



Discovering Jobs to be Done

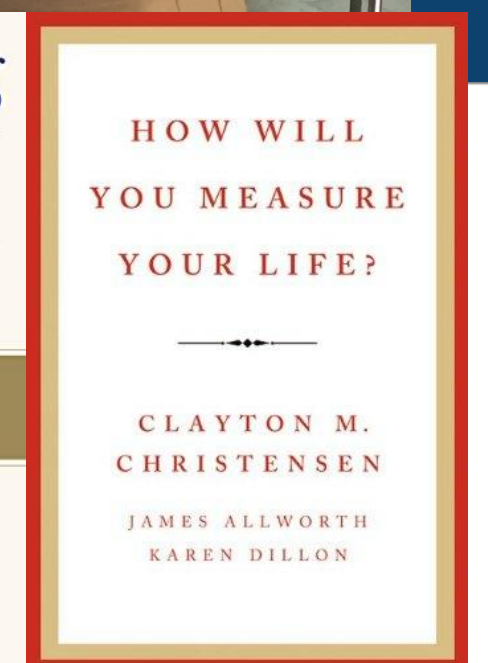
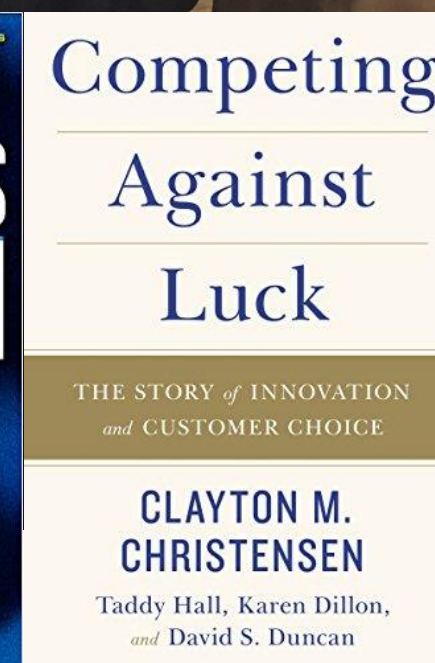
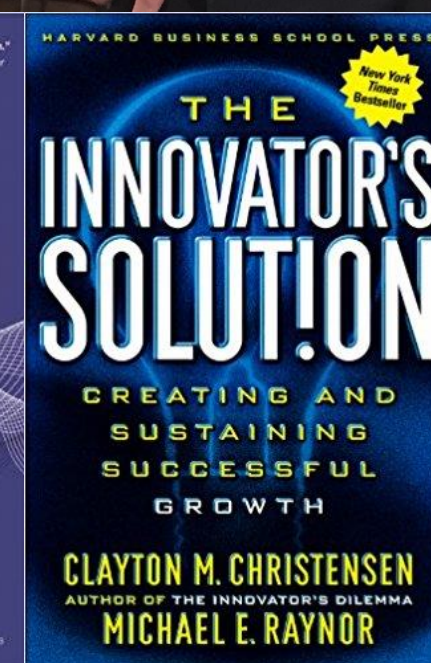
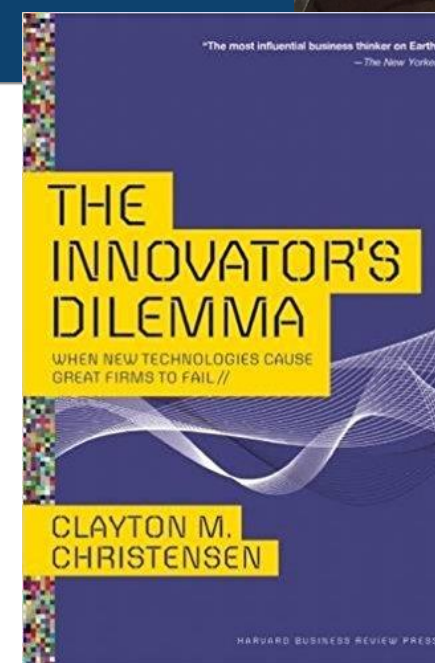
DigCitSummit 2017

Jake Schroeder

“Questions create spaces in the brain
for solutions to fall into.”

“Good theory teaches you not what
to think but how to think.”

Professor Clayton Christensen, Harvard Business School





**“The struggling moment
is the seed for all
innovation.”**

Bob Moesta, President & CEO of The
Rewired Group



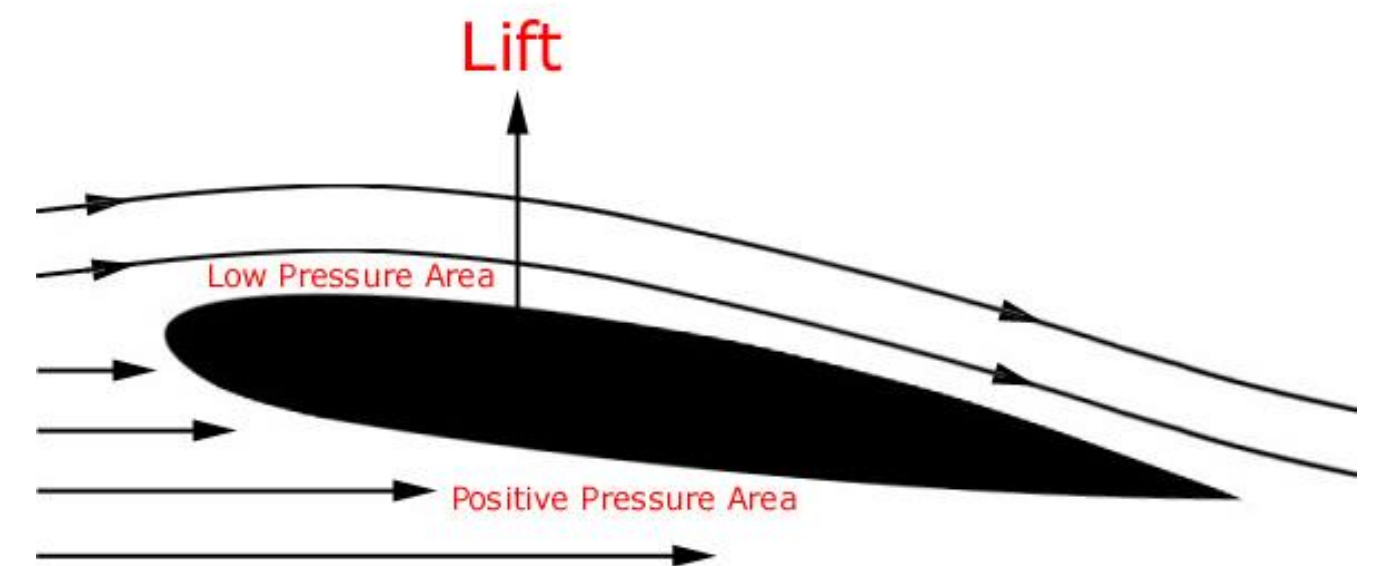
Discovering impactful, innovative solutions to struggling moments requires a sound understanding of causality...not correlation



Correlation

OR

Causality



Jobs to be done:

- (1) The progress that a person is trying to make in a particular circumstance.
- (2) Key to understanding why people make the choices they make.



Why are people trying to progress from point A to point B?



**People don't just buy
products and services...**

**...they hire them to make
progress in their life.**

Jobs to be done theory puts the focus on the why, rather than the what. Focusing on the why will bring deeper and richer insights for successful innovation.

The What focuses on:

Solutions
Features
Benefits

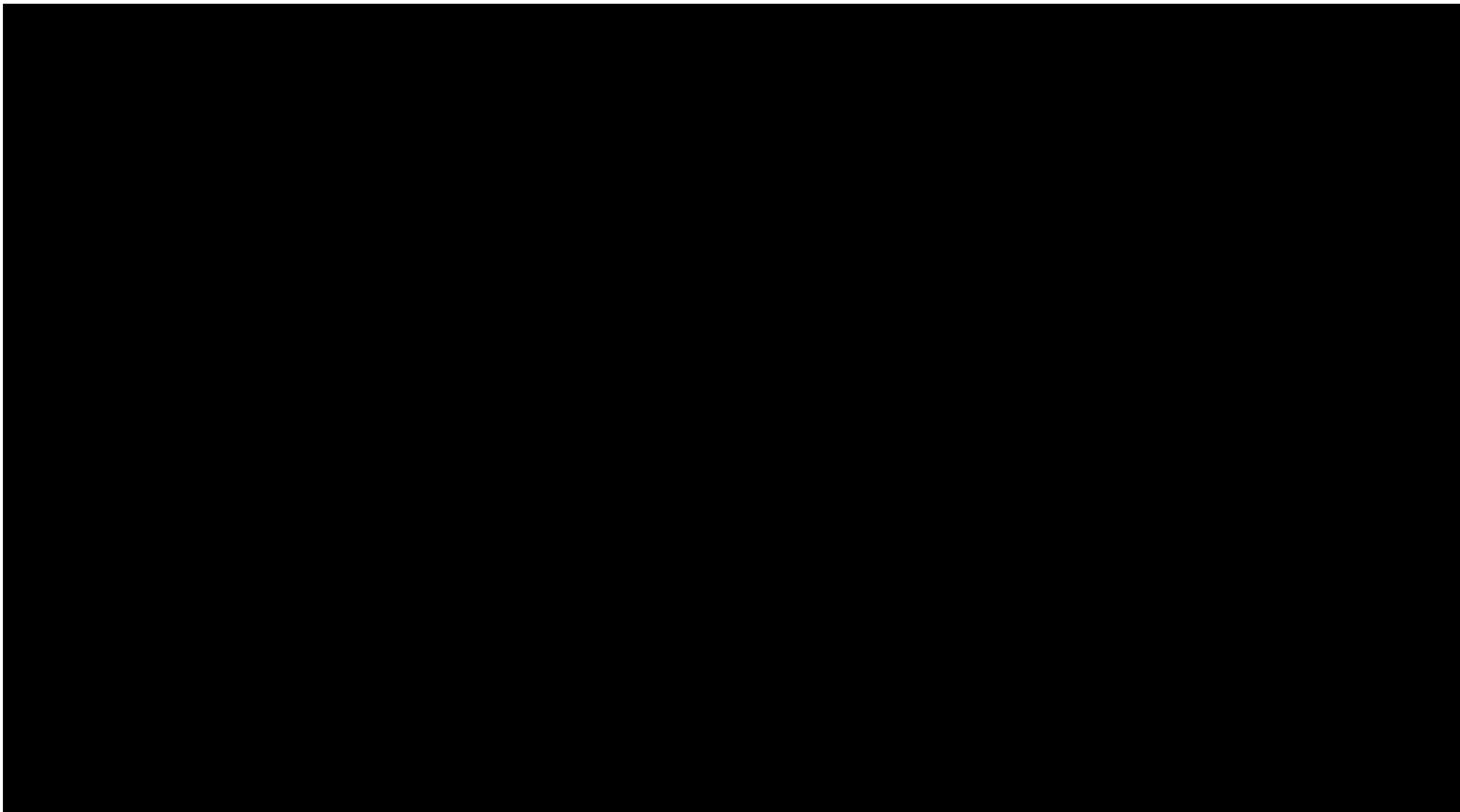


The Why focuses on:

Jobs
Context
Outcomes



Theodore Levitt
1960, Harvard Business School

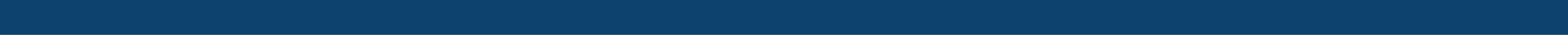




VS









You make the call...

Deciding who to hire as a babysitter

Buying a watch

Buying your kids organic food

Remodeling your kitchen

Buying furniture from IKEA

Wearing perfume or cologne

Making a post on Facebook

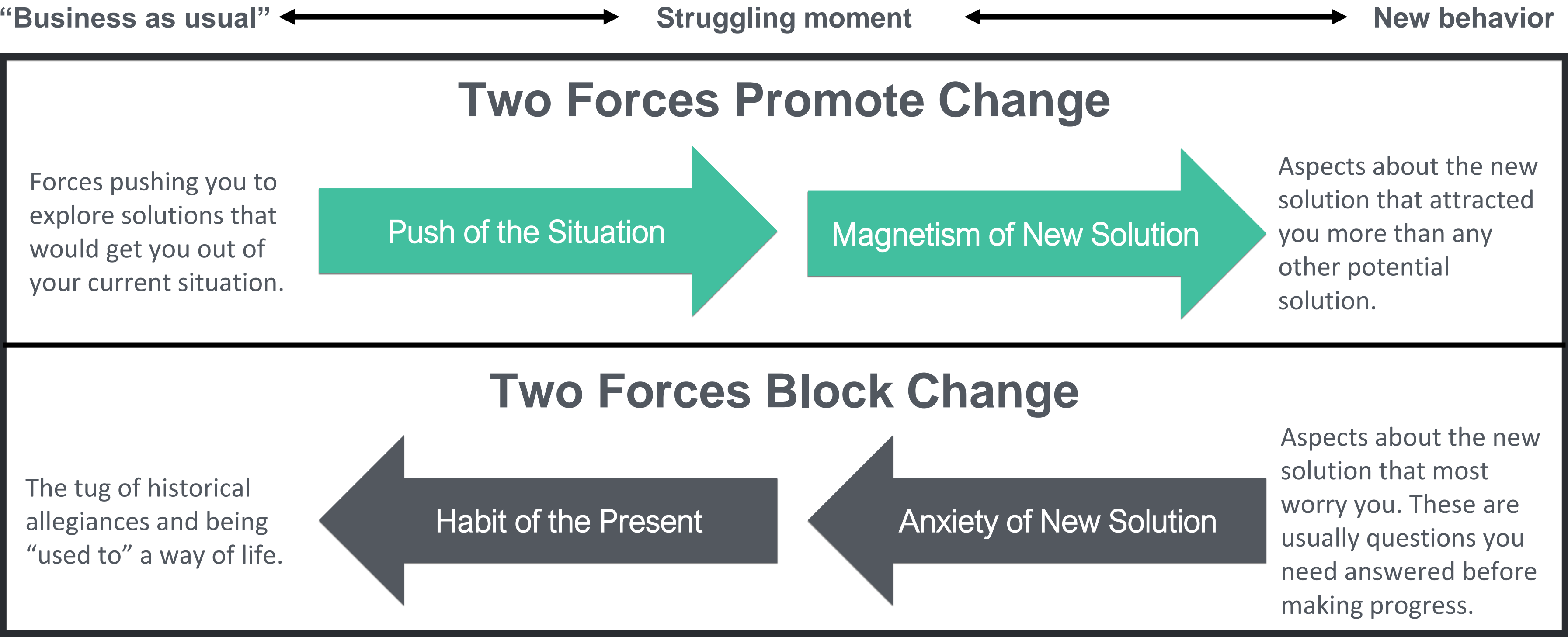
Reading the newspaper

Hospital buying an x-ray machine

Why do people hire Disneyland?



Insights into JTBD are derived from stories, not statistics. Whenever people are trying to make progress, there are constantly four forces at play.



Mini-case study: Michael Smith

Profile for “Michael Smith”

- Age: 31
- Married for 5 years
- 2 children (ages 4 and 1)
- Manufacturing plant operations
- Annual income ~\$36K
- Completed one-year of college education at age 23 and still has some debt from that experience
- Rents a 2 bedroom, 900 square foot apartment

Michael has been considering pursuing a bachelor's degree for the past 4 years.



Consider:

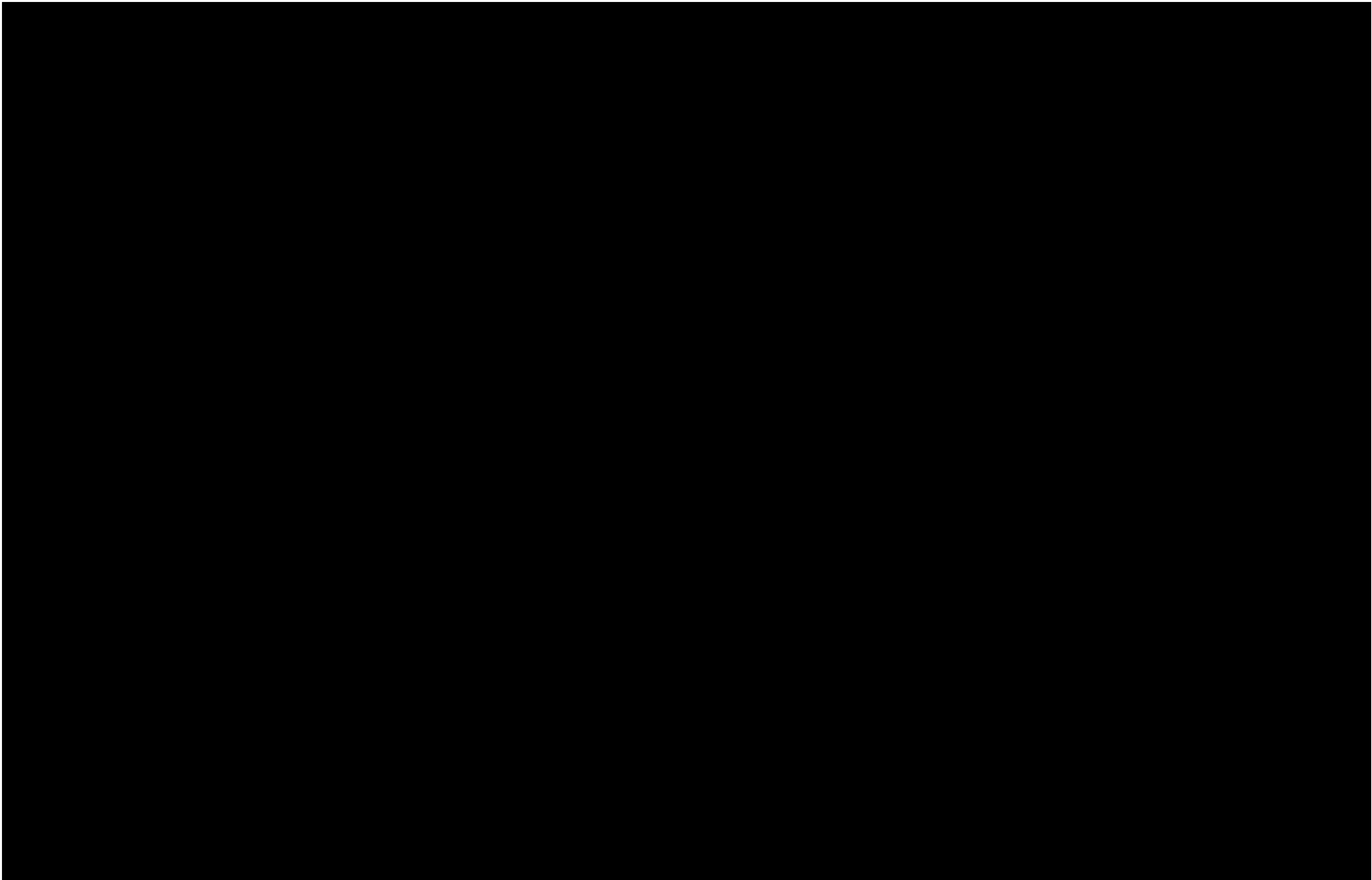
- Push of the Situation
- Habit of the Present
- Anxiety of New Solution

Southern New Hampshire University built their online platform around JTBD



- Traditional college give preferential treatment
 - Slow response to inquiries (e.g. financial aid)
 - Marketing focused around on-campus college experience
- Online given its own campus
 - Phone call within 8.5 minutes
 - Credits and fin aid solved within days not weeks
 - Marketing focused on functional, social, emotional JTBD
 - Personal advisor

| Enrollment | 2010 | 2012 | 2014 | 2016 |
|----------------------|--------|--------|--------|---------|
| Traditional Students | 2500 | 2750 | 2912 | 3015 |
| Online Students | ~500 | 17,000 | 35,000 | 60,000+ |
| Annual Revenue | \$88 M | -----> | | \$450 M |



Takeaways

- Find struggling moments
 - Focus on progress; not products and services
 - Stay focused on the progress he/she is trying to make. Not on the progress you're trying to make or the progress you want them to make.
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