



THE POWER OF JOBS TO BE DONE

FOR CONSUMER-ORIENTED BUSINESSES

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A SHORT INTRODUCTION

How JTBD can impact consumer goods and services companies



COMPANIES ARE CONSTANTLY SEEKING INNOVATIONS TO **STAY AHEAD.**

But without a clear understanding of consumer needs and wants, developing new products can be risky business. **More often than not, innovations fail because they aren't solving an actual consumer problem. Jobs to be Done can fix that.**

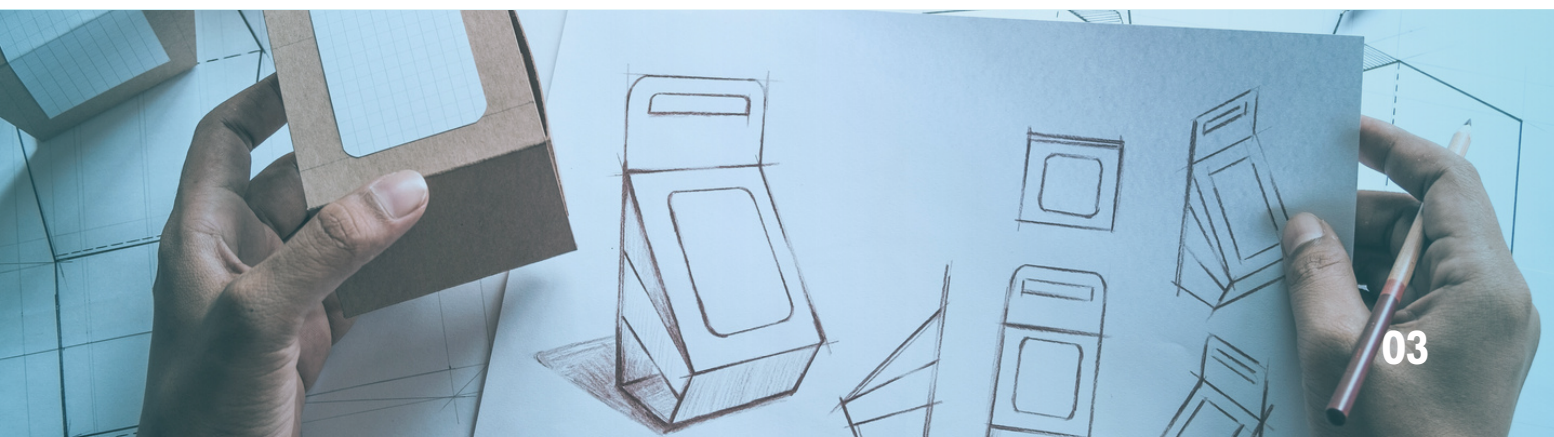
For consumer-oriented businesses, the Jobs to be Done framework is especially beneficial on several fronts:

It helps companies precisely identify their consumers' needs by looking at both emotional and functional aspects

It enables brands to communicate a consistent value proposition to both consumers and retailers

It allows for effective differentiation in crowded markets, even in seemingly stable ones

It supports brand expansion into new domains while preserving brand consistency, ensuring that the brand identity remains strong and recognizable



HOW CAN JOBS TO BE DONE **HELP YOU ACHIEVE THESE GOALS?**

This paper provides a detailed look at how to use Jobs to be Done to:

◆ **BECOME A BETTER INNOVATOR**

Identify gaps in the market and explore new avenues for growth by understanding the core reasons consumers “hire” your solutions or use totally different approaches to accomplish their Jobs

◆ **UNLOCK MARKET EXPANSION OPPORTUNITIES**

Incorporate consumer insights into your strategic planning and business strategies to ensure that your efforts are aligned with consumer needs.

◆ **CRAFT A COMPELLING BRAND STRATEGY**

Connect with your consumer at a deeper level by developing a brand strategy that resonates with their underlying motivations, fostering loyalty and differentiation in the marketplace.



WHAT ARE "JOBS TO BE DONE"?

Jobs to Be Done (JTBD) explains what motivates people to decide and act the way they do. The approach looks beyond current behavior and asks, **“What exactly is the consumer trying to get trying to get done?”** By shifting focus away from behavior and towards motivation instead, you can tell what customers will respond to and what will fall flat.

Toothpaste serves as a simple example. No one is looking to buy toothpaste. They care about having healthy teeth, fresh breath, and a bright smile. By identifying and understanding the emotional and functional Jobs consumers are trying to satisfy, along with obstacles that stand in their way, companies gain valuable and actionable insights.

Instead of merely selling features and benefits, **JTBD channels a team toward the essential Jobs that consumers need to accomplish in their lives or work.** That not only broadens the range of creative possibilities but also leads to more impactful solutions.

UBER

MORE THAN JUST CATCHING A RIDE

Uber is often cited as a disruptive innovation. But what is often underappreciated is that it succeeded by meeting the range of Jobs that its customers wanted to get done. It was more than just catching a ride. The founders of Uber landed on a critical insight that helped propel their business to incredible success: people don't just need to get from point A to point B. If that were the case, then taxis and public transportation would have sufficed. They wanted more convenience and more control – Jobs that were both functional and emotional in nature. Rather than having to run out in the rain to hail a cab or wait in a hot, crowded subway station for the next train, Uber allowed customers to have the luxury of private travel without the associated price tag. Customers could know when their ride was arriving, what route it would travel, and when it would get to the destination. Plus, everything could be booked and paid for through the phone, doing away with clumsy interactions as well as payment uncertainty and awkwardness. The process provided not only convenience, but confidence.



HOW IS JOBS TO BE DONE DIFFERENT FROM OTHER RESEARCH METHODS?

Traditional market research frameworks often fall short when it comes to revealing the underlying motivations that drive consumer behavior. But JTBD is different. Done right, what makes JTBD unique is that it doesn't rely on consumers articulating their needs precisely, measuring them, or framing everything solely in the context of functional Jobs. Instead, effective deployment of Jobs offers a highly rigorous approach for understanding consumer behavior, defining opportunities, identifying adoption obstacles for new solutions, and evaluating the full competitive landscape.

KEY DIFFERENTIATORS:

01

JBTD FOCUSES ON THE UNDERLYING NEED

Unlike traditional frameworks that primarily focus on demographics and psychographics, JTBD delves into the underlying motivations that shape consumer behavior.

02

JBTD PROVIDES A MORE ACCURATE UNDERSTANDING OF BEHAVIOR

While traditional research often relies on self-reported data, which can be incomplete or blend out the richness of detail by looking at averages, JTBD focuses on specific purchase and usage events. Companies can grasp the nuance in how their products fit into their consumers' lives.

03

JBTD UNCOVERS LATENT OPPORTUNITIES

JTBD excels in identifying unmet, latent needs that consumers may struggle to express when asked directly. By understanding the Jobs that consumers want to accomplish, companies can pinpoint areas to excel in, differently.

For example, let's assume we're tasked with growing a vacuum business by launching a new product. For this upcoming launch, you need a killer value proposition. There are many ways of describing a new vacuum cleaner, and they all serve a purpose. But most research tends to miss out on the underlying problem that you're solving for consumers – that is, the real value that you should ultimately deliver:



As illustrated in the chart above, various research methods offer different angles to inform your product launch. However, embracing a Jobs-led approach allows us to unearth a unique insight: consumers want to proudly demonstrate the cleanliness of their homes to their guests, and are willing to consider a sophisticated cleaning device to do the trick.

BECOME A BETTER INNOVATOR

Let's discover how JTBD can help you avoid several pitfalls that often occur in consumer innovation.



1

ENSURING THAT YOU SOLVE THE ACTUAL PROBLEM

Many companies make the mistake of diving straight into brainstorming ideas and bringing products or services to market without fully understanding the problem they are trying to solve. By investing time to truly understand the problem your consumers face, you differentiate between surface-level symptoms and underlying issues. As Harvard Business School Professor Theodore Levitt famously said, "People don't want to buy a quarter-inch drill, they want a quarter-inch hole!"

2

SEEING YOUR CUSTOMERS AS HUMAN

Consumers are not mere data points or demographics; they are driven by desires, motivations, and emotions. When was the last time you conducted a cost-benefit analysis to decide between going to the movie theater or streaming a movie at home?

Consumers often make emotional decisions first and then rationalize their choices. Properly executed, Jobs to be Done parses emotions into component Jobs and illustrates both their inter-relationships and how they interact with more functional Jobs. This allows you to forge stronger connections with your customers and deliver products that address their Jobs both on a functional and on an emotional level.

3

GETTING SPECIFIC

Product development teams, marketers, sales reps, and others need specific guidance in order for insights to be actionable. Need states are similar to JTBD but often lack the requisite precision. How do these Jobs rank against each other in importance? How do they link back to the customer journey? What success criteria and obstacles should Marketing and Sales be mindful of?



TIP: To ensure your innovations are truly consumer-centric, consider implementing JTBD research early on in the product development process and before making significant changes to your existing products or launching new versions.

SUCCESS STORY

UNCOVERING WHITESPACE OPPORTUNITIES FOR A CONSUMER GOODS COMPANY

BACKGROUND

A large U.S. food and beverage company embarked on a mission to enhance its innovation process and develop high-quality products. To achieve this, it sought a deeper understanding of its consumers' Jobs to be Done.



APPROACH

Through ethnographies and interviews, we discovered that consumers had six key High-Level Jobs concerning food choices in the relevant category, one of which was, "Feel ready for whatever's next." To further refine our understanding, we looked at how consumers prioritize specific Jobs under that High-Level Job across different meal occasions. For example, "Having energy to perform throughout the day" emerged as relevant for breakfast and late afternoon snacks, but not for evening ones. The research also unveiled a common frustration: consumers struggle to find snacks that strike the right balance between being substantial enough to provide energy but not so filling as to cause sluggishness or lethargy.

A quantitative survey was used next to add precision to our initial findings. This additional analysis allowed us to prioritize several opportunity areas for new products and solutions that directly addressed the consumers' most important Jobs and pain points. The insights were not only detailed and specific – they were highly actionable.



IMPACT

By deeply understanding consumers' Jobs to be Done, the company was able to uncover valuable whitespace opportunities rooted in major unmet needs. These insights had a far-reaching impact on their product portfolio and served as the foundation for innovative concepts brought to market.

One key opportunity that was uncovered, for example, was the need for an afternoon pick-me-up during the work week. Consumers noted flagging energy levels by late afternoon and a decline in their productivity. Reluctant to drink more coffee, they nevertheless wanted something that would enable them to finish their day strong. A workshop with key stakeholders generated ten product concepts within this opportunity area.

UNLOCK MARKET EXPANSION OPPORTUNITIES

When you're tasked with finding new ways to grow your company, the possibilities are boundless. You can contemplate expansion beyond your core customer base, explore uncharted geographic territories, or diversify your brand into adjacent categories, among a myriad of other strategies. Let's delve into how JTBD can be your compass in identifying growth opportunities and guiding your expansion effort.



1

UNCOVER UNTAPPED OPPORTUNITIES

To illustrate this point, let's consider a movie theater company as an example. Conventional growth strategies might revolve around tactics like reducing ticket prices or intensively marketing blockbuster films. But the real breakthrough of JTBD research occurs when you immerse yourself in the consumer's perspective to gain a profound understanding of underlying motivations. As consumers, when we reflect on our most recent visit to the cinema, we may discover a range of motivations. It might have been a desire to escape for a Friday night date, create bonding moments with our children, or organize a playdate for our kids with other parents. These motivations extend beyond mere pricing or marketing adjustments. By understanding consumers' Jobs, assessing the prevalence of the most critical ones, and identifying the ones currently unsatisfied, you'll recognize that your potential for growth far surpasses traditional methods. In this specific case, conducting JTBD research empowered our client to design a new and enriching cinema experience precisely tailored to the core reasons why consumers choose to visit the movies.





2

DISCOVER NEW TARGET OCCASIONS

Understanding the diverse array of Jobs your consumers aim to fulfill can unveil previously unexplored occasions where your products can deliver value. Take, for example, a company renowned for its cream cheese. Beyond its traditional reputation as a breakfast staple, a Jobs to be Done analysis might uncover that consumers seek to fulfill the Jobs that cream cheese satisfies really well during other occasions, especially during afternoon snacks when they crave protein-packed treats to enjoy and refuel. Empowered with this insight, you can develop products tailored to satisfy these distinct Jobs.

3

STRETCH YOUR BRAND INTO ADJACENT CATEGORIES

By comprehending the core Jobs your brand excels at fulfilling, you can confidently expand your product portfolio into related categories that align with these Jobs. Consider a company specializing in high-quality chocolate, frequently used to elevate special meals. Upon closer examination, the company might discern that consumers aspire to make weekend evening snacks extraordinary, a task that is well aligned with their brand. With this knowledge, the company could innovate chocolate-based products designed to enhance the family weekend evening snack experience.

4

UNDERSTAND CULTURAL CONTEXTS IN NEW GEOGRAPHIES

Expanding into different regions requires a profound understanding of the unique cultural context and preferences of your target consumers. JTBD research enables a deep dive into these cultural nuances, unveiling the motivations, values, and behavioral patterns that shape consumers choices. Equipped with this understanding, you can adapt your offerings, messaging, and marketing strategies to resonate deeply with the target market. Additionally, JTBD research helps you proactively identify and address potential cultural barriers, ensuring that your offerings are relevant, relatable, and warmly received by customers in the new market

TIP: To effectively evaluate growth opportunities using JTBD, it's essential to employ a blend of qualitative and quantitative research. Qualitative methods are ideal for understanding the landscape of consumers' Jobs to be Done, while quantitative surveys can assess the prevalence of these Jobs in the marketplace, measure satisfaction gaps, and identify consumer segments with shared Jobs. This holistic approach provides a comprehensive view for making informed decisions and maximizing growth potential.



SUCCESS STORY

HOW THE STORAGE COMPANY PODS VENTURED BEYOND ITS CORE MARKET

BACKGROUND

PODS came to us in 2019 as a leader in the containerized storage market, with some investment but not much penetration into the household moving market. The company sought guidance on which customers and use cases to target. Our objective was to identify growth opportunities and profit pools across its core, adjacent, and new markets.



APPROACH

To tackle this challenge, we employed a variety of analytical methods:



Jobs to be Done and Journey Mapping

Through 22 one-hour interviews, we delved into customers' moving journeys, employing JTBD analysis to segment them effectively. By comprehending the unique JTBD of each customer segment and following how these showed up throughout their journeys, we identified pressing unmet needs, customer responses, and pain points. These insights not only allowed us to pinpoint critical intervention moments for our client but also provided clarity on which customers were already served and illuminated potential opportunities in adjacent markets.



Survey and Market Analysis

Through quantitative research, we refined our initial customer segmentation from the qualitative work and gained deeper insights into customers' unmet needs. Our research highlighted that certain emotional Jobs remained under-addressed across all customer segments, presenting significant opportunities for our client. Leveraging additional competitive analysis, we pinpointed the markets where our client should invest.

IMPACT

Our analysis yielded a wealth of opportunities for PODS to extend its reach beyond its core business. By presenting targeted solutions, such as new offerings and business models, we addressed customers' unmet needs and outlined specific business concepts through modeling. PODS brought new concepts to market, refined its messaging, and altered its customer experience to create new waves of growth.

CRAFT A COMPELLING BRAND STRATEGY THAT CONNECTS WITH CONSUMERS ON A DEEPER LEVEL

Especially in consumer industries, brand loyalty is everything. But many companies face challenges in gaining traction and driving widespread adoption, despite introducing innovative products and services that meet consumers' needs. The missing piece often lies in effective communication that clearly articulates the value and usefulness of their offerings. This is another area where the power of JTBD can make a significant impact.



By leveraging JTBD, you can uncover the deep-rooted functional and emotional Jobs that your product and services fulfill. While functional performance is undoubtedly crucial, it's often the emotional factors that drive consumers to embrace something new. Crafting a brand strategy that taps into these emotional Jobs will set you apart from the competition. It's no longer solely about what the offering does; it's about how it makes consumers feel. Effectively communicating the functional and emotional Jobs your product satisfies will make your value proposition resonate on multiple levels – and it can earn a price premium to match.



TIP: It's essential to recognize that not all consumers have the same Jobs. Different segments will prioritize their Jobs differently, depending on their circumstances. Knowing that will help you target discrete consumer types

Once you discover your target customers' Jobs, it's crucial to analyze your existing brand strategy to ensure that their key Jobs are effectively communicated. Selecting high-priority Jobs that capture both their needs and aspirations allows you to create a brand message that truly resonates with what matters most.

SUCCESS STORY

REVAMPING A HEALTHCARE COMPANY'S BRAND STRATEGY USING JOBS TO BE DONE

BACKGROUND

A prominent U.S. health system approached us with a specific goal in mind: to refine its brand strategy by aligning it with the relevant functional and emotional Jobs that customers consider when choosing a healthcare provider.



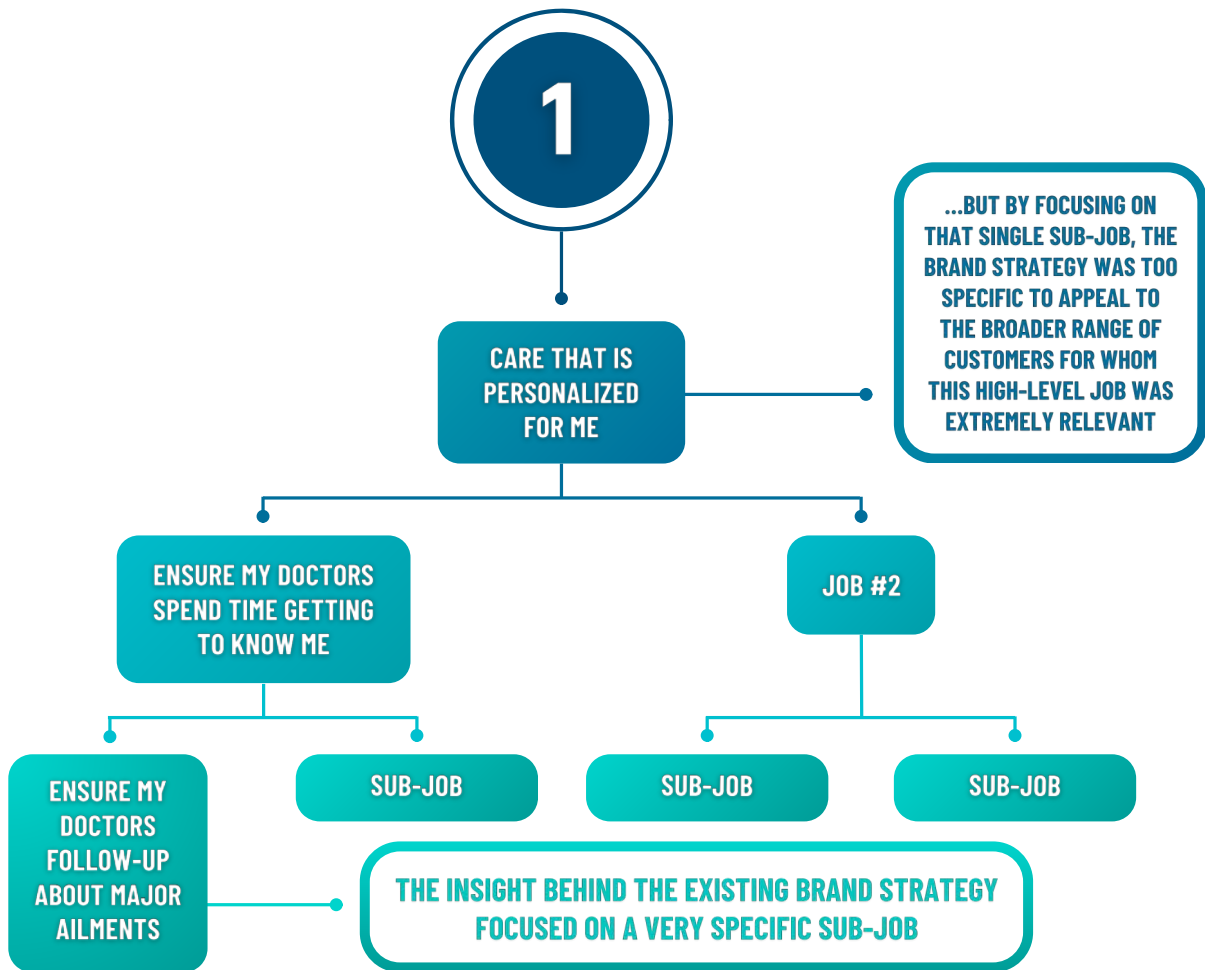
APPROACH

Through qualitative research, we uncovered the key Jobs that customers prioritize when selecting a healthcare provider. Our findings revealed three overarching High-Level Jobs, which we further dissected into several tangible Jobs. One primary High-Level Job, for example, was “getting care that is personalized to me.” Further probing revealed that customers value healthcare providers who take the time to understand their unique needs and provide personalized care. But cataloguing the full set of Jobs was not enough. Equally important was to identify customers’ top frustrations and the obstacles that hindered them from seeking care. These included concerns such as getting an unfriendly and insensitive care team, and leaving without any answers.

With this complete picture in hand, we were able to assess health systems’ branding strategies and how they related to key Jobs. What became apparent was a lack of differentiation. The majority of advertisements all revolved around the singular Job of excellent patient care. While not wrong, the generic framing of this Job resulted in healthcare providers unable to distinguish themselves from the competition. Despite positive perceptions of the client’s health system, customers struggled to pinpoint its unique value proposition. In a crowded world of redundant advertising messages, our client had a tremendous opportunity to stand out from the pack.

The Jobs to be Done framework gave our client a way to effectively differentiate its brand. One crucial improvement we identified was the need to link brand strategy with a Job higher in the ladder that resonated with a broader audience. For example, and as illustrated in the image on the following page, by emphasizing the Job to “Ensure doctors take the time to get to know me,” instead of only focusing on the Sub-Job to “Ensure doctors follow up about major ailments,” our client's brand would appeal to a wider range of customers and stand out in the market that only talks about excellent patient care.





IMPACT

Based on these insights, we developed recommendations for our client to re-focus its brand strategy. These recommendations included refining messaging and communications to align with consumers' key Jobs and emphasizing the High-Level Job that resonated most strongly with the target audience. This strategic shift not only made the brand more appealing but also helped differentiate it from competitors.

NEW MARKETS ADVISORS’ APPROACH TO GATHERING JOBS TO BE DONE INSIGHTS

Over the past dozen years, New Markets Advisors has used Jobs to be Done to create winning innovations, product strategies, and actionable business plans. We stand as a global leader in this approach.

At the heart of our method is the Job Atlas, depicted below, which sets out 8 key steps that, if followed rigorously, can turn your Jobs to be Done research into actionable strategy, solutions, and business plans.

THE JOBS ATLAS

KNOW WHERE YOU’RE
STARTING FROM

Discover the Jobs

The priorities customers are trying to get done in their lives or for their employer

Uncover the Job Drivers

The underlying factors by which customers prioritize their jobs

INVESTIGATE HOW
CUSTOMERS LOOK AT
TODAY’S SOLUTIONS

Determine the Current Approaches

The set of activities that represent what’s done today

Distinguish the Pain Points

Areas of difficulty or frustration in the customer’s current approaches

CHART THE
DESTINATION AND
ROADBLOCKS

Identify the Success Criteria

Indications of whether a job has been satisfied

Investigate the Obstacles

Hurdles that limit a customer’s willingness to buy or use a new solution

MAKE THE TRIP
WORTHWHILE

Assess the Value

The value of the new product idea for the customer

Beat the Competition

Traditional and nontraditional competitors that help customers complete similar sets of jobs

MEET THE AUTHOR

Marielle is a seasoned growth strategy and innovation consultant, specializing in new market assessment, innovation strategies, and Jobs to be Done. During her time at New Markets, she has helped dozens of companies identify and capitalize on new sources of growth, launch new products, conduct full re-brands to differentiate from competitors, create customer-centric solutions,

assess the current state and future potential of target markets, lead innovation workshops, and build capabilities to make innovation sustainable and repeatable.



Prior to joining New Markets Advisors, Marielle worked for four years at Procter & Gamble's regional headquarters for Latin America, where she led the brand strategy for Head & Shoulders across the region, including developing and implementing the brand's overall innovation strategy, launching four new products, and designing their go-to-market strategies, messaging, and multi-channel marketing plans. She also spearheaded the digital strategy for Head & Shoulders across Latin America and developed the ongoing communication strategy for the brand, including a complete rebranding campaign.

Marielle also has vast experience in the healthcare and education sectors. For example, as an account supervisor for Hill Holliday, she led the marketing strategy for a newly launched product by Novartis. She also founded an adult education start-up for the Latin American market.

Marielle received her MBA magna cum laude from Babson College, and her BA summa cum laude from Universidad Metropolitana in Caracas, Venezuela. She speaks Spanish and French.



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ABOUT NEW MARKETS ADVISORS

New Markets Advisors is a leading boutique firm founded in 2009 and focused on innovation. We help clients determine what to bring to market and how to do it successfully. We are experts in this space, widely published, and work with top companies around the world. We are both thinkers and doers who know you need more than slides; you need actionable recommendations.

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