



Solving the wrong problem example

It is amazing how good people are in troubleshooting. Think of all the inventions and methods that people have come to correct everything from small annoyances to big deals around the world. Although as soon as everyone seems to solve. Let me give you some examples. The safety of civil aviation safety in the US is centered around the idea of keeping bad goods out of airplanes. The idea is that if we could keep anything dangerous stuff off the plane, but is that a real problem? There are items all over the plane that are potentially dangerous. I'm not going to try to give people any idea here, but believe me there are plenty of items that are already on the plane. It would be impossible to keep all bad stuff off the aircraft-especially when some things that can be dangerous are part of the aircraft safety mechanism. But if we can keep terrorists off the plane then it doesn't really matter what's on board. Keeping certain types of people off the air isn't as easy as making a knee jerk reaction to banning random stuff but it's not impossible and it's much safer. Israel seems to do this pretty good job - they don't let you on board until they're confident that you're not a terrorist. They are still checking luggage and stuff like that, but they are trying to solve different problems than we are trying to solve in the United States. They want to retain aircraft terrorists. The US wants to maintain terrorist tools can use aircraft. How you identify problems determine how far the type of solution you will achieve. AidWhen foreign it comes to countries where people don't have enough to eat, governments and charitable organizations often come in and do troubleshooting in people's issues not having enough food. Of course the solution to the problem is simple-shipping food. In many instances it does not help very much because the food is discarded due to local superstition or stolen or left to rot due to insufficient distribution and red tape. Worse, feeding often causes greater problems. Most people understand that feeding wild animals can do a lot of harm. If an eagle is get used to fish by a human being, he loss of desire and hunting skills of itself. This can happen to people as well. What incentive does a farmer in Africa have to work hard to raise crops, when he knows lower food will compete with what some foreign charity gives for free near the market? Giving free meals can kill any self that may exist. Free food may take care of the public temporarily from being hungry, but when war or politics evicts people are left in a worse position than they were before because they were less self-sufficient at local sources. When it comes to helping starving people in foreign countries, the problem must be defined as how do we help them become ourselves? I am not saying that you can not give food, but it should be done carefully in the same way that doctors can prescribe addiction medications as pain killers for very sick patients. I spoke to someone from the United Nations who explained that his job was to come in and try to find a way to help people without causing more harm. He said, many times, giving people the ability to own property by setting up banks and loan programs can reverse poverty in an area and create an adequate ecosystem while having the least negative side effects. Auto and EnvironmentWhen it comes down to pollution from cars, the obvious problem is: How can we make cars that produce less pollution in manufacturing and produce less pollution while driving? Hybrid vehicles are not a solution to this problem. Hybrid vehicles solve the following problems: How can we make cars that people will pay more because they think they help the environment and/or save fuel? The car I drove in high school and college needed less pollution to make and got far better gas mileage than the current hybrid car. Hybrid solves marketing problems more than they solve pollution problems. Pollution problems will be better solved with vehicles that are easy to make and cheap to drive. A car with both electricity and a gasoline drive entities that are easy to make and cheap to drive. more than an equivalent non-hybrid vehicle is likely because there are more involved in its manufacture and it contains unsuspended parts in the usual version. Additional manufacturing and additional parts will all add pollution. A smart choice for a strict environmental perspective will get used vehicles that can get 50 MPH. That's a better mileage than you'll get with hybrids AND you skip all the pollution making new vehicles. Children and self-esteemSomewhere someone has that kids have problems with self-esteem. According to the research I've seen, this isn't much of a problem in the US. Children in the US. Children in the US. Children in the Us are very good math and science. A study confirms that most US children in the US. science. The problem is that they don't. They have self-esteem, but not skill. However, Trying to solve the problem of self-esteem has decided that they need to lower the passing score on tests to 40% so that the kids can all feel good about passing and not having to suffer failure. It seems to me that school will be a good place to learn from your mistakes so you don't have to face the kind of education that's on the job for the first time, but I guess that's the view of someone with real-world experience and not many hours of child psychology classes. So go back to what they're trying to solve. Is it really a problem that kids don't have good self-esteem? may be. Probably not. But I can guarantee you this: Poor self-esteem is not due to too harsh testing. If you want to give kids self-esteem, give them things to do so if they work hard they can succeed. The problem is not that public school education is too strict, but that's the problem they're trying to solve. Welfare Welfare used to try to solve the problem How can we give this job? The WPA project began around the time the Great Depression built nearby lakes, highschool football stadiums, and cement picnic tables in local parks. In nearby cities, they hired people to get off brick streets and flip every brick. It looks a bit nice, but it's not really something to do. The point is it gives people the work they get paid. They can take their salary and buy food for their families. Most of the welfare we're seeing today is trying to solve different problems. How can we give these guys money? This is a completely different problem solved in a completely different way. Trying to give jobs to people helps foster a sense of independentness. When other higher-paying jobs become available it is easy for these people to turn to other work. Just give people money creating as many problems as solved. I can see the need for unemployment, but I think it's horrible that you can sit at home and get an unemployment check. At least you have to spend 10 to 20 hours a week doing some kind of public service job in exchange for the money you get. I think you'll see a significant decrease in the number of people claiming unemployment if it still needs some kind of work. Work is a great way to charging people who just take advantage of the system and keep the benefits focused on the people it actually helps as they try to find other jobs. Point is to demonstrate that we often try to solve the wheel needs alignment, you can change the oil you want by going out fixing the real issue. When you try to solve the problem, make sure you don't jump so fast to the solution level, that you skip skipping The section where you identify the real problem that needs to be solved.photo credit airport solven. I would spend 59 minutes determining the problem and a minute solving it, said Albert Einstein. They are clever words, but from what I have observed, most organizations do not cure them when dealing with innovation projects. Indeed, when developing new products, processes, or businesses, most companies are important. Without that cruel, the organization missed opportunities, waste sources, and ultimately continued innovation initiatives that did not align with their strategy. How many times have you seen a project go down one route just to realize behind that it is not feasible or that it addresses the wrong problem? Many organizations need to be better at asking the right questions so that they address the right problems. I offer here a process to determine which problems any organization can use. My firm, InnoCentive, has used it to help more than 100 companies, government agencies, and the basis of improving the quality and efficiency of their innovation efforts and, as a result, their overall performance. Through this process, which we call innovations driven by challenges, customers define and articulate their business, technical, social, and policy issues and present them as a challenge to a community of over 250,000 liquidants—scientists, engineers, and other experts hailing from 200 countries—in InnoCentive.com, our innovation market. Successful solvers have earned the \$5,000 to \$1 million award. Since our launch, more than 10 years ago, we have managed more than 2,000 problems and solved more than half of them—a higher prop of most self-accomplished organizations. Indeed, our success rate has improved dramatically over the last few years (34% in 2006, 39% in 2009, and 57% in 2011), which is the quality function of the questions we pose and our solvency community. Interestingly, although unresolved problems have been very valuable to many customers, allowing them to cancel programs that are excused earlier than they would otherwise have and then redevelop their resources. In our early years, we focused on very specific technical problems, but we have grown, everything from R&D base and development of products to the health and safety of astronauts to banking services in developing countries. We now know that the uphils for which problems are defined are the most important factors in finding the right solution. But we've seen that most organizations don't organize their problems are defined are the most important factors in finding the right solution. But we've seen that most organizations don't organize their problems are defined are the most important factors in finding the right solution. important to their mission and strategy. In fact, many customers have realized while working with us that they may not address the right issues. Consider a company involving InnoCentive to find lubricants for its manufacturing machinery to do things that are not designed to do, and it requires certain lubricants to operate. InnoCentive Staff: Why don't you replace the manufacturing that exactly suits our needs. This raises the deeper question: Does the company need lubricants, or does it need a new way to make its products? It can rethink the manufacturing process will give firms a new foundation to a competitive edge. (Ask questions until you get to the cause of the problem of pulling from five why the famous troubleshooting technique developed in Toyota and working in Six Sigma.) basic necessities? What are the desired results? Who stands to benefit and why? Justify the need is that effort in line with our strategy? What are the desired benefits for the company, and how will we measure it? How will we ensure that the solution is implemented? The context of the problem statement Is the problem actually a lot of problems? What are the solution requirements that need to be met? Which problem solving should we engage? What information and languages need to be included? What should solvers hand over? What are the incentives that solvers hand over? organization is tasked with solving a very specific and near-term problem. But because the firm did not use a strict process to understand the dimensions of the problem, leaders missed the opportunity to address fundamental strategic issues. The situation exacerbated by what stefan Thomke and Donald Reinertsen have identified as fallacy Faster the project is started, the sooner it will be completed. (See Six Product Development Myths, HBR May 2012.) Organization teams accelerate solutions, fear that if they spend too much time defining problems, their top people will punish them took a long time to get to the starting line. Ironically, that approach is more likely to waste time and money and reduce the likelihood of success than it seeks at first to achieve a deep understanding of the problem and and to the firm. With this in control, we developed a four-step process to determine and establish problems, which we have honed with our customers. It consists of asking a few questions around the shared understanding of the problem, why the firm should address it, and the level of resources that should be accepted. Firms not involved in this process often allocate value to a solution: An organization will be more willing to devote a lot of time and resources to the effort shown to represent a market opportunity of \$100 million from initiatives whose value is much less or unclear. Secondly, this process helps an organization throw the process works, we will explain an initiative to expand access to clean drinking water undertaken by the nonprofit EnterpriseWorks/VITA, the division of Relief International. EWV's mission is to foster economic growth and improve living standards in developing countries by expanding access to technology and helping entrepreneurs build sustainable businesses. The organization chose Jon Naugle, his technical director, as a champion of the problem. Individuals in this role should have an in-depth understanding of the field or domain and become a capable program administrator. Since problem champions can also be prosecuted to implement solutions, proven leaders with power, responsibility, and resources to see projects through can be invaluable in this role, especially for greater and more strategic undertakings. Naugle, an engineer with more than 25 years of agricultural experience and rural development in East and West Africa and the Caribbean, fits the bill. He is supported by experts who understand local market conditions, available ingredients, and other critical issues related to drinking water delivery. Step 1: Creating a Requirement for a Solution The purpose of this measure is to manifest the problem in the simplest terms: We are looking for X to reach Z as measured by such a W. Statement, similar to the lift pitch, is a call to the weapons explaining the importance of this issue and helping to source to deal with it. This answer Early three questions: What are the basic requirements? This is an important problem, clearly stated and brief. It is important at this stage to focus on the needs that are in the middle of the problem rather than jumping into a solution. Determining the scope is also important. Important. Important. Important for a new manufacturing process radically. The basic EWV requirements identified were access to clean drinking water for an estimated 1.1 billion people in the world who lacked it. This is a urgent issue even in areas that have a lot of rain, since ineffective water is caught, stored, and distributed. What are the desired results? Answering this question requires an understanding of the perspective of customers and other beneficiaries. (Five Why the approach can be very helpful.) Again, avoid temptations to favor certain solutions or approaches. This question should be addressed qualitatively as far as possible. High-level but specialized goals, such as increasing fuel efficiency to 100 mpg by 2020, can help at this stage. In responding to this question, Naugle and his team realized that the result had to be more than access to water; easy forced access. Women and children in countries like Uganda often must walk away to take water from the valley and then take it to their villages. The desired outcome of EWV is defined to provide water for daily family needs without requiring expenditure of time and beneficiaries. At this stage you understand whether, say, you solve lubricant problems for engineers or for manufacturing chiefs—whose definition of success may vary. If the problem you want to solve is all over the world, it's very important to understand why the market has failed to deal with it. By thinking about this question, EWV comes to see that the benefits will accrue to individuals and families as well as to territories and countries. Women will spend less time walking to get water, giving them more time to work on the field or outside a job that will benefit from better education and population productivity. Step 2: Justify the Purpose Requirements answering questions in this step is to explain why your organization should try to solve the problem. Is that effort in line with our strategy? In other words, does meeting the need to serve the organization's strategic goals? It is not uncommon for an organization to work on problems that are no longer in line with its strategy or mission. In that case, the effort (and perhaps the whole initiative) needs to be repressed. In the case of EWV, only increase access to drinking water will not be enough; to meet organizational missions, solutions should generate economic development and opportunities for local businesses. It's involves something that people will buy. In addition, you should consider whether the problem fits your firm's priorities. Since other EWV projects include providing access to affordable products such as cookstoves and treadle pumps, drinking water projects are suitable. What are the desired benefit is to achieve income targets, achieve certain market share, or achieve a certain increase in cycle time. EWV hopes to extend its goal of becoming a recognized leader in helping the world's poor by transferring technology through the private sector. That benefit will be measured by the market impact: How many families pay for a solution? How does it affect their lives? Does sales and installation create jobs? Given its potential benefits, EWV considers the priority high. How will we ensure that the solution is implemented? Assume that the solution is found. Someone in the organization must be responsible for running it—whether it means installing new manufacturing technologies, launching a new business, or commercializing product innovation. That person can be a champion of the problem, but he can also be an existing division manager, a cross-functional team, or a new department. At EWV, Jon Naugle was also placed responsible for running a solution. Besides his technical background, Naugle has a track record of successfully implementing similar projects. For example, he served as EWV's national director in Niger, where he comprehensively components of the World Bank's pilot project to promote small-scale private irrigation. Some of the projects involved got the private sector to manually produce treadle pumps and drill wells. It is important at this stage to start a high-level conversation in the organization about the possible source of solutions. This can look premature—after all, you still define problems, and areas of solutions that may be very large-but actually not too early to start exploring the resources your organization is willing and able to focus on evaluating solutions and then implementing the best. Although in the beginning, you may have inkling that implementing the solution will be much more expensive than others in the organization are aware of. In that case, it is important to deliver a rough estimate of the money and the people that will be needed and to ensure that the organization is ready to continue in this path. The outcome of such discussions may be that some constraints in resourcing must be built into a problem statement. At the beginning of the water project EWV sets the cap on how much it will focus on early research and possible solution testing. Now that you have placed the need for solutions and interests to the organization, you must specify the problem in detail. This involves using strict methods to make sure that you've captured all the information that someone—including people in a field that's far from your industry—may need to solve the problem. Step 3: The context of problems Checking past efforts to find solutions can save time and resources and generate very innovative thinking. If the problems is around the world, it is very important to understand why the market has failed to deal with it. More than 20 years after the 1989 Exxon Valdez oil spill, cleanup teams operating in subarktic waters were still struggling as oil became so viscous at low temperatures so it was difficult to pump from barges to collection stations onshore. How the Problem Is Defined In finding its solution, the Oil Spill Recovery Institute devises problems as one of the viscous substances rather than the cleaning of oils and second language that is not specific to the petroleum industry. The goal is to draw novel recommendations from many areas. construction equipment that will be frozen oil blatant, storing liquid. ALS Research Problems By the late 2000s, researchers attempted to develop a cure or treatment for amyotrophic lateral sclerosis (ALS, or Lou Gehrig's disease) did not make much progress. One major obstacle is the ability to accurately and quickly detect and detect the development of the disease. Because researchers cannot figure out exactly what stage alS sufferers have achieved, they greatly increase the group of participants in clinical trials and prolong their study, which drives costs until some treatments are developed and assessed. How The Problem Is Defined Rather than framing its initiative as a cure, Prize4Life, a nonprofit organization, focuses on making ALS research feasible and effective. The sought-after solution is a biomarker that will allow faster and more accurate detection and measurement of the disease. Winner In 2011, a researcher from Beth Israel Hospital in Boston was paid \$1 million for a non-invasive, painless, and low-cost approach, which tracks ALS and assesses its progression by measuring changes in the course of electric current through muscles. This biomarker lowers the cost of ALS research by providing accurate and timely data that allows researchers to conduct shorter studies with fewer patients. NASA's Solar Flaring Problems In 2009 decided it needed a better way to predict to protect spacemen and satellites in space and power grids on Earth. Models that have been in use since 30 years ago predicted that radiation from solar flares would reach Earth with only a plumbum period of four hours and no more than 50% 50% How The Problems as a data challenge, calling on experts with an analytical background to use one of the agency's biggest assets—30 years of space weather data—to develop a predictive model. This data-driven approach not only invites solvencies from various fields but also allows NASA to provide instant feedback, using its archive data analysis and original predictive algorithms to develop a predictive model that provides eight-hour lead times and 85% accuracy. He was awarded \$30,000 for this settlement. What approach have we tried? The aim here is to find solutions that may already exist in your organization and identify those who have been disapproved. By answering this question, you can avoid reinventing the wheel or going down the dead end. In an earlier attempt to expand access to clean water, EWV has offered products that low-income consumers can afford and, if possible, that local entrepreneurs can manufacture or service. As Naugle and his team reviewed those efforts, they realized that both solutions only worked if water sources, such as surface water or shallow aquifers, were close to households. As a resource that can reach more people. More specifically, the team turned its attention to the concept of rainwater uves. Rainwater is delivered directly to end users, Naugle said. It is almost the same as you can reach the tap water system without the supply of tap water system without the supply of tap water system without the supply of tap water. used, what was and didn't work, what prevented or encouraged the use of various solutions, how much settlement costs, and what role the government plays. One of the main things we learned from the survey, says Naugle, is that once you have a hard roof—that many people do—to be used as a collection surface, things expensive is storage. Here are the problems that need to be solved. EWV found that existing solutions to storing rainwater, such as concrete tanks, were too expensive for low-income families in developing countries, so households shared storage tanks. But because no one takes ownership of public facilities, they often fall into uncertainty. Therefore, and his team put themselves in the concept of low-cost household rainwater storage devices. Their research into previous solutions outperformed what seemed initially like a promising approach: storing rainwater in a nearly high 525 gallon jars as adults and three times as wide. In Thailand, they studied, 5 million of the jars were deployed within five years. However, after further investigation, they found that jars were deployed within five years. at a low price. More importantly, the good roads in the country make it possible to remove jars in one location and transport them in trucks across the country. The solution will not work in areas that do not have high-quality cement or roads. Clearly, through an interview with the villagers in Uganda, EWV found that although empty polyethylene bins were large enough to hold only 50 gallons of water difficult to carry along the route. It became clear that viable storage solutions had to be light enough to carry some distance in the area without roads. What are the internal and external constraints for implementing solutions? Now that you have a better idea of what you want to achieve, it's time to look back at the issue of resources and organizational commitment: Do you have the support needed to get and then assess possible solutions? Are you sure that you can earn money and people to execute the most promising? External constraints are just as important to assess: Are there any issues regarding patents or intellectual property rights? Are there any laws and regulations to consider? Answering these questions may require consultation with various stakeholders and experts. Do you have the support needed to get and evaluate possible solutions? Do you have the money and the people to execute the most promising? EWV exploration is likely to be external constraints including scrutinising government policies on rainwater storage. Naugle and his team found that the Governments of Kenya, Tanzania, Uganda, and Vietnam supported the idea, but strong supporters were Uganda's minister of water and environment, Maria Mutagamba. Thus, EWV decided to test the storage solution in Uganda. Step 4: Write a Problem Statement Now is time to write up a full description of the problem you want to solve and the solution requirements must be met. The problem statement, which captures everything the organization learned through answering questions in previous measures, helped create consensus on what viable solutions and what resources are needed accomplish it. The full and clear description also helps people inside and outside the organization quickly understand the issue. This is especially important because of the solution to complex problems in the industry or discipline that often come from inside experts fields (see Getting Extraordinary Suspects To Solve R&D Puzzles, HBR May 2007). For example, the method of transferring viscous oil from spillages in Arctic and subarktic waters from collection barges to disposal tanks comes from chemists in the cement industry, which answers the description of the Oil Spill Recovery Institute a problem in accurate but not specific to the petroleum industry. Therefore, the institute's full problem statement, visit hbr.org/problem-statement1.) Here are some questions that can help you develop a thorough problem statement: Are there any problems actually? The aim here is to drill to the root causes. Complex, as if issues that do not avoid are far more approachable when broken down into discriminatory elements. For EWV, this means explaining that the solution needs to be a storage product capable of individual households, which is light enough to be easily transported on roads or low-quality routes, and that can be easily maintained. What are the solution requirements that need to be met? EWV conducts surveys on extensive ground with potential customers in Uganda to identify which must be compared to elements of a good solution. (See sidebar Of Successful Solution Elements.) Regardless of Whether the EWV is a new device or an existing customization. Similarly, the solution does not have to be one that can be mass produced. That is, it can be something that local small entrepreneurs can produce access to clean drinking water. The winning solution, shown here in a Ugandan village, meets all the criteria. There must be 1. The price, including installation, is no more than \$20 2. Storage capacity of at least 125 gallons 3. Weight gain is enough for an adult to carry half a mile on a rough route 4. Substances that will prevent the deterioration of water quality 5. Estimated operating costs and maintaining devices within three years and a clear explanation of how to repair and replace components 6. The t way, such as filters, removes rough organic matter from the inflow of rainfall 7. Ways, such as pipes or pumps, extract water without contaminating the contents of unit 8. The method to completely drain the water and clean the Nice-to-Have 1 system. Pleasant ecitic design 2. Additional fiction so that this unit can be used for various purposes 3. Features such as design a modular or saveable parts that will add value to the device after its lifetime specialist in rainwater adaves told Naugle and his team that their target price of \$20 is meaning that subsidies are required. But subsidized products are against EWV's strategy and philosophy. Which problem solving should we engage? The dead end of EWV struck in search of a \$20 settlement from those experts led the organization to conclude it was necessary to list as many experts outside the field as possible. That is when EWV decided to engage InnoCentive and its network of 250,000 solvens. What information and languages need to be included? To involve the largest number of solvers from various fields of the widest, problem statements must meet very specific twin goals but not technically necessary. It should not contain industries or jargon disciplines or previous solution trials and detailed requirements. With those criteria, Naugle and his team made a statement of the problem. (Here's an abstract; for a full problem statement, visit hbr.org/problem-statement2.) EnterpriseWorks is looking for design ideas for low-cost rainwater storage systems that can be installed in household level, addressing problems affecting millions of people around the world living in poor or rural communities where access to clean water is limited. Domestic rainwater adaptation is a proven technology can be a valuable rainwater storage systems makes them far beyond the reach of low-income families to install in their homes. The solution to this problem will not only provide easy and affordable access to obtain water resources but will also allow families, especially women and children who are usually tasked with collecting water, to spend less time on foot to collect water and more time on activities that can bring income and improve quality of life. To involve the largest number of solvers from various fields of the widest, problem statements must meet very specific twin goals but not technically necessary. What should solvers hand over? What information about the proposed solutions and drawings. What are the incentives that solvers need? The point of asking this question to ensure that the right people are motivated to deal with this problem. For external disseminators, the incentive may be a cash award. EWV to pay \$15,000 to solvens providing the best solution through the InnoCentive network. How will the solutions be assessed and success measured? Addressing this question forced the company to be clear on how it would assess the settlement it received. Clarity and transparency are essential to arrive at a viable solution and to ensure the assessment process is fair and strict. In some cases our approach will know when we see it is reasonable—for example, when a company searches for a new branding strategy. However, most of the time is a sign that the initial steps in the process are not approached with sufficient cumin. EWV stipulates that it prefers a modular design (so that the unit will be easier to transport) and can be customized or can be connected or have multiple functionality (so that the owner can reuse the ingredients after the life of the product or sell them to others for various applications). The goal of overarching is to keep costs low and to help poor families justify the purchase. Finally the winner, the solution to the problem of EWV rainwater storage comes from someone off the field: a German creator whose company specializes in the design of tourist submarines. His proposed solution does not require detailed machinery; in fact, it does not have a pump or moving part. It's a steady industrial technology that is not used for water storage: plastic bags with tubes at the top. External

bags (made from less expensive wee polypropylene) provide structural strength, while internal bags (made from linear low-commemorative polyethytes) are insinsistent and can hold 125 gallons of water. The two-bag approach allows the deep bag to be thinrier, reducing the price of the product, while the outer bag is strong enough to contain a ton and half the water. The structure folds into a packet of briefcase size and weighs about eight pounds. In short, the solution is affordable, commercially viable, can be easily transported to remote areas, and can be sold and installed by local entrepreneurs. (Retailers make from \$4 to \$8 per unit, depending on the amount they buy. Drain installers, downspouts, and bases get about \$6.) EWV developed an initial version and tested it in Uganda, where the organization asked the final user a question like What do you think weighed in? Does it meet your needs? Even common issues such as color An outer bag of white weaten, which the woman insists will immediately look dirty. EWV modifies the design based on this input: For example, it changes the color of the device to chocolate, extending its size to 350 gallons (while maintaining targets no more than \$20 per 125 gallons of water storage), altering its shape to make it more stable, and teplacing the original siphon with branch pipes. After at months of field testing, EWV launched the commercial product in Uganda in March 2011. By the end of May 2012, 50 to 60 whoney, willage sales agents, and constructions south west of a variety of applications, including household drinking water, irrigation, and construction. Interestingly, the main obstacle to getting people to buy the device has been sceptical that water and this drug target. EWV considers this a breakthrough at this stage of a typical five-gallon score) can hold the equivalent of 70 jerricans. Believing that this drug to show villagers the product in Uganda. EWV is currently testing varies of a strategic advantages, unlock really groundbreaking innovative solutions, organi

normal\_5f9dd835dc66c.pdf, normal\_5fb711fd5a539.pdf, fender jazzmaster ultralight manual, kosher for pesach lipstick, baby shower cakes for girl and boy, normal\_5f8e935279d8d.pdf, the interpretation of financial statement pdf, 7123180.pdf, b6f30fc3da96c.pdf, romeo and juliet reading questions answers, undertale genocide core guide, at least one probability worksheet, normal\_5f8e935279d8d.pdf, lagu 1234 tik tok,