Jobs to be Done Quick Reference Guide

A guide of best practices conducting research to better understand your customers

Adapted from the award-winning book

*Jobs to be Done: A Roadmap for Customer-Centered Innovation*
**Jobs to be Done** is a theory that explains why customers behave the way they do. By understanding eight essential elements of customer decision-making – represented in our Jobs Atlas – we can innovate in ways that surprise and delight customers.

This quick reference guide offers refresher tips and examples (based around the theme of snacking) for each element of the Jobs Atlas so that you can conduct your own market research. For more information on how the Jobs Atlas fits into a larger innovation program, feel free to visit our website or give us a call.
Jobs

- Jobs are the tasks that consumers are trying to get done in their everyday lives.
- Research needs to focus on uncovering consumers’ jobs, not just what they’re currently buying or what they think a good solution would look like.
- Look to satisfy both functional and emotional jobs.
- While consumers will be looking to satisfy a number of jobs, some will be more important than others. Focus first on satisfying those “North Star” jobs.
- In your research, keep asking “why?” to make sure you understand the true underlying jobs.

Focusing on jobs

- Make sure my family isn’t hungry waiting for dinner
- Occupy the children when they get bored
- Reward everyone for having healthy meals all week

Focusing on features

- Bigger bag of chips
- Snack that lasts a while
- More chocolate in my snack
Job Drivers

- Job drivers are the underlying factors that make particular jobs more or less important for different types of consumers.
- Job drivers can be uncovered by looking at three broad categories: attitudes, background, and circumstances.
- Jobs and job drivers combine to yield customer segments – groups of customers who will buy and behave in similar ways.
- Rather than building fully loaded, one-size-fits-none products, new offerings should be targeted to specific customer segments by focusing on the jobs that are important to those specific consumers.

### Attitudes
- Personality traits
  - I consider myself a foodie, so I want to be able to add my own flair to the snack.

### Background
- Long-term context
  - I have children who are fussy eaters, so I want something that everyone will eat.

### Circumstances
- Near-term factors
  - We're often out around lunchtime, so our weekend snacks are more of a meal substitute.
Current Approaches and Pain Points

- The product purchaser is just one of several stakeholders who may need to be satisfied with your new offering. Consider whether there is an end user or other key decision maker in play.

- Current approaches are the range of activities that collectively represent a customer’s way of doing something. Pain points – a breeding ground for innovation – are the areas of difficulty, frustration, or inefficiency along the way.

- Because context can affect which jobs are in play, remember to ask about specific occasions (not just average behavior), getting as detailed as possible.

- Consumers are often attached to their current approaches, so carefully consider how fast you can expect consumers to change their behavior if your solution requires such change.

1. Get home from afternoon outing at 4:00pm
2. Children take granola bars from closet for snack
3. Children eat granola bars while watching TV
4. TV show ends and children start playing games
5. Parents ask children to help get ready for dinner

- Children are already hungry
- Crumbs and wrappers leave a mess
- Children don’t want to stop playing games
Success Criteria

- Success criteria are not jobs but rather indications of whether a job has been satisfied.
- The success of a new product will often require homing in on particular occasions and contexts that are the most important to the customer.
- To get started, try understanding what customers want more of, what they want less of, and where they’re seeking a balance.
- Your new solution may ultimately require making trade-offs. It’s perfectly acceptable to give up on features that matter to a limited number of customers as long as you excel along the dimensions that matter most to your targeted customer segments.

Jobs

- Make sure my family isn’t hungry waiting for dinner
- Occupy the children when they get bored
- Reward everyone for having healthy meals all week

Sample success criteria

- Big enough to be filling, but light enough that everyone still eats a good dinner
- Ready fast so I can concentrate on cooking dinner
- Fewer empty calories
- Less likely to spill even when children are distracted
- Has more sweetness, which has been missing in my meals
- Can’t undo the work I’ve done sticking to my diet

Reward everyone for having healthy meals all week
Obstacles

- Obstacles come in two forms: obstacles to adoption and obstacles to use
- Obstacles to adoption are hurdles that limit a consumer’s willingness to buy an offering
- Obstacles to adoption can be reduced by making it easy for people to learn about and try your new offering
- Obstacles to use are hurdles that get in the way of success, thereby limiting a customer’s likelihood of continuing to use a product, purchasing add-ons, or upgrading to newer versions
- Continuously acquiring a new customer base is often too costly to be sustainable, making it important to eliminate obstacles to use so that first-time buyers become repeat buyers

Obstacles to adoption

- High costs: This is twice as expensive as what I normally buy
- Risk: If my kids don’t end up liking these, I’m not sure what I’ll do with all of them
- Unfamiliar category: I’m not sure if my family is ready for snacks that combine sweet and savory

Obstacles to use

- Limited supporting infrastructure: I like the idea making my own soda, but now I have yet another single-purpose appliance
- Use creates pain points: The instructions were complicated, and it didn’t come out right
- It’s cool, not better: The packaging made it look good, but this ended up being way too messy to serve to kids
Understanding how much money is at stake with respect to a new solution requires framing markets in terms of jobs, not products.

A value-based pricing strategy that accounts for the unique or emotional jobs your offering satisfies can help you more accurately understand how expensive your solution can and should be.

In addition to thinking about the value you’re offering the customer and other key stakeholders, your solution needs to bring in value for the organization. Consider whether your model allows you to sustainably capture value.

I’m willing to pay several dollars more for snacks with real, healthy ingredients.

I actually end up paying about 40% more for each cup, but it keeps me full and only has 100 calories.

They put their salsa right next to their chips, so I usually end up buying both together.
Competition

- Beyond your traditional or direct competitors, your offering also competes against other offerings that satisfy the same jobs.
- Because consumers will look outside your product category to satisfy their jobs to be done, familiarize yourself with the entire spectrum of direct and indirect competitors, and position your products accordingly.
- By applying a Jobs-based lens, your broader view can also illuminate more avenues for growth.
- Areas of non-consumption – the areas in which your competitors aren’t currently playing – can offer substantial potential, but they also carry some degree of risk.
- Think about both traditional and nontraditional competitors in terms of your relative advantages, flexibility, and risk.

Traditional view of competitors

- Salty snack – pretzels
- Salty snack – popcorn

Offerings that satisfy the same jobs

- Bag of chips
- Broaden your understanding of the real competition, and market your solutions accordingly.
- Rewarding self – night out at the movies
- Alleviating boredom – apps and games
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