

Problem Solving Skills

&

End-to-end Approach



Also find me



📍 Jakarta, Indonesia

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Associate - Strategy& (formerly Booz&Co)

Overview

- Strategy consulting experience with focus on Financial Services, Media, and Telecommunications
- Functional capabilities includes high-level strategy roadmap and operating model design

Experience

- HSBC National Business Case Competition, 1st Winner
- IPA Oil & Gas Business Case Competition, 2nd Runner Up
- Boston Consulting Group, Intern
- Young Leaders for Indonesia national, supported by McKinsey & Co
- General Electric Foundation Scholar-Leader
- BNP Paribas, Student Ambassador

Education

Institut Teknologi Bandung, Indonesia

Bachelor in Business Management - Major : Finance

University of Groningen, Netherlands

Exchange Study - Finance & Economics

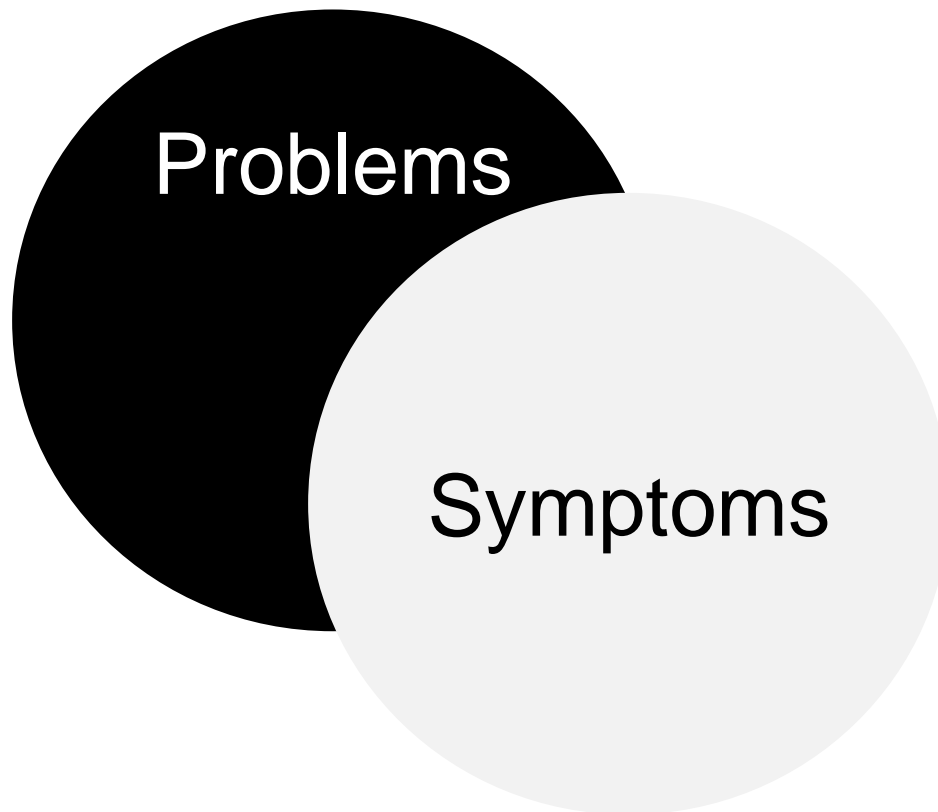
Problem Solving Framework

What is the Problem?

How to Approach the Problem?

What is the Solution?

Understanding the situation and then try to solve the problems, not the symptoms



Step 1:

- Understand the situation
- Define the Problems

Example:

Problems or Symptoms?

- Spikes in commodities price during March
- Decrease revenue of baby diapers in Indonesia
- Health issue due to lack of sleep and overwork

5 W – a question and information gathering technique that helps you to get to the bottom of things

5 W tool Category: Information gathering

5 Whys

- **Purpose:**
 - Identify root causes not just symptoms
 - Create problem statement
- **Desired outcome:**
 - More insights and understanding of deeper underlying rationale
- **Application**
 - Repeat by asking 5 times 'why'
- Use variations of 'why' such as
 - What does this bring you?
 - What will this give you?
 - ... and then?
 - What is the reasons for that?



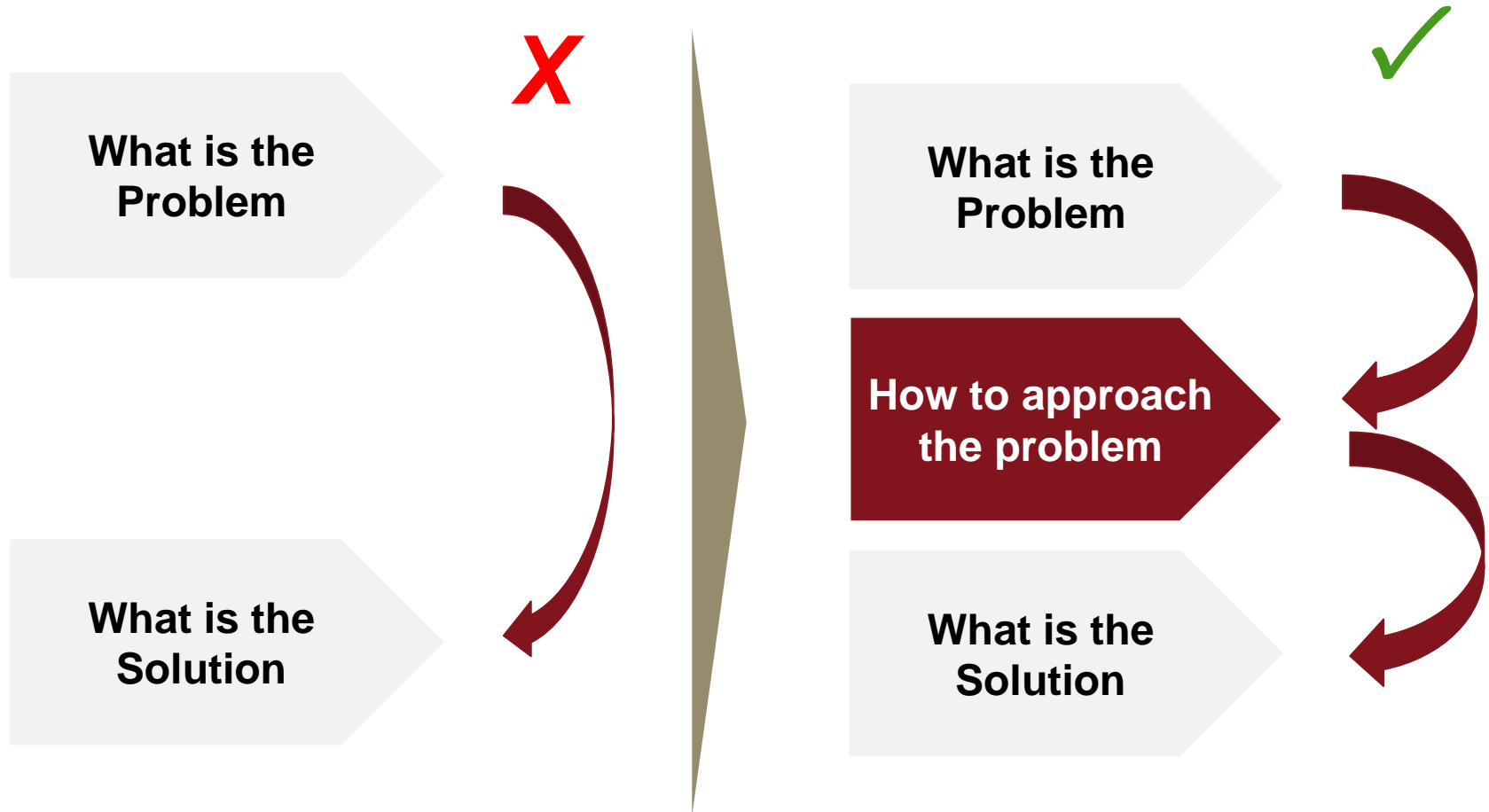
Problem Solving Framework

What is the Problem?

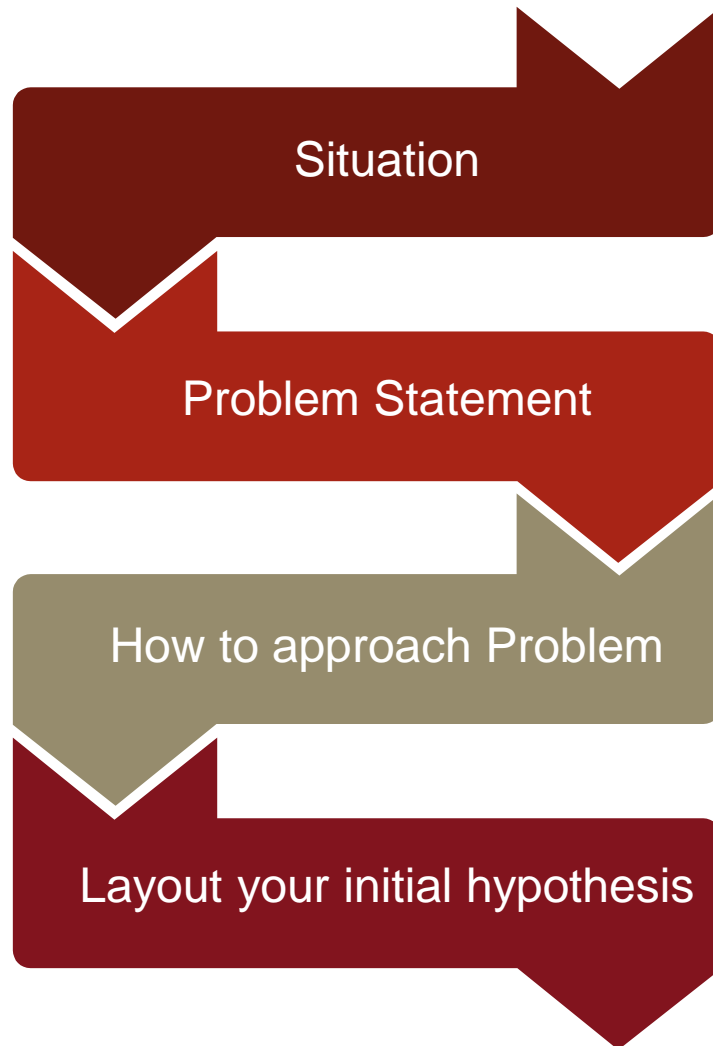
How to Approach the Problem?

What is the Solution?

Don't directly jump to start thinking of the solution, but structure your approach first to find the problems



Approaching the problem by structural thinking



Step 2:

- Develop structural thinking to approach the problem

Hints:

Don't directly jump to think about what data that would be needed

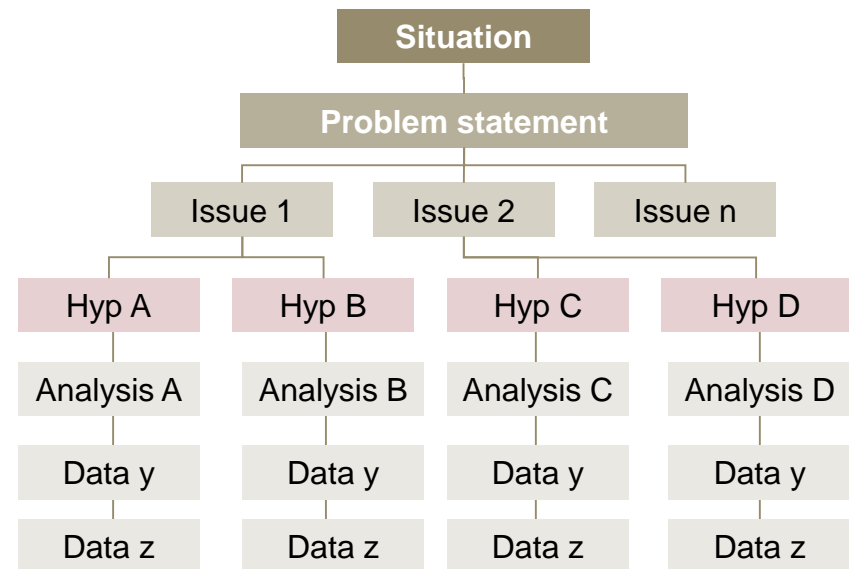
Hypothesis driven approach (HDA) technique support structuring a problem to prevent “boiling the ocean”

Hypothesis driven approach Category: Define the situation

Hypothesis driven approach

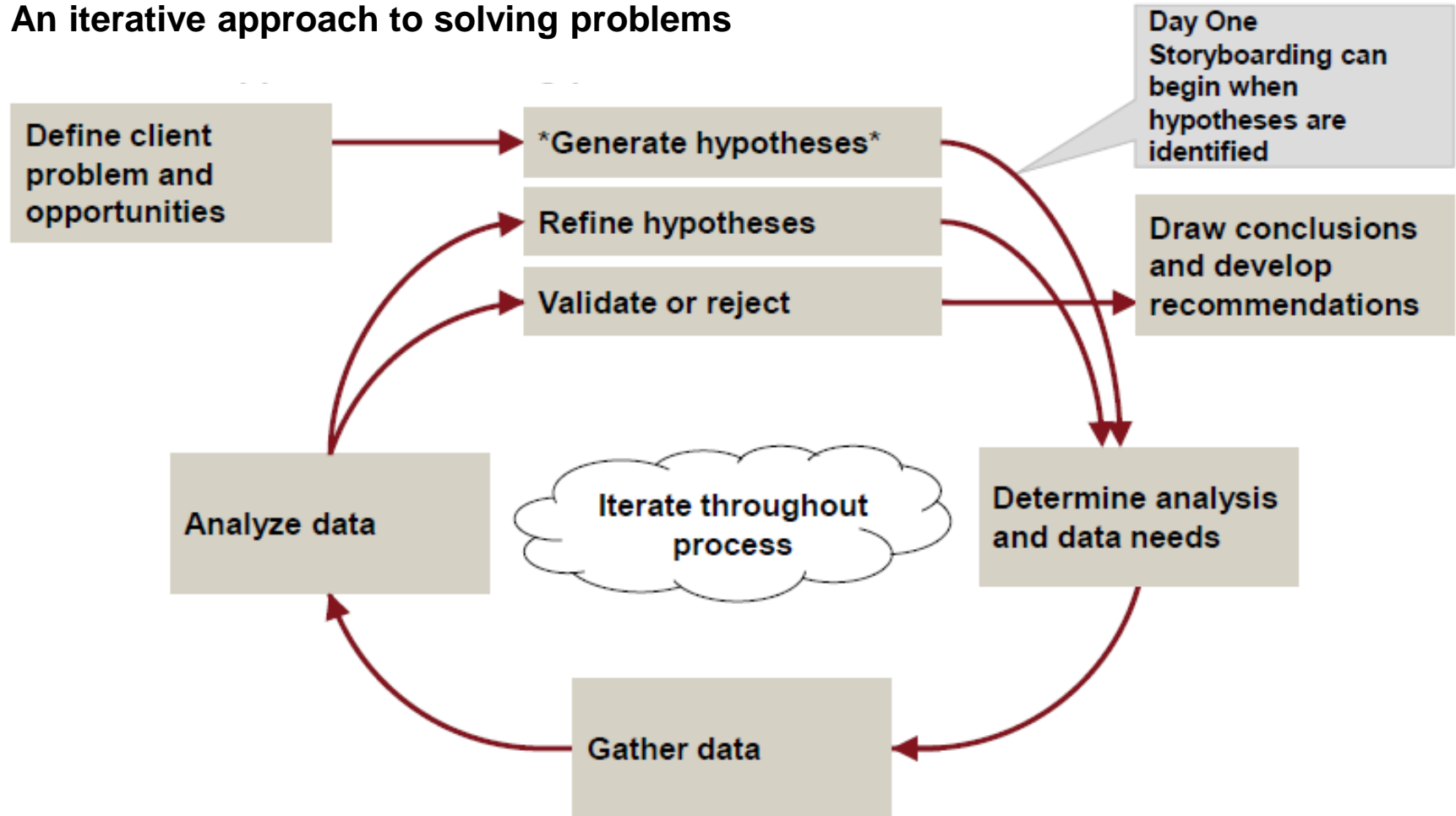
- **Purpose:**
 - The hypothesis driven approach helps to focus the analysis on satisfying its purpose – by testing the assumptions of the hypothesis and nothing else. Therefore it **saves time** by **focusing on the data that confirms or disproves the hypothesis**, rather than carrying through a time-consuming assessment of all available information
- **Desired outcome:**
 - Clearly stated hypothesis statements
- **Application – HDA steps**
 - **Situation**
 - **Problem statement** (=> is, is not)
 - **Issues** (open ended questions, pass so what test)
 - **Hypothetical answers** to issues
 - **Analyses** to verify/validate hypothesis

Issue tree/diagram



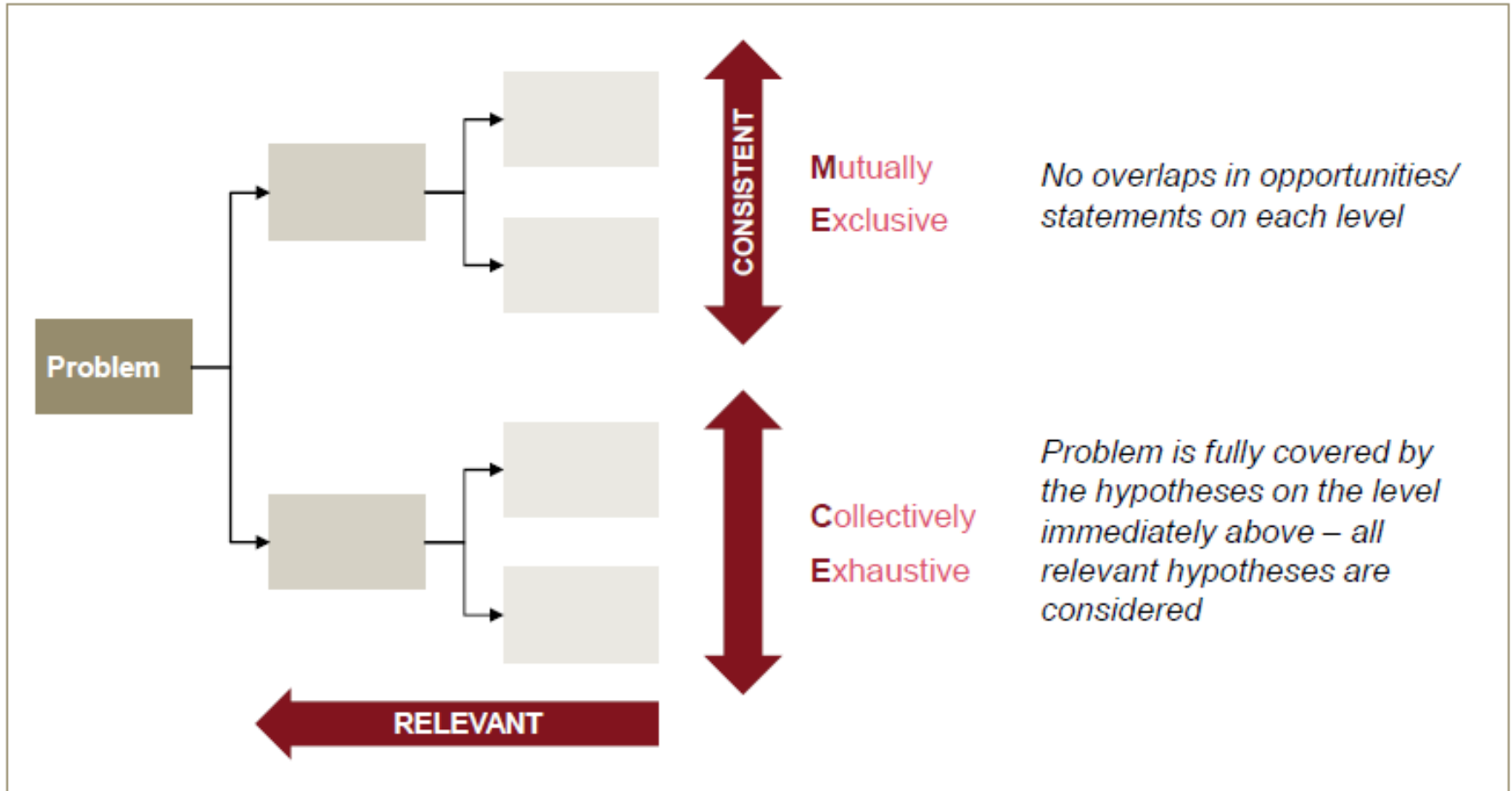
HDA is important to drive structured thinking of what to do next and what data should be used in the Action plan

An iterative approach to solving problems



Hypothesis trees should break down opportunities into mutually exclusive and collectively exhaustive (MECE) parts

Characteristics of a good hypothesis tree



Source: Strategy& analysis

Problem Solving Framework

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What is the Solution?

***“A problem well stated is half solved.” –Charles Kettering.
So, let's exercise***

Mini Case: Growth options for National Airlines Company

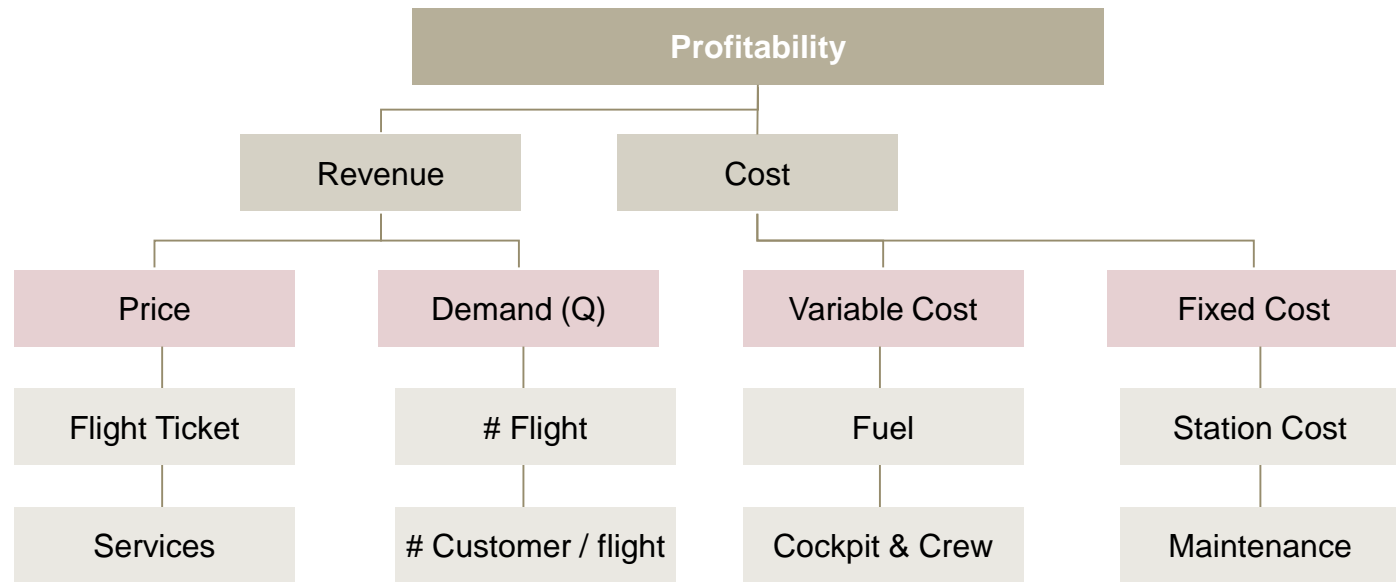
- ABC Jet is an Australian airline company. It carries more passengers than any other Australian-based airline, operating domestic and international scheduled services on 500+ routes between app. 120 Southeast Asia and Australia airports. It employs about 1,000+
- It considers to evaluate its profitability and growth options for short and medium term

Task:

- Understand the situation and develop the problem statement
- Build a model tree as the basis of analysis and data gathering activities

Solution : One way to approach the problem

- Problem Statement: How can ABC Jet increase revenue by xx% and reduce cost by xx% for the next 3-5 years?



Analysis & Data Required

- Customer Behavior
- Financial Statement (Revenue and Cost Breakdown)
- Competitors Benchmarking
- Channels Information
- Employee Data