

# \_Problem approach & Project management

Filipa Abrantes / Isabella Russo / Leonor Neto  
Week 4 | Managing Impactful Projects | 2025



# \_The Teaching Team

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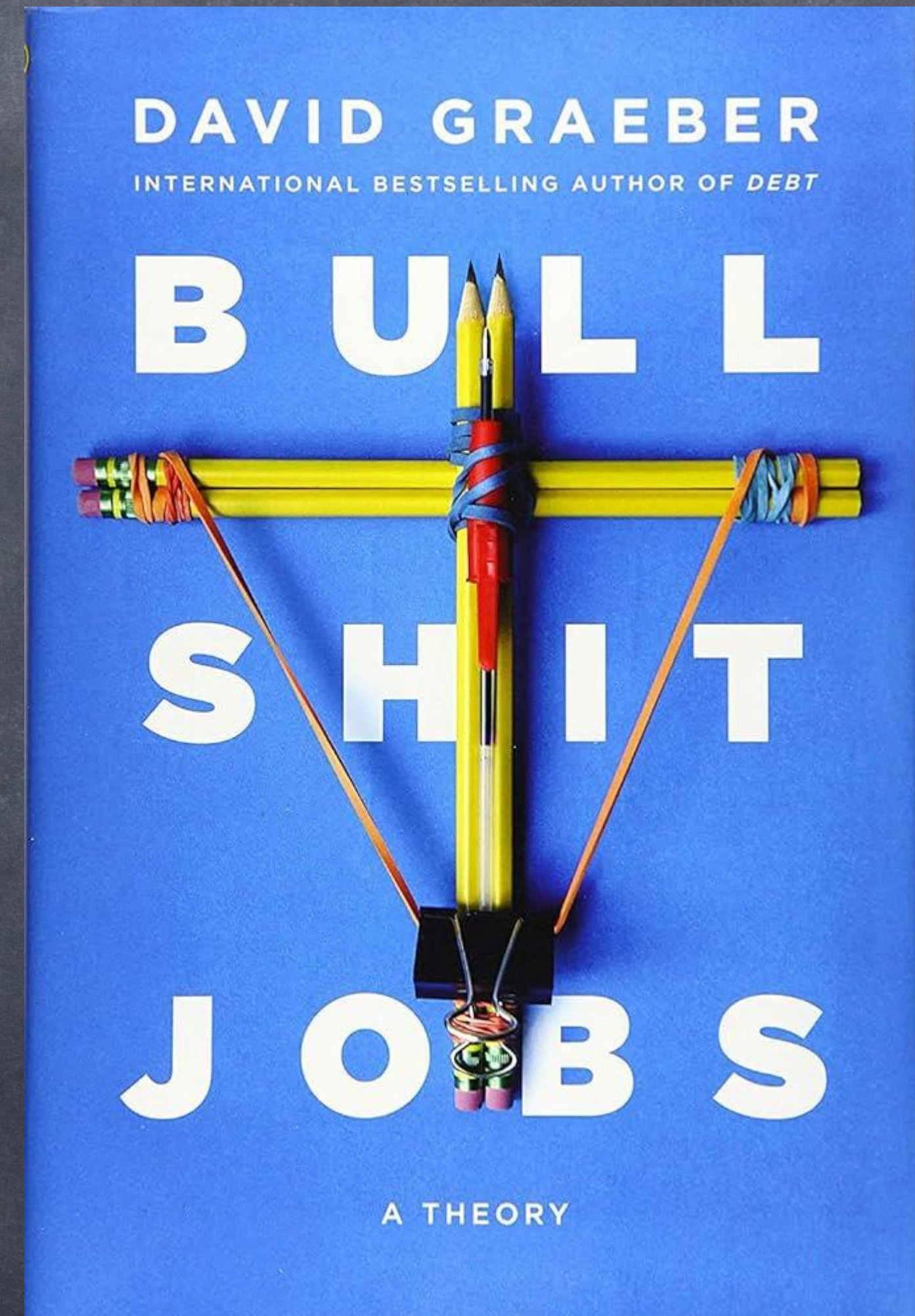
# \_The Culture Exposure Series\*

Week 4

- Book: Bullshit Jobs

Initial essay in Strike Magazine:

<https://strikemag.org/bullshit-jobs/>



\*Not mandatory



# \_The Culture Exposure Series\*

• Movie: Ainda estou aqui

Recommendation from the class 😊



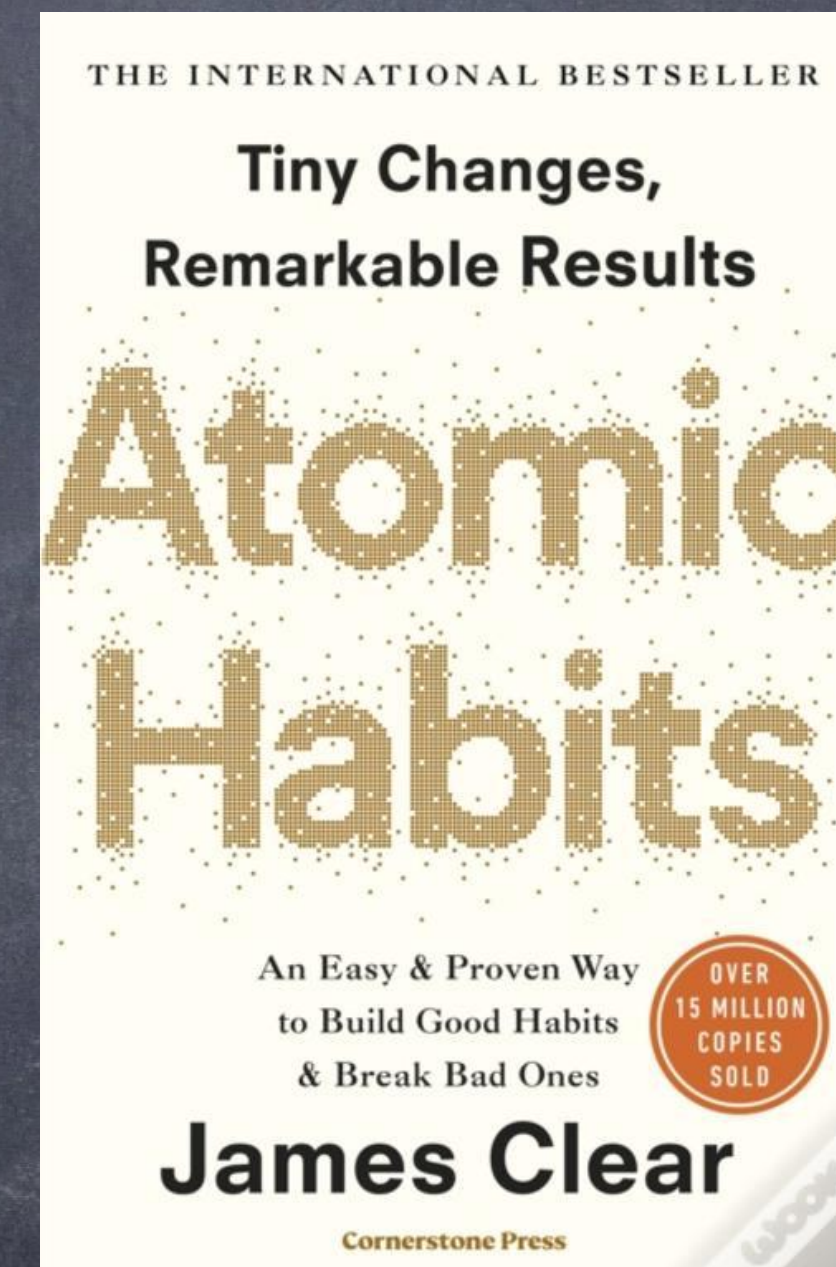
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# \_The Culture Exposure Series\*

Week 3

- Book: ATOMIC HABITS



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# \_The Culture Exposure Series\*

## Week 3

- Book: *ATOMIC HABITS*
- To follow: @sambentley



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- Book: ATOMIC HABITS
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# \_The Culture Exposure Series\*

## Week 3

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- To follow: @sambentley
- Musician: Ólafur Arnalds
- Podcast: Disruptors for GOOD
- Place to visit: Taiwan



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What **first** comes to your mind  
when you think about setting up a  
new venture?



# The context

FROM: idea-driven management





# The context

FROM: idea-driven management

TO: PROBLEM-driven management





# The context

Taking a step back...

- What is the point of being creative and having awesome ideas?
- Why do great ideas and solutions stick for a long time?



# The context

They solve REAL PROBLEMS.

Frequently, our idea-driven minds forget to consider the *problems* our ideas should intend to solve.





# The context

This drives us to a dead-end zone, unable to answer simple questions such as:

For what?

For whom?

What is the impact?

Can I measure it?



# The context

Solution: reverse-engineer the process of generating ideas.

Define the problem! Look for its roots  
This will be your north star, not the idea

The idea is just one representation of various possible  
hypothesis to solve a problem 😊



# Great companies solve problems that matter



Let's take a look at Instagram's origins



# Great companies solve problems that matter





# Jobs to Be Done

## Jobs to be Done



What are you trying to solve from a user perspective?





UX

# Flippers aren't about swimming: Innovating with Jobs to be Done

6 min read



Sara Conklin • Oct 10, 2018



# **JOBS TO BE DONE**

What is the job to be done of a flipper?

Why do we “hire” flippers?



# JOB TO BE DONE

“Swim better”

“Swim faster”







What could be the job to  
be done for a 7 year old in  
a pool?



Emotional Job to be done:



Feel like a mermaid



# Social Job to be done:



## Look like a mermaid on Social Media



*Remember these examples for the Value Proposition Canvas of your model company*



# Great companies solve problems that matter





[ thefacebook ]

Facebook

Founded: 2004

Customer: Ivy League University Students.

Problem: You couldn't find and connect with your friends online.



The Facebook logo, consisting of the word "facebook" in white lowercase letters inside a blue rounded rectangle.

[ thefacebook ]

The AirBed & Breakfast logo, featuring the text "AirBed & Breakfast" in a colorful, bubbly font with "AirBed" in blue, "&" in white, and "Breakfast" in pink. Below it, the tagline "Forget hotels." is written in a smaller, black, sans-serif font.

**AirBed & Breakfast™**  
Forget hotels.

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**Customer:** Conference attendees visiting San Francisco.

**Problem:** Being broke and needing to pay high rent.





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uber

Uber

Founded: 2009

Customer: people that had to wait for a drive

Problem: The unreliability of hailing a taxi.









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**Problem:** Torrenting sites made music cheaply accessible at scale but they were slow, restricted to desktop devices and riddled with potential viruses.





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## Canva

Founded: 2012

**Customer:** Non-designer professionals

**Problem:** Digital design tools like photoshop were extremely complex and difficult to learn.



# The problem analysis





# Is this problem worth addressing?

A solid green square containing the white capital letter 'I' in the center.A solid green square containing the white capital letter 'N' in the center.A solid green square containing the white capital letter 'E' in the center.



# Is this problem worth addressing?

A solid green square containing the white capital letter 'I'.

Important

A solid green square containing the white capital letter 'N'.

Neglected

A solid green square containing the white capital letter 'E'.

Externalities



# Is this problem worth addressing?

I

## Important

A problem is important when it **affects negatively a great number of people** or when it has **extremely negative consequences to a small segment of the society**.

A **critical** problem affects very negatively a great number of people.



# Is this problem worth addressing?

I

The importance of a problem depends on its **relevance** and **severity**.



Examples:

- according to the United Nations Food and Agriculture Organization (FAO), roughly **1/3** of the food produced in the world for human consumption is **wasted**;
- food waste alone generates about 8% - 10% of **global greenhouse gas emissions**.



# Is this problem worth addressing?

N

## Neglected

A problem is neglected when it is *not being solved* by the different social agents (public or private – governments, markets or civil society).

This happens either because the problem is being *ignored* by the society, or because its *solution is not effective* or very expensive.



# Is this problem worth addressing?



N

A problem is neglected if it is not being solved by society (state, corporates, social institutions, families). The level of negligence may depend on the existence of dominant solutions that may not be solving the problem.



Examples:

- There are companies like winnow and TGTG and some others trying to address this problem. However, impact seems yet to be low.



# Is this problem worth addressing?

A green square containing the white letter 'E'.

## Externalities

Problems whose solutions have positive externalities or spillovers are the ones *whose resolution creates more value to society*, when compared to the one considered by the usual market mechanisms.

These are the most common areas where the social entrepreneurs work because they are frequently neglected and important!

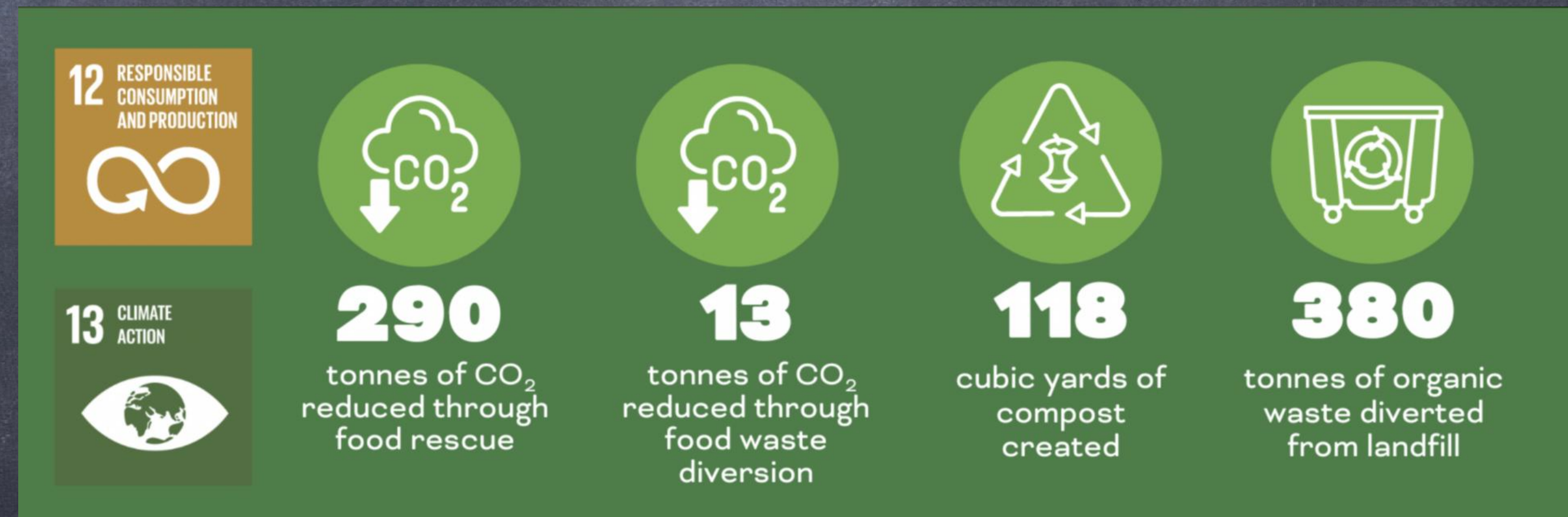


# Is this problem worth addressing?

E

Examples:

- The solution of food waste/loss *may help addressing other problems*, such as carbon footprint and global hunger





# Let's apply the framework

I

## Important

A problem is important when it **affects negatively a great number of people** or when it has **extremely negative consequences** to a small segment of the society.

1. Lack of carers for the elderly

2. Depopulation of Rural Areas

N

## Neglected

A problem is neglected when it is not being solved by the different social agents

3. Lack of affordable housing

4. Overuse of single-use plastic in the food industry

E

## Externalities

Problems whose solutions have positive externalities or spillovers are the ones *whose resolution creates more value to society.*

5. Low reading literacy of students

6. Lack of basic and secondary school teachers

7. Slow justice system

8. Insufficient public healthcare coverage



# Impact Case Study – TIP!

**1. What problem do you want to solve?** > Do INE analysis of said problem.

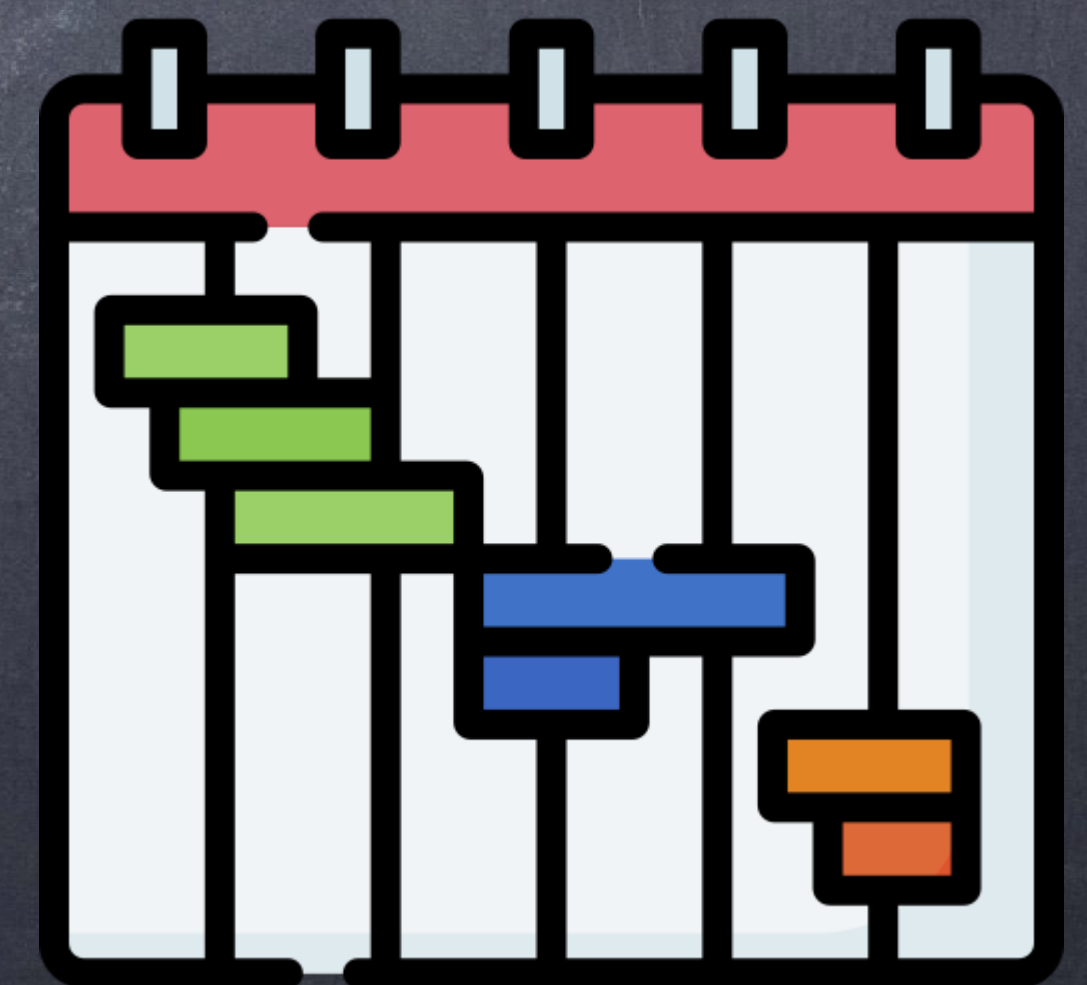
**2. Who are your beneficiaries? (Who “suffers” from this problem?)** > What are their pains, gains and jobs-to-done? Then you can think about how to help solve their problems!



*In the VPC you will do in the Half-way report, you should only consider the current customers of your Model Company.*

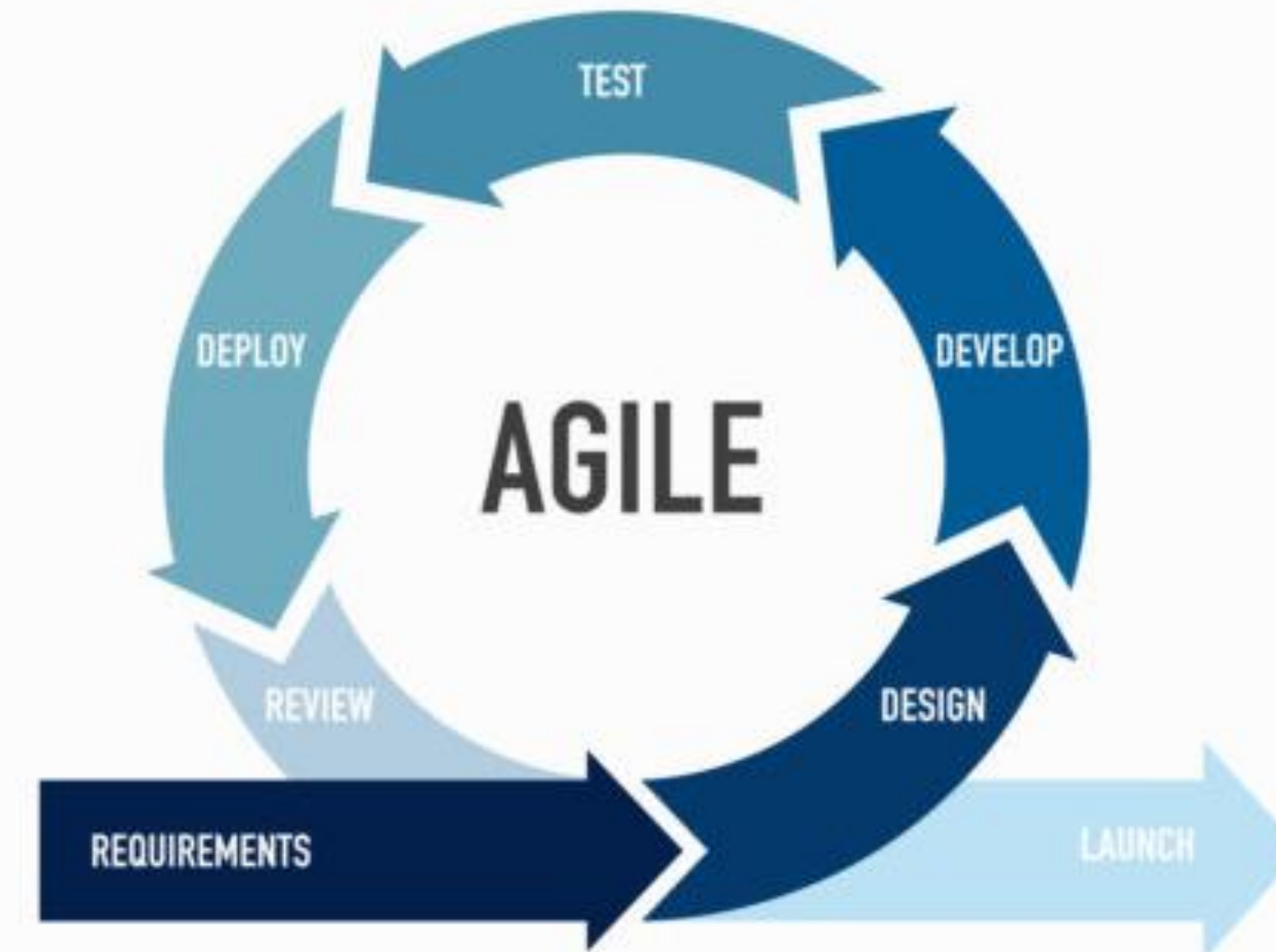
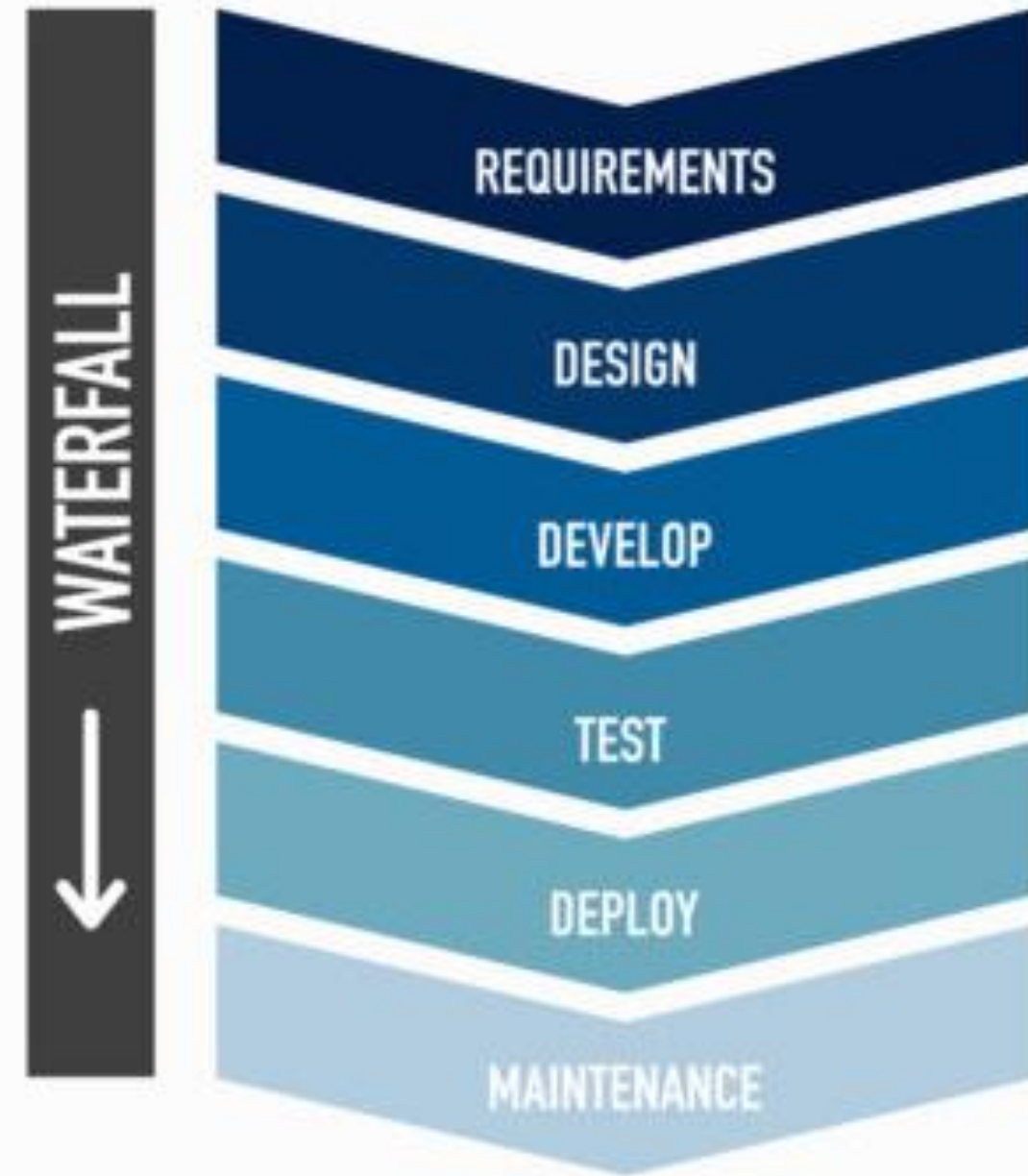


# Project Management for MIP





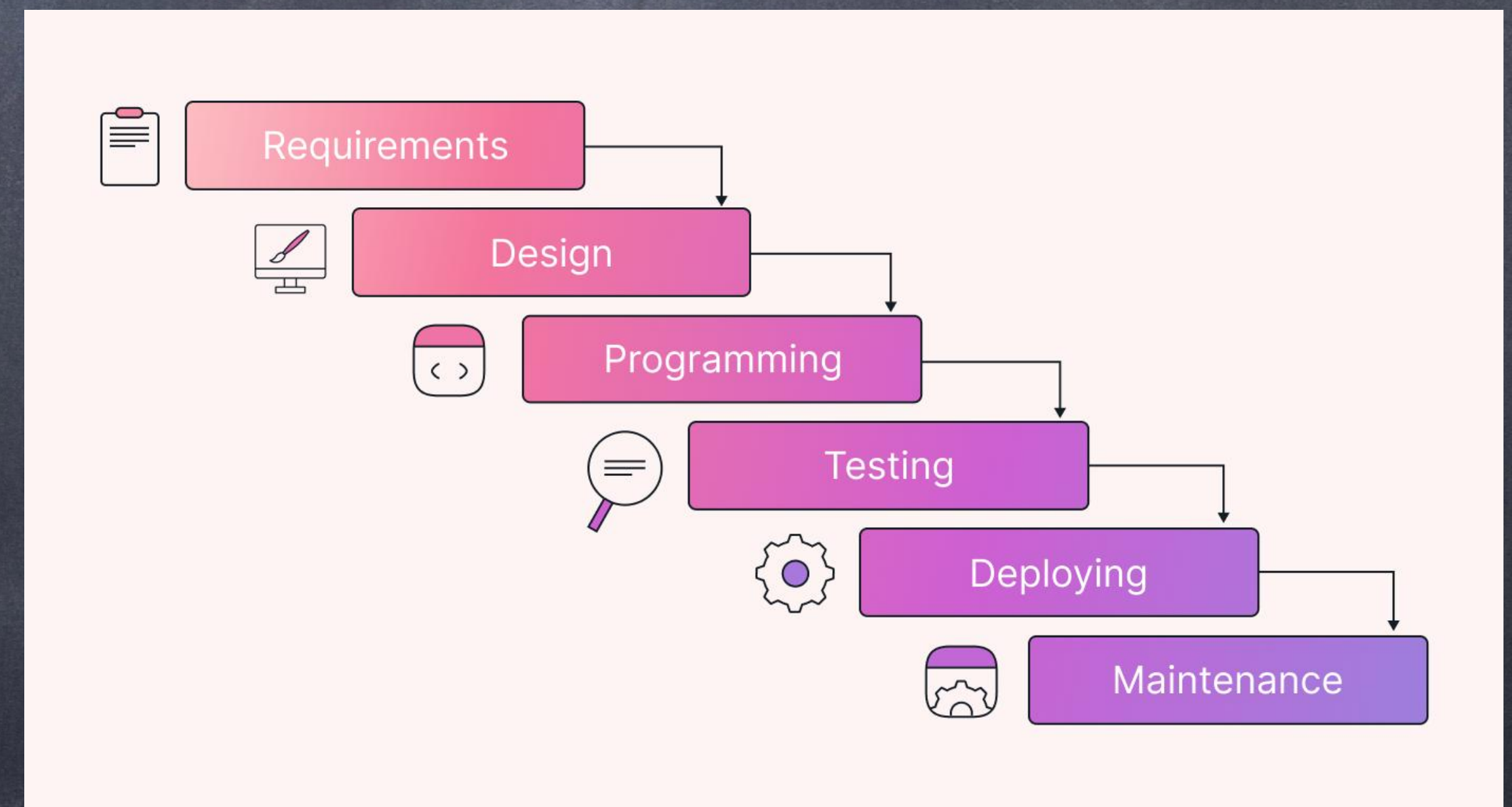
# Project Management Methodologies





# Waterfall Project Management

- Projects are broken down into linear and sequential stages, where every piece of the project relies on the completion of preceding deliverables.





# Agile Project Management

- The Agile methodology is a collaborative, self-organizing, cross-functional approach to completing work and requirements.
- Agile focuses on adaptive, simultaneous workflows.

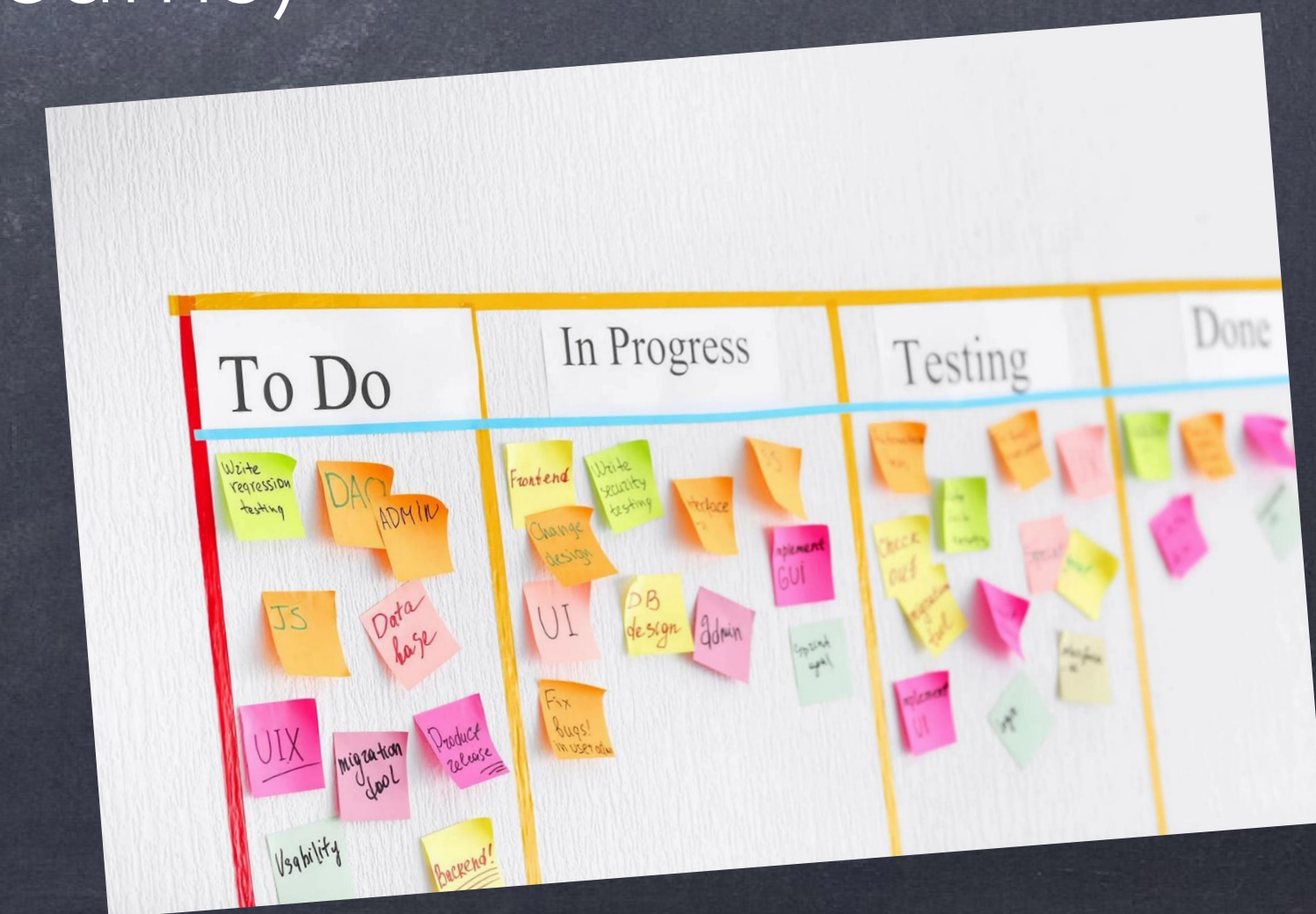




# Proj Mgmt - MIP

Best practices:

- Use a known kanban tool (e.g. Trello, Notion, Microsoft Teams)





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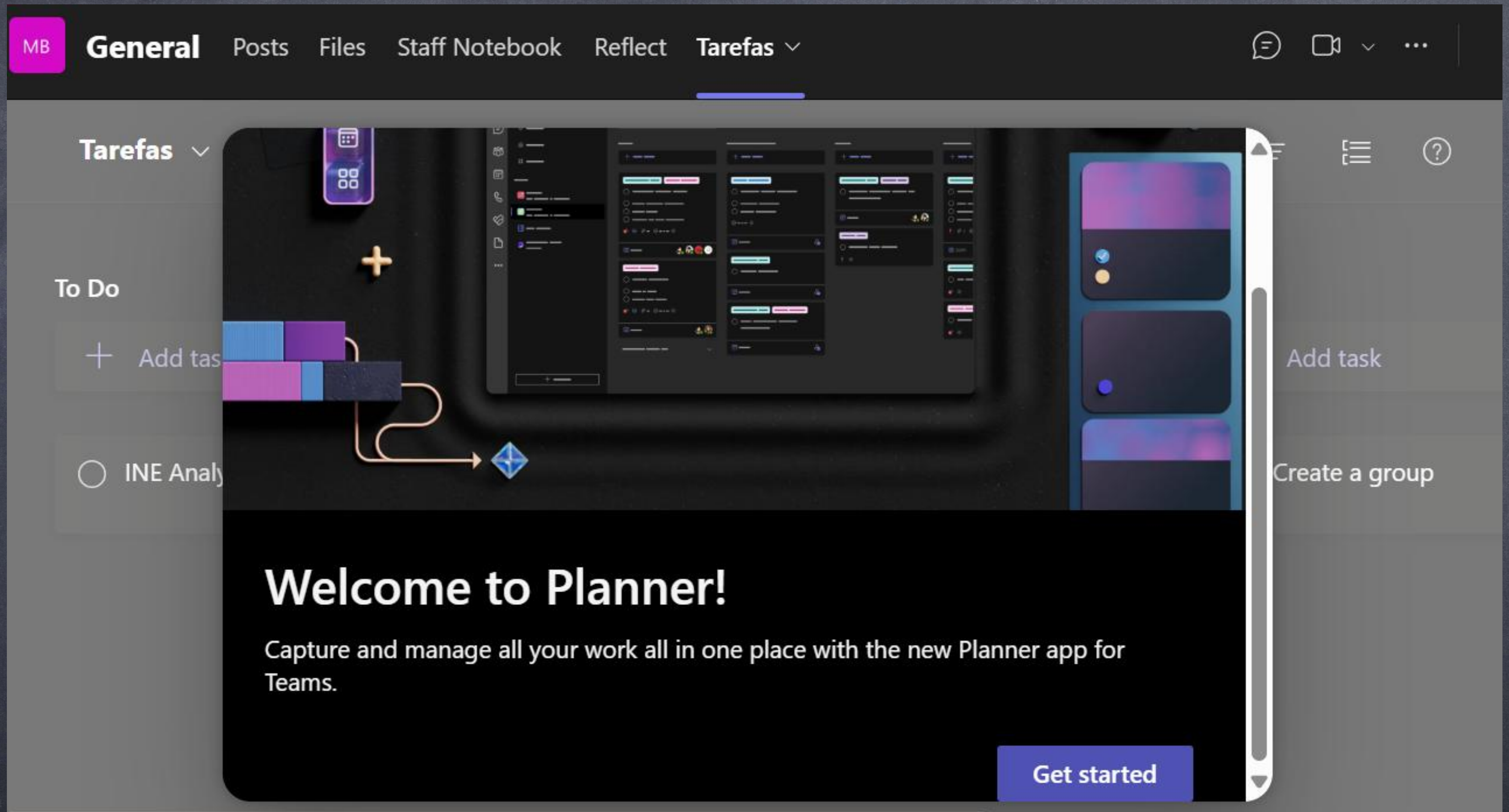
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- Assign individual tasks with respective due dates
- Do some quick checkpoints regularly
- Keep it clean and clear
- Don't forget to write notes when they happen – great benefit for Impact Case Study



# TASKS OR PLANNER ON MICROSOFT TEAMS





### To Do

 Adicionar tarefa

☐ INE Analysis

### Doing

 Adicionar tarefa

☐ Choose a problem to solve

### Done

 Adicionar tarefa

☐ Create a group

☐ Create Teams Channel

 Prazo

LN



# Proj Mgmt – MIP – Impact Case Study

Roadmap – split it even further!

- Define a problem and analyze it!
- Define a model company to back your analysis
- Work on mapping this company with BMC and VPC
- Work on social hypothesis – Think about the JTBD of your customer/beneficiary
- Set the outlines of an impactful project
- Define a smaller scope to prove the concept
- Prototype it. Work on a smarter way to lower your project's risks and get validation
- Test it! Show the evidence of impact
- Project future impact based on the experiment and its outcomes





Are we good with  
the groups?



# Group Work





See you next week :)