Credits: 30
Language: English
Courses in English require an intermediate level, corresponding to TOEFL or IELTS 6.5.
Duration: From 20 January 2022 to 22 July 2022
Blended Course structure:
Online module: From 20 January 2022 to 21 March 2022
In-class module: From 21 March 2022 to 22 July 2022
The enrolment will be active from 20 December 2021 until 30 November 2022.
Timetable:
Monday, Wednesday, Friday and some alternate Tuesday, 6.30 p.m. to 9.30 p.m.

The educational planning of all IED Master courses is based on the criteria set by the European Higher Education Area (EHEA). IED Master employs a system of credits that follows the structure of the European Credit Transfer and Accumulation System (ECTS).

IED issues its own exclusively private Master’s degrees. Some sessions may take place outside these hours in the case of making up for missed classes or extra activities.
Introduction

Global trends such as technological changes, population growth, demographic change, resource scarcity and climate change pose significant challenges for companies worldwide. A strategy based on innovation is a way, if not the only one, to achieve sustainable economic growth in the long term. Design is one of the key business tools that can promote, foster and facilitate innovation.

Design can help transform organizations, from influencing their business model to identifying new opportunities. Design & innovation methodologies can be applied from conception to development of new products and services, to its communication and/or customers’ relationships.

Design as a tool for innovation, integrated into the overall business strategy can become a key asset in the development of sustainable business models over time. This requires having professionals trained in specific skills, able to manage the design / innovation process, understood as a strategic business tool.

The Postgraduate focuses on the design and innovation methodologies for the identification of new business opportunities to create tangible value solutions.

In collaboration with renowned companies, the course is oriented to apply the tools and knowledge in real environments and real challenges.
# General course objectives

The course aims to provide the knowledge for the understanding and use of design as a strategic tool to articulate and promote innovation. It seeks to train professionals to lead the management of complex processes of design and undertake new challenges, in order to exploit opportunities applying knowledge and methodologies to foster innovation:

- Equip the participants with the set of skills to promote, develop and manage innovation through design, either on a project or within an organization.
- Provide the knowledge and methodological tools to allow developing and managing innovative projects, from creating new products and services to create new business models or redefining processes, always from the perspective of “design thinking”.
- Understanding the design methodologies and processes that allow bringing ideas into practice.
- From a critical approach, the course will provide the skills to be able to challenge the established procedures identify opportunities, implement innovative strategies through creativity and design, integrating all the knowledge involved in the innovation process.

## Learning outcomes

The methodology allows the students to develop their skills to address future projects in the field of design & innovation:

### BUSINESS MODELS & STRATEGIES
- Knowledge of strategies to identify opportunities and create new business models.
- Domain tools for generating and displaying new business models.
- Knowledge of key elements, main concepts and tools to innovate new digital businesses.
- Deep knowledge of design methodologies to develop innovation strategies within companies.

### MANAGEMENT & INNOVATION
- Analysis’ capacity and critical thinking applied to organizational structure.
- Knowledge of internal roles and creative processes used in design and innovation projects.
- Ability to plan and promote innovative processes in organizational operations.
- Knowledge of change management principles and best practices.
- Ability to incorporate innovation into organizational communication.

### DESIGN & INNOVATION RESEARCH AND PIVOTING
- Application of research tools for trends detection and analysis (social, technological, economic).
- Knowledge of user research tools for detecting latent needs.
- Ability to analyse and display information based on qualitative research.

### INNOVATION TOOLS & METHODOLOGIES
- Mastery of the basic language and methodologies for product and service design.
- Knowledge of the main techniques and tools to innovate in product and/or service design.
- Creative and innovative capacity to develop projects based on a deep understanding of the human
being in its economic, social and psychological environment.

- Domain the agile tools and methodologies for the management of projects

**PRESENTATION TOOLS & TECHNIQUES**
- Self-sufficiency and security in the presentation of projects.
- Ability to structure communication applying storytelling techniques
- Knowledge of the main concepts, key elements and tools related to visual communication.

**Target Audience**

The Postgraduate is aimed at professionals, regardless of the area in which they play, that want to acquire specific tools and methodologies for design as a driver for innovation. Both to apply them into projects and/or to promote competitiveness in the organizations for which they work.

Designers from all disciplines, marketing and communication specialists, and those professionals dedicated to the world of business and strategic planning, have the right profile to participate in the program “Design for innovation strategy.” While entrepreneurs and manufacturers from different sectors will find in the course the tools and methodologies to make a qualitative leap in their business approach.

Access Profile:
- Grade/degree in any Design discipline, engineers, architects, marketing, communication and businesses professionals.
- Communication and marketing specialists,
- Professionals dedicated to the world of business and strategic planning
- Entrepreneurs and industrialists from different sectors seeking to question their own value creation processes and to find techniques and methodologies to rethink their approach to business

- Other professionals with proven experience in the field of design, innovation or marketing

**Career outlook**

Depending on each student’s profile and prior experience, possible career positions on graduation include some of the following functions:

- Coordinate and develop processes for design innovation and its implementation as a strategic tool
- Identification of business opportunities through the methodologies learned
- Strategic vision for the conceptualization and development of new products and services
- Management and promotion of creative culture within the company
- Have the skills and vision for working in multidisciplinary teams.
IED Master methodology

IED Master is IED Barcelona’s school of continuous training focused on professionalization, specialisation and updating in all aspects of design, together with the historical and cultural heritage of Italian design.

Our strategy for the future is in tune with macro trends at a social, environmental and economic level, as well as the changes to which society and our environments will have to adapt over the next 30 years.

We believe that we can provide answers and solutions by training professionals who can confront these changes by being promoters and creators of innovation thanks to culture and design tools.

We view IED Master as a laboratory for research, experimentation, innovation and entrepreneurship in which students take responsibility for their training paths and choose how to build these with the support and tutoring of experts.

Face-to-face classes at IED connect students with their surroundings, with a physical and palpable reality that helps them to experiment in workshops, create prototypes and socialise.

Specific course methodology

The contents of the Master are taught following the blended learning methodology, a type of learning that combines technology and digital media (online) with face-to-face classes:

**Online training**
During this formative stage, the challenge-based learning technique is followed, consisting of solving various activities linked to a fictitious situation through the resources provided in the virtual classroom.

These tasks are developed autonomously, following the established delivery schedule. A specialist from each module guides the student through this learning process through the connect-IED platform.

**In-class training**
IED Barcelona Intensive Postgraduates propose a dynamic methodology in which the course serves as a laboratory for analysis & exchange of information and discussion of cases. Participants have the opportunity to share experiences with the speakers, in a climate of close dialogue that serves as a meeting point of their current knowledge and future career aspirations.

The course has a practical “hands on” approach, combined with master classes and conferences. The students have the opportunity to learn and experiment with the professors in a close collaboration environment. The classes are expected to become active workshops with a “learning by doing” approach integrated with the theoretical content provided by the professors.

The curriculum be implemented in a dynamic environment, combining different types of classes to enable professional enrichment:
- Presentations in which prestigious professionals expose topics that are then analyzed based on case studies.
- Sessions of debate and analysis to discuss on various working models, methodologies, tools, and applications.
- Technical classes on tools and resources delivered by prestigious industry professionals.
Teaching programme contents

BUSINESS MODELS & STRATEGY
How to identify business opportunities and generate business models that create value for all the stakeholders.
- Business model generation
- Business strategy
- Digital business strategy

MANAGEMENT & INNOVATION
How to lead, promote, manage and communicate organizational change towards innovation.
- Innovation foundations
- Innovation management
- Innovation tools
- Change management
- Organizational communication and marketing

DESIGN & INNOVATION RESEARCH AND PIVOTING
How to identify key insights and translate them into opportunities (design directions, business opportunities).
- Design & Market research
- Design thinking
- Service design

INNOVATION TOOLS & METHODOLOGIES
How to apply an extensive set of tools and methodologies in the different phases of the innovation process, creating and improving products and services.
- User experience & interaction design
- Product innovation & Prototyping
- Agile methodologies for project management

PRESENTATION TOOLS & TECHNIQUES
How to create effective & successful presentations
- Visual communication & presentation software
- Public speaking & Storytelling
- Portfolio

PROJECTS

Projects are focused on the implementation of the specific topics of the course, integrating the knowledge learned within course and complementing them with their practical execution. Students conduct two research projects that include the stages of analysis, development, implementation plan and presentation of results in order to apply the knowledge they have acquired throughout the course:

Project 1: Product/service design innovation project (group project)
The aim is to experience and analyse the potential benefits of dynamic work in a multidisciplinary team and its aim is to experiment and prepare for the second project.

Project 2: Product/Service innovation and business model definition project, based on a challenged defined by the collaborating companies (group project)
It is the main project of the course and its aim is to apply and implement all the methodologies and knowledge learned throughout the course by working on real challenges as defined by partner companies.

Please bear in mind that the management board of the Istituto Europeo di Design reserves the right to change the curriculum in accordance with any requirements that may arise as regards its educational objectives.
Coordination

Guido Charosky
Industrial Designer graduated at the University of Buenos Aires, has a Masters degree in innovation from the Polytechnic University of Catalonia and has done graduate studies in business management at the School of Industrial Organization. Guido has experience in various fields of design & innovation ranging from product and service, interaction, interface, retail and packaging. He is Co-Founder and Innovation Strategy Director of Drop, a design & innovation consultancy. Previously he worked as Experience Design Lead for HP and as design and innovation project manager at Loop Business Innovation. He has developed projects for companies such as CERN, HP, Indra, Danone, Volkswagen, Coca-Cola, Chicco, Revlon and Unilever among others. He worked on projects for Argentina, USA, Spain, England, Italy and Dubai. He has written articles for journals and international congresses and has lectured at ESADE and LaSalle University. He is a professor of IED since 2008. He worked as a professor at the University of Buenos Aires, Elisava and IDEP in Barcelona. His work has been published in various magazines and newspapers and has won design awards in Argentina, Spain, Japan and Germany.

José Carlos Ramos
Phd in Business Management and Telecommunications Engineer graduated at the Polytechnic University of Valencia (UPV), has a Master in Business Administration at Estema Business School and a Masters degree in Supply Chain Management at ICIL School. José Carlos has large experience in a wide range of fields related to business administration and organizational, product, service and academic innovation. He is the Director of the IED Barcelona Master School, Executive Member of the World Capital Institute, Full Member of the New Club of Paris and Innovation Strategist at World Logistics Innovation Centre Barcelona WLIC. Previously he was the CEO at Institute for Careers and Innovation in Logistics & SC, ICIL. and founded different companies, Solemnium and Forever us, and a business strategic consultancy: Avanzalys Knowledge Associates. José Carlos is the author of the book CEN Manual, a complete guide for strategic business consultancy and collaborates as a researcher and lecturer in several business schools and Universities as ESADE, UPF, UB and U Strasbourg, among others.

Teaching Staff

The teaching staff comprises sector professionals from various leading fields.

Enric Bayó
Master’s in Business Administration (ESADE) and Industrial Engineering (UPC). He has focuses his professional career on helping companies to become more innovative, from both the private and public sectors. Currently he is the Head of Innovation Management at ACCIÓ (Catalan Competitiveness Agency), helping companies to turn innovation into a matter of routine and to make the process of turning opportunities into value (for the customer and the company) part of the DNA of Catalonia companies.

Cristina Costa
With background studies in business and marketing at Esade Business School, and a professional experience in strategy, business innovation and service design consulting at Loop Business Innovation, Fjord, The Node Company and Accenture, Cristina has been working in creative environments and multidisciplinary teams making use of traditional management methodologies as well as more creative ones. She has participated in more than 30 projects of strategy and innovation covering different company needs. Besides her professional experience, she currently collaborates with Esade in Design Thinking, Design Management and Entrepreneurship courses.

Jordi Isern
Design Account Manager, managing more than 20 UX/UI designers. He also has been working as Interaction Designer (4 years) and UX Designer (2 years) for Hardware and Software printing products.
Hernán Ordóñez  
Bachelor in Graphic Design, Universidad de Buenos Aires (FADU-UBA), Argentina. More than 25 years of experience in design and teaching, creating and coordinating multidisciplinary design teams in collaboration with companies and design universities in Europe and America. Specialist in creating educational design programs that apply to tangible projects. My educational work has been recorded at the book Typex: Typography, a teaching experience (ISBN - 10: 8492643684), Monografica.org, and Selected Europe (3 editions), among others.

Edoardo Fano  
Graduated in Law in 1991 (Università degli Studi di Milano, Italy) Law Degree Homologated in Spain, 2010 Italian Law Lecturer from 1992 to 1995 in London (U.K.) Lecturer (Italian Law, Intellectual Property and Information Technology Law, Public Speaking and Communication) and IP Legal Adviser from 1995 to 1997 in Barcelona (Spain), from 1997 to 2003 in Milan (Italy) and from 2003 in Barcelona (Spain) and Milan (Italy).

Olivier Mache  
Architect DPLG, is graduate of the Grenoble University of Architecture (1986) and Post graduate in industrial design of IED Milan (1987). He held positions of architect to design and follow construction of houses and then bank offices for Caisse d’épargne before pivoting to product design where he worked in several design agencies. He is then appointed as head of industrial design for the professional PC division for HP, and later, runs the advance design team for HP EMEA consumer market. In 2006 he becomes the Brand Design Manager of BTWIN, one of the top passion brands of Decathlon group. He leads design and innovation projects with his team of product and fashion designers. In 2010 Hewlett Packard recalled Olivier to take over the direction of the design and user experience for Large format printing and 3D printing. He is currently the strategic design director at NACAR design studio Barcelona, helping clients transforming themselves into a customer centered innovation approach. Olivier defends an approach to design based on brand identity, user needs and creative leadership to feed the company’s innovation strategies.

Yair Martínez  
Business strategy consultant working at BeRepublic, a company focused in developing new digital businesses or digitalizing existing ones in large corporations and start-ups. Before that he was a consultant at Accenture Strategy and Minsait. Regarding his academic background he is a Civil and Industrial Engineer from the Barcelona Technical University (UPC), he also holds a M.S. in Civil Engineering and research Experience from University of California Irvine, and an Executive MBA from IESE.

Ferrán Viá  
Industrial Engineer by UPC ETSEIB and Executive MBA by ESADE. Worked at Accenture for 9 years as Operations and Strategy consultant in international projects mainly in FMCG industry. Innovation and New Business Development Director at Vallformosa (winemaker) for 5 years, and from 2019 launching a new wine digital brand as founder & CEO.

Joan Vinyets  
Designer, Anthropologist, and PhD in Social Communication. A people-based innovation insights and strategy expert with a background in qualitative market research, cultural analysis, organizational change, innovation, trends, facilitation and training. A professional with over 20 years of experience fusing the use of business anthropology and design thinking to create business, brand and innovation opportunities for some of the world’s biggest brands (like Intel, Hewlett-Packard, Mastercard, Mondeléz, Unilever, Novartis, Sanofi, Ford, Nissan, Vodafone, Orange, Iberia, BBVA, etc.). Consultant for advertising, branding, market research, innovation and design agencies to support their teams in thinking differently about consumers, products and brands.

Jaume Massons  
More than 15 years of experience in strategy, management and digital marketing acknowledging. He has managed projects in Spain, East Timor, Republic of Panamá and Saudi Arabia. His most remarkable clients
have Olympic Solidarity (IOC), Ministry of Sports in Republic of Panamá and Likwid Sports. He performed as entrepreneur founding 3 Start-Up companies focused on customer relationship management, developing countries sports consulting and mobile app development. Currently he combines independent consulting services, start-ups mentoring at INDESCAT and teaching at several Business Schools and Universities such as University of Barcelona, La Salle BES, ICEB and IED.

Georges Moanack
Industrial Designer graduated from Los Andes University in Colombia. Master in Product Design from the Royal College of Art in London. Working in the front end of innovation discovering insights to create new opportunities for the growth of businesses, and to bring value to the stakeholders. Experience from being an entrepreneur, designing, developing and producing products, to working in innovation and design strategy consultancy. Project leader of design strategy to create new scenarios of innovation, new products and new business opportunities.

Raúl Bethencourt
Born in Caracas, Venezuela. Materials Engineering Degree at Universidad Simón Bolívar, Caracas. Enviromental Engineering Post Graduate studies at Universidad Politécnica de Madrid. 20 years' experience as Technology Teacher in Madrid and Barcelona Sustainability advisor for fashion brands (Jinksieminks BCN), music festivals (Tomavistas Madrid), packaging (Puig), etc.

Marc Segarra
Consultant, trainer and creative coach with a long experience in managing creativity and energizing groups for generating ideas and managing changes. He has worked as creative director in the field of communication and events in different agencies of the city of Barcelona. He has tough in different universities in Barcelona, UB (University of Barcelona), UPC (Polytechnic University of Catalonia), UPF (Pompeu Fabra University) and in design and business schools in Barcelona such as ELISAVA, IED Di Design), INSA Business School, BAU School of Disseny and LCI School. He has worked in strategic consultancies such as Infonomia together with Alfons Cornella and helped establish a Designit in BCN a Danish consultancy in strategic design. He was Creativity & Co-creation Manager in Incubio in the phase of Customer Discovery. Researcher for Customer Experience in HP and last year as a CX in Mango creating the Loyalty program.
At IED Master, a whole range of courses are taught to cover all kinds of training needs: Masters, Postgraduate Courses and Continuing Study Programs. Courses are organised in terms, and can last 3, 6, 9 or 12 months. This means that some courses can be combined within one academic year, while others may be divided depending on how demanding and specialised they are.

**Masters**

60 credits

Top quality courses to specialise in a certain field of design, communication or management. Students gain the know-how, tools and skills to provide professional solutions.

**Postgraduates**

30 credits

An opportunity for all kinds of design professionals to become better qualified.

**Continuing Study Programs (CSP)**

15 credits

These courses are a chance for professionals to update and broaden their knowledge of design and creative methodologies.

**Summer Courses**

In July, IED Barcelona offers students the chance to live an intensive training experience thanks to its broad range of summer courses. Coming to our Summer School is an experimental journey through different courses in which to learn and have fun in an international, multicultural environment. The courses are divided into different levels depending on the student’s profile: Professional, Advanced and Introductory.
Boosted modality: Research & Publish Module

IED Master offers prospective master and postgraduate course students the possibility of enrolling in the boosted modality of their chosen programme, which includes the Research & Publish module.

This integrated module begins in the final stage of the master or postgraduate programme and aims to provide students with the research and analysis tools required to present and disseminate their final project, as well as ensuring visibility to their professional profile.

Research & Publish combines face-to-face classes, online tutorials and autonomous work throughout the final six months of the programme, during which the methodology and tools required for research, documentation and dissemination of academic work are covered.

*The boosted modality must be chosen at the time of enrolment in the postgraduate or master’s degree programme of interest.*

*Please contact the Orientation and Admissions Department if you want to only study the Research & Publish module.*

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**Research & Publish Module**

The opportunity to research, document and publish academic work
IED Barcelona has special relationships with institutions and small, medium and large companies, which take an active part in projects, workshops, talks and activities, with the aim of providing the students with knowledge, communicating experiences and sharing both creative and theoretical aspects with them. All the final thesis are carried out as part of a collaboration with a company, giving the students training in their future profession and helping them develop relationships in the labour market.
IED Barcelona has collaborated with more than 100 national and international companies and institutions.
The entire IED Community can freely access WGSN, the leading online platform for analysing and forecasting trends in current lifestyles and consumption, from the computers in the school’s library.

Vogue Italia
Harper’s Bazaar
Digital records of famous magazines, including practically every edition from the very first issue to the most recent ones. All of the content has been indexed and can be accessed via the library computers.

Material ConneXion®
The entire IED Community can freely access Material Connexion, the world’s leader database in material innovation, from the computers in the school’s library.

Emerald is another tool currently used in the most important universities in the fields of management, marketing and communication. It is a worldwide editor that connects research and practice for the benefit of society and students can access its more than 290 magazines and 2,000 books.
General entry requirements

Students must provide the following information:

- Copy of DNI (Spanish students) or passport (foreign students).
- Copy of university degree (bachelor’s, degree or equivalent).
- Letter of motivation in the language of the Master’s degree course.
- CV in the language of the Master’s degree course specifying language and IT skills.
- Language certificate: Courses in English require an intermediate level, corresponding to TOEFL or IELTS 6.5. Courses in Spanish require a B2 language level. If a prospective student has neither of these certificates, his or her language skills will be assessed in a face-to-face interview or via a Skype call.
- Portfolio for creative Master’s degree courses and/or admission exercise if required.

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Fees

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For information about reductions on the Tuition Fee amount for Anticipated Enrolment please contact the Orientation and Admissions Department.