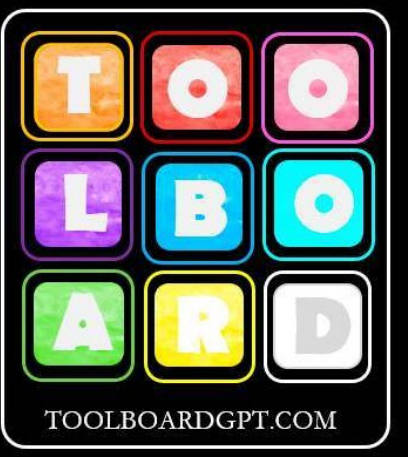
Jaume Teodoro

El viaje del emprendedor

Generación de proyectos de emprendimiento e innovación con



Dykinson, S.L.

Jaume Teodoro

The entrepreneur's journey

Entrepreneurship and Innovation Projects Generation with



This is an English translation of the original work "El viaje del emprendedor" published in Spanish on December 2025.
The English edition will be available soon, published by Springer Nature, and will present an updated version with a stronger focus on AI.

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PREFACE

What is this book about?

This book is the result of research in design science aimed at improving both the productivity and outcomes of entrepreneurial and innovation project generation processes, as well as their narrative, in order to communicate their value effectively and mobilise the resources required for their implementation.

Design science research focuses on the development and analysis of design support artefacts—tools, processes, methodologies, or applications—whose purpose is to enhance the designer's performance. Based on this approach, the present work develops, in a practical manner, a design-based entrepreneurship strategy through a proprietary methodology known as ToolBoard, conceived to generate entrepreneurial and innovation projects.

Entrepreneurship by design is a strategy that begins with a challenge—a problem to be solved or a need to be addressed—and materialises in a business project developed creatively. In this process, the entrepreneur acts as a designer of ventures, generating the project through a creative approach. The resulting project, as an outcome of the design process, has the virtue of transmitting the conceived idea to the minds of others, thereby facilitating the collaboration required to bring it to life. In other words, it may result in a new company, a new business line within an existing organisation, or a social initiative.

This work proposes, develops, and applies the ToolBoard methodology as a design framework for the creation of innovation and entrepreneurship projects, applicable across any economic sector. It is grounded in contemporary creative design practices, adopting Design Thinking as its conceptual framework and the Agile approach as a strategy to manage uncertainty throughout the process. Both approaches are integrated into ToolBoard as a guided and assisted system, supported by design tools that formulate questions, organise responses, connect ideas, and generate concepts. This structured approach facilitates its implementation through generative artificial intelligence, giving rise to ToolBoard GPT: a customised GPT available in the ChatGPT GPT Store. ToolBoard GPT is not only an open-access tool that supports the innovation process, but also a reference example for the development of other personalised artificial intelligences, both within ChatGPT and in other generative AI environments.

Consequently, ToolBoard not only constitutes a robust framework for the incremental generation of entrepreneurial and innovation projects, but also serves as a model for the design of AI systems, whether through prompting techniques or through the development of AI agents to automate the processes of project generation in entrepreneurship and innovation. This is the outcome of the research process outlined above and the key contribution that this work provides.

ToolBoard is visually represented through a grid organised into three rows, corresponding to the three phases of design, and three components, representing the three states of creative thinking. This results in a structure of nine nodes, each with a designation aligned with the function it performs. The initials of each node form the acronym T.O.O.L.B.O.A.R.D.

Figure 0.1



The previous figure illustrates this grid, presented in colour. In red tones, the problem space is represented, where connection with people is paramount. In blue tones, the solution space is shown, where imagination and creation are key. Finally, in green and yellow tones, the market space is depicted, where execution in real-world contexts takes precedence.

Each node poses a key question. To address it, a design tool is provided within each node to help identify the most appropriate answer. The set of responses to these key questions, captured on a canvas (the ToolBoard Canvas), progressively shapes the pitch as the project is designed.

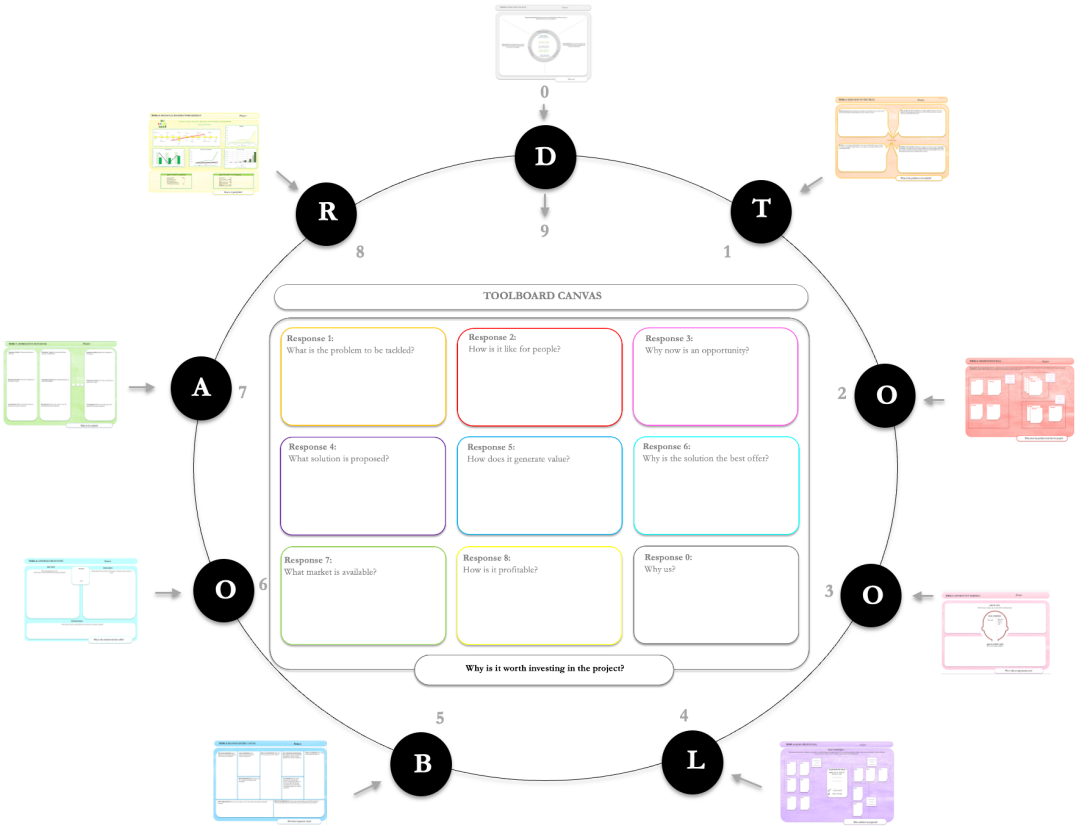
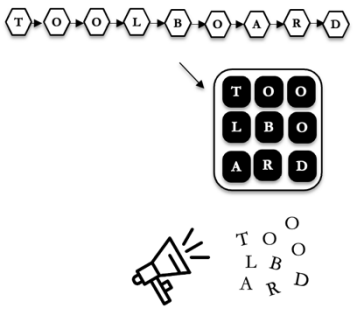


Figure 0.2

Figure 0.2 presents the ToolBoard Canvas and its relationship with the 9+1 design tools. This canvas is available in the Miroverse space of the collaborative platform MIRO (www.miro.com). Using this template through Miroverse not only facilitates creative teamwork but also enables integration with ToolBoard GPT through MIRO's AI capabilities.

This integration transforms the ToolBoard Canvas into an intelligent assistant that interacts with users in real time through contextual prompts.

ToolBoard[1] offers three direct benefits to the user:



1. A guided process that enables the entrepreneur to structure and direct their work from beginning to end.
2. A collection of methods and tools for developing the project step by step.
3. A structured script (the ToolBoard Canvas) through which the pitch is automatically generated at the end of the process.

Figure 0.3

ToolBoard's design-oriented approach makes this methodology particularly well-suited to working with artificial intelligence (AI). This work is accompanied by ToolBoard GPT, a product trained on the full content of this book, extensive instruction sets, and numerous practical cases, enabling users to enhance their performance.

TOOLBOARD GPT

In addition, in order to address the needs of prospective entrepreneurs, this book includes four appendices of significant practical value. The appendix "101 Business Models" provides a comprehensive catalogue of archetypal business models intended to serve as a source of inspiration. The appendix "Financial Plan Spreadsheet Manual with ToolBoard" explains how to use the Excel-based financial planning tool developed within ToolBoard, available for download on the website. The ToolBoard GPT appendix provides access to the AI tool. Finally, the appendix "Glossary of Entrepreneurship and Innovation Terms" aims to support those entering this field.

[1] The ToolBoard methodology and the related resources presented in this work are available under the Creative Commons Attribution–NonCommercial 4.0 International licence (CC BY-NC 4.0). This allows both creators and facilitators to use, modify, and develop ToolBoard freely and without restriction for non-commercial purposes, provided that the original source is acknowledged (Jaume Teodoro ©, www.toolboardcanvas.com).

Who is it aimed at?

This book is for individuals who share a common purpose, even though their needs may differ.

Figure 0.4 summarises the target audience.

	WHO ARE THEY?	WHAT DO THEY RECEIVE?	WHAT DO THEY ACHIEVE?
CREATORS	They are the active participants in the process. They create practices and generate entrepreneurship and innovation projects. • Conventional entrepreneurs • Intrapreneurs • Social entrepreneurs • Business owners • Executives • Students	An agile methodology that guides the process end to end. A collection of methods and tools with practical examples of application. A compelling pitch automatically generated at the end of the process. An AI tool that enhances productivity and creativity. A practice applicable across any sector. A standardised way of presenting initiatives in pre-seed and seed-stage events. A way of learning by doing. Open methods and tools (CC BY-NC 4.0 licence) for customised developments. Templates available on miro.com (Miroverse). Resources for teaching entrepreneurship and innovation.	Investable initiatives. Real impact on society. Disruptive innovations. Accelerating the practice of entrepreneurship and innovation. Improving the reliability of investment decisions. Equipping professionals with the skills required in 21st-century organisations. Practical application cases. Automating innovation processes through the development of customised AI and AI agents. Generating knowledge.
FACILITATORS	They are those who promote, facilitate, and drive entrepreneurship and innovation. Together with creators, they form the entrepreneurial ecosystem. • Consultants and mentors • Investors • Development agents • Educators • Researchers		

Figure 0.4

CREATORS

- **Entrepreneurs.** All those who are undertaking, or considering undertaking, a personal project, regardless of the sector of economic activity. These are individuals who aspire to turn their ideas into reality and, in general, those seeking to establish themselves independently and become their own boss. This work provides them with practical support to develop their project from scratch and in an autonomous manner.
- **Intrapreneurs.** Change agents within organisations—whether private companies or public administrations—who, like conventional entrepreneurs, respond to challenges with personal initiative. Intrapreneurs will find useful tools in this work to drive innovation within established organisations, thereby adding greater meaning to their professional activity.
- **Social entrepreneurs.** Those who pursue similar goals to the above, but with a focus on addressing social challenges within the community. They aim to generate shared value and tangible impact.
- **Business owners.** Every company began as an entrepreneurial initiative. Over time, it has learned to become more efficient and to differentiate itself more effectively, thereby building entry barriers and growth drivers. Business owners will find in this work methods and tools to foster a permanent state of innovation within their organisations.
- **Managers and leaders across all types of organisations.** Those responsible for organisations share the need to innovate and to engage employees, customers, and other stakeholders in the creative process. They are familiar with the most successful management theories and with tools and methods for organisational and strategic development. This work enables them to adopt a design-thinking mindset in entrepreneurship and innovation.
- **Students.** Those who encounter this subject within their academic curriculum, whether or not they intend to pursue entrepreneurial initiatives in the future. Through this book, they will discover how many of the methods and tools presented are not only applicable to entrepreneurship and innovation but also to the development of essential competencies and skills for 21st-century professionals.

FACILITATORS

- **Consultants and mentors.** Strategy and innovation consultants have evolved from being generators of theories and producers of impactful analyses to becoming true organisational coaches. Meanwhile, entrepreneurship mentors guide entrepreneurial teams. Both will find this work valuable for enhancing their practice.
- **Investors.** Early-stage investors constitute a diverse group, including both business angels and pre-seed and seed fund managers. All of them seek new opportunities while remaining aware of the risks associated with start-ups.
- **Development agents within the entrepreneurship and innovation system.** The entrepreneurial ecosystem is built upon programmes that give rise to business incubators, accelerators, investment funds, grants, participatory loans, competitions, and awards. In all these contexts, this work provides tools and methods to support and improve the activities of such agents.
- **Educators.** Within educational institutions, entrepreneurship has become part of the formal curriculum. Educators will find in this work the resources needed to design competency-based training in entrepreneurship and innovation for learners aged 16 and above, across secondary education, vocational training, and higher education.
- **Researchers.** Research in entrepreneurship and innovation has one of its most prolific areas in the study of entrepreneurial competencies. Design-based entrepreneurship establishes a connection with research in entrepreneurship education.

How is it organised?

This work aims to support the audiences described above and to stimulate the creative thinking of all readers. In this regard, the book presents two overlapping layers of content. The first is a practical manual, which constitutes the core of the work. The second layer runs in parallel and, drawing on the narrative structure of a journey, concludes each section with an inspiring story.

As a practical manual

As a practical manual, the book follows a classic three-part structure: framing, development, and application.

- **Part I: Framing.** This section corresponds to the preparation phase, where foundational knowledge is established. It situates emerging entrepreneurship within the field of design science and introduces ToolBoard as a practical methodology for entrepreneurship and innovation. This part concludes with team formation, a task that will be necessary at some point in the process.

At the end of this section, the reader will have a clear understanding of design-based entrepreneurship and how to use ToolBoard step by step.

- **Part II: Development.** In this section, ToolBoard is deployed step-by-step using a structured set of methods and tools. This is presented using an accessible format of practical sheets, accompanied by concise explanations and examples.

By the end of this section, the reader will have a deep understanding of the most up-to-date resources for developing entrepreneurship and innovation initiatives.

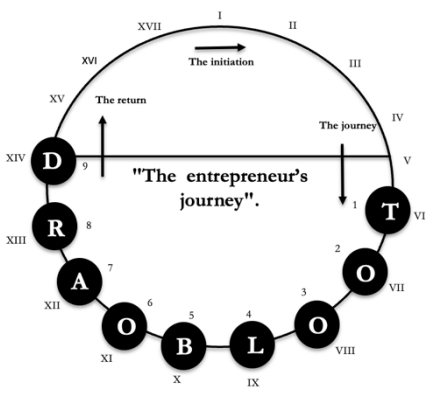
- **Part III: Application.** In the final section, the methodology is applied through use cases that aim to deliver concrete outcomes for each of the three target groups addressed by the book. The first case explains how to design and deliver an innovation workshop. The second describes how to plan and implement a course in entrepreneurship and innovation. Finally, the third case presents ToolBoard as a framework for developing an incubation system for early-stage ventures.

At the end of this third part, the reader will have mastered the methods and tools required to take action as an entrepreneur, as a facilitator, or within an educational context.

As a journey-based narrative

As an inspirational narrative, the work follows the narrative structure of *The Hero's Journey* (*) by recounting the archetypal journey of the entrepreneur, who sets out, takes the leap, and overcomes challenges along the way.

In the initiation stage, five dreamlike stories illustrate the hero's first steps, as they receive the call to action. The entrepreneur seeks to turn their vision into reality and prepares to move from the familiar world into the unknown. From there, the journey truly begins. The narrative adopts an epic tone: the journey demands feats and achievements. In this way, at each step, the hero alternates between different roles and missions to be fulfilled.



Finally, upon returning to the ordinary world, the duty to bring ideas into reality prevails. Three emblematic stories bring the hero's journey to its conclusion, portraying a figure ready to leave a legacy. In total, a sequence of seventeen myth-inspired stories, presented as parables and drawing on cinematic influences, reveals the many facets of the entrepreneurial hero.

(*) *The Hero's Journey*, or the monomyth, is a term coined by the anthropologist Joseph Campbell in his work The Hero with a Thousand Faces (1949). According to the author, heroes from myths across different times and regions share a common pattern that brings them together within a single underlying structure, which Campbell refers to as the monomyth. To support his theory, Campbell conducted an extensive analysis of world mythology and drew on the work of authors such as Sigmund Freud, Carl Gustav Jung and Arnold van Gennep, highlighting the principles of the collective unconscious embedded in these archetypal constructions.

Regardless of the academic debate surrounding its foundations, *the hero's journey* remains one of the most widely used narrative structures in fiction and has inspired numerous artists, musicians, writers, filmmakers and video game designers. In the entertainment industry, the twelve-stage adaptation proposed by Christopher Vogler in The Writer's Journey (1992) is particularly well known and is considered a key reference for screenwriters. From Star Wars (1977) by George Lucas to The Matrix (1999) by The Wachowskis, many creators have drawn inspiration from this narrative structure.

This work includes excerpts from the aforementioned text, which are used at the end of each section to highlight key insights. The cited passages have been taken directly from the 1970 edition.

SUMMARY OF STORIES AND FILMS

Part One: Initiation	
I. The Call to Adventure	*Enricco Piaggio: un sogno italiano* (2019, Umberto Marino)
II. Refusal of the call	*El Bulli: cooking in progress* (2011, Gareon Wetzel)
III. Supernatural aid	*Game Over: Kasparov and the Machine (*2004, Vikram Jayanti)
IV. The Crossing of the first threshold	*Frida* (2002, Julie Taymor)
V. The belly of the whale	*The Social Network* (2010, David Fincher)

Part two: the Journey	
VI. The road of trials	*Sen to Chihiro no Kamikakushi* (2001, Hayao Miyasaki)
VII. The meeting with the goddess	*Le petit prince* (2015, Mark Osborne)
VIII. The Temptation	*The Hound of the Baskervilles* (1959, Terence Fisher)
IX. Atonement with the father	*The current war* (2016, Alfonso Gómez-Rejón)
X. Apotheosis	*Pirates of Silicon Valley* (1999, Martyn Burke)
XI. The ultimate boom	*Coco avant Chanel* (2009, Anne Fontaine)
XII. Refusal of the return	*Bertha Benz: the journey that changed everything* (2019, Sebastian Strasse)
XIII. The magic flight	*Slumdog Millionaire* (Danny Boyle & Loveleen Tandam)
XIV. Rescue from without	*Dead Poets Society* (1989, Peter Weir)

Part three: the return	
XV. The Crossing of the return threshold	*Radioactive* (2019, Marjane Satrapi)
XVI. Master of the two worlds	*Invictus* (2009, Clint Eastwood)
XVII. Freedom to live	*The Matrix (*1999, Wachowski Sisters)