

COURSE CATALOG

31 courses · 5 areas · 3 formats

English · Spanish

Academic and Corporate focus

Open programs and in-company ready

**RAFAEL
SALAZAR NOVO**

Practical. Visual. Built to implement.

WHAT'S INSIDE

31 courses across 5 thematic areas: entrepreneurship, innovation, strategic thinking, business strategy, and execution. Each course is a standalone module that can be combined into longer programs.

HOW I TEACH

Hands-on, framework-driven, gamified. Every session combines theory with workshop activity. Real cases, recognized frameworks (Doblin, Lean, Design Thinking, ExO), and visual canvases. Designed for retention, not for slides.

WHO I WORK WITH

Faculty — IE Business School, TEC de Monterrey, MIT, Google for Startups, startup accelerators.
Corporate clients — Banking, telcos, retail, insurance, investment funds and government across MENA, Europe, LATAM, and the U.S.

A Masterclass with optional modules

The sessions were built in a modular design.

Starting with the Masterclass (60 min), with optional modules: Individual Practice (+30 min), Group Dynamic (+45 min), or Team Simulation (+30 min) to build the right depth and length for the audience.

All formats include an additional +15 min for Q&A.

MASTERCLASS

- **Duration:** 60 min
- **Objective:** Delivery of complete theory, frameworks, real cases, open debates and Q&A, in one expert-led session.

INDIVIDUAL PRACTICE

- **Duration:** + 30 min
- **Objective:** Apply frameworks to real cases in business at an individual level.
- **Example:** Map a use case impacted by AI, solve a complex challenge or identify personal biases in a decision.

GROUP DYNAMIC / DEBATE

- **Duration:** + 45 min
- **Objective:** Engage in team dynamics in small teams, to build one shared view.
- **Example:** Group Creativity Session . Build on individual work and pitch one solution.

TEAM SIMULATION

- **Duration:** + 30 min
- **Objective:** Stress-test the concepts in a fast, competitive team exercise.
- **Example:** NASA Moon Survival (solo vs. group ranking), monopoly of innovation

31 courses · 5 areas

01 ENTREPRENEURSHIP FOUNDATIONS	02 INNOVATION & CREATIVITY	03 STRATEGIC THINKING	04 BUSINESS STRATEGY & MODELS	05 FINANCE & EXECUTION
01 Bringing Ideas to the Market	07 Design Thinking & Ideation	14 Critical Thinking & Decision Making	19 Business Models Innovation	27 Entrepreneurial Finance for Startups
02 The Entrepreneurial & Startup Culture	08 Fostering Ideation & Creativity	15 Strategic Problem Solving	20 Competitiveness & Differentiation	28 Creating Compelling Business Cases
03 Building the Founding Team	09 Innovation Ignition in Organizations	16 Complex Problems & Systems Thinking	21 Customer Experience Strategy	29 Metrics & Unit Economics
04 Crafting the Pitch & Storytelling	10 Innovation & The AI Revolution	17 Leading Future & Foresight Thinking	22 Digital Transformation	30 Project Management for Innovation
05 Purpose-Driven & Impact Entrepreneurship	11 Breakthrough Innovation in Corporations	18 Entrepreneurship in AI Times	23 AI Bootcamp for Leaders	31 Networking and Team Dynamics
06 Methodologies for Entrepreneurs	12 Thinking Exponentially: 10x Companies		24 Market Traction & Growth Hacking	
	13 Innovation & Growth Mindset		25 Stakeholders' Management	
			26 Product & Service Design	

01

AREA

Entrepreneurship Foundations

From idea to launch. The foundational skills every founder, intrapreneur, and innovation leader needs to turn a vision into a real business.

COURSES IN THIS AREA

01 Bringing Ideas to the Market

02 The Entrepreneurial & Startup Culture

03 Building the Founding Team

04 Crafting the Pitch & Storytelling

05 Purpose-Driven & Impact
Entrepreneurship

06 Methodologies for Entrepreneurs

Bringing Ideas to the Market

Validate ideas, customer needs, and assumptions through structured experiments and interviews.

01 · OVERVIEW

Equip participants with essential tools to develop and validate business ideas effectively. Through hands-on workshops, learn to identify root causes behind customer behavior, design effective validation processes, and translate insights into actionable strategies.

02 · TOPICS

- 01 Validation process
- 02 Root cause analysis
- 03 Channels for insights
- 04 Primary and secondary data
- 05 Interview techniques and active listening
- 06 Customer Validation framework
- 07 MVP testing and feedback loops

03 · DETAILS

FORMATS

Master · 2h / Short · 1h / Workshop · 6h

AUDIENCE

Undergrad · Entry-level · Senior leaders · Up to 10/10-30/>30

FRAMEWORKS

Validation Process · Root Cause Analysis · Customer Validation

The Entrepreneurial & Startup Culture

Demystify the world of startups and explore the mindset, journey, and reality of entrepreneurship.

01 · OVERVIEW

An introductory program designed to lay the foundations for understanding the dynamic and innovative environment that characterizes modern business ventures.

Available as 5, 7, or 10 lessons in entrepreneurship, blending classic methodologies with games and real-world activities.

02 · TOPICS

- 01 Entrepreneurship and startups
- 02 The journey: reflections on being a founder
- 03 Role of entrepreneurship in society and economy
- 04 Solo, in teams, and in corporations
- 05 Myths and facts of entrepreneurship
- 06 Success cases and failures

03 · DETAILS

FORMATS

Master · 2h / Short · 1h / Workshop · 6h

AUDIENCE

Undergrad · Entry-level · Up to 10/10–30

FRAMEWORKS

7 Lessons Framework · Founder Mindset · Case Method

Building the Founding Team

Design the right co-founder relationships and team dynamics for early-stage success.

01 · OVERVIEW

Most startups fail because of team issues, not bad ideas.

This course explores how to choose co-founders, structure roles, align on equity, and build the trust and accountability that early-stage ventures depend on.

Practical workshops simulate the conversations that founders avoid until it's too late.

02 · TOPICS

- 01 Choosing co-founders
- 02 Roles, responsibilities, and decision rights
- 03 Equity splits and vesting schedules
- 04 Founder agreements and difficult conversations
- 05 Team rituals
- 06 When and how to part ways

03 · DETAILS

FORMATS

Master · 2h / Short · 1h / Workshop · 6h

AUDIENCE

Entry-level · Senior leaders · Up to 10/10-30

FRAMEWORKS

Founder Agreement Canvas · Equity Split Models · Team Dynamics

Crafting the Pitch & Storytelling

Master persuasive communication for customers, investors, and stakeholders.

01 · OVERVIEW

A comprehensive course for entrepreneurs and business professionals looking to master persuasive communication.

Wield storytelling as a critical tool, structure pitches that resonate, and counter common investor biases through evidence and narrative.

02 · TOPICS

- 01 Communication framework for pitching scenarios
- 02 Pitch structures for different audiences
- 03 The Pitch Canvas
- 04 Storytelling techniques for business contexts
- 05 Decks and presentations
- 06 Investor biases and how to mitigate them

03 · DETAILS

FORMATS

Master · 2h / Short · 1h / Workshop · 6h

AUDIENCE

Undergrad · Entry-level · Senior leaders · Up to 10/10–30/>30

FRAMEWORKS

Pitch Canvas · Hero's Journey · Communication Framework

Purpose-Driven & Impact Entrepreneurship

Discover the 'why' behind your venture and design a model that creates meaningful impact.

01 · OVERVIEW

A transformative journey into the heart of innovation, designed for entrepreneurs and innovators.

Identify and articulate the fundamental purpose and reason for being of a venture. Key ingredients for making meaningful market impact and aligning stakeholders.

02 · TOPICS

- 01 Unveiling the purpose and reason for being
- 02 The Why, How, and What
- 03 Crafting an impact model
- 04 Empathy maps and user personas
- 05 The value proposition
- 06 Customer segmentation and targeting

03 · DETAILS

FORMATS

Master · 2h / Short · 1h / Workshop · 6h

AUDIENCE

Undergrad · Entry-level · Senior leaders · Up to 10/10-30/>30

FRAMEWORKS

Golden Circle (Sinek) · Impact Model · Empathy Maps

Methodologies for Entrepreneurs

Understand the main methodologies from successful founders and academic experts in entrepreneurship.

01 · OVERVIEW

This course offers a deep dive into the dynamic world of startup methodologies, focusing on the Lean Startup approach and Agile principles.

Participants will explore how these methodologies synergize to streamline the journey from idea conception to product deployment.

The course is designed to enhance toolkits for building successful, responsive businesses in today's fast-paced market.

02 · TOPICS

01 Starting from zero: Lean Startups

02 Pivoting, testing and failing

03 Customer Development

04 The Ecosystem Map

05 POC, Prototype and MVPs

06 Product Roadmap

03 · DETAILS

FORMATS

Master · 2h / Short · 1h / Workshop · 6h

AUDIENCE

Undergrad · Entry-level · Senior leaders · Up to 10/10–30/>30

FRAMEWORKS

Lean Startup · Agile Principles · Customer Development

02

AREA

Innovation & Creativity

Frameworks and mindsets to design breakthrough innovation — from human-centered design to exponential thinking and AI-driven transformation.

COURSES IN THIS AREA

07 Design Thinking & Ideation

08 Fostering Ideation & Creativity

09 Innovation Ignition in Organizations

10 Innovation & The AI Revolution

11 Breakthrough Innovation in Corporations

12 Thinking Exponentially: 10x Companies

13 Innovation & Growth Mindset

Design Thinking & Ideation

A human-centered approach to innovation through empathy, ideation, and rapid prototyping.

01 · OVERVIEW

Embark on a transformative journey into Design Thinking.

Through interactive sessions and hands-on workshops, navigate the six stages: Observe, Empathize, Define, Ideate, Prototype, and Test. Frame problems with empathy and prototype rapidly to bring solutions to life.

02 · TOPICS

- 01 Empathetic engagement
- 02 Problem framing
- 03 Ideation techniques
- 04 Rapid prototyping
- 05 User-centric testing
- 06 Iterative development
- 07 Cross-disciplinary collaboration

03 · DETAILS

FORMATS

Master · 2h / Short · 1h / Workshop · 6h

AUDIENCE

Undergrad · Entry-level · Senior leaders · Up to 10/10–30/>30

FRAMEWORKS

Design Thinking 6–Stages · Empathy Maps · Crazy 8s

Fostering Ideation & Creativity

Unlock creative potential and master idea generation in teams and organizations.

01 · OVERVIEW

A practical workshop designed to unlock creative potential, emphasizing that everyone possesses innate creativity.

Dive into problem-solving through creative thinking, starting with problem definition.

Engage in hands-on activities both individually and in teams.

02 · TOPICS

- 01 The process of ideation
- 02 Creativity in the workplace
- 03 Principles of creativity
- 04 Types of creativity
- 05 The role of the team in creativity
- 06 Team formation

03 · DETAILS

FORMATS

Master · 2h / Short · 1h / Workshop · 6h

AUDIENCE

Undergrad · Entry-level · Senior leaders · Up to 10/10–30/>30

FRAMEWORKS

SCAMPER · Brainwriting · 30 Circles Challenge

Innovation Ignition in Organizations

Apply exponential innovation principles to keep organizations competitive in fast-changing industries, and in the era of AI.

01 · OVERVIEW

Empowers participants to harness exponential innovation principles to identify strategic challenges and stay competitive.

Blending theory with workshops to foster innovative mindsets, creative problem-solving, the impact of AI in exponentiality, and actionable strategies.

Ideal for leaders and managers driving impactful change.

02 · TOPICS

- 01 Foundations of innovation in corporations
- 02 Innovation frameworks for relevance
- 03 Creativity and ideation in companies
- 04 The impact of AI in innovation
- 05 Future trends and disruptive technologies
- 06 The Monopoly of Innovation for relevance

03 · DETAILS

FORMATS

Master · 2h / Short · 1h / Workshop · 6h

AUDIENCE

Undergrad · Entry-level · Senior leaders · 10–30 / >30

FRAMEWORKS

Doblin's 10 Types of Innovation · Innovation Mastery · Three-Box Solution

Innovation & The AI Revolution

Anticipate AI-driven disruption and design innovation strategies for the new era.

01 · OVERVIEW

Explore innovation principles and practices in an era of rapid AI disruption.

Learn to anticipate emerging trends, build resilience, and foster an innovative culture capable of shaping tomorrow's realities.

Case studies, hands-on workshops, and interactive discussions provide a comprehensive toolkit.

02 · TOPICS

- 01 Innovation fundamentals & frameworks
- 02 Resilience & failure as growth
- 03 Future shaping & scenario planning in VUCA
- 04 Accelerating disruption
- 05 The emergence of AI. Trends and tools
- 06 Workshop
- 07 Case examples

03 · DETAILS

FORMATS

Master · 2h / Short · 1h / Workshop · 6h

AUDIENCE

Undergrad · Entry-level · Senior leaders · Up to 10/10-30/>30

FRAMEWORKS

Doblin's 10 Types · Three-Box Solution · VUCA

Breakthrough Innovation in Corporations

Move beyond incremental — design breakthrough innovations using the same playbook built for a sovereign wealth fund's innovation teams.

01 · OVERVIEW

Equip participants to design breakthrough innovation initiatives: new products, services, and business models that redefine customer experience and create durable competitive advantage.

Teams use the Moonshot Framework and real challenges to frame radical issues, explore the emerging technology landscape, and pitch pilot-ready solutions.

Delivered as a multi-day in-house program for corporate strategy forecast.

02 · TOPICS

- 01 Breakthrough vs. incremental innovation
- 02 Problem framing: the Iceberg Model & Ecosystem Mapping
- 03 Ideation at scale: 30 Circles, Crazy 8s, lateral thinking
- 04 The Moonshot Framework & Moonshot Card Game
- 05 Business model innovation & the Value Curve
- 06 Doblin's 10 Types of Innovation
- 07 Emerging technology landscape & organizational readiness

03 · DETAILS

FORMATS

Master · 2h / Short · 1h / Workshop · 6h (also delivered as a multi-day intensive)

AUDIENCE

Entry-level · Senior leaders · 10–30 / >30

FRAMEWORKS

Moonshot Framework · Doblin's 10 Types of Innovation · Blue Ocean / Value Curve

12

Thinking Exponentially: 10x Companies

Shift from linear to exponential strategy — the same framework used to align a global team around one purpose.

01 · OVERVIEW

Move from strategic foresight to exponential-organization design. Understand why disruption accelerates, why long-term prediction becomes unreliable, and how organizations stay relevant in environments defined by speed, scale, and uncertainty.

Define your organization's Massive Transformative Purpose and run a hands-on alignment exercise that turns strategy into shared behaviors across teams, built on the Exponential Organizations framework.

02 · TOPICS

- 01 Strategic foresight & backcasting under uncertainty
- 02 Linear vs. exponential growth intuition
- 03 Exponential Organizations framework (ExO)
- 04 S.C.A.L.E. & I.D.E.A.S. attributes
- 05 Purpose definition: the Golden Circle & MTP
- 06 The “One Company” alignment exercise
- 07 Future Matrix & scenario envisioning

03 · DETAILS

FORMATS

Master · 2h / Short · 1h / Workshop · 6h

AUDIENCE

Undergrad · Entry-level · Senior leaders · Up to 10/10–30/>30

FRAMEWORKS

Exponential Organizations (ExO) · Golden Circle (Sinek) · Massive Transformative Purpose (MTP)

13

Innovation & Growth Mindset

Build the personal and team mindset to thrive in uncertain, fast-changing environments.

01 · OVERVIEW

Future-Ready You. Equip participants with the personal and team mindset that powers continuous innovation.

Moves from theory to practice: how to spot fixed-mindset traps, build psychological safety, run experiments without fear of failure, and turn learning into a competitive advantage.

02 · TOPICS

- 01 Fixed vs. growth mindset
- 02 Psychological safety as innovation infrastructure
- 03 Failure literacy
- 04 Experimentation rituals for teams
- 05 Continuous learning loops
- 06 Personal innovation roadmap

03 · DETAILS

FORMATS

Master · 2h / Short · 1h / Workshop · 6h

AUDIENCE

Entry-level · Senior leaders · Open public · Up to 10/10-30/>30

FRAMEWORKS

Growth Mindset (Dweck) · Psychological Safety · Future-Ready You (IE)

03

AREA

Strategic Thinking

Critical, systems, and futures thinking applied to complex business challenges. Tools to reason clearly, decide wisely, and lead through uncertainty.

COURSES IN THIS AREA

14 Critical Thinking & Decision Making

17 Leading Future & Foresight Thinking

15 Strategic Problem Solving

18 Entrepreneurship in AI Times

16 Complex Problems & Systems Thinking

Critical Thinking & Decision Making

Master logical analysis, recognize biases, and make informed decisions under uncertainty.

01 · OVERVIEW

Empower participants with the foundational pillars of critical thinking, essential for strategic decision-making and innovation.

Navigate complex information landscapes with agility and precision. Includes experiential workshops like the NASA Moon Survival Challenge.

02 · TOPICS

- 01 Pillars of critical thinking
- 02 The reasoning process
- 03 Barriers
- 04 Problem solving with unbiased thinking
- 05 Decision making
- 06 Applied critical thinking

03 · DETAILS

FORMATS

Master · 2h / Short · 1h / Workshop · 6h

AUDIENCE

Undergrad · Entry-level · Senior leaders · 10–30/>30

FRAMEWORKS

Critical Thinking · Decision Matrix · NASA Moon Challenge

Strategic Problem Solving

Cultivate innovative ideas using customer-centric methodologies and proven frameworks.

01 · OVERVIEW

A practical approach that empowers participants to refine their own innovative ideas using customer-centric methodologies.

Designed for aspiring entrepreneurs, business students, and professionals integrating innovative problem-solving skills. Combines Design Thinking and Customer Centricity.

02 · TOPICS

01 Overview

02 Importance of customer focus and human behavior

03 Identifying and articulating key assumptions

04 Framing the problem

05 Innovative problem-solving techniques

06 Presentation and communication skills

03 · DETAILS

FORMATS

Master · 2h / Short · 1h / Workshop · 6h

AUDIENCE

Undergrad · Entry-level · Senior leaders · Up to 10/10-30

FRAMEWORKS

Design Thinking · Customer Centricity · Lean Startup

16

Complex Problems & Systems Thinking

Map complex systems, identify leverage points, and design adaptive interventions.

01 · OVERVIEW

A comprehensive introduction to solving complex, ambiguous problems through systems thinking and strategic design.

Ideal for professionals facing dynamic, interconnected challenges resistant to linear solutions. Map systems, identify leverage points, and prototype interventions that drive real change.

02 · TOPICS

- 01** The nature of complexity
- 02** Systems thinking fundamentals
- 03** Mental models & framing
- 04** The Iceberg Model
- 05** System Mapping workshop
- 06** Strategic prototyping

03 · DETAILS

FORMATS

Master · 2h / Short · 1h / Workshop · 6h

AUDIENCE

Undergrad · Entry-level · Senior leaders · Up to 10/10–30/>30

FRAMEWORKS

Systems Thinking · Iceberg Model · Mental Models

Leading Future & Foresight Thinking

Bring long-term strategic thinking to planning and policy in your organization.

01 · OVERVIEW

A reflective workshop for corporate leaders to bring long-term strategic thinking to planning and value creation. Practical and accessible methodology for new and experienced practitioners.

Identify long-term issues that shape policy and strategy and explore implications for planning.

02 · TOPICS

- 01 Corporate Strategy
- 02 Futures thinking and foresight
- 03 Describing future scenarios
- 04 Developing and testing policies
- 05 Customization and adaptability

03 · DETAILS

FORMATS

Master · 2h / Short · 1h / Workshop · 6h

AUDIENCE

Entry-level · Senior leaders · Up to 10/>30

FRAMEWORKS

Futures Thinking · Driver Mapping · Scenario Planning

Entrepreneurship in AI Times

Build, validate, and scale ventures when AI changes the rules of every industry.

01 · OVERVIEW

Entrepreneurship has fundamentally changed. AI compresses build cycles from months to days, redefines competitive moats, and shifts where value is captured.

This course equips founders to start, validate, and scale in this new context: what's still true, what's broken, and what's now possible.

02 · TOPICS

- 01** What changes with AI
- 02** New customer expectations and product behaviors
- 03** AI-native business models
- 04** Validation in AI-rich markets
- 05** Competitive moats when models commoditize
- 06** Founder skills for the AI era

03 · DETAILS

FORMATS

Master · 2h / Short · 1h / Workshop · 6h

AUDIENCE

Entry-level · Senior leaders · Up to 10/10–30/>30

FRAMEWORKS

AI-Native Business Models · Lean Startup adapted
· Moat Analysis

04

AREA

Business Strategy & Models

Reinvent how your business creates, delivers, and captures value — from business model innovation to AI adoption and customer experience.

COURSES IN THIS AREA

19 Business Models Innovation

20 Competitiveness & Differentiation

21 Customer Experience Strategy

22 Digital Transformation

23 AI Bootcamp for Leaders

24 Market Traction & Growth Hacking

25 Stakeholders' Management

26 Product & Service Design

Business Models Innovation

Reinvent how your business creates, delivers, and captures value.

01 · OVERVIEW

Strategic reinvention of business models as a powerful tool for staying competitive, resilient, and relevant.

Learn to anticipate change, manage disruption, and design new value propositions through proven frameworks like Doblin's 10 Types of Innovation and hands-on tools like the Innovation Canvas.

02 · TOPICS

- 01 Forecasting the future
- 02 Managing disruptive innovation
- 03 How to stay relevant
- 04 Business model innovation
- 05 Innovation frameworks
- 06 Financing innovation

03 · DETAILS

FORMATS

Master · 2h / Short · 1h / Workshop · 6h

AUDIENCE

Undergrad · Entry-level · Senior leaders · Up to 10/10–30/>30

FRAMEWORKS

Doblin's 10 Types · Business Model Canvas · Innovation Canvas

Competitiveness & Differentiation

Carve a unique niche and build defensible competitive advantages.

01 · OVERVIEW

In today's hypercompetitive landscape, carving a unique niche is paramount.

Dive into strategic differentiation tactics that empower a business to stand out.

Build distinctive value propositions that resonate with customer segments and establish robust barriers to entry.

02 · TOPICS

01 Competitive advantages

02 The Unique Selling Proposition (USP)

03 Barriers to entry

04 Market differentiation

05 The Value Curve

06 The Value Stick

03 · DETAILS

FORMATS

Master · 2h / Short · 1h / Workshop · 6h

AUDIENCE

Undergrad · Entry-level · Senior leaders · Up to 10/10-30

FRAMEWORKS

USP · Value Curve · Value Stick

Customer Experience Strategy

Design end-to-end customer experiences that drive loyalty and growth.

01 · OVERVIEW

CX is the new battleground. This course covers how to map customer journeys, identify friction points, and design experiences that translate into measurable business outcomes.

Combining strategic frameworks with practical tools used in B2B and B2C contexts.

02 · TOPICS

- 01 What CX really is
- 02 Customer journey mapping
- 03 Identifying and measuring friction
- 04 Service blueprints
- 05 Voice of the customer programs
- 06 CX metrics that matter

03 · DETAILS

FORMATS

Master · 2h / Short · 1h / Workshop · 6h

AUDIENCE

Entry-level · Senior leaders · Up to 10/10–30/>30

FRAMEWORKS

Customer Journey Map · Service Blueprint · Jobs to Be Done

Digital Transformation

Lead digital transformation that creates real value — beyond buzzwords.

01 · OVERVIEW

Digital transformation is misunderstood and overused. This course gives leaders a clear-eyed view of what digital transformation really requires: rethinking business models, operating systems, and customer experience... not just adopting new technology.

Combining strategy with executable initiatives through a practical workshop to transform the company from the top down and bottom framework.

02 · TOPICS

- 01 Digital transformation
- 02 The three layers
- 03 Initiative portfolios
- 04 Capability building and talent
- 05 Measuring digital maturity
- 06 Case studies

03 · DETAILS

FORMATS

Master · 2h / Short · 1h / Workshop · 6h

AUDIENCE

Entry-level · Senior leaders · 10–30 / >30

FRAMEWORKS

Doblin Innovation Lens · Digital Transformation Canvas · Monopoly Cards

AI Bootcamp for Leaders

From AI-curious to AI-fluent — build your own AI agent and lead adoption across your team, not just talk about it.

01 · OVERVIEW

A hands-on, executive-level bootcamp that moves leaders from AI skepticism to AI leadership in a single intensive day.

Participants master practical prompt engineering, evaluate state-of-the-art tools against real business use cases, build the ROI case for AI investment, and leave having built their own working AI agent. Developed and delivered for the senior leadership cohort of a regional bank.

02 · TOPICS

- 01 Demystifying AI: from hype to real opportunity
- 02 Prompt engineering for executives (the CRISP framework)
- 03 AI tools lab: live demos mapped to business use cases
- 04 Finding quick wins: the 3 R's framework for departmental efficiency
- 05 Building the AI business case: ROI, KPIs, and avoiding “Pilot Purgatory”
- 06 Data privacy, risk, and AI governance
- 07 Hands-on: building your own custom AI agent & leading adoption

03 · DETAILS

FORMATS

Master · 2h / Short · 1h / Workshop · 6h (also delivered as a full-day executive intensive)

AUDIENCE

Senior leaders · 10–30/>30

FRAMEWORKS

Pilots vs. Passengers · CRISP Prompt Framework · ADKAR Change Model

Market Traction & Growth Hacking

Master GTM strategy and the channels that drive scalable customer acquisition.

01 · OVERVIEW

An essential course for entrepreneurs eager to carve a market niche.

Demystifies marketing's art and science. Learn to navigate the array of communication channels to reach customers effectively, master analytics, and align tactics with company mission.

02 · TOPICS

- 01 Metrics and KPIs
- 02 Go-to-market framework
- 03 The Flywheel framework
- 04 The 19 main traction channels
- 05 Growth hacking tactics and strategies
- 06 Digital marketing for startups

03 · DETAILS

FORMATS

Master · 2h / Short · 1h / Workshop · 6h

AUDIENCE

Undergrad · Entry-level · 10–30/>30

FRAMEWORKS

19 Traction Channels · Bullseye Model · Flywheel

Stakeholders' Management

Map, align, and create value with the stakeholders that shape your venture's success.

01 · OVERVIEW

Explore principles and practices of stakeholder management, emphasizing its role in enhancing organizational impact.

Tools and strategies to understand, align, and optimize stakeholder relationships through practical examples and hands-on workshops.

02 · TOPICS

- 01 Principles of stakeholder management
- 02 Ecosystem mapping
- 03 Value proposition design
- 04 Stakeholder strategy
- 05 Case studies
- 06 Workshops

03 · DETAILS

FORMATS

Master · 2h / Short · 1h / Workshop · 6h

AUDIENCE

Undergrad · Entry-level · Senior leaders · Up to 10/10–30/>30

FRAMEWORKS

Stakeholder Mapping · Power/Interest Matrix · Value Proposition Canvas

Product & Service Design

Design exceptional user experiences that minimize friction and create value.

01 · OVERVIEW

Master the art of product and service design. Distinguish products from services, focus on creating exceptional user experiences, apply systems thinking to minimize friction, and use practical tools to bring innovative ideas to market.

02 · TOPICS

- 01 Introduction to product and service design
- 02 Service blueprint mapping
- 03 Value Proposition Canvas
- 04 Tools for the first MVP
- 05 UX and UI fundamentals
- 06 Iterative testing and feedback

03 · DETAILS

FORMATS

Master · 2h / Short · 1h / Workshop · 6h

AUDIENCE

Undergrad · Entry-level · Senior leaders · 10–30 / >30

FRAMEWORKS

Service Blueprint · Value Proposition Canvas · Rapid Prototyping

05

AREA

Finance & Execution

Make innovation real and sustainable. Funding strategies, business cases, metrics, and project execution to turn ideas into measurable outcomes.

COURSES IN THIS AREA

27 Entrepreneurial Finance for Startups

30 Project Management for Innovation

28 Creating Compelling Business Cases

31 Networking and Team Dynamics

29 Metrics & Unit Economics

Entrepreneurial Finance for Startups

Navigate funding options, financial planning, and equity for early-stage ventures.

01 · OVERVIEW

Equip aspiring entrepreneurs with the financial knowledge and skills needed to navigate the challenges of starting and growing a business.

Explore funding options, secure capital effectively, and analyze business models to understand the financial fundamentals of viability.

02 · TOPICS

- 01 Financial plan
- 02 Main financial KPIs
- 03 Traditional capital
- 04 Alternative capital
- 05 Equity and shareholders agreement
- 06 Business roadmap for investors

03 · DETAILS

FORMATS

Master · 2h / Short · 1h / Workshop · 6h

AUDIENCE

Undergrad · Entry-level · Up to 10

FRAMEWORKS

Financial Modeling · VC Checklist · Equity Splits

Creating Compelling Business Cases

Transform abstract ideas into actionable initiatives that justify investment.

01 · OVERVIEW

An immersive journey into crafting persuasive business cases that justify investments and drive resilient strategic decisions.

Transform abstract ideas into actionable business initiatives through structured frameworks and real-world analysis. Available as Long Course (multi-day) or Short Course (condensed).

02 · TOPICS

- 01 Business case fundamentals
- 02 Problem framing and root cause analysis
- 03 Creative solutions aligned with stakeholders
- 04 Financial analysis
- 05 Decision-making strategies
- 06 Storytelling and communication
- 07 The Business Case Canvas

03 · DETAILS

FORMATS

Master · 2h / Short · 1h / Workshop · 6h

AUDIENCE

Undergrad · Entry-level · Senior leaders · Up to 10/10-30/>30

FRAMEWORKS

Business Case Canvas · NPV/ROI/IRR · Storytelling Structures

Metrics & Unit Economics

Understand the numbers that determine if your business actually works.

01 · OVERVIEW

Most founders and operators talk about growth without understanding unit economics — and end up scaling broken businesses.

This course gives you the financial literacy to evaluate any business model: CAC, LTV, payback periods, gross margins, and how they tie back to viability and valuation.

02 · TOPICS

- 01 Unit economics fundamentals
- 02 Gross margin and contribution margin
- 03 Cohort analysis and retention curves
- 04 North Star metrics and operating dashboards
- 05 Burn rate and runway management
- 06 Connecting metrics to valuation

03 · DETAILS

FORMATS

Master · 2h / Short · 1h / Workshop · 6h

AUDIENCE

Entry-level · Senior leaders · Up to 10/10–30

FRAMEWORKS

Unit Economics · Cohort Analysis · North Star Framework

Project Management for Innovation

Lead innovation projects with the right balance of structure and agility.

01 · OVERVIEW

Innovation projects need different management than operational projects.

This course teaches when and how to apply traditional vs. agile approaches, how to structure governance, manage uncertainty, and translate strategy into execution. Includes templates and tools used in real corporate projects.

02 · TOPICS

- 01 Project types
- 02 Choosing methodology
- 03 Governance for innovation projects
- 04 Stage-gates and decision points
- 05 Managing uncertainty and ambiguity
- 06 From strategy to execution

03 · DETAILS

FORMATS

Master · 2h / Short · 1h / Workshop · 6h

AUDIENCE

Entry-level · Senior leaders · Up to 10/10–30/>30

FRAMEWORKS

Stage-Gate · Agile/Scrum · Hybrid PM

Networking and Team Dynamics

Build essential networking skills and team dynamics through interactive practice.

01 · OVERVIEW

A dynamic course designed to equip participants with essential networking skills and team dynamics through hands-on, interactive experiences focused on innovation and creativity.

Build and maintain professional relationships, engage in networking scenarios, and foster strong team connections.

02 · TOPICS

- 01 Overview of networking principles
- 02 Mastering quick connections
- 03 Engaging in meaningful dialogues
- 04 Creativity in networking
- 05 Insights on collaborative branding

03 · DETAILS

FORMATS

Master · 2h / Short · 1h / Workshop · 6h

AUDIENCE

Undergrad · Entry-level · Senior leaders · Open public · Up to 10/10–30/>30

FRAMEWORKS

Networking Map · 6 Degrees of Separation · Collaborative Branding

Other courses & specialized programs

These topics are either internal IE / MIT / TEC programs, tailor-made by request, or specialized in-company programs.

 Immersion Program for onboarding

 Critical Thinking

 Strategic Leadership

 Tools for Educators

 Innovation Change Management in Leadership

 Behavioral Biases and Decision Making

 Financing Innovation in Latin America

LET'S TALK

Training teams for business challenges.

EMAIL

rsalazar@faculty.ie.edu

PHONE

+34 670 222 898

LINKEDIN

linkedin.com/in/rafaelsalazarn/