START This is where you start. Describe your challenge and your idea.

Your idea project has received significant internal backing from employees. It is therefore taken to the next step, but in early small-scale testing your current customer base do not respond well to it. What can be done?

You have done a series of small-scale testing in the market with only a few smaller breakthroughs. Your are unsure if this strong enough to proceed. A high number of employees still believe that the project should move further. However, after a number of iterations time is running out. What will you do?

The routines and practises of Front-end employees will be challenged through your new idea project. It can already be determined that they will need a significant competence upgrade to be ready when your innovation project is implemented. What will you do?

Front-end employees have learned about your project. They get the feeling that they will be replaced or removed aka. that their competence is no longer needed and that digital technology will take over. What will you do?

You have been testing your idea project on a customer group you currently have a good connection with as well as one that is less connected to the company at this point. The existing customer group responds negatively to the new idea and the potentially new customer group responds well. The project was initiated with a focus on the current customer group. What will you do?
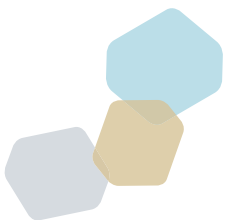
Your idea project has a good business model but will lead to new working hours for front-end employees - a massive change in their work life. What can be done?

Your idea project has a strong potential product or service offering, but fails to display in early business model visualization how it will turn into profit. Cost structure and production line are vaguely defined. What will you do?

Your idea project has a interesting outline – product or service offering indicate a good potential and there is a good fit with the production line, but new revenue streams, or impact on current revenue streams, are difficult to flesh out in detail. What will you do?

Your idea project has identified strong potential for new revenue streams and the business model visualization seem to work with all elements. However, the new product or service offering will likely disrupt the current 'cash cow' of the company. What can be done?

BUSINESS MODEL

Your idea project has an interesting service potential that small scale market test also have shown attracts customers. However, for the business model to work you will have to work together with key partners who are competitors on several other areas. What can be done?
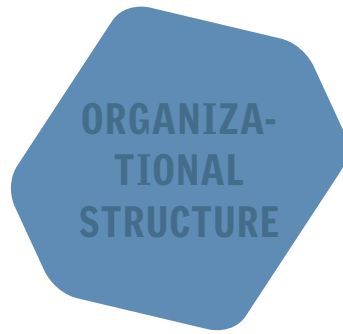
As employee you have a specialized knowledge in area of great importance to the company. You suggested this project and received high employee backing, but you have little knowledge on how to work out business model visualizations and communicate this potential. Middle managers might not capture the potential. What can be done?

A middle manager here about the idea innovation project and indicate that this will radically change the value chain. The manager hesitate in the support for this.
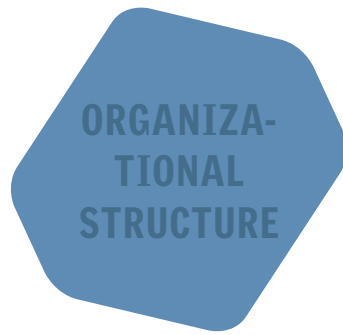
What will you do?

A division leader advices strongly against this idea project because she foresee that this will reduce her division and the optimization of the current production. What can be done?

An idea innovation project running in parallel with yours have received more backing from employees meaning that you have little time and resource available. However, new customer groups respond well and your business model potential is clearly visible. What can you do?
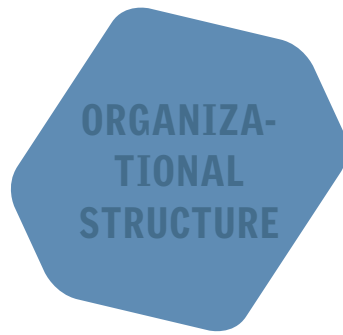
A high backing from the employees have been their from the beginning of your idea project, it has now moved to later stages. Now, three division leaders complain that the idea project fail to live up to current strategic priorities stated officially by the CEO. They decide to lobby internally to have your project stopped. What can be done?
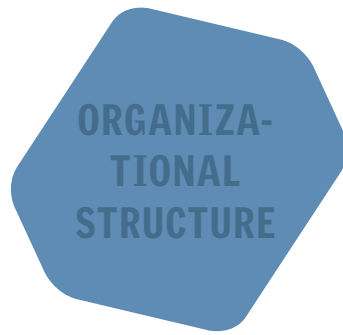
Another unit from a different division has developed almost the same idea project. They see you as an internal competitor and will likely not work together with you if you contact them. What will you do?

The idea project will likely change perception of the current official organizational values for the whole organization. Several managers and employees are fierce supporters of the current values and the why of the organization associated with these. What will you do?

Through the years you have worked on several innovation project, but they have always been put on hold due to concerns from the same persons in a specific divisions and you know there has been a major resistance to the changes this causes for the division.. Even though your new idea project has a strong backing from a number of employees, middle managers express the need to involve this particular division in the decision making. What will you do?

The area your innovation project concerns have been of high historical business value for the company. A number of routines and practices have been developed over the years for optimization reasons and for good value. Your idea project will likely mean the end of some of the core practices. What can be done?

Due to the global potential in your idea project, units from various parts of the world will have to be connected to the project along the way. Do to the distance and the fact their your project was backed entirely from employees at your geographical end they will not have the holistic overview of the innovation project or share the same vision around it. What can you do?

GDBR regulations challenge your idea project on three different elements, but not the entire concept. Internal lawyers directly worries about how to work around these. What can be done?

Safety regulations impacts your idea project. 75% of the idea project might not be realistic in terms of safety concerns, or so it is claimed upfront from safety personnel. The risk is that without these 75% the idea project makes no sense to keep running.

What can be done?

New EU regulations causes trouble for the organization and how passenger information can be saved and how front-end employees can handle customer behaviour – it threatens to stop your new product or service idea. Regulations cannot be changed. What can be done?

With your idea project it is difficult to protect intellectual property rights and competitors will likely take principles right away from your idea and potentially move faster in a smaller organization. On the other hand you need external market acceptance and small-scale direct market test to move on.

What can be done?