

TORCH WORKBOOK

v1.5

THE CHALLENGE IN A PHRASE

GOALS

What are some of the goals of solving this challenge?

CONSTRAINTS

List any constraints that apply to your challenge.

MEASURE OF SUCCESS

How will you measure the success of a proposed solution?

THE CHALLENGE AS AN OPPORTUNITY

Turn the challenge into an opportunity using constructions such as HMW (How might we..).

IN DETAIL

Describe the challenge in more detail. Look for clarity. Explain it to an audience that is not familiarized with the topic.

WHAT YOU KNOW

List key things you know about your challenge.

THE COMMUNITY RELATED TO THE CHALLENGE

Describe the community related to the challenge.

WHAT YOU WANT TO KNOW MORE ABOUT

List areas about which you would like to know more.

SOURCES OF UNDERSTANDING

Where can you find more information about your challenge and the associated community?

SOURCE

Describe the source you plan to explore.

EXPLORATION GUIDE

What are some of the things you plan to do with that source?

OBSERVATIONS

Express some of your observations during and after the exploration.

INTERPRETATIONS

Express some of your interpretations related to your observations.

INTERVIEW SOURCE

Express the profile of the person you plan to interview.

OBSERVATIONS

Express some of your observations during and after the interview.

QUESTION GUIDE

Write some of the questions you plan to ask.

INTERPRETATIONS

Express some of your interpretations related to your observations.

LOCATION SOURCE

Describe the location you plan to visit.

ACTIVITY GUIDE

What are some of the things you plan to see and do at the location?

OBSERVATIONS

Express some of your observations during and after the visit.

INTERPRETATIONS

Express some of your interpretations related to your observations.

EXPRESS YOUR OBSERVATIONS AND LEARNINGS WITH STORIES

Express some of your observations, interpretations and learnings through stories, anecdotes, quotes, drawings and other means.

ACTIONABLE SYNTHESIS

Explore your learnings. Write headlines or phrases that express your learnings in a concise way. Look for patterns and themes. To make your headlines actionable, you may use constructions such as HMW (How might we...)

NEW LEARNINGS

Did you learn something new out of the process of synthesis?

ACTIONABLE SYNTHESIS

Use visuals, diagrams, illustrations, etc to express and synthesize some of your learnings. (This may include 2x2 diagrams, journey maps, Venn diagrams, relationship maps, etc.)

INGREDIENTS

Express ideation ingredients that either pique your curiosity or immediately suggest interesting connections with your challenge.

INSIGHTS

Express insights born from the incubation/combination of your ingredients.

IDEATION::WORDSTORM

Base Strategy: Guided Randomness / Key Intelligence: Verbal-Linguistic
Exercise: Wordstorming

4 / IDEATION / WORDSTORM

CHALLENGE

Express your challenge in a short form.

INGREDIENTS

Express ingredients that pique your curiosity or suggest immediate connections with your challenge. You may express them with a variety of techniques. You may Substitute, Combine, Adapt, Modify, Invert or Rearrange any combination of them.

INSIGHTS

Express any insights born from the incubation/combination of the ingredients you gathered.

Base Strategy: Non-Verbal, Visualization / Key Intelligence: Visual
Exercise: Gesture and Analog Drawings

CHALLENGE

Express briefly the challenge you are working on.

GESTURE / ANALOG DRAWINGS

Express your challenge or parts of it through a gesture or analog drawing.

INSIGHTS

Express insights born from the drawing. An insight can be born from a single drawing or a combination of them.

IDEATION::SOUNDSTORM

Base Strategy: Non-Verbal, Visualization / Key Intelligence: Musical
Exercise: Soundstorming

4 / IDEATION / SOUNDSTORM

CHALLENGE

Express briefly the challenge you are working on.

ACOUSTIC INGREDIENTS

Express ingredients that pique your curiosity or suggest immediate connections with your challenge. Acoustic ingredients can be concrete or anonymous.

INSIGHTS

Express insights born from the acoustic stimuli. An insight can be born from a single stimuli or from a combination of them.

EXPAND INSIGHTS

Express insights that combine multiple stimuli and expand others expressed previously.

Base Strategy: Positive Improvisation, spontaneity / Key Intelligence: Interpersonal
Exercise: Yes AND

CHALLENGE

Express briefly the challenge you are working on.

DIVERGENT QUESTIONS

Create questions about your peer's challenge that are as divergent as possible. The more divergent the questions, the more divergent the answers.

DIVERGENT ANSWERS

Begin your answers with YES AND, and quickly improvise a constructive positive answer to the divergent question.

INSIGHTS

Express any insights born from either the divergent questions or the divergent answers.

IDEATION::EMOTIONSTORM

Base Strategy: Emotion, Visualization / Key Intelligence: Intrapersonal
Exercise: Emotion Haikus

CHALLENGE

Express briefly the challenge you are working on.

EMOTION HAIKUS

Write the Emotion Haiku you created with ingredients that pique your curiosity or suggest an immediate emotional connection with the challenge. Focus on the emotions triggered by the phrases.

INSIGHTS

Express insights born from the Haiku. An insight can be born from a single phrase or from the whole haiku. It can be born from an emotion triggered by the Haiku or a combination of them.

IDEATION::GESTURESTORM

Base Strategy: Embodiment, Visualization / Key Intelligence: Body-Kinesthetic
Exercise: Act your challenge

CHALLENGE

Express briefly the challenge you are working on.

INSIGHTS

Act your challenge or part of it. Express insights born from the performance. You can perform this exercise on your own or in a group with a moderator. The exercise can involve only movement or also specific or anonymous sounds.

IDEATION::TEXTURESTORM

Base Strategy: Non-verbal, Visualization / Key Intelligence: Visual
Exercise: External seeds & Texture Spree

CHALLENGE

Express briefly the challenge you are working on.

CONCRETE AND ANONYMOUS TEXTURES

Describe or show the textures you captured, concrete and anonymous. Then express insights born from the interaction of the captured textures and your challenge.

IDEATION::CONTEXTSTORM

4 / IDEATION / CONTEXTSTORM

Base Strategy: Context Change, Embodiment, Visualization / Key Intelligence: Body-Kinesthetic, Interpersonal
Exercise: Contextual Travel

CHALLENGE

Express briefly the challenge you are working on.

CONTEXT

Describe the context applied to the challenge.

INSIGHTS

Express insights born from the interaction of the context with your challenge.

CHALLENGE

Express your challenge in a short form.

INSIGHT

Select and express one of your favorite insights from the ones you have generated. Give it a title in the first box below.

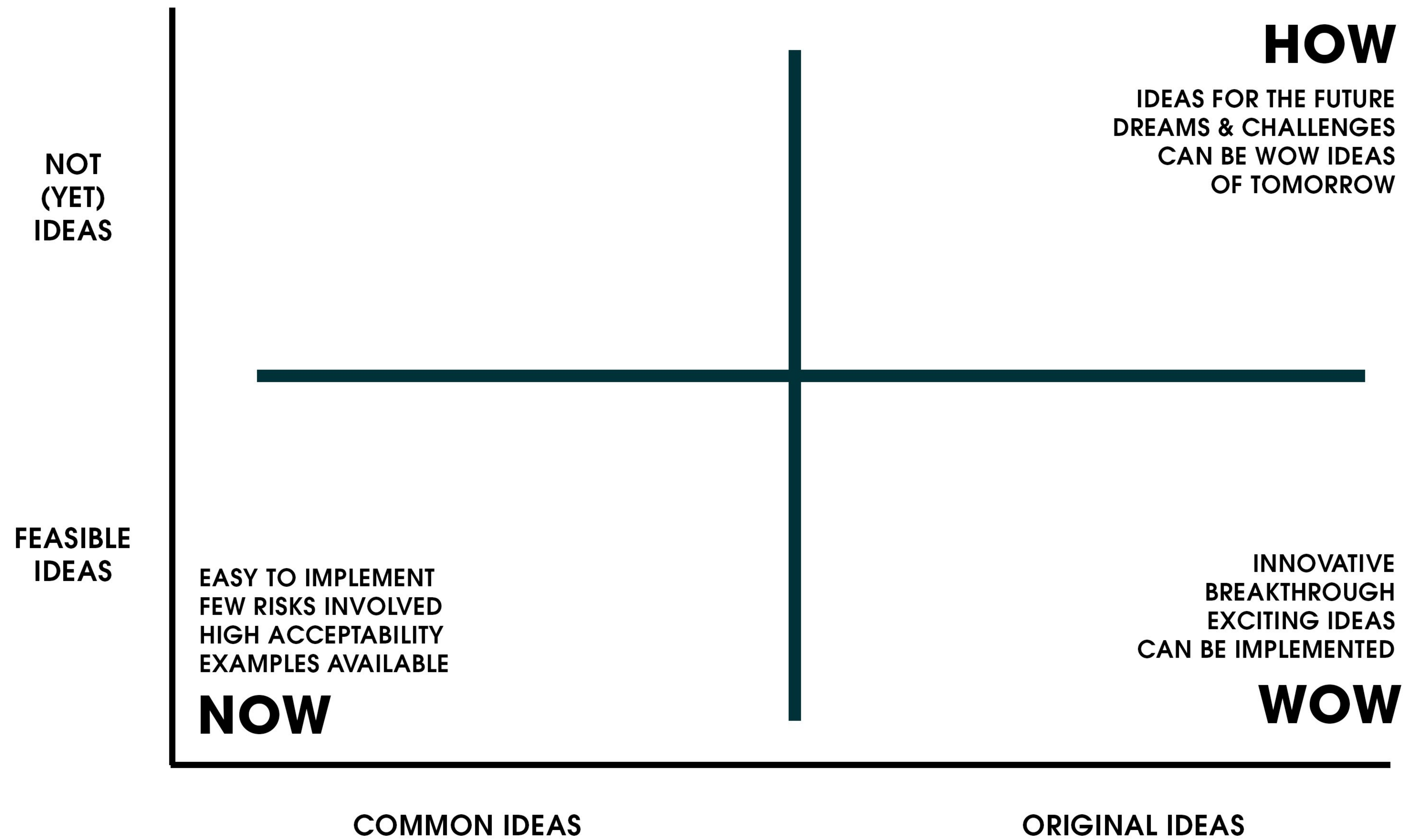
VALUE

What need is your idea addressing? What value is it adding?
What are your favourite parts of the idea?

CHALLENGES

What are some of the challenges that your idea has to face?

HOW, NOW & WOW



PROTOTYPING TOOLS

STORYBOARDS

PAPER PROTOTYPING

EXPERIENTIAL PROTOTYPES

MOCKUPS

MEDIA

SIMULATIONS

OTHERS

PROTOTYPE

Represent your solution with an experience or paper prototype, a software simulation, a model or use media, visuals and other means.

FEEDBACK

Gather feedback about your prototype from a variety of sources. What can you improve, add, eliminate or change in your prototype?

FEEDBACK::ITERATE

REFLECT

Based on all the feedback received, are you fulfilling your initial goals?
Express how well your prototype and your goals match with each other.

ITERATE

What parts of the prototype can be improved? What parts need to be changed?

Business Model Canvas

How?

Designed for:

Designed by:

On:

Iteration #

Key Partners

Who are our Key Partners?
Who are our key suppliers?
Which Key Resources are we acquiring from partners?
Which Key Activities do partners perform?

Key Activities

What Key Activities do our Value Propositions require?
Our Distribution Channels?
Customer Relationships?
Revenue streams?

Key Resources

What Key Resources do our Value Propositions require?
Our Distribution Channels? Customer Relationships?
Revenue Streams?

Value Propositions

What value do we deliver to the customer?
Which one of our customer's problems are we helping to solve?
What bundles of products and services are we offering to each Customer Segment?
Which customer needs are we satisfying?

Customer Relationships

What type of relationship does each of our Customer Segments expect us to establish and maintain with them?
Which ones have we established?
How are they integrated with the rest of our business model?
How costly are they?

Channels

Through which Channels do our Customer Segments want to be reached?
How are we reaching them now?
How are our Channels integrated?
Which ones work best?
Which ones are most cost-efficient?
How are we integrating them with customer routines?

Customer Segments

For whom are we creating value?
Who are our most important customers?

Cost Structure

What are the most important costs inherent in our business model?
Which Key Resources are most expensive?
Which Key Activities are most expensive?

Revenue Streams

For what value are our customers really willing to pay?
For what do they currently pay?
How are they currently paying?
How would they prefer to pay?
How much does each Revenue Stream contribute to overall revenues?

The Business Model Canvas

Designed for:

Designed by:

On: Day Month Year

Iteration: No.

Key Partners



Key Activities



Value Propositions



Customer Relationships



Customer Segments



Key Resources



Channels



Cost Structure



Revenue Streams



Lean Canvas

Designed for:

Designed by:

On:

Day

Month

Year

Iteration:

No.



<div>Problem</div> <div>Top 3 problems</div>	<div>Solution</div> <div>Top 3 features</div>	<div>Unique Value Proposition</div> <div>Single, clear, compelling messages that states why you are different and worth buying</div>	<div>Unfair Advantage</div> <div>Can't be easily copied or bought</div>	<div>Customer Segments</div> <div>Target customers</div>
<div>Existing Alternatives</div>	<div>Key metrics</div> <div>Key activities you measure</div>		<div>Channels</div> <div>Path to customers</div>	
<div>High-Level Concept</div>			<div>Early Adopters</div>	
<div>Cost Structure</div> <div>Customer acquisition costs, Distribution costs, Hosting, People, etc</div>			<div>Revenue Streams</div> <div>Revenue model, Life time value, Revenue, Gross margin</div>	

CUSTOMER JOURNEY MAP

STAGES →

[illegible]

STORY

Explain your solution through an engaging story.

SHORT AND EASY

Express the key value of your solution with short phrases or drawings.

PRESENT YOUR PITCH

Present your solution with any method: performance, video, media, paper boards, etc.



NOTES

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