

JOBS TO BE DONE QUICK REFERENCE GUIDE

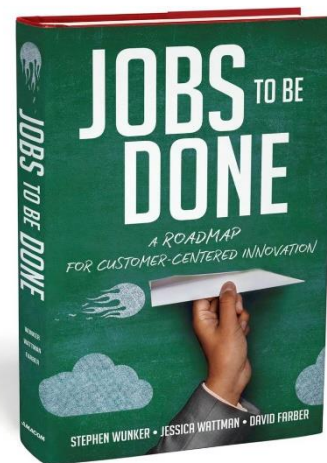
A guide of best practices for conducting research to better understand your customers



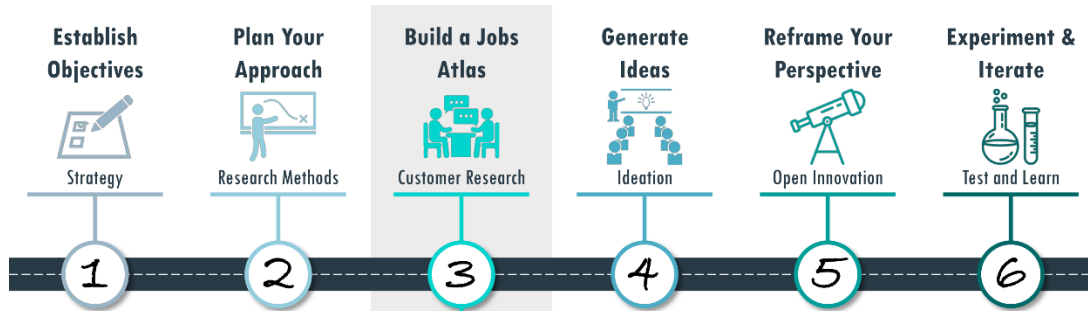
New Markets Advisors: Empowering Companies to Innovate and Grow

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



How to Build a Jobs Atlas

Know Where You're Starting From

Discover the **JOBS** stakeholders are looking to accomplish, which are prioritized based on their **JOB DRIVERS**

Determine the **CURRENT APPROACHES** stakeholders have adopted, and see where they are experiencing **PAIN POINTS**

Chart the Destination and Roadblocks

Identify the **SUCCESS CRITERIA** stakeholders will use to determine their interest in a new solution

Investigate the **OBSTACLES** stakeholders will need to overcome for buying or using a new solution

Make the Trip Worthwhile

Assess the **VALUE** of the solutions that your organization might offer

Beat the **COMPETITION** by defining the playing field broadly and using your advantages

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

Attitudes

Personality
traits

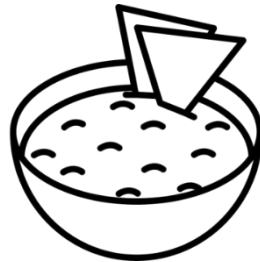
I consider myself a foodie, so I want to be able to add my own flair to the snack



Background

Long-term
context

I have children who are fussy eaters, so I want something that everyone will eat



Circumstances

Near-term
factors

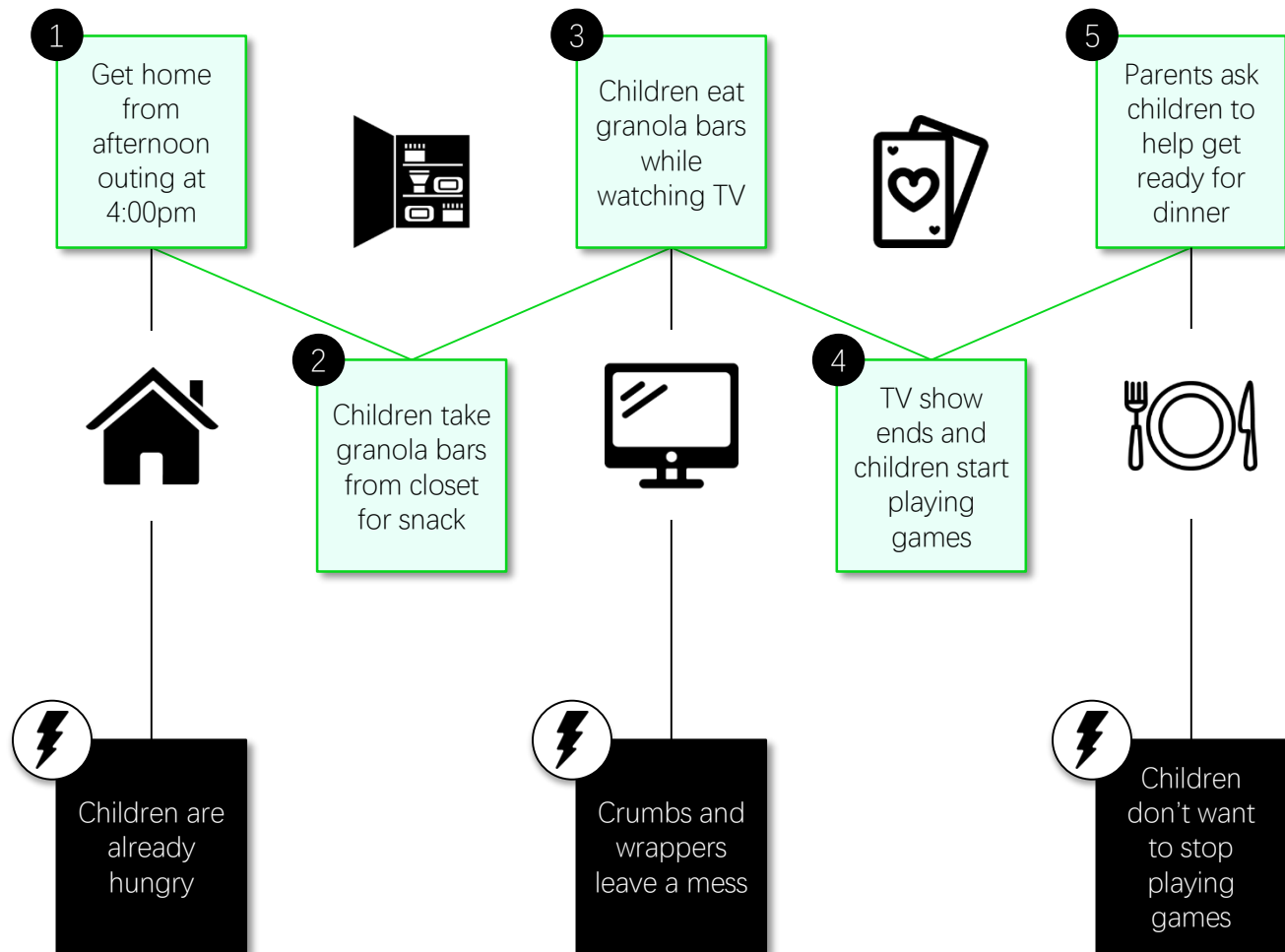
We're often out around lunchtime, so our weekend snacks are more of a meal substitute



- 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

Current Approaches and Pain Points

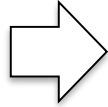
- The product purchaser is just one of several stakeholders who may need to be satisfied with your new offering. Consider whether there is an end user or other key decision maker in play
- Current approaches are the range of activities that collectively represent a customer's way of doing something. 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





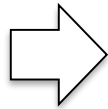
Jobs

Make sure my family isn't hungry waiting for dinner



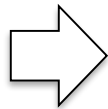
- Big enough to be filling, but light enough that everyone still eats a good dinner
- Ready fast so I can concentrate on cooking dinner

Occupy the children when they get bored



- Fewer empty calories
- Less likely to spill even when children are distracted

Reward everyone for having healthy meals all week



- Has more sweetness, which has been missing in my meals
- Can't undo the work I've done sticking to my diet

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

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 of 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



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

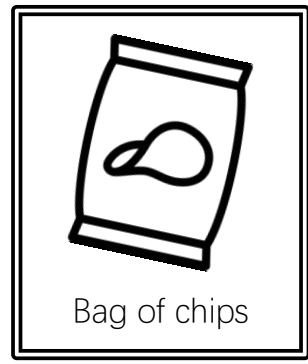
Value

- 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

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



Broaden your understanding of the real competition, and market your solutions accordingly



Offerings that satisfy the same jobs



Rewarding self – night out at the movies



Alleviating boredom – apps and games

We are trusted by clients around the globe



Four offices in the U.S., U.K., and South Africa

Where we have worked



Our Services

Strategy / Business
Planning

Market & Customer
Research

Innovation Capability
Building

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at www.newmarketsadvisors.com