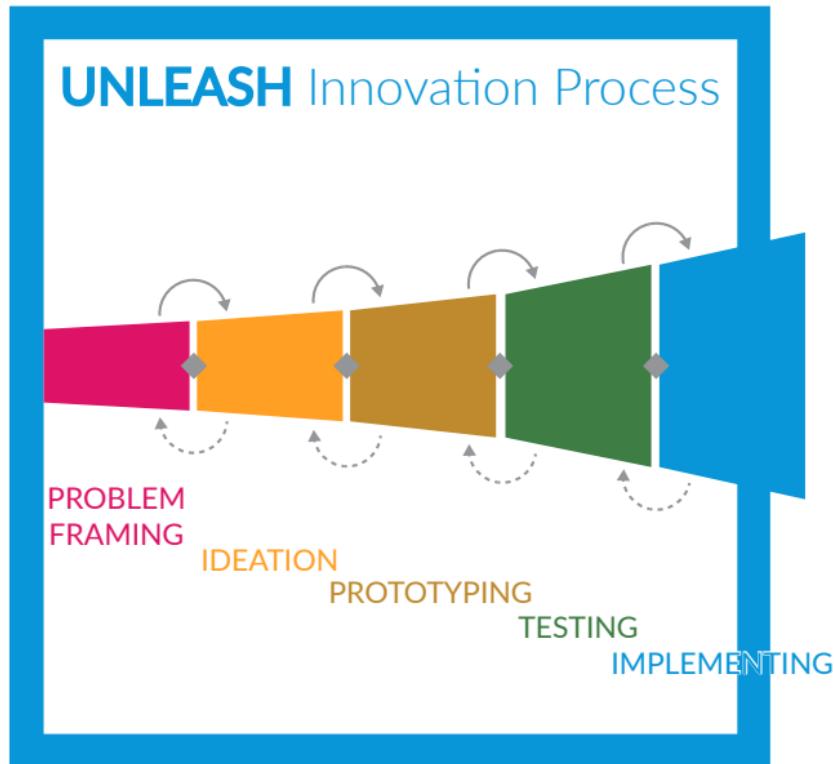


Introduction

Overview of the UNLEASH Innovation Process

The UNLEASH Innovation Process has five phases: Problem Framing, Ideation, Prototyping, Testing, and Implementing.

Your goal is to advance your ideas and solutions through the innovation process, ultimately leading to the implementation of solutions that can help address the Sustainable Development Goals (SDGs).



The five phases of the innovation process

Problem framing

Develop a well-defined problem statement based on user / customer wants and actionable insights.

Ideation & idea selection

Come up with a multitude of ideas that address your problem framing. Down select ideas and choose one to focus on.

Prototyping & sketching

Create a tangible prototype of your idea, so that a potential user / customer can experience your proposed solution.

Testing & refining

Get user / customer feedback on your prototype. Make changes to your solution. Evaluate if you need to go back to an earlier phase.

Implementing

Produce, disseminate, distribute, sell, or market your solution to actual users and customers.

Introduction

How it works

Your team will start in the Problem Framing phase, and work to progress through the phases of the Innovation Process. Here's how it works:

Step 1. Choose your activities

Each phase has a number of **activity cards**, which describe activities that you can do to help you move through the phase. Some activities are best suited to being completed by the entire team, while others can be done with a subset of the team.

 Activity cards with **darker headings** align directly with the requirements to move on to the next phase.

 Activity cards with **lighter headings** are additional activities that will be helpful for developing your ideas and solutions.

Step 2. Move through gates between phases



To move between phases, you have to pass through a **gate**.

Each gate has a **gate checklist**, or a requirements to be completed in order to pass through the gate. There are two requirements that are standard across all gates: a **journey map** and a **solution canvas**.

You must schedule a gate check with a facilitator and present your completed gate requirements to the facilitator for approval in order to move on to the next phase.

The innovation process is **iterative and cyclical**. Your journey map at each gate will help you plan how you will move around through the phases.

As you work

The following two elements will help you move through the process:



Progress checks

Your team is responsible for booking time with a facilitator every day to have a **progress check**. During this time, you can present and discuss your progress, current ideas, challenge areas, and questions with the facilitator, as well as your proposed journey map for advancing through phases.



Peer feedback sessions

During **peer feedback** sessions, you will have 15 minutes per team to present your ideas to another team and to receive feedback. Peer feedback happens at set times in the schedule.

People to help you

Multiple people will be present throughout the program to help you:



Facilitators

Facilitators will be present throughout the program to help guide you through the innovation process, answer any questions, or facilitate any activities, if needed.



Experts

Experts will be present and can provide feedback on your ideas, answer sector-specific questions, or validate your assumptions, for example. Engaging experts will happen at your team's individual request and when experts are available.

Introduction

Deliverables

While the innovation process is an ongoing, iterative process, there are three ***deliverables*** that are required at the end of your time in the UNLEASH Innovation Lab. Each deliverable helps you showcase your ideas and progress to a different audience, who could help you further your work after the Lab. The deliverables include:

- **Marketplace:** You will display and present your ideas and progress at a final marketplace. This is a chance to showcase your work to and network with funders, corporates, local organizations, international partners and experts, as well as your peers at UNLEASH.
- **Pitch:** You will give a 3-minute pitch, followed by a short question and answer session. Winners will be selected from a combination of judging by both peers and experts, and will present their ideas again on stage at the end of UNLEASH.
- **Written entry in UNLEASH Solutions Catalogue:** You will submit a written summary of your ideas and progress, which will be included in the UNLEASH Solutions Catalogue. This will be posted on the UNLEASH website and will be distributed to all UNLEASH partners.

See the *Deliverables* cards for more details on each deliverable.

Online resources and materials

Visit unleash.org/community for links to materials and templates that are used for the activity cards, as well as other online resources that will be useful throughout the innovation process.

Team building and dynamics

As you begin your journey working together as a team, it is important that you take the time to get to know each other and to draft up a **team charter** that will help guide how your team works together.

Go through all of the activities on the **Team Building cards** together with your team. Dedicating time to this will help your team work together throughout the UNLEASH Innovation Lab.

Time for reflection

Whenever your team passes through a gate - either moving on to the next gate or going back to a previous gate - you should do the following:

1. **Reflect** on what each team member has learned from the activities you have just completed. Write down your thoughts individually.
2. **Share reflections** with the group.
3. **Update your team charter** with any learnings or reflections that the group feels are important when moving into the next phase.



Drivers and motivations

Overview

- Get to know your teammates through the things that motivate them



15 minutes



None

Instructions

Team members go around in a circle and share their answers to the following questions:

1. Why did you come to UNLEASH?
2. What drives / motivates you?
3. What makes you happy? What makes you frustrated?
4. What are the experiences where you have learned the most?
5. What projects have you worked on that you really care about?
What projects are you currently working on?



Team charter

Overview

- Draw a team charter, that you can use throughout the week as you work together



15 minutes



Paper

Instructions

On a large piece of paper, create a team charter.

1. Draw a large circle.
2. Inside the circle, write or draw the values, actions, or things that you want to bring in to your team.
3. Outside the circle, write or draw the values, actions or things that you want to leave out of your team.
4. Give yourself a team name and save your team charter so you can refer to it throughout the week.



Team leadership and decisions

Overview

- Discuss options for team leadership, meeting facilitation, and decision making processes



15 minutes



None

Instructions

It is important to consciously decide on how you want your team to operate internally. There are multiple ways that teams can work together and make progress.

Discuss at the outset

Before starting to work together, discuss with your team:

- **Leadership:** Do you need a team leader or coordinator? Will you choose this person from the outset or will you let this person emerge with time?
- **Meeting facilitation:** Will you assign someone on the team to facilitate your meetings? Will this facilitator role rotate between team members?
- **Decision making process:** Will you vote on decisions and go with the majority, or does everyone on the team need to agree?

There is no right answer. Every team is different, so you will have to decide what is right for you and your team. But it is best to discuss this at the outset so that you can actively choose how you want your team to work together!

Activity Cards lead

We encourage you to delegate one team member to be the lead for the Activity Cards, including familiarizing themselves with the overall process and the gate requirements for each phase. This will help you keep the overall picture in mind as you move forward and are deeply engaged in a single phase or are pressed for time.

When to revisit this discussion

As you move forward through the innovation process, difficult situations are bound to arise. You should revisit this card:

- To help you manage team well-being
- When the direction your team is moving in seems ambiguous
- When your team is finding it difficult to delegate tasks or to hold team members accountable to the tasks at hand

Journey map

Overview

- Map out your team's journey between the phases
- Create a plan that allows you to move forward and backwards through the phases easily



20 minutes



Journey Map template

Instructions

The innovation process is not linear. Sometimes you might feel like you need to redo past activities before you can move forward. Other times you might feel stuck in a phase, and if you move forward then you will be able to better answer some of your previous questions. Each team will follow its own journey through the innovation process phases, and the Journey Map helps you track and justify this journey.

You will start filling in the Journey Map during the Problem Framing phase, and will add to it as you progress through each phase.

1. **Draw your path from your current phase to the next.** This can be linear (e.g. you will move from one phase to the next in sequence), or it could be more complicated if there's some tasks you need to do in an earlier or later phase to help you meet all of the phase requirements.
2. **Write any questions / notes that explain your drawn path.** These questions or notes can help your team and your facilitators understand why you have chosen this specific path.
3. **Bring your journey map to each gate check.** Your gate check facilitator will write down any notes, which can then serve as a bridge between your gate checks and other work with facilitators.

UNLEASH Journey Map

Build on during ever phase. Bring to every gate check.

Problem Framing	Ideation	Prototyping	Testing	Implementing
Draw your path				
Questions / Notes				
Gate Check Notes				
Date & Time				
Facilitator				
Notes / key takeaways				
Date & Time				
Facilitator				
Notes / key takeaways				

Example Journey Map

Below is an example of how your team could fill in the Journey Map.

UNLEASH Journey Map

Build on during ever phase. Bring to every gate check.

Problem Framing	Ideation	Prototyping	Testing	Implementing
Draw your path				
Questions / Notes	<p>Identified 2 possible frictions as focus point for insight, but have selected 1 to move forward with. Unsure of if insight is specific enough, and need to test in Ideation.</p> <p>Not enough focus in solution ideas; went back to Problem Framing to narrow down insight and re-did ideation</p> <p>Is our prototype narrow enough to get useful feedback in testing?</p>			

Solution canvas

Overview

- Map out your solution from motivating insights to implementation
- Ensure you are thinking through all elements



1 hour



Solution Canvas template

Instructions

The goal of the Solution Canvas is to help you think through and record all the points of your solution, from the insights that motivate your problem framing to the details of how you will implement your solution. The elements of the Solution Canvas are the same elements that you would need to be included in a proposal, business plan, or slide deck.

You will start filling in the Solution Canvas during the Problem Framing phase, and will continue to add to it as you progress through each phase.

The elements of the Solution Canvas are:

- Insights: What insight led you to this particular problem framing?
- Problem framing: What is the problem that you want to solve?
- Motivation: Why do you personally care about this problem?
- Solution: What is the nature of the experience you wish to provide? What activities, programs, or operations does it involve?
- User / customer relationships: Who are your users / customers? How do you build and support them?

UNLEASH SDG Solution canvas

Build on during every phase. Bring to every gate check.

Insights What is the friction, dilemma, or contradiction upon which your problem framing is built?	Solution What is your solution? What is the nature of the experience you wish to provide? What activities, programs, or operations does it involve?	Value to user / customer What is your value proposition to your user and customer? Why would they want to adopt your solution? What value do you create for other stakeholders?	Ecosystem partnerships What partnerships do you need across the public, private, and social sectors in order to execute your solution?	Implementation approach How will your users / customers access your solution? How does your solution reach them? What are your marketing, sales, distribution, and after-sales service or maintenance channels?
Problem framing What is the specific problem that you are trying to solve?	User / customer relationship Who are your users and customers? How do you reach them, gain their trust, and maintain or support them?			
Motivation Why do you care about solving this problem?				
Impact What is the impact that your solution creates on society as a whole?		Impact measurement What will you measure to track your impact on the SDGs? Will SDG indicators apply to your solutions, or what other indicators do you need to create to adequately track your impact?		
Cost structure How much does your solution cost, both to make and to implement?		Revenue streams Who will pay for your solution? How much and how often do they pay?		

- **Value to user / customer:** What is your value proposition? What other value are you creating for stakeholders?
- **Ecosystem partnerships:** What partners do you need across the public, private, and social sectors?
- **Implementation approach:** How will your users access your solution? What are your marketing and distribution channels?
- **Impact:** What is the impact that you are creating?
- **Impact measurement:** How do you measure impact on the SDGs?
- **Cost structure:** How much does your solution cost to execute?
- **Revenue streams:** Who will pay for your solution?



Gate

The following requirements need to be presented at your gate check.

At every gate:



Journey map

Mapping of the path that you are taking through the Innovation Process.



Solution canvas

Focusing on insights, problem framing, motivation, and who are your users / customers.

Phase requirements:



Well-defined problem framing

Problem framing must have a well-defined user, need, and insight (e.g. friction, dilemma, conflict, or barrier that has prevented adoption or contributed to the global challenge).



Problem framing tree

Assessment of where your chosen problem framing lies on your problem framing tree, and why this depth or specificity is appropriate for moving forward with the problem framing.



User profiles

Detailed description of your user(s) and their wants and needs.



Origin of names

Overview

- Get to know your teammates through their various origins and cultures



10 minutes



None

Instructions

Go around in a circle and everyone shares a story about where their name comes from.

Your name origin story could be:

- Literal, for example the origin and meaning of your name, or
- Anecdotal, for example how or why your parents decided on your name.

Write an insight

Overview

- Write an **insight**, which is the primary input for framing a problem
- Share individual insights and converge on one insight



30-60 minutes



Paper

Instructions

The primary input for framing a problem is an actionable **insight**:

An **insight** is a friction, dilemma, or contradiction that is either a reason why a challenge still exists, or a primary barrier to adoption of solutions that could address or mitigate a challenge.

1. Start by sharing all of your individual insights.
2. Converge on one insight by:
 - a. Agreeing to focus on one of the individual insights.
 - b. Combining two or more insights into a single insight.
 - c. Deciding to write an entirely new insight.
3. Ensure that your insight highlights a friction, not a fact.

Fact vs. friction

A **fact** is a statistic or statement about the state of affairs. For example:

633 million people worldwide lack access to safe, potable water.

↳ This is a statistic about the problem, but nothing deeper.

Access to safe water is not enough. 1.8 billion people drink unsafe water every day due to, among other reasons, insufficiently maintained water supply systems and poor hygienic practices.

- ↳ This describes a state of affairs that is causing the problem (e.g. insufficient maintenance and poor hygiene) but doesn't explain why either of these states exist.

Chlorine water treatment systems are a proven, low cost technology that can maintain the safety of water over time.

- ↳ This describes a solution that exists but not why this solution has yet to solve the problem.

The above statements explain **why** access to safe, potable water continues to be a problem. Why hasn't chlorine water purification achieved widespread adoption and solved the global challenge of potable water access? Why are people developing other water filtration technologies?

An **insight** comes from a **friction or tension**, highlighting a reason why the challenge still exists. It answers the question, "Why?" in two parts that are in tension with each other. For example:



The treatment of contaminated water supplied to households in rural areas via pipes with chlorine, which could ensure that the water supply is clean, ...

... still exists because
is in tension with

... local organizations that implement clean water solutions, whose mandate requires them to provide clean water while also encouraging more hygienic behavior such as hand-washing.

Problem framing tree

Overview

- Getting to a deeper, more specific insight, user, and need



1 hour



Paper

Instructions

A well-defined problem framing needs a very specific user, need, and insight (see *Problem Framing: Problem Framing Template* for a template on writing a problem framing). The more specific your problem framing is, the easier it will be for you to define, narrow down, and test potential solutions in future phases of the Innovation Process, and ensure that your solution actually addresses a real problem.

Your goal is therefore to write a problem framing with as specific an insight, user, and need as possible. A problem framing tree can help you get more specific.

Build a problem framing tree for your insight, your user, and your user's need

It is easiest to first use a problem framing tree for individual elements of what will become your problem framing statement. **Start by building a tree for your insight.**

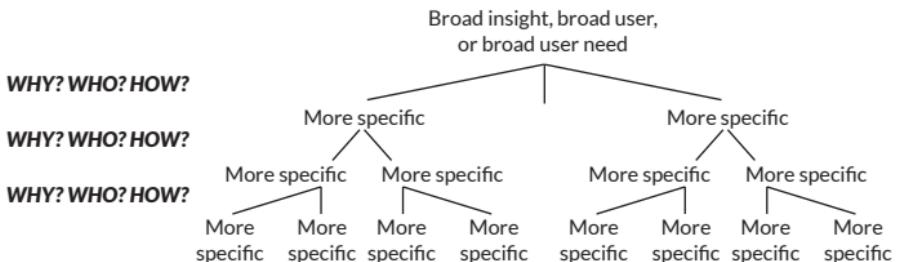
1. Write your current insight at the top of a large piece of paper. Your insight is likely still broad and could encompass multiple frictions.

2. Ask “why?” “who?” or “how?” to go deeper. Write these more specific answers as branches on your tree, underneath the top level statement. You will often have multiple options for more specific answers, and so you will create multiple branches on your tree.
3. Continuing going deeper and narrower by asking “why?” “who?” or “how?” to get to some of the specific, underlying causes and motivations that are encompassed in your insight. See if you can create 5 layers to your tree.

Just like the branches of a tree, the branches that you will map out in this activity may end up with some tangles. That is, different symptoms may result from the same underlying causes. Try to capture the connections as best as you can by adding cross-linkages, internal loops, or other relationships.

Once you've made a tree for your insight, you can build a separate tree for your user and then for your user's need.

Once you have 3 trees for the 3 elements of a problem framing, **combine all 3 results to create a more specific problem framing**. See *Problem Framing: Problem Framing Template* for a template on combining these elements into a written problem framing.



Problem framing template

Overview

- Succinctly state your user, need, and insight
- Write an actionable problem statement



30-60 minutes



Paper

Instructions

Below is a simple fill-in-the-blank template that you can use to write a problem framing.

Thinking about the sustainable development challenge that you care about solving from the point-of-view of your user, fill in the following template:

[User] needs to [user's need] because [insight]

The **user** should be a noun - a person or organization.

The **user's need** should be a verb - an action or requirement.

The **insight** should be friction, not a fact (see *Problem Framing: Write an Insight*). The more actionable that your insight is, the easier it will be to start coming up with exciting, unique solutions.

You can ensure that your user, need, and insight are detailed enough by using a problem framing tree in *Problem Framing: Problem Framing Tree*.

Example

Below is an example problem framing that uses the example insight in

Problem Framing: Write an Insight. Note that this is only one example of a problem framing, and a related problem framing could combine the same insight with a different user or need.

User = Local NGOs working on sanitation and hygiene in rural West Africa

Need = A way to integrate chlorine water filtration practices into community-based behavior change courses that ensures that community members adopt both practices

Insight = While chlorine water filtration continues to keep water clean after it leaves the tap, this longer-term protection does not encourage users to behave in a more hygienic way. As a result, water chlorination is not always adopted by local organizations tasked with implementing solutions because they prioritize hygiene and behavior change.

Therefore, the overall filled-in problem framing template would be:

USER Local NGOs working on sanitation and hygiene in
rural West Africa
need

NEED a way to integrate chlorine water filtration practices
into community-based behavior change courses
that ensures that community members adopt both
practices

because

INSIGHT chlorine water filtration alone, while offering longer-term protection for water, does not encourage users to behave in a more hygienic way, and therefore is not adopted as a solution by local implementing organizations.

User wants and needs

Overview

- Depict the needs and wants your user, as well as a brief user profile
- Start speaking to real users



1 hour



Paper

Instructions

Well-designed solutions are grounded in a deep understanding of your user's wants and needs. **Wants** are what the user desires. **Needs** are what the user requires.

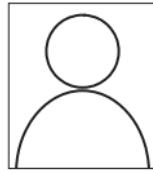
Wants and needs are not always the same, as your user may need one thing but want another. This could be for a number of reasons: the user could have different priorities; the user may not see or understand what they need; or perhaps the user's want is a critical first step in obtaining the need, even though they may initially appear unrelated. It is important to recognize personal biases in a needs assessment: is the need only something that you think is needed because of your own potential biases?

Start by speaking to real users

1. To speak to users, you can use some of your past conversations with users. If you haven't spoken to the right user in the past, try speaking to other UNLEASH SDG Talents, facilitators, and experts, or reaching out to your network. See *Testing: Methods for Answering Questions*.
2. Take detailed notes on your conversations and record all of your observations. See *Testing: User and Customer Interviews* for tips.

Depict your user's wants and needs on paper

1. On a large sheet of paper, write the name of the user group and the name of the specific user being profiled at the top. It is helpful to be as specific as possible.
2. Depict the user's **profile**, such as by drawing an image of the person. Include the following:
 - **Say:** What are quotes or memorable words that the user said?
 - **Do:** What actions or behaviors did the user do?
 - **Think:** Infer what they believe based on what they said and did.
 - **Feel:** Infer what they are feeling based on what they said and did.
3. Outline the following:
 - **Needs:** Needs are verbs (activities and desires) that require help, as opposed to nouns (solutions).
 - **Wants:** Wants are what the person desires or chooses to prioritize, which might conflict with their needs.
 - **Insights:** Record any new insights that arise from a conversation.
 - **Impact:** How do you hope to impact the user.
4. Repeat if you have multiple potential users.

User Group: Name			
Say:	Do:	 Name, age, gender, job, etc.	
Think:	Feel:		
Needs:			
Wants:			
Insights:			

You are on a quest

Overview

- A fun exercise to map out your problem framing and the surrounding context
- Make a map of your goals and journey, and the different routes you can take to get there



30 minutes



Paper

Instructions

You are a band of brothers / sisters, warriors, ninjas, etc. on a quest. Make a map of your journey and route. Determine (and depict) the following:

1. What is your quest about? Are you trying to reach and slay a dragon in a mountain? What is the dragon? What is the mountain? Draw it.
2. Who are you? What roles do each of you play? Draw yourselves.
3. Where do you start? Draw it.
4. What routes can you take to reach your goal? What do you do when a route divides and you have multiple options? Draw them.
5. What pre-existing obstacles exist along the route? Is there a forest that you must navigate through or a lake that you must navigate around? Draw them.
6. Who else are you likely to meet along the journey? The wizard in the cave, or the elf in the forest? Draw them.
7. As a team, navigate along each route. Draw and discuss what happens along each.



Who is affected?

Overview

- Identify the people who are affected by this problem and understand their motivations



30 minutes



Paper

Instructions

Your user should be at the center of every step of the innovation process. If the user's needs are not understood and met, any solutions you develop will fail. There are also additional people who can determine the success or failure of a project. It is important to outline the motivations of all people who are affected by your identified problem area, and ensure that you take them into consideration as you frame your problem.

- List all of your **stakeholders**, or people who are affected by this problem and any potential solution that you come up with. These people can include:
 - User:** Who is affected by the problem and what are their needs?
 - Customer:** Who could pay to help you address this problem? This might not be your user.
 - Communicators:** Who provides the primary communication channel to reach your users / customers?
 - Distributors:** Who provides the primary physical channel to reach your users / customers?
 - Competitors:** Who is already trying to address your user's

needs?

- **Local leadership:** What local leaders are key stakeholders in this problem area?
2. Briefly outline the each stakeholder's needs and motivations.

Exploring the needs of every last stakeholder can take a very long time. Instead, it will be helpful to identify your key stakeholders - those who will be able to help you to succeed and those who can create roadblocks to cause you to fail.

Stakeholder	Description	Needs	Motivations
User			
Customer			
Communicators			
Distributors			
Competitors			
Local leadership			
Other			

Thinking & working politically

Overview

- Understand the interests, incentives, and motivations of local actors
- Develop an approach of thinking and working politically for the context in which you're working



30-60 minutes



Paper / Computer

Instructions

Thinking politically encourages development actors to see themselves not simply as apolitical providers of funding or technical assistance, but as political agents. It focuses on careful consideration how an intervention will interact with the politics - particularly the incentives and interests - of the system they intend to influence.

Working politically is about adjusting interventions based on those incentives and interests, seeking to manage risk, consequences, and work iteratively in response to regularly updated political analysis. Working politically is sometimes misunderstood as direct engagement with political actors and organizations, or even interfering with a sovereign state's politics. Instead, it means supporting, brokering, and facilitating the emergence and practices of reform among leadership in organizations, networks, and coalitions.

Guiding research questions to answer

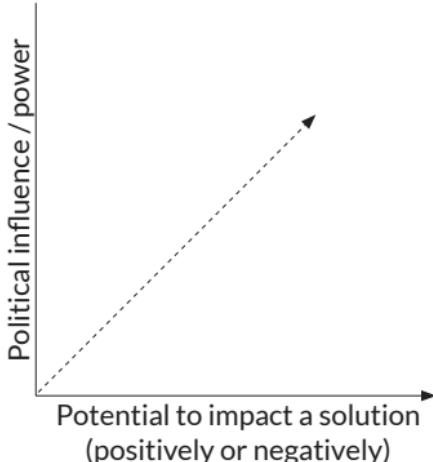
1. What incentive structures and power dynamics are at play locally?
2. How do the relationships between the local government, the federal government, and any levels in between impact the local context?

- Are there any power struggles or divides that impact the community, country, or governance system?
- Are there any upcoming elections, policy changes, or major events that could impact or change the operating environment?
- Is the government (any and all levels) aware of the problem? What role (if any) are they playing in trying to address it? If they are not doing anything, why not?

Mapping Spoilers and Champions

Map your stakeholders (with post-it notes) in the following graph and table. Ask the following guiding questions:

- Are there any potential champions and/or spoilers within the political landscape that may impact your solution? How and why?
- What are the incentives, motivations, or interests of other stakeholders in the area who have political influence or connections that may be contributing to the problem or could impact your solution that you need to take into consideration?



Stakeholder	Role / Position	Spoiler or Champion	Potential for Impact (high / medium / low)

User profile

Overview

- Create a composite profile of the typical person who experiences your identified problem



1 hour



Paper

Instructions

It is important that everyone on the team have a clear picture of what this person looks like. To create a realistic profile:

1. Start by speaking to at least five potential users in your identified problem area. You want to get them to open up about their lives and share their priorities and their motivations.

To speak to users, try speaking to other UNLEASH SDG Talents, facilitators, and experts. You can also try reaching out to people in your network or in the network of your fellow UNLEASH SDG Talents, and contacting them by phone, Skype, or Whatsapp. See *Testing: Methods for Answering Questions* for more details.

When speaking with your users, remember to be sensitive with their time and with what they share. They are an important part of the problem you aim to address, and the more that they share with you, the more likely you will be to create a workable solution that meets their needs. But also make sure that they have realistic expectations. They should know that you are coming in with a good heart, but success is not guaranteed.

For user interviews, try to let the conversation flow as much as

User ID		Interview	
Willing to follow up?		Date	
Type of user	<i>Describe in their words</i>	Location	
Question / prompt	User statement	Interpreted need	Weight / importance

possible. Suppress any of your own personal preconceived notions about the problem, and simply try to record everything that you observe the user do and say. Ask for demonstrations or visual stimuli wherever possible.

Above is an example interview form.

2. Synthesize their stories into a composite story that gives a sense of a typical user:

- Who is this person?
- How does he / she do things currently? What pain or challenge does he / she face?
- Why is this important to him / her? What emotions are expressed?
- What is the timeline of the story?

Community asset mapping

Overview

- Identify the local resources that can help you define a possible solution
- Create a clearer picture of the context in which you're working



60-30 minutes



Paper

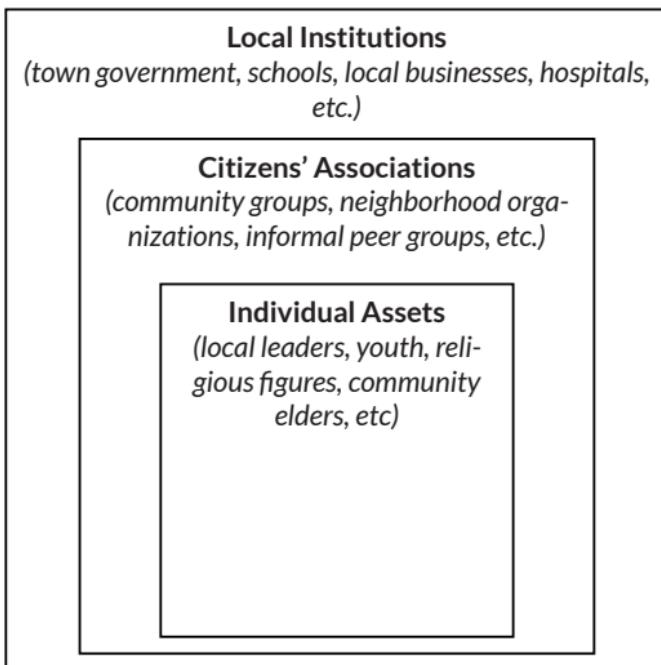
Instructions

In order to understand the problem you want to solve, it's important to get a sense of the local assets that you can work with to create a possible solution. Looking at the community as a resource, rather than a challenge, can help you identify problems that can be solved collaboratively and sustained locally.

Assets can be **individuals** or **community institutions**, and they can contribute different types of capital, including social capital, financial / material capital, human capital, and knowledge capital. (Assets can contribute more than one kind of capital.) Some examples include:

Type of Capital	Resource	Description
Social	Influence or authority	Ability to put supportive structures in place or influence others to participate.
Knowledge	Community experience	Familiarity with the local cultural context.
Human	Staff of a local company	People who can contribute effort and skills toward solving a problem.
Financial / material	Physical infrastructure	Buildings, spaces, or other physical resources that can be used in creating a solution.

1. **Community Asset Map.** On a large sheet of paper, use the template below to map out the different possible assets in your target community, starting at the individual level. Note that this is a great exercise to do collaboratively with the local community.



2. **Community Capital Table.** On another piece of paper, create a table to identify some of the contributions that these assets can offer.

Asset	Type of Asset	Type(s) of Capital	Capital Description

Prior attempts

Overview

- Outline what attempts your user has seen to address his / her needs, and why they did or did not work



2 hours

Computer,
phone

Instructions

- Speak to your users about the following points:
 - Has anyone attempted to address their needs before?
 - What did they like about these attempts?
 - What did they dislike about these attempts?When asking about attempts to meet your users' needs, be sure to ask about both what the attempt was and how it was implemented.
- Search the internet to learn about attempts and solutions that have been tried in similar contexts.
- If possible, contact those teams to see if they can share any lessons learned that could be pertinent to your problem framing. This can be a delicate issue, since the teams may be actively working on this problem and could view your interest in the problem area as potential competition. Focusing on understanding these teams' pain points can be one way to approach more delicate conversations.



Addressable markets

Overview

- Outline the scale of your identified problem
- Estimate how many users you want to realistically reach



Instructions

How many people experience the challenge that you are working on? Are you trying to come up with a global solution, a solution for one household, or somewhere in between?

Your **total addressable market (TAM)** is the number of people you could potentially reach if you reached 100% of people who experience this problem.

There are people in your TAM who you will not be able to reach, either because the infrastructure does not exist to reach them or because of social, political or economic constraints. How many people could you reach? This is your **serviceable addressable market (SAM)**.



You will not be able to meet the needs of your entire SAM, and any solution you develop will not achieve 100% adoption. You want to

identify the people you are most likely to persuade to become users of your solution and therefore impact. This is your **target market**.

Estimate the size of your TAM, SAM and target market. At this stage, the figures will be rough, but as you move forward, you can go back to the assumptions that you make here and refine them to form a better understanding of your market opportunity.



Gate

The following requirements need to be presented at your gate check.

At every gate:

- Journey map**
Continued mapping of the path that you are taking through the Innovation Process.
- Solution canvas**
Focusing on solution, value to user / customer, ecosystem partnerships, and impact.

Phase requirements:

- Sketches of 3 ideas**
Drawings of 3 different solutions that address the problem framing. Drawings must include user, solution, and proposed implementation method.
- Define value and complexity of 3 ideas**
Includes mapping the difficulty of designing, manufacturing, or implementing the idea relative to the impact on the SDGs and relative to the value to the user.
- 1 selected idea**
Likely chosen from the 3 final ideas (sketched above).



Theory of Change

Show how your the elements of your idea address all the elements of your problem framing, and how the outputs and outcomes of this idea create change.



Market research on selected idea

Analysis of research on similar ideas, including prior attempts, failures, and competitors (including the status quo).

Brainstorming guidelines

Overview

- General guidelines for having a productive ideation and brainstorming session

Instructions

The following are suggested guidelines for having a productive brainstorming / ideation session. Feel free to add to or modify as desired.

- **Defer judgment.** Encourage wild and crazy ideas. Don't judge the ideas of others immediately. Good ideas could come from anywhere, so brainstorm sessions are the time to throw any limits out the window.
- **"Yes, and..."** Build off of the ideas of others. Respond with "yes, and..." instead of "no, but..." Let ideas continue to evolve instead of shutting them down.
- **One conversation at a time.** Respect each other's ideas and give each other space to develop their idea. Jump in with a "yes, and..." instead of immediately redirecting the conversation.
- **Be visual and tactile.** When explaining your idea, draw pictures or build simple models or 3D representations. You are not limited to just words.
- **Prioritize quantity.** Try to get as many ideas out there as possible. Focus on quantity. Sorting and focusing on ideas comes at a later stage.

- **Keep the focus on your problem framing.** While you are trying to come up with as many ideas as possible, you also want to make sure that those ideas are relevant for your problem framing. Try to make sure that each idea answers the question of “how might we...” address the problem framing.
- **Keep the focus on your user / customer.** Seek inspiration by empathizing with your user. Put yourself in your user’s shoes - through watching videos, listening to stories, and simulating their experiences when possible.
- **Be in an engaging environment.** Stay energized! Play music. Move around. Use a timer to keep the pace up. Keep snacks nearby. Change your environment. Whatever you need to help keep the creativity flowing.

Planting idea seeds

Overview

- Ensure that all team members have the opportunity to contribute ideas
- Ensure that all team members build upon each other's ideas



1-1.5 hours



Post-it notes

Instructions

1. One team member shares one idea. Make sure to record it on a post-it note. **One idea per post-it note.**
2. Everyone goes around the circle and builds on the idea, for example using “yes, and...” Make sure to record new ideas on new post-it notes.
3. After everyone has contributed to the idea, the next team member shares a different idea and the process repeats.

When you are finished with the activity, you can work at your own pace to continue generating ideas. The goal is to generate 40 ideas.

After generating ideas, **group ideas by solution strategy by physically putting post-it notes together in groups.** For example, ideas that address a problem from a similar angle should be grouped together.

After grouping ideas, label each group by thinking of a name that the idea group represents.



Pitch your idea concepts

Overview

- Before downselecting ideas, pitch your favorite idea concepts to your team



1 hour



Paper

Instructions

On a large piece of paper, describe your favorite ideas in a bit more depth. One piece of paper per idea. Include:

- **Picture:** A drawing or photo that illustrates your idea
- **Name:** Give your idea a catchy title
- **Tag line:** Describe your idea in one punchy line
- **Value to user:** Why would users want to adopt your solution?
- **Value to organization:** Why would you, another company, another organization, or another stakeholder want to put resources into this?
- **Forecasted impact on SDGs:** What is the impact that this idea would have on the SDGs?
- **Assumptions:** List 3 assumptions that you are making in order for this idea to work
- Rating on a scale from **incremental to radical**
- Rating on a scale of **near future to long term**

See example idea concept drawing on back of the card.



Incremental Radical

Near future Long term

Name:

Tag line:

Value to user:

Value to org:

SDG impact:

Assumptions:

Value vs. complexity mapping

Overview

- Assess ideas by how difficult they are to do vs. their impact and value
- Assess *elements* of ideas by how difficult they are to do vs. their impact and value



30 minutes



Paper, post-its

Instructions

The value vs. complexity map can be used for both ideas and for elements of ideas.

- **For ideas:** Assess the impact potential of multiple ideas and their likelihood of success. Then select which idea to focus on.
- **For elements of ideas:** Assess the impact potential of a feature of a product or service relative to implementation challenges. Determine which elements of an idea to include in the final solution. This is especially important for solutions that include multiple elements, for example a product that has a light + radio + cell phone charger, or a program that offers skill development + job placement + help with contract negotiation. It is difficult to launch a solution with all elements fully functional from the start, and so you can evaluate the value vs. complexity of individual elements to help prioritize what to focus on first.

Value vs. complexity

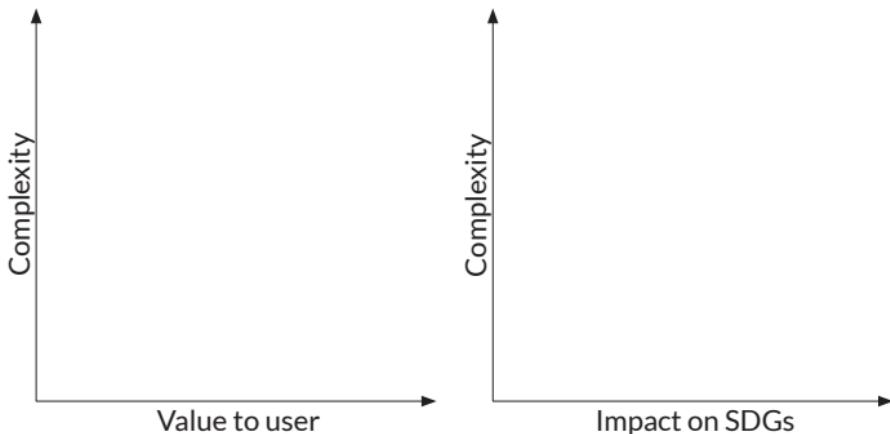
The value vs. complexity map is used to visually evaluate ideas (or elements of ideas) by how much value they have to the user (e.g. how

well they address user needs and wants) vs. how difficult or complex they will be to implement (e.g. based on logistics, partnerships, number of moving pieces, etc.)

Impact vs. complexity

The impact vs. complexity map is used to visually evaluate ideas (or elements of ideas) by how much impact they have on the global challenge and SDGs vs. how difficult or complex they will be to implement (e.g. based on logistics, partnerships, number of moving pieces, etc.).

For example, if your idea is a program with several offerings, you can map each element of the program to determine which elements are the most high impact, most high value, and also the most difficult to implement. You want to prioritize elements that are high impact and high value but less difficult to implement, to increase your chances of success. All solutions will likely have complex elements, but these mappings can help ensure that you focus on the one or two complex elements that are most essential for creating a high impact, high value solution.



Downselecting ideas

Overview

- Multiple simple tools for helping you downselect ideas so that you can focus on a small number of ideas to prototype and test



1 hour



Paper, post-its

Instructions

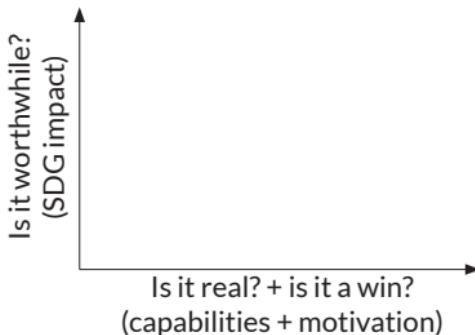
Score ideas on desirability, feasibility, and viability

1. Give each idea a score from 1 to 5, where 1 is low and 5 is high, in the following three areas:
 - **Desirability:** Do people want this? Does it fill a need? Is it appealing? Can it fit into people's lives?
 - **Feasibility:** Can we do this? Is the technology needed within reach? Can the organization make it happen?
 - **Viability:** Should we do this? Does it align with our goals? Can we develop, fund, and sustain this?
2. Select the ideas with the highest scores.

Score ideas on RWW

1. Give each idea a score from 1 to 5, where 1 is low and 5 is high, in the following three areas: three areas:
 - **Is it real?** Can we do this? Do we have the capabilities?

- **Is it worthwhile?** Is it creating the impact we want?
 - **Is it a win?** Should we do this? Does it align with our goals?
2. Plot the “Is it worthwhile?” (aka impact) score vs. the “Is it real?” + “Is it a win?” scores.



Vote with colored dots / post-its

1. Create a set of evaluation criteria, for example: most / least impactful, most / least innovative, etc.
2. For the “most” winners, assign one color. For the “least” winners, assign another color.
3. For each evaluation criteria, each person gets to place a “most” and a “least” dot or post-it on the solution that they believe best fits these titles.
4. Visually assess your solutions. The ones with the most colored dots or post-its corresponding to positive evaluation criteria should move forward.
5. What appealing aspects are there in the ideas that were the “least” winners? How do you retain those benefits? How do you overcome the negatives in these ideas?

Theory of Change

Overview

- Write a simple Theory of Change statement
- Show how your the elements of your idea address all the elements of your problem framing,



1.5 hours



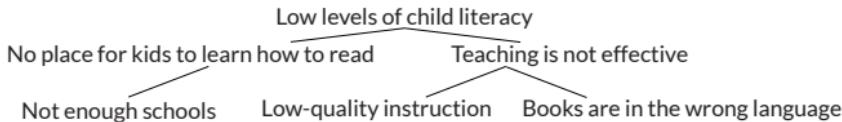
Paper, post-its

Instructions

Sometimes, in order to solve very complex problems, it can be helpful to “work backwards.” When you can map out the different causes of a particular challenge, it becomes much easier to understand what solutions may be useful. The pathway that results is called a **Theory of Change** (ToC), and it usually takes an “if/then” format.

If _____ happens,
then _____ will happen, and _____ will be the result.

1. Start by looking at your tree in *Problem Framing: Problem Framing Tree*, which identifies a variety of causes that contribute to your problem.



2. Write a “flipped” version of the top level of your tree – one that defines the future ideal result you would like to see. For example, “Low levels of child literacy” turns into “Child literacy levels will increase.”
3. Do the same flipping for one of the causes you’ve identified (e.g. one of your tree branches). For example, we can flip “Books are in the

wrong language" and "Teaching is not effective."

4. Combine these into your Theory of Change.

**If more children's books are available in a child's mother tongue,
then literacy instruction will be more effective,
and child literacy levels will increase.**

Connect your solution to your problem framing and ToC

1. Draw a table. Write your Theory of Change, full problem framing statement, and full solution description. For your problem framing and solution, you can break this up into bullet point elements.
2. Underline **each problem framing element** and the corresponding element in your ToC in the same color. For example, a tension in your insight about ineffective literacy instruction will map with the "Then _____" element in your ToC.
3. Underline **each solution element** and the corresponding element in your problem framing and ToC in the same color. The goal is to ensure that every element of your solution serves a purpose by addressing your problem framing and creating impact according to your ToC.

Theory of Change	Problem Framing	Solution
If more <u>children's books</u> are in the child's mother tongue... Then literacy <u>instruction</u> will be <u>more effective</u> ... And <u>child</u> literacy levels will increase.	Problem framing with: <u>user</u> , <u>need</u> , and <u>insight element 1</u> and <u>insight element 2</u>	Solution description with: <u>element 1</u> <u>element 2</u> <u>element 3</u>

For more details on how to use a Theory of Change, see *Ideation: More Theory of Change Resources*.

Value proposition mapping

Overview

- Map the value proposition of your solution to the needs and wants of your key stakeholders (users, customers)



30 minutes



Paper

Instructions

It is important that your solution meets the needs and wants of your key stakeholders, including:

- Users:** use the solution (see *Problem Framing: User Wants and Needs* for more details on your user)
- Customers:** pay for the solution (can be the same profile as users but is not always the same)
- Funders:** provide capital to launch the solution
- Partners:** help execute the solution

See *Testing: Who to Speak to* for more details on the four above-mentioned stakeholder groups.

Map the value proposition of your solution

- On a large sheet of paper, write the name of the stakeholder group and the name of the specific person being profiled at the top.
- Outline the stakeholder's needs and wants. Note that these are not necessarily the same thing. **Needs** are what the stakeholder requires,

while **wants** are what the stakeholder desires.

3. Outline your solution's value proposition, or how your solution addresses both the stakeholder's needs and wants.
4. Repeat for all stakeholder groups.

Stakeholder Group: Name		
	Stakeholder	Solution
Needs	<i>What the stakeholder requires</i>	<i>Value proposition of solution to address needs</i>
Wants	<i>What the stakeholder desires</i>	<i>Value proposition of solution to address wants</i>

Market research

Overview

- Research market trends, potential competitors, and the successes and failures of similar solutions
- Use past experiences to shape your solution idea/



1-1.5 hours



Paper, post-its

Instructions

It is extremely important to understand what other solutions have tried to address your problem framing in the past, and why they have failed. Hopefully the insights that shaped your problem framing started to highlight some of these issues.

Now is the time to ensure that you fully understand the context in which you will be working. Don't re-invent the wheel. The more you can learn about how others' ideas and solutions have succeeded or failed, the less time, resources and capital you need to spend on re-learning what others have already discovered.

Explore in detail the following three areas:

- **Market trends:** What trends are shaping the future of the market you want to enter with your solution? Where was your market 10 years ago? Where do you think it will be in 10 years?
- **Competitors:** Everyone has competitors. Competitors are other solutions that your users have available or are currently turning to in order to fill their needs. Competitors can also be the status quo. For example, if your user is currently doing nothing to address their problem, than you will have to overcome the

behavior of “doing nothing” to have the user adopt your solution. Who are your competitors and what is their behavior like? Why do you users turn to this competitor, or why do they not?

- **Successes and failures of similar solutions:** Who has tried something similar to your solution in the past? This can be similar to your entire solution or simply one aspect / element of your solution. What can you learn from these past successes and failures?

For these three categories:

1. Research each the categories using online search engines, available on-site experts, available remotely based experts, and other UNLEASH SDG Talents (See *Testing: Methods for Answering Questions*).
2. Write your insights on post-its under each of the categories answering the questions: What happened or is going to happen? Why did it happen or why will it happen?
3. Write your responses to the insights you have discovered on post-its, answering the questions: How will you adapt your solution? How does your solution differentiate itself in a way that makes it competitive?

	Trends	Competitors	Successes	Failures
Insights				
Response				

What is this?

Overview

- Quick warm up exercise for helping teams think creatively
- Best as pre-exercise to a longer brainstorming session



5-10 minutes



Selection of ~10 random objects

Instructions

1. Assemble 10 random objects. These could be assembled from things that you have brought with you or things that are in your nearby surroundings (e.g. lying around the room / area), for example.
2. Once all objects are assembled, one person from the group chooses an object.
3. He / she says “This is a _____,” where the blank cannot be what the object is typically known as but must be relevant for the object. For example, if the object is a fork, you can not say “This is a fork.” Instead, you could say “This is a comb” or “This is a back scratcher.”
4. He / she then passes the object to a teammate, who says “This is a _____.” His / her answer must be different than what was previously said.
5. Once all the group members give an answer for this particular object, another person selects a new object and the process is repeated. The game is finished when all people have selected 1 object that has been passed around the group.



Category, category, out!

Overview

- Quick warm up exercise for helping teams think creatively
- Best as pre-exercise to a longer brainstorming session



5-10 minutes



None

Instructions

1. One person on each team chooses a category (e.g. vegetables, animals, sports, etc.). Choose something that all people on your team, will be familiar with regardless of where they are from or their background.
2. Everyone on the team stands in a circle.
3. The person who chose the category points in rapid succession to each person, skipping around randomly but ensuring that everyone is pointed to.
4. When a player is pointed at, he / she must name something in the designated category.
5. If a player doesn't name something in the category or doesn't respond fast enough or on beat, everyone else in the group shouts, "Out!" That player is then out for the rest of the round.
6. Continue until only one person remains.
7. Repeat the activity with a new person choosing the category and pointing at players.



Brainstorming prompts

Overview

- Some simple prompts to help you start your ideation / brainstorm session



20 minutes



None

Instructions

For a productive brainstorming session, start with a simple creative activity to get the ideas flowing. For example, see *Ideation: What is This?*

Then to brainstorm ideas around how to address your problem, it is helpful to use the prompt: “**How might we...**” For example:

- **How might we...** help [stakeholder] solve/capture/fulfill [challenge/opportunity/need] in order to [impact/goal/outcome]?
- **How might we...** redesign [specific experience] for [stakeholder] in order to [impact/goal/outcome]?



LEGO challenge

Overview

- Physically build initial ideas
- Quickly combine or merge similar ideas into one or more joint concepts



1 hours



LEGO

Instructions

1. Each person builds one (or multiple) ideas with LEGO bricks. Even if you are unsure of what exactly your idea will become, start building! Use LEGO people and bricks to create scenes or products.
2. The group collaboratively discusses their ideas and try to find connection points. The LEGO prototypes can be easily modified and connected to others.
3. Group members may come up with one single or multiple merged idea(s).
4. Transform the merged idea(s) back to a conceptual level; write them down on post-its or large pieces of paper.
5. Agree on or vote for the best joint / combined idea within your team.



Using “I” statements

Overview

- Guidelines for productively giving feedback on ideas using first person statements

Instructions

When developing new ideas, whether you are selecting ideas from options during the ideation phase or giving feedback to others during the testing phase, it is important to communicate this feedback in an effective manner. Feedback is best if it is given with “I” statements. This emphasizes your personal experience with the idea, making the feedback easier for others to receive and digest. “I” statements also help ensure that you are only representing your personal opinion and not speaking on behalf of others.

When giving feedback, it is easy to follow this framework that encourages constructive feedback:

- “I like...” Something that you like about the idea
- “I wish...” Something that you wish could be different about the idea
- “I wonder...” A new idea to add to the existing idea

This simple framework ensures that you are expressing positives about the idea, thus recognizing the work that has gone into it, while also contributing personal suggestions in a constructive way.



Pugh chart

Overview

- Systematically compare design alternatives against your design criteria
- Can help you select a single idea to move forward with



1 hour



Paper

Instructions

A Pugh Chart is a decision making tool that lets you to compare multiple alternative options against a baseline based on a set of design criteria.

Pugh Charts are useful for helping to quantify and rank options against each other as compared to an existing baseline. They can be used as part of the ideation phase to evaluate different ideas against the status quo or baseline concept. They can also be used later in the innovation process to evaluate more specific features of the solution.

Pugh Charts can handle multiple alternatives, highlighting the pros and cons of each. They are also intended to help the user eliminate weaker ideas while incorporating the advantages of stronger ideas into a combined, new alternative.

How to make a Pugh Chart

1. List all of your design criteria in the left most column. This could include, for example: cost, durability, aesthetics, ease of use, ease of installation, ease of maintenance, and more. Design criteria should be independent.
2. Give each design criteria a weight in terms of how important they

are to the user / customer. Ideally these weights are between 1 and 3. Note that weightings can significantly tip the chart in favor of one idea if they are not carefully thought through.

3. List all of your alternatives in the top most row. The first option should be the status quo or baseline, and all values for the baseline are "0".
4. For each alternative to the baseline, give it a rating in each design criteria for how it compares to the baseline. A rating scale could be:

--- -- - 0 + ++ +++

Where “-” signs indicate less or worse than the baseline, “0” indicates equal to the status quo, and “+” signs indicate more or better than the status quo. For example, if Alternative A is slightly more durable than the status quo, it could receive a rating of + in the durability criteria.

5. For each alternative, multiply the rating by the weight, and sum. “+” ratings indicate a positive score while “-” ratings give a negative score. This will give you a total numerical score that compares each alternative to each other and to the baseline.

See below for an example Pugh Chart:

		Status quo	Alternative A	Alternative B
Design Criteria	Weight	Details	Details	Details
Aesthetics	1	0	++	--
Durability	2	0	0	++
Cost	2	0	-	+
Ease of use	1	0	+	+++
	+	0	3	9
	0	4	1	0
	-	0	2	2
	Total	0	1	7

Feature matrix

Overview

- Outline all of the features / components of your solution and brainstorm different concepts for each feature / component



1 hour



Paper

Instructions

Your solution concept will likely have multiple elements, features, or components. For each of these components, there are multiple possible ways that you could design the component that could work in your solution. Outlining these different concepts will ensure that you explore all your options and don't jump to conclusions when designing your solution.

- Make a list of all features / components in your solution concept.
- For each feature / component, come up with 3 different concepts that could all work in the solution.
- Compare and assess the different concepts.

	Concept 1	Concept 2	Concept 3
Component 1			
Component 2			
Component 3			
Component 4			
Component 5			



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PATH Statement

Overview

- Revisit your problem framing to include your solution
- Succinctly define your problem, approach, target, and heart & humanity



30 minutes



Paper

Instructions

A PATH statement is a succinct statement that addresses four elements:

- **Problem:** What problem are you solving?
- **Approach:** How are you solving this problem?
- **Target:** Who are the users and customers that you are reaching with your solution?
- **Heart & Humanity:** What is the impact you are trying to create with this solution and why do you care about creating this impact?

A PATH statement builds upon your problem framing, adding the elements of the proposed solution. For solutions that address global challenges, it is important to include not just the impact that your solution is making, but also your personal passion for solving this challenge, which will help keep you motivated in the face of adversity.

A PATH statement can be a good starting point for a 60 second pitch on your problem and proposed solution.

As you continue through the design process, it is important to re-visit your PATH statement and ensure you are staying on Target and staying true to the Heart & Humanity of the solution.



Future newspaper headlines

Overview

- Agree on a joint vision by formulating one-sentence newspaper headlines to express where your solution will be in 3 years



30 minutes



Paper, post-its

Instructions

To align expectations and create a clear vision and goals for the team, you can create the front page of a newspaper from three years in the future.

1. Brainstorm where you see your solution and the context in which you will operate in three years from now.
2. Each person writes down what visionary elements a newspaper headline could contain to describe this future context. Write one word, idea, or thought per post-it.
3. Collect post-its with elements of a possible newspaper headline.
4. Synthesize these thoughts into possible headline options. After a maximum of 15 minutes, agree on a top newspaper headline.
5. Draw this future newspaper on a large piece of paper with your new headline at the top.
6. If time allows, draw out the rest of the front page of the newspaper, including headlines from other stories. Other headlines can focus on the future of the market or other key events that are relevant to the context.



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Inclusive development

Overview

- Consider how your solution should be modified or adapted to be inclusive of different populations



30-40 minutes



Paper

Instructions

As you define your solution, it can be helpful to start by understanding the challenges faced by different groups within the community, especially those who are historically marginalized. One way to do this is through the **Six Domain Framework for inclusive development**.

1. To start, consider your target user group. Within that group, make a list of sub-populations that may be marginalized or under-represented (e.g. denied access to legal protection or social and economic participation, in practice or in principle, for historical, cultural, political, or other contextual reasons). This will vary by context, but such groups often include:

- | | |
|--|--|
| <ul style="list-style-type: none">Women and girlsPersons with disabilitiesLGBTQIA+ personsDisplaced persons and migrantsIndigenous individuals and communities | <ul style="list-style-type: none">Youth and the elderlyPeople in lower castesReligious, ethnic, and/or linguistic minoritiesPeople of diverse economic class and political opinions |
|--|--|

People may belong to more than one group

2. Consider the challenges each of these groups faces across six domains of empowerment:

	Group 1	Group 2
Access: A person's ability to use the resources necessary to be a fully active and productive participant in society. <i>Will this group be able to access your solution? Do they have the resources and information necessary to do so?</i>		
Knowledge, beliefs, and perception: The type of knowledge that different groups possess, and the beliefs that shape group identities and behavior. <i>Are there stereotypes or other beliefs that might hinder this group's engagement with your solution? What are they, and how can they be addressed? What about self-perceptions?</i>		
Practices and participation: People's behaviors and actions in life and how they participate in different activities, if at all. <i>Is your solution designed in a way that facilitates active participation from this group?</i>		
Time and space: How and where time is spent, and the role in contributing to the welfare of the family and the community. <i>Does this group have the time to engage with and access your solution? Are other obligations that prevent them from doing so?</i>		
Legal rights and status: How people are regarded and treated by customary and formal legal codes, and judicial systems. <i>Are there legal or customary codes that would prevent this group from accessing your solution?</i>		
Power and decision-making: Ability to decide, influence, and enforce decisions over the lives of oneself and others. <i>Does this group have the authority to engage with your solution? Can they be included in its development and implementation?</i>		

Stakeholder ecosystem mapping

Overview

- Map out all your stakeholders
- Depict how they interact with each other in the broader context of your problem framing



1 hour



Paper, post-its

Instructions

1. By now you should have profiled each of your stakeholders (see *Problem Framing: User Wants and Needs* for a template on how to do this for your users). Write each stakeholder on a post-it note.
2. On a large piece of paper, place each of the stakeholder post-its.
3. Visualize and draw the relationships between each stakeholder, such as by drawing arrows, solid lines, or dotted lines to connect different stakeholders. Use different colors to represent different types of relationships. For example: green = money, red = products/services, black = information/data, etc.
4. Discuss the pain points, gaps, strengths, and opportunities within your stakeholder ecosystem.



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Your user's stakeholders

Overview

- Identify your target customer / user's most important stakeholders and how they affect the customer / user's behavior



1 hour



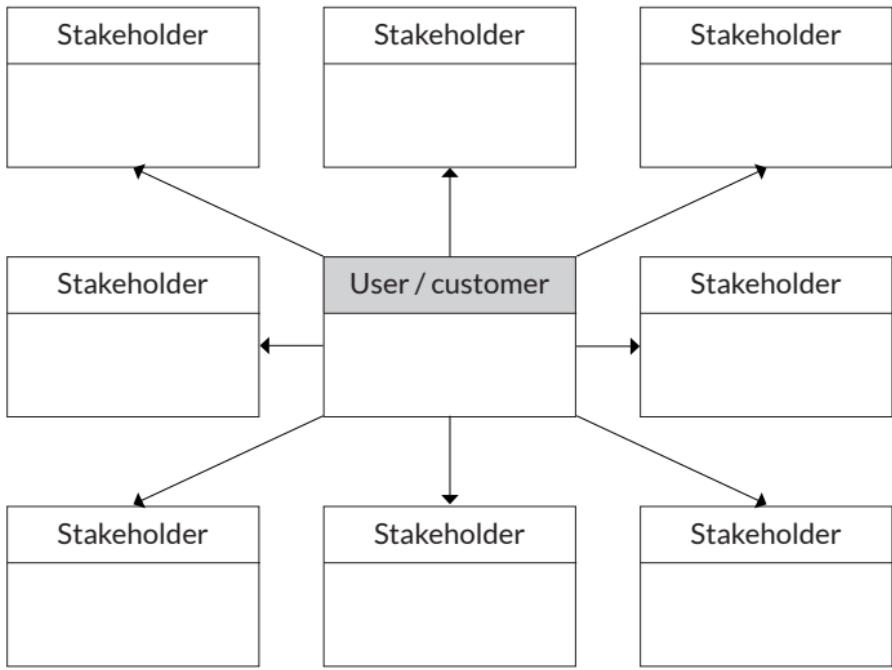
Paper, post-its

Instructions

Other stakeholders, besides you, are vying for your customer / user's attention, and have varying degrees of influence on your customer / user. Your solution should cater to the needs of your users as well as to their most important stakeholders, since these stakeholders can affect your user's decision-making.

- Write the name and function of your customer / user on a post-it note, and place it in the center of a piece of paper.
- Identify your user's stakeholders. Write each on a post-it note and put them around the central user post-it.
- Draw lines and arrows to indicate their relationship.
- Distribute a total of 100 points over all your user's stakeholders, according to their degree of influence on the user.
- Describe in detail the relation of the three most important stakeholders to the user.
- How can your solution's value proposition positively influence these critical relationships?

See example depiction on back of the card.



More Theory of Change resources

Overview

- Use your Theory of Change to define ideation topics, identify assumptions, and outline indicators for success



30 minutes



Paper, post-its

Instructions

Theories of Change are an excellent way to:

- Define specific topics for ideation;
- Make sure you have a clear causal pathway (in other words, a cause and effect);
- Identify any assumptions that you may need to research; and
- Start thinking about indicators that will show your idea's efficacy.

Topics for ideation

In Ideation: Theory of Change, we have the following example:

*If more children's books are available in a child's mother tongue,
then literacy instruction will be more effective,
and child literacy levels will increase.*

The Theory of Change can help give you a specific area for brainstorming / ideation. In this example, you will focus your brainstorming on how to increase the number of children's books available in mother-tongue languages.

Identify your assumptions

You can also use your Theory of change to Check your assumptions. In order for the example Theory of Change to be true, you may also have to assume that children will be able to access the books, that cultural norms support book reading for children, and that teachers will be able to take advantage of the new resources. If you are not sure about any of these assumptions, you can still move forward, but you should start learning about them as soon as you can so that you can modify your Theory of Change if needed.

Outline indicators for measuring success

Finally, your Theory of Change gives you an opportunity to set indicators for success. In the given example, how will you know if more children are literate? What data will tell you this, and how can it be collected? You don't have to have an exact indicator list, but you should be able to tell that the problem you have defined is one that you can measure in some way.

Additional resources

This activity card and *Ideation: Theory of Change* will help you create a very simplified theory of change. If you would like to learn more about the different activities that can be done to create more detailed ToCs, a great resource is the Center for Theory of Change: www.theoryofchange.org



Gate

The following requirements need to be presented at your gate check.

At every gate:



Journey map

Continued mapping of the path that you are taking through the Innovation Process.



Solution canvas

Focusing on solution, implementation approach, and cost structure.

Phase requirements:



User journey diagram

Map of your user's current journey and your user's future journey when using your solution.



Requirements of prototype

Outline of the requirements, based on your user's needs and journey, that your solution (and therefore prototype) will need to have.



Looks-like and/or works-like prototype

Prototype that users can experience or test. Explanation of what requirement(s) are included vs. excluded in the prototype.



Prioritization of what assumptions to test

Priority vs. confidence mapping of the assumptions to test in the Testing phase.

User journey diagram

Overview

- Draw out the sequential and parallel activities of your user's journey, with and without your solution



30 minutes

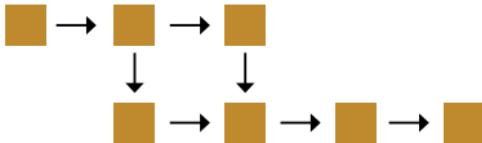


Paper, post-its

Instructions

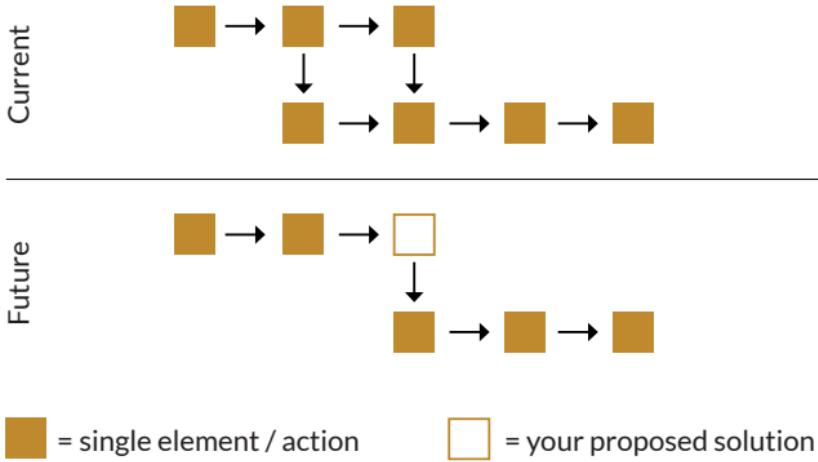
1. Define where you are starting and stopping your user's journey. The starting and stopping points should be before and after where your solution will interact with the user.
2. Record each element or action in the user's **current** journey on a separate post-it note. These could be things that the user does over the course of a day, or a couple of hours, or while completing a specific activity such as cooking dinner.
3. Place the post-it notes on a piece of paper and connect these activities with arrows, based on how the user interacts with your solution.

Current



= single element / action

4. Repeat steps 2 and 3 for the user's **future journey**, where the user uses your solution.
5. Draw parallels on your diagram to indicate where your solution affects your user's current journey. This will help you identify where exactly your solution affects your user's status quo, and therefore what you need to prototype to have your user test out these changes.



Design specifications

Overview

- Outline your assumptions
- Turn your assumptions into tangible design specifications that can be used for guiding how to make your prototypes



1 hour

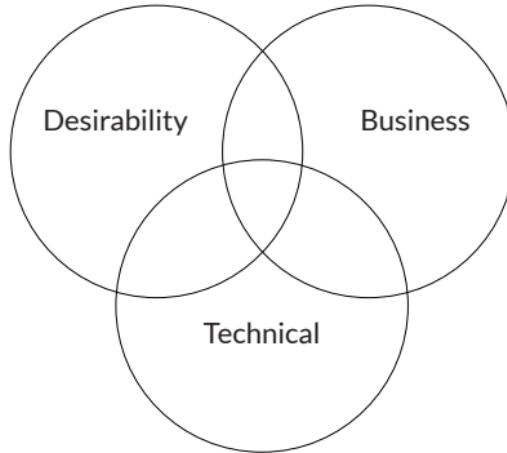


Paper

Instructions

Assumptions are things that you assume about your problem, customer, or solution, which need to be verified on a large scale.

Design specifications are the quantitative and qualitative specifications that guide your solution. They fall into three categories: desirability, business, and technical.



Desirability specifications pertain to user wants and needs (e.g. the look and feel of the solution, or the want/need it fills). **Business** specifications pertain to the operations of delivering this solution (e.g. economic constraints or delivery models). **Technical** specifications pertain to the functionality of the solution itself (e.g. size, outputs, manufacturing - for a product; duration, content - for a service).

Specifications need to be measurable in order to make sure that you are meeting them. Thus, the more you can quantify the above specifications and constraints, the easier it will be to design all the details of your solution. User preferences are hard to quantify, but it is still helpful to try.

List all of your assumptions, and then list any corresponding design specifications that you have determined as a result of these assumptions.

Assumptions	Design specifications
List your assumptions here →	Quantify in terms of design specification.
For example: Customers are extremely cost conscious →	For example: Manufacture for less than \$10
Assembly must be quick and easy →	Can be assembled by one person in less than 8 minutes
Needs to be transported on the back of a motorbike →	Can be packed into a box less than 50x50x50 cm and weighs less than 20 kg
New sales agents must start immediately after hiring →	Can be trained and onboarded in less than 15 minutes
Customers need to like the product (user preferences) →	At least 80% of surveyed users select new product vs. the competition

Sketch modeling

Overview

- Quickly create a sketch of your solution that a user can give you feedback on
- The first iteration of your prototype should be fast and cheap



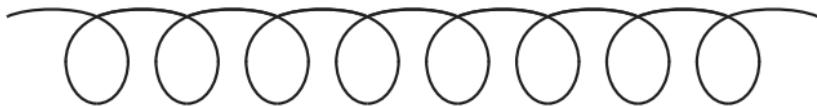
1-2 hours



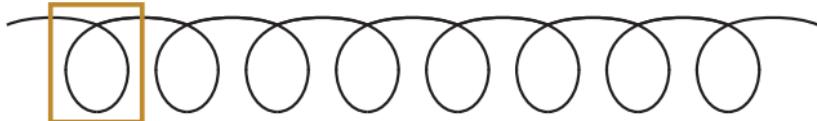
Paper, pens

Instructions

Prototyping is an iterative process.



The first loop in the process should be fast and cheap. Sketching is a good tool to use in the first loop of prototyping.



Getting your solution represented on paper is important for lowering the risk of misinterpretation and thus increasing the chance of a shared understanding with your user.

You can:

- Sketch your entire solution
- Sketch a detailed aspect of your solution

- Sketch how your solution interacts with the broader context in which it operates

For each sketch, make sure that you outline the design constraints, the profile of the user / customer who will use and / or pay for the solution, and any specific features of the solutions that are not visible in the sketch. Feel free to draw arrows to aspects of the sketch and add descriptive text when needed.

Don't worry about your drawing skills. You can draw everything by combining basic shapes - squares, circles, triangles, lines, arrows, etc.



If you are developing a physical or digital solution, you can of course sketch what the product, device, or application will look like and how it works.

If you are developing a process, draw the steps along the way, the supply chain, a flow chart, etc.

If you are feeling stuck:

- Try sketching a solution that everyone in your group is familiar with. For example, sketch "how to tie your shoes."
- Try drawing multiple concepts using a base shape. For example, if you select a square as your base shape, draw 5 squares on a piece of paper. Now draw 5 different concepts that use this square as the first component.

Rapid prototyping

Overview

- Quickly create a physical representation of your solution that a user can experience



1-3 hours



Cardboard,
foam core, glue,
clay, LEGO,
fabric, wood,
code, powerpoint

Instructions

We create prototypes so that we can get feedback on our ideas from users. Rapid prototyping is the act of quickly and cheaply creating a model of the solution, **which users can experience and react to**.

What to prototype

How much of the solution should you prototype? You can prototype an entire solution or a single aspect of the solution. Which one you choose depends on what you want to test during the Testing phase. If there are particular aspects of the solution that need testing, verification, or probing, the prototypes should be built with these in mind. Focus on these aspects and save time on the other aspects.

What if your solution is not a product? Anything is possible when creating prototypes. The only critical design criteria for a prototype are that it can be used to test one or more assumptions / questions. You can use storyboards, diagrams, narratives (tell a story), re-enactments, sketches (mock-ups), 3D models, or combine multiple elements, as long as you create testable features to answer your questions and test your assumptions.

How many prototypes can you build? As many as you can and need! This depends on what aspects of your solution need testing.

Types of prototypes

- **Works-like:** Prototypes that function like you want your solution to function.
- **Looks-like:** Prototypes that aesthetically look like how you want your solution to look.
- **Made-like:** Prototypes that are manufactured or created how you will ultimately manufacture your solution.

How to prototype

You can use a variety of tools at your disposal to create prototypes. Common prototyping materials include: paper, tape, scissors, cardboard, glue, foam core, wood, sheet metal, rivets, fabric, LEGO, clay, and more.

You can also create more detailed prototypes of physical solutions with software like Autodesk® Fusion 360™ (See *Prototyping: 3D Modeling with Autodesk®*). You can prototype a program with storyboards or a rough powerpoint animation.

Here are a few tips to get you started:

- **Start building.** It's ok if you don't know exactly how you're going to build the prototype yet. Just pick up some materials and experiment to help get the creative energy flowing.
- **Move fast.** Don't spend too long on any one prototype.
- **Identify a purpose for each prototype.** Note down what specific aspects you hope to test with this prototype, and who you will need to show it to in order to get the feedback that you need.

Priority vs. confidence mapping

Overview

- Map your assumptions and questions so you can identify which ones to verify or answer first



45 minutes



Paper, post-its

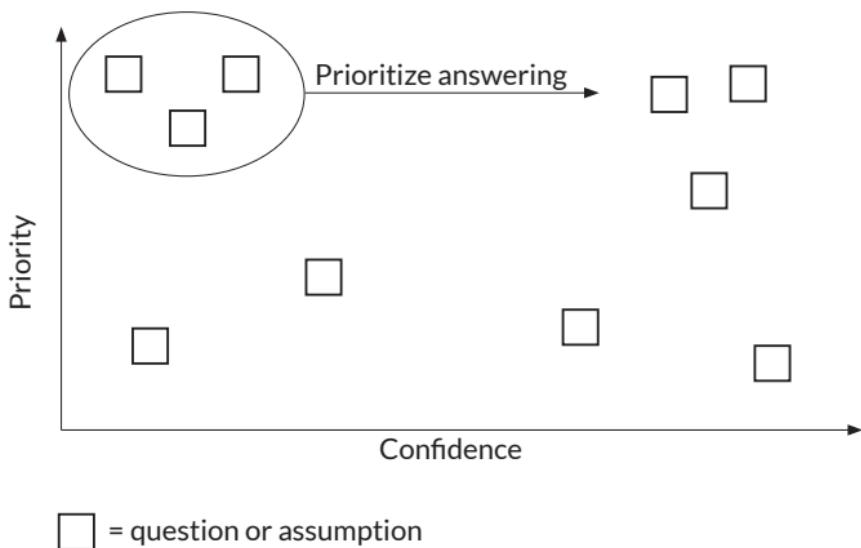
Instructions

To prioritize which assumptions to test and which questions to answer in the Testing phase, use a priority vs. confidence map.

- Write all of your assumptions and questions on post-it notes. 1 assumption / question per post-it note.
- Create a graph with “priority” on the y-axis and “confidence” on the x-axis.



3. Place each assumption and question on the graph based on how important they are to your solution, and your confidence in the accuracy of your information.
4. Focus on verifying assumptions and answering questions that are high priority, low confidence. The goal is to shift as many of these to high priority, high confidence, or to re-design your solution so your greatest uncertainties are lower priorities



Obstacles and requirements

Overview

- Outline the obstacles and requirements that will influence your solution



30-40 minutes



Paper, post-its

Instructions

The design of your solution will be influenced by the obstacles that you will likely face, as well as any limiting external factors. You need to take these into consideration in your design specifications (see *Prototyping: Design Specifications*) in order to ensure that your solution will adequately address and overcome them.

- List all hurdles and requirements that you can think of in each of the following categories. Use one post-it note per hurdle.
 - Potential obstacles:** What is going to get in your way? What will prevent you from implementing your solution and impacting your target user group?
 - Key differentiators:** What does your solution need to have to make it different from other available solutions (including the status quo) or from solutions that have been tried before?
 - Needed capabilities:** What key skills and capabilities do you require in order to overcome potential obstacles and make your solution different? What challenges will you face when trying to find these capabilities?
 - Required partners:** Who else do you need to be a part of your

solution in order for it to succeed? What obstacles will you face in getting these partners to commit?

- **Relevant stakeholders:** Who are your most important stakeholders besides your user / customer and key partners? What obstacles must you overcome to engage with them?
2. For each category, brainstorm ideas for how to address these hurdles. Use one post-it note per idea.
- **Potential obstacles:** How can you overcome these obstacles?
 - **Key differentiators:** How can you adjust your solution to improve your differentiators?
 - **Needed capabilities:** How will you obtain the needed capabilities?
 - **Required partners:** How will you attract the right partners?
 - **Relevant stakeholders:** How will you manage your stakeholders?

Safety and good practices

Overview

- Safety rules and general good practices while sketch modeling and prototyping

Instructions

You are about to start building physical representations of your solution. Below are some general guidelines and safety rules that can help you do so as effectively and safely as possible.

- **Use and reuse.** Try to reuse and repurpose materials whenever possible, or use reusable materials. Remember that you are designing for contexts that often have very finite resources available, so try to be respectful of this.
- **Keep your work station clean.** Clean up after yourself and throw scraps away. Remember that you are likely sharing a space with others.
- **When using sharp tools, keep a mat or other barrier between what you are cutting and the table below.** Be careful to not damage any existing property and to take care of your surroundings.
- **When using sharp tools, take precautions to not cut yourself.** Ensure that your fingers (and especially your thumb) are not in the direct cutting path. Pass tools to others with the handle first. Cut away from yourself (and others) and not towards yourself.

- When in a workshop, follow safety precautions: wear protective eyewear and closed toe shoes, remove any rings, tie long hair back, and any other precautions required by the workshop. Listen to any supervisors on safety requirements and adhere to their instructions.
- Know where the nearest first aid kit is. In case something goes wrong, know where you can quickly access medical supplies and how to call for medical attention.

Digital development principles

Overview

- Review your solution to make sure that it is technologically appropriate for its context



1 hour



Paper, post-its

Instructions

The Principles for Digital Development are nine living guidelines, created by the development community, for technology usage in development projects. They are intended to help you use technology to increase your solution's impact in a way that is sustainable, scalable, and suited to the local context, whether you're dealing with limited connectivity, low tech literacy, or other issues. They are described here:

- 1. Design With the User:** Get to know the people who will use your technology. Design according to their incentives and pain points.
Do you know how much access different user groups have to technology? How does this vary by location and demographics?
- 2. Understand the Existing Ecosystem:** Ensure your solution works with the structures, institutions, and needs that exist in this context.
What is connectivity like in your context? What are some of the legal and regulatory frameworks related to technology that you need to consider?
- 3. Design for Scale:** Consider what will be needed beyond the pilot phase to expand the reach and impact of your technology.
Do you think your technology can be replicated in other locations?

Adapted from the Digital Impact Alliance, www.digitalprinciples.org

4. **Build for Sustainability:** Identify the local support and resources that will be needed to ensure that your solution works in the long term.
What kind of expertise is needed to support this technology? Who will maintain it after you leave? Will they know why you chose it?
5. **Be Data Driven:** Define what success looks like and how you will measure it, and use that information to expand, iterate, or otherwise modify your work.
What metrics are you using to track the effectiveness of your solution? How can you use that information to improve your work?
6. **Use Open Standards, Open Data, Open Source, and Open Innovation:** Take an open and transparent approach to technology and data usage wherever possible so that the larger community can build on your efforts.
Are there open source options you can use as part of your solution? Are there open standards that your solution needs to follow? What are they?
7. **Reuse and Improve:** Where possible, build on past efforts as the basis of your solution instead of starting from scratch.
Have similar technology solutions been tried in this context? Are there existing tools or projects you can build upon in developing your solution?
8. **Address Privacy and Security:** Remember that all end users deserve careful consideration in terms of how their personal information is acquired, used, and shared.
What data will you be capturing from your end users? How will that data need to be protected? How might that vary if you replicate in other areas?
9. **Be Collaborative:** Share information, insights, strategies, and resources across projects, organizations, and sectors.
Who else is working on this problem in this context? How will you capture your learnings, share resources and build off each other's work?

Adapted from the Digital Impact Alliance, www.digitalprinciples.org



Deeper prototypes

Overview

- Create a scaled prototype for ease of interacting with users
- Isolate components of the prototype



2-3 hours



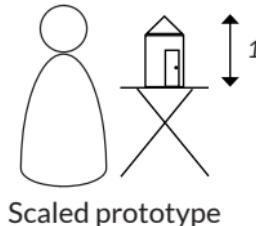
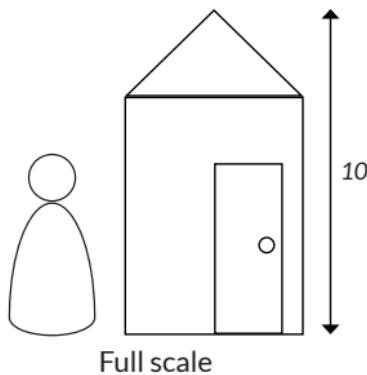
Cardboard,
foam core, glue,
clay, LEGO,
fabric, wood,
code, powerpoint

Instructions

After rapidly building a prototype, you can create a more detailed prototype that users can better interact with to give you feedback.

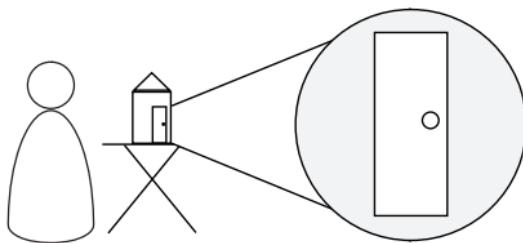
Scaled prototypes

A scaled prototype is one that is either much larger or much smaller than you intended final solution. This enables you to test the proportions of your solution but also lets you more easily interact with users.



Isolated components

A prototype of an isolated component of your solution lets you detail out one particular part, feature, or aspect of the solution for more detailed testing. This is useful if the solution has several components, of which some are more complicated than others.



3D modelling with Autodesk®

Overview

- Create a 3D model of a hardware solution prototype, to be used for assemblies or 3D printing



3-5 hours

Autodesk
software

Instructions

Autodesk® Fusion 360™ is a cloud-based 3D computer-aided design, manufacturing, and engineering (CAD , CAM and CAE) platform for product development. It combines industrial and mechanical design, simulation, collaboration, and machining in a single package. The tools in Fusion 360™ enable fast and easy exploration of design ideas with an integrated concept-to- production toolset.



Autodesk® offers free licenses for Fusion 360™ to students, educators, non-profits, entrepreneurs, and start-ups.

Get started online

- Download Autodesk® Fusion 360™: www.autodesk.com/products/fusion-360/get-started
- Get designing in under 20 minutes with 3D starter projects: www.autodesk.com/designnow
- Extend your learning with the Autodesk Design Academy: academy.autodesk.com/getting-started-fusion-360



Get inspired

- See how manufacturers are creating new innovative products:
www.autodesk.com/future
- Giving you the power to make anything:
www.autodesk.com/powertomake
- See amazing student work with Fusion 360™:
www.autodesk.com/studentshowreel

This links will be enough to get you started with the basics, but please keep in mind that designing complicated products in CAD/CAM software takes years of practice.

System modeling

Overview

- Map your full solution, including inputs, outputs, and chain of functions in the solution



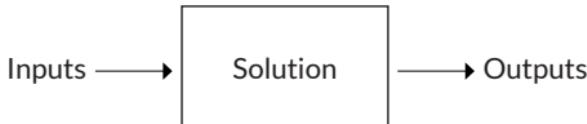
30 minutes



Paper

Instructions

- Define the boundaries of your solution, and draw this inside a box.
- Draw the inputs into your solution (e.g. materials, people, energy).
- Draw the outputs out of your solution (e.g. modified materials, user behavior change, modified energy).
- Break down your solution box into a more detailed chain of functions, adding additional inputs and outputs when necessary.







Gate

The following requirements need to be presented at your gate check.

At every gate:



Journey map

Continued mapping of the path that you are taking through the Innovation Process.



Solution canvas

Focusing on value to user / customer, ecosystem partnerships, cost structure, revenue streams, implementation approach.

Phase requirements:



Results of user and customer testing

Consolidated report that includes observations, written and verbal feedback, and questions.



Finalized prototype

Prototype that has received positive feedback or user uptake from a relevant number of users (varies based on target user group). Will likely require multiple iterations in the Prototype and Testing phases to satisfy this requirement.



Listing assumptions & questions

Overview

- Make a list of all your assumptions and questions that need to be validated and answered
- Identify methodologies for finding answers



30 minutes



Paper

Instructions

You may have already outlined your assumptions in *Prototyping: Design Specifications*. If not, outline your assumptions now. You should have assumptions for all parts of your Solution Canvas.

Prioritize validating / rejecting the most critical assumptions as identified in *Prototyping: Priority vs. Confidence Mapping*.

Add a list of questions that need to be answered. What information do you still need answers to in order to finalize a design specification or decide on a potential partnership strategy?

Assumptions & Questions	Assumption 1	Assumption 2	Question 1

For each assumption or question listed, outline the following:

- **Methodology:** Proposed methodology (see *Testing: Methods for Answering Questions*) for validating the assumption / question.
- **Specifics:** Go into more details. What type of person you would like to speak to in order to validate the assumption, or what is the specific name of a person you would like to speak to?
- **Metrics:** By what metrics or units are you measuring the answers that you receive? Units can both be quantitative and qualitative, depending on what is most appropriate.
- **Success criteria:** Determine what result will be deemed successful, as measured by the units determined in Metrics.
- **Findings:** What did you find out when testing the assumption?
- **Response:** What action will you take based on your findings? An assumption should either be rejected or validated. New assumptions or questions may arise, which will need testing.

Assumptions & Questions	Assumption 1: Existing players will want to join the network	Assumption 2: Target area is densely populated	Question 1: How much do users currently pay for their solutions?
Methodology	Talk to existing players	Online research	Preliminary customer survey
Specifics	Call Ngala in Nairobi	Tamil Nadu census	Google form, email to 20 friends each
Metrics	Positive feedback	# of people	Cost
Success criteria	Tentative willingness to be a member	X urban areas with > Y inhabitants	Responses from > 20 people and average costs
Findings	TBD	TBD	TBD
Response	TBD	TBD	TBD

Methods for answering questions

Overview

- Below are a few different methods for answering your questions and testing your assumptions

Instructions

You likely have several questions that need to be answered and assumptions that need be tested. If you feel stuck, here are a few different ways for you to try to answer your questions:

Talk to other UNLEASH SDG Talents

The SDG Talents at UNLEASH come from 100+ countries around the world. They are academics, entrepreneurs, intrapreneurs, and technical experts. They have a wide variety of experiences and expertise. Your peers are a great starting point for seeking answers to your questions.

Talk to experts and mentors

There will be external experts and mentors at your Folk High School whom you can speak to for feedback. These are industry experts, practitioners, and academics who have extensive experience in your theme and can help point you in the right direction.

Talk to people who have tried something similar in the past

Spend time looking for organizations or individuals who have previously tried to implement either a similar solution to your idea or an element of your idea. Reach out to these organizations to learn from their experiences, if they are willing to share.

Talk to key stakeholders: users, customers, funders, & partners

See the *Testing: Who to Speak to* for more details on each of the four stakeholder categories outlined above. You should get feedback from representatives from each category.

Reach out to these key stakeholders by getting email introductions from your peers or experts, or by connecting with them on LinkedIn, for example. It can be helpful to start messages with “We are a team currently participating in UNLEASH...” Please be respectful of their time and of any introductions you receive via the UNLEASH network. Remember that you are calling as a participant and *not* on behalf of UNLEASH.

Online research

The entire internet is at your disposal for answering questions. However, finding relevant and accurate information can be more challenging than one initially expects. Some suggestions for getting started include:

- databank.worldbank.org: A tool for finding, analyzing, and visualizing data
- Search for national or local reports on census and statistical data in the country in which you are focusing your solution
- scholar.google.com: A search engine for scholarly literature
- If you are a student, your university might have access to select online academic journals

Synthesizing feedback

Overview

- A simple tool for recording, capturing, and organizing the most important comments and pieces of feedback received



30-60 minutes



Post-its

Instructions

1. On different color post-it notes (one for each category below), each individual writes down their top 5 insights gained from testing and user feedback:
 - What you learned
 - What you would do tomorrow to improve your solution
 - What advice you would give to other teams based on what you learned
2. Each individual shares their insights in each category with the group
3. The group works together to organize the insights into related categories. They can be organized by design specification category: desirability, business, and technical. Or they can be organized by implementation timeline: short-term, medium-term, and long-term. Or they can be organized into problem area, so that you can combine related insights into a single piece of feedback that can be incorporated into your solution.



Who to speak to

Overview

- Make sure that you speak to users, customers, funders, and partners to validate your ideas

Instructions

You want to validate your ideas and get feedback from four key groups of people or organizations who will be critical in successfully implementing your solution. These groups of people include:

- **Users:** People or organizations who are going to use or participate in your solution, and ultimately benefit from it.
- **Customers:** People or organizations who are going to pay for your solution. If your users are directly paying for your solution, then they are also your customers. If your users and customers are different people / organizations, you need to carefully think through how you are aligning the interests of both parties to ensure that the users' needs and wants are being met.
- **Funders:** People or organizations who are going to fund your solution in the initial phases, such as foundations, investors, or corporate sponsors. Your funders are different from your customers in that they are funding the creation and development of your solution and not directly paying for the execution of your solution.
- **Partners:** People or organizations who are going to actively

participate in the implementation or execution of your solution. These could be distribution partners, educational or marketing partners, implementing partners, licensing partners, or other types of partners based on the design of your solution. These partners should be critical in the delivery of your solution, in that you will not be able to achieve your impact without them.

For each of the above groups, you need a specific, relevant value proposition. You will then want to validate your idea and value proposition to each group by speaking to actual people.

Interview methods

Overview

- Different methods for interviewing users and customers to obtain feedback on your prototype

Instructions

Interview

A conversation where the interviewer asks questions to elicit perceptions, opinions, and personal experiences from the interviewee.

- Pros: Can happen anywhere; good for topics that are not context-specific; can be an intimate interaction that builds trust.
- Cons: Dependent on questions that are asked; lack of context.

Tip: Ask the interviewee if you can record the conversation or have another person take notes, so that you can focus on the conversation.

Focus groups

A group session where people discuss their perceptions, opinions, beliefs, and attitudes towards a new solution.

- Pros: Attain more data with fewer resources in less time; leverage collaborative group dynamics for attaining new ideas.
- Cons: Difficult to moderate; group members could bias others



Contextual inquiry

Individuals are observed doing a task in their natural context of use.

- Pros: Can fully understand the environment in which the user operates; can observe unspoken behaviors and relationships.
- Cons: Limited to a single period of time; can be logistically challenging.

Immersion

The researcher becomes the user, adopting their lifestyle and activities for a period of time in order to understand their behavior.

- Pros: Closer to emotional empathy; lots of context; the experience becomes the data.
- Cons: Very time consuming; difficult for group participation, may only reveal one aspect of the story due to time constraints.

Participatory research / co-creation

Considers the user as part of the innovation and design process.

- Pros: Get creative ideas directly from the user; understand user's perceptions of the future and aspirations.
- Cons: Depends on an articulate user; requires developing a framework and vocabulary for users to articulate their experiences.

Semantic inquiry

Overview

- Capture how your users feel about your solution



30 minutes



Paper

Instructions

Semantic inquiry focuses on capturing the feelings of a user when they are testing your solution. This is useful for understanding their emotional reactions, which will directly affect their desire to adopt your solution.

1. Develop a list of descriptive words, or adjectives, that you believe relate to your solution.
2. For each adjective on your list, write down an adjective that has the opposite meaning.
3. Write the adjectives opposite each other on a piece of paper and create a scale of 1 to 5 in between them.

	1	2	3	4	5	
Modern	<input type="radio"/>	Classic				
Specific	<input type="radio"/>	General				
Simple	<input type="radio"/>	Complicated				
Energetic	<input type="radio"/>	Subdued				

4. If possible, include images that represent each pair of adjectives.
5. Ask the user to engage with your solution.
6. Ask the user to choose how they feel about your solution on each adjective scale.

This exercise can also be used to help you determine what educational, marketing, or branding messages will be most effective for implementing your solution.

Scenarios and simulations

Overview

- Observe how users react to use cases of your solution by prompting them to react to a scenario or simulation



30-60 minutes



Paper, note cards, various prototyping materials for simulations

Instructions

Prompting a user to react to a specific use case may reveal latent user needs. It will also enable you to observe how your users may use your solution in a variety of situations, and if your solution is in fact solving their problem under a variety of conditions

You can do this with both scenarios and simulations.

Scenarios

Scenarios are verbal situations that you present to the user to gauge his / her reaction.

1. Develop several possible scenarios or extreme use cases that may evoke a reaction from your user. For example, if your solution is about reducing waiting time for patients using a numbering system, a scenario could be that the patient's number is not called.
2. Write these scenarios on individual pieces of paper or note cards.
3. Ask the user to engage with your solution.
4. While he / she is engaging, present the scenario verbally and take note of the user's reaction.

Simulations

Simulations are physical situations that you present to the user to gauge his / her reaction.

1. Develop a list of extreme conditions that might occur during the use of your solution.
2. Develop a physical situation to reproduce these extreme conditions in a controlled environment. For example, if your solution requires an extreme heat outdoor environment, you can simulate this environment in an enclosed space with a heater.
3. Ask the user to engage with your solution in this simulated environment.
4. Take note of the user's reaction given the extreme conditions.

What, how, & why

Overview

- When interacting with or observing users / customers, move from concrete observations to more abstract motives
- Can be used during interviews or when looking at photos of users



30 minutes



Paper

Instructions

When you are in observation mode, the What, How, & Why framework can help you move towards understanding abstract emotions and motives that are at play in the situation.

This framework can be used when interacting with a user (see *Testing: Interview Methods*). It can also be used when analyzing photos that have been taken of users during interviews or field interactions.

1. On a piece of paper, divide the sheet into three sections: what, how, and why.
2. **What:** Write down your concrete observations. What is this person doing in the particular situation or photograph? Be as descriptive and detailed as possible.
3. **How:** Write down your understanding of what is going on. What techniques is the person using to do what they're doing? How much effort does it require? Do they appear rushed or are they taking their time? Do they appear stressed or relaxed? Does the activity appear to be either positively or negatively impacting the user? Again, be as descriptive as possible.
4. **Why:** Write down your interpretations of what is going on. Why is

the person doing what they are doing? Why are they doing it in this particular way? You will not necessarily know the exact answers, but this is your opportunity to make informed guesses about their motivations. Make note of what assumptions you are making about your user's motivations so that you can continue to test these. Highlight any unexpected realizations about a particular situation or activity.

Activity diagram

Overview

- Draw out the sequential and parallel activities of your user's interactions with your solution



30 minutes

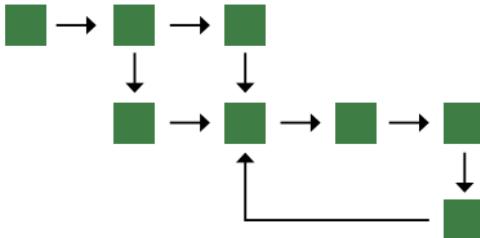


Paper, post-its

Instructions

Observe or hypothesize the activities that a user will go through when interacting with your solution.

1. Record each interaction step on a separate post-it note.
2. Place the post-it notes on a piece of paper and connect these activities with arrows, based on how the user interacts with your solution.



= single activity (e.g. turn on, press button, speak to someone)



4-K model for feedback

Overview

- Simple guidelines for giving and receiving feedback

Instructions

The 4-K model is a very simple tool to keep in mind when giving and receiving feedback. Note that the 4 K's are in Danish (and translated to English below).

- **Kærlig / Loving:** Good criticism is loving. It is very important that you, as critics, manage to create a warm, comfortable and safe atmosphere. We tend to take criticism personally, and therefore one can feel vulnerable, exhibited and evaluated. The recipient must feel that the critic has a positive and loving intention.
- **Konstruktiv / Constructive:** Criticism must also be constructive; edifying. Therefore, as a critic, you always have to offer alternatives and create a dialogue about what could possibly make the presentation even better.
- **Kritisk / Critical:** Criticism that is not critical, is not a criticism! Agree that the purpose of the criticism is critical assessment. The idea is to put more perspectives into play and enrich the recipient group with new eyes.
- **Konkret / Concrete:** Provide concrete details; refer specifically to when something did or did not work.



Implementation roadmap

Overview

- Create short-term and long-term roadmaps of how you plan to implement your solution, including key milestones and major obstacles



1-2 hours



Paper, post-its

Instructions

1. On a large piece of paper, write your problem framing, solution, and ultimate vision at the top.
2. Draw a timeline for your first year (e.g. draw a line where the starting point is today and the ending point is one year from now).
3. Set goals for your first year, and write these along your timeline.
4. Write down the major obstacles you must overcome to reach your goals.
5. Set milestones along your first year timeline. Milestones are the critical points on the timeline that are crucial for reaching the set goals (e.g. breakeven point, critical mass of customers / users, etc.).
6. Draw the activities along the timeline that you must undertake to reach your goals.
 - How will you reach your customers / users?
 - How will you develop your solution?
 - How will you produce your solution / deliver your service?
7. Write down the resources, capital, and stakeholders you need to

involve for each of the activities. Write down any assumptions you made for each of the activities.

8. Write down the impact of your solution along the timeline at each of the activities and milestones.
9. When you have completed the first year, repeat the process to create a longer-term roadmap. You can decide the length of this timeline based on what is appropriate for your solution.

Operational phases

Overview

- Understand the operational phases that will support your solution launch and ongoing management
- Determine the key activities that impact your approach to launching and scaling



1-1.5 hours

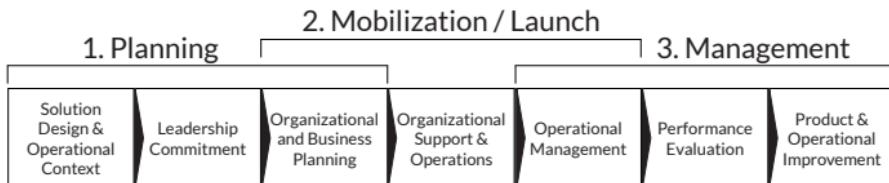


Paper

Instructions

In order to launch and scale your solution, your team will need to have a clear understanding of **operational planning, mobilization, and management** and how to respond to the key activities within each phase.

Below is a high-level overview of the phases and activities that will take you from design to execution:



1. Planning phase key activities

- Defining user and ecosystem
- Identifying your leadership team
- Creating vision and values
- Determining governance and decision-making
- Identifying and prioritizing stakeholder management

2. Mobilization / Launch phase key activities

- Defining internal and external risks
- Identifying strategic goals to address risks and opportunities
- Identifying key performance indicators and success metrics
- Identifying partners and hiring staff
- Defining the production process
- Creating a roadmap

3. Management phase key activities

- Designing and producing
- Selling and distributing
- Monitoring and controlling performance
- Identifying user pain points
- Enhancing the solution to meet user needs
- Communicating success and reporting to key stakeholders

Using the template below, list some of the key tasks your team will need to complete under each phase. For example, what are the critical issues that have not yet been discussed by your team that would prevent you from moving along your implementation journey?

1. Planning 2. Mobilization / Launch 3. Management

Solution Design & Operational Context	Leadership Commitment	Organizational and Business Planning	Organizational Support & Operations	Operational Management	Performance Evaluation	Product & Operational Improvement
---------------------------------------	-----------------------	--------------------------------------	-------------------------------------	------------------------	------------------------	-----------------------------------

1. Planning phase key activities

Solution Design & Organizational Context (e.g. conducting user testing to validate solution)

- 1.
- 2.

Leadership Commitment (e.g. agreeing to dedicated time from team members)

- 1.
- 2.

3. Management phase key activities

Performance Evaluation (e.g. identifying key performance indicators that measure impact)

- 1.
- 2.

Product & Operational Improvement (e.g. creating a consistent way to get user feedback)

- 1.
- 2.

2. Mobilization / launch phase key activities

Organizational & Business Planning (e.g. defining what resources are needed, such as suppliers, financing, etc.)

- 1.
- 2.

Organizational Support & Operations (e.g. defining how support and operations will flow)

- 1.
- 2.

Resources on your team

Overview

- Clarify what resources your team needs to implement your solution
- Create competency and personality profiles for the ideal team members to implement your solution



40 minutes



Paper, post-its

Instructions

- On post-its, write down the different types of competencies and personality traits that the ideal team should possess.
- Group these post-its by the competencies and personality traits that often go together.
- Give each group of competencies a name. For example: “networker,” “seller,” “numbers person,” “inventor,” “leader,” “coder,” “organizer.”
- Draw up the detailed ideal team profiles on a large piece of paper. Add as many details as possible.

Title:	Competencies:	Personality traits:
Role:	Strengths	Likes
	Weaknesses	Dislikes

5. Discuss the profiles in your team: What features are most important? Do the profiles complement each other? Add or remove features of the profiles as needed.
6. Note what competencies and personality profiles you have in your team now and what profiles you will need to add to your team in the future.

Financials and budget

Overview

- Resources on building an Income Statement, Balance Sheet, and Cash Flows
- Tips on building a budget



2-4 hours



Excel, Google Spreadsheets

Instructions

It is important to have a well-developed financial model and budget for multiple reasons:

- To understand what it is going to take to execute your solution
- To understand what it is going to take to grow your solution
- To understand what it is going to take to meet your key metrics and impact targets
- To show funders that you understand what it is going to take to both execute and grow your solution
- To create a plan by which you can evaluate or measure your progress

Your financial model and budget should be based on your implementation roadmap (see *Implementing: Implementation Roadmap*), and should be designed to help you meet your above execution, growth, and impact metric targets.

Depending on your type of solution, you will likely need multiple forms of financials, and you will use different forms in different contexts.

Budget

You will need an operating budget for your solution, preferably on a 1-year, 3-year, and 5-year horizon. This budget will dictate the amount of funding that you are asking for from potential funders. The more specific you can be with your funding ask, the better.

If it makes sense for your particular solution, you will also likely want to develop individual plans for specific elements of your solution, and a corresponding budget. For example, if your solution involves multiple programs, a certain funder might only be appropriate for funding one program. In this case, you will want a plan and a budget for this specific program to be able to more effectively engage with this funder.

Financial model

You will also need a more robust financial model. This will include three core elements:

- Income Statement, also known as a Profit & Loss (P&L) statement
- Balance Sheet
- Cash Flows

For online resources on developing financial models, including templates, please visit unleash.org/community.

Pitching

Overview

- Tips on how to give a compelling pitch



1-3 hours

Powerpoint
(optional)

Instructions

A good pitch tells a story. It tells your audience of an imminent, pressing need that the world is facing, and convinces them that your solution is relevant, innovative, and implementable, and that you can execute it.

Start with the why

Pitches are most compelling when they **start with the “why.”** For example: Why is this a pressing global challenge? Why should your audience care about this problem? Why are your insights into the problem unique or interesting?

Pitches that start with the “what” (e.g. what is your solution) are usually less compelling. Without motivating your audience as to *why* they should care about your *what*, your audience will be less interested in your solution. Do not assume that your audience feels the same passion about the problem, and therefore your solution, as you do.

Elements of a pitch

Your pitch should include the following elements:

- **Insights and problem:** What are your unique insights into a global challenge? What is the problem you have defined to solve, and how big is this problem? Who is your user / customer?
- **Solution:** What is your solution? What makes your solution unique? Who are your competitors? Why hasn't your solution been done before?
- **Progress:** What is your progress to date? How many users / customers have you spoken to and what is their response? What is your implementation strategy?
- **Ask:** What are your next steps? What is your ask (e.g. funding, partners, advisors)?

When giving pitches in formal situations (e.g. in front of judges), many choose to use supporting slides, such as Powerpoint slides. Slides can be a great tool for helping depict your problem and solution. However, be careful that your slides are not taking attention away from your spoken pitch or distracting your audience.

When and how long to give pitches

A pitch can be given in a variety of situations. The 30-second introduction that you give to your solution at a party is a pitch. The 5-minute presentation that you give in front of a panel experts is also a pitch.

You ideally want to have prepared pitches of various lengths and types, since certain pitches are best suited to certain contexts. You also want to be able to give your pitch with and without supporting slides, because you may not always be in a situation where showing slides is possible.

Additional resources

For more resources on pitching, please visit unleash.org/community.



Creating organizational structure

Overview

- Identify the organizational structures needed to support your solution
- Understand how to resource, support, and manage these organizational structures



1.5 hours



Paper

Instructions

In order to support the launch of your solution, you will need to create an organizational structure that can support you in designing, producing, marketing, selling, and distributing your product or service, and what resources and team members you will need to accomplish each activity.

1. Using a large piece of paper, sketch out the organizational structure that you will need. Typically, an organizational structure will include at minimum the following types of functions or teams to help achieve work under each area of your business. Add any others that are not included. With a small team, it can be common for one person to fill multiple functions singlehandedly.

Advisory board

Leadership team

Sales and
marketing

Design and
production

Accounting

Distribution

Customer support

2. For each organizational element in your organizational structure, describe how the element will support the design, production, and delivery of your solution. To the best of your ability describe the resources that you need, and the way you will manage each.

Leadership <p>Team, skills, and experience: Who are the main people in your team? What are the top 3 relevant skills and experiences that they bring? What is their commitment and plan for next three years?</p>	Advisory Board <p>Members, background, value: What should your governing structure look like? How and when do you engage people in your governance? How should you make decisions?</p>
Sales & Marketing <p>Describe how you will approach sales and marketing. What channels can you use to reach customers? How will your team explain the value of your solution to customers?</p>	Design & Production <p>Describe the steps in the production process for your solution to ready to be delivered to your customer. Who will you partner with or hire to support these activities?</p>
Distribution <p>How will you get your solution to customers or users? Will you partner with suppliers or distributors that will help with delivery?</p>	Accounting <p>Who will manage your accounting? How often do you do bookkeeping and what resources do you need? What are the external accounting and auditing requirements of governments and regulatory bodies where you will work?</p>
Customer Support <p>How will you support customers once they begin buying or using your solution? What types of strategies will you use to retain them?</p>	Other <p>What other teams or resources will you need to help support your solution? Describe additional organizational elements here, and the necessary resources or support they will require.</p>

Mobilization planning

Overview

- Identify the key activities, tasks, resources, and milestones needed to mobilize your solution
- Develop a plan to organize these activities, assign resources, and pick appropriate timelines



1.5 hours

Paper, post-its,
Excel

Instructions

Mobilization planning is a critical factor in the success of your solution. A clear plan provides strategic direction, visibility of work, and prioritization of time sensitive and dependent tasks. It also ensures the right use of time and resources to manage work that will enable your team to achieve its goals.

1. **Create a mobilization roadmap.** Identify and visualize the objectives you are trying to achieve within the first 6-12 months.

Mission <i>What will your solution accomplish?</i>	Vision <i>What is the vision you're working towards?</i>	
Strategic Goals <i>In your first year, what goals will you need to achieve to support the launch of your solution? Describe these in detail in the three boxes below:</i>		
Goal 1 <i>Description:</i>	Goal 2 <i>Description:</i>	Goal 3 <i>Description:</i>

- 2. Create a mobilization plan.** This can be done on paper or in Excel.
1. Take three large pieces of paper and write down each goal, and the milestone(s) that will indicate progress towards that goal. The milestones should be the description of an event or action that marks progress against your goal.
 2. Brainstorm tasks that are needed to achieve the associated milestones for each goal. Spend at least 20 minutes brainstorming. Discuss the sequence or priority of each task, and whether there are any that are dependent on other goals. For example, will you need to secure funding to create a prototype, before you reach out to partners to support production?

Activity	Tasks	Resources	Milestone(s)	MM	MM	MM
Goal 1 (e.g. Dedicated Leadership)	e.g. Determine team time commitments			MM		
	e.g. Agree on leadership roles					
	e.g. Determine if need an advisory board					
Goal 2 (e.g. Defined design and production process)	e.g. Identify resources required for production			MM		
	e.g. Determine types of partners for production				MM	
	e.g. Conduct research and partner outreach					MM
Goal 3 (e.g. Outline financial needs)	e.g. Determine cost structure			MM	MM	
	e.g. Identify funding sources					MM

Once drafted, your plan should be used as an active document among team members to track and manage your work.

Risk management

Overview

- Outline all the potential risks of implementing your solution
- Outline risk mitigation strategies



30 minutes



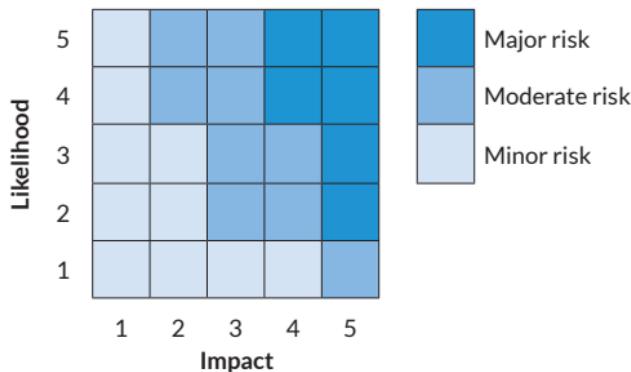
Paper

Instructions

1. Create a list of all possible risks that could threaten the likelihood of your solution's success.
2. For each risk rate (on a scale of 1 to 5):
 - The likelihood of the risk to happen
 - The impact it would have on your solution
 - How difficult it is to detect the risk
 - Describe when in your implementation plan the risk would happen

Risk event	Likelihood	Impact	Detection Difficulty	When
Describe risk event	Scale of 1-5	Scale of 1-5	Scale of 1-5	Description

3. Using your scores in Likelihood and Impact, create a matrix of the likelihood of the risk to happen vs. the impact on your solution. This enables you to identify the most critical risks that you will need to manage.



4. For each risk, outline the following:

- Risk mitigation strategy (e.g. what will you do to try to prevent this risk)
- Trigger point that would indicate that a problem has occurred
- Immediate response to the risk
- Who on the team is in charge

Risk event	Mitigation Strategy	Trigger Point	Immediate Response	Team Lead
Hardware malfunction	1. Select reliable vendor 2. Warranty	Equipment fails	Order replacement	Sarah

Estimating societal impact

Overview

- Create a rough estimate of the societal impact of your solution
- Determine how this impact relates to the SDGs and how you can measure it



40 minutes

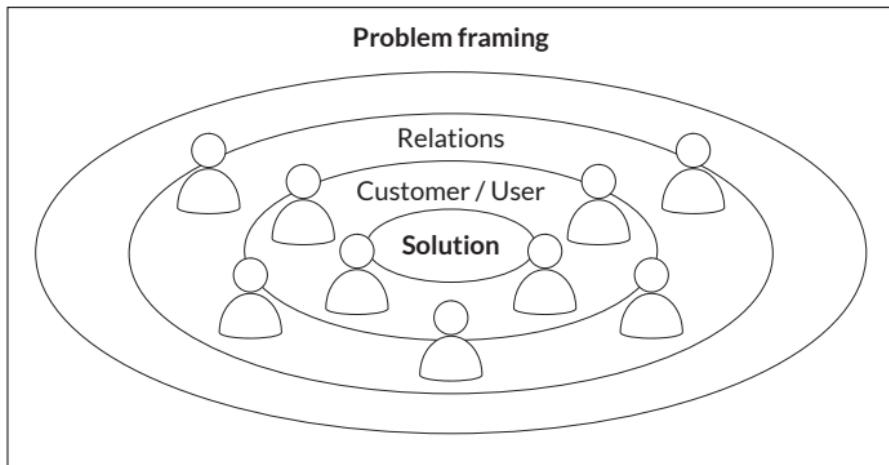


Paper, post-its

Instructions

1. On a large piece of paper, write your problem framing at the top.
2. Draw a circle in the center of the paper. Write your solution inside the circle.
3. On post-it notes, write the effects that your solution would have on your customer / user if it was implemented today. Write one effect per post-it note. Place the post-its around the outside of the solution circle. Draw a second circle around all your post-its and label it the "Customer" or "User" circle.
4. On post-it notes , write the effects that your solution would have on the relations of your customer / user, e.g. your customer / user's family, friends, and coworkers. Draw a third circle around the newest post-it notes and label this circle "Relations".
5. Repeat, expanding the number of circles by including the effects on the "Community", "City", "Nation", "Region", and "World."
6. Discuss reasonable assumptions for the number of people affected by the effects of your solution within each circle. Start from the first inner circle and work your way out.

7. What SDG indicators will you measure to monitor your impact? What other indicators do you need to create so you can measure your impact?
8. Discuss your estimated impact: Are your assumptions reasonable? Is the impact satisfactory? If not, what changes can you make to your solution that will increase impact?



Listing key contacts

Overview

- Keep a running list of all key contacts, including funders, partners, members, etc.



30 minutes

Excel, Google
Spreadsheets

Instructions

Moving forward, you will want to maintain an accurate list of key contacts. This should include:

- **Funders:** Foundations, investors, individuals, corporates, competitions, fellowship programs
- **Partners:** Key implementing partners.
- **Members:** If your organization is going to have members, a list of preliminary members and their commitment or interest level to date.
- **Users and customers:** Your list of initial users / customers to target for piloting your solution

It can be helpful to maintain separate lists for each category, for example in different spreadsheets or in different tabs of a single spreadsheet.

In your list(s), make sure to keep track of:

- Contact name
- Contact email or phone number
- How you got connected (e.g. the name of the person who

introduced you to the contact, or a cold email, or LinkedIn). Remember that a direct introduction to the contact can increase the likelihood that you receive a response.

- Who on your team is the lead for the contact (outreach and maintaining contact)
- Date of last interaction
- If appropriate, date when you should next follow up

Video pitch

Overview

- Create a 60-90 second video pitch about the problem you are solving and your solution
- Guidelines on using Adobe Spark



1-1.5 hours



Adobe Spark

Instructions

A short video pitch is a good tool for quickly explaining the problem you are addressing and your proposed solution with others, especially if you are communicating with others electronically.

Video pitches are also a good way for you to practice giving elevator pitches, because you can see yourself afterwards and improve upon your performance. Sixty to ninety second pitches are often thought of as being used in a formal pitching setting, but in reality they are the brief introduction that you will give on your problem / solution to nearly anyone in a social or networking setting.

Using Adobe Spark

Adobe Spark is a free tool that you can use to create video pitches. Registration is free. You can sign up with your email or Facebook account at: spark.adobe.com

- Create a pitch and storyboard for your idea
- Swipe images and movies into the online tool to build your storyline

- Use your own videos / images or search through the online library in Adobe Spark
- Access free videos at: videos.pexels.com
- Access free images at: stocksnap.io or librestock.com
- If you need inspiration, visit: startup-videos.com
- Add text
- Add voiceover
- Access your video pitch through your individual link



Pitch

Overview

Objectives: Pitch your solution to a panel of judges and your peers within your theme. Teams will be evaluated, and winning teams will present on stage in front of an external audience.

Requirements: 3-minute pitch

Instructions

Objectives

The pitch is your opportunity to share your solution with a broader audience during the culminating days of UNLEASH. It is also your opportunity to be selected as one of the winning UNLEASH teams based on judge and peer evaluations. Winning teams will present again on stage in front of an external audience.

Logistics

On **Monday 11 November in the afternoon or evening**, teams will present their ideas within their themes to a panel of expert judges and to their peers. You will have **3 minutes to give your pitch, followed by a short question and answer session**.

We will announce the top teams per theme at the Marketplace on **Tuesday 12 November**. The top two teams per theme will give their pitches again at the **UNLEASH Dragons Den on Tuesday 12 November** in front of an external audience, and will receive inputs and advice from a panel of experts. Winners for each theme will be selected.

Evaluations

Teams for both the final pitching event and for the special awards will be evaluated based on a combination of scores from the experts judges and from peer evaluations. Teams are evaluated in the following areas:

- **Innovation:** Is the problem framing based on a unique insight that highlights an unaddressed tension or friction? Does the solution directly creatively and uniquely address this tension?
- **Impact potential:** How much impact on the SDGs can the solution have? Is the problem and solution clearly mapped to impact metrics? Is the solution scalable?
- **Viability:** Is the problem backed by real data or experiences? Is the solution technically feasible, robust, and implementable?
- **Performance:** Can the team convince others to care about this problem, join their team, and support their solution?

Content and formatting of the pitch

For suggestions on what elements to include in the content your pitch, please see *Implementing: Pitching*.

If you want to speak with a presentation in the background, it must be in **powerpoint format (16:9)**. You can also include physical prototypes or a demonstration as part of your pitch, if appropriate.



If you plan to use a powerpoint presentation, **you must send this presentation to your facilitators before 3:00pm on Monday 11 November**. If you do not submit a powerpoint by this time, we will assume that you will present without one.



Your powerpoint must be in **16:9 format**. Please name your presentation as **TeamNumber_TeamName_SDGTheme.ppt**.

Marketplace

Overview

Objectives: Showcase your work to UNLEASH partners, including funders, corporates, local organizations, international partners and experts, and attendees of the TechCrunch International City Event.

Requirements: Any materials that you want to display (e.g. poster, prototype)

Instructions

Objectives

The Marketplace is an opportunity to **network in person with a wide audience of UNLEASH partners** and interested local players, and to further network with UNLEASH peers, especially those working on different themes.

Logistics

The Marketplace will take place on **Tuesday 12 November from 12:00 to 3:00pm**. Guests include UNLEASH partners, your UNLEASH peers, and the attendees of the **TechCrunch International City Event**.

You will have a small area and surface to display your solution. Suggestions for what to display include:

- Posters depicting various aspects of your solution, for example your user profiles or your proposed solution
- Prototypes of your solution
- Videos representing your problem framing, users, or solution

- Slides with photos, which can be displayed on a laptop

During the marketplace, your team members will have two roles:

1. **Presenters**, who will stay at your table to present your solutions.
2. **Guests**, who will visit other UNLEASH and UNLEASH+ solutions around the Marketplace, including the UNLEASH+ Dragons Den.

Announcing Teams Advancing to Dragons Den

Teams advancing from the pitch to the Dragons Den will be announced on the UNLEASH+ Dragons Den stage at the Marketplace.

Closing Ceremony Awards

In addition to the awards given at Dragons Den for teams in each theme, a select number of awards are handed out at the Closing Ceremony by key UNLEASH partners. Award winners will pitch their solution on the Closing Ceremony stage in front of all talents, partners, and VIPs.

At the end of the Innovation Lab, facilitators will nominate one team from their theme for each award category. The sponsoring partner and a member of the UNLEASH Secretariat will then select the winners by visiting the Marketplace booths of nominated teams. Therefore, **each team must always have 1 to 2 presenters at their table**, or you may not be considered for an award if you are nominated.

! You must have all the materials that you wish to display at the Marketplace ready by the morning of Tuesday 12 November. You will go directly to the Dragons Den after the Marketplace, and there will not be time to get any materials between the Marketplace and Dragons Den.

Solutions catalogue

Overview

Objectives: Share your team's solution and upcoming needs with all UNLEASH partners, including many who may be interested in funding or supporting your solution.

Requirements: Written entry for Solutions Catalogue (template provided)

Instructions

Objectives

Your entry in the UNLEASH Solutions Catalogue is your opportunity to showcase your work to the greater UNLEASH network after the event. It is the way in which potential funders and partners will learn about your solution and get in touch with you.

The Solutions Catalogue is distributed widely to UNLEASH partners eager to learn about your solutions, including funders (foundations, impact investors, accelerator programs, etc.), corporates, UN agencies, academic institutions, and more. It will also be visible to your peers in the UNLEASH ecosystem.

Content of the written entry

Your entry in the UNLEASH Solutions Catalogue includes the following sections:

1. **Executive summary:** Overview of your problem and solution
2. **Problem:** What is the global challenge that you are addressing? How big is the global challenge? What unique, actionable insights

led you to this specific problem?

3. **Solution:** What is your solution and how does it address the problem? Who are your users or customers, and what is the value that your solution offers to them?
4. **Innovation:** What makes your solution unique? Who are your competitors? Why hasn't your solution been done or successfully implemented before?
5. **Impact:** What is the impact that you are creating and how will you measure this impact?
6. **Next steps:** What is your plan of action and implementation strategy after UNLEASH?
7. **Geography:** In which countries is your team based? In what country or region do you plan on launching your solution?
8. **Immediate requests:** What do you need help with the most to further your idea? What is your ask of potential partners (both funding partners and implementing partners)?
9. **Contact information:** Team names and email

Submitting your entry

Your facilitators will provide a link to submit your written entry.

You must submit your written entry for the Solutions Catalogue online before 5:00pm on Monday 11 November.
Your entry will be shared with partners shortly after UNLEASH concludes. Solutions not submitted in time will not be able to be included in the catalogue.