



WE CONDENSE INNOVATION

DIFT

DIGITAL INTRAPRENEURS FAST TRACK

EXPLORE



SESSION 00 - ONBOARDING

Problem Framing

“If I had an hour to solve a problem and my life depended on the solution, I would spend the first 55 minutes determining the proper question to ask... for once I know the proper question, I could solve the problem in less than five minutes.”
Albert Einstein

Three types of problems

SIMPLE

- Clearly defined
- Easy to solve if you have the correct knowledge
- Predictable outcomes
- **Mathematical, logical, abstract problems**
- **Can be automated**

COMPLEX

- Difficult to understand, but can be understood
- Solution can be found, but it takes time
- Many interconnected elements
- Root causes not directly linked to effects
- Outcomes are not linear
- **Business As Usual**
- **Can partly be automated**

WICKED

- Difficult to understand and continuously shifting
- Many stakeholders with different perspectives
- It is not a matter of knowledge, this will be never complete and certain
- No right or wrong solutions, it is a matter of finding solutions that work by experimentation
- Outcomes unpredictable
- **Transformation, new innovative ventures**
- **Cannot be automated**



Problem Framing

WHAT IS IT?

Framing a problem means defining, in a way that is clear and shared among the project stakeholders, the following

- What is the real problem you are required to solve
- What is the context for the problem
- What is the scope of the project required to solve the problem
- What is the expected outcome
- What is the expected output
- How you know when the problem is solved.

Problem framing includes an insight, a new point of view that makes us see things differently.

Problem Framing

WHY IS IT IMPORTANT?

Framing the problem is fundamental to focus the project resources on the activities that can bring a much higher value for identifying a feasible solution.

It is useful to:

- Avoid wasting resources and time to search for the right answer to the wrong problem
- Clarify the outcomes you are expected to reach so as to define which activities are needed
- Align the different stakeholders on a common vision
- Mitigate the risks of transformation projects.

Most of business problems are ambiguous and need some preparatory work to frame the problem.

TOOL: PROBLEM STATEMENT

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PROBLEM STATEMENT

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VISION
What does the world would look like if we solve the problem?

The current state of the *domain*

has focused primarily on *customer segments, pain points, etc...*

What existing products/services fail to address is *gap*

Problem statement

Problem framing in the context of business transformation means getting to a clear **PROBLEM STATEMENT**, that is formed by:

- ▶ The domain (for example the sector, the situation, or the category)
- ▶ Current solutions
- ▶ Gaps not covered by existing solutions
- ▶ Vision (what does the world would like if we solve the problem)

TOOL: PROBLEM STATEMENT - IN ACTION

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PROBLEM STATEMENT

VISION
What does the world would look like if we solve the problem?

Travel & Lodging expenses are easy to manage. As an employee, purchasing online things and services to be used for a project is now easy and frictionless.

The current state of the *domain* **Credit Card market**

has focused primarily on *customer segments, pain points, etc...* **Consumers**

What existing products/services fail to address is

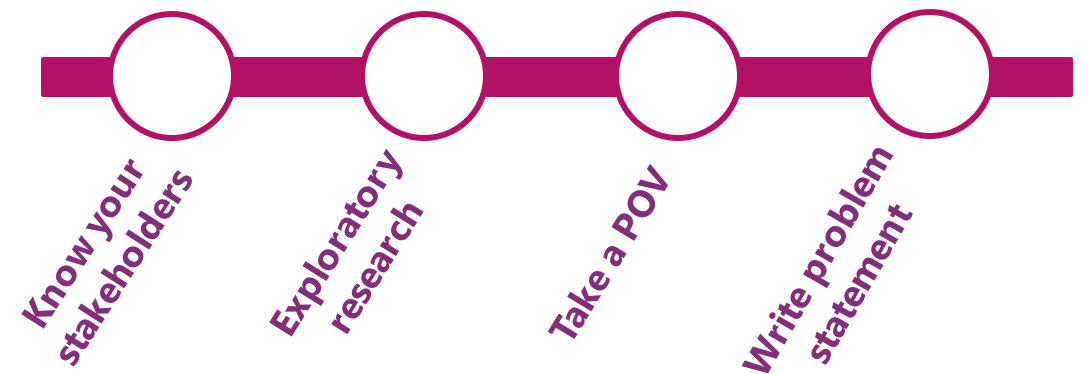
gap **Solutions for corporates assigning credit cards to employees for expenses**

Problem Framing

HOW IT WORKS?

Problem framing is based on exploratory research and the involvement of project stakeholders to define a vision.

Problem framing follows 4 steps:



Problem framing



STEP 1: KNOW YOUR STAKEHOLDERS

WHAT IS A STAKEHOLDER?

Any person, group or organization that has interest or concern in your activity.

WHY IS IT IMPORTANT TO MAP THE STAKEHOLDERS AND ENGAGE WITH THEM?

Stakeholders can affect or be affected by the your project, objectives and outcomes. Your project is dependent from them. Envisioning stakeholders, in particular, will give you inputs for preliminary research and will contribute to the definition of the vision.

HOW TO IDENTIFY THE STAKEHOLDERS?

Think of the different categories:

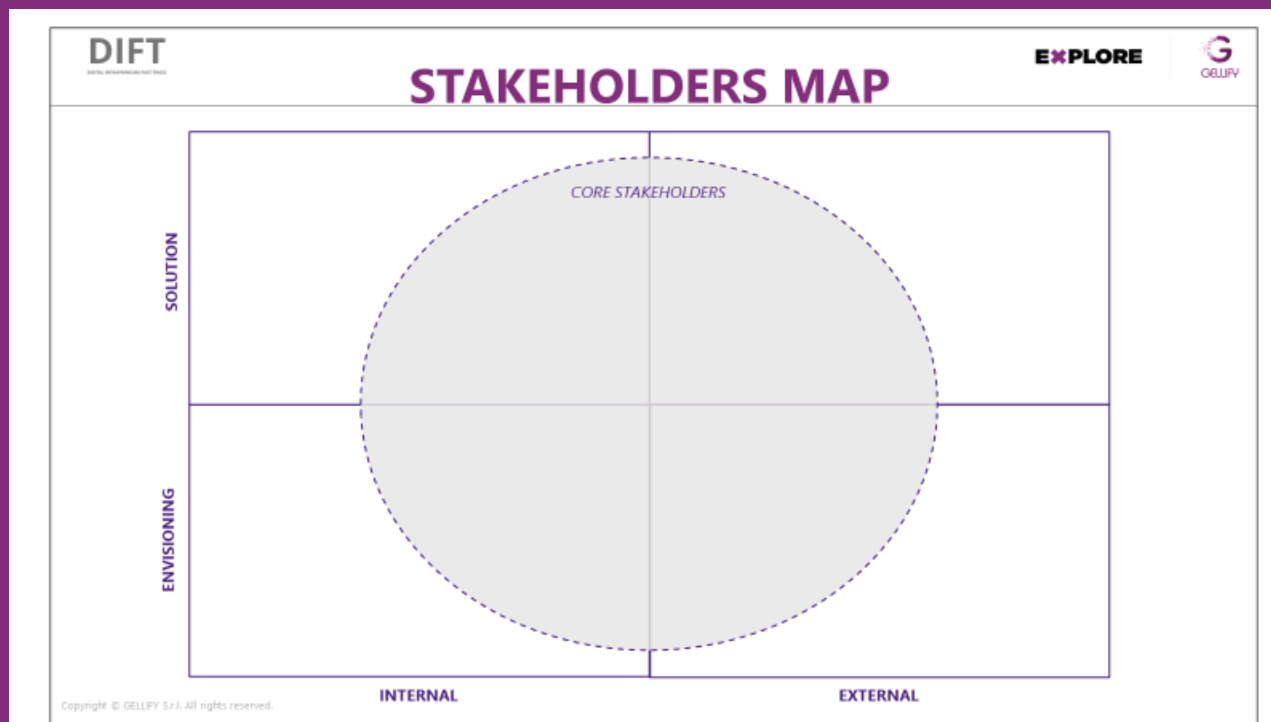
- Internal vs external
- Envisioning project activities vs solution business operations.

EXAMPLES OF TYPICAL STAKEHOLDERS

Your actual list may vary depending on the project characteristics.

SOLUTION	LoB Finance & Control IT Product team Operations (internal clients and suppliers) Comunicazione	Clients Partners Suppliers Distributors/Channles Media Society
	Sponsor Legal IT Purchasing	First users Government Regulatory bodies Potential partners Potential channels
	INTERNAL	EXTERNAL

TOOL: STAKEHOLDER MAP



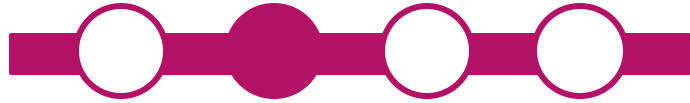
Know your stakeholders

After listing your stakeholders, you need to identify those that you must engage with; we call them the **Core Stakeholders**. They have:

- ▶ High Interest
- ▶ High Power to Influence.

Secondary stakeholders have lower power, but you may want to involve them depending on the interest.

Problem framing



STEP 2: EXPLORATORY RESEARCH

WHAT IS EXPLORATORY RESEARCH?

Exploratory research is an examination into a subject in an attempt to gain further insight. With exploratory research you start with a general idea and use research as a tool to search for insights.

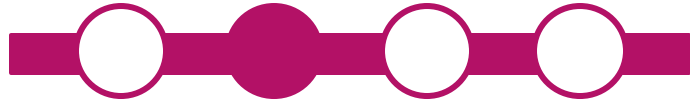
WHY IS IT IMPORTANT?

- **Problem framing.** It helps clarify the problem you are trying to solve.
- **Cost saving.** It enables to understand at an early stage, if the topic is worth investing the time and resources and if it is worth pursuing.
- **Stakeholder engagement.** Collecting stakeholder inputs is a good way to involve them since the Envisioning phase.

WHAT IS THE OBJECT OF EXPLORATORY RESEARCH?

- ASSETS.** Any resource that is already available at corporate level and that can be useful for the development of a new project.
- CONSTRAINTS.** Any limit to the development of the solution: strategic, technical, financial, operational, temporal, legal, ethical.
- TRENDS.** Drivers of change in the business context, society and technology that can constitute a threat or an opportunity.
- COMPETITIVE LANDSCAPE.** Assessment of current solutions, competitors and new players.
- USERS.** Insights about who the users can be, their behaviours and experience.

Problem framing



STEP 2: EXPLORATORY RESEARCH

HOW DOES IT WORK?

You can run your exploratory research in two ways:

- ▶ **Primary research.** You collect your data personally, through the use of interviews, focus groups, surveys or observation.
- ▶ **Secondary research** You analyze and synthesize primary research compiled at a previous date usually by others. Secondary research can be gathered from marketing research data, magazines, reports.

HOW TO ORGANIZE THE RESEARCH?

The research process follow these 3 steps



Problem framing



STEP 2: EXPLORATORY RESEARCH

RESEARCH METHODS

Object of analysis	Sources	Methods	Tools for analysis
Assets	<ul style="list-style-type: none"> Internal stakeholders Business reports 	<ul style="list-style-type: none"> Stakeholders interviews Content analysis 	<ul style="list-style-type: none"> Assets map
Constraints	<ul style="list-style-type: none"> Internal stakeholders Experts Media 	<ul style="list-style-type: none"> Stakeholder interview Content analysis 	<ul style="list-style-type: none"> PESTEL
Trends	<ul style="list-style-type: none"> Internal stakeholders Experts Media 	<ul style="list-style-type: none"> Stakeholder interview Content analysis 	<ul style="list-style-type: none"> Trend Canvas PESTEL
Competitive landscape	<ul style="list-style-type: none"> Competitors Experts Databases Media 	<ul style="list-style-type: none"> Observation Content analysis 	<ul style="list-style-type: none"> Competitive landscape
Users	<ul style="list-style-type: none"> Users Front end people Experts Media 	<ul style="list-style-type: none"> Interviews Focus Groups Observation Content analysis 	<ul style="list-style-type: none"> Personas Value Proposition Canvas (Customer side)

Problem framing



STEP 3: TAKE A POINT OF VIEW

TIPS FOR TAKING A POINT OF VIEW ON THE PROBLEM

- ▶ Look for strengths, opportunities, patterns, contradictions, paradoxes, and emotional drivers.
- ▶ Focus on possible typologies of solutions by asking HMW (How Might We) questions:
How Might We solve this issue?
- ▶ Focus on the outcome, not the output (the output is the Word Memo 😊) and be clear about how you know when the problem is solved.
- ▶ Use sticky notes: they help you focus on information chunks and you can group and sort them easily.
- ▶ Make it meaningful: how you frame the problem influences the type of solutions you will generate afterwards.
- ▶ Get feedback on problem framing from core stakeholders and iterate.

Problem framing



STEP 4: WRITE THE PROBLEM STATEMENT

DIFT **PROBLEM STATEMENT** EXPLORE GELLIFY

VISION
What does the world would look like if we solve the problem?

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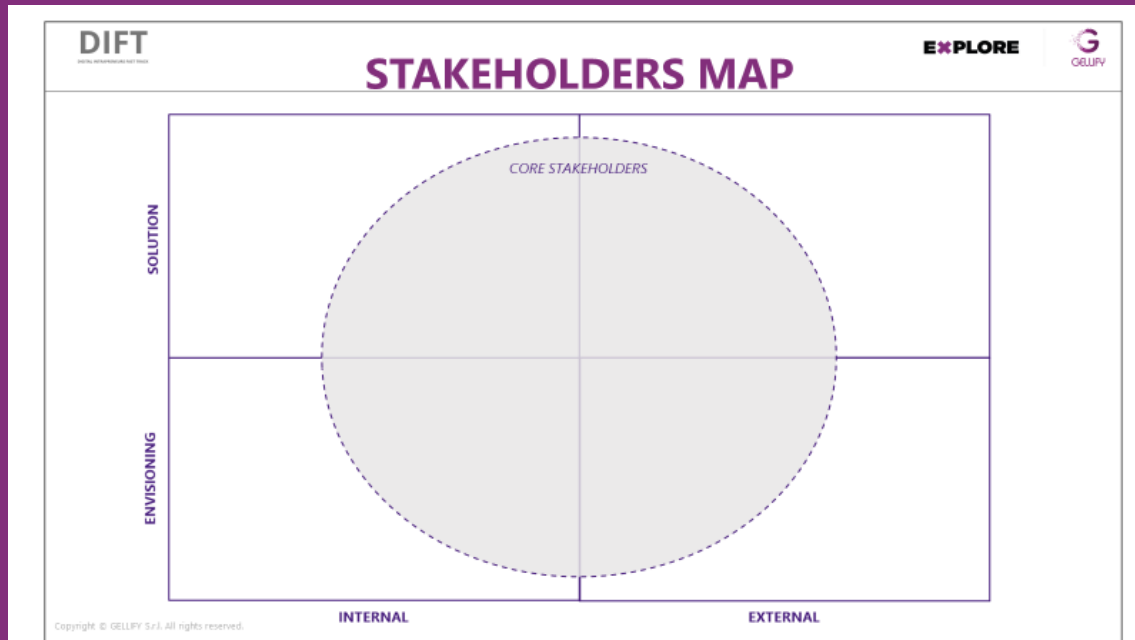
Finally, it's time to formalise your problem statement.

Next steps & offline activities

ACTIVITY OFFLINE

Stakeholders Map

1 week



Complete the Stakeholders Map:

- Brainstorm about the stakeholders (internal and external; about the envisioning phase and about the solution)
- Identify the core stakeholders: those with high power and high interest

ACTIVITY OFFLINE

Assets & Constraints

1 week

CORPORATE ASSETS

CONSTRAINTS

List the Corporate Assets and the Constraints:

- Interview the core internal stakeholders
- Prepare a ppt

Next steps

SESSIONS 01 AND 02 ARE DEDICATED TO EXPLORATORY RESEARCH

When	What	How	Tools
Assignment before Session 01	<ul style="list-style-type: none"> Stakeholder analysis Assets Constraints 	<ul style="list-style-type: none"> Brainstorm Stakeholder interview 	<ul style="list-style-type: none"> Stakeholders map PPT
Session 01.2	<ul style="list-style-type: none"> PESTEL 	<ul style="list-style-type: none"> Stakeholder interview Desk research 	<ul style="list-style-type: none"> PESTEL
Assignment before Session 02	<ul style="list-style-type: none"> Trends 	<ul style="list-style-type: none"> Stakeholder interview Desk research 	<ul style="list-style-type: none"> Trend Canvas
Session 02.1	<ul style="list-style-type: none"> Competitive landscape 	<ul style="list-style-type: none"> Stakeholder interview Desk research 	<ul style="list-style-type: none"> Competitive landscape
Session 02.2	<ul style="list-style-type: none"> Users 	<ul style="list-style-type: none"> Interviews Desk research 	<ul style="list-style-type: none"> Proto-Personas Value Proposition Canvas (Customer side)
Assignment before Session 03	<ul style="list-style-type: none"> Problem statement 	<ul style="list-style-type: none"> Brainstorm 	<ul style="list-style-type: none"> Problem Statement

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