

# TOOL BOOK

TOOLS FOR CREATIVITY  
AND INNOVATION

**UAB**  
Universitat Autònoma  
de Barcelona

**ECIU**  
university

**THE PURPOSE OF THIS GUIDE IS TO PROVIDE  
USEFUL TOOLS TO TRANSFORM NEW IDEAS  
INTO REAL PROJECTS.**

**THESE TOOLS WILL ALLOW THE CREATOR  
TO HAVE A MORE CERTAIN APPROACH  
IN DEFINITION AND WIDER IN CREATIVITY,  
TO STRENGTHEN THEIR INVESTIGATIONS  
AND PROJECTS.**



**FIRST,  
SOME  
INSPIRATION  
TO FEED THE  
CREATIVE AND  
INNOVATIVE  
SOUL!**

A black and white portrait of Albert Einstein, showing his characteristic wild, white hair and mustache. He is looking slightly to the right of the camera with a thoughtful expression. The background is a solid dark blue.

“ ANY MOMENT  
IT’S PERFECT  
**TO LEARN**  
SOMETHING NEW ”

Albert Einstein

# 55 websites to steal ideas from:

- > QZ.com
- > Quibb
- > Springwise.com
- > Fast Codesign
- > Inc.com
- > Gigaom
- > Trak.in
- > Tech Cocktail
- > Coolbusinessideas
- > Business Opportunities.biz
- > Tech In Asia
- > The Verge
- > On Startups
- > Producthunt
- > SmartPlanet
- > Innovation Excellence
- > Innovation Management
- > Top Trends Now and Next
- > Futurewire
- > Growthhackers
- > Hacker News
- > Future Feeder
- > Bothsides of the Table
- > Prote.in
- > [aalive.com](http://aalive.com)
- > Tech.eu
- > Betakit.com
- > Startup Stash
- > Stratechery
- > Harvard Business Review
- > Japan Trends
- > New York Times bits
- > Technology Review by MIT
- > Fubiz
- > VenturebeatIdea Couture
- > Design Taxi
- > Uncommon Business
- > Niche Geek
- > Iterative Path
- > Business Model Innovation
- > Logic Emotion
- > Business Insider: Chart of the day
- > Crowdsourcing.org
- > Reddit Startups
- > Complete Innovator
- > Future Foundation
- > Think with Google
- > 30 blogs for business ideas
- > DigitalTrends.com
- > Angel List

# KEEP IN MIND:

## Like a pro:

No time to read a whole book? There's an App for that too. It's called Blinkist: it reads the books for you and offers summaries of great non-fiction books and gives key insights, so you can get the essence of a book in only 15 minutes. It's 50€ per year, but you can also try out one free book per day.

[I want more book suggestions](#)

### BOOKS ON INNOVATION TOOLS:



#### THIS IS SERVICE DESIGN THINKING

Marc Stickdorn, Jakob  
Schneider

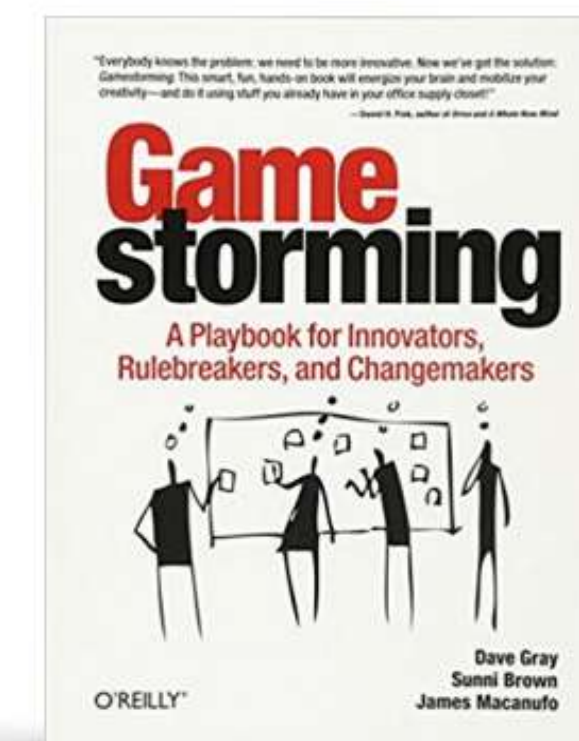
The Bible of Service  
Design.



#### DESIGN RESEARCH

Brenda Laurel, Peter  
Lunenfeld

Back to school with  
this manual of Design  
methodologies



#### GAME STORMING

D. Gray, S. Brown, J.  
Macanufo

A Playbook  
for Innovators,  
Rulebreakers, and  
Changemakers

Activar Windows





**THIS TOOLBOOK  
WILL ALLOW YOU  
TO BETTER  
UNDERSTAND  
THE CHALLENGES**





**TO BE MORE**

**INVESTIGATIVE,**

**TO BE MORE**

**CREATIVE**

**TO BE MORE**

**“MAKER”.**



# KEEP IN MIND:



These tools are not rigid and can be customized according to the type of project.



It is not mandatory to use all the tools, for this you should read your project and visualize which could be the most successful to obtain the greatest amount of information and valuable results.




Some tools can be repeated during the different phases.



You can find more Design Thinking tools online. This ToolBook seeks to highlight some of the most prominent ones.



The methodology of this ToolBook is Iterative, so if you need to return to a phase to investigate new things, please do it.



**THE METHOD OF DISCOVERY  
AND CREATION OF THIS  
TOOLBOOK IS BASED  
IN THE METHODOLOGIES  
CHALLENGE BASED LEARNING  
AND DESIGN THINKING.**



# CHALLENGE BASED LEARNING

It is a methodology for learning while solving real world challenges. The framework is collaborative and practical, and asks all participants (Academia, Citizens, Government and Companies) to demonstrate and identify new opportunities and provide valuable information for the resolution of **challenges**.

> ¿Do you want to know more?



# DESIGN THINKING

It is an iterative project methodology that seeks to understand the User and the Challenge in depth to identify strategies and solutions that are not evident with our initial level of understanding on a specific topic.

This methodology focused on innovation and creation of new solutions to solve challenges, is made up of the **Empathization, Definition, Ideation, Prototyping** and **Testing** phases.

> ¿Do you want to know more?

**PROBLEMS AND OPPORTUNITIES**

**SOLUTIONS**



**UNDERSTAND**

**CREATE**

**IMPLEMENT**

CHALLENGE BASED LEARNING

DESIGN THINKING

ENTREPRENEURSHIP

# PHASES AND TOOLS

## CHALLENGE

1



### MAIN TOOL:

Challenge definition canvas

## EMPATHIZATION

2



### SOME TOOLS:

- + Stakeholder map.
- + Immersions.
- + Five why's.
- + Shadowing and user camera study.
- + Analogy for empathy.
- + Interviews and focus groups.
- + Surveys.

## DEFINITION

3

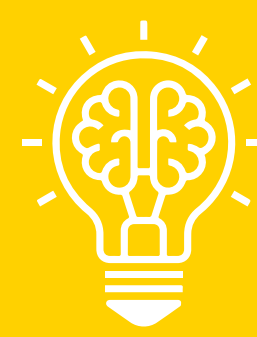


### SOME TOOLS:

- + Saturate and group
- + Problem sizing
- + Pestel analysis
- + Ishikawa diagram
- + Empathy map definition
- + Persona map
- + Journey map
- + Insights selector

## IDEATION

4

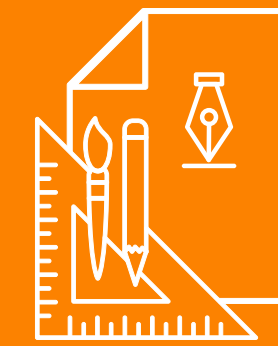


### SOME TOOLS:

- + Brain and sketchstorming
- + Benchmarking
- + Future scan
- + Scamper
- + How might we
- + Power of ceros
- + 10x10 ideas
- + Find your mojo

## PROTOTYPING

5



### SOME TOOLS:

- + Paper prototype
- + App prototype
- + Infographic display
- + Video prototype
- + Manual modeling prototype
- + 2d and 3d print prototype
- + Brand prototype

## TESTING

6

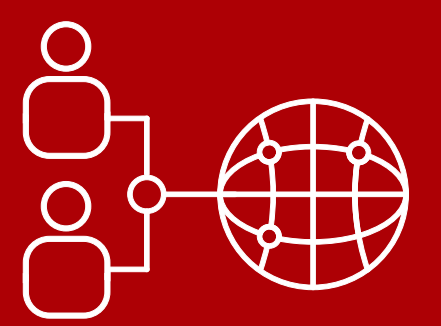


### SOME TOOLS:

- + Encuestas, entrevistas y observación
- + Feedback grid
- + Assumption
- + Learning card
- + Experiment card

## TRANSFER

7

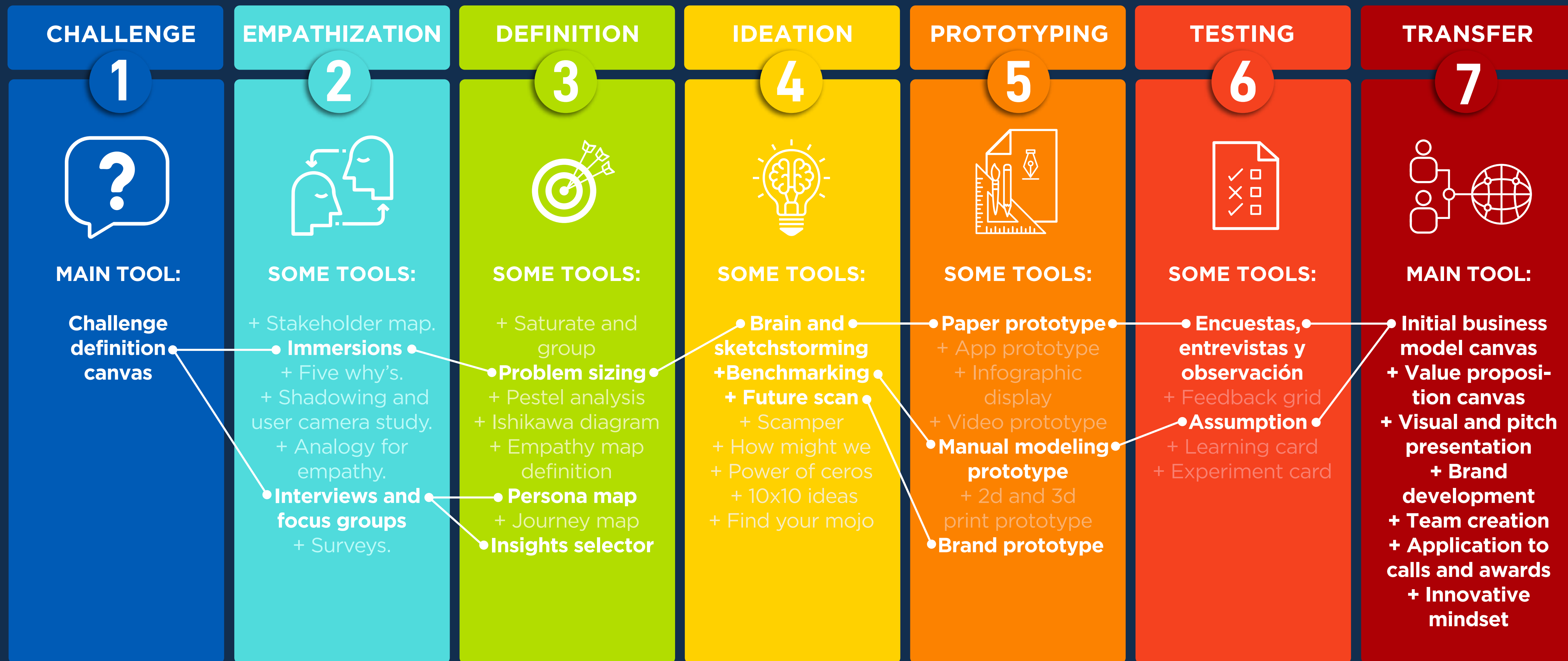


### MAIN TOOL:

- + Initial business model canvas
- + Value proposition canvas
- + Visual and pitch presentation
- + Brand development
- + Team creation
- + Application to calls and awards
- + Innovative mindset

# PHASES AND TOOLS

## Build your own path. For example:





**01. CHALLENGE DEFINITION**

**02. EMPATHIZATION**

**03. DEFINITION**

**04. IDEATION**

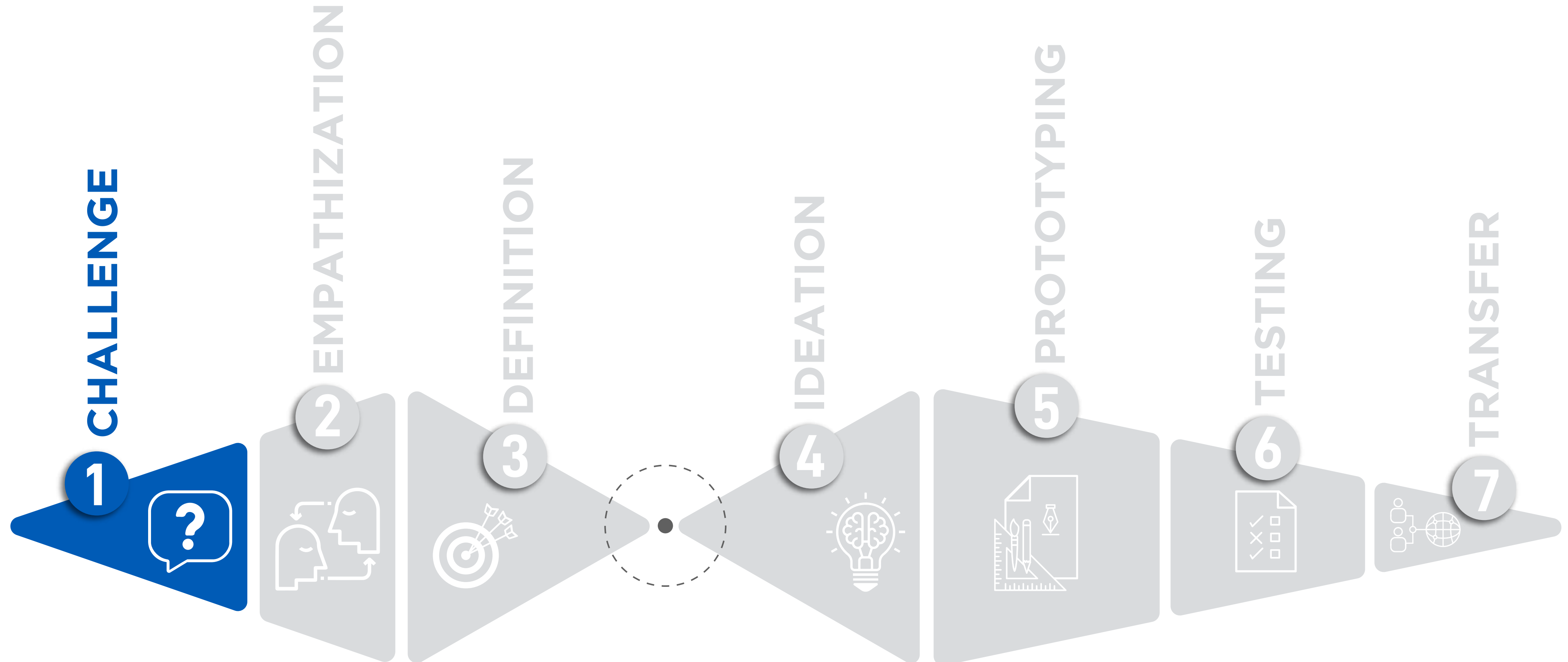
**05. PROTOTYPING**

**06. TESTING**

**07. TRANSFER**

# PROBLEMS AND OPPORTUNITIES

# SOLUTIONS



## UNDERSTAND

## CREATE

## IMPLEMENT

CHALLENGE BASED LEARNING

DESIGN THINKING

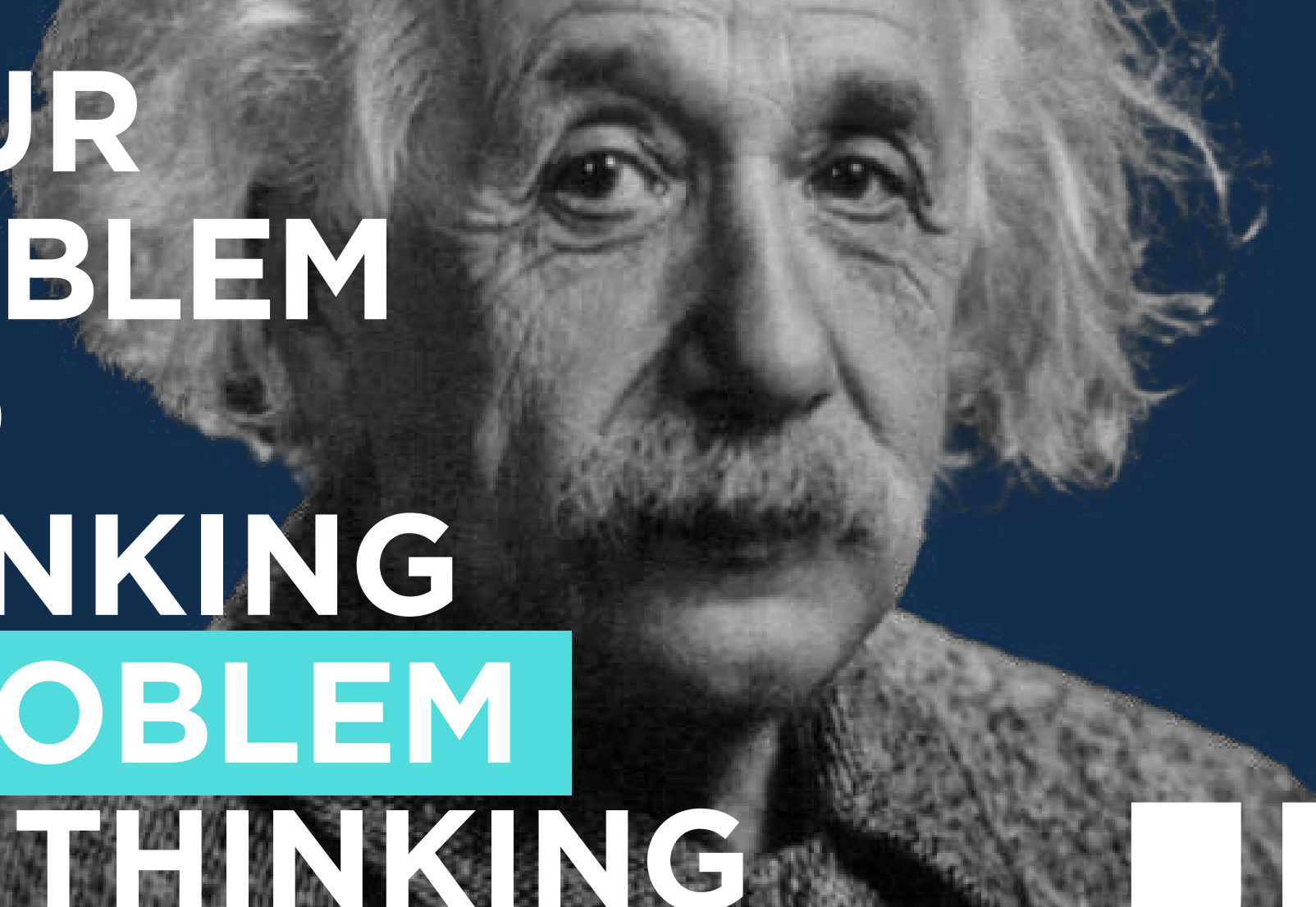
ENTREPRENEURSHIP

# 01. CHALLENGE DEFINITION

**BEFORE YOU BEGIN, ANALYZE IN DEPTH WHAT IS THE CHALLENGE, PROBLEM OR OPPORTUNITY MAIN ON WHICH YOU COULD DEVELOP YOUR IDEA.**

**TOOLS:** Challenge definition canvas.



A black and white portrait of Albert Einstein, showing his characteristic wild, white hair and mustache. He is looking slightly to the right of the camera with a thoughtful expression. The background is a solid dark blue.

**“ IF I HAD AN HOUR  
TO SOLVE A PROBLEM  
I WOULD SPEND  
55 MINUTES THINKING  
ABOUT THE PROBLEM  
AND 5 MINUTES THINKING  
ABOUT THE SOLUTION. ”**

Albert Einstein



a.

# BeChallenge

- ✘ You will have at your disposal the **BECHALLENGE** digital integrating tool. On this platform you can find real challenges proposed by society and filtered by the university. In BeChallenge you can take the entire organization by phases of your project.

**Get a Challenge, get a work team and go through all the project development phases in an organized way.**

[www.bechallenge.io](http://www.bechallenge.io)

# CHALLENGE DEFINITION CANVAS

Before developing any project, it is important to start by understanding the real challenges or opportunities that it presents to us the society. For this, once you have created your profile in **BECHALLENGE** and chosen one of the Society Challenges, you can start working from the Challenge canvas.

To use this group tool, you will need to find people related to your Challenge. Ideally, look for people who know about the subject and stop to analyze this canvas together with them that will allow you to make a general framework to the problem or main job opportunity.

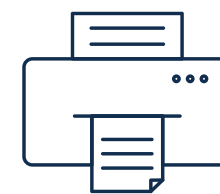
<b>TITLE:</b> (As specific as possible)		<b>SHORT TITLE:</b>	
<b>1</b> <b>CURRENT SCENARIO:</b> Describe the current situation at local and global level. Describe the pain (Current unresolved scenario)	<b>CHALLENGE:</b> How might we... solve the pain-points?  <b>SUB CHALLENGES:</b>	<b>3</b> <b>UNSOLVED PROBLEMS (PAIN-POINTS):</b> Why has not been reached the desired scenario yet? What unsolved problems are acting as a barriers to change?	
		<b>4</b> <b>4</b> <b>REQUIREMENTS TO BE FULFILLED:</b> Any technical or social requirement that should be taken into account.	
<b>2</b> <b>VISION:</b> Desired scenario.	<b>8</b> <b>EXPECTED IMPACT:</b>	<b>9</b> <b>5</b> <b>5</b> <b>NEXT STEPS:</b> Next actions to be conducted after the session.	
		<b>6</b> <b>6</b> <b>6</b> <b>SUSTAINABLE DEVELOPMENT GOALS:</b>	



Persons: 3 - 6  
Small / medium  
group activity.



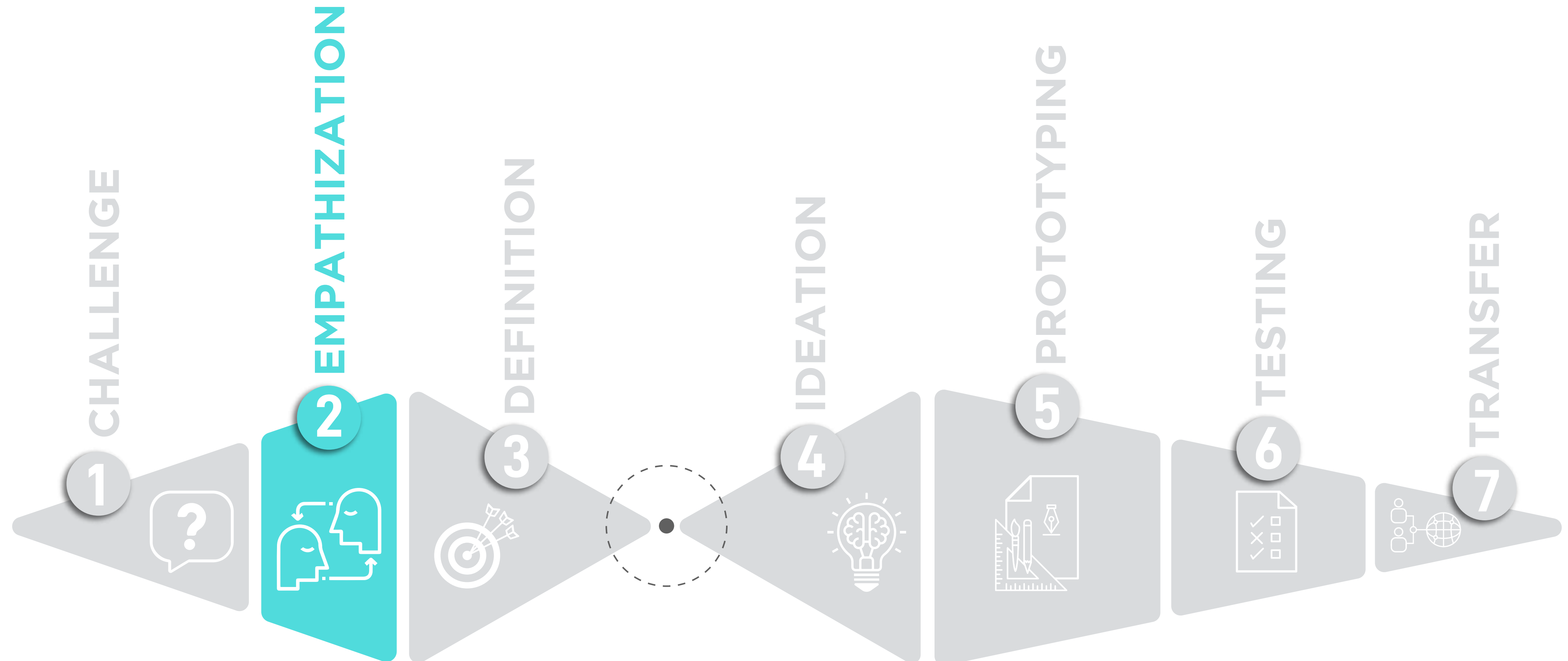
Time:  
1 - 2 hours  
aprox.



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# PROBLEMS AND OPPORTUNITIES

# SOLUTIONS



## UNDERSTAND

## CREATE

## IMPLEMENT

CHALLENGE BASED LEARNING

DESIGN THINKING

ENTREPRENEURSHIP

## 02. EMPATHIZATION

INFORMATION RESEARCH AND DIAGNOSIS

**UNDERSTAND HOW OTHERS THINK. FIND CRUCIAL INSIGHTS, IDEAS OR CLUES.**

**TOOLS:** stakeholder map, dives, five why's, shadowing and user camera study, analogy for empathy, interviews and focus groups and surveys.

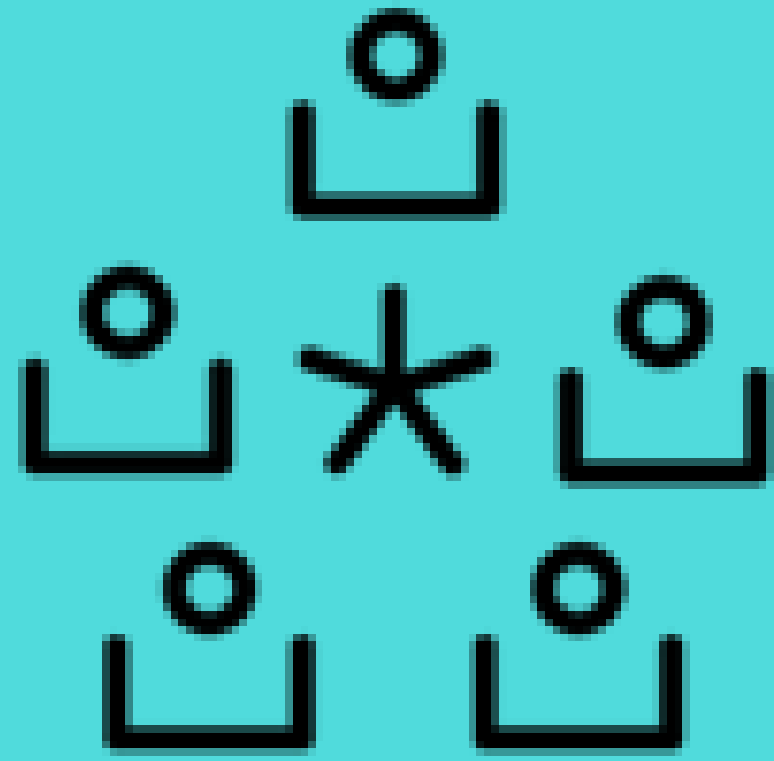
**RECOMMENDED:**



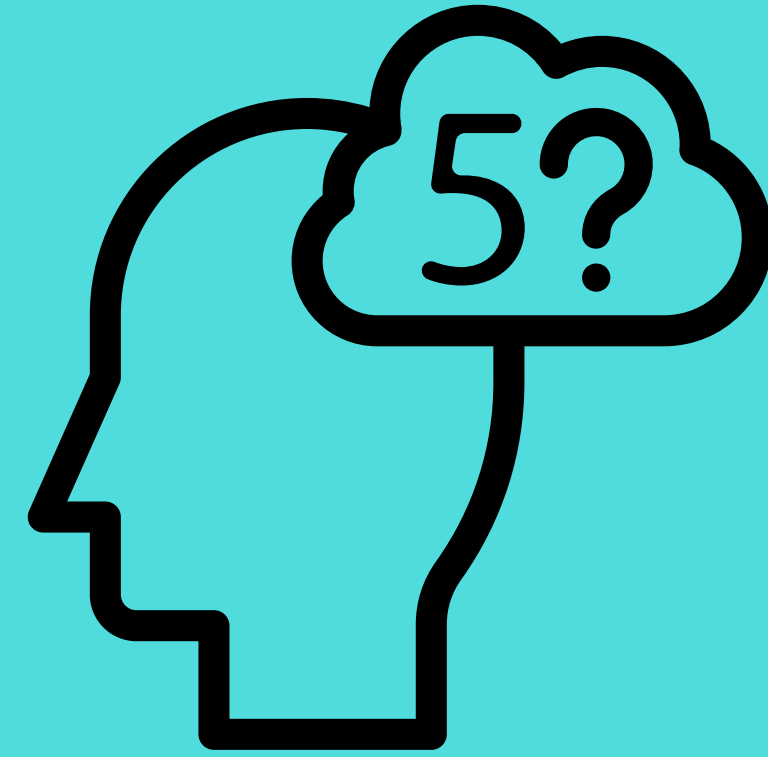
TED Talk / Ernesto Sirolli: Want to help someone? Shut up and listen!  
[www.youtube.com/watch?v=UzPMMSKfKZQ](https://www.youtube.com/watch?v=UzPMMSKfKZQ)



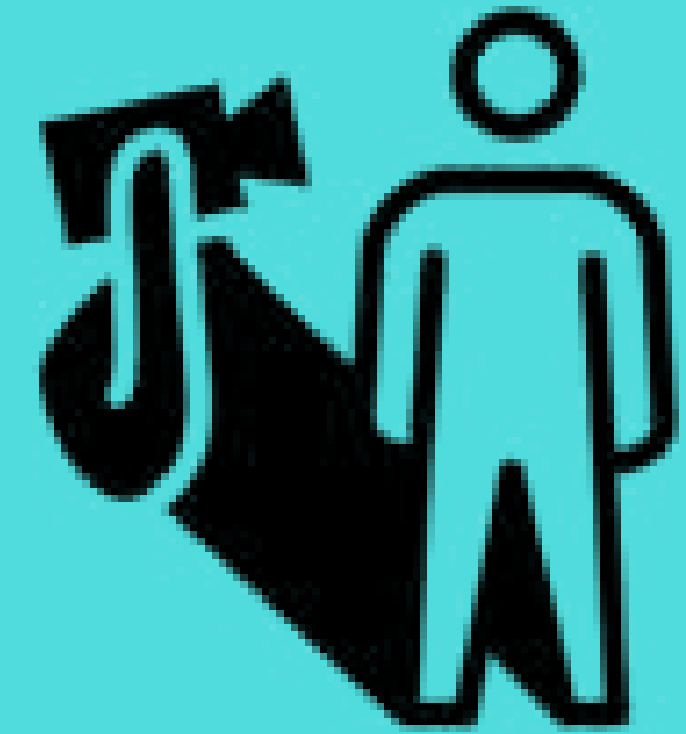




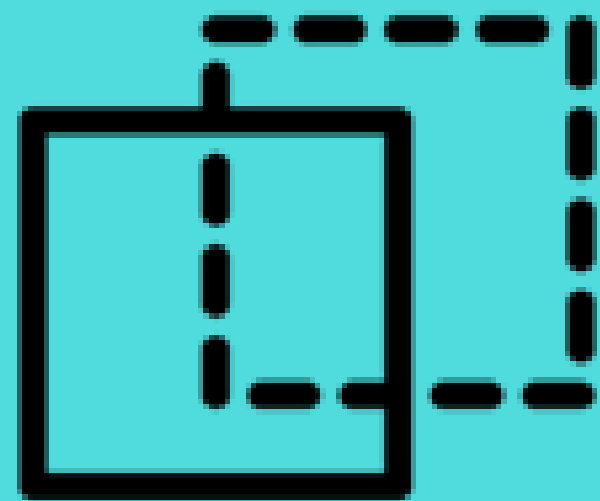
**A. STAKEHOLDERS MAP**



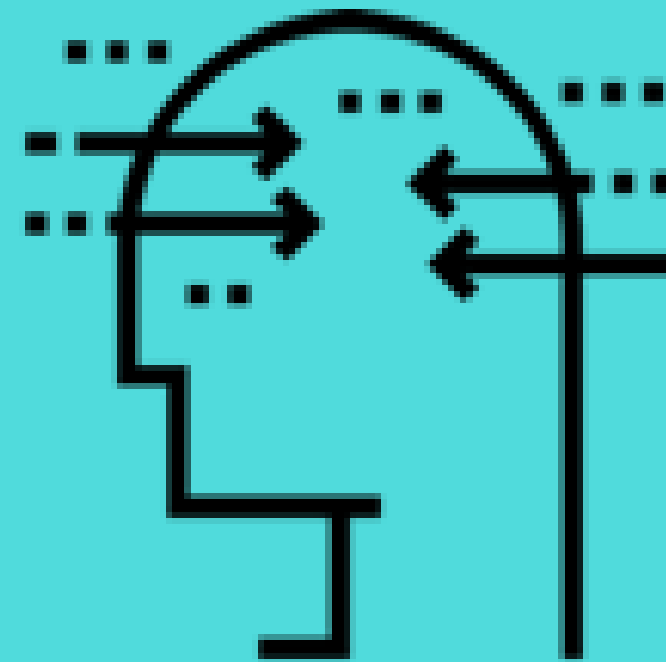
**B. FIVE WHY'S**



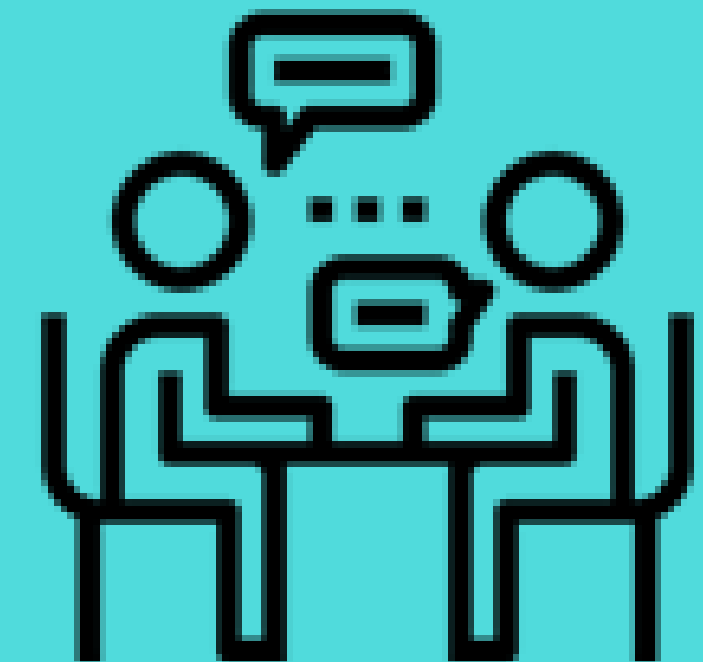
**C. SHADOWING AND USER  
CAMERA STUDY**



**D. ANALOGY FOR EMPATHY**



**E. IMMERSIONS**



**D. ENCUESTAS**

# A. STAKEHOLDERS MAP



In this technique, you must generate a mind map and analyze all the possible key actors involved in the challenge that you are going to analyze.

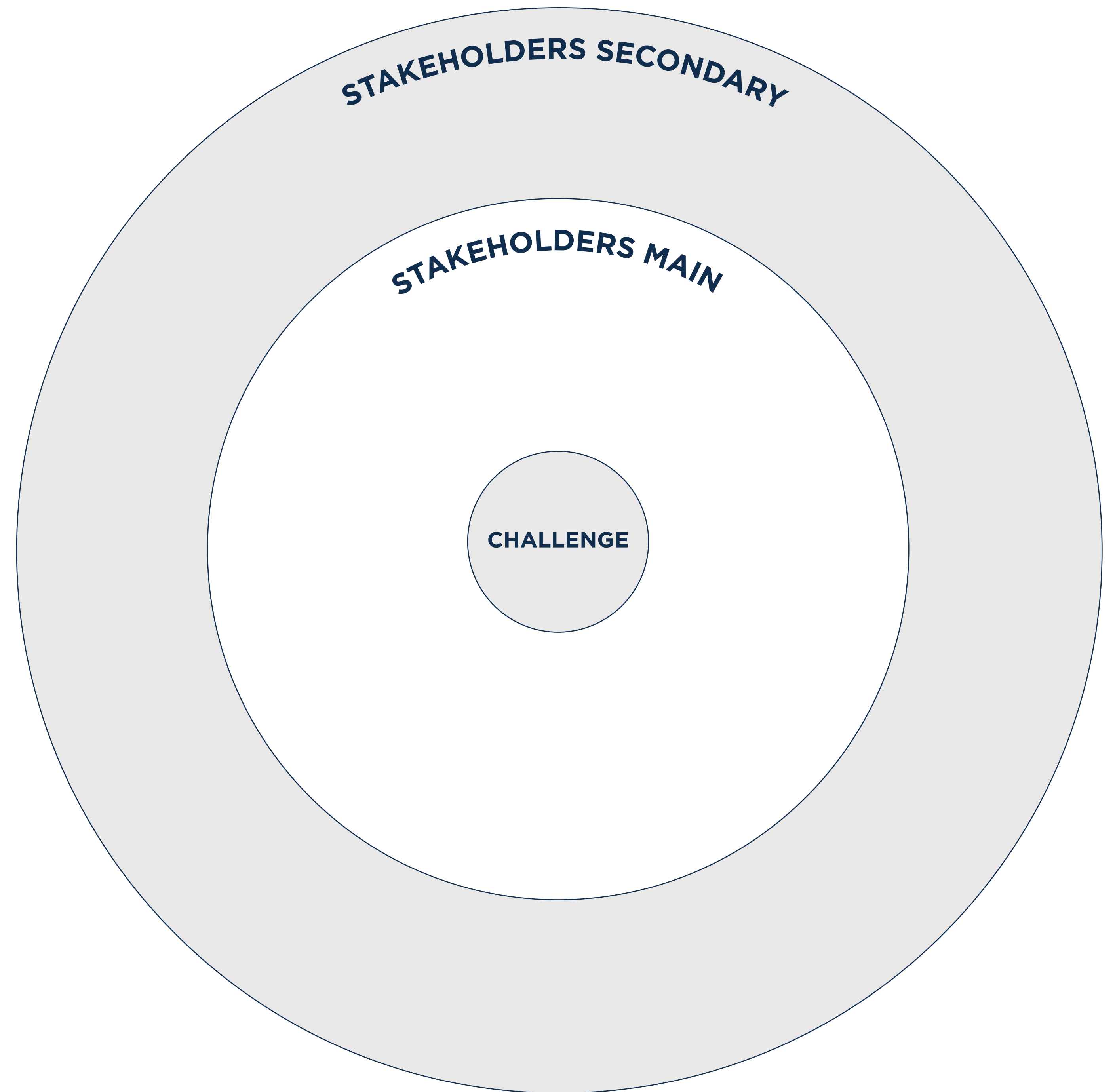
The best thing about this technique is that it allows you to map all the people involved in the project to deepen your research from the beginning.

## ✖ WITH THIS YOU WILL ACHIEVE:

To have an overview of who are the main people you should research to find key information for the development of your project or idea.

## ✖ REMEMBER:

Keep in mind the central people of your research, but remember that there are always supporting actors who may have valuable information to give you.



Persons: 1 - 3  
Individual / small  
group activity.



Time:  
30 min  
approx.



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## B. FIVE WHY'S



This is a technique to use for example in interviews. It comes from an investigative proposal that says that if you ask 5 times "why", you can get to the bottom of the real reasons for almost anything.

The first thing you should do is identify the root of the problem, and once this is done, launch the "5 why" in front of the interviewee.

### ✖ WITH THIS YOU WILL ACHIEVE:

Find the origin of factors that feed the central problem.

### ✖ REMEMBER:

It is not mandatory to ask the "Why" of things 5 times strictly, the important thing is to delve into the problem through the unknown repeatedly.

## EXAMPLE:

- 1. Why did the machine break down?**  
The fuse has blown due to an overload.
- 2. Why was it overloaded?**  
The bearings did not have enough lubrication.
- 3. Why didn't they have enough lubrication?**  
The lubrication pump was not circulating enough oil.
- 4. Why was the pump not circulating enough oil?**  
The pump was clogged with metal chips.
- 5. Why was it clogged with metal shavings?**  
Because the pump does not have a filter.

1.

2.

3.

4.

5.



Persons: 1 - 3  
Individual / small  
group activity.



Time:  
1 - 2 hours  
aprox



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page.

## C. SHADOWING AND USER CAMERA STUDY



In Shadowing we have to follow the user while he performs a habitual action and we must take notes without interacting with what he does. Logically, the user knows that you are following him and that may make his behavior non-standard at first, but once the interviewer is used to it, he will pay the same attention as his own shadow.

On the other hand, the User Camera Study invites users or those involved in the challenge to take photos and videos of their day-to-day life. This technique is very useful when we analyze a user who crosses many environments or has to do very different tasks throughout the day. For example, it would be very useful if we tried to improve the life of a person with a disease by documenting their day-to-day life.

### ✘ WITH THIS YOU WILL ACHIEVE:

Have information from the user's point of view with fewer variants of habitual behavior.

### ✘ REMEMBER:

Ask for the necessary permissions to record. There are collective groups that are not easy to deal with, and they may not accept this type of process because they feel invasive. Do it in totally discreet way.



Persons: 1 - 3  
Individual / small  
group activity.



Time:  
2 hours  
aprox

## KEEP IN MIND

- ✓ Seek their availability.
- ✓ Brief the user about the process and his role clearly.
- ✓ Fix day and time for shadowing.
- ✓ Choose the right place for observation.
- ✓ Get briefed about the user planned day.
- ✓ Seek their permission to shadow them in their meeting and other work locations.
- ✓ Make short quick notes.
- ✓ Ask user to “Think Aloud” to keep the observer update of his activities.
- ✓ Take note of any point that the observer would need to clarify during the follow up.
- ✓ Analyze the samples.

## D. ANALOGY FOR EMPATHY



With this technique we compare similar situations to get ideas for our challenge. The analogy for empathy gives us an open mind when investigating to visualize different manifestations of a certain problem in different environments or users. This tool is a kind of “benchmarking” of problems or challenges.

### ✖ WITH THIS YOU WILL ACHIEVE:

Visualize the challenge and the user from other parallel points of view.

### ✖ REMEMBER:

When you identify parallel situations, be open to the possibility of investigating them, since you could find key ideas that can be useful in the short term in stages of ideation.

**EXAMPLE:** If we are analyzing the waiting situation of certain users, before using our service challenge, we can compare it with the solutions provided by supermarkets or hospitals.



Persons: 1 - 3  
Individual / small  
group activity.



Time:  
2 - 6 hours  
aprox



## E. IMMERSIONS

The most important thing to start with is to get closer to your user or to the possible stakeholders. Accompany the person in the role they develop in their day to day and seek to be intimate in the conversation in a close but prudent way.

If you can, develop the activity that you do with him or her and empathize thoroughly. Understand first-hand the why of their behaviors and get as much valuable information as possible.

### ✖ WITH THIS YOU WILL ACHIEVE:

Get closer to the key players in a unique way to have an almost “friend” interaction, in order to find information that would otherwise be almost impossible to find.

### ✖ REMEMBER:

There are collective groups that are not simple to try, and you must bring out your most human side to interact wisely.



Persons: 1 - 3  
Individual / small  
group activity.



Time:  
2 - 6 hours  
aprox

## D. SURVEYS



You can uncover valuable information in a more quantitative way by conducting a survey of various users or key stakeholders of the challenge.

By sending this information to a large number of people you will be able to have a general survey of the trend of behavior or opinion of a target group.

### ✖ WITH THIS YOU WILL ACHIEVE:

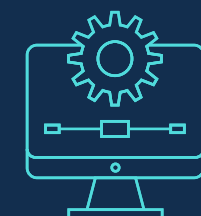
Have a quantitative analysis of the key players within your challenge.

### ✖ REMEMBER:

Do not take very long surveys because your key players may not complete the information accurately. Ask neutral and non-subjective questions.

1.	<b>1. Presentation:</b> Mention briefly and clearly: Who is conducting the research, what is the objective (s) of the survey, what is the participation of respondents, if the survey is anonymous, the duration of the survey and any other extra information.
2.	<b>2. Qualifying questions:</b> These are questions that determine from the beginning if the respondent is of interest to us as a target audience. For example, are you a dairy consumer? This first question will allow you to know from the beginning if you are interested in this series of answers.
3.	<b>3. Body of the survey:</b> Ideally you can ask a maximum of 10 questions. Ask different types of questions, but prioritize closed, non-subjective and neutral questions.
4.	<b>4. Demographic questions:</b> Questions such as educational level, gender, marital status, etc., should be asked at the end of the survey so as not to overwhelm the user.
5.	<b>5. Final open questions:</b> Is there a comment, suggestion or complaint that you want to share with us?

### RECOMMENDED:



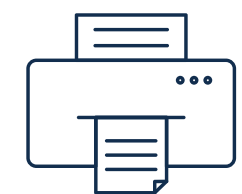
Survey Monkey / [www.surveymonkey.com](http://www.surveymonkey.com)  
Typeform / [www.typeform.com](http://www.typeform.com)  
Google Forms / [www.google.es/intl/es/forms/about/](http://www.google.es/intl/es/forms/about/)



Persons: Individual development but high scale sharing. (30 to 100 people)



Time: 3 - 4 hours aprox



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# PROBLEMS AND OPPORTUNITIES

# SOLUTIONS



## UNDERSTAND

## CREATE

## IMPLEMENT

CHALLENGE BASED LEARNING

DESIGN THINKING

ENTREPRENEURSHIP

# 03. DEFINITION

WITH THE “INSIGHTS” OBTAINED IN THE SYMPATHIZATION, DEFINE CHALLENGE, USERS AND LIMITS, TO BE ABLE GIVE A GENERAL FRAMEWORK TO YOUR IDEAS.

**TOOLS:** saturate and group, problem sizing, pestel analysis, ishikawa diagram, empathy map definition, persona map, journey map, insights selector.

## RECOMMENDED:



Insights vs. Observations

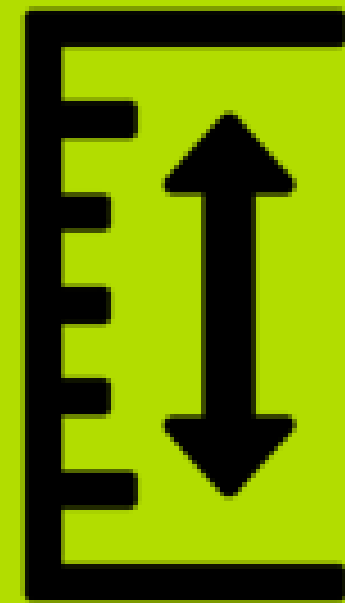
[www.youtube.com/watch?v=VmvMHCx0yM8](https://www.youtube.com/watch?v=VmvMHCx0yM8)



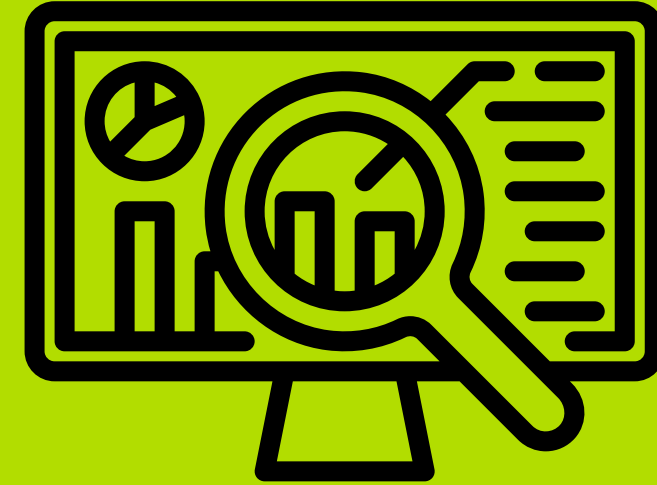




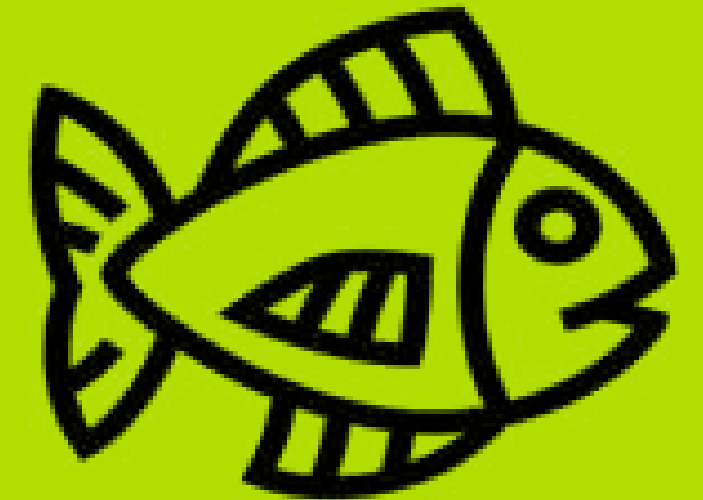
**A. SATURATE  
AND GROUP**



**B. PROBLEM SIZING**



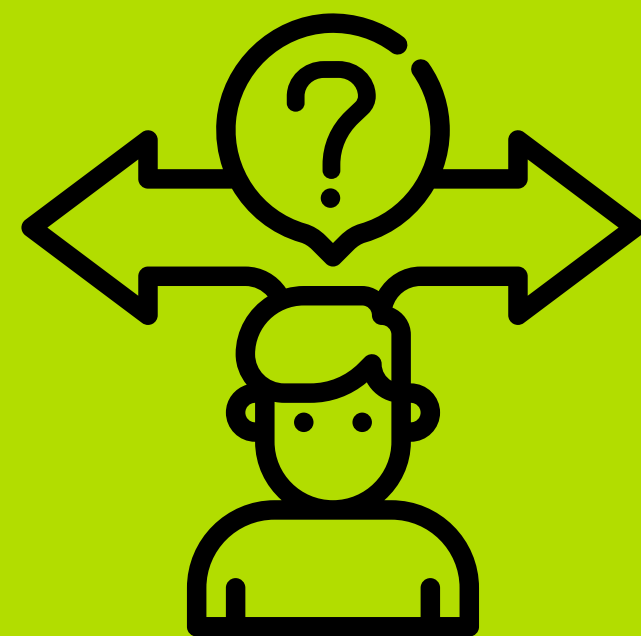
**C. PESTEL ANALYSIS**



**D. ISHIKAWA DIAGRAM**



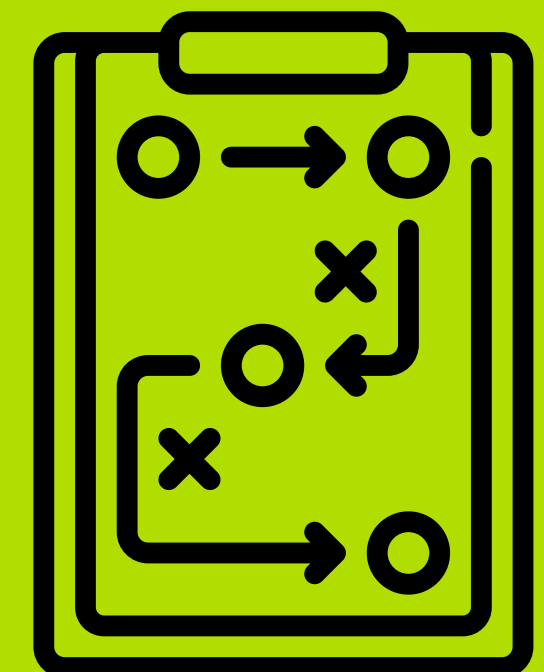
**E. EMPATHY MAP  
DEFINITION**



**F. PERSONAL MAP**



**G. JOURNEY MAP**



**H. INSIGHTS SELECTOR**

# A. SATURATE AND GROUP



This process consists of leaving each of the key information obtained during the entire Empathization process exposed in post its. It is about having a broad thought having all the information at hand to be able to give it an order.

Classify and group the users, the main challenges and sub-challenges, the insights or key information you have obtained, etc. You can create your own categories.

This process can be done privately at the individual level of organization of the information obtained, or at the group level, as an activity to organize and also extract additional information from a group of guests.

## ✗ WITH THIS YOU WILL ACHIEVE:

Visualize your user and challenge with all the information collected in an organized way.

## ✗ REMEMBER:

You can do this individually or as a group activity in order to extract more information from your guests. For this second, you must have a clear structure, such as the key actors, the challenge, sub challenges, etc. Use post its of colors to give order to the mapping.



Persons: 1 - 3  
Individual / small group activity.



Time:  
2 hours aprox

### MAIN USERS:

young people between 13 and 17 years old. World.

### FATHERS AND MOTHERS

Key Actor

### TEACHERS

Key Actor

### SOCIAL MEDIA

Key Actor

### CHALLENGE:

How to reduce the use of social networks at an early age.

### SUB-CHALLENGE:

How to reconnect early youth with Culture, Education and Sports.

### SUB-CHALLENGE:

How to create new technologies that are responsible at the level of intensity of use.

### Derived problems:

Lack of concentration.

### Derived problems:

Emotional problems.

### Derived problems:

Socialization problems.

### Derived problems:

Early physical affectations.

### Key Insights:

It seems that young people prefer to initially meet virtually.

### 8Insights Keys:

The consumption of high-end mobile phones has exploded among young people.

### Key Insights:

69.8% of children and adolescents between 10 and 15 years old own a mobile phone.

## B. PROBLEM SIZING

Problem Sizing basically seeks to generate an analysis of the problem at the context level and with the intention of finding and visualizing valuable data regarding the impact it generates.

### ✘ WITH THIS YOU WILL ACHIEVE:

Generate the general framework for the ideation process. When you have the central insights framed, you can open your mind to the possibilities of solutions in a limited and accurate way.

### ✘ REMEMBER:

These insights are extracted from the empathization process. Remember very well, when you were in real context, all the things that caught your attention and that could be key elements in solving your challenge or problem.

**PROBLEM:** Wich problema or pain did you discover?

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#### USER SEGMENT (Number of Users)



Does this problem affect all users in your market, or is it a specific sector? How many people are in that group?

---

#### FREQUENCY (Number of times)



How often does this problem occur over the course of a year?

---

#### ECONOMICAL IMPACT (Money / Time)



How much money does the user spend trying to solve this problem?

---

**ANUAL PROBLEM SIZE**



Persons: 1 - 3  
Individual / small  
group activity.



Time:  
1 - 2 hours  
aprox



## C. PESTEL ANALYSIS

The **PESTEL** analysis seeks to be a reference at the data level against Political, Economic, Socio-Cultural, Technological, Ecological and Legal factors, regarding a problem or challenge.

The idea is to get a good amount of information from these different perspectives to understand the current situation of what is happening.

### ✘ WITH THIS YOU WILL ACHIEVE:

Visualize the problem from various influencing factors.

### ✘ REMEMBER:

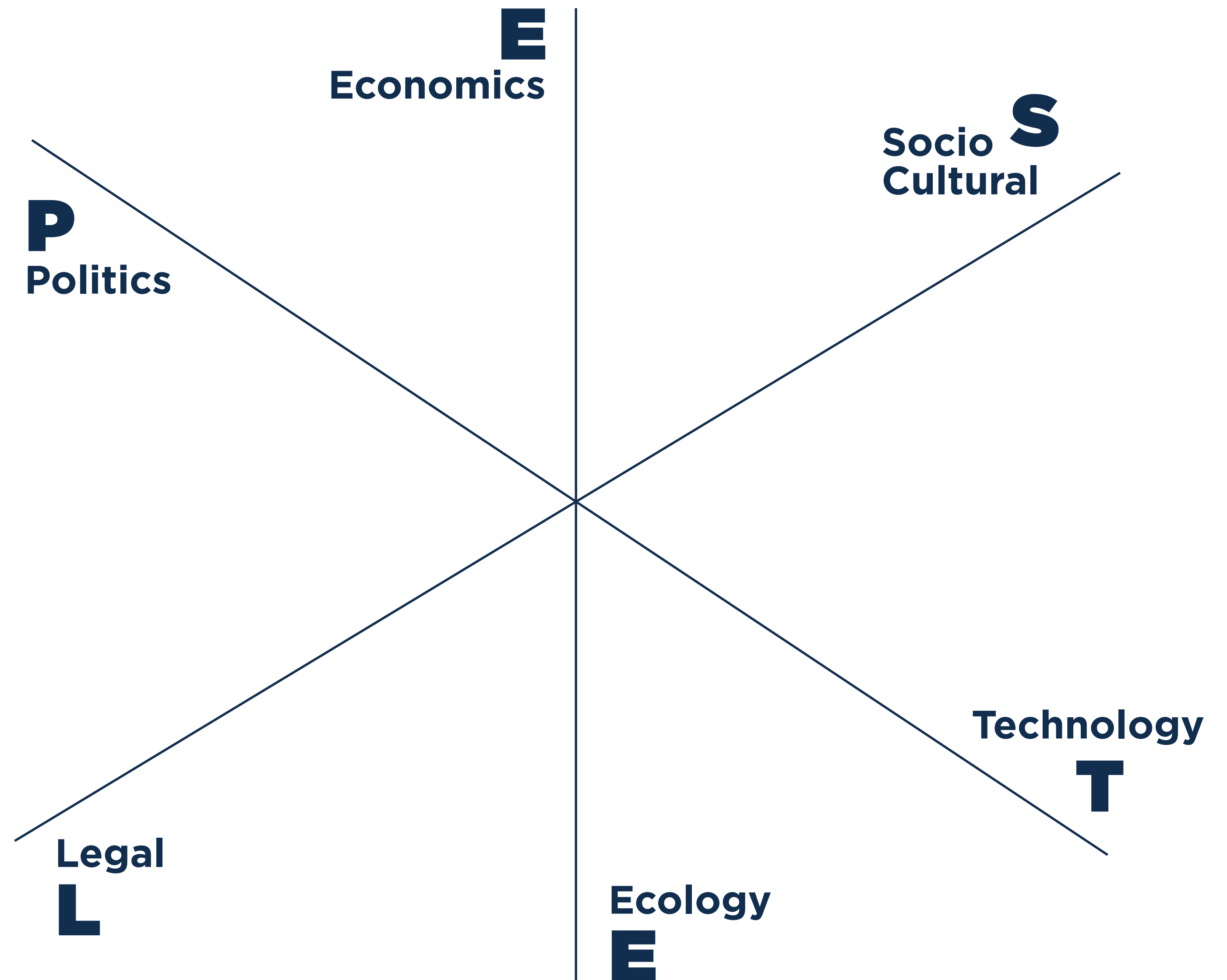
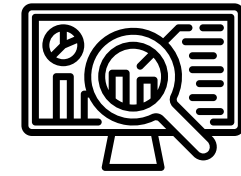
You must do an analysis of data and key information. Feel free to ask for an expert opinion.



Persons: 1 - 3  
Individual / small  
group activity.



Time:  
1 - 2 hours  
aprox



## D. ISHIKAWA DIAGRAM

The purpose of this tool is to analyze the root cause of an effect (problem). Therefore, the main problem should be identified and then a list of the potential causes that generate this problem should be defined. Later, in each of these causes or "thorns", you will locate the most relevant reasons.

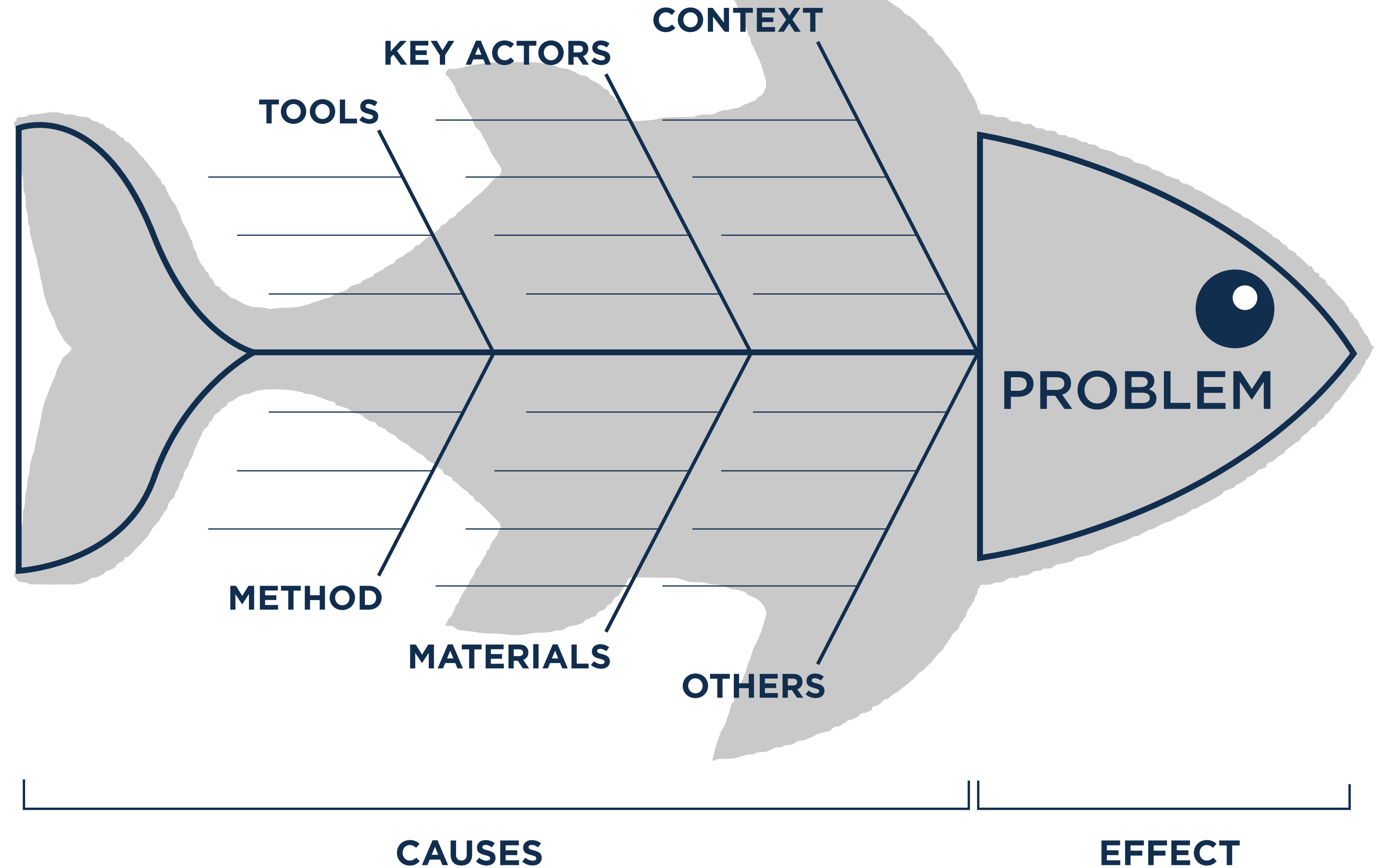
### ✘ WITH THIS YOU WILL ACHIEVE:

Identify and analyze as a team the different causes of the problem you are addressing.

### ✘ REMEMBER:

This detected problem must have information from reports, photos, numerical results, etc. The idea is to have a good support to carry out the analysis.

Prioritize the causes of each situation with a scoring system from 1 to 5. This way you will attack the most important ones.



Persons: 1 - 3  
Individual / small  
group activity.



Time:  
1 - 2 hours  
aprox



## E. EMPATHY MAP DEFINITION



An empathy map allows you to organize on paper in a simple way, what a person thinks and feels. The great advantage of this technique is that it invites you to think in categories and allows you to do an analysis of users thoughts after doing the empathization process.

### ✘ WITH THIS YOU WILL ACHIEVE:

Write down in an organized way what is the general way of thinking of your users.

### ✘ REMEMBER:

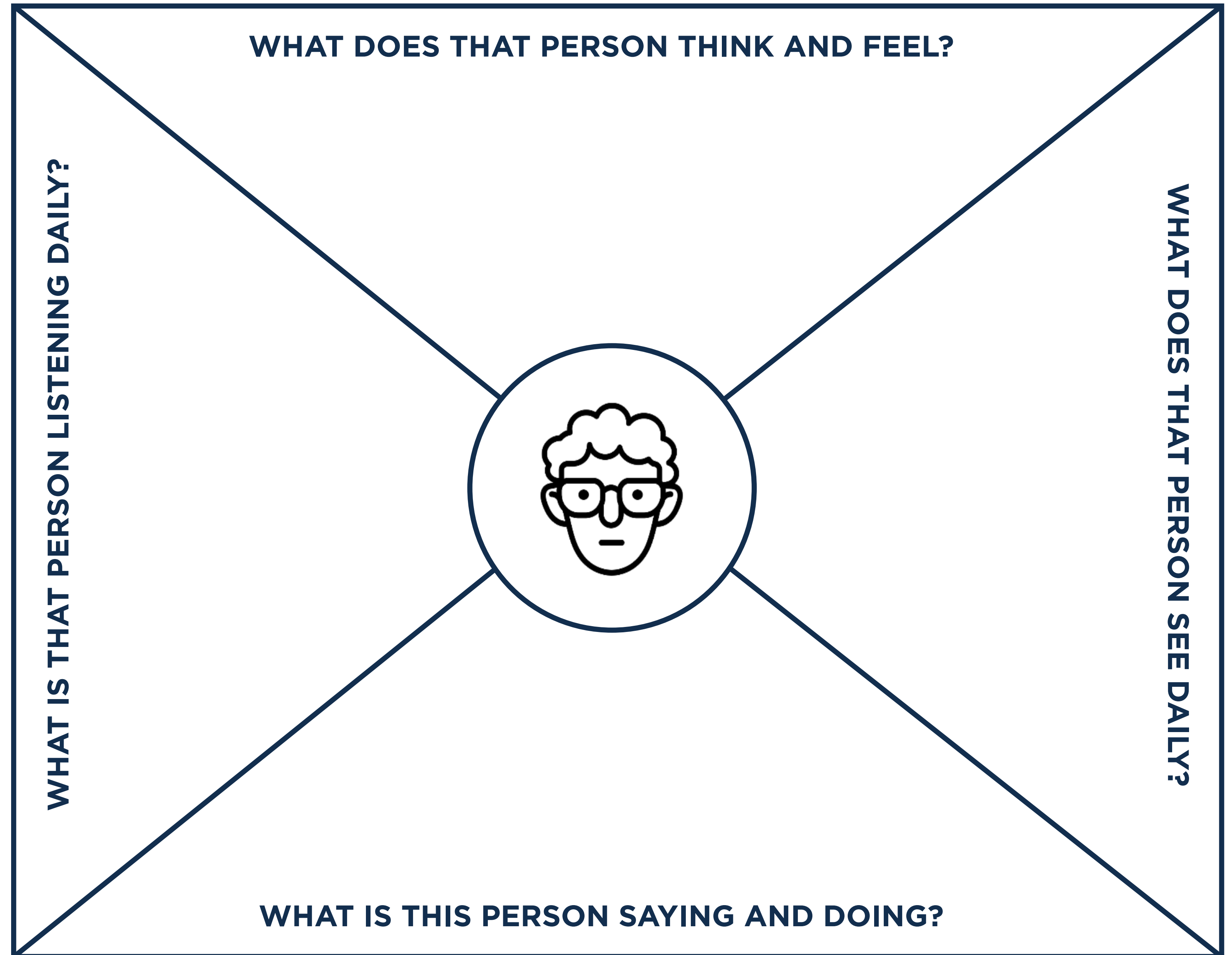
You will have to make several Empathy maps with several users to see if there are similarities in the ways of thinking and in the ways of seeing the situation or problem.



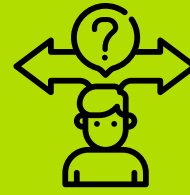
Persons: 1 - 3  
Individual / small  
group activity.



Time:  
1 hour  
aprox



# F. PERSONAL MAP



The idea is to visualize the profile of the "early adopter" or tentative initial user who is going to be directly involved with our idea or future solution. Specifically in this tool, a profile is created thinking of it as a particular person, this in order to visualize a more specific type of user on which we are interested in working.


## ✘ WITH THIS YOU WILL ACHIEVE:

Visualize who your user would be.

## ✘ REMEMBER:

It may be that it transforms during research or ideation, but it is important to keep in mind a defined "early adopter" user profile to focus the ideation processes.

You can add other definition questions.



**Guy, girl, long hair, short hair?**

**NAME:**

---

---

**SEX:**

---

**APPEARANCE:**

---

---

---

---

---

---

---

---

---

---

**Where does he or she lives?:**

---

---

**Where does he or she works?:**

---

---

**Cultural level?:**

---

---

**Kind of motivations?:**

---

---

**Kind of relation with friends?:**

---

---

**Kind of dreams?:**

---

---

---

---

**Family relations?:**

---

---

**Any manias?:**

---

---

**Any fears?:**

---

---


**Wich hobbies?**

---

---

---

---

 Persons: 1 - 3  
Individual / small group activity.

 Time:  
1 hour aprox







## H. INSIGHTS SELECTOR

Remember that an Insight is that key and revealing information that you have found during the empathization process. With this selection box of insights, visualize which are the most important to be used as a development axis in the following ideation stages.

### ✘ WITH THIS YOU WILL ACHIEVE:

Generate the general framework for the ideation process. When you have the central insights framed, you can open your mind to the possibilities of solutions in a limited and accurate way.

### ✘ REMEMBER:

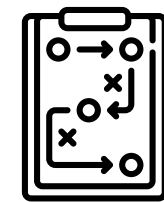
These insights are extracted from the empathization process. Remember very well, when you were in real context, all the things that caught your attention and that could be key elements in solving your challenge or problem.



Persons: 1 - 3  
Individual / small  
group activity.



Time:  
1 hour  
aprox



### INSIGHT EXAMPLE

"Parents seem to decide what kind of musical instrument their child should start playing."

**This insights can lead to incremental improvements**

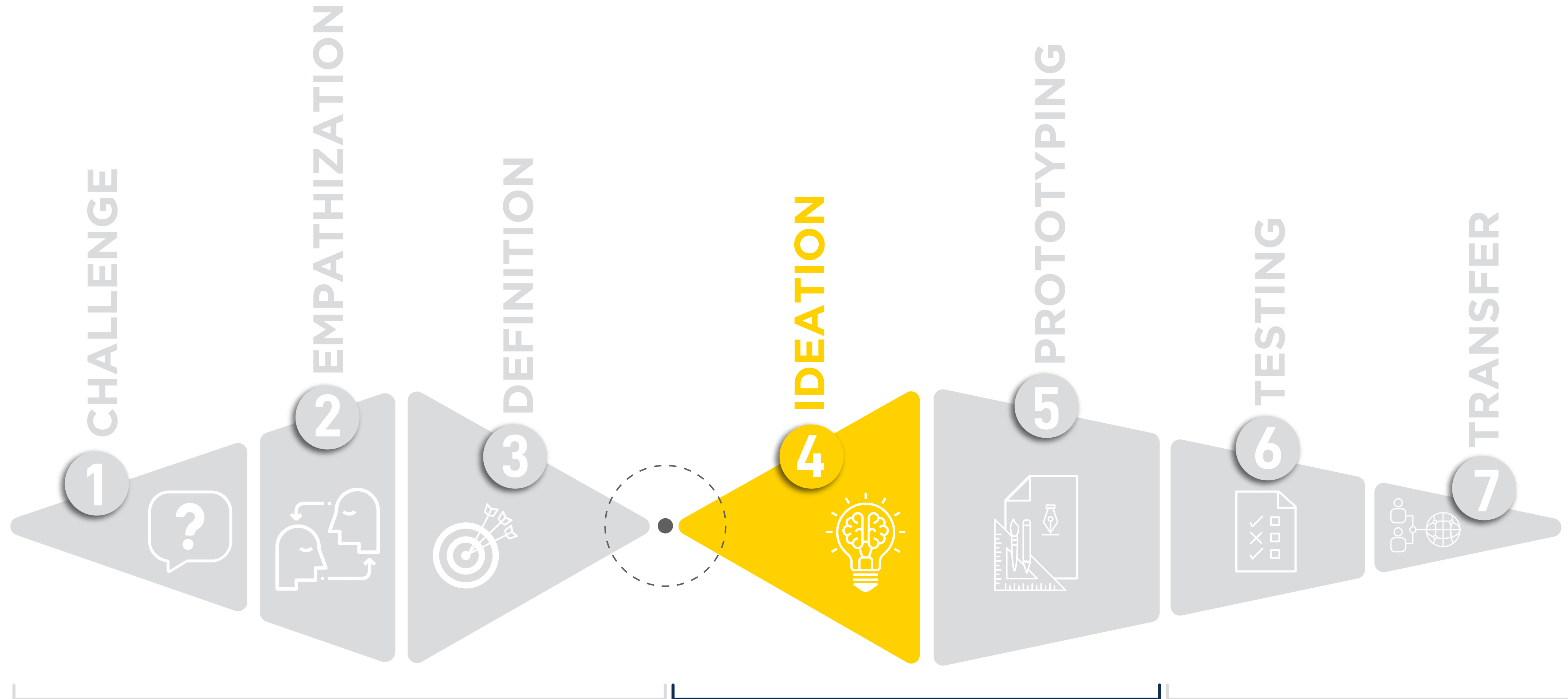
**This insights are the path for totally innovative ideas**

**Don't waste your time on it**

**Interesting, but not for right now**

PROBLEMAS U OPORTUNIDADES

SOLUCIONES



ENTENDER

CREAR

IMPLEMENTAR

CHALLENGE BASED LEARNING

DESIGN THINKING

ENTREPRENEURSHIP

# 04.IDEATION

THE IDEAS ARE THE  
FREEDOM OF THOUGHT.

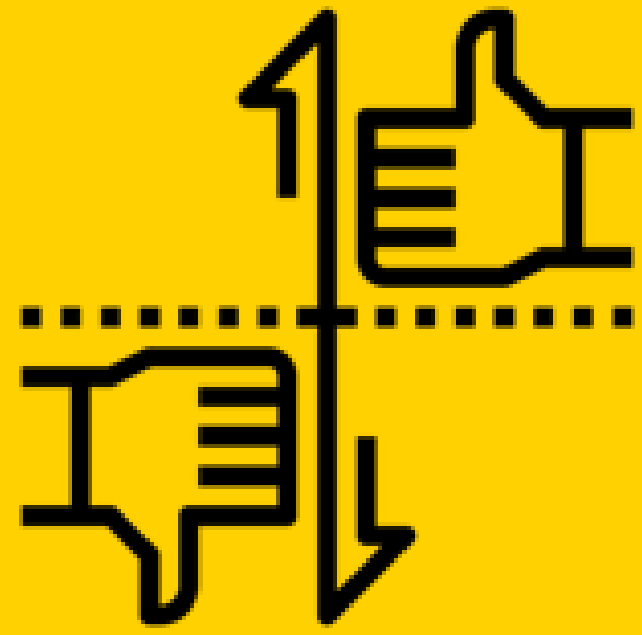
**TOOLS:** brain y sketchstorming, benchmarking, future scan, scamper, how might we, power of ceros, 10x10 ideas, find your mojo.

**RECOMMENDED:**



Rapid Ideation Process  
[www.youtube.com/watch?v=FVx9RLCnJH8](https://www.youtube.com/watch?v=FVx9RLCnJH8)





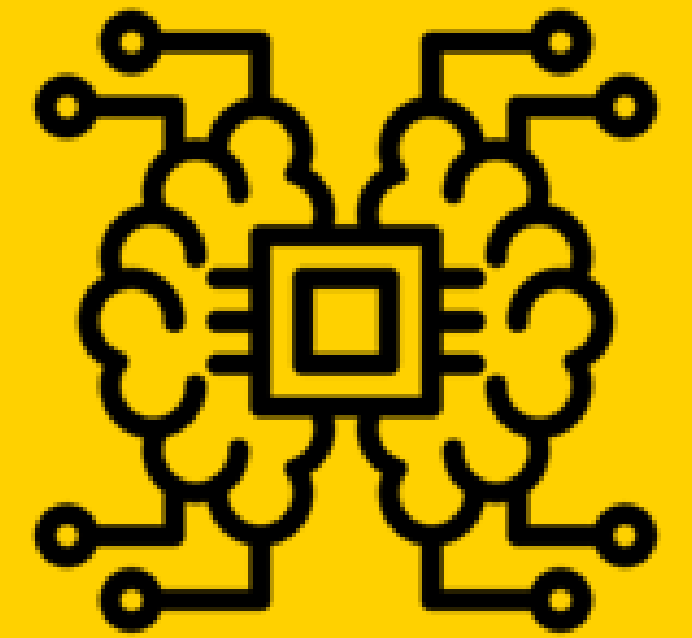
**A. BENCHMARKING  
AND INSPIRATION**



**B. HOW MIGHT WE?**



**C. BRAINSTORMINGS  
AND BRAINDRAWINGS**



**D. FUTURE SCAN**



**E. POWER  
OF CEROS**



**F. IDEAS  
SELECTOR**



**G. PERSONAL MAP**



**H. MOODBOARD**



**I. FIND YOUR  
MOJO**

# A. BENCHMARKING AND INSPIRATION



Benchmarking is a process of strategic analysis of similar or parallel solutions that can serve as a reference for your project. This inspiration tool is a very important step in the ideation process to reach the realization of new products, systems or services.

## ✘ WITH THIS YOU WILL ACHIEVE:

Find different alternative solutions to similar problems to help your brain to promote neural connections to generate new ideas.

## ✘ REMEMBER:

That this process is key for any creative. The inspiration phase by observing similar situations and solutions has always been a model of learning for humans. Remember that it is about inspiring you, not just copying yourself.

### STRIKING FINDINGS online research.

- ★
- ★
- ★
- ★
- ★
- ★
- ★
- ★
- ★
- ★
- ★
- ★
- ★
- ★
- ★

### STRIKING FINDINGS face-to-face research

- ★
- ★
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- ★



Persons: 1 - 3  
Individual / small  
group activity.



Time:  
2 - 4 hours  
aprox



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print this  
page.

## B. HOW MIGHT WE?



This tool will help you to approach the question of how we could find a solution to our problem from different perspectives. The key is to understand the central question of what we are looking for with different perspectives.

### ✘ WITH THIS YOU WILL ACHIEVE:

Rethinking the central question that defines the ideation approach.

### ✘ REMEMBER:

Construct different main questions. It is about approaching from different perspectives the central question that frames your challenge and what you want to solve.

Rethink that concept in different ways to find the most suitable face to solve the problem.

EXAMPLE /	1. ACTION AND MAIN CHALLENGE Redesign, improve, solve...	2. SUBJECT Young people, business people, old people...	3. RESULT Affordable, Engaging, fun...
HOW MIGHT WE (Wide)	Redesign public toilets	worldwide	To make them more comfortable?
HOW MIGHT WE (Medium)	Redesign public toilets	From Europe	To create a clean feeling?
HOW MIGHT WE (Close)	Redesign public restroom doors	In Catalunya	To create a sense of confidence and cleanliness?

	1. ACTION AND MAIN CHALLENGE Redesign, improve, solve...	2. SUBJECT Young people, business people, old people...	3. RESULT Affordable, Engaging, fun...
HOW MIGHT WE (Wide)			
HOW MIGHT WE (Medium)			
HOW MIGHT WE (Close)			



Persons: 1 - 3  
Individual / small group activity.



Time:  
1 hour aprox



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## C. BRAINSTORMINGS AND BRAINDRAWINGS

This tool seeks to generate a large number of solutions regardless of their level of viability. The proposal is that you use a blank canvas to describe or if you can, draw new ideas. As the final stage of the activity, when you have a good number of new ideas, divide them into those that are viable and those that are definitely not.

### ✘ WITH THIS YOU WILL ACHIEVE:

Open your mind creatively towards different possibilities.

### ✘ REMEMBER:

Don't let your math brain dominate this section. Give the creative brain room to fly freely and to build new possibilities, even if they are not one hundred percent viable. Remember also that your final idea does not necessarily have to come out of this exercise, but your creative brain will define routes to reach a solution.

THIS IS YOUR BLANK CANVAS, WAKE UP YOUR CREATIVE BRAIN AND FILL IT WITH NEW IDEAS:



Persons: 1 - 3  
Individual / small  
group activity.



Time:  
1 - 2 hours  
aprox



You can  
print this  
page.

# D. FUTURE SCAN



This is a combination of Benchmarking and Brainstorming added to a vision of future trends.

The idea is that you analyze these different trends and think about how they could influence your challenge to propose new ideas.

## ✘ WITH THIS YOU WILL ACHIEVE:

Open your mind to the future by visualizing various trends in various areas.

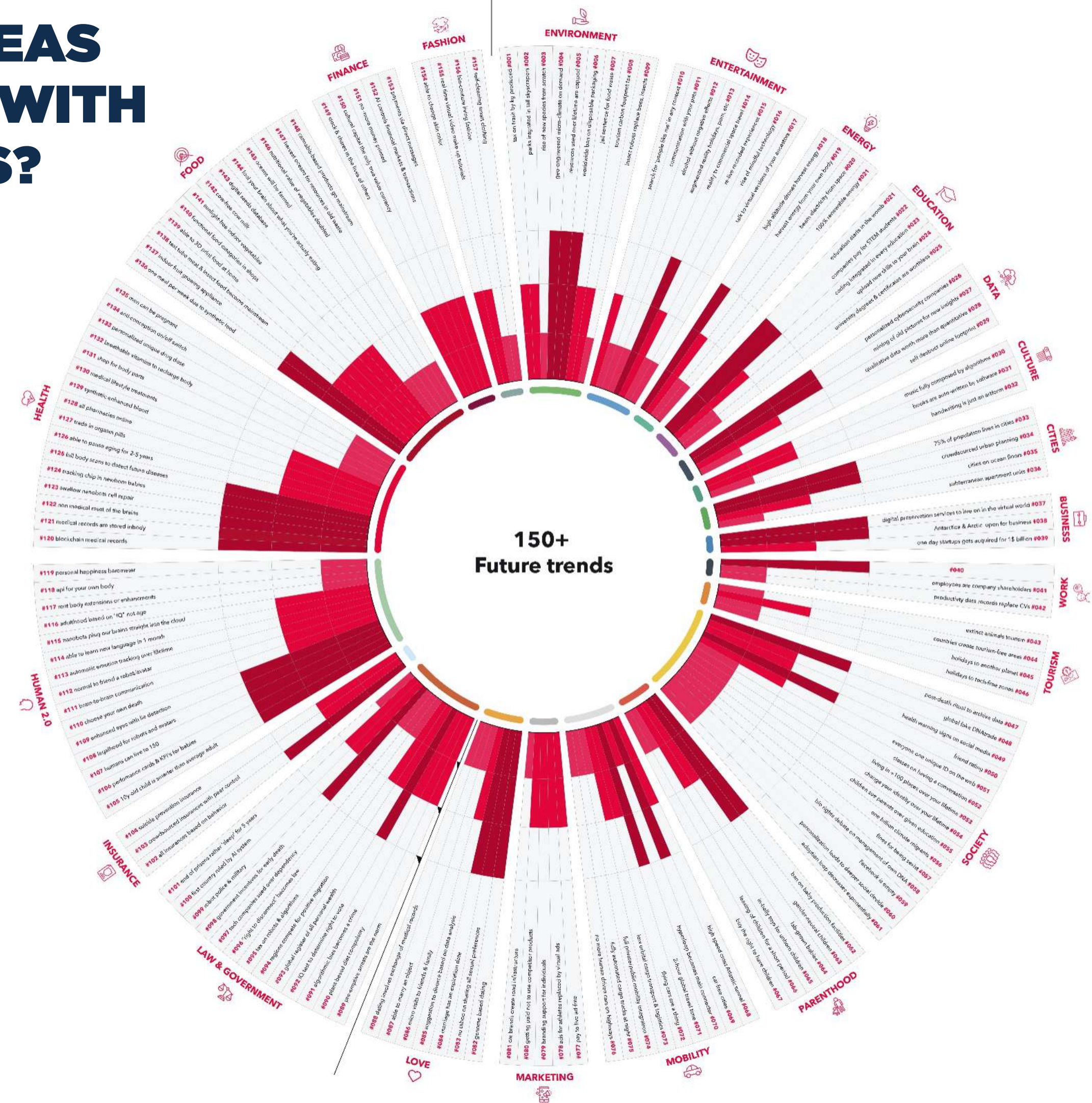
## ✘ REMEMBER:

Trend analysis is very important when developing new ideas. The correct reading of these information traces towards the future can be decisive for the success of your solution.

Trend Map Credits:

[www.boardofinnovation.com/](http://www.boardofinnovation.com/)  
>> Download High Quality.

# WHAT NEW IDEAS COME TO YOU WITH THESE TRENDS?



Persons: 1 - 3 Individual / small group activity.



Time: 1 hour aprox



You can print this page.



# E. POWER OF CEROS

The idea is to change the magnitude of the problem and the resources.



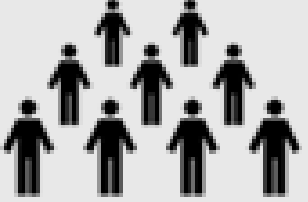

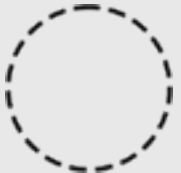
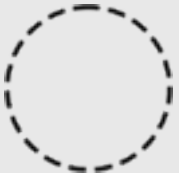
For example, if we solved a problem, we would ask what would happen if the solution cost a million euros. What if it only costs 25 cents? Or if we could interact with a million people or just 50?

## ✘ WITH THIS YOU WILL ACHIEVE:

Approach the problem creatively and with an imaginative vision, thinking on different scales to analyze possible solutions.

## ✘ REMEMBER:

Use different types of numerical variables. It can be economically, demographically or whatever you imagine.

 <b>CHEAP SOLUTION</b> _____ _____ _____	 <b>EXPENSIVE SOLUTION</b> _____ _____ _____
 <b>100 PEOPLE</b> _____ _____ _____	 <b>20 MILLION PEOPLE</b> _____ _____ _____
 _____ _____ _____	 _____ _____ _____



Persons: 1 - 3  
Individual / small  
group activity.



Time:  
1 hour  
aprox



You can  
print this  
page.

## F. IDEAS SELECTOR



With this selection box, visualize the viability of your ideas as well as the ease of developing it from your knowledge so that you can lean towards a specific objective.

Making the decision to lean towards an idea can be a chore full of indecision, but you should take the risk of leaning towards one or some of them.

### ✘ WITH THIS YOU WILL ACHIEVE:

Have a mapping of the ideas to be able to make key decisions for your project.

### ✘ REMEMBER:

Locate the best ideas that have arisen so far and seek to select the idea or ideas that have the most viability and feasibility to be developed by you. You can do it, make your choice!

- POTENTIAL IMPACT

POTENTIAL IMPACT +



<p>You know how to do it but it is not a great social impact</p>	<p>This ideas are innovation for the new world</p>
<p>Don't waste your time on it</p>	<p>It has a good impact but I haven't the knowledge</p>

+ Easy to Implement from my knowledge

- Difficult to Implement from my knowledge



Persons: 1 - 3  
Individual / small group activity.



Time: 1 hour aprox



You can print this page.

## G. PERSONAL MAP

**SCAMPER** is a team brainstorming technique used to develop or improve products, systems, or services. **SCAMPER** is an acronym for Substitute, Combine, Adapt, Modify, Purpose, Eliminate, and Reorder. The concept is to find the best ideas in the "selector idea" pag 43. From there, pass these central ideas through the **SCAMPER** to analyze different modification alternatives. In addition, you can also use the main challenge to put it to the test with the **SCAMPER**.

### ✘ WITH THIS YOU WILL ACHIEVE:

See your challenge and your idea with different eyes and variables.

### ✘ REMEMBER:

Use both the central challenge and the ideas and do not limit yourself in the number of possible variables.



Persons: 1 - 3  
Individual / small  
group activity.



Time:  
1 hour  
aprox

# S

SUBSTITUTE

**Example:** What element can we substitute to make the car safer?

# C

COMBINE

**Example:** If we combine this metal with this other metal, is the car more resistant to shocks?

# A

ADAPT

**Example:** Can I adapt the bodywork so that in addition to being safe it has a striking design?

# M

MODIFY

**Example:** Can I modify any aspect of the bodywork to better absorb shocks?

# P

PROPOSE  
OTHER USES

**Example:** What if I propose another more resistant, cheaper material that gives us the same service?

# E

ELIMINATE

**Example:** What could I eliminate to make the car safer?

# R

REORDER

**Example:** Can I reorder the manufacturing stages to be more efficient?

## H. MOODBOARD



These are inspiration tables, which help us through images to approach an aesthetic concept of work.

The mood panel or Moodboard is made with images taken from magazines, books, prints or own photographs. With this tool more focused on the product, you will be able to visualize the general aesthetics of your project.

### ✘ WITH THIS YOU WILL ACHIEVE:

Generate an aesthetic identity and a visual approach of what you are looking for with your idea.

### ✘ REMEMBER:

Use all kinds of visual resources to build a board full of visual information towards the same aesthetic line that you define for your project.



Persons: 1 - 3  
Individual / small  
group activity.



Time:  
2 hours  
aprox

## I. FIND YOUR MOJO



### !FIND YOUR CREATIVE BRAIN!

It seems obvious, but it is very important to find personal techniques to promote our creative thinking.

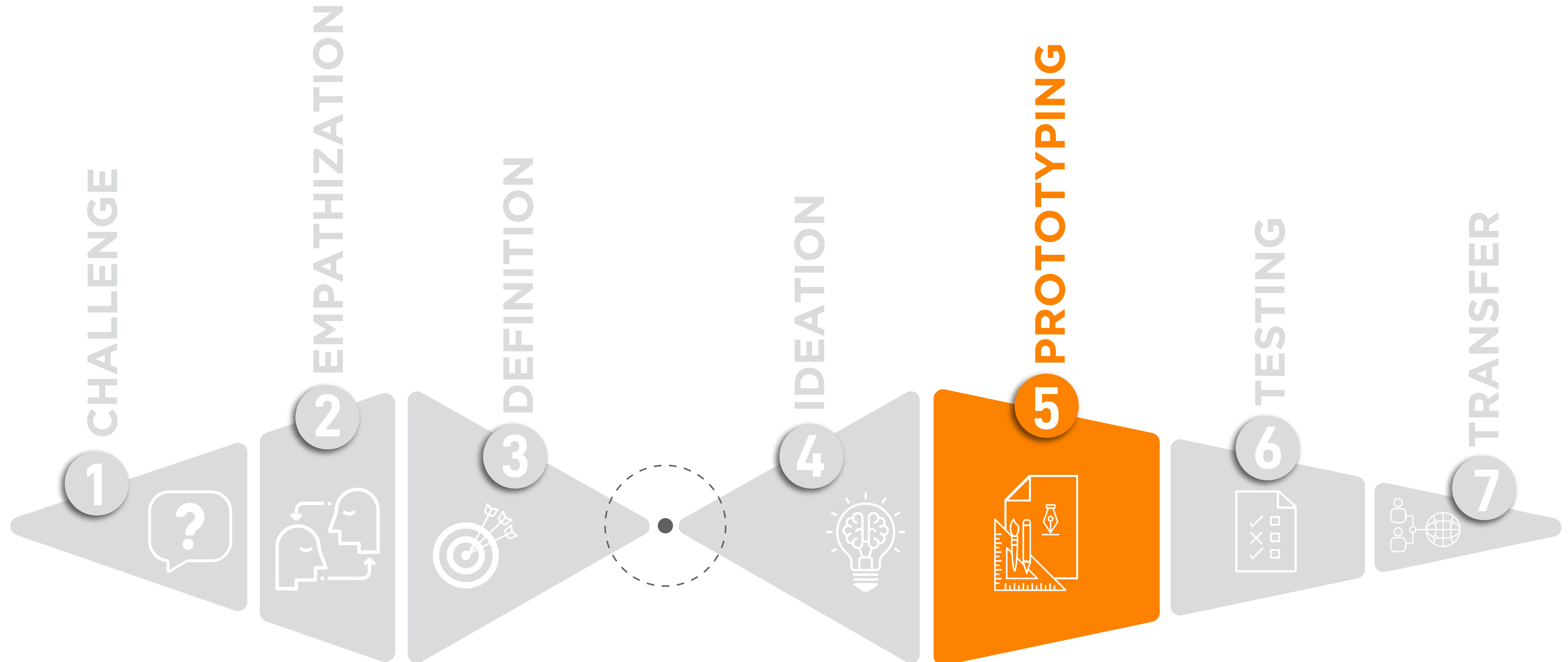
Grab your challenge and go for a walk, work with music, work silently with a notebook, etc.

It is important that you manage to recognize during your day to day when is your most imaginative and creative moment. Be aware of those moments and seek to feed them so that way your creative brain is going to get stronger everyday!



**PROBLEMS AND OPPORTUNITIES**

**SOLUTIONS**



**UNDERSTAND**

**CREATE**

**IMPLEMENT**

**CHALLENGE BASED LEARNING**

**DESIGN THINKING**

**ENTREPRENEURSHIP**

# 05. PROTOTYPING

**MATERIALIZE AND VISUALIZE IDEAS  
BRINGS YOU CLOSE TO REALITY.**

**TOOLS:** Paper prototype, app prototype, infographic display, video prototype, manual modeling prototype, 2D and 3D print prototype, brand prototype.

**RECOMMENDED:**



Fab Lab Berlin

[www.youtube.com/watch?v=aX4EGomuWyg](https://www.youtube.com/watch?v=aX4EGomuWyg)





**A. PAPER PROTOTYPE**



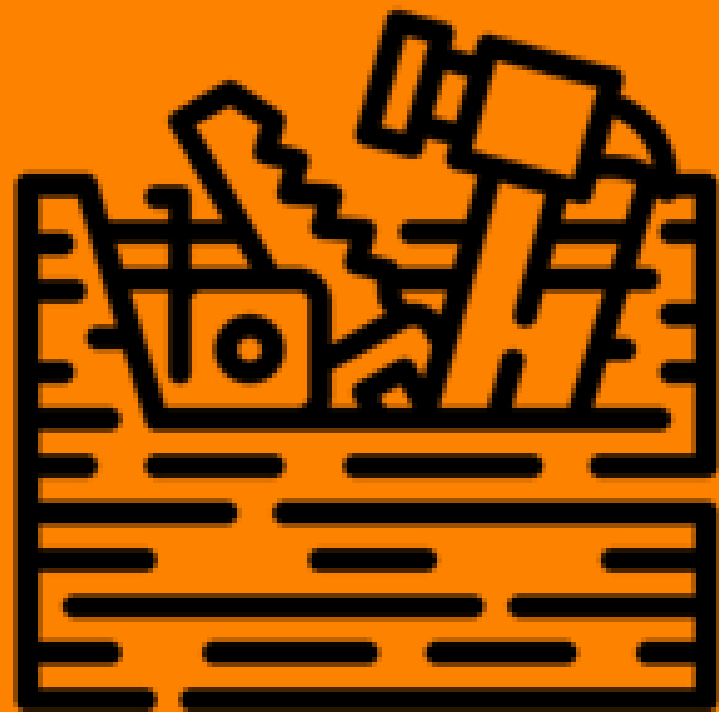
**B. INFOGRAPHIC  
VISUALIZATION**



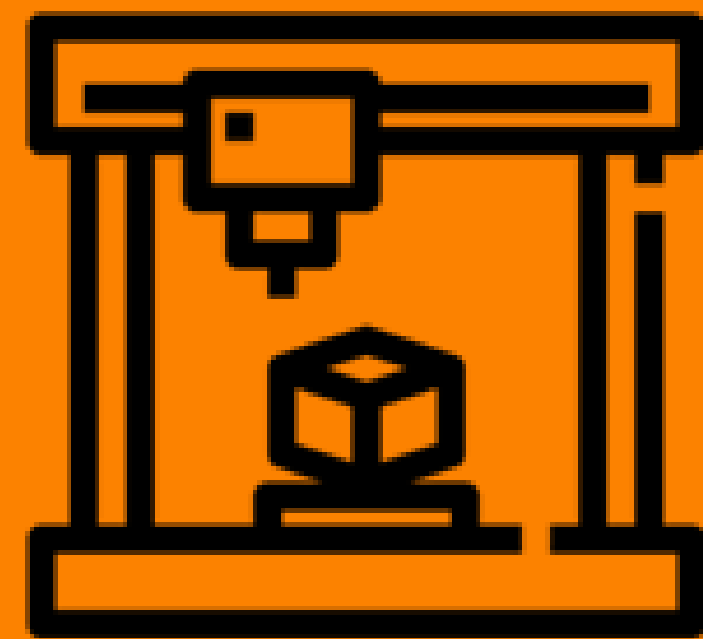
**C. SOFTWARE OR  
APP PROTOTYPE**



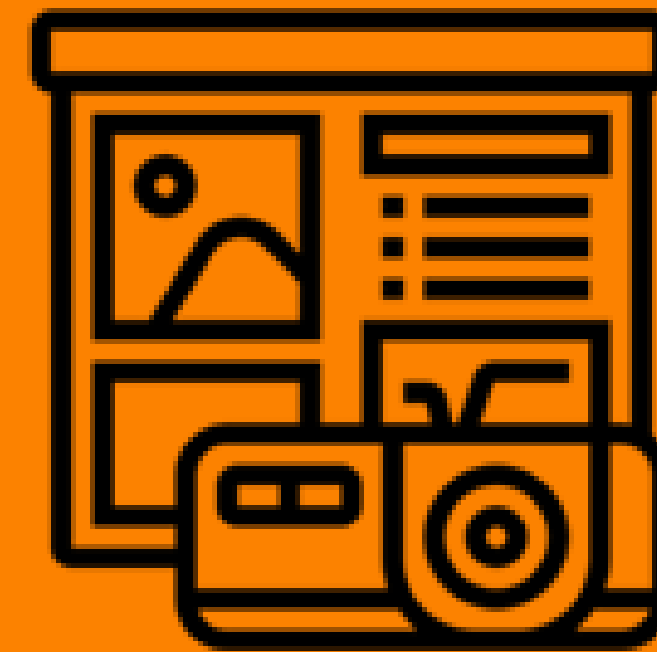
**D. VIDEO PROTOTYPE**



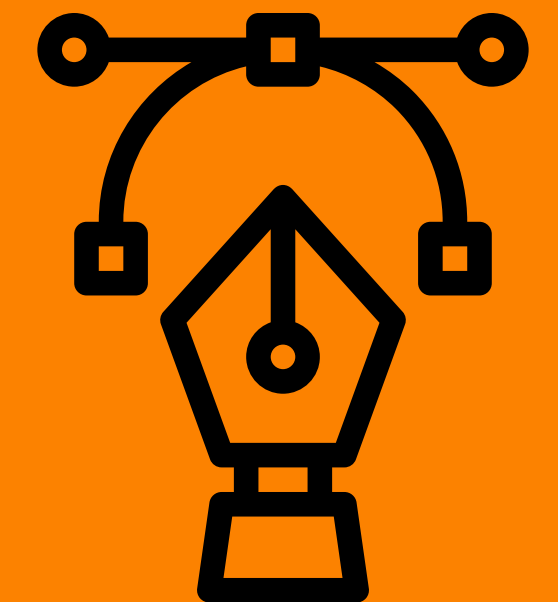
**E. ANALOG MODELING  
PROTOTYPE**



**F. PROTOTYPE WITH  
DIGITAL MODELING**



**G. PROJECT VISUAL  
PRESENTATION**



**H. BRAND PROTOTYPE**

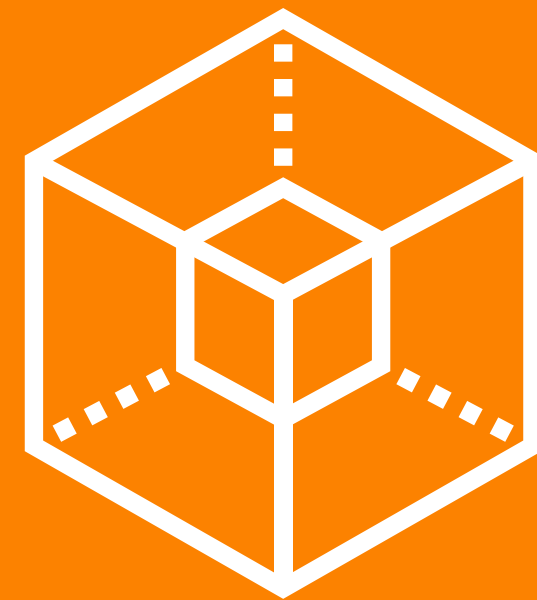
A Prototyping and / or Visualization process is a fundamental part when developing a project. With this phase, you will be able to take your ideas to a level of interaction and social understanding that only in words would not achieve the same result. This materialization or visualization of the project can have a defined approach towards a **Physical Product, a Service / System or a Software, App or Web development.**

Find the main focus of your idea to **visualize or materialize it!**

As a recommendation, look for your projects to reach final samples with the following **3 components**:

- 1. Scientific / Technological Prototype**
- 2. Form Prototype**
- 3. Visualization or final presentation of the project.**

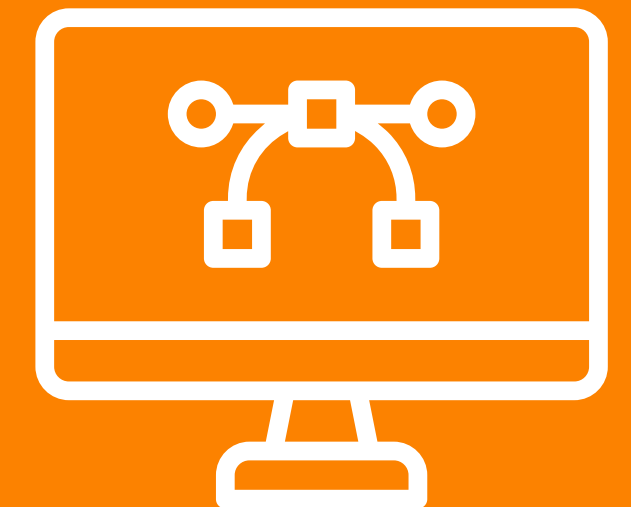
# THE FIRST THING IS TO DEFINE WHAT YOU NEED TO PROTOTYPE!



**PHYSICAL  
PRODUCT**



**SERVICE  
OR SYSTEM**



**SOFTWARE,  
APP OR WEB**



**WE INVITE YOU TO VISIT THE UAB OPEN LABS  
TO DEVELOP ALL YOUR PROTOTYPES AND  
PROJECT VISUALIZATIONS.**

**[www.uab.cat/open-labs/](http://www.uab.cat/open-labs/)**



# A. PAPER PROTOTYPE



Begin by using the paper to sketch the final idea. You can use paper to get closer to basic shapes in two and three dimensions as well as to generate simple diagrams in the case of developing content for a software solution.

## ✘ WITH THIS YOU WILL ACHIEVE:

Have the first visualization of your idea.

## ✘ REMEMBER:

It is not necessary that you are a great draftsman, it is important to take risks and define the sketches with the initial shape or structure that you visualize for your idea.

## ✘ USEFUL TO EXPLAIN:



PHYSICAL PRODUCT



SERVICE OR SYSTEM



SOFTWARE, APP OR WEB



Persons: 1 - 3  
Individual / small group activity.



Time:  
Subject time to each project.



# B. INFOGRAPHIC VISUALIZATION



It is mainly used to explain in an organized way and simple, Service or System design projects around a Product or Technology developed. Use the recommended online tools to make your own explanatory infographics easily.

## ✘ WITH THIS YOU WILL ACHIEVE:

Explain graphically in a clear and simple way how your idea works.

## ✘ REMEMBER:

The infographic tool is particularly good at explaining a service or a system that might otherwise be difficult for others to explain.

## ✘ USEFUL TO EXPLAIN:



PHYSICAL PRODUCT



SERVICE OR SYSTEM



SOFTWARE, APP OR WEB



Persons: 1 - 3 Individual / small group activity.

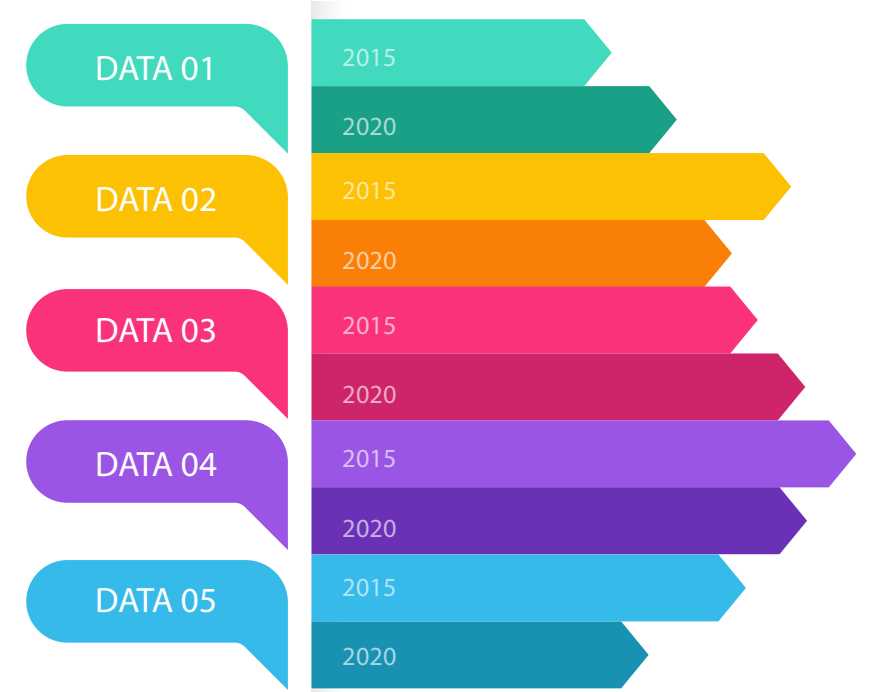
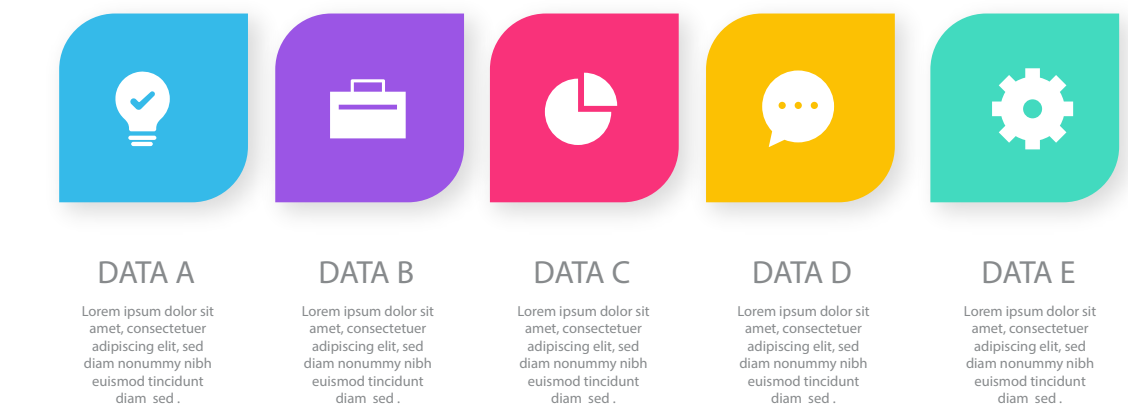
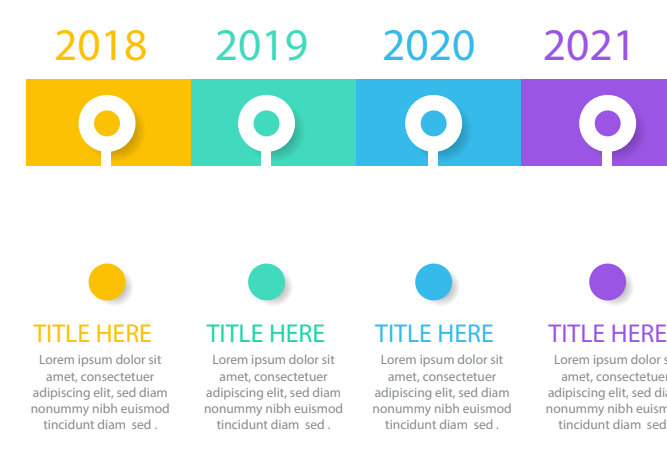
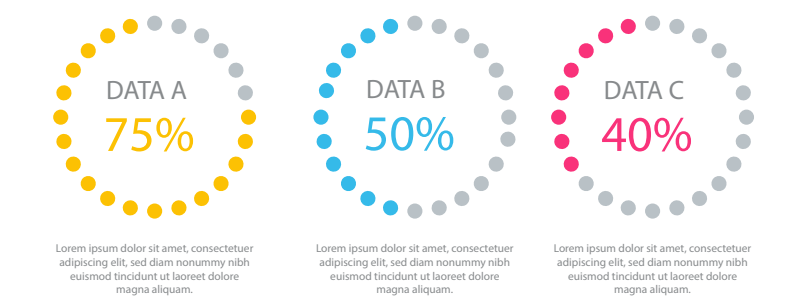
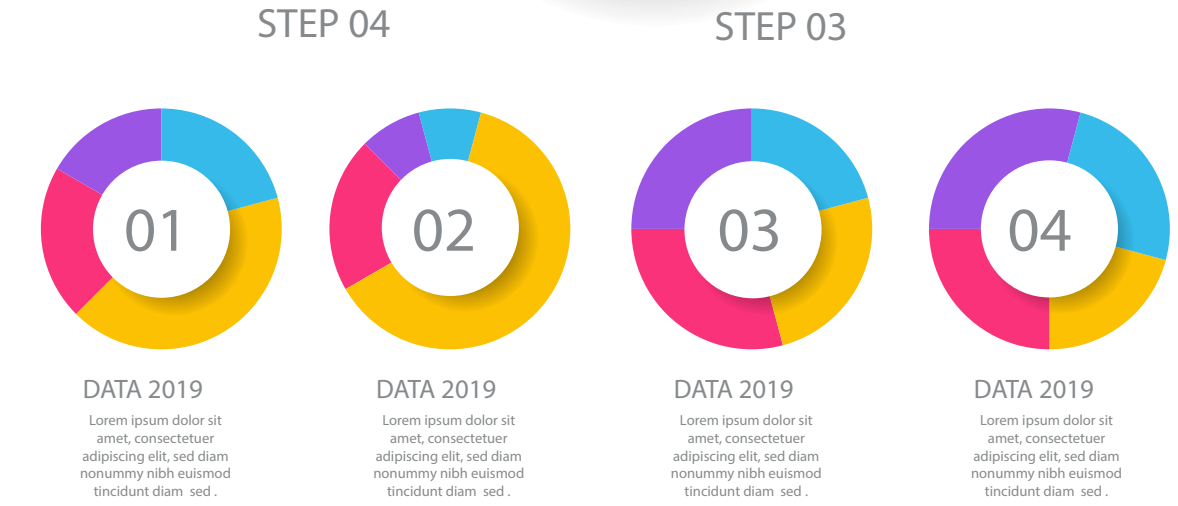
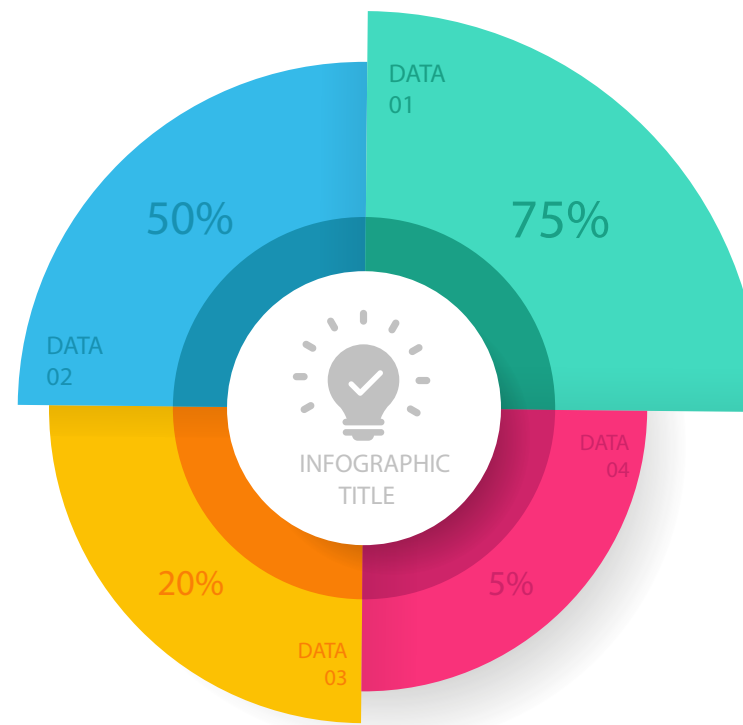


Time: 3 - 4 hours aprox

## RECOMMENDED ON LINE TOOLS:

VISME: [www.visme.co/templates/infographics/](http://www.visme.co/templates/infographics/)

CANVA: [www.canva.com/es\\_es/infografias/plantillas/](http://www.canva.com/es_es/infografias/plantillas/)



## C. SOFTWARE OR APP PROTOTYPE



For the development of Software interfaces such as Apps, websites or programs, it is necessary to create a prototype to visualize not only the aesthetic part but also the interaction of the user with your proposal. Using a regular tool like Power Point, you can create really easy interfaces to test your APP proposals. You can also try Just in Mind for a more advanced level.

### ✘ WITH THIS YOU WILL ACHIEVE:

Visualize your software idea at a visual and interaction level. UX / UI.

### ✘ REMEMBER:

As an initial tool you can start working only with power point hyperlinks, but for a more professional result you can use the recommended software. You can create Mock Ups, these are quick visualizations of what your final software proposal might look like.

### ✘ USEFUL TO EXPLAIN:



SOFTWARE,  
APP OR WEB



Persons: 1 - 3  
Individual / small  
group activity.



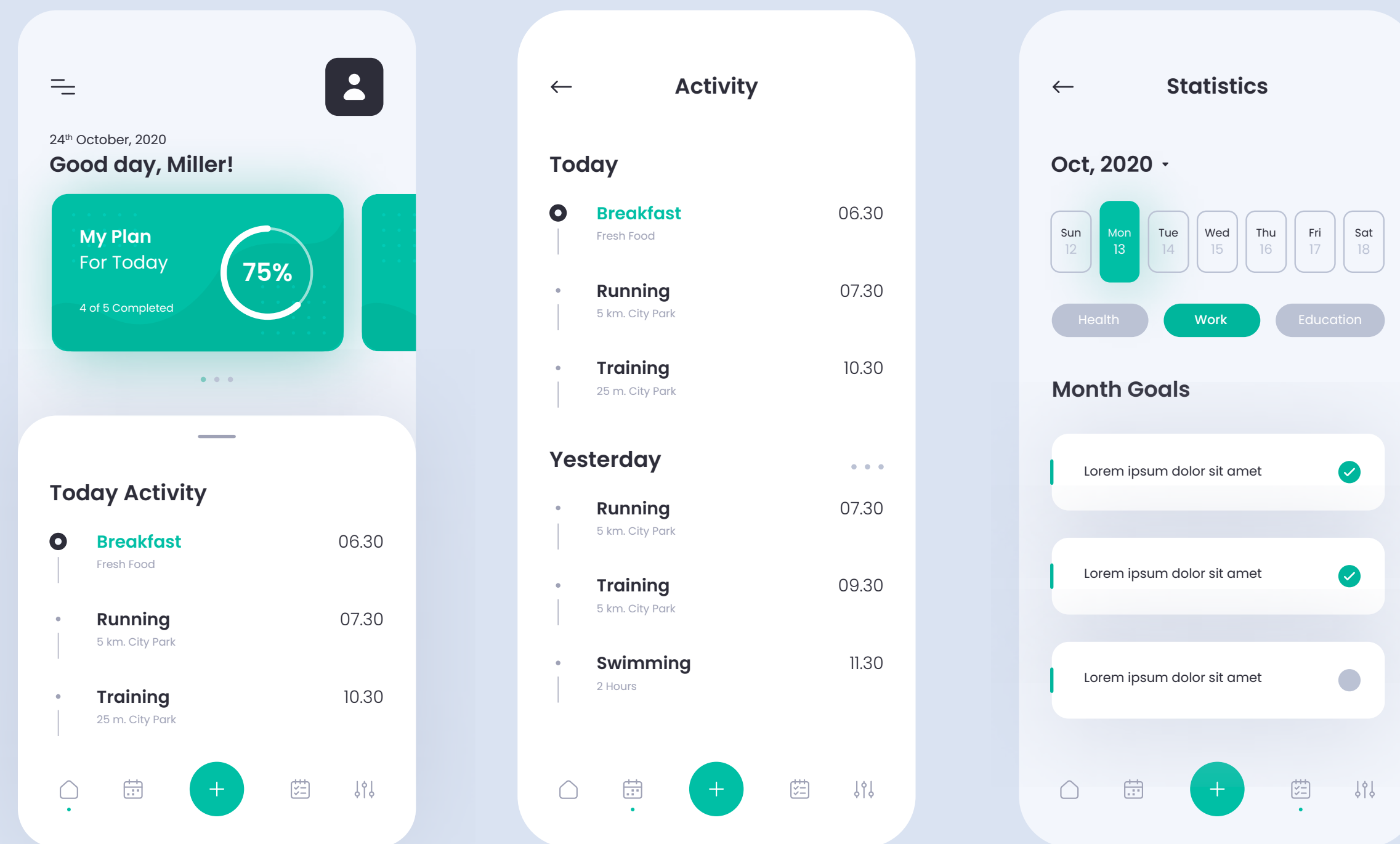
Time:  
Subject time  
to each project.

## RECOMMENDED ON LINE TOOLS:

JUSTINMIND: [www.justinmind.com/](http://www.justinmind.com/)

FIGMA: [www.figma.com/](http://www.figma.com/)

RENDER FOREST: [www.renderforest.com/es/online-mockup-generator](http://www.renderforest.com/es/online-mockup-generator)



## D. VIDEO PROTOTYPE



Even if the product does not exist, the video allows us to imagine a product or a service in gestation through the moving image. The video can be made by recording a simulation of a situation or by using tools to view animated 2D videos to explain the idea.

### ✘ WITH THIS YOU WILL ACHIEVE:

Explain the problem and your idea of solution in an audiovisual way to your listeners.

### ✘ REMEMBER:

Build a script with the structure of your video. Remember that you can access the camera rental service at the Digital Lab and find editing support as well. Video editing is slow, so it will be good for you to download some of these softwares on your personal computer to continue editing from home.

### ✘ USEFUL TO EXPLAIN:



PHYSICAL  
PRODUCT



SERVICE  
OR SYSTEM



SOFTWARE,  
APP OR WEB

## SOFTWARE AND ON LINE TOOLS FOR VIDEO EDITING:

CLIPCHAMP: [app.clipchamp.com/](https://app.clipchamp.com/)

DA VINCI RESOLVE: [www.figma.com/](https://www.figma.com/)

RENDER FOREST: [www.blackmagicdesign.com/products/davinciresolve/](https://www.blackmagicdesign.com/products/davinciresolve/)



Persons: 1 - 3  
Individual / small  
group activity.



Time:  
Subject time  
to each project.

## E. ANALOG MODELING PROTOTYPE



The analog modeling prototype is a prototype that is made using hand tools and in a traditional way. This process is fundamental mainly to create approaches to developments of some type of product or physical material that may be needed. For example, if you need to model a new concept of car, aircraft or any type of technological device that requires a physical body in 3D. Remember that analog modeling can be complementary to digital modeling (pag. 54) and vice versa.

### ✘ WITH THIS YOU WILL ACHIEVE:

Materialize with different types of materials.

### ✘ REMEMBER:

You can use different types of materials and different types of tools. At the UAB Open Labs you will find all the advice you need to materialize your idea and to obtain support regarding the correct use or viability of the materials. Remember that analog modeling can be complementary to digital modeling and vice versa.

### ✘ USEFUL TO EXPLAIN:



PHYSICAL  
PRODUCT

## MAIN TOOLS AVAILABLE AT THE UAB Open Labs:

**Shaper, Crusher, Injector, Extruder, Drill, Stapler, Saws, Toolboxes, Milling machine, Sander, Hot Air Gun.**



Persons: 1 - 3  
Individual / small  
group activity.



Time:  
Subject time  
to each project.

## F. PROTOTYPE WITH DIGITAL MODELING



The digital modeling prototype is made with the support of digital tools such as 3D printers or 2D laser cutters. This process is to create approaches to developments of some type of product or physical material that may be needed with greater accuracy than manual modeling. With these digital tools you will be able to model any material piece or any type of technological device that requires a physical body. Remember that digital modeling can be complementary to analog modeling and vice versa.

### ✘ WITH THIS YOU WILL ACHIEVE:

Materialize your prototypes in a more exact and even parametric way (Exact dimensions for production parts).

### ✘ REMEMBER:

You can generate 2D prototypes such as computer-created laser cuts as well as 3D visualizations, better known as Renders. These pieces can be materialized on the different machines that you will find at the UAB OPEN LABS.

### ✘ USEFUL TO EXPLAIN:



PHYSICAL  
PRODUCT

## MAIN TOOLS AVAILABLE AT THE UAB OPEN LABS:

Computers, Tablets, 3D scanner, Video projectors, 3d printers, Interactive board, Laser cutter, Vinyl Cutter, 2D printers, Photo cameras, Speakers, Microphones, Audio consoles, Augmented Reality Glasses, Document Scanner, Scanner 3D.



Persons: 1 - 3  
Individual / small  
group activity.



Time:  
Subject time  
to each project.

# G. PROJECT VISUAL PRESENTATION



On the one hand, an alternative tool to visualize an idea in two dimensions is digital illustration or image editing. You may need a little deep knowledge at the 2D software level or rely on the UAB Open Labs team to get external support so that you can visualize your idea. On the other hand, at the two-dimensional presentation level, it is important to develop a visual presentation for any type of idea that helps explain your proposal.

## ✘ WITH THIS YOU WILL ACHIEVE:

Have a visual approach to your idea as well as generate a general presentation with informative content around your idea. To see a recommendation of the project presentation structure (you can go to page 70, visual presentation and Pitch).

## ✘ REMEMBER:

Presentation is your gateway to listeners. Seek to generate a simple presentation model that can explain what you are looking for through your proposal.

## ✘ USEFUL TO EXPLAIN:



PHYSICAL PRODUCT



SERVICE OR SYSTEM



SOFTWARE, APP OR WEB



Persons: 1 - 3  
Individual / small group activity.



Time:  
Subject time to each project.

## RECOMMENDED TOOLS FOR ILLUSTRATION & 2D EDITION:

INKSCAPE: [www.inkscape.org/](http://www.inkscape.org/)

ILLUSTRATOR: [www.adobe.com/es/products/illustrator.html](http://www.adobe.com/es/products/illustrator.html)

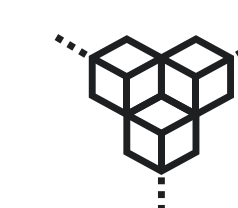
PHOTOSHOP: [www.adobe.com/es/products/photoshop.html](http://www.adobe.com/es/products/photoshop.html)

## TO MAKE VISUAL PRESENTATIONS:

POWER POINT: [www.office.com/launch/powerpoint](http://www.office.com/launch/powerpoint)

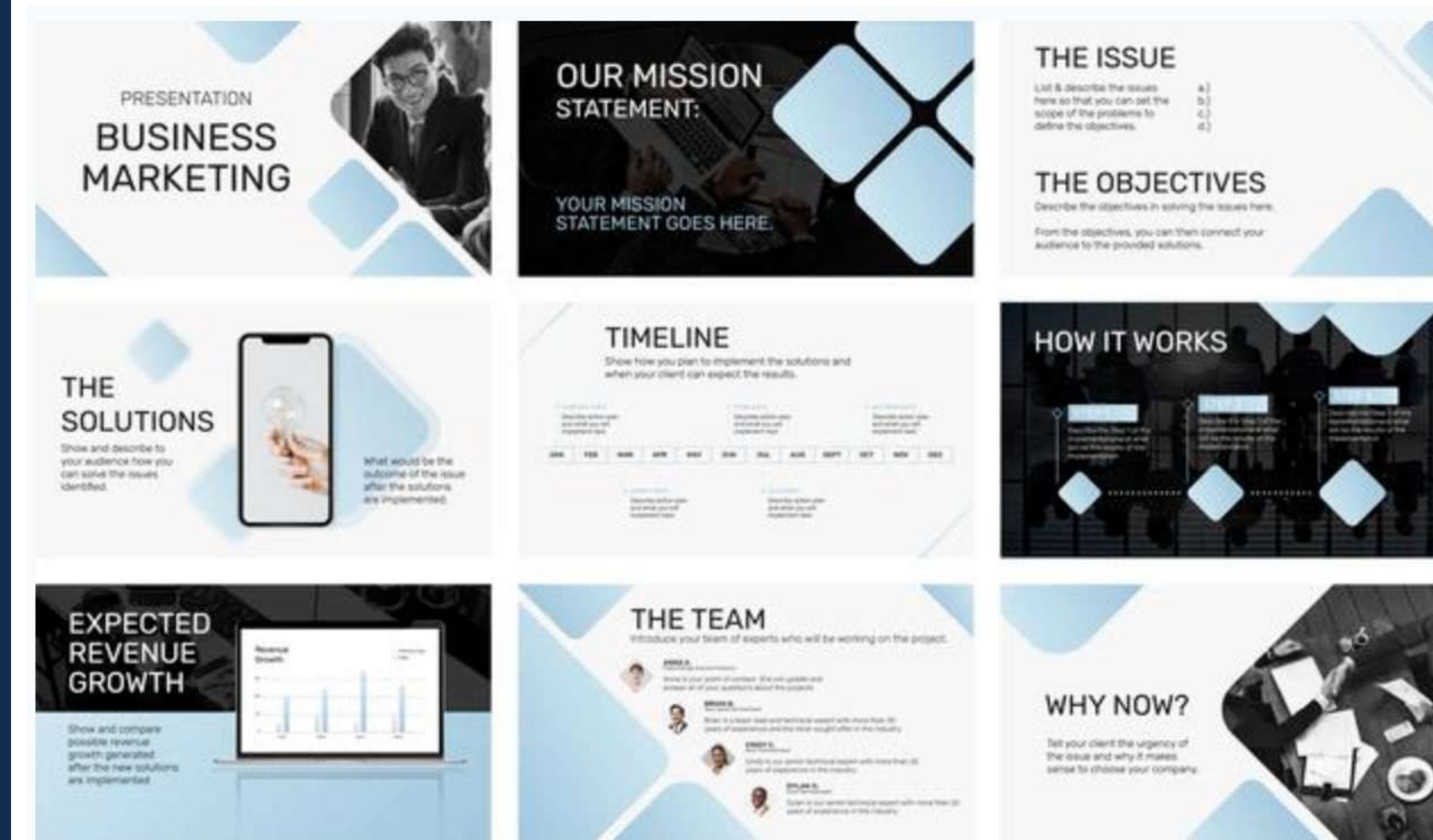
CANVA: [www.canva.com/](http://www.canva.com/)

PREZI: [www.prezi.com/es/](http://www.prezi.com/es/)

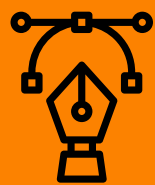


## DOWNLOAD SUPPORT ICONS:

THE NOUN PROJECT: [www.thenounproject.com/](http://www.thenounproject.com/)



# H. BRAND PROTOTYPE



This is the process of making and building a brand through the strategic management of the total set of elements linked to the name and / or symbol (logo) that will identify the project in process. Your brand will be the main face of your project in front of others. This tool will allow you to easily, quickly and for free generate a brand for your project. In later levels, if you want to take it to a more advanced level, we recommend connecting with a Graphic Designer to help you visualize your brand in a more professional way.

Make a list of keywords within your project and look to combine them in different ways. Seek to express to the maximum with that word or with that concept, what you are looking for through your proposal. After that, go to [Renderforest.com](http://Renderforest.com) to build your logo.

## ✘ WITH THIS YOU WILL ACHIEVE:

Give a face and an identity to your project in a simple, fast and free way.

## ✘ REMEMBER:

A brand is more than naming a project, it is giving it a personality and visual characteristics that will define it in front of others. Remember that the brand can also mark the overall aesthetic identity of the project.

## RECOMMENDED ONLINE TOOLS:

RENDER FOREST: [www.renderforest.com/es/online-mockup-generator](http://www.renderforest.com/es/online-mockup-generator)

### KEYWORDS

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### BRAND IDEAS

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PHYSICAL PRODUCT



SERVICE OR SYSTEM



SOFTWARE, APP OR WEB



Persons: 1 - 3  
Individual / small group activity.



Time: 2 - 4 hours aprox

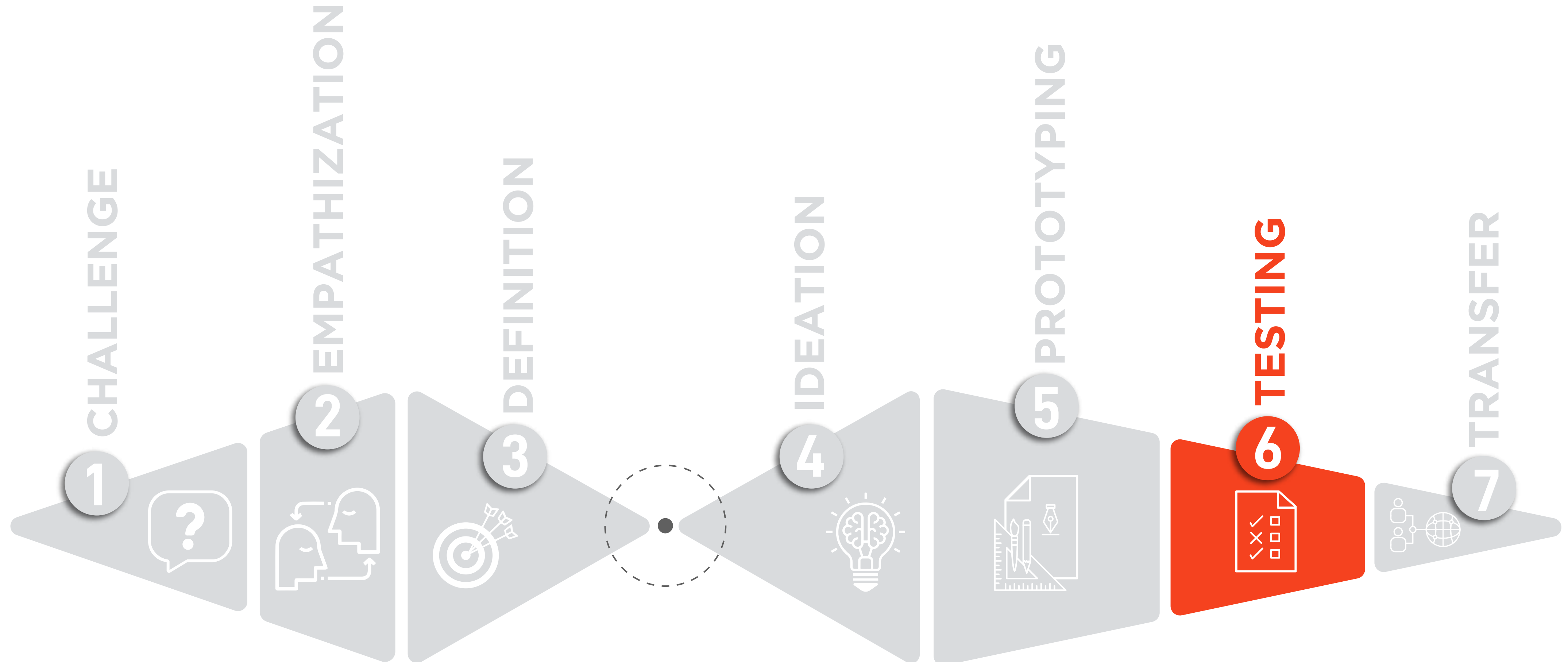


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**PROBLEMS AND OPPORTUNITIES**

**SOLUTIONS**



**UNDERSTAND**

**CREATE**

**IMPLEMENT**

**CHALLENGE BASED LEARNING**

**DESIGN THINKING**

**ENTREPRENEURSHIP**

# 06. TESTING

**CHECKING BRINGS YOU CLOSE TO THE TRUTH OF THE UTILITY OF IDEAS. ITERATE AS MANY TIMES IT IS NECESSARY.**

**TOOLS:** Interviews test and focus groups, assumption learning card, feedback grid, experiment card.

**RECOMMENDED:**

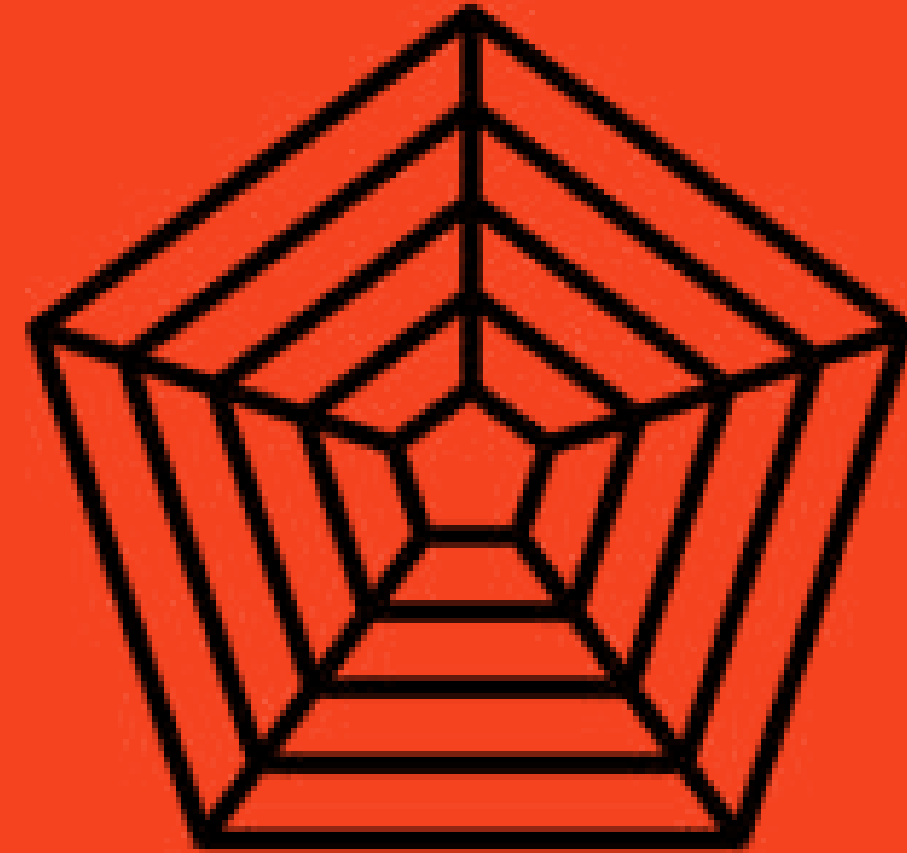


How To Validate Your Startup Ideas  
[www.youtube.com/watch?v=3\\_A5JNLeHAQ](https://www.youtube.com/watch?v=3_A5JNLeHAQ)





**A. INTERVIEWS  
TEST & FOCUS  
GROUPS**



**B. ASSUMPTION  
LEARNING CARD**



**C. FEEDBACK GRID**



**D. EXPERIMENT  
CARD**

# A. INTERVIEWS TEST & FOCUS GROUPS



These interviews will be the information base for the other Testing Tools. Organize a brief explanation of your solution and create a series of between 6 and 8 specific questions that can provide you with valuable feedback. Then, establish key profiles of people who could provide you with valuable information and interview them. Try not to skew your interview, so try to get them to interact with your initial prototype and give you valuable information. In the case of the Focus Group, you can use the same interview structure but you must include a group of between 5 and 7 people to exchange ideas and opinions together around your prototype.

## ✘ WITH THIS YOU WILL ACHIEVE:

Have feedback to refine concepts within your prototype that still they are not fully defined. This stage is key to verify many hypothesis.

## ✘ REMEMBER:

Developing a prototype is not something quick, and reaching a minimum viable product to test a real market requires a high level of iteration and rethinking the weak points of the idea over and over again. Be patient and with the help of feedback, polish your idea to the fullest. You can also do some polls, but focus on the deep feedback from direct interviews.

**1. Introduce yourself /** Hi, I'm Jordi Lluch. Thank you very much for your cooperation in this research session...

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**2. Set the stage /** Share the purpose, the desired outcome and share them your Prototype.

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**3. Ask questions about the prototype and the challenge /** (6 to 8 questions) Let them interact with your prototype.

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**4. Evoke stories with open ended questions /** Make people tell you freely their point of view around the prototype the idea.

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**5. Try to use the "Five Whys" Page 22.**



Persons: 1 - 6  
Small / medium  
group activity.



Time:  
2 - 4 hours  
aprox



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page.

# B. ASSUMPTION LEARNING CARD



Use 1 of these cards for each assumption or hypothesis you have around your idea and your prototype. With the assumption learning card you will be able to visualize in an organized way what are the opportunities and weaknesses from each hypothesis being validated.

## ✘ WITH THIS YOU WILL ACHIEVE:

Polish the different assumptions you can make before validating them with an audience.

## ✘ REMEMBER:

This tool is not based entirely on the final product but on the verification of the different hypotheses that you have made in the creative process.

### ASSUMPTION TESTED

Which hipotesis did you test? One per card.

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### KEY FINDINGS

What have you learned and discovered?

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### VALIDATED AND INVALIDATED LEARNING EVIDENCE

What have you learned and discovered?

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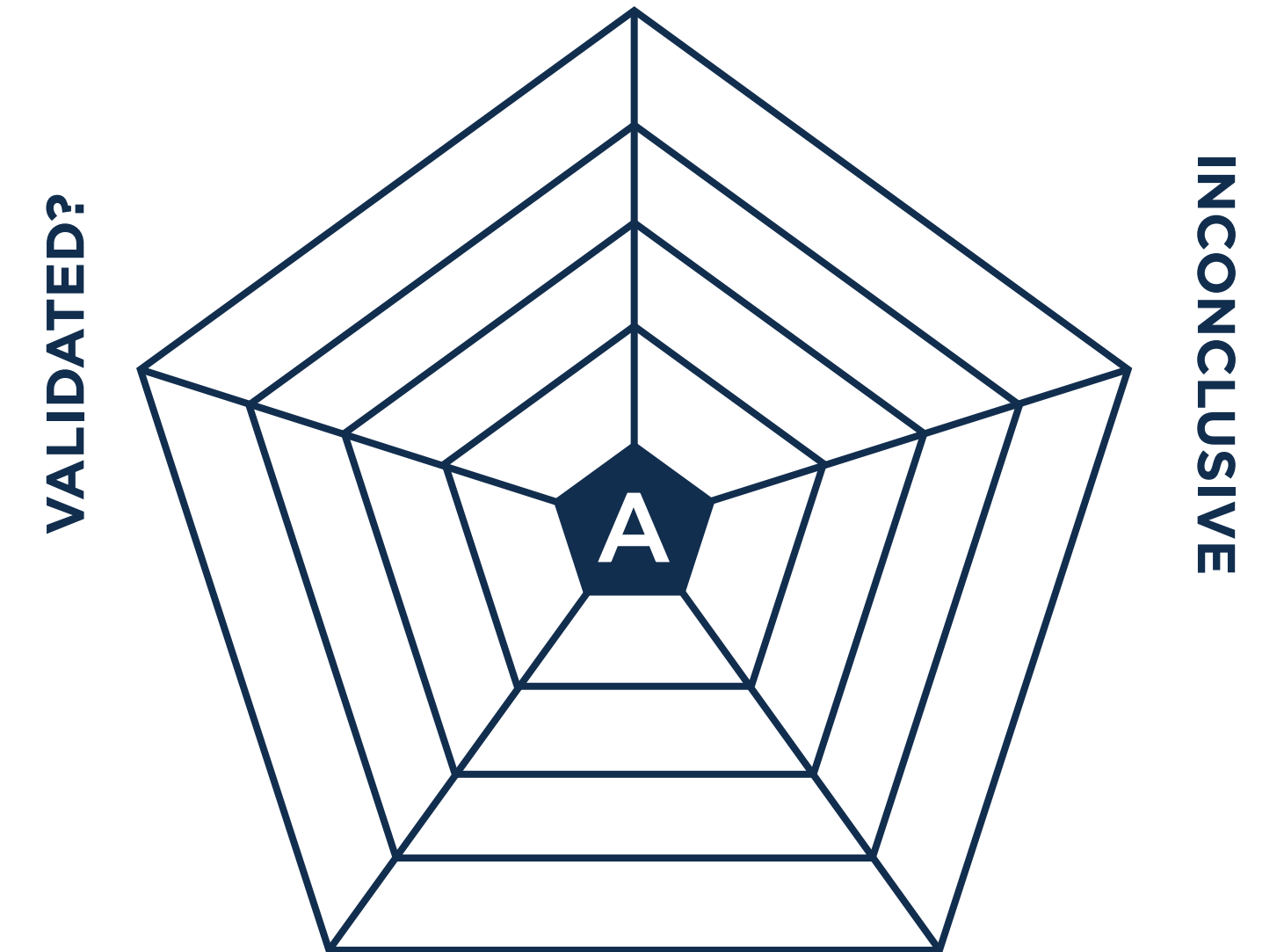
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**VALIDATED OR NOT?**  
Give each concept a score.

### UNEXPECTEDLY AWESOME?



HAVE TO PIVOT?

INVALIDATED?

### TO DO!

What are the next steps? Next test, iteration...

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 Persons: 2 - 6  
Small / medium group activity.

 Time: 1 - 2 hours aprox

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## C. FEEDBACK GRID



With good feedback you can give the person a prototype to test and also this canvas. You can do it in 2 ways, by submitting it and having it completed anonymously or by doing it as an interview. The first option can allow you more honesty in the answers.

### ✘ WITH THIS YOU WILL ACHIEVE:

An important source of information that will allow you iterate and progressively improve your idea and prototype.

### ✘ REMEMBER:

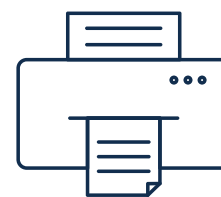
Be very patient. The first prototypes are usually not pretty or fully functional, and this is not always understood by the person giving you the feedback. Explain that you are in the development stage and that their point of view is essential for the planning of the final designs. Make them feel part of the process!



Persons: 2 - 6  
Small / medium  
group activity.



Time:  
1 hour  
aprox



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WHAT WORKED, WHAT'S INTERESTING?  
WHY?

ARE NEW QUESTIONS BORN?  
WHY?

CONSTRUCTIVE CRITICISM  
WHY?

DO YOU HAVE NEW IDEAS TO ADD?  
WHY?

## D. EXPERIMENT CARD



This quick tool is intended to re-adjust the weak aspects of an idea. Once we have extracted from our audience the main factors that did not work, we can think of possible solutions on which we will have to iterate, that is, Go back to a previous phase to rethink. For example, Return to the ideation phase for a specific point that remains to be developed.

### ✘ WITH THIS YOU WILL ACHIEVE:

Identify weak points of your solution to iterate towards its improvement.

### ✘ REMEMBER:

It is important to honestly analyze the weak points of your idea, even if a great hypothesis that you had is unsuccessful, you must rethink it to polish your final proposal.



Persons: 2 - 6  
Small / medium  
group activity.



Time:  
1 - 2 hours  
aprox



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### TYPE OF EXPERIMENT

Prototype Testing, video sample, brand test.

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### AUDIENCE

Describe the kind of audience of this test.

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### WHAT DIDN'T WORK?

What did not work as you expected?

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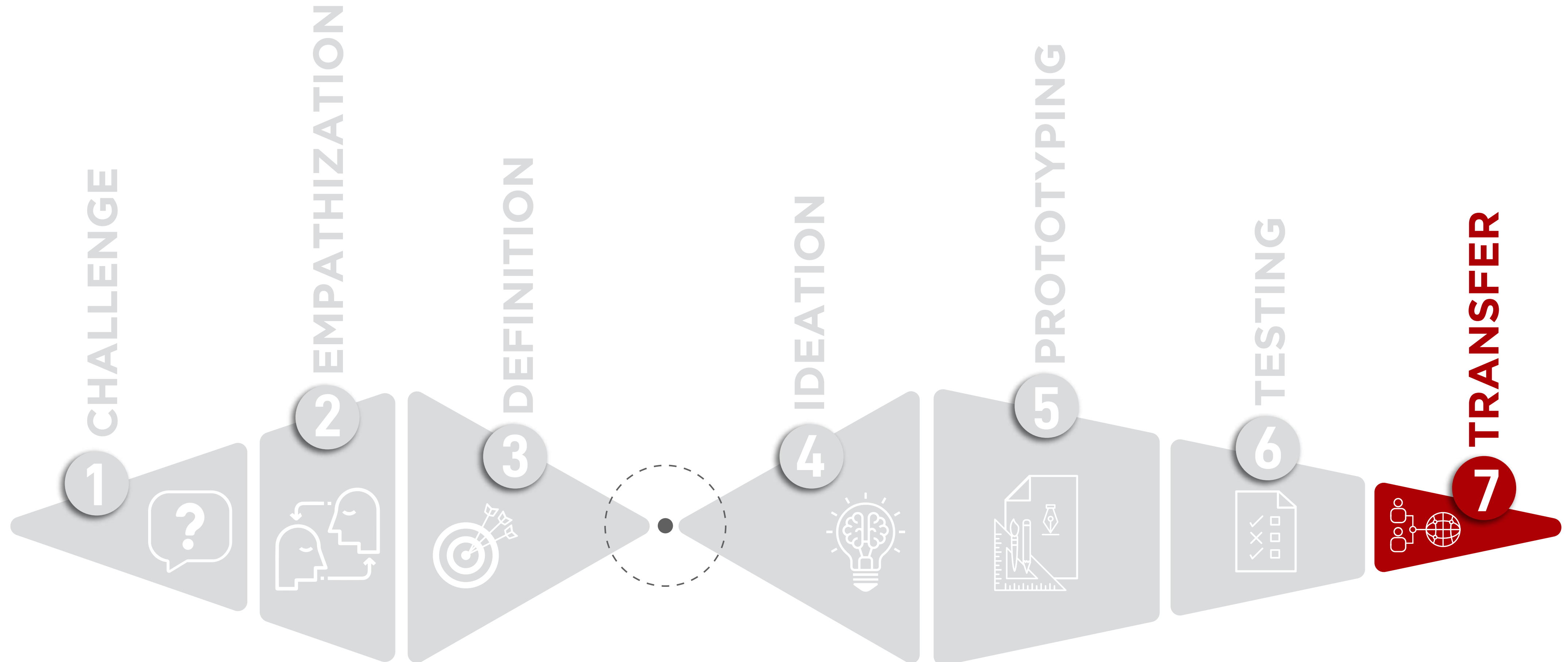
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## SKETCH SOLUTIONS!

Quickly come up with possible solutions to iterate or pivot on concepts that are still weak within your idea.

**PROBLEMS AND OPPORTUNITIES**

**SOLUTIONS**



**UNDERSTAND**

**CREATE**

**IMPLEMENT**

CHALLENGE BASED LEARNING

DESIGN THINKING

ENTREPRENEURSHIP



# 06. TRANSFER

CHECKING BRINGS YOU CLOSE TO THE TRUTH OF THE UTILITY OF IDEAS. ITERATE AS MANY TIMES IT IS NECESSARY.

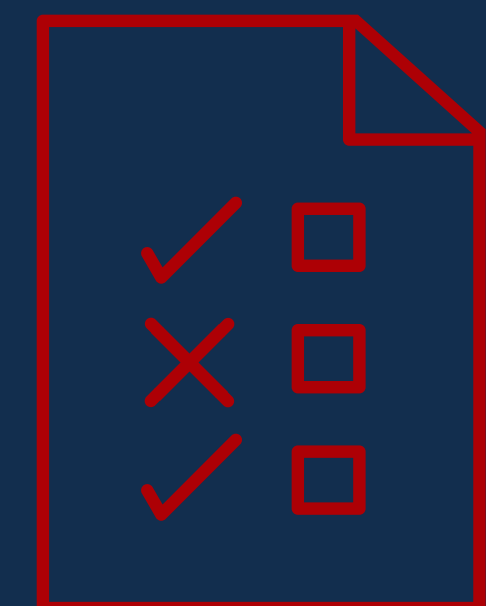
**TOOLS:** Interviews test and focus groups, assumption learning card, feedback grid, experiment card.

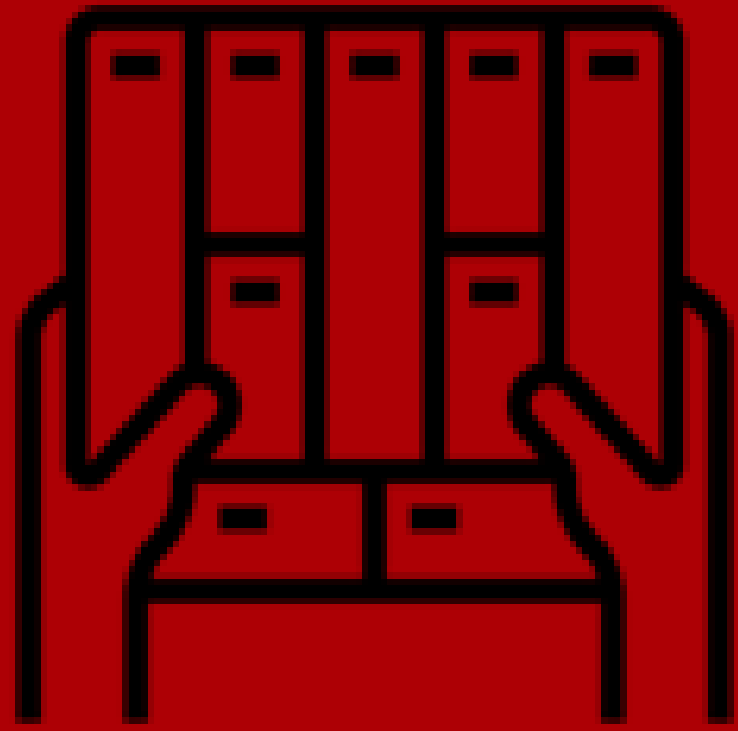
**RECOMMENDED:**



How To Validate Your Startup Ideas

[www.youtube.com/watch?v=3\\_A5JNLeHAQ](https://www.youtube.com/watch?v=3_A5JNLeHAQ)

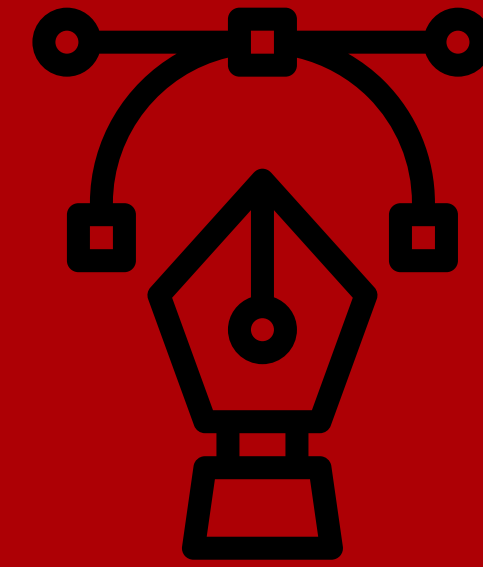




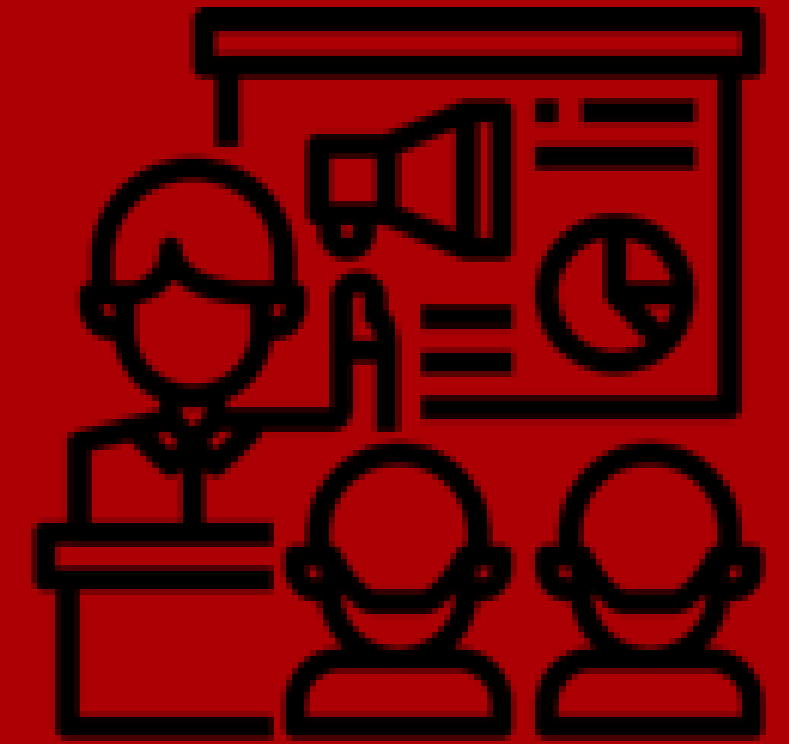
**A. BUSINESS MODEL  
CANVAS**



**B. VALUE  
PROPOSITION CANVAS**



**C. BRAND  
DEVELOPMENT**



**D. VISUAL AND  
PITCH PRESENTATION**



**E. TEAM BUILDING**

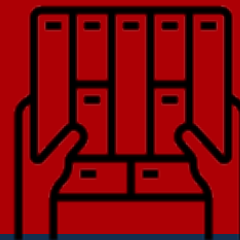


**F. CALLS AND AWARDS  
APPLICATIONS**



**H. KEEP ON MOVING**

# A. BUSINESS MODEL CANVAS



The BMC is a strategic visualization canvas for new business models.

With the BMC you will be able to analyze the crucial factors when structuring a functional business model.

## ✘ WITH THIS YOU WILL ACHIEVE:

Visualize and start building the first business model that will allow the sustainability of your idea or proposal.

## ✘ REMEMBER:

Business models can change and this first stage is the visualization of operation as a starting model.

KEY PARTNERS <b>Who help you?</b>	KEY ACTIVITIES <b>What do you do?</b>	VALUE PROPOSITIONS <b>What differentiates you?</b>	VALUE PROPOSITIONS <b>How do you interact?</b>	CUSTOMER SEGMENTS <b>Who is your client?</b>
	KEY RESOURCES <b>Who are you and what do you have?</b>		CHANNELS <b>How do they know you and how do you deliver?</b>	
COST ESTRUCTURE <b>What and how much do you have to invest?</b>		REVENUE STREAMS <b>What is your profit?</b>		



Persons: 2 - 6  
Small / medium  
group activity.



Time:  
2 - 4 hours  
aprox.



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# B. VALUE PROPOSITION CANVAS



The value proposition is a framework in which to visualize if we are creating something that is going to make sense for the client.

You can even generate this map for products or services similar to your solution and thus analyze what gaps exist.

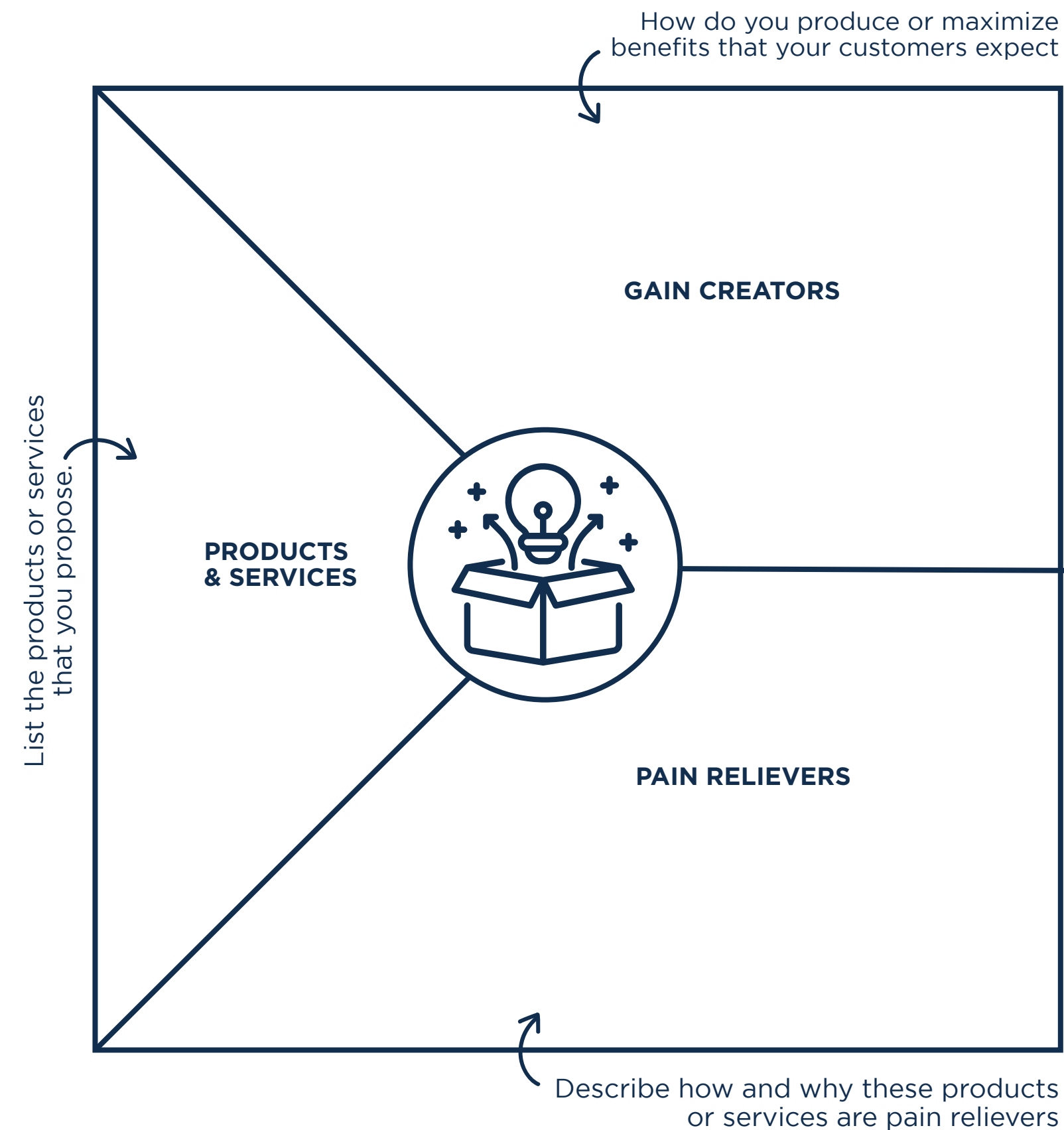
## ✘ WITH THIS YOU WILL ACHIEVE:

Visualize the central need and the value proposition that covers that need.

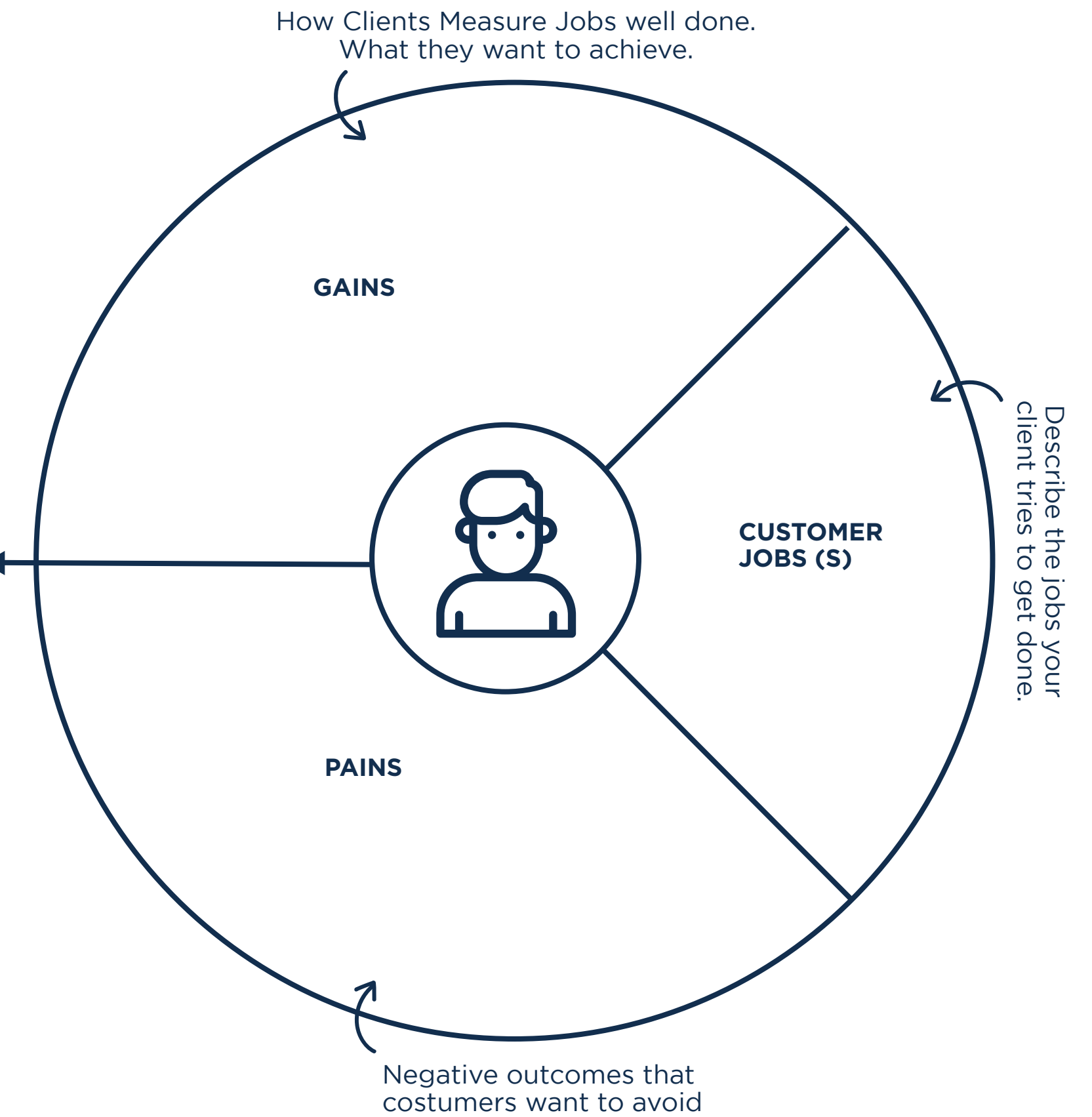
## ✘ REMEMBER:

This can be made with your proposal or with a similar solution to analyze its value.

### VALUE MAP - PRODUCT OR SERVICE



### COSTUMER PROFILE



**RECOMENDED VIDEO:** Strategyzer's / [www.youtube.com/watch?v=ReM1uqmVfP0&t=124s](https://www.youtube.com/watch?v=ReM1uqmVfP0&t=124s)



Persons: 2 - 6  
Small / medium  
group activity.



Time:  
2 - 3 hours  
aprox.

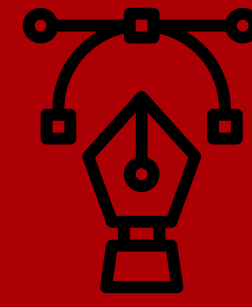


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# C. BRAND DEVELOPMENT



We have to repeat this slide (Prototyping Pg.55) because at this stage of your idea the brand is no longer just a way to convince your users to give you feedback. At this point, the brand becomes an important aspect that visually defines and synthesizes what you are and what you do through your Project.

## ✘ WITH THIS YOU WILL ACHIEVE:

Give a face and an identity to your project in a simple, fast and free way.

## ✘ REMEMBER:

A brand is more than naming a project, it is giving it a personality and visual characteristics that will define it in front of others. Remember that the brand can also mark the overall aesthetic identity of the project. You can connect with a Graphic Designer to make a professional branding process.

## RECOMMENDED ON LINE TOOLS FOR LOGOS AND MOCKUPS:

RENDERFOREST: [www.renderforest.com/](http://www.renderforest.com/)



Persons: 2 - 6  
Small / medium  
group activity.



Time: Subject  
time to each  
project.

## D. VISUAL AND PITCH PRESENTATION



This is a fundamental stage for every Project, the moment in which communication becomes a key point for your idea to reach those who are listening with high impact. First you must structure a Pitch of presentation and from that structure, create a Visual Presentation that graphically supports what you are explaining.

### ✘ WITH THIS YOU WILL ACHIEVE:

Have an optimal level when communicating your idea to any type of person.

### ✘ REMEMBER:

Start with the structure of your verbal pitch and then create a visual presentation. If you can rely on a designer, you will surely have an even more effective communication.

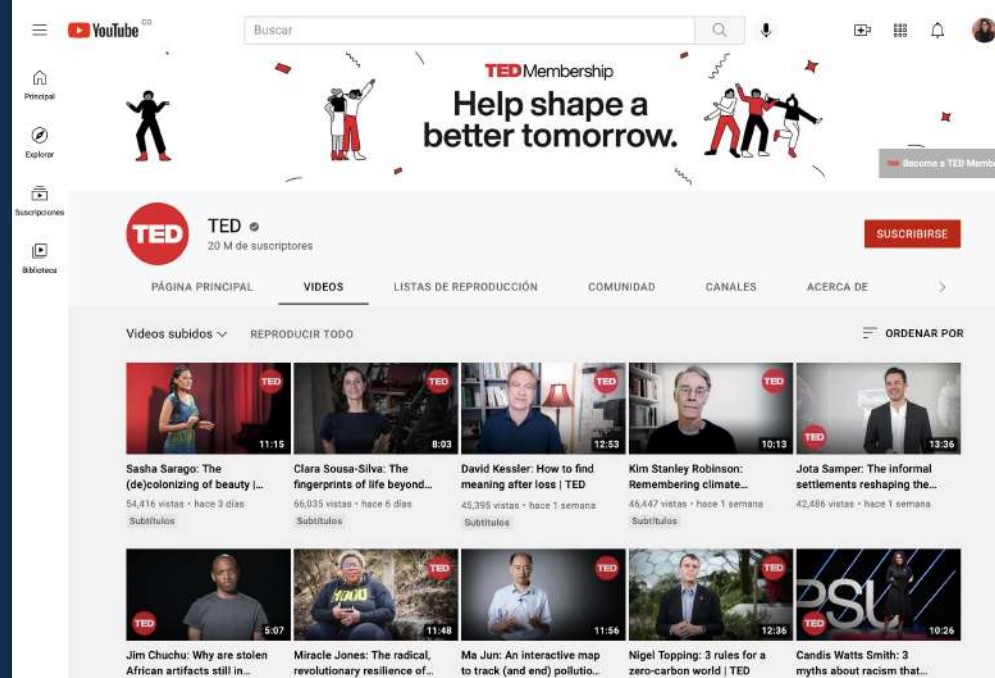
Remember that there are great ideas that never come to light because they don't have good communication, don't let this be your case! At the UAB you will get Pitch courses, sign up.

## RECOMMENDED STRUCTURE

(You should also look for your personal style of presenting, always originality):

1. Project name / Branding.
2. Market need or opportunity / Problem - Quantify.
3. Your solution to this need / Solution Idea.
4. Differential Aspect and example - Value Proposition / Added Value.
5. Market / Early Adopters of the idea, who are they? Measure the market.
6. Business model / Market and business model - Quantify.
7. Competitors / Direct and Indirect - Show your advantages.
8. Financial projections - in the case that your interlocutors are investors.
9. Current stage, achievements so far / Current status of the project.
10. Team Work / Your team or your needed team.
11. Clear proposal to the investor and call to action - in the case that your interlocutors are investors.

## RECOMMENDED TOOLS TO MAKE VISUAL PRESENTATIONS:



CANVA: [www.canva.com/](http://www.canva.com/)

PREZI: [www.canva.com/](http://www.canva.com/)

POWER POINT: [www.office.com/launch/powerpoint](http://www.office.com/launch/powerpoint)

**WATCH SOME TED AND TEDX CONFERENCES FOR INSPIRATION:**

**RECOMENDED VIDEO:** [www.youtube.com/c/TED/videos](http://www.youtube.com/c/TED/videos)



Persons: 2 - 6  
Small / medium  
group activity.



Time:  
10-20 hours  
aprox.



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## E. TEAM BUILDING



The team is the heart of every project. The team canvas is a strategic framework that helps your team align on your goals, purpose, roles and skills, and rules and activities. An open discussion about the different elements of the team canvas will help you avoid misunderstandings and frustrations later on in the process.

### ✘ WITH THIS YOU WILL ACHIEVE:

As a team leader you will be able to visualize the work of each member and the general mood around the project.

### ✘ REMEMBER:

Managing teams is always complex, be patient and have a cool head to manage everything.



### GOALS

What the team wants to achieve together, based on personal wishes.



### ROLES & SKILLS

Who will participate in achieving the goals, and what is the participation of each

### PURPOSE

Why does the team want to achieve the goals?



### VALUES

How you want the behavior of the team members to be, focusing on the values



### RULES & ACTIVITIES

What will be the main agreements and activities to have good personal and profes-



Persons: 2 - 6  
Small / medium  
group activity.



Time:  
1-2 hours  
Approx.



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page.



Use  
post its.

## F. CALLS AND AWARDS APPLICATIONS



For a Project it is crucial to apply to the different public and private calls as well as the application to Recognitions and Awards. This work requires patience and requires willingness to fill out documents, but in the end, it will be very pleasant to see that all the effort is worth it and your work is recognized with money or diffusion.

Within the UAB you can find various spaces that can help you find this type of call, such as the PRUAB or UAB Emprèn. We invite you to investigate it.

Also, do your own research online by typing keywords within your Project, such as “public calls for education projects”.

### Awards and calls recommended locally and national:

Programa de Generació d'Idees - PRUAB, Santander Explorer, Premios Emprendedores Sociales, BBVA Open Talent, Premio G5 Innova, Programa Yuzz, Emprendo con Vodafone, Premios Fundación Everis, Premios Emprendedor XXI, Premios Fundetec, Repsol Fondo de Emprendedores, Premios Uniprojecta, Premios Emprendedor XXI, etc...

## H. KEEP ON MOVING



Constant movement is key in all projects. Even if you manage to develop a Star Product or Service, never stop innovating and configuring new possibilities as the world is constantly changing.

Create new lines of work, always develop extra material, explore new alternatives, analyze different markets, be active in social networks if your project needs it, and above all, stay current.

**Best of luck on the creator's path! The path of the innovators, of the people who build the world of the future. And above all, thanks from humanity!**





CSIC  
IITA  
URB



Parc de Recerca  
UAB

**ECIU**  
university

