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MODULE 1



GENERATING IDEAS

How to switch on our brain



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a.- Context: success examples, simple ideas that had become top companies

Jeff Bezos – Founder of Amazon



The e-commerce giant went through many complicated years in its infancy. Shortly after its creation, it entered the stock market announcing to investors that it did not think to give benefits during 4 or 5 years. However, despite the outbreak of the dot-com bubble in the late 1990s, Amazon was one of the companies that survived. Much of this is due to the vision of Jeff Bezos, who was able to convince shareholders to be patient. Today there is no one who doubts the success of his company.

Daniel EK – Founder of Spotify



Spotify is a Swedish company dedicated to streaming music for devices compatible with certain operating systems through an application, in just 8 years has managed to position itself in the world as the favorite when looking for a music library. The brand has signed agreements with Universal Music, Sony BMG, EMI Music, Hollywood Records, Interscope Records and Warner Music, which are the main allies with Spotify.

Ingvar Kamprad – Founder of Ikea



Known for its austerity and simple standard of living, Ingvar Kamprad has been able to create a business model (cheap mega furniture stores) that has worked in all countries where it has been deployed. He has made some mistakes in his life, especially in his youth, and has been able to apologize publicly. His concern about spending is one of the personal values he has applied in his management of Ikea.

Amancio Ortega – Founder of Inditex



The Galician businessman is one of the richest men in the world, and a person known for his extreme discretion. He has built from nowhere a real empire of fashion, whose most famous brand is Zara. Perhaps the most curious of his statements is that his goal was never to become so rich. Another fundamental aspect of his thinking system is that everyone must be responsible for their individual actions.

The success of the company is based in the renewal of stocks weekly and monthly, giving the customer the sensation of shortage.

Estée Lauder – Founder of Estée Lauder



The historical discrimination of women have caused that we have more visible examples of entrepreneurs men, but it doesn't mean that we have no women entrepreneur. One of the pioneers was Estée Lauder, a woman who knew how to build a multinational cosmetics company. He gave much importance to perseverance and image. Without a doubt, its success can be a great inspiration for today's entrepreneurs (women and men), because it triumphed in an era in which being a woman was a greater limitation than now.

Anita Roddick – Founder of “The Body Shop”



Dame Anita Roddick created The Body Shop in 1976 with just 15 products that she had sourced herself from around the world. Anita had traveled extensively before opening up her business and with her husband and two girls in tow, she set off to create something special. Faced with a massive task of getting the shoppers in the UK to part with their money for “Greener” products, but with a motivation, a dollop of passion and a pinch of luck Anita managed to succeed. Luckily for Anita just as she was halfway through her first year the UK shoppers had a change of heart and started shopping for these “Green” products she was selling.

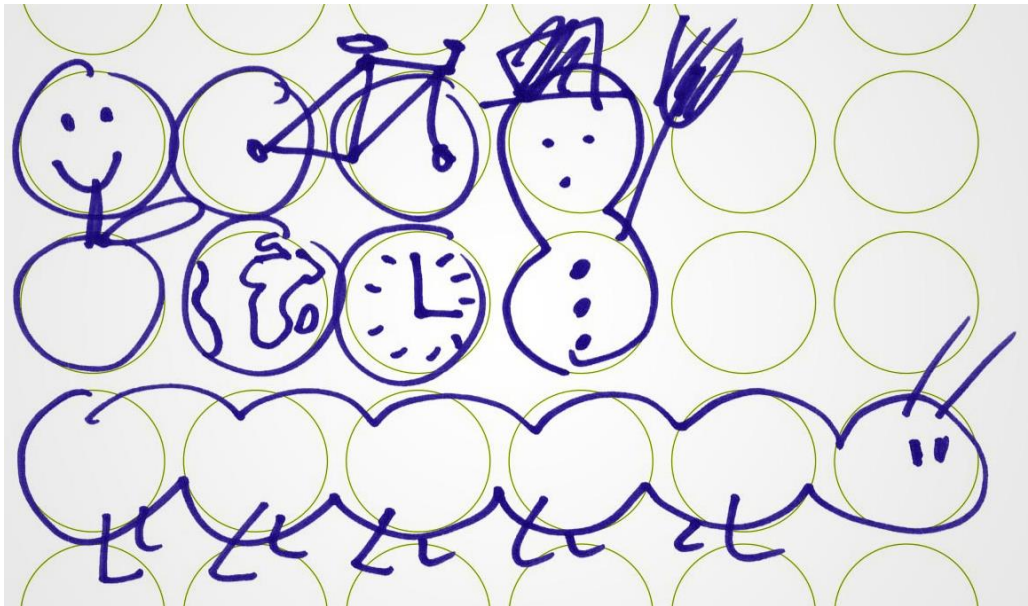
Case study 1

Do you know what is the product of the picture? What do you think they components are? Do you think is a simple idea?



b.- 30 circles challenge

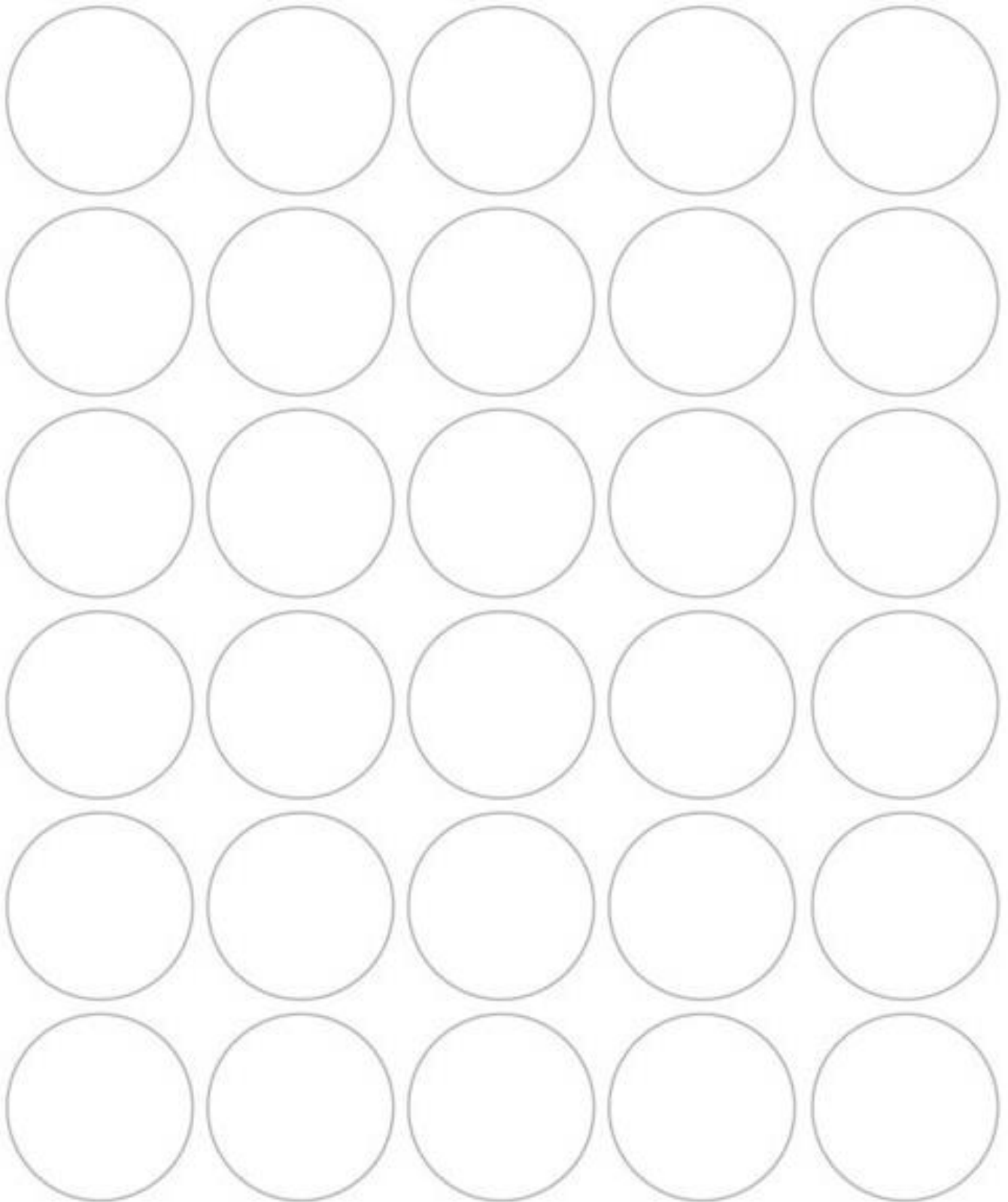
An interesting activity to do before practice these techniques, is the 30 circles challenge. Using the template attached, design in only 2 minutes a different item in each circle like in the example:



Activity 1

Practice the 30 circles challenge with the template in the next page. Remember that you only have 2 minutes to complete ALL the circles.

30 CIRCLES TEST



c.- Collaborative brainstorming: technical aspects

Brainstorming is a tool to generate new ideas, with non-filters and with the purpose of generate multipliers and new ideas that, other way, we will never imagine. We can use a blackboard or post-it to write all the ideas of the group.

We have four main rules that have to be respected:

- **Stop the judgment** → don't be critic with the ideas of participants, remember that is a session with non-filters, it consists on saying what do you think and give ideas to the group.
- **Think free** → apply, for example, rules of lateral thinking to escape from your mental model. Mad ideas are welcome in the brainstorming.
- **The quantity is... very important** → if we have a big number of ideas, it will be easier to choose the best ones, so don't be afraid of seeming stupid or ridiculous.
- **The multiplier effect** → combining different ideas, we will be able to create another ones more powerful and wild.

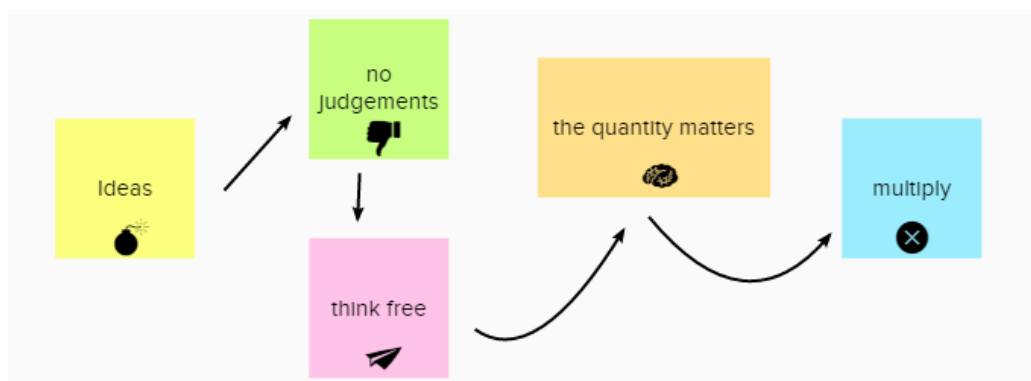
The main rule of the method is to stop or postpone judgment, at first every idea is valid and none should be rejected. Usually, in a problem-solving meeting, many ideas that can be exploited are killed early on a "judicious" observation about their futility or absurdity. In this way ideas are prevented from generating, by analogy, more ideas, and also inhibits the creativity of the participants. In a brainstorming, we tactically seeks the unprecedented amount of quality and value originality. Anyone in the group can contribute with any ideas of any kind.

You can use websites or applications to do it online, between people who are far away (with mural.ly, for example).

Activity 2

Do a Brainstorming in your class and share the conclusions with your mates. Do you think it could be effective? Why? Try mural.ly

You have to create a new product or service thinking about an existing problem.



d.- A revision of brainstorming: the storyboarding method

This exercise consists of something as easy (and effective) as writing individual ideas (not necessarily complete or developed) on post-its and trying after ordering, this time already in a group, the ideas previously generated individually.

That way, we have a first phase where students think about their own ideas. In brainstorming this phase doesn't exist, and it can happen that students are too shy to put in common their ideas, or maybe the contrary. With this first phase, we assure that all students think about their own ideas and can contribute to the general ideas that will be put in common in the second phase, making links and sorting the individual ideas.

Activity 3

Practice the storyboarding technique in your class and share the conclusions with your mates. Do you think it could be effective? Why?

You have to create a new product or service thinking about an existing problem

e.- Forcing our mind: technique of forced mental relationships

Sometimes is hard to make mental relations and links. That's the issue that we want so solve with this technique. Is very simply. You only have to complete in the template the fields like in this example:

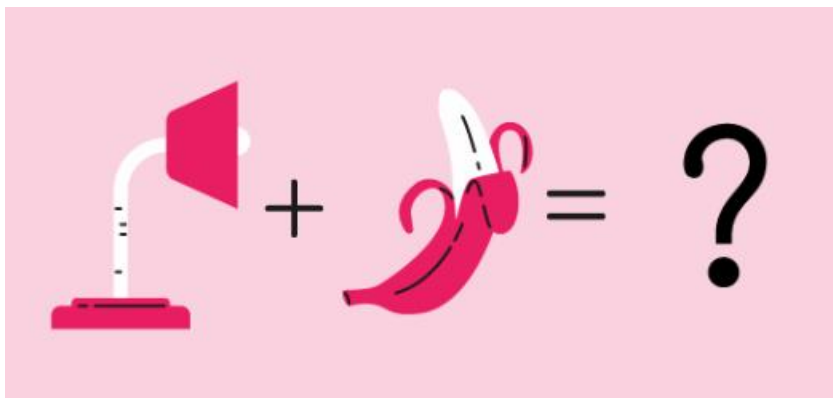
Imagine that we want to start a bar business:

Kind of food	Decoration	People involved	Another elements
Spanish	Minimalist	Kids	Karaoke
Japanese	Typical	Parents	Vegan food
Chinese	Recharged	Grandparents	Live performance
French	Wood	Singles	Buffet
Italian	Plastic	Couples	Take away
Mexican	Metal	Teenagers	Street food

We complete this template thinking about the different elements of the business, like people involved, kind of food, drinks, etc. Then, we take a dice, and throw it. You will have a different concepts to link and, possible, create interesting relations (or not) between these elements:

Kind of food	Decoration	People involved	Another elements
Spanish	Minimalist	Kids	Karaoke
Japanese	Typical	Parents	Vegan food
Chinese	Recharged	Grandparents	Live performance
French	Wood	Singles	Buffet
Italian	Plastic	Couples	Take away
Mexican	Metal	Teenagers	Street food

Think about mad elements, and then probably you will find creative solutions and you will switch on your brain.



Activity 4

Practice the mental forced relationships method. Think about different concepts to link and then, throw a dice and look at your selection.

Create your own idea of business.

f.- Assuming different roles: six hats to think technique

This technique, enlightened by Maltese writer and psychologist Edward de Bono in 1985, consists of the participants assuming six different roles (that of logic, that of optimism, that of negativity, that of emotion, that of La Creativity and direction) when discussing a problem.

Hat	Role	Focus
	Logic	The facts.
	Optimism	The value and the benefits.
	Devil's advocate	The difficulties and dangers.
	Emotion	Feelings and intuitions.
	Creativity	Possibilities and new ideas
	Management	Making sure the rules of the hats are observed.

Activity 5

Practice the 6 hats to think method. Assume different roles during the dynamic, in groups of 6 students. Which in your preferred role? Why?

g.- Mind map: links between ideas and stimuli

A mind map is a diagram used to represent words, ideas and tasks that are related between one word or concepts as main idea. They are very effective to extract information, conclusions and to memorize ideas.

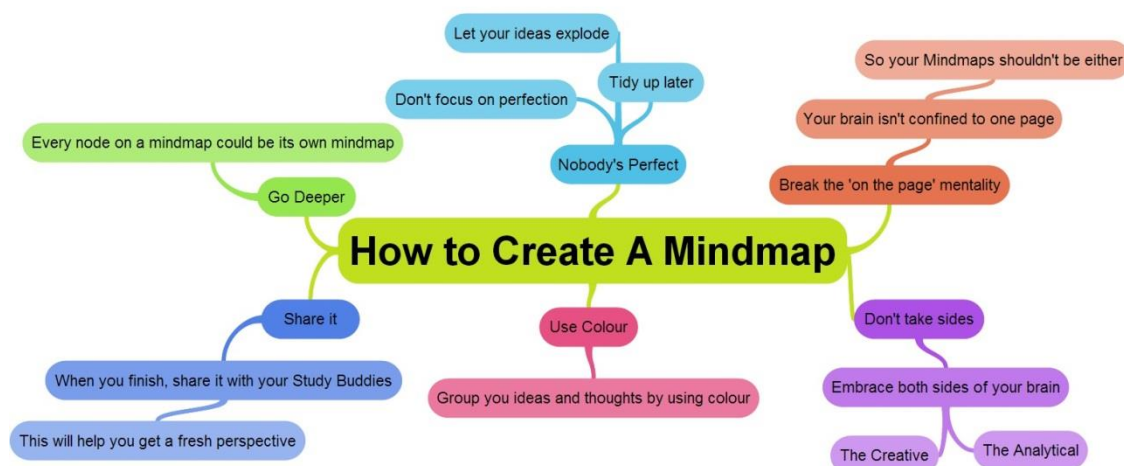
A mind map is a picture of different elements, used as a main points that gives us specific information of a subject, and from its ramification, we get new and more concrete ideas.

To understand better the concept, try to imagen a map of a city. The city center is the main idea, and all the avenues are the key thoughts in the mental process. The minor streets are the secondary thoughts and the pictures could represent, for example, the main monuments or especially important ideas.

So, we have to start from an idea or a word, and this way, we build an entire “city” of thoughts. Mental maps help:

- Expansion of memory.
- Natural and practical retention of much information compressed into a few words, drawings, signs, letters, colors, etc.
- The explanation of a lot of information in a short visual time
- Used in job presentations, educational assignments, and homework assignments.
- Facilitate the study of complex and difficult to understand subjects.
- The simple and flexible collection of key data facilitates the processes of learning, thinking, ordering, creating and remembering.
- They also allow you to structure facts and thoughts clearly and easily for the people who create it.

So... mind map and Brainstorming, are the same? No, as you can imagine, a brainstorming is a non-structured process to GENERATE ideas, while mind map is a way to STRUCTURE ideas, and in this process, you can generate too new ideas, but the main use is to structure ideas and concepts, words, etc.



Activity 6

Imagine that you are a Snacks Company and now, people are healthier and don't buy some of your products. Design a Mind Map of the options that you consider to increase the benefits of this company. You can do it in pairs or in groups if you want.

h.- SCAMPER: copycat technic and existing business as an inspiration

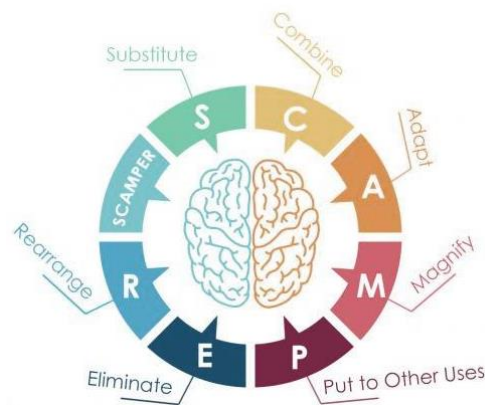
When you are trying to find new ideas, it can be difficult to develop it from zero. That's the reason why SCAMPER has become a good method to solve this problem.

This tool helps you generate ideas for new products and services by encouraging you to think about how you could improve existing ones.

What is the meaning of SCAMPER?

SCAMPER is a mnemonic that stands for:

- Substitute
- Combine
- Adapt
- Modify
- Put to another use
- Eliminate
- Rearrange - Reverse



How it works? You ask questions about existing products, questions related with each of the words above. These questions help you come up with creative ideas for developing new products, and for improving current ones.

Using this technique, you will find solutions for new products, meaning by this concept not only physical goods, but processes, services and even people.

How to use the Tool

SCAMPER is really easy to use. Take an existing service or product. This is a good start if you want to take it as a base to improve some functionalities, if you have a problem with this item or to develop a new one.

Then, you have to ask questions about this product, using the mnemonic to guide you. Here you have good examples of questions:

SUBSTITUTE
What materials or resources can you substitute or swap to improve the product?
What other product or process could you use?
What rules could you substitute?
What will happen if you change your feelings or attitude toward this product?
Can you use this product somewhere else, or as a substitute for something else?

COMBINE
What would happen if you combined this product with another, to create something new?
What if you combined purposes or objectives?
What could you combine to maximize the uses of this product?
How could you combine talent and resources to create a new approach to this product?

ADAPT
How could you adapt or readjust this product to serve another purpose or use?
What else is the product like?
Who or what could you emulate to adapt this product?
What else is like your product?
What other context could you put your product into?
What other products or ideas could you use for inspiration?

MODIFY
How could you change the shape, look, or feel of your product?
What could you add to modify this product?
What could you emphasize or highlight to create more value?
What element of this product could you strengthen to create something new?

PUT TO ANOTHER USE

Can you use this product somewhere else, perhaps in another industry?

Who else could use this product?

How would this product behave differently in another setting?

Could you recycle the waste from this product to make something new?

ELIMINATE

How could you streamline or simplify this product?

What features, parts, or rules could you eliminate?

What could you understate or tone down?

How could you make it smaller, faster, lighter, or more fun?

What would happen if you took away part of this product? What would you have in its place?

REVERSE - REARRANGE

What would happen if you reversed this process or sequenced things differently?

What if you try to do the exact opposite of what you're trying to do now?

What components could you substitute to change the order of this product?

What roles could you reverse or swap?

How could you reorganize this product?

Example

I want to invent a new type of pen.

Substitute - ink with iron, nib with knife

Combine - writing with cutting, holding with opening

Adapt - pen top as container

Modify - body to be flexible

Put to other uses - use to write on wood

Eliminate - clip by using velcro

Rearrange - nib to fold outwards

Activity 7

Imagine an existing product or service and try to create a SCAMPER from this one, using some of the questions that you have in the tables above.

i.- Mind Dumping technic: multiplying ideas and stimulus

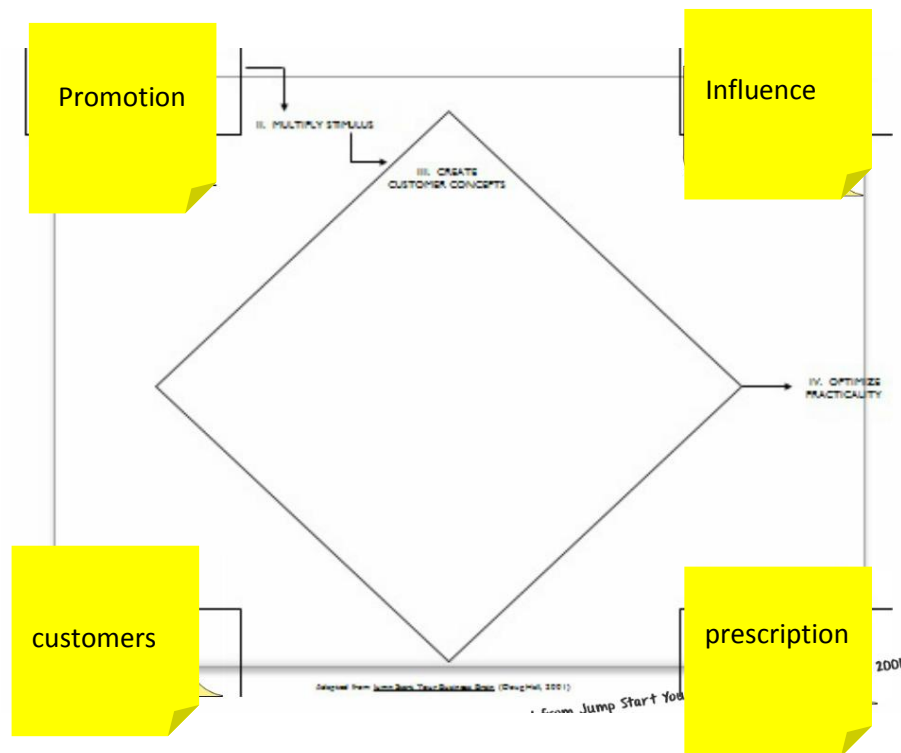
It is a method to generate ideas. The objective is to generate the major number of ideas possible in a few minutes by a process of generation of stimulus.

We have three related phases:

1. Free associations
2. Multiply stimulus
3. Create solutions

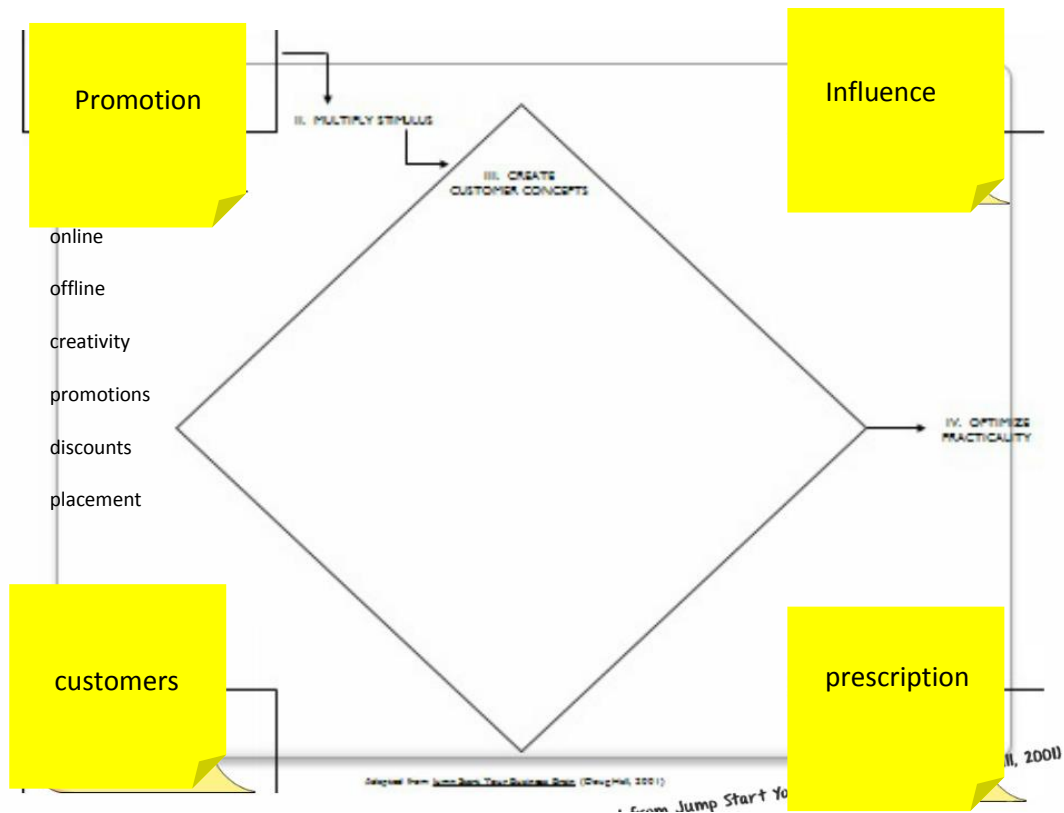
FIRST: initial stimulus

During three minutes, you have to put words in post-its (one per post-it) that have relation with the problem that we have. For example, if we want to be a more popular firm, we can write the words: promotion, influence, market, customers, prescription, etc.



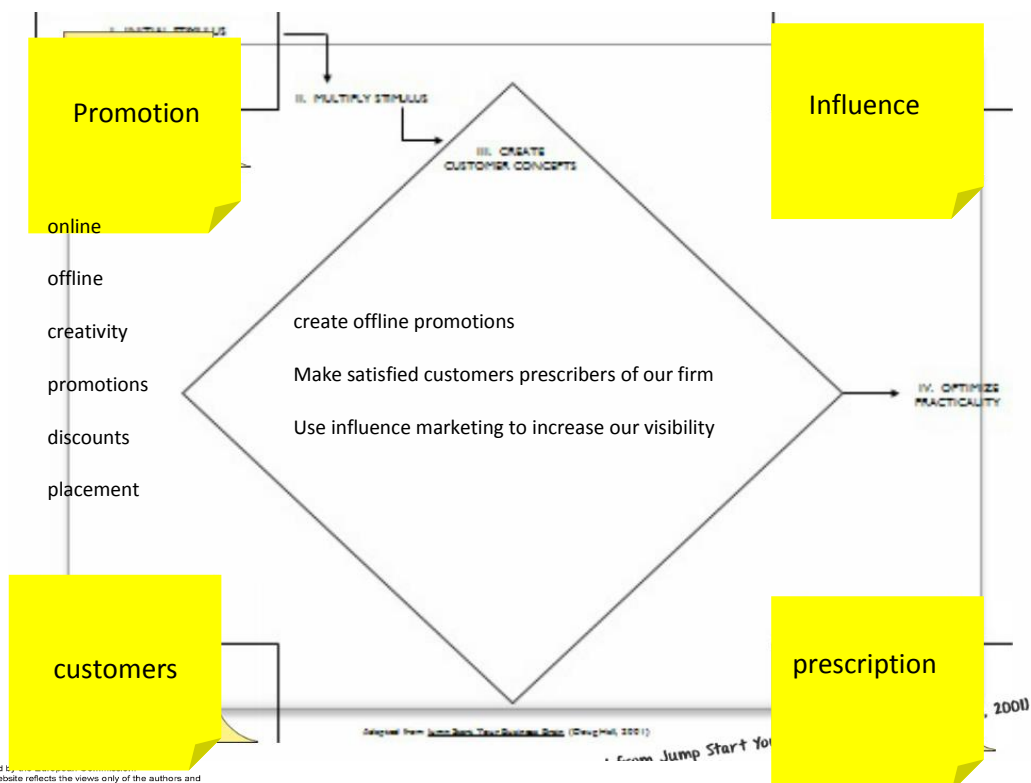
SECOND: multiply stimulus

In each word that we have wrote in the paper, we write more words related with each one. For example, for promotion we can write online, offline, creativity promotions, discounts, placement, etc.



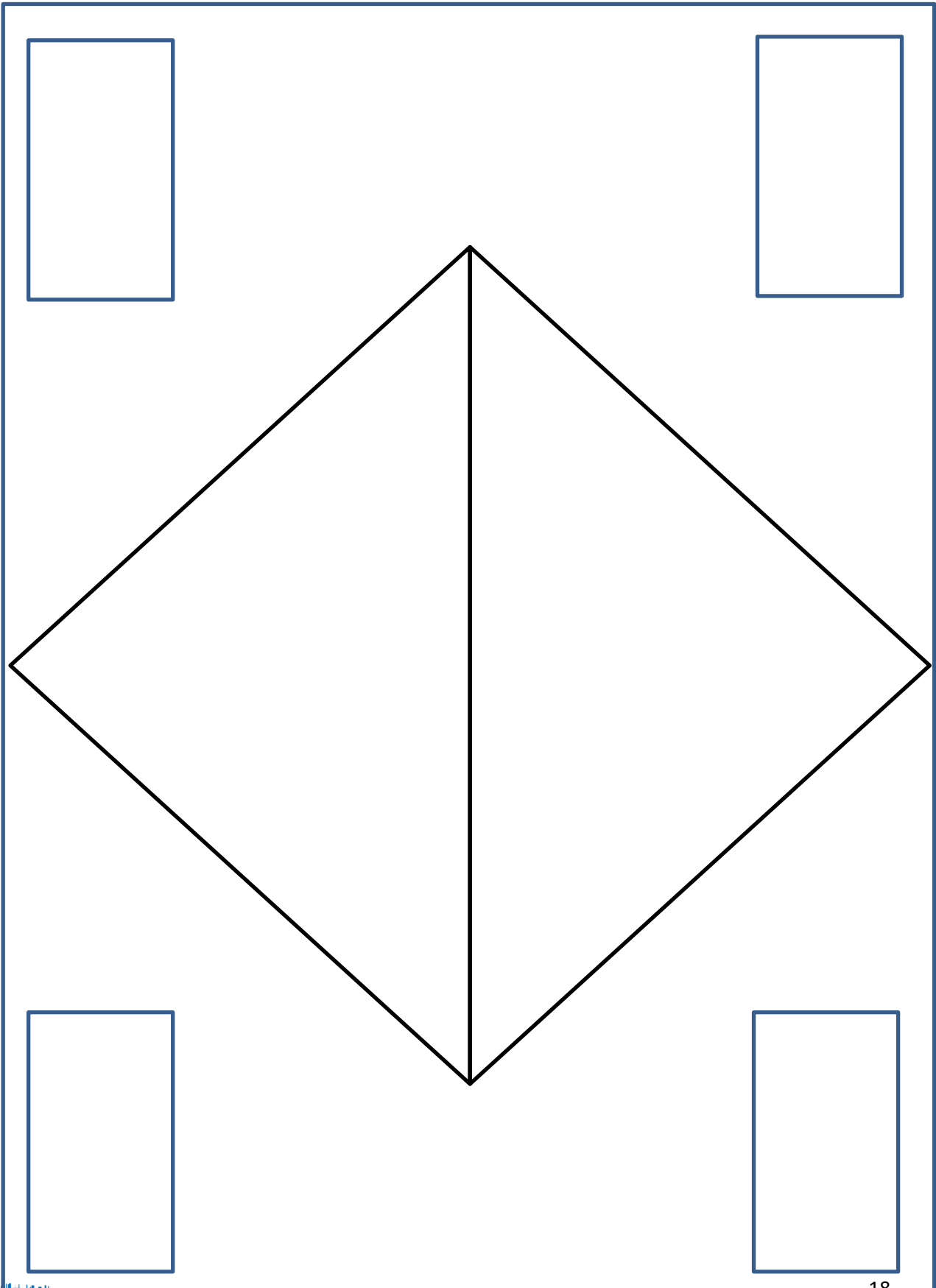
THIRD: create solutions

Linking the words written in the last steps, you have to create entire ideas or solutions. For example, one solution can be “to make offline promotions”, or taking prescription “make satisfied customers or influential customers as prescriber of our firm”. So we build ideas from words that works as stimulus, activating our brain. ***So we build ideas from words that works as stimulus, activating our brain.***



Activity 8

Create ideas from a Mind Dumping analysis, imagine the problem you have to solve is “competence very strong in the sector”



✓ SELF-ASSESSMENT

1. **Brainstorming** is a technique for...
 - a. Generate ideas
 - b. Develop ideas
 - c. Sort ideas

2. **Six hats to think** method...
 - a. Is a technique in which you generate the maximum of ideas possible
 - b. Is a technique in which you assume different roles to think about a problem
 - c. Is a technique in which you try to multiply stimulus

3. In forced mental relationships technique you use...
 - a. Dices
 - b. A template
 - c. Both are correct

4. SCAMPER technique is integrated by the initials of:
 - a. Substitute, combine, adapt, modify, put to another uses, empathy and rearrange.
 - b. Substitute, combine, adapt, modify, put to another uses, erase and rearrange
 - c. Substitute, combine, adapt, multiply, put no another uses, erase and rearrange

5. In Mind dumping technique, the idea is to...
 - a. Build a mind map about a problem
 - b. Multiply the stimulus that with keywords
 - c. Both answers are correct