# Assignment 1: JTBD Essay

**1. Context**

The Jobs To Be Done (JTBD) framework is a theory which seeks to analyse the goals of the customer, to create better customer experiences through innovation. Traditionally, companies may study how customers use existing products in order to develop better products, but the JTBD theory proposes that it is more important and effective to analyse why customers use a product, rather than how they use it. By describing the customers as not simply using a product, but 'hiring' a product to do a 'job', the JTBD perspective allows companies to get to the root of what drives their customers to use a product. By addressing this core reason, companies are able to create a product that better suits the customers' needs, creating better customer experiences (Ulwick 2017). This process allows for disruption in the market through innovation, as new products can fulfil the needs of the customer better than existing products (Bower & Christensen 1995).

The JTBD framework was developed as a result of research done for a fast-food chain, where the chain had tried to improve the sales of milkshakes through traditional methods of market research, by conducting focus group tests, which ultimately did not improve sales. When the researchers observed the customers who bought milkshakes, however, they found the job that milkshakes were being hired to do: to pad the stomachs of office workers on their commute to work. 40% of milkshakes were being ordered to-go early in the morning by office workers, which exposed the consumer base that had not been explored before. The viscosity of the milkshake was perfect for occupying customers on their way to work, while also helping them satisfy their hunger until lunchtime. Furthermore, the milkshakes were better at these jobs than their competitors, such as bagels, bananas, or chocolate bars. Following this discovery, the team developed improvements that would help milkshakes better fulfil their job, such as making them more viscous to increase the amount of time that they could help distract the customer from the boring commute, and adding fruit pieces to make the drink more interesting. Simultaneously, they developed a product to target another large portion of their market: children. By making thinner milkshakes which better served as a quick treat, the fast-food chain was able to separate the customer base of their milkshakes, making improvements to each of their customer experiences (Forbes 2011; Nobel 2011).

As evident, the JTBD approach allowed the restaurant to identify the reasons why their customers came to them, and allowed the restaurant to better cater to their needs, improving both the customer experience and the sales. According to Anthony Ulwick (2017), one of the pioneers of the JTBD theory, the buyer of a product has 3 main jobs that they want fulfilled: the core functional job, the emotional job, and the consumption chain job. By understanding what jobs the buyer wants to do, companies can manufacture a product that customers want to hire. Firstly, the core functional job is the underlying reason for customers to purchase a product. Using hats as an example, the core functional job would be to protect the user's face from damage from the sun. Secondly, the emotional jobs that hats can fulfil are two-fold: personal, or social. One might wear a hat because they think it looks good on them, which helps them feel better about themselves. The hat may also provide a social value, demonstrating to others that the wearer has good fashion sense. Finally, the user needs to fulfil the consumption chain job, concerning the lifecycle of the product. For a hat, users may want to adjust its size, be able to wash it easily, or be able to recycle it at the end of its lifecycle. Ultimately, by studying the desired outcomes of their customers, companies are able to gain a better understanding of customer needs, and create products that result in better customer experiences (Christensen et al. 2016).

**2. Existing Applications**

One existing application of the JTBD theory lies in 3M’s mounting tape, used to hang paintings and other decor in homes. According to Theodore Levitt, a professor at the Harvard Business School, "People don't want to buy a quarter-inch drill. They want a quarter-inch hole!" (Gallo 2016; Levitt 2004) Furthering this logic from a JTBD standpoint, the reason people hire drills is not that they want a hole in their wall, but often is that they want to hang a painting, or some other sort of decoration on that wall (Maurya 2019). By understanding the job that customers want to complete, 3M identified an opportunity to disrupt the power drill market, by creating a product that was capable of completing the same desired job, but better. Following this discovery, 3M started marketing their sticky mounting tape, under the Scotch brand, to customers who wanted to hang decorations on their wall.

Functionally, this product was able to accomplish the underlying job well, due to the following design features:

* The mounting tape is easy to apply and remove, unlike drilling a hole for a nail in the wall, which is more permanent.
* The tape is much cheaper for customers whose only job is to hang a painting. Rather than spending hundreds on a drill, customers can simply purchase a roll of tape.
* The tape is also simpler to use than a drill. Rather than finding a drill bit and nail of matching size, then powering the drill to make a hole, the user can simply cut off a section of the mounting tape and stick it onto the wall.

Furthermore, the mounting tape was also able to accomplish the emotional jobs of the customer. On a personal level, the mounting tape is much less stressful to use to the average homemaker, as there is much less risk of personal harm, or damage to the wall. The simplicity and low profile of the tape also contributes to the user’s intrinsic emotional goals by helping them achieve a minimalist aesthetic in their interior design. Simultaneously, the chic design can also help to impress any visitors, realising the social emotional job of the user. These factors all contribute to the pull of the product, drawing customers to use the product instead of the traditional method. Finally, 3M’s mounting tape also streamlined the consumption chain jobs of the product, as the tape is much easier to purchase, use, and eventually discard when compared to the drill, which not only costs significantly more, but is also more complex to operate and harder to get rid of once broken.

All of these reasons above contribute to why 3M was able to take a large part of the market share in the power drill market. By identifying the characteristics of their customers, 3M was able to build a product that fulfilled the customers’ desires better than before. Additionally, 3M realised that the reason people were hanging paintings in their houses in the first place was often because they had just bought a house, and wanted to quickly decorate it. Thus, they introduced another product in the same vein as the mounting tape, the ‘Curtain Call’, an adhesive curtain hanging system which allowed customers to easily put up curtains without a drill (3M n.d.).

On the other side of the coin, the power drill industry has also realised that customers had less and less application for drills for their daily lives. Innovation in the power drill industry has hence largely focused around improving cordless technology and product efficiency, such as allowing users to drill holes in tight areas and making more powerful drills (Grainger 2017). The benefit of drills over modern alternatives like adhesives is that nails are able to hang much heavier items, and a drill is much more reusable than adhesives. Therefore, drill companies have switched their focus to make greater use of their strengths, targeting consumers in the DIY market, or the metalworking and carpentry markets.

**3. Your Application**

The job to be done that our team has identified is helping to build saving habits from young. As increasing amounts of time are being spent online, in no small part due to the pandemic (Forlani 2021), the amount of money being spent online is also increasing. According to Johnson (2018), almost 80% of people have made a split-second impulse purchase on the internet. Once the barriers to online shopping, such as entering in the customer’s credit card details and paying for shipping costs, have been crossed, customers are more likely to throw in extra items that they do not need, causing them to spend more than intended. Our approach to this growing trend of unnecessary online spending is to build good saving habits from young, by targeting children to report their savings daily. As Ciccarelli (2021) states, Australian children are spending almost 7 hours on their mobile phones daily. By taking a minute out of these 7 hours, we intend for children to track their daily savings, and in doing so, build a habit of saving.

However, as we soon realised, children are often not the ones in charge of what apps are on their devices. Instead, we could be targeting parents, most of whom would gladly download an app to help their children learn saving habits. According to a study published in the European Journal of Social Psychology, it takes a minimum of 18 days for a habit to form, with an average of 66 days, going as high as 254 days (Lally et al. 2009). Rather than having to form a habit of their own to tell their kids to save, we allow parents to enjoy their time away from work, and do the job for them. Additionally, we can also target banks, which have a vested interest in generating brand loyalty early. Already, banks such as CommBank have programs such as their Youthsaver and Smart Access Account for Youth, but there is little focus on habit building, only long-term saving (Commbank n.d.).

As such, our application will fulfil the functional job of teaching children to save by rewarding consistency. In the app, either the guardian or the child will be able to set a weekly savings goal. The main homepage of the app will be an empty plot of land, which will develop as more money is saved each month. By opening the app daily and entering how much of their allowance they have saved that day, children will be able to get rewards to populate their plot of land. For example, if they are able to hit their weekly savings goal, they may be rewarded with 5 trees and 2 squirrels, which will be added to their plot of land. These items will contribute to an idle animation which is played when the app is open. The fast food industry has a long history of using collectible toys to pair with their children’s meals, as a means of appealing to kids (McAlister & Cornwell 2012). By leveraging the same appeal of collectibles, we believe that our app will be able to better help children build saving habits.

Currently, the method that most parents use to build saving habits in their children is by giving them a piggy bank, and passively encouraging them to save some allowance. We believe that this method, while established, has many downfalls, namely that there is no active incentive to save, and any savings are not tracked. When a child puts money into their piggy bank, they do not receive a reward, so many may lack the motivation to save at all, if it means that they can get an extra soft drink in their day. Our product, on the other hand, gives a reward when a saving goal is reached, incentivising children to save each day. Even with a small virtual reward, children have more incentive to skip out on that soft drink, and build their savings. However, the existing piggy bank solution is already well-established historically, and there may be reluctance to switch to our new system. Parents may look back on their own childhood and reminisce about their days of coming home each day to feed their piggy bank. We acknowledge that parents may want to stick to their existing habits, but we also believe that since our product also utilises a common existing habit of children, that they spend a lot of time on their phones, that the switch will be fairly frictionless.

Finally, one of the main problems that may arise concerns the self-reporting nature of the app. Among all the possible methods, we have decided that this is the best solution, but children may still look to cheat the system by entering false savings amounts. We expect these children to churn after about a week, as there is not too much depth in the app after all, and the canvas resets each month (Grguric 2022). While this may not be our intended use of the app, it still builds a habit of logging on each day, and if the user decides that lying is too boring, may switch to entering truthful values eventually.

All in all, we believe that it is important to build good saving habits from young, and we believe that our app will help many parents carry out this job better than existing methods.

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