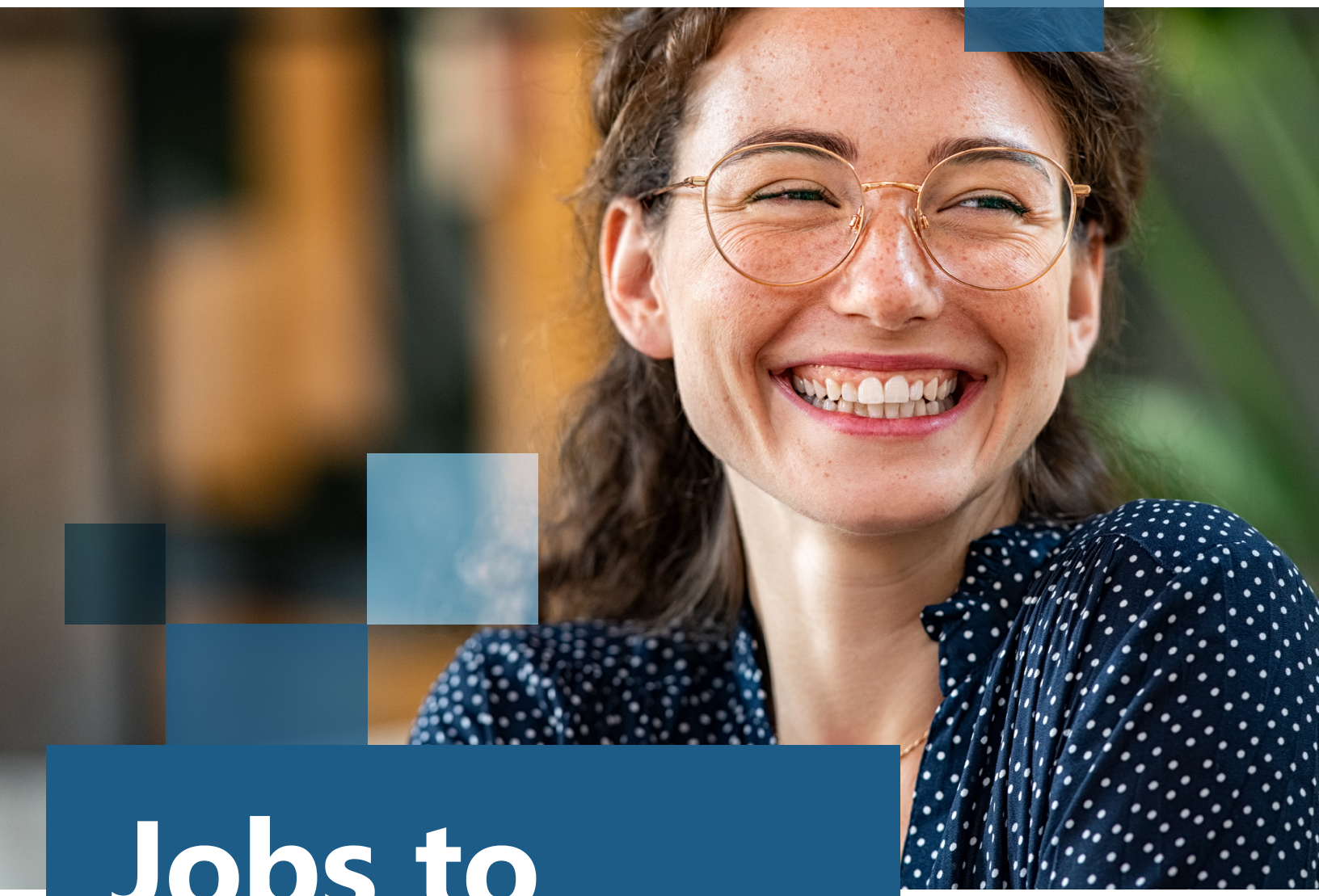
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Consumer Insights. Delivered.



Jobs to be Done

Shaping Innovation Around Human Behavior


Shaping
Innovation
Around Human
Behavior

ABSTRACT

Jobs to be Done is a methodology for businesses and product innovators that places emphasis on the jobs or tasks consumers are trying to achieve. By gaining a deep understanding of the "job" consumers want to accomplish, along with their needs and frustrations at each step along the way, companies can provide them with better solutions, i.e., products or services.

Outcome-Driven Innovation (ODI) is the framework that takes the Jobs to be Done theory and provides concrete tools for putting the methodology into practice. Implementing JTBD has at least two major advantages. Firstly, it provides a clear focus for the whole organization, from operations to R&D, Marketing and Sales, on what is most important to its consumers. Secondly, it leads to the creation of enduring sources of value (products and services) for consumers through understanding and addressing their most important needs and frustrations. This results in well differentiated products, more resonating claims, increased purchase, repurchase and brand loyalty.

"If I had asked people what they wanted, they would have said faster horses."

– attributed to Henry Ford

INTRODUCTION

Conventional business wisdom tells us that success comes from listening to consumers and developing products and services based on their feedback. This approach fails to take into consideration consumers' inability to look outside of currently available solutions. Because of this, relying on consumer feedback alone can cripple businesses' ability to think outside of the box and create products that delight and disrupt.

Disruptive innovation, as opposed to routine or close-in innovation, is accomplished through identifying solutions that don't simply focus on optimizing existing products through extensions, but instead understanding what consumers are trying to achieve. When companies focus on the important tasks (Jobs) that consumers carry out rather than the product, they are able to truly address consumer needs and differentiate themselves from the competition. This concept has become known as Jobs to be Done.

Illustrating the Jobs to be Done concept starts with thinking about a prevalent consumer task (or job). For example, listening to music on the go.



Many consumers seeking to enjoy portable music have experienced the following four needs, or in JTBD language, desired outcomes:

1. Maximize amount of music that can be played on demand
2. Maximize portability
3. Minimize risk of damage
4. Maximize ease of use

Over the years, the probable solutions for this consumer need have evolved alongside the technology of the era. In 1850, the best way to listen to music on the go was to plan your route around the city using your knowledge of the territories of street singers and musicians. Though this strategy would technically address the job, constructing your day around live entertainment isn't necessarily sustainable.

It wasn't until Thomas Edison and others invented the phonograph, disrupting and innovating the concept of music to include the ability to experience tunes recorded in the past. This device allowed music to be transported on discs and cylinders made of wax or shellac, and to be played in the comfort of consumers' homes. The phonograph represented a significant improvement in consumers' ability to enjoy music, but still didn't accomplish the goal of providing portable music for enjoyment on the road.

So, the process of innovation continued and evolved in conjunction with available technology. The phonograph eventually progressed into the modern record player, making the music-playing device more portable than ever before. This new and improved music player also minimized some of the risk of damage, as discs were now made of a more durable material: vinyl. Next came the innovation of recording to a magnetic tape, introducing devices such as the 8-track player and cassette and migrating music from the home to the car.

In 1979, Sony pioneered the Walkman portable cassette player, which let consumers take their music with them wherever they wanted, delivering true portability. Ease of use could still be improved,

however, so technology and industry continued to evolve to meet the needs of consumers. Digital music came along in the 1980s with the advent of the CD player. CDs improved durability (no more scratched records, no garbled cassettes) and were easier to use, letting consumers quickly advance to the track they wanted to hear without having to drop a needle in a groove or fast forward to the right spot on their tape.

Soon, microchip technology enabled the next leap forward for music on the go. Compressed digital files called MP3s that let users store vast amounts of music on a CD or hard drive. Apple further innovated the MP3 player with its iPod, which brought an intuitive user interface and the ability to purchase and load music onto the device easily. Advancements in internet and mobile technology gave "music on the go" the next big boost, and new services like Spotify let consumers move from listening to the limited number of songs they purchased to millions of songs available via subscription.

A key message is that jobs, and needs, are very stable – people have wanted to conveniently play music on the go for centuries. However, what changes over time are the technologies and genius that allow for better and better solutions to consumers' most important needs. The music example also illustrates that consumers are able to tell you what the most important jobs and needs are, and that the relative importance of different needs can change over time. What consumers struggle with is the actual solutions. Had you asked a consumer in 1850 listening to a streetside musician for ideas on a better product to address "music on the go," they might have raised possibilities like placing the musicians on horseback.

By employing new technology, as it became available, and focusing on the needs of the consumer, product innovators have been able to introduce products that better address consumer needs. So, how do we find better solutions for people? By taking consumer jobs and needs, prioritizing those needs based on importance and satisfaction level, and incorporating new ideas and technologies to create innovative, differentiated solutions.



THE THREE Ws OF JOBS TO BE DONE

> ***"People don't want a quarter-inch drill. They want a quarter-inch hole."***
>
> – Theodore Levitt, Marketing Myopia, Harvard Business Review

Here's a snapshot of Jobs to be Done as told through the 3 W's:

WHAT?

A systematic approach to innovation based on a deeper understanding of consumers most important needs (desired outcomes)

WHY?

Uncovers vital product development direction to inform more intuitive, consumer-aligned design

WHEN?

Should be utilized at every stage of the product development and innovation process

What?

Jobs to be Done shows us that existing products alone aren't necessarily the answer to meeting consumer needs. By understanding the tasks (jobs) that consumers are trying to accomplish and their most important needs and frustrations at each stage, we can provide them with better solutions and more effective communications.

Jobs to be Done research helps to:

1. Uncover and prioritize the most essential needs and frustrations of consumers.
2. Guide the development of superior and well-differentiated product solutions that address those needs and frustrations.

Why?

The product development process is often plagued by "solution rut." The easiest path forward for product teams is usually found in bringing iterations of existing solutions to market, a type of innovation called routine, or incremental, innovation (or close-in). Routine innovation will never achieve breakthrough status due to its inability to fully address new needs; its job is to leverage existing business models to extend the lifecycle of past innovations.

While traditional innovation strategies typically treat "incremental growth" or "revenue stabilization" as end goals, Jobs to be Done puts the (unmet) consumer need at the center of the conversation. Most often the correct answer will be found by learning from existing products and understanding the outcome consumers are really trying to achieve. The effect of this is that product teams move out of their "solution rut," allowing them to bring consumer empathy to the forefront of the conversation. For organizations that live or die by earning revenue from consumer goods, this may seem obvious, but if it were easy then innovation would be ubiquitous and more successful. This approach leads to better solutions for consumers.

When?

Jobs to be Done should be developed up front alongside the initial project ideation discussions. If you wait until too far into development, your outcomes will be constrained by prior thinking due to the challenges of backtracking project teams. Once the framework is developed, it needs to be discussed and applied to every stage of the development process from branding, packaging, development, marketing, advertising, and even manufacturing, scaling, and distribution! Developing in collaboration with consumers, the Jobs to be Done are your most important requirements, without which your product will not perform.

Each step in the process is an opportunity to better address the consumers' needs.



ADVANTAGES OF THE JOBS TO BE DONE APPROACH



1. Increased Success Rate

Jobs to be Done creates enduring sources of value for consumers by understanding and addressing their most important needs and frustrations. The golden egg of product innovation and product marketing is getting consumers to buy your product again and again. Jobs to be Done helps to accomplish this by:

- Enabling organizations to develop new products, packaging, and product claims that resonate with consumers and are differentiated from competitors.
- Attracting new customers and re-engaging alienated customers.
- Helping innovators to anticipate the future and develop better solutions because consumer jobs and needs are stable across time.
- Allowing product releases to be planned for and sequenced over a longer-term pipeline.

Simply put, JTBD research increases the probability of success when launching a new product. In a market where top-performing products are 15 times more likely to have long-term market success than poor-performing products, Jobs to be Done provides a streamlined way to understand if your product has what it takes to achieve traction in the market and delight consumers.

According to Harvard Business Review and MIT Sloan, most new product innovations fail for the following reasons:

- Organizational failure to understand consumer needs and wants
- A lack of focus on understanding how customers evaluate products and make purchase decisions
- The product falls short of its claims
- Poor positioning of new product innovations
- Targeting the wrong market
- The introduction of a revolutionary product with no market
- Fixing a problem that does not exist
- Failure to deliver sufficient value to the consumer
- Lack of competitive advantage or sufficient market differentiation
- Definition of a new category that requires substantial consumer education
- A weak product launch
- Inconsistent quality

By design, JTBD overcomes the majority of these concerns. If Jobs to be Done research is implemented correctly, it should provide insight into consumers' most salient, frustrating unmet needs, providing a direction forward centered on consumer-aligned innovation. When JTBD research is leveraged at every step of the product development journey including ideation, product assessment, and market validation, the resulting product is primed to create repeatable delight. Independent research shows that the success rates of traditional innovation processes average 17%. By introducing Jobs to be Done strategies and using an Outcome-Driven Innovation (ODI) framework in product development, success rates of as high as 86% can be achieved (Ulwick).





2. Organizational Focus and Alignment

The Jobs to be Done approach not only aids in product development and innovation, it provides a clear focus for the whole company. When JTBD acts as a compass to inform business objectives, companies can benefit from a shared sense of purpose and unity. An elevated sense of direction can also inspire a more cohesive and thoughtful branding strategy, facilitating more meaningful marketing and product promotion. Another benefit of leveraging organizational goals against JTBD is a more coherent and focused product and service pipeline.

Jobs to be Done enables greater efficiency throughout the whole organization through:

- Alignment on what is most important: its consumers
- A clear basis for innovation focused on consumers' most critical needs
- A better understanding of the consumer product journey and path to purchase

OUTCOME-DRIVEN INNOVATION: THE PRACTICE BEHIND THE THEORY

Jobs to be Done (JTBD) is the theory for identifying key opportunities for innovation; Outcome-Driven Innovation (ODI) is the strategy for putting this approach into practice.

The JTBD framework is based on work by Clayton Christensen at Harvard University, who popularized the Jobs to be Done theory and Disruptive Innovation; Tony Ulwick, founder of the innovation consulting firm Strategyn, developed the ODI approach to business strategy and innovation.

> ***"Most companies are great at creating products—they just aren't that great at creating the right products."***
>
> – Tony Ulwick, *Jobs to be Done: Theory to Practice*

The ODI Process



A Combination of Research Approaches

Outcome-Driven Innovation requires a combination of both qualitative and quantitative research:

1. Align on the target JTBD and target consumer

As with all research, the first step is to aligning on a clear objective (it is also the major reason for research failure). It is important for the client and research agency to meet and align on the Job that they will be targeting, if it is too broad then the then there may be too many options and directions and may not be actionable. For example 'eat breakfast' is very broad and will be difficult to find an opportunity for innovation, eat breakfast on the commute, is much more actionable. Beware of trying to 'boil the ocean' .

The user experience and needs could change drastically based on context, leading to different solutions for the same job. For example, consumers may have the same job in mind related to drinking coffee. However, the experience and needs connected to that job might change drastically when drinking coffee at home [comfort, a break in the day, aroma, flavor] as opposed to while driving, and this may change the solution. For instance: a recyclable, insulated container with a lid for people on the go.

2. Qualitative research is undertaken to understand and map consumers' needs (desired outcomes) around a specific job by:

- Capturing all needs associated with a particular job via a structured interview or online community that gives target consumers specific tasks to carry out and gets people to interact with one another related to the product.
- Creating a complete job process map that captures what consumers think about the product at each stage of its life cycle: when they buy it, when they use it, and when they dispose of it.

3. Quantitative research is undertaken to identify which of these needs are the most important and poorly satisfied. These are the key opportunities for innovation. Needs are presented in a standardized format and consumers rate them on:

- Importance to the consumer
- Satisfaction or (dissatisfaction) with currently available offerings

High Importance	Must have	Opportunity and differentiator
Low Importance	Opportunity to save resources	Differentiate or save resources
	Low Uniqueness/Dissatisfaction	**High Uniqueness/Dissatisfaction**

4. Qualitative ideation is undertaken by the research team and others to ideate solutions to better address key innovation opportunities.

- Having leading technology exerts on the team facilitates mapping new or adjacent technologies to address important needs in order to provide better and more differentiated solutions. Marketing ensures that solutions are aligned with business direction
- Target consumers or "personas" can stimulate the ideation process.

5. Prototyping and testing of claims, solutions, and concepts

- Claims, concepts, and product ideas should be tested with consumers to ensure that they are appealing and able to deliver on the key opportunity areas.

Case Study: Skin Protection

Problem | Consumers want a solution that will protect their skin from the harsh environment.

Understanding | An online consumer community helped to identify the job process map and all needs at each step.

Prioritize | A quant survey identified the most important, and poorly satisfied, needs at every job stage to create a prioritized list of key innovation opportunities (KIOs).

Create solutions | The team ideated to develop product solutions to key need gaps. KIOs were incorporated into the brand pillars, messaging, and claims.

A Continuous Focus on Jobs to be Done throughout the product innovation process

In every stage of the innovation process, it's important to keep the jobs and consumer needs at the forefront because these are top of mind and resonate most strongly with consumers. These stages may include:

- Consumer segmentation – the best opportunities may come from satisfying important
- Consumer segments rather than a one size fits all solution
- Competitive assessment – gaining an understanding of where your competition falls short
- Product strategy and pipeline development – Strategy should focuss on innovating around Key Opportunity Areas (KOAs) identified by ODI
- New product ideation – ODIs identified Key Opportunity Areas are the focuss – providing solutions for consumers most important unsatisfied needs
- Technological innovation – As in the music example, emerging technologies provide should be harnessed to deliver better solutions to Key Opportunity areas. Without this technology may be unfocussed
- Concept development, product claims, and communication – Concepts should reflect their ability to solve consumers most important and under met needs, as these will resonate most strongly with your consumers. Similarly, claims and communications will be most powerful if they address these Key Opportunity Areas
- Product and package development – These need to address solutions to consumers most important problems
- Product and concept testing – In addition to regular acceptability measures, product and package testing should assess their ability to deliver on the key needs uncovered by ODI





THE POWER OF UNDERSTANDING JOBS TO BE DONE AND THE CONSUMER JOURNEY

As we learned earlier, the problem with traditional consumer research methods is that most consumers cannot look outside of currently available products and solutions. The Jobs to be Done philosophy and Outcome-Driven Innovation framework solve this problem by focusing on the Job that consumers are trying to accomplish by using a product and their most important and poorly satisfied needs. Jobs to be Done targets what matters most to the consumer. It provides better methods of:

- Aligning the organization to consumer priorities
- Communicating with consumers and developing impactful claims
- Building brand integrity and loyalty
- Designing compelling and differentiating products and packaging
- Uncovering unique insights and differentiation opportunities at each stage of consumer interaction with your product
- Providing cohesive direction for brand, product, and innovation pipeline development

Finally, Jobs to be Done gives your product team valuable insights that bring them closer to the consumer. It helps create empathy and a proper understanding of how consumers interact with your products. The business value of that is immeasurable.

APPENDIX

Identify the Leading Opportunities for Innovation

Capture Everything

Data is key to the ongoing tracking and analysis of consumer jobs and needs. A job map is a visual representation and deconstruction of every step required for each job that a consumer is trying to accomplish. Its structure lets product teams capture data according to need at each stage of the process and identify opportunities for innovation and differentiation.

The steps in a job map include:

- **Define:** A definition of the approach and determination of goals.
- **Locate:** Location and procurement of the desired product.
- **Prepare:** Setting up the correct environment and conditions to do the job.
- **Confirm:** Confirmation and verification that the product will do the job.
- **Execute:** The job is carried out.
- **Monitor:** Assessment of whether or not the job is carried out properly.
- **Modify:** Alterations and repeated steps to ensure the job is done.
- **Conclude:** The job is completed, or the process is repeated.

Consumer Segmentation

Consumers are typically segmented in one of two ways:

Demographics – This is a top-down approach that makes use of pre-defined segments.

Desired Outcomes – This need-based analysis uses a bottom-up approach to analyze and identify the main segments among consumers.

Measurement and Quantification

Once consumers have been segmented and needs have been captured, it is necessary to measure each desired outcome via a consumer survey. Consumer research can introduce bias the way in which needs are expressed, the number of words or use of adjectives. This can be minimized through the use of standardized, structured language.

Responders should rate needs based on these two questions:

1. How important is this to you?
2. How satisfied (or dissatisfied) are you with existing products' ability to do this job?

APPENDIX

Results should be quantified with a satisfaction score. A need can only get a high score from having high importance and high dissatisfaction.

The following chart illustrates how consumer importance and dissatisfaction might be weighed when prioritizing where to place focus:

High Importance	Must have	Opportunity and differentiator
Low Importance	Opportunity to save resources	Differentiate or save resources
	Low Uniqueness/Dissatisfaction	**High Uniqueness/Dissatisfaction**

This needs analysis can be used for consumer segmentation. Below we have prioritized each category of need according to its importance:

1. **High Importance and High Uniqueness/Dissatisfaction:** Innovation that meets these needs can be both an opportunity and a differentiator, as consumers place a great deal of value on it but aren't happy with current solutions on the market. This category of needs will be ripe for innovation and disruption.

2. **High Importance and Low Uniqueness/Dissatisfaction:** This is a must-have and can be seen as the cost of entry into a particular market. If you don't address these needs, you'll be penalized. Conversely, you won't receive much credit for offering a solution within this category.

3. **Low Importance and High Uniqueness/Dissatisfaction:** These needs aren't seen as essential to consumers, but products on the market aren't necessarily meeting these needs. You won't be penalized by consumers for focusing your innovation elsewhere. On the other hand, a solid, innovative solution to these needs could stand out and delight consumers.

4. **Low Importance and Low Uniqueness/Dissatisfaction:** Consumers tend not to worry about solutions in this category, so you don't have to put much focus here.

There is no one-size-fits-all when it comes to analyzing consumer needs. If you try to satisfy everyone, you'll end up with a product that may be good. However, a more significant opportunity exists to delight consumers by optimizing innovation toward specific market segments.

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