Discover – Jobs to be Done

REQUIREMENT ENGINEERING | Engenharia de Requisitos

Roadblocks for innovation

- 80% of product teams, and amongst innovation consultants, market researchers, and academics alike, there isn't agreement on what a customer "need" is

- Over 90% of businesspeople falsely believe that customers have needs they don't even know they have

Discover – Jobs to be done

# Customer definition and types of jobs

Jobs to be done

JBTD - Customer definition & types of jobs

- Jobs-to-be-Done is a theory of innovation based on the economic principle that people buy products and services to get "jobs" done, i.e., to help them accomplish tasks, achieve goals and objectives, resolve and avoid problems, and to make progress in their lives.*

Job Executor

Purchase Decision Maker

STRATEGYN

Product Lifecycle Support Team

JBTD – Types of Jobs

- Five types of jobs that are typically considered when conceptualizing, developing, and launching a new product:
  - The core functional job
  - Emotional jobs
  - Related jobs
  - Consumption chain jobs
  - Financial jobs
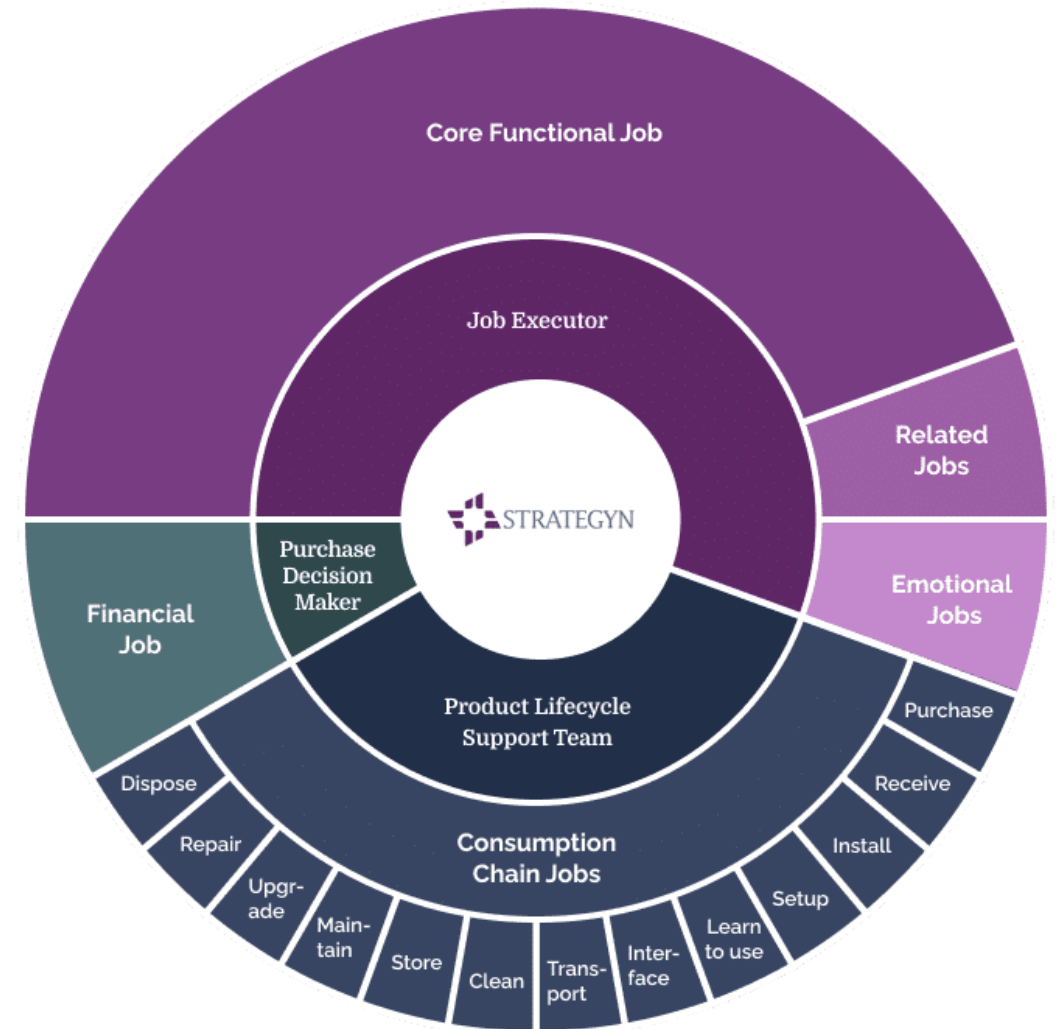
JBTD - Types of jobs

Core functional job: the underlying process the job executor is trying to get done in a given situation.

Emotional job: describe the way the job executor wants to be perceived or feel when executing the core functional job

Related job: additional functional jobs the job executor is trying to get done either before, during, or following the execution of the core functional job

JBTD - Types of jobs

Organization: Elevator Manufacturer

Product: Elevator

Job executor: Consumer

Core Job: Travel between floors

Emotional Jobs:

- Be perceived as a good neighbor

- Feel secure while moving between floors

Related Jobs:

- Be able to transport goods

- Know my neighbors

Organization: Ham manufacturer

Product: Packaged shredded ham

Job executor: Consumer

Core Job: Prepare a dish using ham

Emotional Jobs:

- Be perceived as a good cook by the family

Related Jobs:

- Learn a new way to cook a dish

- Find a new recipe to try out

- Keep the meal preparation area organized

JBTD - Product Lifecycle Support Team Jobs

Support team execute consumption chain jobs and they include jobs like:
- Receiving the product
- Installing the product
- Setting up the product
- Learning how to use the product
- Interfacing with the product
- Transporting the product
- Cleaning the product
- Storing the product
- Maintaining the product
- Upgrading the product
- Repairing the product
- Disposing of the product
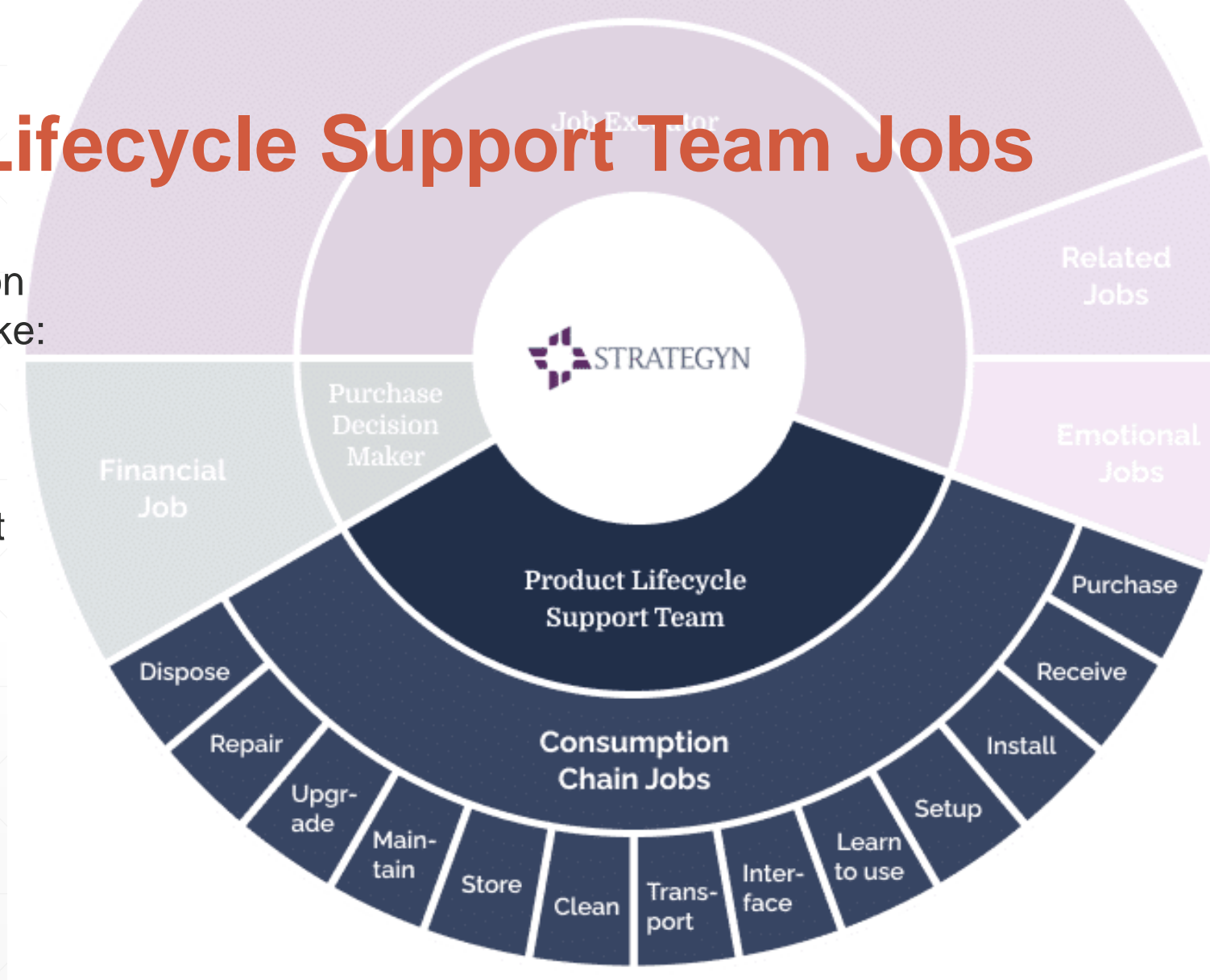
JBTD - Product Lifecycle Support Team Jobs

While people are not buying products to set them up or clean them, poor design can result in product failure when a consumption chain job is difficult to execute. Consequently, product designers and developers, and all those responsible for UX, UI, and the customer experience, must deeply understand the consumption chain jobs of those supporting the product.

JBTD - Product Lifecycle Support Team Jobs

Organization: Elevator manufacturer

Product: Elevator

Product lifecycle support team: Maintenance technicians

Consumption chain Jobs:

- Learn how to use the product

- Learn how to install the product

- Learn how to configure/customize the product

- Transport the product

- Learn how to repair the product

- Learn how to perform periodic maintenance

- Dispose of the product

Organization: Ham manufacturer

Product: Packaged shredded ham

Product lifecycle support team: Consumer

Consumption chain Jobs:

- Learn to use the product

- Interface with the product

- Transport the product

- Store the product

- Dispose of the product

JBTD - Purchase Decision Maker Jobs

When it comes to the acquisition of any product or service, the purchase decision maker has a financial job they are trying to get done when approving the acquisition of a product or service.
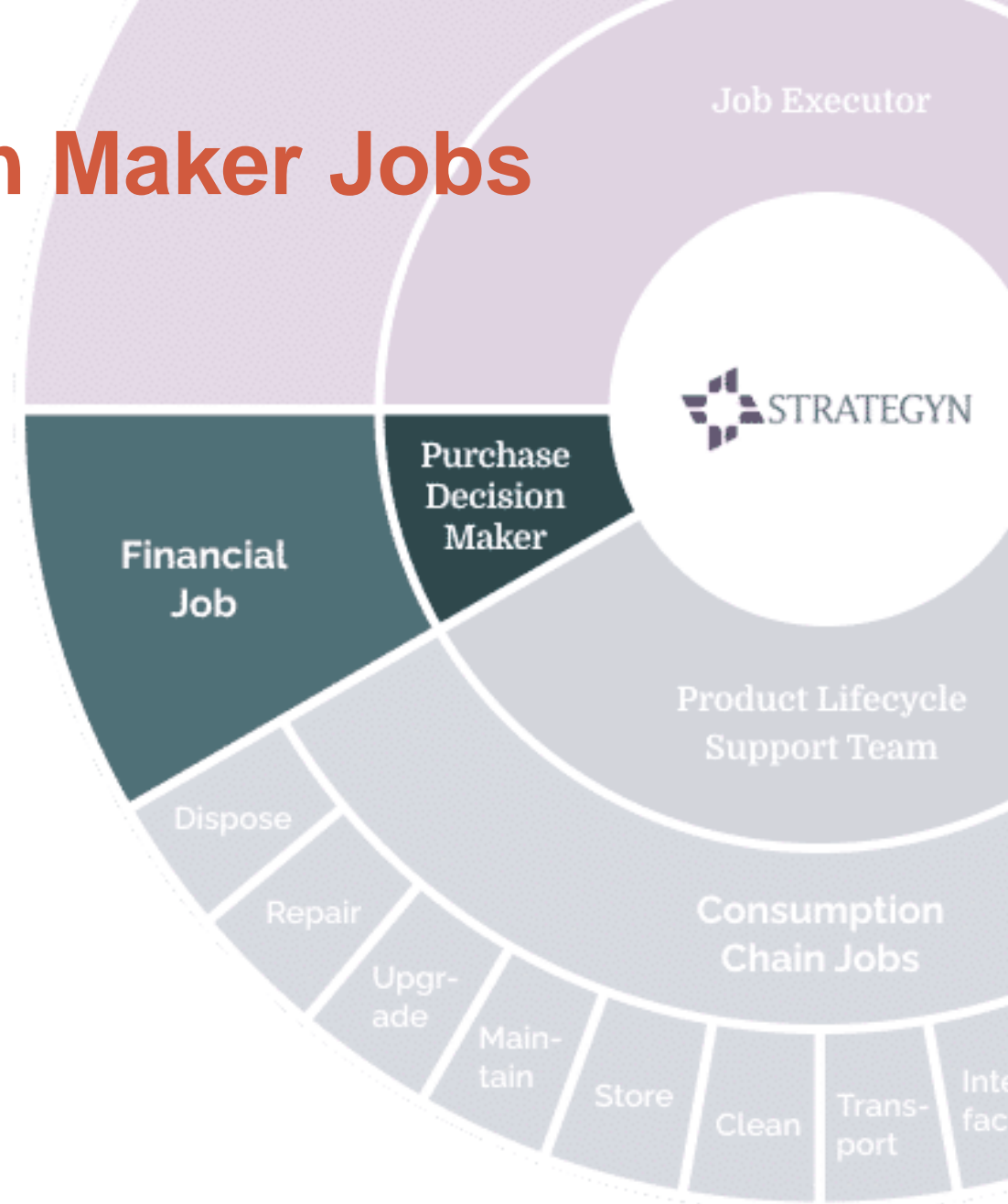
JBTD - Purchase Decision Maker Jobs

Organization: Elevator manufacturer

Product: Elevator

Purchase decision maker: Building Owner(s), Constructor, Condominium

Financial job:

- Reduce the cost of maintenance

- Reduce the cost of cleaning

- Reduce the cost of electricity consumption

▪ **Organization:** Ham manufacturer

▪ **Product:** Packaged shredded ham

▪ **Purchase decision maker:** Consumer

▪ **Financial job:** Reduce the cost of food waste when preparing a dish

JBTD - Targeting a Customer and Job

Targeting a Customer and Job

- To aid in *product conceptualization*, the job executor is targeted for study and the customer's core functional job, emotional jobs, and related jobs

- To aid in *product development*, the product lifecycle support team members are targeted for study and the customer's consumption chain jobs

- To aid in *product launch*, the purchase decision maker (PDM) is targeted for study and the PDM's financial job and associated financial outcomes

Market Definition

Jobs to be done

JBTD – Market Definition

A market is defined as:

"a group of people"

+

"the job they are trying to get done."

JBTD – Job Executor Labeling

When defining and labeling the job executor in a market of interest, the goal is to use a label that is inclusive of everybody using your product and competing products - a label that is inclusive of all personas, use cases, demographics, and other common forms of segmentation.

This ensures the entire market is considered, not just a subset or segment.

Market segments are discovered after the customers' unmet needs are known, not before.

JBTD – Job Executor Labeling

Farmers - Corn farmers, wheat farmers, and soy farmers can be labeled "farmers" - a term that is all inclusive.

Parents - Mothers, fathers, new parents, and single parents can be labeled "parents" - a term that is all inclusive

Legal teams - Lawyers, paralegals, legal assistants, and corporate counsels can be labeled "legal teams" - a term that is all inclusive.

Note: The labels given to job executors are rarely job titles.

JBTD – Job Statement Structure

Job statements are one-dimensional statements that are written in a prescribed manner.

They describe with brevity and precision what job executors are trying to achieve or avoid in a given situation.

Verb + **Object of the Verb** + **Contextual Clarifier**

Consumers trying to move between floors while leaving their home

JBTD – Job Statement Structure

Job statements are structured and formatted in this manner to structure ensures the job is stated as a process that can be broken down into job steps and studied at the outcome level.
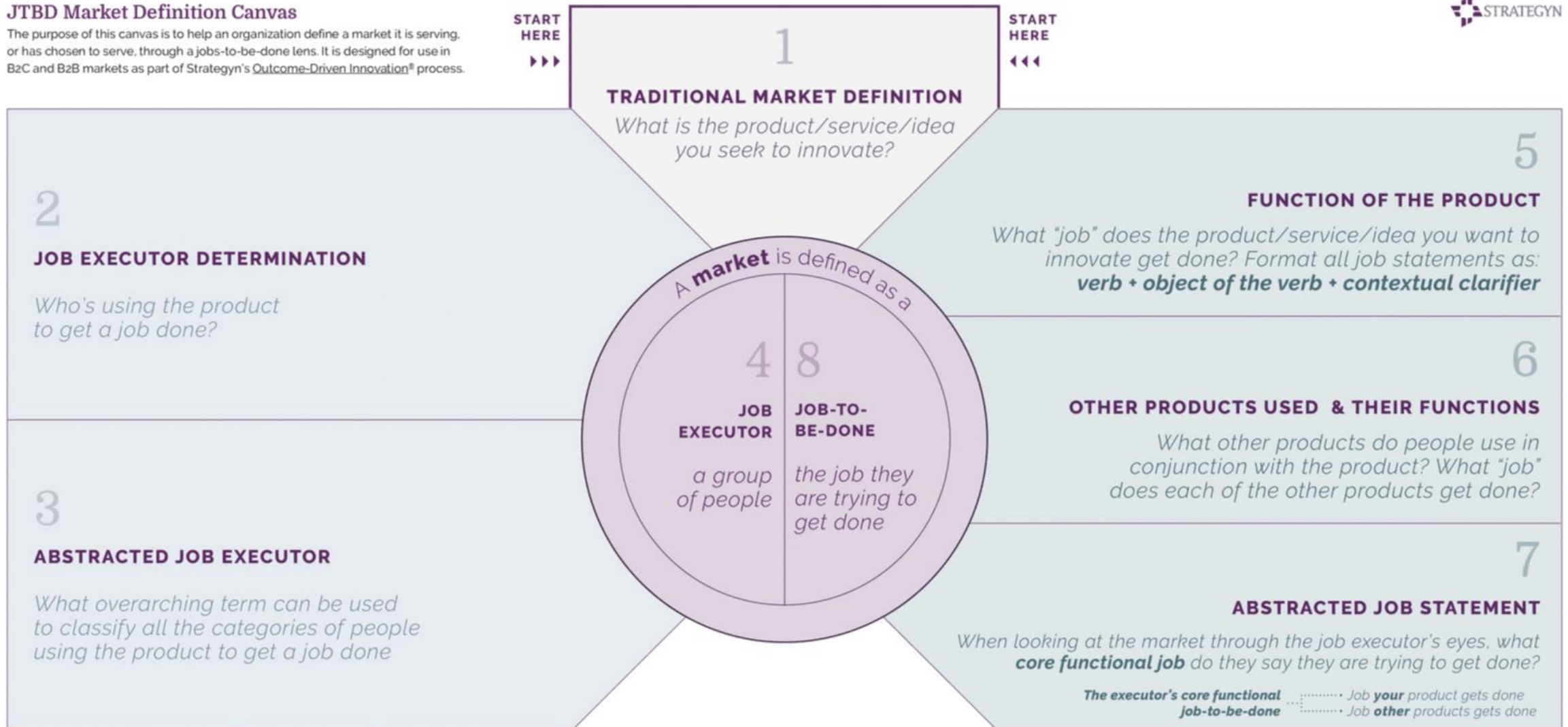
The structure and format ensure the job statement is:

• **Solution independent** - stated in problem space, not solution space

• **Actionable** - something the job executor is trying to achieve or avoid

• **Unambiguous** - not open to interpretation

• **Stable over time** - a long-term focal point for value creation

JBTD – Job Statement Canvas

JTBD Market Definition Canvas

The purpose of this canvas is to help an organization define a market it is serving, or has chosen to serve, through a jobs-to-be-done lens. It is designed for use in B2C and B2B markets as part of Strategyn's Outcome-Driven Innovation® process.

STRATEGYN

START HERE ▶▶▶

START HERE ◀◀◀

1

TRADITIONAL MARKET DEFINITION

What is the product/service/idea you seek to innovate?

2

JOB EXECUTOR DETERMINATION

Who's using the product to get a job done?

3

ABSTRACTED JOB EXECUTOR

What overarching term can be used to classify all the categories of people using the product to get a job done

A **market** is defined as a

4 **8**

JOB EXECUTOR | **JOB-TO-BE-DONE**

a group of people | the job they are trying to get done

5

FUNCTION OF THE PRODUCT

What "job" does the product/service/idea you want to innovate get done? Format all job statements as: **verb + object of the verb + contextual clarifier**

6

OTHER PRODUCTS USED & THEIR FUNCTIONS

What other products do people use in conjunction with the product? What "job" does each of the other products get done?

7

ABSTRACTED JOB STATEMENT

When looking at the market through the job executor's eyes, what **core functional job** do they say they are trying to get done?

The executor's core functional job-to-be-done ········· Job **your** product gets done ········· Job **other** products gets done

21

JBTD – Traditional Market Definition

1. Start with a traditional market definition. Ask, what is the product, service, or idea you seek to innovate?

2. who's using the product to get a job done?
   - List all the categories of people who use or would use the product to extract its value

3. Abstract the job executer
   - what overarching term can be used to classify all the categories of people using the product to get a job done?

4. The group of people (job executor) can be finalized and documented

1. Product
   - Wood chain Saw

2. Who's using the product?
   - Loggers (Lumber jacks)
   - Log-man
   - Farmers
   - Fireman
   - Owners of forest land

3. Abstract the job executer
   - Lumberman

4. Job Executer: Wood cutters

JBTD – Traditional Market Definition

5. Function of the Product

- what "job" does the product/service/idea you want to innovate help the job executor accomplish?

- Use the job statement [verb] + [object of the verb] + [optional contextual clarifier].

- this isn't the customer's job-to-be-done - it's the job that the product gets done, which is often only part of the job the customer is trying to get done.

6. Other Products Used and Their Functions

- What other products do people use in conjunction with the product? What "job" does each of the other products get done?

- List the products they use in conjunction with the one you have in mind.

- Document the functions / jobs that each of these other products gets done for the group of people

5. Function of the product

- Chop trees down

- Cut wood and branches into logs

- Cut logs into smaller pieces

- Cut logs into chips

6. Other Products Used and Their Functions

- Climbing equipment to cut branches before chop the tree

- Axes and pruning shears/saws to remove branches

- Cranes to control the falling tree

- Forestry skidders to clear the terrain

- Winch machines to push trees into a direction

- Etc.

JBTD – Traditional Market Definition

7. Abstracted Job Statement

   ▪ When looking at the market through the job executer's eyes what core functional job do they say they are trying to get done?

8. Customer's Job-to-be-Done

   ▪ The job they are trying to get done

Note: steps 5-8 should be completed using customer interviews

7. Abstracted Job Statement

   ▪ Cut logs into smaller pieces

   ▪ Chop trees

8. Customer's Job-to-be-Done

   ▪ Tranform wood into logs

Market: 4 + 8

   ▪ **Lumberman that wants to tranform wood into logs**
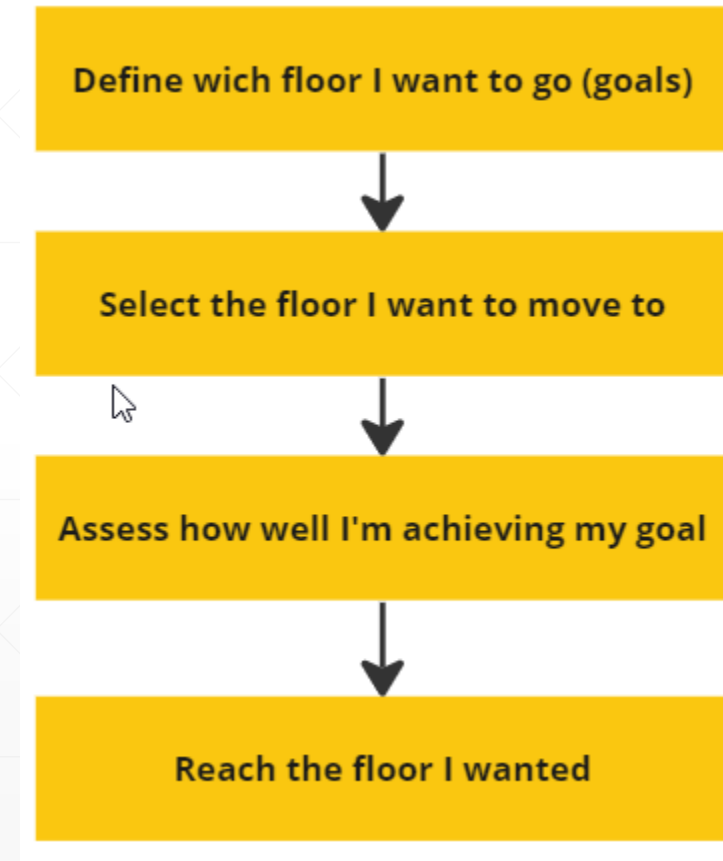
Jobs Discovery

Jobs to be done

JBTD – Jobs discovery

A Job Map details step-by-step precisely what job executors are trying to get done as they execute a job from beginning to end.

This dramatically simplifies the outcome gathering process.

Job step statements, and outcome statements are all designed to keep customer discovery efforts focused on what people are trying to accomplish

Verb + **Object of the Verb** + **Contextual Clarifier**

JBTD – Jobs discovery

Steps of the Universal Job Map:

1. **Define** - People often have goals or a set of objectives in mind at the onset of job execution (Plan, Select, Determine).

2. **Locate** - People need to obtain certain inputs to get a job done-these inputs can be materials, ingredients, data, etc. (Gather, Access, Retrieve).

3. **Prepare** - People must set up the environment and organize the inputs in order to execute the job correctly (Set up, Organize, Examine).

4. **Confirm** - People want to know that the job will produce the desired results before the execution step begins (Validate, Prioritize, Decide).

5. **Complete**. Not all jobs conclude-some are continuous (Store, Finish, Close).

6. **Execute** - People consider the execution step the most important part of the job. It is closely tied to the job-to-be-done (Perform, Transact, Administer).

7. **Monitor** - People consider the execution of the job to ensure the outputs are predictable and effective (Verify, Track, Check).

8. **Modify** - People make adjustments to job execution to help overcome issues that have been encountered (Update, Adjust, Maintain).

9. **Conclude** - People take a final step that signifies the job is complete. Not all jobs conclude-some are continuous (Store, Finish, Close).

JBTD – Jobs discovery

From here we can map multiple ways to reach my goal, but this is not the Job map!

Walks towards the elevator to move to another floor

↓

Put the groceries on the floor to press the call button

↓

Press the call button to the direction he want to move (up or down)

↓

Waits until the elevator door opens to walk inside

↓

Pick the groceries and enters the elevator

↓

Put the groceries on the floor to press the floor number

↓

Press the floor number to move to the selected floor

↓

Waits until the elevator reachers the desired floor

↓

Waits until the elevator door opens

↓

Pick the groceries and move out of the elevator

JBTD – Jobs discovery

From here we can map multiple ways to reach my goal, but this is not the Job map!

And finding new scenarios while assessing how good I'm achieving my goals
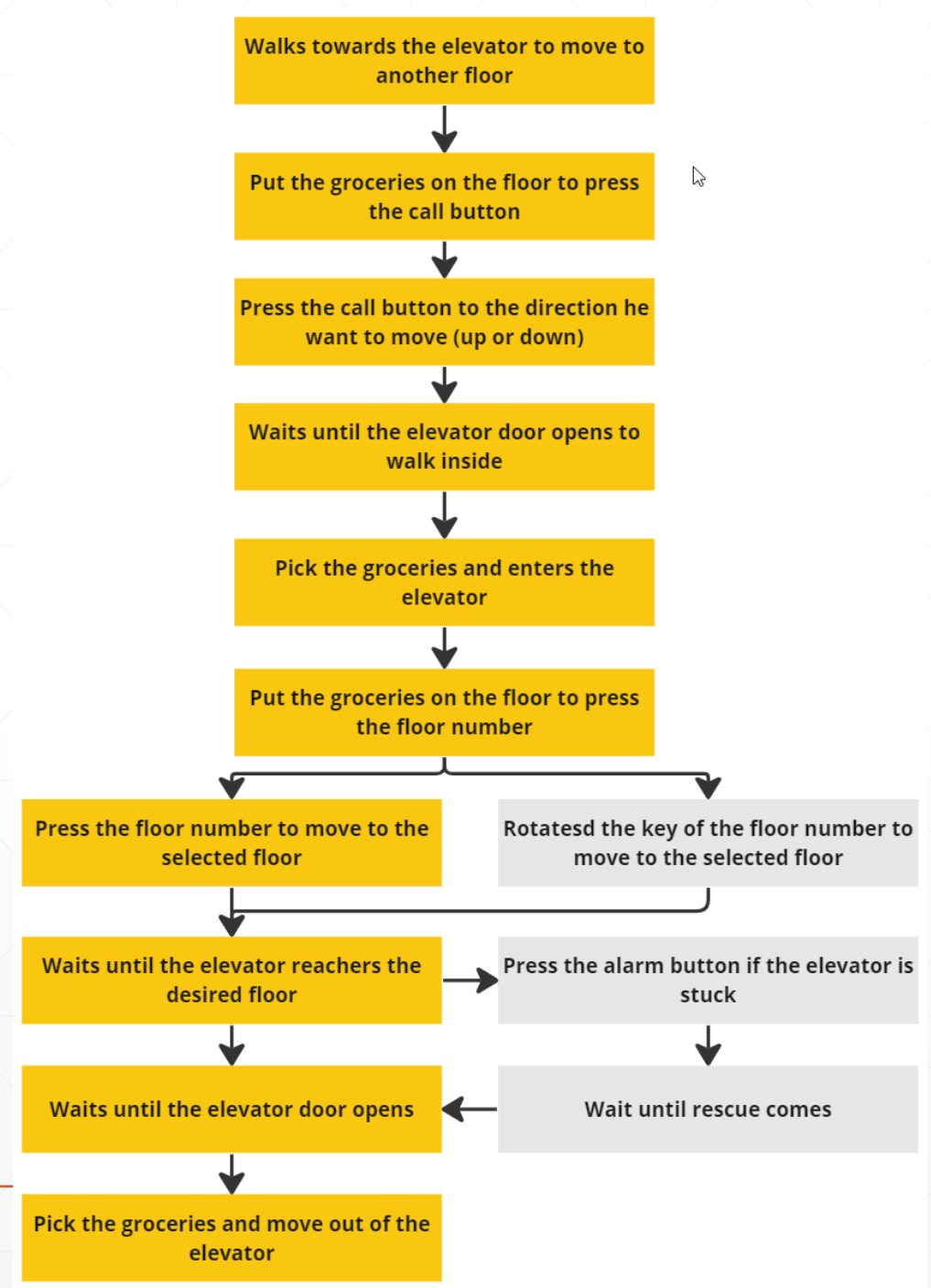
Outcome Discovery

Jobs to be done

JBTD – Outcome Statement Structure

A customer need is a statement that instructs innovators how to help people get a job done faster, more predictably, or with a better result (without imperfections).

A need statement contains four key components organized in the sequence above

Example:

Minimize the time it takes to move between floors

Minimize the likelihood that the elevator got stuck while people are moving between floors

Direction of improvement ➜ metric ➜ object of control ➜ optional contextual clarifier

JBTD – Outcome Statement Structure

People seek out products and services that help them get a job done in less time, with less variation, and with fewer failed efforts. Consequently, people want to:

- Minimize the time it takes to get a job done

- Minimize the likelihood that job execution is unpredictable

- Minimize the likelihood of getting a poor result

Using "minimize" has several advantages:

- aligned with what customers are trying to accomplish

- works in every situation, so all outcome statements can start with the same word

- conveys a desired direction of improvement with an obvious target value, i.e., minimize to zero

- statements are more easily read and comprehended in a survey

- removes a source of variability when quantifying outcome statements

Framing problems
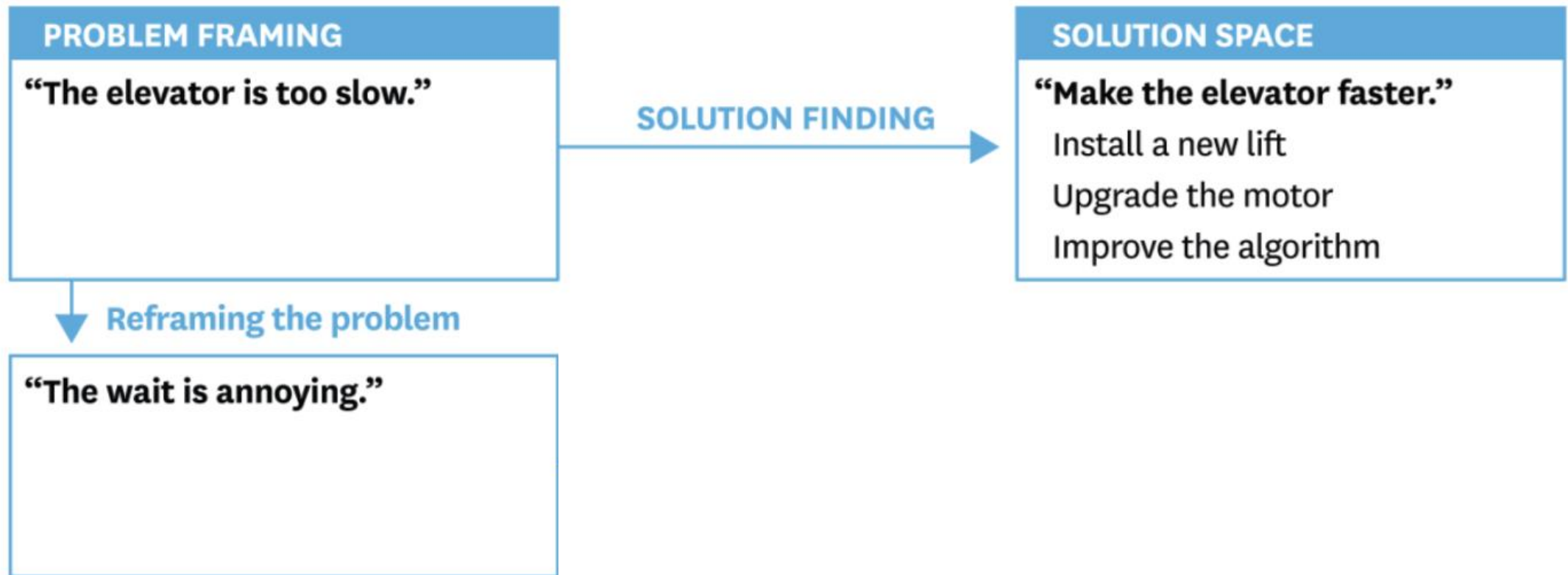
Discover – Framing the problem

Let's take an identified problem captured from a feedback session:

"The elevator is too slow"

Context: The elevator is one of two existing ones in a building with 20 floors accomodating 200 people.

Discover – Framing the problem

If we take a step back, what exactly our users are trying to achieve? Find the <u>root cause</u> and frame it

PROBLEM FRAMING

"The elevator is too slow."

SOLUTION FINDING →

SOLUTION SPACE

"Make the elevator faster."

Install a new lift

Upgrade the motor

Improve the algorithm

↓ Reframing the problem

"The wait is annoying."

Discover – Framing the problem

We can define the success metric

Make the wait feel shorter:

- **Minimize** the perceived needed time to move between floors

Discover – Framing the problem

And potential solutions examples:

PROBLEM FRAMING

"The elevator is too slow."

SOLUTION FINDING →

SOLUTION SPACE

"Make the elevator faster."

Install a new lift

Upgrade the motor

Improve the algorithm

Reframing the problem ↓

"The wait is annoying."

"Make the wait feel shorter."

Put up mirrors
Play music
Install a hand sanitizer
Install a wi-fi connection