

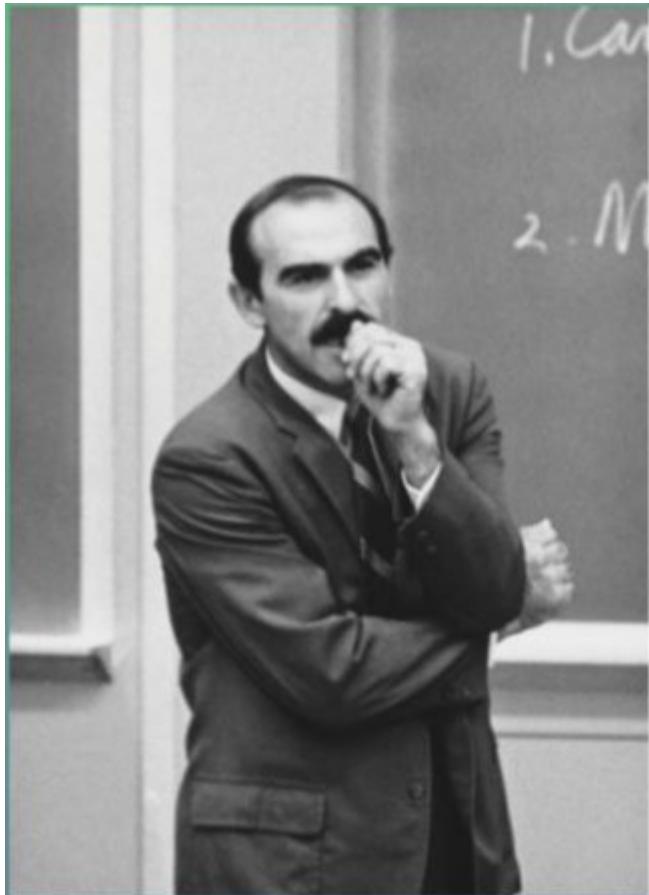
Jobs to be done framework

Oct 2021

Aditya Vikram Jain for IIM Kozhikode MDP

Structure

- Orientation for session outcome
- Overview of JTBD
- Problem space vs solution space
- Case study
- Real life examples, failure and success
- How can you get your teams to be more outcome oriented ?



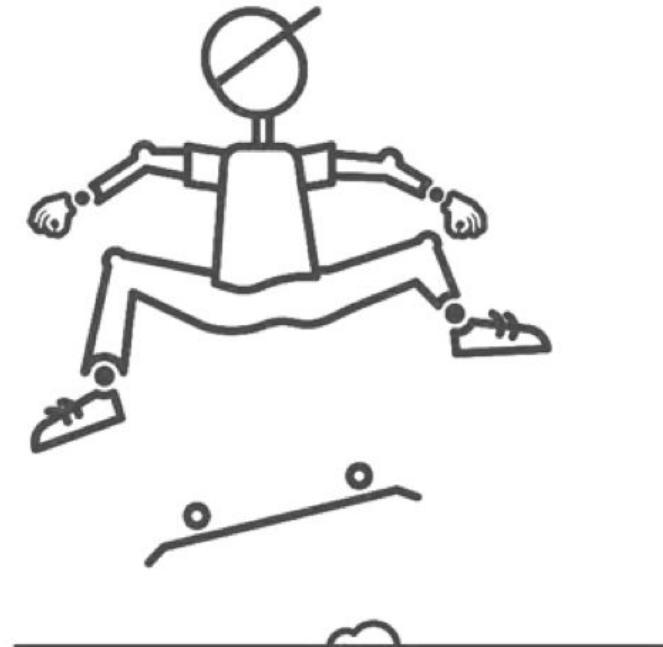
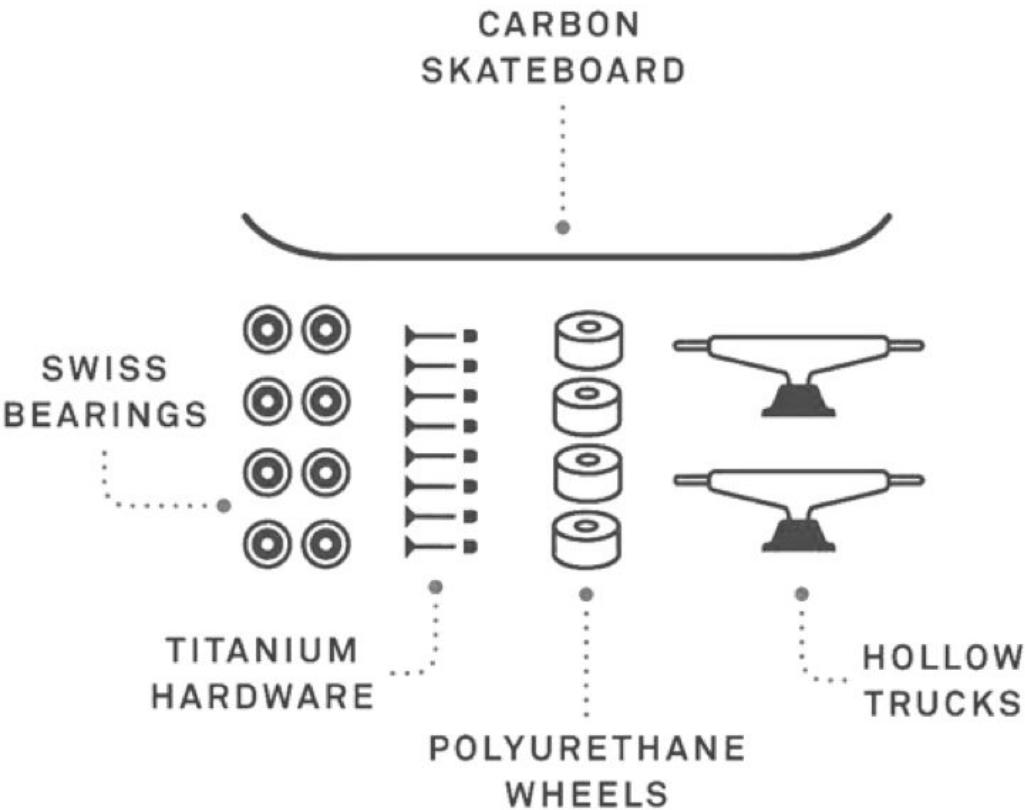
“People don't want to buy a quarter-inch drill, they want a quarter-inch hole.”

Theodore Levitt

neo

Even though customers buy this...

...they *really* want this.



Problem Space vs. Solution Space

■ Problem Space

- A customer problem, need, or benefit that the product should address
- A product requirement

Example:

- Ability to write in space (zero gravity)

■ Solution Space

- A specific implementation to address the need or product requirement



- NASA: space pen (\$1 M R&D cost)
- Russians: pencil

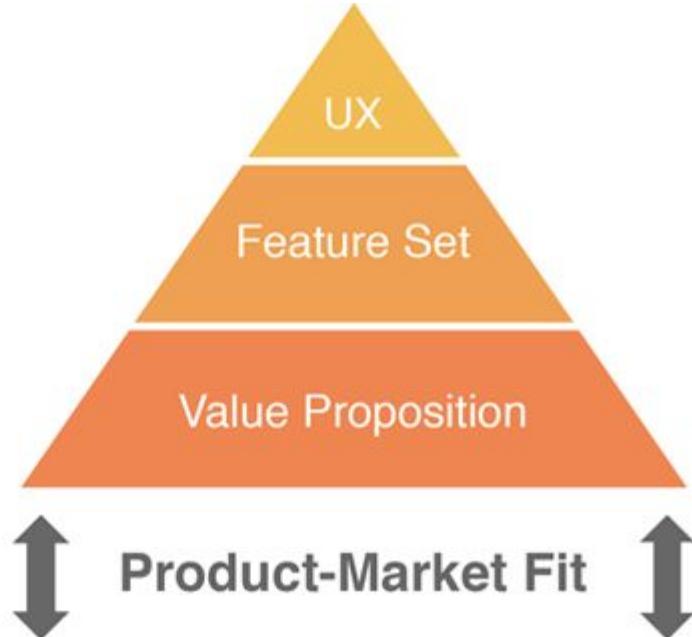


Problem Space vs Solution Space

A market is a set of related customer needs, which rests squarely in problem space or you can say “problems” define market, not “solutions”. A market is not tied to any specific solutions that meet market needs. It is a broader space. There is no product or design that exists in problem space.

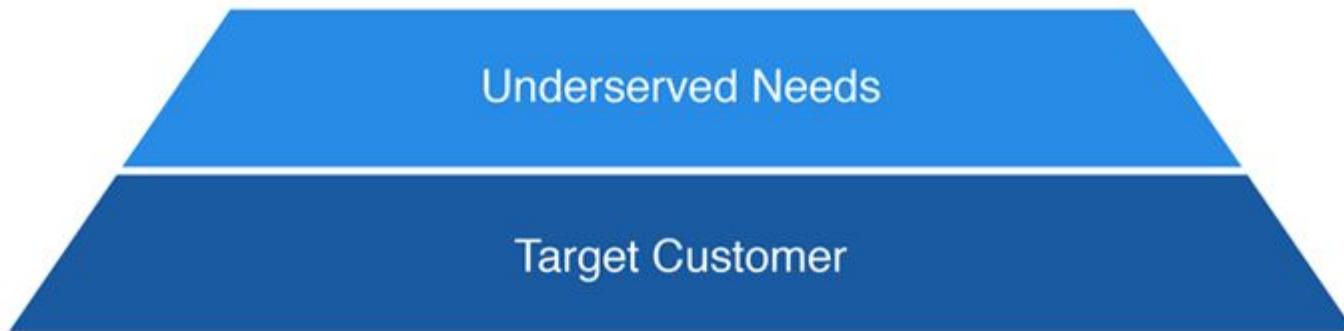
Any product or the product design — such as mock-ups, wire-frame, prototype, depends on and is built upon problem space, but is in solution space. So we can say problem space is at the base of solution space. Solution space includes any product or representation of a product that is used by or intended for use by a customer.

Product:



Product-Market Fit

Market:



Target Customer: Who are they?

Underserved Needs: What are their needs?

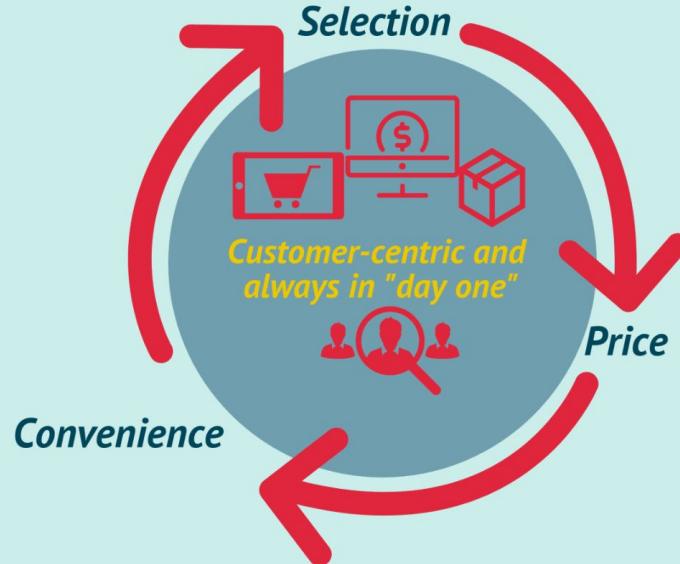
Value Proposition: How the customer benefits and how our product is better.

Feature Set: The functionality that supports those benefits.

User Experience (UX): What the customer interacts with to get the benefits.

Amazon Mission Statement and Vision Statement

Amazon mission statement is to "serve consumers through online and physical stores and focus on selection, price, and convenience." Amazon vision statement is "to be Earth's most customer-centric company, where customers can find and discover anything they might want to buy online, and endeavors to offer its customers the lowest possible prices." Jeff Bezos highlighted "day one" as a core driver. He explained "day 2 is stasis. Followed by irrelevance. Followed by excruciating, painful decline. Followed by death. And that is why it is always Day 1."





Not that disruptive of a model: “sell and deliver stuff to customers”

Amazon perfectly understood the **old-economy retail cocktail**:
low prices, large selection, convenience/customer experience.



“I can't imagine that ten years from now [customers] are going to say: 'I really love Amazon, but I wish their prices were a **little higher**'”

Jeff Bezos



How would you improve school performance

- You are tasked with improving the academic performance and at a middle school in rural India. How would you go about it.

<https://www.sciencedirect.com/science/article/abs/pii/S0304387816300402>

Overserved Vs Underserved needs

AirBnB vs Hotels

A printer that can print faster than 30 ppms ?

Pendrives vs Hard disks

Jobs: Activity Vs Progress ?

This is a train, which goes from London to Paris. The question was given to a bunch of engineers about 15 years ago. How do we make the journey to Paris better? And they came up with a very good engineering solution, which was to spend 6 billion pounds building completely new tracks from London to the coast and knocking about 40 minutes off a three and a half hour journey time.

Jobs: Activity Vs Progress ?

Now, call me Mr. Picky. I'm just an ad man. But it strikes me as an unimaginative way of improving a train journey merely to make it shorter. Now, what is the hedonic opportunity cost of spending 6 billion pounds on those railway tracks? Here's my naive advertising man suggestion. What you should in fact do is employ all the world's top male and female supermodels, pay them to walk the length of the train handing out free Chateau Petrus for the entire duration of the journey.

You'll still have about 3 billion pounds left in change and people will ask for the trains to be slowed down

-Marketer Rory Sutherland speaking at TED.

Failure

- Building an “import sheet” feature for sellers
- Many sellers wanted to import their Amazon listings to Snapdeal
- We focused a lot on the solution
- Rolled it out even when it was clear it wouldn’t do the whole job
- Almost zero adoption, ended up confusing customers even more

Improving seller onboarding at Snapdeal

- KRA was set in terms of business outcomes i.e. 2-week conversion from lead to seller-with-first-filled order. Commonly, I would have been given a project "New Seller Onboarding" and would talk to all stakeholders to make a list of features with my incentive being rolling it out before estimated time and not a business outcome.
- Since I was being measured on numbers alone and not on the cleverness or elegance of a feature I dreamt up, I focused on first making small and boring changes that maximally impacted conversion, like increasing response speed and removing non-mandatory steps. Commonly I would try to implement something cool that builds my cred as a clever PM, rather I tried to build my cred as a PM who brings home the bacon.
- All changes were A/B tested to measure their exact contribution to a metric improvement. Commonly, the approach is to define a scope of work for a 2-3 month project beforehand and changing it is seen as a failure to plan.
- I made it a habit to regularly call sellers who dropped out somewhere in the onboarding process to understand what happened. The insights I got were completely unexpected at times and greatly helped improve the system. Commonly, PMs do not speak to customers because they don't see it as a part of their role.
- I was given the leeway to do an A/B test to shut off all inventory for sellers who signed up in the last 6 months for 25% of users. We were able to measure the dip in orders and hence put a Rupee value on every active seller, making the ROI apparent.

How can you get your teams to be more outcome oriented ?

- Focus on outcomes, not input or output
- Have a plan to measure success before you execute
- Knowing the impact is the best motivation