



Full agenda and 10+
tools in PDF included



1-DAY
**IDEATION
WORKSHOP**

Board of
Innovation



Feel free to tweak, fix, remix any part of this work, as long as it is for non-commercial purposes.

Good karma on you if you credit Board of Innovation.

Board of Innovation makes corporations innovate like startups, mixing proven methods from Design Thinking and Lean Startup.

www.boardofinnovation.com

Some of the clients with whom we are proud to work

PHILIPS

ING 


Volkswagen

Nestlé


**EUROPEAN
COMMISSION**


CISCO


Roche

P&G


KLM


adidas



1-DAY IDEATION WORKSHOP

3 full agendas and
tools included

Some of the clients with whom we are proud to work

PHILIPS

ING



Nestlé



P&G



Why, How and What of this guide



WHY?

We believe in creating optimism in the world by empowering people to innovate. There is nothing quite so empowering as allowing people to be creative and come up with the next innovative idea



HOW?

We read all the research, facilitated a gazillion ideation workshops and spoke to a lot of facilitators and tried to summarise it all into a highly actionable guide.



WHAT?

A detailed actionable guide that allows you to host your own Ideation session. This guide outlines several possible agenda's and details step-by-step instructions on how to use several proven ideation tools.

DISRUPTING

Need to generate new business concepts?

send us a message



A group of people in a meeting room, overlaid with a red tint. A man in a light-colored shirt is pointing at a whiteboard. Another man in a dark shirt is holding a document. The room has a whiteboard and a table. The text "Ideation: where does it stand in the Innovation process?" is overlaid on the left side of the image.

**Ideation: where
does it stand in the
Innovation process?**



ideation ● n, the formation of ideas or concepts

In the corporate environment, “Ideation” defines the generation of new ideas and concepts to solve specific problems, either problems that your customers or clients are facing (thus creating business concepts for new products and services that your organization can provide them with), or problems that your organization is experiencing (thus resulting into improvements in the internal structure or processes).

In both these scenarios, you’ll need to gather the right set of **people** from your organization and a good mix of facilitators (we can help with that) to build awesome new ideas for your team to take action on.

We run ideation workshops and brainstorm sessions with Fortune500 corporates, as part of Innovation Transformation Programs, Accelerators, Design Sprints and co-creation sessions.

So, ideation is the
very first step in
innovation, right?

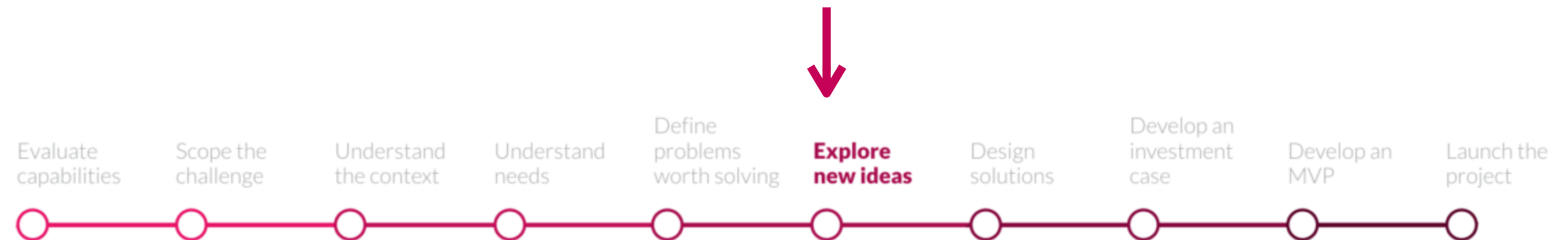
So, ideation is the
very first step in
innovation, right?

Wrong!

Where does Ideation stand in the Innovation process?

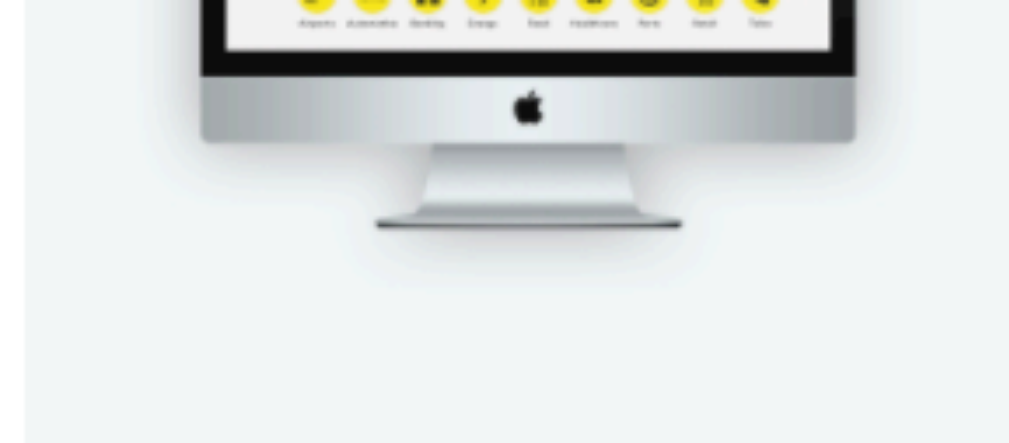
Innovation doesn't start with ideation. Ideation unveils its full potential as innovation process only once you have a problem that is worth solving. In other words, coming up with new ideas (value propositions of new services or product) is pointless, if you're ideating over problems that are not relevant for your audience.

Therefore, keep reading this guide only if you already have a specific problem (in the form of an "How Might We" statement) at hand. If not, you can go through a "problem exploration" phase to define a clear problem worth solving.



Not only Ideation.

On www.boardofinnovation.com/tools you'll find a world of free tools, guides and other resources for the innovators.



Idea Generator

The idea generator is designed to generate new ideas for your industry.

Try Online [↗](#)



The Innovation Matrix

A tool to define the Innovation strategy that fits your organization best.

Download PDF [↓](#)



Opposite Thinking Tool

Everything, and its opposite. One of the most famous ideation techniques to generate awesome ideas through opposite thinking.

Download PDF [↓](#)



Brainstorm Cards

A collection of 52 cards to help you brainstorm and come up with new ideas.

Download PDF [↓](#)

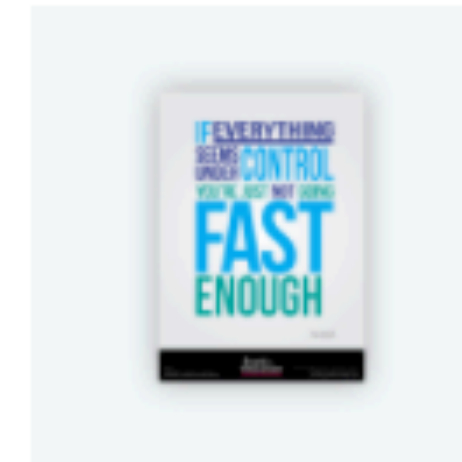
Printed [🛒](#)



The How-Now-Wow Matrix

The How-Now-Wow Matrix helps you categorize innovative ideas according to level of disruption and ease of implementation.

Download PDF [↓](#)



15 Innovation Posters

Time to remove the corporate dust from your office. Print this set to spice up your desk.

Download PDF [↓](#)



200+ Inspiring Predictions

How will our world evolve in the decades ahead of us? Use these triggers in your own brainstorm.

Download PDF [↓](#)



Revenue Decision Tree

Use this flowchart to pick the most promising revenue model for your B2C/B2B business.

Download PDF (B2C) [↓](#)



Business Model Kit

Perfect for offline individual and team brainstorms about new business ideas.

Download PDF [↓](#)



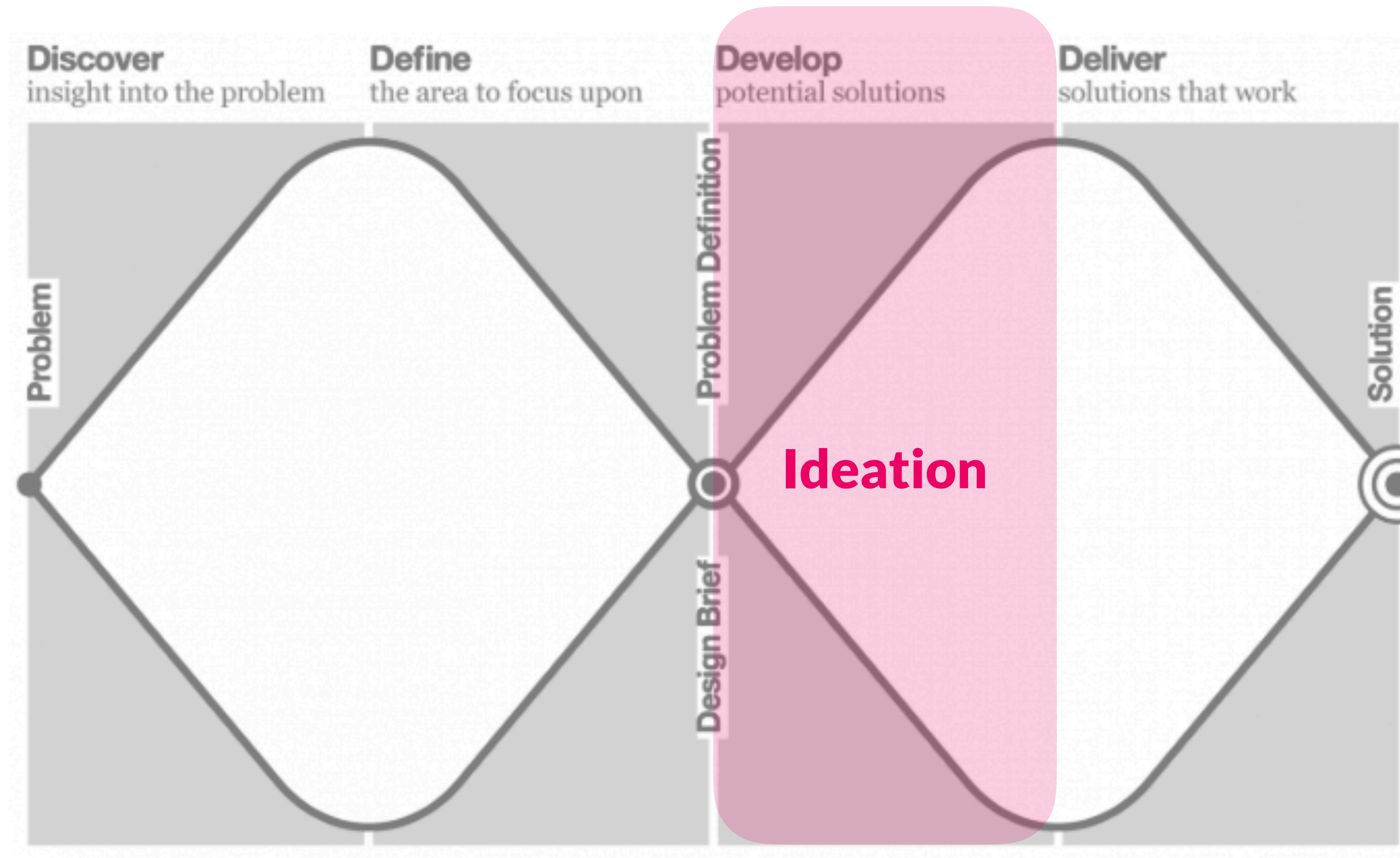
The Concept Card

An easy-to-use tool to summarise your concept by answering some critical questions.

Download PDF [↓](#)

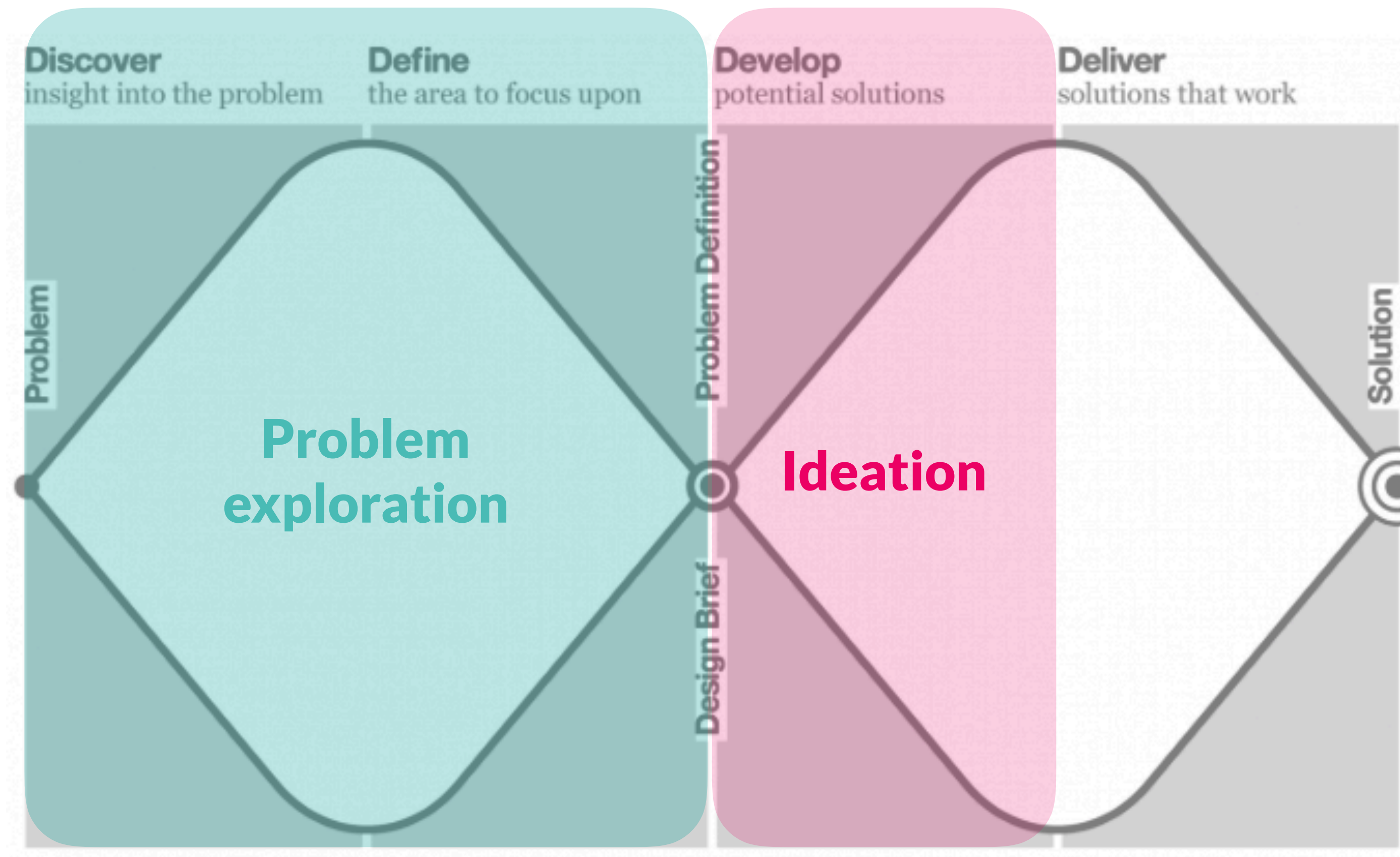
explore our tools

Where does Ideation stand in the Innovation process?



Ideation is the starting point of the second “diamond” in the popular Double Diamond framework

Where does Ideation stand in the Innovation process?



In a first leg you would have done your empathy research to define a clear problem that you are facing and that is worth solving.

Ideation is the starting point of the second “diamond” in the popular Double Diamond framework

So, where to start?

The starting point of any ideation exercise is a challenge. This can be referred to as a design brief, a design challenge or a problem definition. It basically lays out the problem you want to come up with a definition for.

We prefer to phrase a problem as a How Might We (HMW) Statement. Originally developed by Procter & Gamble, the “How Might We” question translates interesting “problems” into questions worth going on a quest for.

“How might we...”: these three little words set the team in a direction that is:

- ✓ solution-oriented (How)
- ✓ optimistic (Might)
- ✓ collaborative (We)

4 Golden Rules of Ideation



4 Golden Rules of Ideation

Rule #1 There are no bad ideas

Key to a good ideation session is that everyone in the room feels comfortable contributing their ideas. How to get there? By asking everyone to kill judgment completely: no negative thinking, no “yes, but”, no nah-faces. If someone hesitates in jotting down an idea, tell them “at this stage, there are no bad ideas”.

This is easier said than done: when developing new products/services/business units, it’s very easy to be tempted by critical thinking. Indeed, often times, initial ideas just sound absurd – and “this can’t work” is the first thing you may have in mind. However, great business concepts are an unusual combination of (not-so) crazy ideas that become meaningful when combined together.

Consider each idea as a piece of a puzzle: however insignificant it could look at first, it may be a piece of a bigger picture later on.



4 Golden Rules of Ideation

Rule #2 Capture everything



In the heat of the action, brilliant ideas might get lost (“it is such a good idea, tomorrow we’ll remember it for sure”. You won’t). There is only one way to solve this: capture every idea on a post-it.

Too many ideation sessions happen during regular team meetings, without the participants being fully aware that they’re ideating. Ideas are shot verbally and jotted down in the meeting minutes. Instead, a key element of the best ideation sessions is that each idea is tracked and can be used as a building block in following sessions.

A couple of extra tips: 1) one post-it, one idea. Simple. Don’t try to fit an entire business model in 7×7 cm of paper. 2) Use markers, not pens (it will help you to find the most concise way to describe your idea. Your teammates will love your conciseness). 3) Be visual: if possible, instead of using verbal language, draw a sketch of your idea.

4 Golden Rules of Ideation

Rule #3 Go for hybrid brainstorming

Group brainstorming is always better than individual brainstorming, right? Well, not really: research shows that combining individual brainstorming with group exercises leads to more and better ideas.

Best solution: “Hybrid Brainstorming”. Individual ideation first, then group ideation. Starting an ideation session with group brainstorming would make the loudest voices in the room set a determined direction (thus narrowing down the breadth of ideas), and frustrate the most creative minds in the room – instead, begin with an individual component. Once everyone has set her/his own approach to solving the problem, move to the group session. Leave enough time to discuss and build upon each other’s ideas.



4 Golden Rules of Ideation

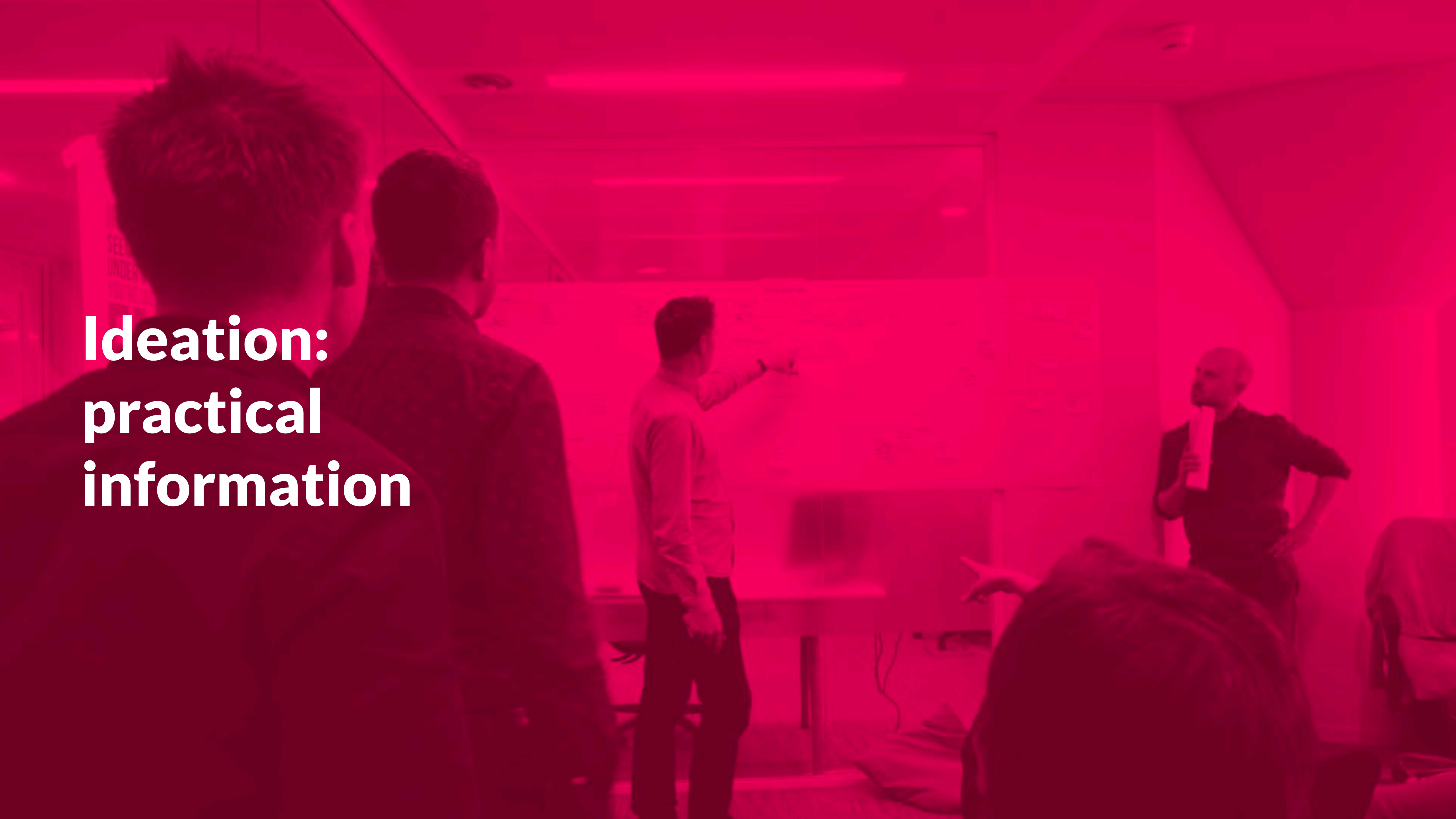
Rule #4 **Quantity over quality**



The old adage “Quality over Quantity” doesn’t hold during ideation exercises. There is nothing like thinking about the quality or feasibility of ideas to stop the creative juice from flowing. Read our [Idea Hunting guide](#) to get more inspiration, or try our [Idea Generator](#) to trigger more innovative ideas related to your specific industry.

Selection is important but it shouldn’t be done during creative exercises. Go for quantity and worry about the quality later.

**Ideation:
practical
information**



Who can facilitate?

Quick answer: Anyone with time to prepare (since you are reading this you qualify).

Long answer: Facilitating an ideation workshop is something which might be out of your comfort zone but as long as you understand the exercises you plan to do you should be fine.

If you do feel like you need a hand let us know.



Who should participate?

Quick answer: Anyone can and should participate in an ideation session from time to time.

Long answer: Innovation projects work best when there is a multi-disciplinary team driving the venture, the same goes for ideation sessions. Try to get a good mix of technical and commercial profiles from different business units in the room.

Pro-Tip: Involve your clients - this can be particularly powerful in a B2B context.



How many people should participate ?

Quick answer: Between 6 and 25 people.

Long answer: We have run ideation workshops with groups as small as 2 people and with groups of over a 100 people. Generally you divide a group into smaller groups of 3 to 5 people. The more people in the room, the more ideas you'll get (and the more complicated the workshop becomes). The sweet-spot is 12 people.

Pro-Tip: Ensure that you have a sufficient number of experienced facilitators at hand. Our rule of thumb is 1 facilitator per 15 participants.



What do I need?

Quick answer: A dedicated space, participants, post-its and markers

Long answer:
Have a look at our workshop checklist.

Workshop Checklist

Room Setup

- Provide a workshop location outside the office with spacious rooms
teams and facilitators will be walking around the room a lot so we need the space
- Provide a creative workspace, preferably open, bright spaces
we can provide tips for inspiring workshop places
- Provide enough wall space to hang posters, templates, post-its: +/- 3m per team
- The rooms should have 1 table-island per team of 4-5 people and 1 table and chairs close to the screen for our facilitator(s)



- Beamer or white wall for presentations
- 1 flipchart per team of 4-5 people (can vary)



Food & Drinks

- Make sure people have drinks all day long: coffee, tea and water
- Preferably lunch outside the room so that people can get some air
- Preferably a light lunch
- 2 coffee breaks one in the morning one in afternoon

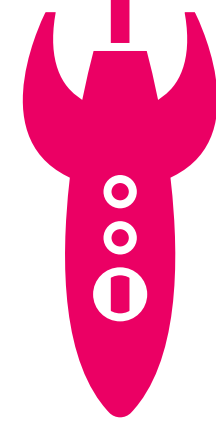


A photograph of a workshop session, overlaid with a semi-transparent red filter. In the center, a man in a light-colored shirt stands pointing at a large whiteboard filled with handwritten notes and diagrams. To his right, another man in a dark shirt stands with his hand on his hip, holding a document. In the foreground, the backs of several people's heads and shoulders are visible, showing they are observing the whiteboard. The room has a modern, open-plan feel with large windows and a drop ceiling with recessed lights.

Ideation Workshop: Agenda 1

Agenda 1

09:00	Introduction & Warm-up
09:30	Opposite Thinking
10:30	<i>Break</i>
10:45	Tech & Trends
12:30	<i>Lunch</i>
13:15	Analogy Thinking
14:00	Selection
14:45	<i>Break</i>
15:00	Concept development
16:00	Pitching
16:45	Wrap-up



Goal: To come up with a large number of innovative ideas and inspire participants with disruptive cases, future tech and trends and opposite thinking.

Facilitators 1-2 experienced facilitators

Participants 12-30

Difficulty level Medium

Time full day

Output 1-2 concept cards per participant

h 9.00

Introduction and warm-up

A good ideation session starts with pulling people out of their comfort zone and getting the energy level right. Don't start with a 30 min presentation on why you are organizing this session. Rather follow this 3 step approach:

✓ Introduce yourself and the context (2 min)

Pro-Tip ask everyone to put away laptops and phones and tell them they are welcome to send an email or take a call outside if they have to.

✓ Ask everyone to draw their neighbour give him/her the drawing and introduce themselves.

✓ Put a ridiculous HMW statement on the board (eg. How might we improve the life of monkeys in the zoo) and distribute brainstorm cards for a 10 min quick brainstorm exercise

Hello, I am

I think that 10 years from now we will laugh about

.....

(way of working, product, service, ...)



download the PDF

h 9.30

Opposite Thinking

Constraints and mental blockages have no place in an Ideation session. To overcome these inhibitions we designed the Opposite Thinking Tool.

This tool is as easy to use, as powerful. Opposite Thinking asks you to familiarise with the opposite side of things, to stretch the horizon of possibilities. The goal: **to boost your brainstorming session, by solving assumptions and coming up with additional, more creative ideas.**

For instance, when designing a chair, you can list the assumptions of a chair (it needs to have legs) and think its opposite (no legs?!) to trigger additional ideas: what if chairs were hanging from the ceiling?

The image shows a worksheet titled "Opposite thinking" with three main columns: "Assumption", "Opposite", and "Solution". Each row is designed for a single assumption. The "Assumption" column contains a line of text with a red arrow pointing to the "Opposite" column. The "Opposite" column is shaded grey and contains a line of text with a red arrow pointing to the "Solution" column. The "Solution" column contains a line of text. There are 10 rows in total, each with a red arrow pointing from the "Assumption" column to the "Opposite" column, and another red arrow pointing from the "Opposite" column to the "Solution" column. The worksheet is set against a light blue background.

[download the PDF](#)

h 9.30

Opposite Thinking

Step 1

Download this PDF and print it on an A1. You can also sketch this template on a flip-chart.

Step 2

In the first column ("**Assumptions**"), write down on post-its the assumptions you're making about the challenge you are ideating about.

Step 3

In the second column ("**Opposite**"), write down on post-its the opposite (or modified version) of the

assumptions. For example you can write down (assumption=a chair has 4 legs):

- **the opposite:** how about no legs at all?
- **10x more:** how about 40 legs?
- **50%:** how about shorter legs?

Step 4

In the third column ("**Solution**"), write down on post-its new ideas out of the opposite.



[download the PDF](#)

h 10.45

Tech & Trend Matrix

Ideation starts by looking around you and by getting inspired. We developed the Tech & Trends matrix to:

- Introduce your team to new technologies and trends that can trigger innovative ideas. Explaining each technology and trend by using inspiring startup and corporate innovation examples makes these high level concepts extremely actionable
- Explore how specific trends and technologies can impact the challenges at hand.

Trend or Tech Matrix

Choose Trend or Tech

Choose Trend or Tech

Choose Trend or Tech

How Might We

How Might We

How Might We

[download the PDF](#)

h 10.45

Tech & Trend Matrix

Step 1

Download the PDF and print it on an A3 or A2 sheet of paper. You can also draw the diagram on a sheet of paper if you can't print.

Step 2

Frame your challenge.

Pro tip “How might we...”: these three little words set the team in a direction that is solution-oriented (How), optimistic (Might), collaborative (We)

Step 3

Select relevant Social/ Tech Trends. Aim to select around 8 Trends. For an example of a HMW/Trends inspiration deck [click here](#).

Step 4

Ask participants to define 4 HMW - statements related to the challenge at hand.

Step 5

Give the HMW/Trends presentation.

Step 6

Ask people to select 4 Trends they find inspiring.

Pro-tip Provide handouts of your tech and trend presentation.

Step 7

Ask the participant to ideate on each HMW statement and use the selected trends as triggers to come up with new ideas.



h 13.15 Analogy Thinking

80% of new ideas come from analogy thinking. Pablo Picasso knew this when he said “good artists copy, great artists steal”.

Analogy thinking isn't about simply copying existing products or business models (the business model of Rocket Internet) it is about identifying those factors that make a business, product or service successful and translating them to your context.

We have looked all over the world and identified 50+ business models, from famous multinationals to obscure startups which you can use as inspiration for this exercise.

Lemonade
Lemonade is a licensed insurance carrier that offers homeowners and renters insurance powered by artificial intelligence and behavioral economics.

By replacing brokers and bureaucracy with bots and machine learning, Lemonade boots out paperwork and instant, promotes zero-claims. And as a for-profit, we're underwriting profits for a nonprofit, Lemonade is redefining insurance as a social good, rather than a necessary evil.

All you need to know

- Instant Everything**
We pay claims super fast.
- Transparency**
A transparent 20% fee for underwriting.
- Insurance as social good**
Lemonade took a profit into private equity and we're not. We're here to help you. We're here to help you. We're here to help you.

Key info
HQ: New York, US
Industry to learn from: Insurance
Founded: 2015

Does it bring people out of their comfort zone?
- Taking the profits with nonprofits
- Using behavioral economics
- Transparency

Does it bring people out of their comfort zone?
- Be disrupting for your business: out of their comfort zone
- Increase transparency
- I know you know how much it's valued by other people in your group and you know Lemonade is actually making you all partners to the future.

1 Research your idea. Do you like about this idea? How can you use it to solve all your problems? Can you use it to solve all your problems?

2 Use the inspiration from the left part to come up with your own idea or service idea for your business. Can you use it to solve all your problems?

download the 50+ business models

download the PDF

h 13.15 Analogy Thinking

Step 1

Download and print the analogy thinking template and the 50+ Business models to copy

Step 2

Give each group an analogy card and ask them to read it and identify what makes the business on their analogy card successful, write it on post-its and fill in the left hand Side of the template.

Pro tip Ask everyone to individually write down 2 elements and discuss afterwards within their group

Step 3

Tell the participants to apply those insights to their case.
Pro tip Don't just copy a success factor but use it as a trigger to come up with new ideas.

Step 4.

Hand out a new case and a new template and repeat the exercise 3 times (15 min per round)

download the 50+ business models

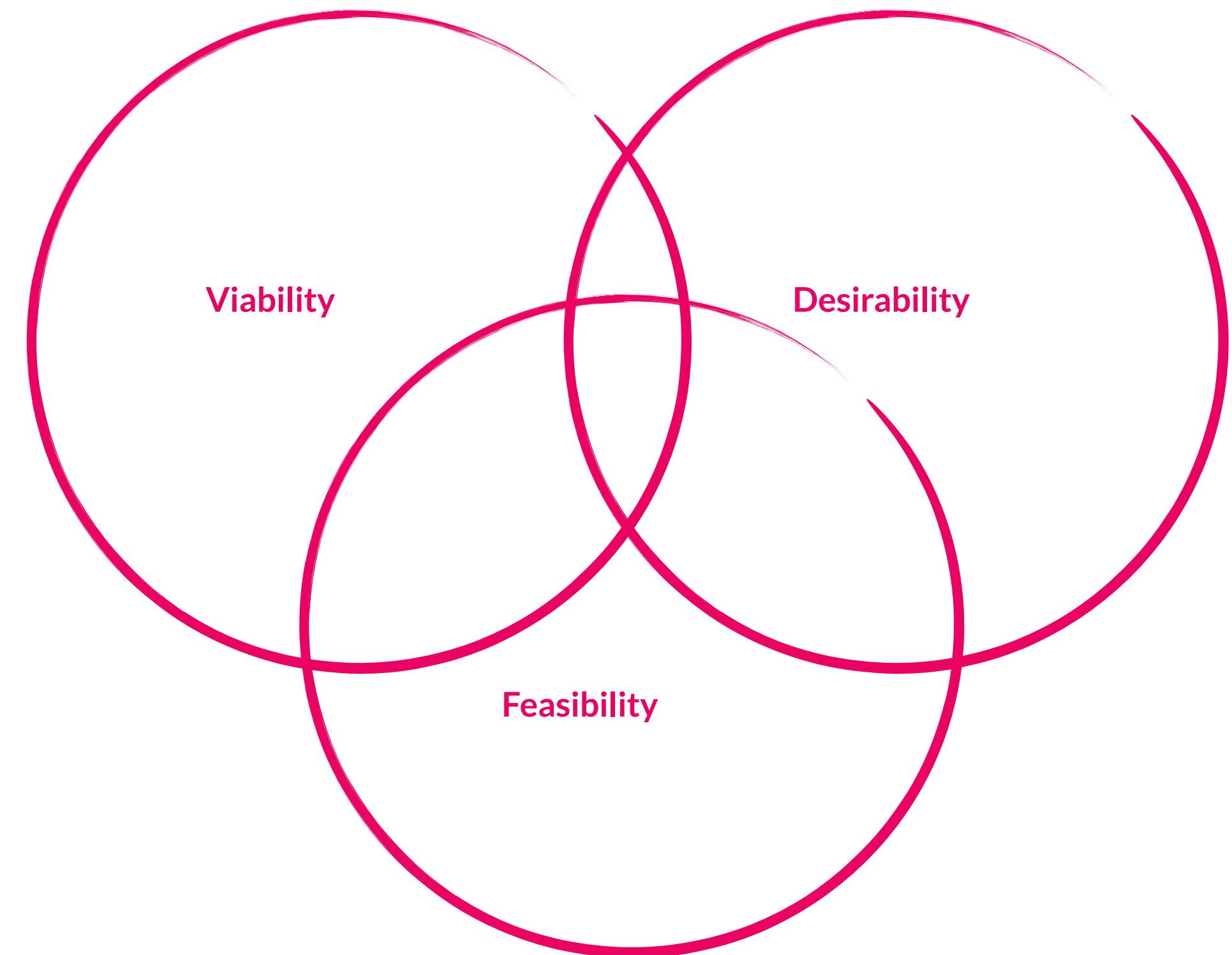
download the PDF

h 14.00 Selection

During the first phase of an ideation session it's all about diverging and generating as many ideas as possible. In the second phase it's time to narrow things down and select the best ideas to take further.

This is a crucial part of an ideation exercise and it is also the hardest part. Guiding your participants through this process requires patience, people tend to snap back into corporate mode and insist that everyone should review all ideas, it's your job to explain to them that this isn't feasible but that you have designed a process to end up with the most promising ideas.

Start with repeating the scope of the ideation exercise and explain the selection criteria. A possible framework is the desirability - viability - feasibility framework.



h 14.00 Selection

Step 1

Tell everyone to walk around the room (all posters with ideas should be hanging on the walls), read through the ideas and indicate the ones they like with dot-votes.

Pro Tip Encourage discussions but avoid that people spend 10 minutes discussing 1 idea.

Step 2

Hand out the idea shopping card. Explain that everyone should fill in the top half of the template by selecting and copying (not taking them off the wall) 6 ideas:

- ▶ An original idea
- ▶ An idea for in 5-10 years

- ▶ An idea which you should implement now
- ▶ An idea addressing a new market
- ▶ An idea about a new offering
- ▶ An idea you just really like

Pro Tip Change the 6 criteria based upon your goals.

Step 3

Ask people to sit down and turn their 6 ideas into a top 3.

Pro-Tip Explain that they don't have to copy ideas literary they can build upon existing ideas and tweak them.



The image shows a template for an 'Idea Shopping Card'. At the top, it has the title 'Idea Shopping Card' and a shopping cart icon. Below the icon is a section titled 'First selection' which contains a 2x3 grid of boxes for selecting ideas. Below this is another section titled 'Your top 3 Ideas' which contains a 1x3 grid of boxes for selecting the top three ideas. A red arrow points from the 'First selection' section down to the 'Your top 3 Ideas' section, indicating the flow of the process.

[download the PDF](#)

h 15.00

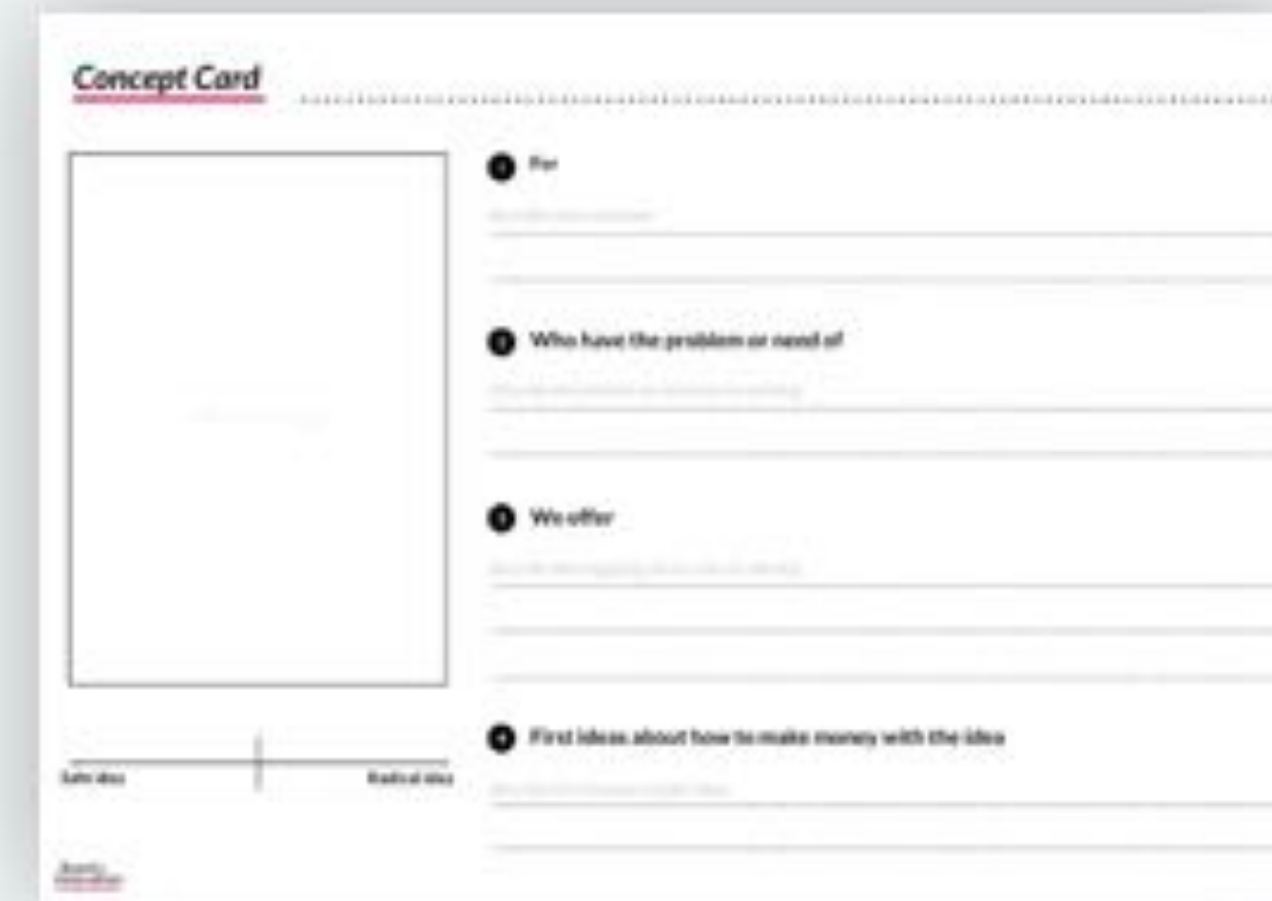
Concept Development

Innovation for us is about the commercialisation of good ideas. An idea might seem great to a lot of people but that's often because different people understand different things.

To do this in a structured manner we developed 'the concept card' to help you:

- ✓ **Summarise your concept by answering critical questions.** Who is your target audience? Which problems are you solving? What is the solution?

- ✓ **Make an initial idea more mature.** The Concept Card is a great way to make sure that important aspects of an idea have been thought through.



The image shows a 'Concept Card' form. It has a title 'Concept Card' at the top left. Below the title is a large empty rectangular box for a drawing or image. To the right of this box are four numbered sections, each with a horizontal line for text: 1. For, 2. Who have the problem or need of, 3. We offer, and 4. First ideas about how to make money with the idea. At the bottom left of the form, there are two small boxes labeled 'Date due' and 'Status due'. A small logo is visible in the bottom left corner of the form.

[download the PDF](#)

h 15.00

Concept Development

Step 1

Download the PDF and print it on an A4 or A3 sheet of paper. You can also draw the card on a sheet of paper if you can't print.

Step 2

Start filling in the template by describing the customer, who is this product for?

Understanding the customer will help you keep the right focus.

Step 3

What customer problem are you solving is the next question you need to answer. Describing the customer needs will prevent you from creating a product that nobody wants.

Step 4

After focusing on the customer, it's time to focus on your product. What is the **engaging service you offer** to solve the customer problem? Describe your solution and write it down on the Concept Card template.

Step 5

How to make money with our concept is what we're tackling in step 5. What are the first revenue model ideas you have come up with? You can always check our Business Model Examples for inspiration.

Step 6

Make an amazing drawing of your product. Why? Because a **drawing will help you pitch or explain** your concept to others.

h 16.00

Pitching

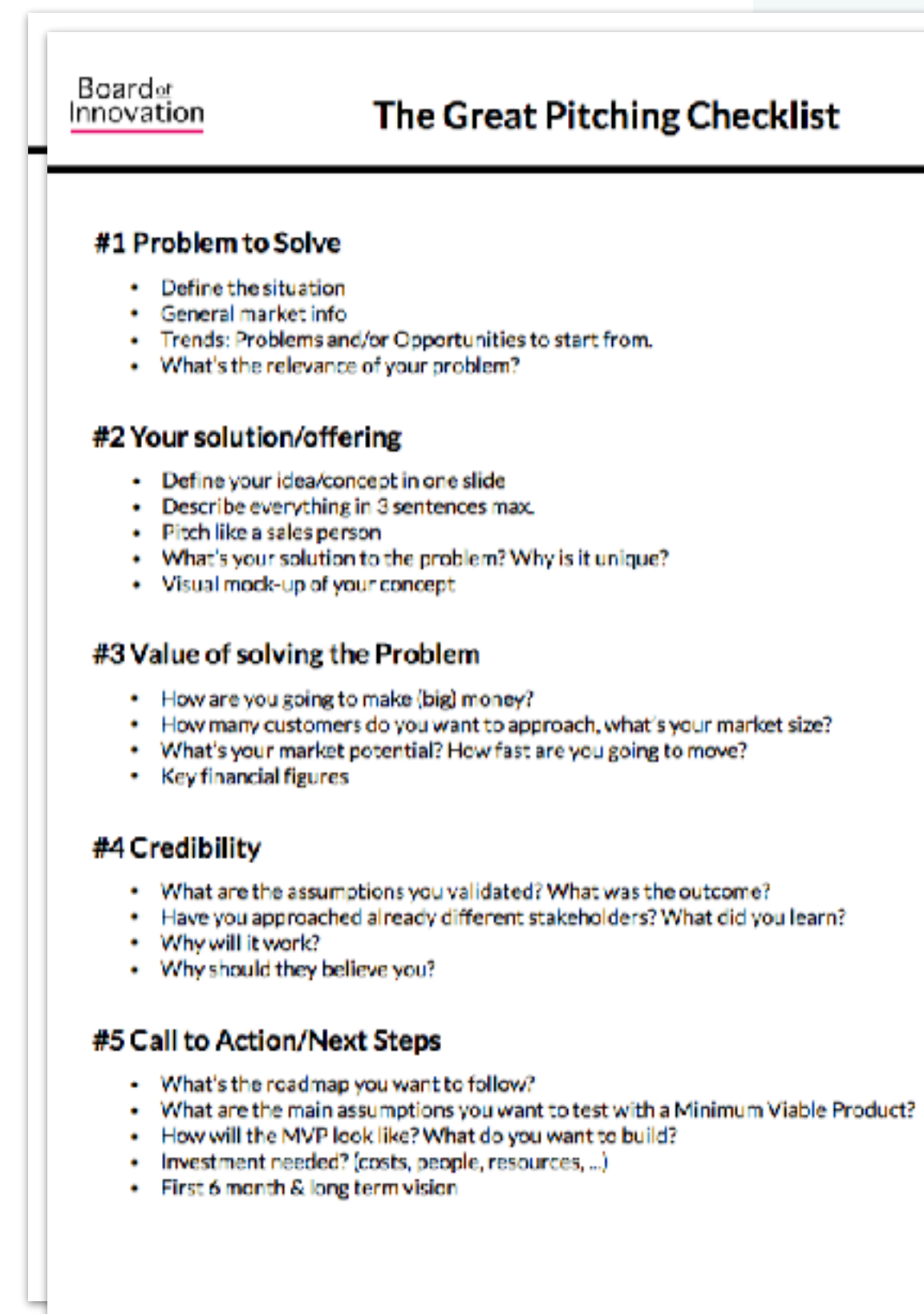
Pitching is an art and as a facilitator you'll have to pay attention to time keeping.

Pro-Tip Energy levels at the end of the day might be low. Try an energizer or use a break to take everyone outside for a walk!

✓ Introduction: tell people what they should be pitching and how long they have and give them some pitching tips and copies of the pitching checklist

✓ Start the pitch and be strict on your time-keeping.

Pro-Tip Ensure that each pitch ends in an applause, people are getting out of there comfort zone here:)



[download the PDF](#)

h 16.45

Wrap-up

At Board of Innovation we have 2 key rules for each session we do: Always end on a high and always end on time! Make sure that you end pitching 15 min before the published end-time so you have time to:

✓ **Ask feedback.** Always ask for feedback it shows participants that you care about their opinion and it's a great opportunity for you as a facilitator to learn.

Pro-Tip Use a flipchart and the TIP - TOP model to find

out what went good and what could be improved

✓ **Recap the day.** Give a quick overview of what you did during the day and give some examples of ideas that were generated.

Pro-Tip End with an inspirational sentence 'I hope that the ideas generated today will help you ... Thank you!' The 'Thank You' in the end should trigger an applause.



What could I improve?



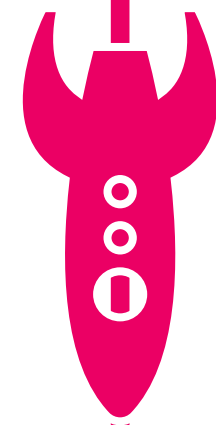
What did you like?

A photograph of a workshop session, overlaid with a semi-transparent red filter. In the center, a man in a light-colored shirt stands pointing at a large whiteboard covered in handwritten notes and diagrams. To his right, another man in a dark shirt stands with his hand on his hip, holding a piece of paper. In the foreground, the backs of several people's heads and shoulders are visible, showing they are observing the whiteboard. The room has a modern, open-plan feel with large windows and recessed ceiling lights.

Ideation Workshop: Agenda 2

Agenda 2

09:00	Introduction & Warm-up
09:30	Opposite Thinking
10:00	Analogy Thinking
11:00	<i>Break</i>
11:15	Selection
11:45	Concept Development
12:05	Pitch
12:25	Wrap-up



Goal: Short session to inspire participants and come up with new ideas.

Facilitators 1 -2 experienced facilitators

Participants 12-30

Difficulty level Medium

Time half a day

Output 1 concept card per participant

h 9.00

Introduction and warm-up

A good ideation session starts with pulling people out of their comfort zone and getting the energy level right. Don't start with a 30 min presentation on why you are doing this. Rather follow the following 3 step approach:

✓ Introduce yourself and the context (2 min)

Pro-Tip ask everyone to put away laptops and phones and tell them they are welcome to send an email or take a call outside if they have to.

✓ Ask everyone to draw their neighbour give him/her the drawing and introduce themselves.

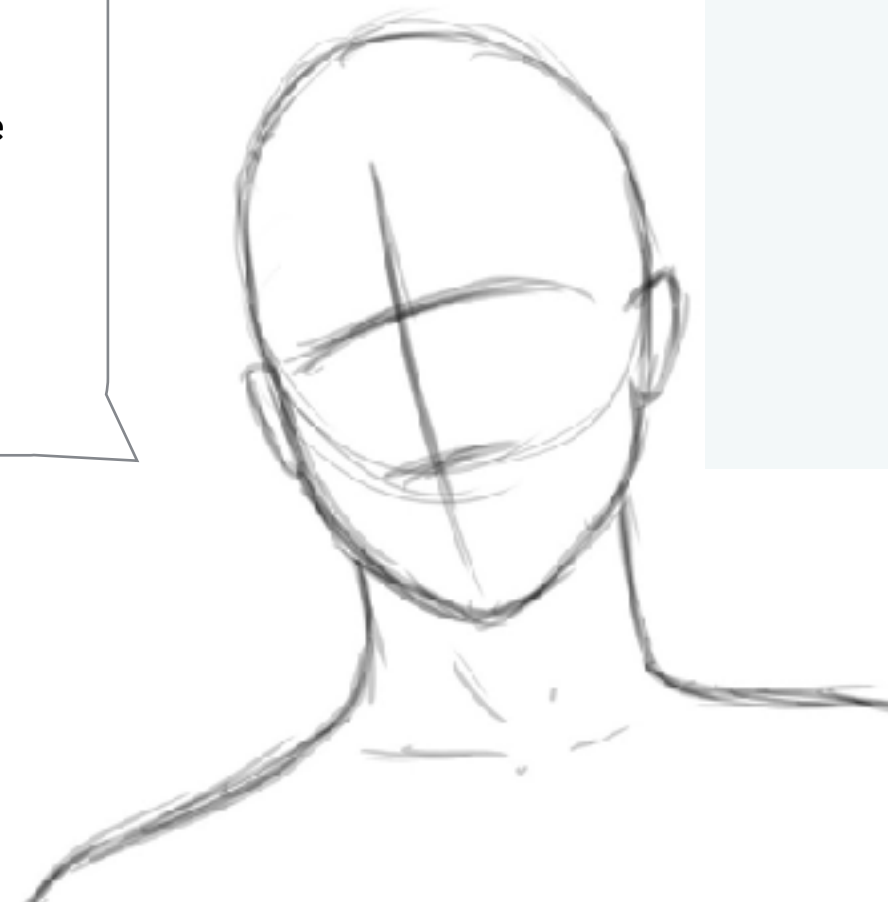
✓ Put a ridiculous HMW statement on the board (eg. How might we improve the life of monkeys in the zoo) and distribute brainstorm cards for a 10 min quick brainstorm exercise

Hello, I am

I think that 10 years from now we will laugh about

.....

(way of working, product, service, ...)



download the PDF

h 9.30

Opposite Thinking

Constraints and mental blockages have no place in an Ideation session. To overcome these inhibitions we designed the Opposite Thinking Tool.

This tool is as easy to use, as powerful. Opposite Thinking asks you to familiarise with the opposite side of things, to stretch the horizon of possibilities. The goal: **to boost your brainstorming session, by solving assumptions and coming up with additional, more creative ideas.**

For instance, when designing a chair, you can list the assumptions of a chair (it needs to have legs) and think its opposite (no legs?!) to trigger additional ideas: what if chairs were hanging from the ceiling?

The image shows a worksheet titled "Opposite thinking" with three main columns: "Assumption", "Opposite", and "Solution". Each row is designed for a single assumption. The "Assumption" column contains a line of text with a red arrow pointing to the "Opposite" column. The "Opposite" column is shaded grey and contains a line of text with a red arrow pointing to the "Solution" column. The "Solution" column contains a line of text. There are 10 rows in total, each with a red arrow pointing from the "Assumption" column to the "Opposite" column, and another red arrow pointing from the "Opposite" column to the "Solution" column. The worksheet is set against a light blue background.

[download the PDF](#)

h 9.30

Opposite Thinking

Step 1

Download this PDF and print it on an A1. You can also sketch this template on a flipchart.

Step 2

In the first column ("**Assumptions**"), write down on post-its the assumptions you're making about the product/service you are ideating.

Step 3

In the second column ("**Opposite**"), write down on post-its the opposite (or modified version) of the

assumptions. For example you can write down (assumption=a chair has 4 legs):

- **the opposite:** how about no legs at all?
- **10x more:** how about 40 legs?
- **50%:** how about shorter legs?

Step 4

In the third column ("**Solution**"), write down on post-its new ideas out of the opposite.



[download the PDF](#)

h 10.00 Analogy Thinking

80% of new ideas come from analogy thinking. Pablo Picasso knew this when he said “good artists copy, great artists steal”.

Analogy thinking isn't about simply copying existing products or business models (the business model of Rocket Internet) it is about identifying those factors that make a business, product or service successful and translating them to your context.

We have looked all over the world and identified 50+ business models, from famous multinationals to obscure startups which you can use as inspiration for this exercise.

The image displays a collection of business model cards. The top card is for Lemonade, featuring a computer monitor with the text "Forget Everything You Know About Insurance". Below the monitor, the text reads: "Lemonade is a licensed insurance carrier that offers homeowners and renters insurance powered by artificial intelligence and behavioral economics." It also states: "By replacing brokers and bureaucracy with bots and machine learning, Lemonade boots out paperwork and instant, promotes zero paperwork and instant, everything. And as a Licensed Ins-Corp, where underwriting profits go to nonprofits, Lemonade is reimagining insurance as a social good, rather than a necessary evil."

Below this text are three icons with labels: "Instant Everything", "Transparency", and "Insurance as social good".

Key info:
HQ: New York, US
Industry to learn from: Insurance
Founded: 2015

On which trends does this company focus?
- Taking the profits with nonprofits
- Using behavioral economics
- Transparency

Does it bring people out of their comfort zone?
- By disrupting for most consumers: cuts out traditional insurance intermediaries
- It brought you, how have you been "blamed" by other people in your group and what has Lemonade actually made you all "blame" to react to?

Below the Lemonade card is a grid of business model cards. A red arrow points from the Lemonade card to the grid. A box at the top right says "download the 50+ business models" and a box at the bottom right says "download the PDF".

h 10.00

Analogy Thinking

Step 1

Download and print the analogy thinking template and the 50+ Business models to copy

Step 2

Give each group an analogy card and ask them to read it and identify what makes the business on their analogy card successful, write it on post-its and fill in the left-hand side of the template.

Pro tip Ask everyone to individually write down 2 elements and discuss afterwards within their group

Step 3

Tell the participants to apply those insights to their case.
Pro tip Don't just copy a success factor but use it as a trigger to come up with new ideas.

Step 4.

Hand out a new case and a new template and repeat the exercise 3 times (15 min per round)

download the 50+ business models

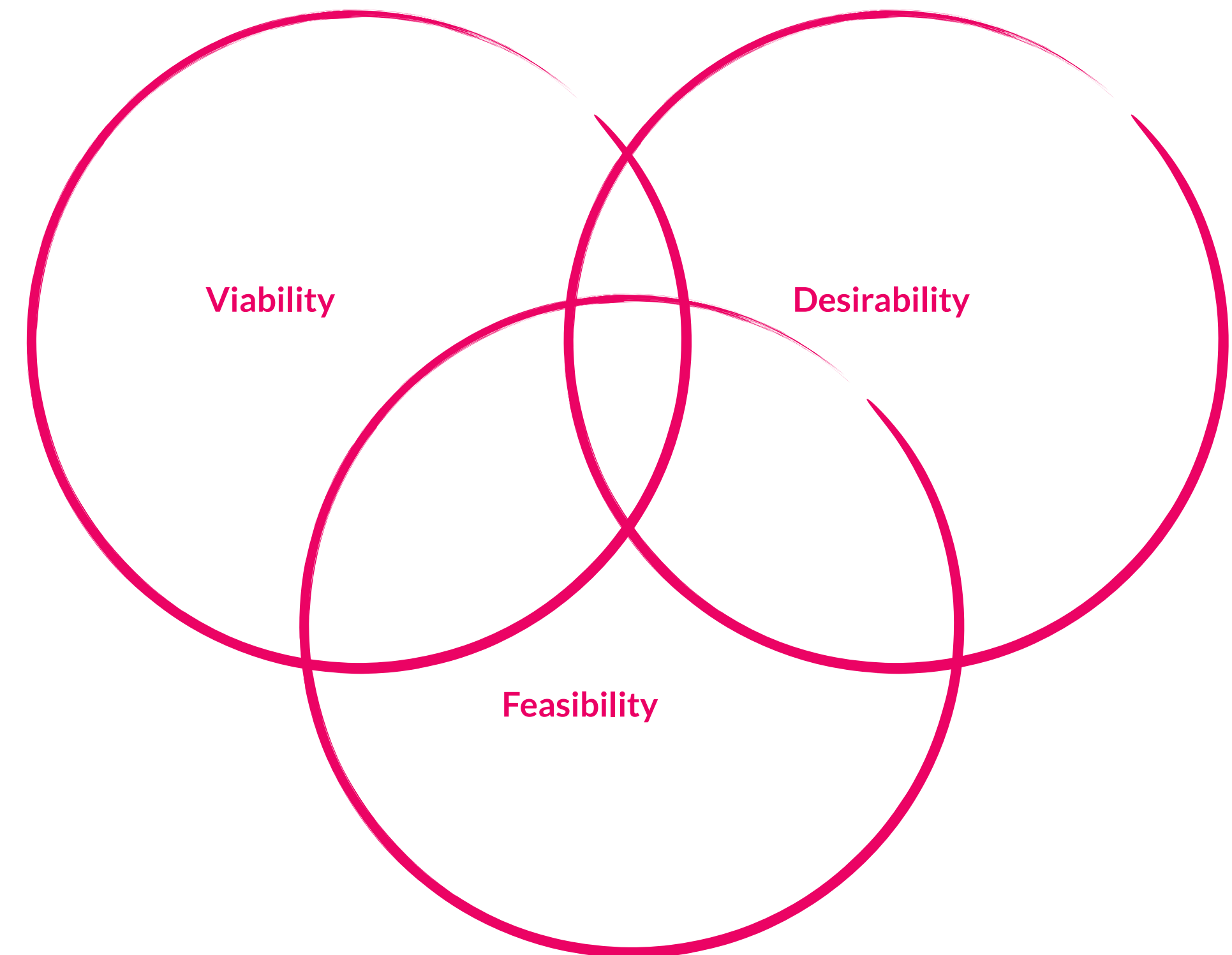
download the PDF

h 11.15 Selection

During the first phase of an ideation session it's all about diverging and generating as many ideas as possible. In the second phase it's time to narrow things down and select the best ideas to take further.

This is a crucial part of an ideation exercise and it is also the hardest part. Guiding your participants through this process requires patience, people tend to snap back into corporate mode and insist that everyone should review all ideas, it's your job to explain to them that this isn't feasible but that you have designed a process to end up with the most promising ideas.

Start with repeating the scope of the ideation exercise and explain the selection criteria. A possible framework is the desirability - viability - feasibility framework.



h 11.15 Selection

Step 1

Tell everyone to walk around the room (all posters with ideas should be hanging on the walls), read through the ideas and indicate the ones they like with dot-votes.

Pro Tip Encourage discussions but avoid that people spend 10 minutes discussing 1 idea.

Step 2

Hand out the idea shopping card. Explain that everyone should fill in the top half of the template by selecting and copying (not taking them off the wall) 6 ideas:

- ▶ An original idea
- ▶ An idea for in 5-10 years

- ▶ An idea which you should implement now
- ▶ An idea addressing a new market
- ▶ An idea about a new offering
- ▶ An idea you just really like

Pro Tip Change the 6 criteria based upon your goals.

Step 3

Ask people to sit down and turn their 6 ideas into a top 3.

Pro-Tip Explain that they don't have to copy ideas literary they can build upon existing ideas and tweak them.



The image shows a template for an 'Idea Shopping Card'. At the top, it has the title 'Idea Shopping Card' and a shopping cart icon. Below the title is a section labeled 'First selection' which contains a 2x3 grid of boxes for selecting ideas. Below this is another section labeled 'Your top 3 Ideas' which contains a 1x3 grid of boxes for selecting the top ideas. A red arrow on the left side points from the 'First selection' section down to the 'Your top 3 Ideas' section, indicating the flow of the process.

[download the PDF](#)

h 11.45

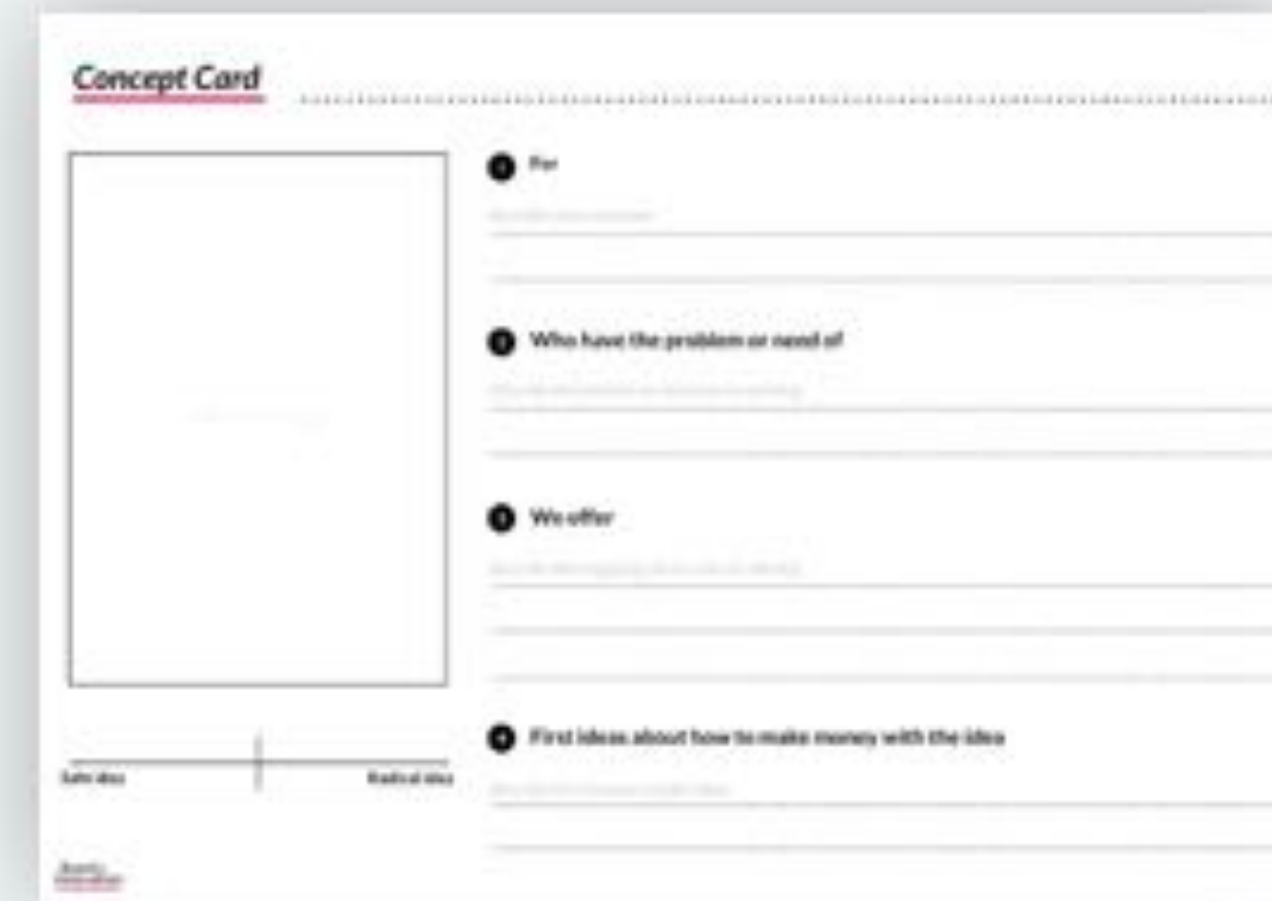
Concept Development

Innovation for us is about the commercialisation of good ideas. An idea might seem great to a lot of people but that's often because different people understand different things.

To do this in a structured manner we developed 'the concept card' to help you:

- ✓ **Summarise your concept by answering critical questions.** Who is your target audience? Which problems are you solving? What is the solution?

- ✓ **Make an initial idea more mature.** The Concept Card is a great way to make sure that important aspects of an idea have been thought through.



The image shows a 'Concept Card' form template. It has a title 'Concept Card' at the top left. Below the title is a large empty rectangular box for a drawing or image. To the right of this box are four numbered sections, each with a title and several horizontal lines for text entry:

- 1 For
- 2 Who have the problem or need of
- 3 We offer
- 4 First ideas about how to make money with the idea

At the bottom left of the form, there are two small boxes labeled 'Date' and 'Author'.

[download the PDF](#)

h 11.45

Concept Development

Step 1

Download the PDF and print it on an A4 or A3 sheet of paper. You can also draw the card on a sheet of paper if you can't print.

Step 2

Start filling in the template by describing the customer, who is this product for?

Understanding the customer will help you keep the right focus.

Step 3

What customer problem are you solving is the next question you need to answer. Describing the customer needs will prevent you from creating a product that nobody wants.

Step 4

After focusing on the customer, it's time to focus on your product. What is the **engaging service you offer** to solve the customer problem? Describe your solution and write it down on the Concept Card template.

Step 5

How to make money with our concept is what we're tackling in step 5. What are the first revenue model ideas you have come up with? You can always check our Business Model Examples for inspiration.

Step 6

Make an amazing drawing of your product. Why? Because a **drawing will help you pitch or explain** your concept to others.

h 12.05 Pitching

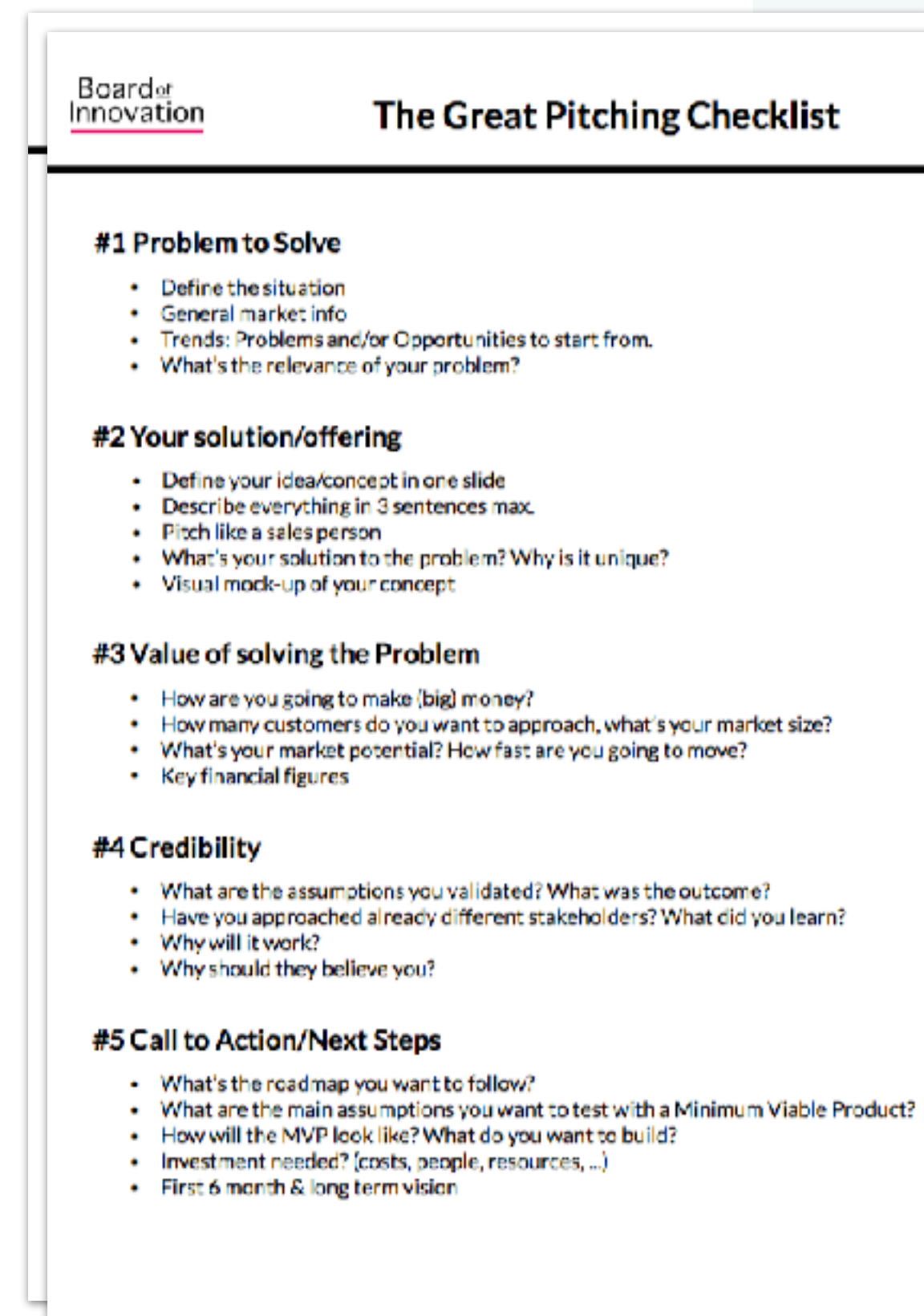
Pitching is an art and as a facilitator you'll have to pay attention to time keeping.

Pro-Tip Energy levels at the end of the day might be low. Try an energizer or use a break to take everyone outside for a walk!

✓ Introduction: tell people what they should be pitching and how long they have and give them some pitching tips and copies of the pitching checklist

✓ Start the pitch and be strict on your time-keeping.

Pro-Tip Ensure that each pitch ends in an applause, people are getting out of there comfort zone here:)



[download the PDF](#)

h 12.25

Wrap-up

At Board of Innovation we have 2 key rules for each session we do: Always end on a high and always end on time! Make sure that you end pitching 15 min before the published end-time so you have time to:

✓ **Ask feedback.** Always ask for feedback it shows participants that you care about their opinion and it's a great opportunity for you as a facilitator to learn.

Pro-Tip Use a flipchart and the TIP - TOP model to find

out what went good and what could be improved

✓ **Recap the day.** Give a quick overview of what you did during the day and give some examples of ideas that were generated.

Pro-Tip End with an inspirational sentence 'I hope that the ideas generated today will help you ... Thank you!' The 'Thank You' in the end should trigger an applause.



What could I improve?



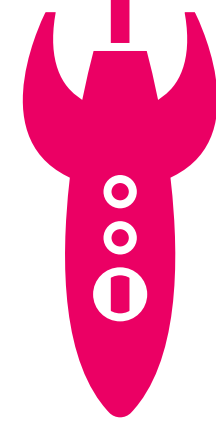
What did you like?

A photograph of a workshop session, overlaid with a semi-transparent red filter. In the center, a man in a light-colored shirt stands facing a large whiteboard, pointing at it with his right hand. To the right, another man in a dark shirt stands with his hand on his hip, holding a white sheet of paper. In the foreground, the backs of several people's heads and shoulders are visible, indicating they are participants in the workshop. The whiteboard contains some faint, illegible text and diagrams. The overall scene is a collaborative work environment.

Ideation Workshop: Agenda 3

Agenda 3

09:00	Introduction & Warm-up
09:30	Brainstorm cards
10:30	<i>Break</i>
10:45	Tech & Trends Ideation
12:30	<i>Lunch</i>
13:15	Collaborative sketching
14:45	<i>Break</i>
15:00	Storyboarding
16:00	Pitching
16:45	Wrap-up



Goal: Short session to inspire participants and come up with new ideas.

Facilitators 1 -2 experienced facilitators

Participants 12-30

Difficulty level Easy

Time full day

Output 1 concept card per participant

h 9.00

Introduction and warm-up

A good ideation session starts with pulling people out of their comfort zone and getting the energy level right. Don't start with a 30 min presentation on why you are doing this. Rather follow the following 3 step approach:

✓ Introduce yourself and the context (2 min)

Pro-Tip ask everyone to put away laptops and phones and tell them they are welcome to send an email or take a call outside if they have to.

✓ Ask everyone to draw their neighbour give him/her the drawing and introduce themselves.

✓ Put a ridiculous HMW statement on the board (eg. How might we improve the life of monkeys in the zoo) and use opposite thinking for a 10 min quick brainstorm exercise

Hello, I am,

I think that 10 years from now we
will laugh about

.....

(way of working, product, service,...)



h 9.30

Brainstorm Cards

This is a collection of 52 cards to help you brainstorm and come up with new ideas. You can download and share these for free.

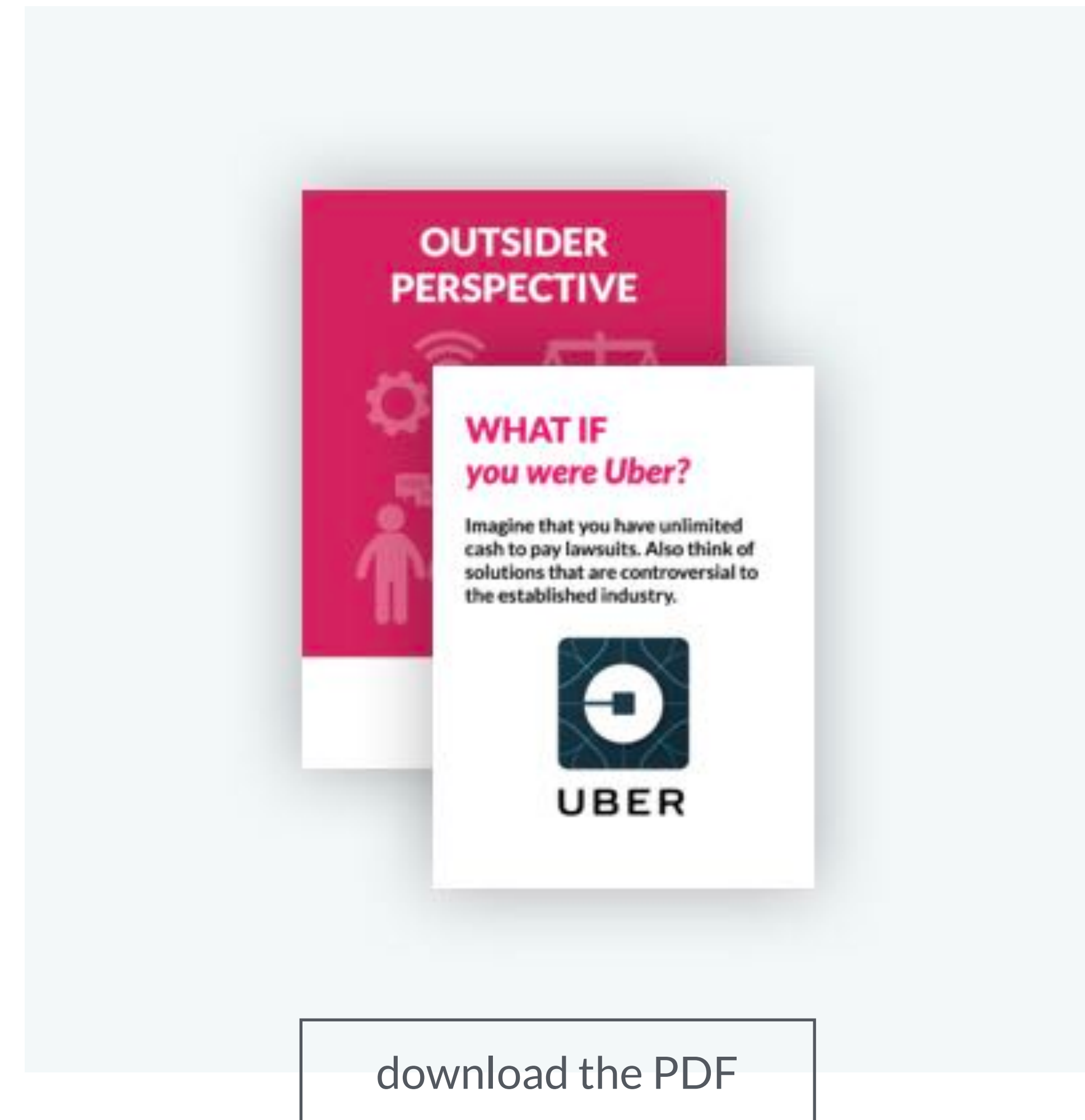
How to use the Brainstorm Cards?

1. Start from a challenge or problem.
2. Use the cards to be inspired individually first. Come up with ideas for 20 minutes.
3. Share ideas in team and build further on the best ones.

Why are there 4 types of cards?

In this card deck we have four main starting points for innovation:

- ✓ New Technology
- ✓ Regulation
- ✓ Customers or Societal trends
- ✓ Market



h 10.45

Tech & Trend Matrix

Ideation starts by looking around you and by getting inspired. We developed the Tech & Trends matrix to:

- To introduce your team to new technologies and trends that can trigger innovative ideas. Explaining each technology and trend by using inspiring startup and corporate innovation examples makes these high level concepts extremely actionable
- To explore how specific trends and technologies can impact the challenges at hand.

Trend or Tech Matrix

Choose Trend or Tech

Choose Trend or Tech

Choose Trend or Tech

How Might We

How Might We

How Might We

[download the PDF](#)

h 10.45

Tech & Trend Matrix

Step 1

Download the PDF and print it on an A3 or A2 sheet of paper. You can also draw the diagram on a sheet of paper if you can't print.

Step 2

Frame your challenge.

Pro tip “How might we...”: these three little words set the team in a direction that is solution-oriented (How), optimistic (Might), collaborative (We)

Step 3

Select relevant Social/ Tech Trends. Aim to select around 8 Trends. For an example of a HMW/Trends inspiration deck [click here](#).

Step 4

Ask participants to define 4 HMW - statements related to the challenge at hand.

Step 5

Give the HMW/Trends presentation.

Step 6

Ask people to select 4 Trends they find inspiring.

Pro-tip Provide handouts of your tech and trend presentation.

Step 7

Ask the participant to ideate on each HMW statement and use the selected trends as triggers to come up with new ideas.



h 13.15

Collaborative Sketching

Collaborative action is an ideation technique where we use the universal language of drawing to build upon each others ideas. The "Collaborative Sketching Template" helps you:

- ✓ To keep the most extroverted and loudest people from unintentionally dominating the sessions.
- ✓ To make sure that everyone gets the opportunity to present their thoughts and ideas so they can be considered by the whole group.



h 13.15 Collaborative Sketching

Step 1

Download this PDF and print it on an A3 sheet of paper, as many as there are participants.

Step 2

Ask participants to draw a solution - oriented idea on their template.

Pro-Tip Ask them to use the ideas of previous ideation exercises as inspiration.

Step 3

Ask participants to rotate to their neighbours seat and add to their drawings

Pro-Tip Make sure that everyone uses a different colour marker

Step 4

If everyone is back to their original seat, they should take 5 minutes to reflect in silence before starting a group discussion.

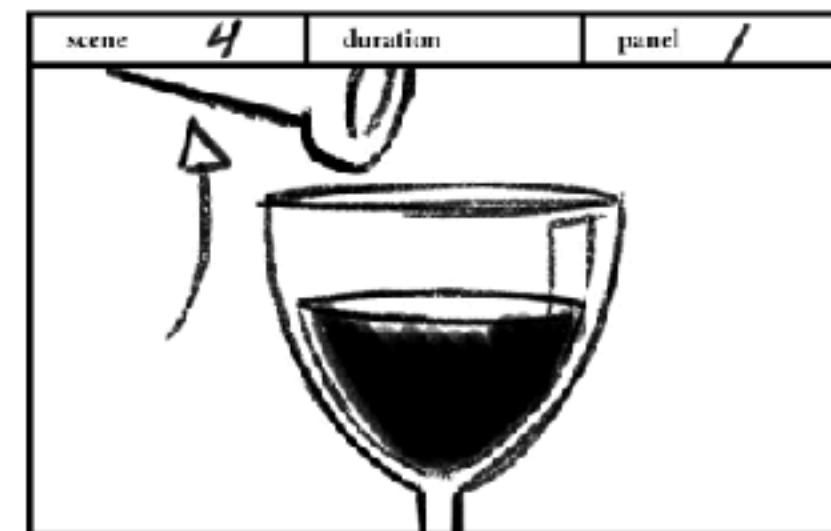


download the PDF

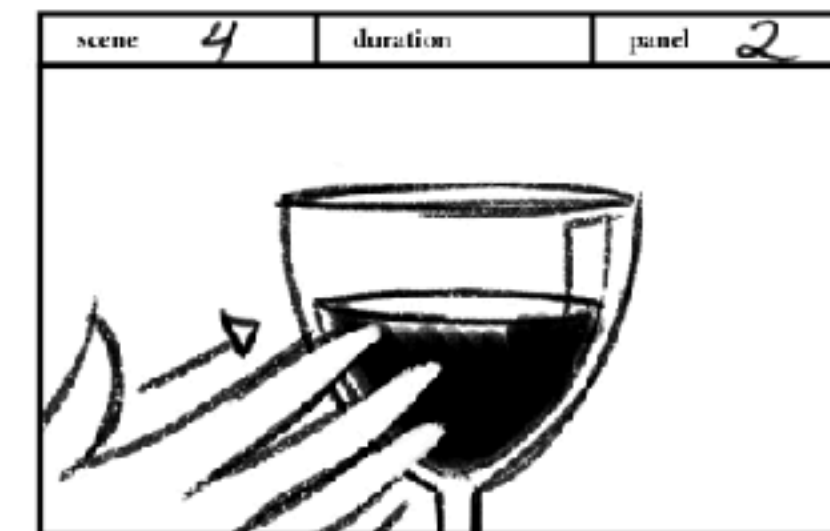
h 15.00 Storyboarding

Storyboarding helps you to develop concepts further by visualising them in a comic book style frames. Storyboarding helps you to focus on the user and his/her interactions with your offering.

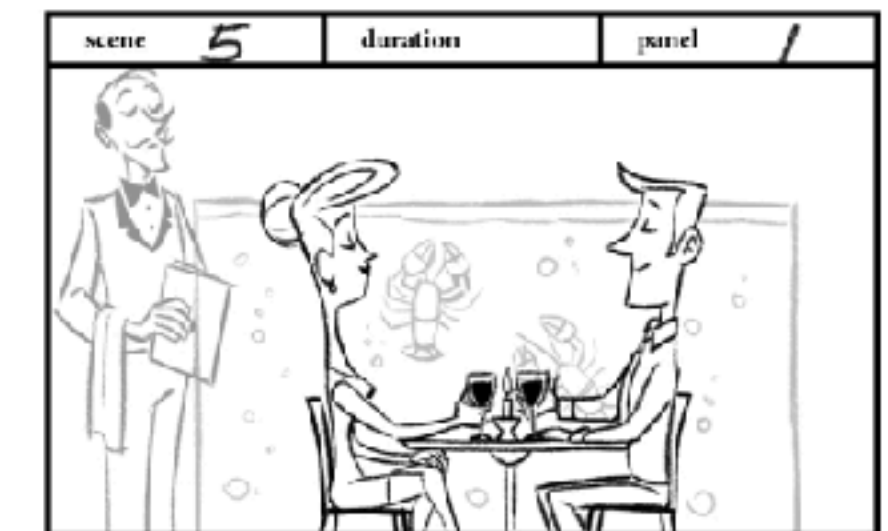
- ✓ Ask participants to divide into groups of 2 and select one artist and one director.
- ✓ Each group should try to visualise the main interactions of a key stakeholder with their offering.
- ✓ If there are multiple key stakeholders create multiple storyboards.



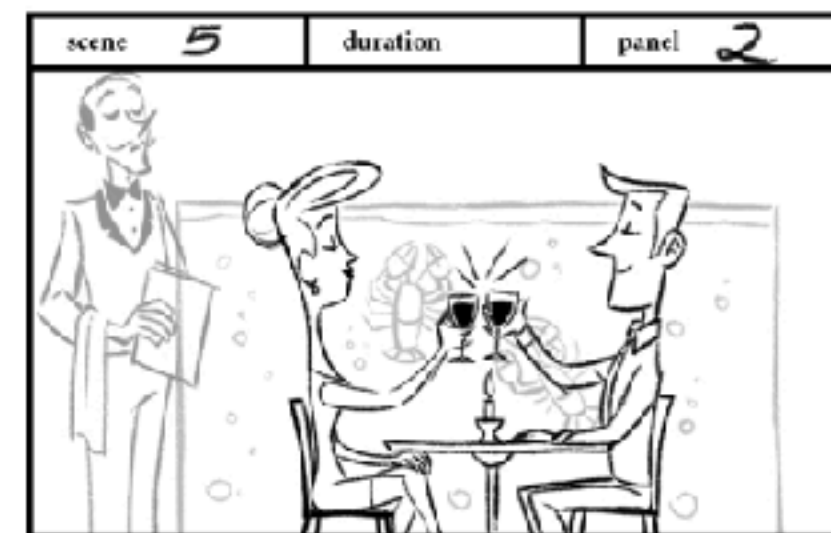
INT. RESTAURANTE
FADE OUT TO
Close em um copo que acabou de ser cheio com vinho. A garrafa sai do quadro.



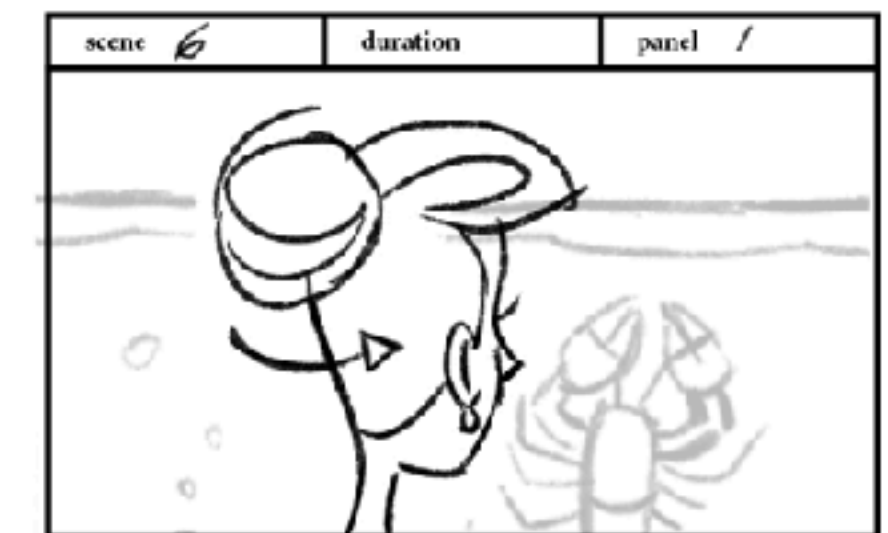
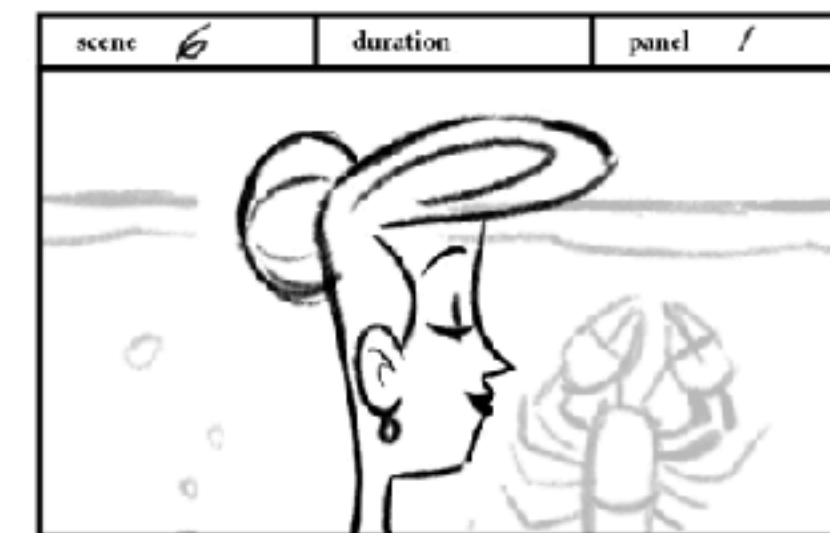
INT. RESTAURANTE
Ação: A mão de Nina se aproxima do copo de vinho.



INT. RESTAURANTE
CORTE PARA
Nino e Nina, 30 e poucos, sentados a mesa, são servidos por um garçom. Ao fundo, vemos um aquário, fora de foco.
NINA (OFF)
Naquela noite a gente saiu pra comemorar num restaurante...



INT. RESTAURANTE
Ação: Nina e Nino levantam suas taças. Corte para cena 6.



INT. RESTAURANTE
Nina repara em um aquário dentro do restaurante, onde lagostas nadam.
NINO (OFF)
Só que você ficou com pena das lagostas e resolveu sabur a vida marinha.

h 16.00

Pitching

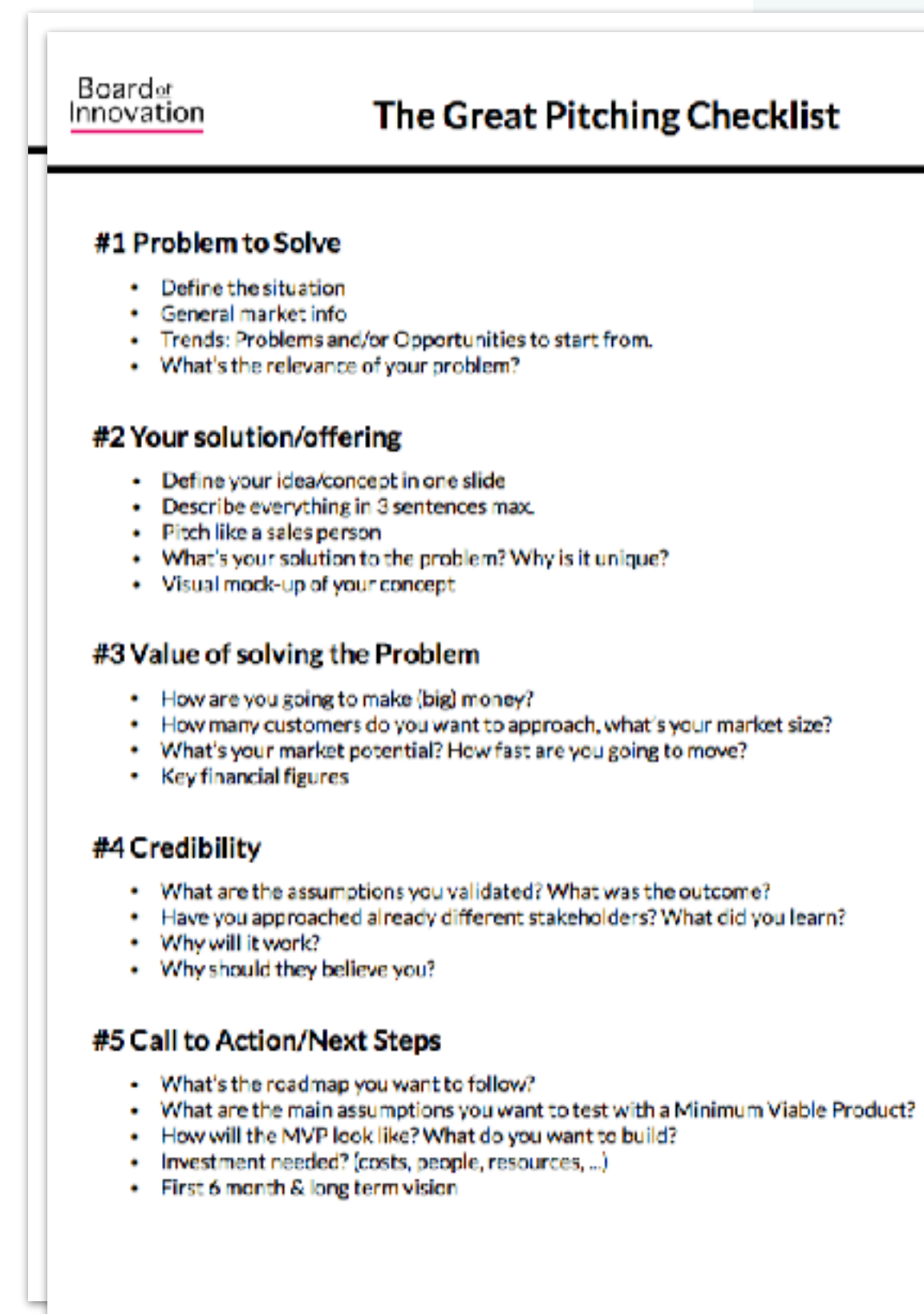
Pitching is an art and as a facilitator you'll have to pay attention to time keeping.

Pro-Tip Energy levels at the end of the day might be low. Try an energizer or use a break to take everyone outside for a walk!

✓ Introduction: tell people what they should be pitching and how long they have and give them some pitching tips and copies of the pitching checklist

✓ Start the pitch and be strict on your time-keeping.

Pro-Tip Ensure that each pitch ends in an applause, people are getting out of there comfort zone here:)



download the PDF

h 16.45

Wrap-up

At Board of Innovation we have 2 key rules for each session we do: Always end on a high and always end on time! Make sure that you end pitching 15 min before the published end-time so you have time to:

✓ **Ask feedback.** Always ask for feedback it shows participants that you care about their opinion and it's a great opportunity for you as a facilitator to learn.

Pro-Tip Use a flipchart and the TIP - TOP model to find

out what went good and what could be improved

✓ **Recap the day.** Give a quick overview of what you did during the day and give some examples of ideas that were generated.


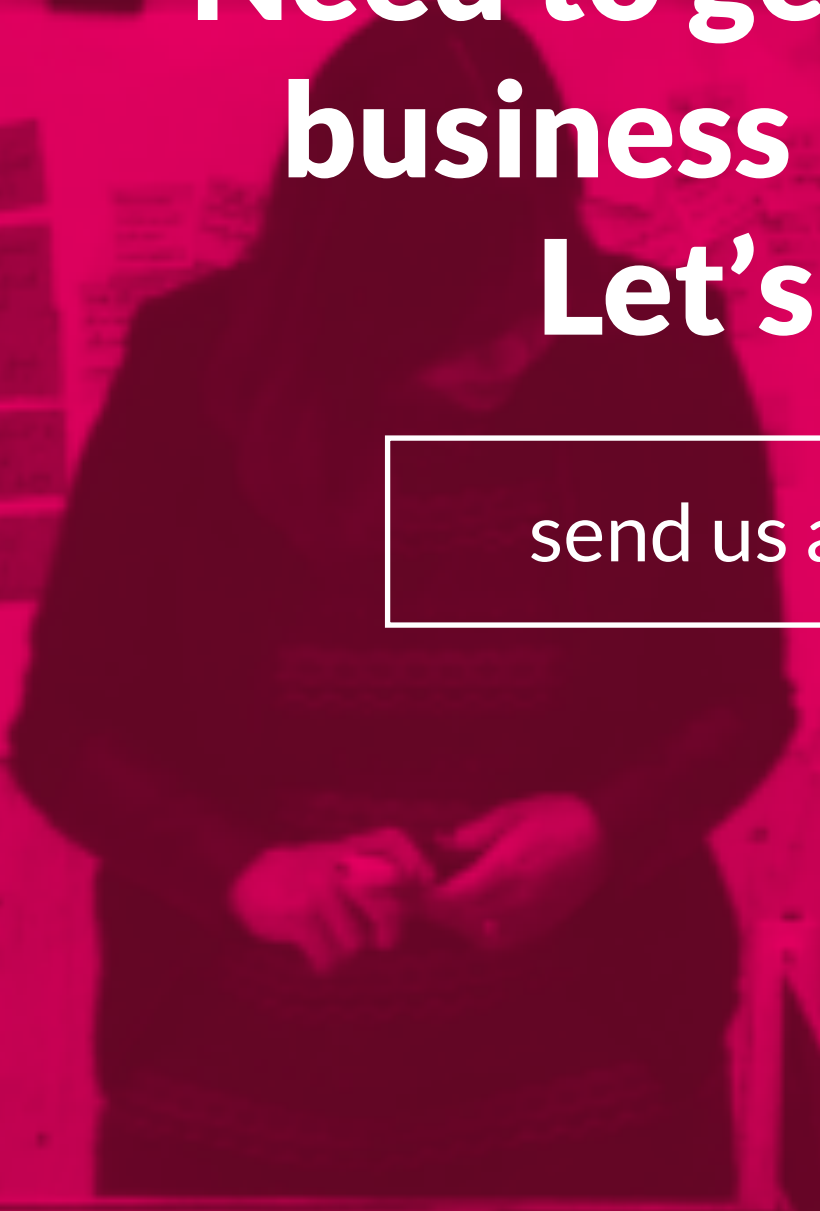
Pro-Tip End with an inspirational sentence 'I hope that the ideas generated today will help you ... Thank you!' The 'Thank You' in the end should trigger an applause.



What could I improve?



What did you like?



**Need to generate new
business concepts?
Let's do it!**

send us a message

Board of
Innovation



Feel free to tweak, fix, remix any part of this work, as long as it is for non-commercial purposes.
Good karma on you if you credit Board of Innovation.

Board of Innovation makes corporations innovate like startups, mixing proven methods from Design Thinking and Lean Startup.
www.boardofinnovation.com



Nick Bogaert
Innovation Consultant
nick.bogaert@boardofinnovation.com



Giorgio Orsucci
Innovation Researcher
giorgio.orsucci@boardofinnovation.com

Some of the clients with whom we are proud to work

