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.
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.

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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 Leavitt  
1960, Harvard Business School
Sales

Functional

Emotional

Social

What I need to get done...

How I need to feel...

How I need others to perceive me...

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.

**Two Forces Promote Change**

- **Push of the Situation**: Forces pushing you to explore solutions that would get you out of your current situation.
- **Magnetism of New Solution**: Aspects about the new solution that attracted you more than any other potential solution.

**Two Forces Block Change**

- **Habit of the Present**: The tug of historical allegiances and being “used to” a way of life.
- **Anxiety of New Solution**: Aspects about the new solution that most worry you. These are usually questions you need answered before making progress.
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

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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.