The Startup Canvas summarises the most important elements of an organisation's business model, and is especially useful for early stage startups to think through the different elements. The version of the canvas being used here is inspired by the Lean methodology version of the Business Model Canvas (BMC).

Startup Canvas **USE CASES**

- Investigate and map how ideas or solutions could be transformed into a holistic business model.
- Map current business models, identify gaps and opportunities (priorities), and outline interdependencies.
- Use the canvas as a dashboard to document each stage of evolution of the business model, and reflect on investments and results.

Startup Canvas **LIMITATIONS**

The Startup Canvas tool is not a problem solving tool as such. It has limited capacity to answer what the 'right' model for a business is. It is best used as an evolving summary or dashboard.

Startup Canvas **UNDERSTANDING THE TOOL**

The 'Problem' section is to be used to highlight the core problems that users face, and that the startup is attempting to solve (through its product or service). These are not problems that the startup is facing as an organisation.

Use 'Customer Segments' to identify the specific profile of users by whom the problem is most acutely felt. Profiles can be very specific, and may be quantised in terms of segments/market size (if data is available).

'Solution' is how the startup plans to address the problem. It could be a product, service, system or a combination of them.

'Unfair Advantage' is the distinct, hard to copy, competitive advantage the startup enjoys.

'Unique Value Proposition' is the core compelling message for the user that communicates the value the startup is creating for them.

'Channels' are the ways in which the user will interact with the solution - the way users will become aware of the solution, experience it for the first time, purchase, and continue to use.

'Key Metrics' are measures of the business's success in reaching and serving the user. This includes things like impressions, queries, sign ups, transactions, value of transactions, renewals, etc.

‘Cost Structure’ is the way costs are distributed between fixed and variable costs, and capital investments.

‘Revenue Streams’ are the ways in which revenue is generated - examples could be one time payments, subscription charges, loyalty fees, tiered pricing, etc.

The Ten Types of Innovation framework is a tool developed by consulting firm, Doblin. It maps the fundamental types of innovations that are relevant to organisations, and helps them look at innovation as a holistic activity that involves internal as well as customer facing investments. Under each type of innovation, Doblin has suggested a few strategies and tactics to use as a starting point.

Ten Types of Innovation **USE CASES**

- Map the types of innovation that are currently being offered by an organisation.
- Identify strengths and weaknesses with regard to innovation at an organisation.
- Identify new types of innovation that an organisation can consider.

Ten Types of Innovation **LIMITATIONS**

While the Ten Types of Innovation tool is fairly comprehensive, it may be possible that an organisation is looking to offer innovations that are a combination of the different types — causing some initial confusion. Also, the tactics listed may not cover some new trends that teams may need to scan and map.

Ten Types of Innovation **UNDERSTANDING THE TOOL**

There are three major categories of innovation under which the Ten Types fit.

‘Configuration’: Innovation that focuses on how an organisation is structured. The types of innovation that fall under this category include - 1) Profit Model: How money is made — how revenue, costs and profits are organised, 2) Network: Who an organisation innovates with — how do suppliers, partners, and external innovators help, 3) Structure: How an organisation aligns its talent and assets to create more value — how are departments, units, business lines etc. organised, 4) Process: How do superior internal processes and methods help innovation — how are quality management, production, supply, procurement, hiring etc. delivered.

‘Offering’: Innovation that focuses on the performance and quality of products and services that are offered to customers. The types that are in this category are - 1) Product Performance: How products and services deliver superior value to buyers — unique product features and functionality, style, speed, safety, ease, fun, etc., 2)

Product System: How complementary products and services together create more value — accessories, platforms, value added services, partner discounts, etc.

‘Experience’: Innovation that focuses on how products or services are experienced by users. The types under this category are - 1) Service: How support is provided for users to find, buy, pay, enjoy and dispose — trials, personalisation, delivery and returns, financing, self-service, warranties, repairs etc. 2) Channel: How products and services reach users — pop-up stores, e-commerce, partner stores, events, experience stores etc., 3) Brand: How offerings and organisations are communicated in a memorable, and likeable way — co-branding, own-label, certification, campaigns, packaging etc. 4) Customer Engagement: How user interactions with product or service are delivered — personalised, listening to customers, co-creation, community etc.

Ten Types of Innovation STEP BY STEP

Familiarise yourself: Read through the various boxes in the Startup Canvas. You'll notice the columns on the left have to do with internal activity, and the ones to the right, refer to external forces.

Get started: As a business, what do you have most clarity on? Is it your understanding of your customer segment or of the needs you are addressing through your business? Start with the side of the canvas you think you know better.

Complete: Go through each box and fill out as much as you can. It is completely fine not to know the answer to specific areas in the first go.

Identify knowledge gaps and priorities: Once the worksheet is completed to the best of your knowledge, jot down the knowledge gaps and priorities under each section. These could be issues, opportunities, or just lack of information about a particular area.

Roadmapping is an important step of clarifying the direction of a startup or programme over the next few weeks, and months. It helps teams align on their priorities and challenges moving forward.

Roadmapping USE CASES

- Build consensus on a company's or programme's strategic direction.
- Identify key milestones, and responsibilities for each team.
- Formulate an actionable plan for teams to work towards.

Roadmapping LIMITATIONS

Teams may be reluctant to get into details of their internal plans in front of a larger workshop audience.

Roadmapping UNDERSTANDING THE TOOL

The tool helps a team approach product, service or system development through a series of iterative activities and phases.

The ‘Team’ column aims to identify teams involved in different phase and their key roles and responsibilities. Teams could be research, design, technology, marketing, sales, strategy or any other group involved in product or service development.

Under each phase (POC, MVP, Beta, Launch), a team should first map goals and then the activities of the different teams towards achieving these goals. Next, map the resources required (material, financial, technical), and finally the timelines (weeks and months). Each type of data (goals, activities, investments, and time) should be written down on sticky notes of different colours.

‘POC’ or Proof Of Concept is the first tangible version of the concept. A POC validates basic assumptions with regard to functionality (of the solution) and desirability (addresses basic user needs), without necessarily having resolved all technical issues.

‘MVP’ short for Minimum Viable Product, refers to the earliest experienceable version of a service or product (with only key/necessary features). An MVP is used to better understand the core of the business opportunity, and check if customers respond favourably.

‘Alpha’ is the first product or service release with a set of actual users in a controlled, experimental environment. This allows for feedback from a sizeable set of real users, without having resolved all bugs and technical challenges.

‘Beta’ is the first public release used to gather feedback from a wide array of users. Beta tests often serve as a 'soft launch' for a product or service, testing an organisation's ability to respond to feedback. It is the stage to reach 'early adopters' who have the potential to become users.

‘Launch’ milestones cover any final priorities before going to market at scale; like additional features to be integrated, service elements refined, adjustments in communication, distribution channel logistics, etc.

‘Success Metrics’ for each phase should be derived from goals set, and help measure whether the goals have been achieved. Metrics should be both internal facing, and external market focused.

Roadmapping STEP BY STEP

Map goals for phases: Review the various phases of development (POC, MVP, Alpha, Beta, Launch). Start by discussing what goals, the team should set for itself. Go phase by phase, map goals through consensus.

Map teams and effort: In the left-most column, identify the different teams, functional/discipline wise (like marketing, technology, design), and cross-functional/multidisciplinary (like a payments team may have individuals from technology, design, and partnership teams working together). For each team, write down expected activities under each. Estimate the kind of skills and the number of people required. This has to be a loose estimate at the beginning, becoming more concrete as the product or service offering evolves.

Map resources: Some teams may want to additionally map a resourcing roadmap - financial, material, and technical resources that may be needed to achieve each phase.

Map timelines: Add the different phases against expected timelines (in terms of weeks and months).

Digitise and share: After completion, share your roadmap within your team, and with other stakeholders.

Note: Use different colour sticky notes for goals, activities, resources, and timelines.

The SWOT analysis is a simple tool used to assess a company or programme's current activity by looking at internal and external forces influencing it.

SWOT tool **USE CASES**

- Assess the overall strategic and operational well being of a product or programme.
- Identify specific priorities to act on.
- Compare performance with competition.

SWOT tool **LIMITATIONS**

The SWOT tool is used to undertake an overarching analysis of a business, product, service or system. It accounts for both internal (Strengths and Weaknesses) and external (Opportunities and Threats) forces that impact strategy and decision making.

SWOT tool UNDERSTANDING THE TOOL

Use the 'Strengths' section to highlight what the product or business does best. This can be features, pricing, process, team, partnerships, etc.

'Weaknesses' should cover internal shortcomings of the team or product. These could be pointed out by, both users and internal teams.

'Opportunities' should be used to make a note of external trends and forces that provide a positive chance for the organisation to benefit.

'Threats' are the external factors that pose a risk and could create potential loss for the organisation.

SWOT tool STEP BY STEP

Discuss the business: Discuss how your startup or business is doing as you go through each of the four quadrants.

Populate the matrix: Start adding notes into each quadrant, and add any questions or doubts that come to mind.

Summarise and review: Highlight priorities and other key points on each quadrant. Discuss how you could potentially address these priorities.

The Visioning Poster exercise is a short and fun activity to get participants to share individual and group visions with regard to an offering, organisation, programme, or any other relevant theme.

Visioning Poster **USE CASES**

- Start a conversation on the team's shared vision.
- Highlight potential end states that are desirable and exciting.

Visioning Poster **LIMITATIONS**

Drawing the poster is a fun activity and not meant to be a thorough visioning exercise in that sense. It should potentially be used as an activity to kick start the conversation around the group vision.

Visioning Poster UNDERSTANDING THE TOOL

A vision is an end state for a particular context (for example, What will a successful start-up accelerator program look like? What will a successful organisation be like in 10 years?) This has to be set by the facilitator of this exercise.

The activity does not need a template, only a context, and a time frame. Teams are free to be creative, and think of unique ways of sharing their vision.

Visioning Poster STEP BY STEP

Identify a concept: For the context provided, discuss a concept that resonates with the team.

Assign roles: Decide roles within the team — sketchers, storyteller, copywriter, presenter, etc.

Make & Present: Make a clear, compelling poster, and discuss how to share it with the audience.

The Activity Plan is a tool that helps teams map their tasks, resources and people, over a timeline.

Activity Plan **USE CASES**

- Build a future calendar of activities for a team.
- Set clear milestones for organisers or managers to check-in with teams.
- Clarify expectations, roles, and responsibilities for individuals and groups.

Activity Plan **LIMITATIONS**

Activity Plan is an open-ended tool that can be used in a number of very diverse cases. It therefore lacks the specificity of a Product Roadmap.

Activity Plan UNDERSTANDING THE TOOL

The ‘Timeline’ column is to be used to map relevant milestones (for example, in terms of phases - plan, research, build, test), and time needed (for example - 3-6-9-12 months, 1-2-4-6 weeks) by a team.

The ‘Tasks to be completed’ section is where the tasks/activities to be completed are listed down. This listing should be based on realistic estimation of what can be completed. Any activities that could stretch the team, and risk delay should be clearly called out.

The ‘Resources needed’ section is where resources needed, financial, material or people, to complete tasks are to be noted.

‘Teams involved’ are the teams directly responsible for the tasks to be completed.

Activity Plan STEP BY STEP

Discuss broad plan: Discuss and map milestones and timelines as a team.

Outline tasks: Make a note of tasks under each milestone.

Allocate resources: Identify resources needed to complete tasks and achieve milestones.

Identify owners: Identify owners for the different tasks and milestones.

SMART is an approach to actionable goal definition. It is an acronym that stands for Specific, Measurable, Achievable, Realistic, and Timely.

SMART **USE CASES**

- Define clear goals that team members can be held accountable to.
- Build consensus within a team on next steps.

SMART **LIMITATIONS**

Whether goals are eventually SMART or not is dependent on how teams choose to define them.

SMART UNDERSTANDING THE TOOL

The key goals for the team should be mapped at the top. Each goal should then be viewed through the five SMART lenses.

‘Specific’ is the box in which to clearly define the core focus of the goal.

‘Measurable’ focuses on metrics that help track progress towards the goal.

‘Achievable’ should describe feasible results and actions that can help achieve the goal.

‘Relevant’ is to describe why the goal is relevant for the team, and how so.

‘Time-bound’ defines time constraints — short and long term, for achieving the goal.

A revision of goals can be made based on a team's learnings from the mapping of the SMART lenses.

SMART STEP BY STEP

Pick a goal or set of goals: Take the goals in your Activity Plan and use this worksheet to clarify them.

Clarify: Define each goal through the five lenses in the left column.

Get buy-in: Discuss what SMART goals mean for the team.

Human Centered Design (HCD) is a creative and logical problem solving method with wide applications in business and social impact. It is also known as Design Thinking. HCD brings together frameworks from different disciplines into a five stage iterative problem solving approach. Its differentiating elements are its focus on users and customers, iteration, and multi-disciplinary collaboration. This module is a short introduction to the method.

Human Centered Design **USE CASES**

- Introduce people to the concept of HCD in a brief manner.

Human Centered Design **LIMITATIONS**
This is meant to be a brief overview of the HCD method. As a vast and fast evolving field, there is a lot more to cover - some of which this toolkit is doing - some we encourage learners to discover themselves. There is also no exercise included in this session.

Problem Tree is a tool used to map effects and causes relevant to a problem. While traditionally the tool has been looked at through a problem lens, it can also be used to map opportunities, and trends. It is used in the planning stages to explore lines of enquiry and priorities. 5 Whys is a tool that is often used as part of the Problem Tree activity, it helps teams get to root causes.

Problem Tree **USE CASES**

- Unpack a problem or topic to build understanding in a group.
- Identify potential root causes for challenges and opportunities.
- Uncover unexplored opportunities and challenges.

Problem Tree **LIMITATIONS**
Teams may struggle to map all effects and causes early in the process, without the benefit of research and reflection.

Problem Tree UNDERSTANDING THE TOOL

The ‘Problem/Opportunity’ should be something specific that needs to be investigated. This could be a problem faced by the user, or an opportunity area defined by a team or organisation.

‘Effects’ are the visible and invisible impacts of the problem. They are mapped on the branches of the tree. For example, if the problem is defined as ‘Poor Public Transport’, then an effect would be - commuters getting late to work, stress in the city, chaos in certain times of the day.

‘Causes’ are underlying reasons behind the problem or opportunity. They are mapped on the roots of the tree. For example, the root cause of ‘Poor Public Transport’ could probably be, inadequate public funding’ or poor route planning.

The levels to which ‘Effects’ and ‘Causes’ can be unpacked depend on, the understanding the team has of the topic at hand.

Problem Tree STEP BY STEP

State the problem: Start by drawing a tree trunk, label it with the main problem or opportunity that you are looking to tackle.

List the effects: Start by listing visible effects of the problem, and then identify indirect impacts of the problem.

List the causes: List potential causes for the given problem or opportunity.

Dig deeper: To really get into the depth (or root cause), ask the '5 Whys'. Ask first why something is a cause, and keep asking why (derived from the preceding answer) till you have a strong, relevant root cause.

Stakeholder Maps are used to visualise ecosystems - people, institutions, organisations, and other entities that have an influence on or stake in a problem/opportunity area. While target users/audiences form the center of the map, entities mapped on two concentric circles around the user depict direct (1st circle) and indirect (2nd circle) stakeholders. A robust mapping of ecosystems helps approach research and design in a more holistic manner.

Stakeholder Maps **USE CASES**

- Map the ecosystem of users and stakeholders relevant to a problem.
- Identify gaps and priorities with regard to understanding an ecosystem.

Stakeholder Maps **LIMITATIONS**

The Stakeholder Map does not exactly describe the nature of the relationship between target user and the stakeholders. It also has limited ability to describe relationships between stakeholders. The ERAF Diagram may be used to map more complex ecosystems.

Stakeholder Maps UNDERSTANDING THE TOOL

The ‘Target User’ section is to be kept focused on individuals or groups that the startup or organisation is trying to solve for.

‘Direct Influencers’ are those that most influence the attitudes and behaviours of the target audience. One can also look at these influencers as those with only one

degree of separation from the user — students may be influenced by their peers, college authorities, and parents while choosing a banking solution.

‘Indirect Influencers’ are those that influence the target audience but their influence may seem less obvious. There may be two or more degrees of separation between the target and these influencers — students may be influenced by celebrities, media reports, and sports advertising while choosing a banking solution.

‘Societal Norms’ are overarching forces that may not have a direct representative but are still important to take into account. For example, political climate, market trends, cultural norms.

Stakeholder Maps STEP BY STEP

List stakeholders: The easiest way to get started is to list all the stakeholders that come to mind right away. This can be done on the sheet directly or on sticky notes.

Organise stakeholders: Once the stakeholders are listed, review their placement on the map with the team.

Prioritise stakeholders: Identify key stakeholders to focus on in the next few phases.

A well framed Research Plan makes sure teams are aligned on their key learning objectives, and the use of methods and tools. It helps teams map chosen methods along key lines of enquiry, identify research participants and locations, and distribute responsibilities within the team. The tool serves like a dashboard while doing research.

Research Plan **USE CASES**

- Create a guiding plan for a research team.
- Use as dashboard to map progress against plan.

Research Plan **LIMITATIONS**
A Research Plan is only as good as the discussion preceding it. It best serves as a dashboard, and has limited capacity to inform teams in terms of the kind of tools, participant profiles, lines of enquiry, etc. that ought to be used.

Research Plan UNDERSTANDING THE TOOL

The ‘Key lines of Enquiry’ are derived from the Foundation phase, where tools such as the Problem Tree, 5 Whys and the Stakeholder Map highlight information gaps, opportunities and other potential themes for research.

‘Research Methods’ are the broad research techniques that the team wants to use. These tools include - Secondary Research, User Research, Observation amongst others. The choice of methods is influenced by; the nature of information needed, skills and resources available in the team, access to users, etc.

‘Key Questions’ are the top 2-3 questions (per line of enquiry) that the team would like to focus the enquiry on.

The ‘Research Tools’ box should be used to list specific tools relevant to the Research Methods. For example, Interviews, Focus Group Discussions, Expert Interviews, Internet Search, Competition Benchmark, etc.

‘Research Participants’ are users, stakeholders, and experts that the team will research with (and/or on). The actual choice of participants may depend on accessibility and availability.

‘Person Responsible’ is meant to allocate responsibilities within a team.

Research Plan STEP BY STEP

Define lines of enquiry: List down the critical gaps in understanding — these are the major lines of enquiry. These can be taken from the Problem Tree and Stakeholder Map or emerge from a team's discussions and experiences.

Identify research methodologies: Map the lines of enquiry against research methodologies. Discuss which methods to use and why.

Add details: Add more detail and structure to the research plan. Discuss specific tools and their scope, the profile of participants, and responsibilities within the team.

Secondary research is done by reviewing published knowledge and news content (i.e., not in person research with users and other stakeholders). Secondary research can be done via online and offline channels.

Secondary research **USE CASES**

- Map competitors to compare and understand relative strengths and weaknesses.
- Build a foundational understanding of broad political, economic, social, cultural, technological, environmental and legal trends.
- Understand events, opinions, decisions, trends, etc. with regard to specific products, services, and organisations.
- Understand an emerging theme or topic from a multi-dimensional angle.

Secondary research **LIMITATIONS**
Secondary Research can be very time consuming and confusing — the nature, quality, and range of sources to include in research is crucial to consider.

Secondary research UNDERSTANDING THE TOOL

'Competition Benchmark' is a type of secondary research where the focus is on understanding competitors.

'Trend & Ecosystem Scanning' is the kind of secondary research that focuses on understanding broad ecosystem level events and changes.

There could be several sources; consumer reports, news sites, blogs, etc., and channels; online and offline that researchers can use to collect information.

As research is carried out, researchers should make a note of key data points and learnings that they come across.

Secondary research STEP BY STEP

Identify knowledge gaps: Before starting secondary research, review the research plan, and make a note of lines of enquiry and key questions.

Choose your approach: Depending on what needs to be researched, choose particular sources and approaches (online, offline, articles, books, etc.) that come to mind.

Document progress: Keep track of sources and document key information collected (use the templates) so that other team members can refer back to your research.

Experts are academicians, thinkers, professionals, and entrepreneurs who can provide an informed view on a research subject. Expert Interviews are interactions with experts that inform research, design, and testing.

Experts **USE CASES**

- Build a foundational understanding of a given subject matter.
- Source inputs on specific challenges and opportunities.
- Evaluate proposed ideas and innovations through expert lens.

Experts **LIMITATIONS**

Experts usually have limited time available. They may on occasions need to be monetarily rewarded for sharing their experiences and expertise.

Experts UNDERSTANDING THE TOOL

The crucial part of expert interviews is the preparation. Participants should familiarise themselves with an expert's prior work, and prepare a few notes to refer back to during the interview.

The 'Interview Questions' are the most important questions to focus on in the interviews.

Experts STEP BY STEP

Prepare for interview: First, learn about the expert, their professional journey, published papers, lectures, etc. to inform the discussion you are about to have. Next, outline key lines of enquiry and questions for the expert.

Conduct the interview: Start the interview by introducing yourself and building credibility. Go through the questions you have and take notes (record audio if you have received consent).

User Interviews

Collecting first-hand accounts of experiences, needs and concerns from people can be a great source of inspiration. User Interviews are open ended conversations that take place in context (place of use of product or service, or user homes and places of work, etc.) and provide a deep understanding of user needs, attitudes, and behaviours. Interviews can be conducted with all stakeholders, not just users.

User Interviews **USE CASES**

- Build a deep foundational understanding of needs, attitudes, and behaviours of target users and stakeholders.
- Identify ideas and co-create solutions with users, and stakeholders.
- Evaluate early concepts and prototypes with users, and stakeholders.

User Interviews **LIMITATIONS**
Interviews take time and effort to organise, conduct and synthesise. Codifying qualitative interview data can also be challenging.

User Interviews UNDERSTANDING THE TOOL

For a smooth interview, an interviewer should prepare a simple Discussion Guide - a repository of questions to be asked in the interview. This will help keep track of

the discussion and ensure all the intended topics are covered. Guides should be prepared by looking closely at lines of enquiry and key questions. Experienced researchers may only need brief guides with top level questions. To be safe, a repository of both key questions and follow up queries should be prepared.

The ‘Personal Introduction’ helps set the tone of the interview and establish mutual respect. If the session is to be recorded, this is a good time to request consent from the participant.

The ‘Icebreaker’ is about putting the participant at ease. Simple questions like their age, professional activity, their hobbies or what a typical day looks like can help get the conversation started.

The ‘Open-Ended Questions’ should be formulated in a way that helps participants open up and share their thoughts and experiences.

The ‘Follow-Up Questions’ help interviewers better understand participants by going into the depth of things that may have been shared.

User Interviews STEP BY STEP

Prepare: Outline key lines of enquiry for users/stakeholders.

Open the interview: The focus of the opening part is to clearly communicate credentials and purpose, and establish trust.

Break the ice: This part is about making respondents feel comfortable by asking them some light/easy questions.

Ask open-ended questions: The main part of the interview is focused on getting into the shoes of the respondents and having a conversation.

Follow-up questions: This is about using follow up questions to get into behaviours in detail, discuss motivations and needs.

POEMS tool

The POEMS tool is used to record observations in the field. A lot can be learned from observing the way people interact with and use services and systems like public transit systems, banks, restaurants, airports, waste management, etc. Observations add depth to conversations and are often able to document real behaviours better. POEMS works like a checklist for researchers when they are on the field.

POEMS tool **USE CASES**

- Understand how users interact with existing products and services.
- Build a broad understanding of service provider systems and tasks.

POEMS tool **LIMITATIONS**

POEMS is a good tool to map behaviours and systems in the physical domain. While working on digital products, Shadowing and Service Safaris may be better suited.

POEMS tool UNDERSTANDING THE TOOL

The ‘People’ section refers to the people involved. For example, these could be users, service providers, vendors and partners, and other stakeholders (like govt staff or police). Researchers should describe the roles and behaviours of the people observed.

The ‘Objects’ section of the tool is where observations pertaining to physical objects or touch-points that are part of the experience are to be recorded. Researchers should list objects as comprehensively as possible, focused first on things directly involved in the user journey, and then those that play a supporting part.

The ‘Environment’ section of the map is where notes regarding the physical space and setting should be written down. The type of space, the layout, the mood or tone of the space, etc. can be the kind of things that researchers could record.

The ‘Messaging’ section looks at communication targeted at the user in the observed space. Messaging could be physical, branding signage, advertising, sales material, or it could be delivered through conversations between users and service staff.

The ‘Services’ section looks at the systems and processes that form part of the experience. Although the observer may be intending to study one service (for example using public transit), that very service might involve many more smaller services (payment methods, luggage handling, ticket purchase, check in-check out, etc).

POEMS tool STEP BY STEP

Pick a place and time: Decide a time and place to conduct the observations, be informed by the research plan.

Collect initial observations: Write down observations from your surroundings into the respective boxes in the tool. For each box, challenge yourself to go beyond the obvious: list everything you see at first glance, then give it another shot and add to each box something you hadn't noticed the first time around. Keep doing that until your documentation is comprehensive.

Ask why: Once you've completed the template, ask yourself why things are the way they are, and record learnings from discussion.