including critical activities and who has the mandate to make which decisions.

A given service consists of multiple activities. In case of a meal service, this will include buying/ordering ingredients, preparation and planning, all of which involve external partners, especially in food pick-up and deliveries.

The meal service example illustrates that public institutions have to acquire knowledge about the users from their suppliers and any super users. Develop an overview of your users’ experience by filling out the template below.
APPENDIX 2 / MINDSET

Assess to what degree you apply the right design-driven mindset. Describe your progress and approach. That will give the steering committee a basis for evaluating your efforts.

HOLISTIC MINDSET

<table>
<thead>
<tr>
<th>ACTION</th>
<th>HOW HOLISTIC IS YOUR APPROACH?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Innovation space</td>
<td>Gate 1</td>
</tr>
<tr>
<td></td>
<td>Gate 2</td>
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<tr>
<td></td>
<td>Gate 3</td>
</tr>
<tr>
<td></td>
<td>Gate 4</td>
</tr>
</tbody>
</table>

QUESTIONS FOR REFLECTION

- In what way is our approach holistic?
- Do we address ALL the important aspects of a problem?
- Including external aspects?
- And internal aspects?
USER-DRIVEN MINDSET

QUESTIONS FOR REFLECTION

• In what way is our approach user-driven?
• Who are our most important users?
• How can we best gain insight into the users’ experience?
• How do the individual user groups experience the current service?
• In what specific way do we wish to involve the users in the project?

ACTION

Innovation space

HOW USER-DRIVEN IS YOUR APPROACH?

Gate 1

Gate 2

Gate 3

Gate 4
### FUTURE-ORIENTED MINDSET

**QUESTIONS FOR REFLECTION**

- What are we doing to make sure that our approach is future-oriented?
- How far into the future do we want our solution to remain relevant?
- What are the requirements for a solution here and now? Five years from now? Ten years from now?
- How do we gain relevant knowledge about the future?
- How do we use this knowledge to design a current solution and to outline a solution for the future?

### ACTION

**Innovation space**

### HOW FUTURE-ORIENTED IS YOUR APPROACH?

- **Gate 1**
- **Gate 2**
- **Gate 3**
- **Gate 4**
MULTI-DISCIPLINARY MINDSET

QUESTIONS FOR REFLECTION

• In what way is our approach multi-disciplinary?
• Does the project involve the right selection of skills and professions?
• Do we need to call in external experts or partners?
• What is the best way for us to ensure efficient knowledge sharing within the project?
• How do we ensure optimum support and buy-in for the project?

ACTION

Innovation space

HOW MULTI-DISPLINARY IS YOUR APPROACH?

Gate 1

Gate 2

Gate 3

Gate 4
**APPENDIX 3 /PREMISES**

This template is to help you ensure that you have defined the right premises for the project. Describe your progress and approach. That will give the steering committee a basis for evaluating your efforts.

**LEVEL OF AMBITION**

**ACTION**

- Innovation space

**WHAT IS YOUR LEVEL OF AMBITION?**

- Gate 1
- Gate 2
- Gate 3
- Gate 4

**QUESTIONS FOR REFLECTION**

- What is our level of ambition?
- What are our ambitions for the project?
- What internal and external stakeholders do we need to coordinate our ambitions with?
- What is a realistic level of ambition for the project (given the organisational framework (including the budget) and stakeholders’ requests)?
**LEGAL CONDITIONS**

**QUESTIONS FOR REFLECTION**

- What have we done to take the legal conditions into account?
- What legal conditions are or could become important for our project?
- For example, should we go with one large bidding round or break it down into several smaller ones? And do we know enough about the pros and cons?
- What specific issues do we need to sort out with our partners?

**ACTION**

Innovation space

**WHAT IS YOUR LEVEL OF LEGAL CONDITIONS?**

Gate 1

Gate 2

Gate 3

Gate 4
<table>
<thead>
<tr>
<th>FUNDING</th>
<th>ACTION</th>
<th>WHAT IS YOUR ASSESSMENT OF THE FUNDING?</th>
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</thead>
<tbody>
<tr>
<td>![€]</td>
<td>Innovation space</td>
<td>Gate 1</td>
</tr>
<tr>
<td>QUESTIONS FOR REFLECTION</td>
<td>Gate 2</td>
<td></td>
</tr>
<tr>
<td>• To what extent should the project be self-funded versus co-funded by partners or other sources?</td>
<td>Gate 3</td>
<td></td>
</tr>
<tr>
<td>• Do we understand the current and estimated resource requirements for the project overall?</td>
<td>Gate 4</td>
<td></td>
</tr>
<tr>
<td>• Does our budget specify all the essential sources of income and expenses?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Does the budget allow for any added funding?</td>
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</tr>
</tbody>
</table>
### OBJECTIVES

**QUESTIONS FOR REFLECTION**

- What are our objectives?
- What economic and commercial factors drive the project?
- How well-matched are the ambitions and objectives?
- Are our objectives well-matched in relation to the actors?

### ACTION

- Innovation space

### WHAT IS YOUR ASSESSMENT OF THE OBJECTIVES?

- **Gate 1**
- **Gate 2**
- **Gate 3**
- **Gate 4**
MANAGEMENT SUPPORT

QUESTIONS FOR REFLECTION

• In what way does management support the project?

• How much support do we need from management?

• What elements of the management team do we, as a minimum, need support from?

• What role should management play?

• Which of our objectives and effects are relevant to management?

ACTION

Innovation space

WHAT IS YOUR ASSESSMENT OF MANAGEMENT SUPPORT?

Gate 1

Gate 2

Gate 3

Gate 4
### QUESTIONS FOR REFLECTION

- How do we take the political agenda in account?
- How do we wish to document the influence of the political agenda on the project?
- Who is responsible for monitoring the political agenda throughout the project phases?

### ACTION

- **Innovation space**

### POLITICAL AGENDA

### WHAT IS YOUR ASSESSMENT OF THE POLITICAL AGENDA?

- Gate 1
- Gate 2
- Gate 3
- Gate 4
QUESTIONS FOR REFLECTION

- How should the project be managed?
- What should the role of the project manager be?
- What competences are required?
- Should we perhaps hire an external project manager?

ACTION

Innovation space

TO WHAT EXTENT DO YOU FIND THAT THE PROJECT IS WELL-MANAGED?

Gate 1

Gate 2

Gate 3

Gate 4
PROJECT TEAM

QUESTIONS FOR REFLECTION

• What would be the ideal make-up of the project team?

• What distribution of roles and responsibilities would form the ideal project team?

• What competences are required?

• Would it be helpful to include stakeholders in the project team?

ACTION

Innovation space

TO WHAT EXTENT DO YOU FIND THAT YOU HAVE THE RIGHT PROJECT TEAM?

Gate 1

Gate 2

Gate 3

Gate 4
QUESTIONS FOR REFLECTION

• Have we identified all the relevant stakeholders?

• How do we intend to secure the necessary approval and involvement from the stakeholders?

• Who are our most important internal and external stakeholders?
STEWING COMMITTEE

QUESTIONS FOR REFLECTION

• What distribution of roles and responsibilities would form the ideal steering committee?
• What competences are required?
• Would it be helpful to include stakeholders in the steering committee?

ACTION

Innovation space

TO WHAT EXTENT DO YOU FIND THAT YOU HAVE THE RIGHT STEERING COMMITTEE?

Gate 1

Gate 2

Gate 3

Gate 4