

A woman with a grey headwrap and large hoop earrings is shown in profile, holding a clear glass jar filled with dried herbs. She is leaning her nose against the jar, smelling the contents. The background shows a kitchen shelf with several other jars containing different types of herbs. The lighting is soft and focused on the woman and the jar she is holding.

# MASTERING JOBS TO BE DONE

TURN CUSTOMER INSIGHTS INTO  
INNOVATION THAT GETS YOUR  
BRAND "HIRED" EVERY TIME

**MATERIAL+**

# A NEW WAY TO SPARK INNOVATION

If you've done insights or innovation work, you've heard of "Jobs To Be Done"— a framework for thinking about your customers' needs and how to meet them.

Approaching product and service design with a Jobs To Be Done (JTBD) mindset helps companies:

01

**UNCOVER HIDDEN OPPORTUNITIES**

02

**ALIGN INNOVATION TO SOLVE REAL CUSTOMER CHALLENGES**

03

**FOSTER GROWTH**

In the following pages, we'll break down the key components of JTBD and illustrate when and how you can use this new approach to fuel business strategy.



# THE POWER OF JOBS TO BE DONE

At its core, JTBD is a radical but simple new way to frame customer insights. While it uses research techniques you already know and love, what you're listening for in field is fundamentally different.

By reframing your thinking to examine what customers are actually trying to achieve, you can create better products, solutions and services that customers want to "hire" for the job at hand.

**A JTBD "Job":** The underlying task that your customers are trying to get done when they engage with a given product, service or experience.

## Milkshakes... for breakfast?

Harvard Business School professor Clayton Christensen frames JTBD around a particular business challenge a client of his wanted to solve: "Why," they wondered, "are half of all milkshakes at our fast food chain sold before 8 a.m.?"

By approaching their work with a JTBD mindset, Christensen's team learned the reason customers bought (or "hired") a milkshake — instead of a banana, a doughnut, a bagel or a coffee — is because they need something easy and somewhat entertaining to eat while driving that would keep them full until lunch.

## The Job: A food that satiates and prevents boredom

Thinking about customers' needs through the lens of JTBD helped the fast food chain realize their competitors were not simply other fast food chains, but rather alternative products that were convenient and fun, like a smoothie.



# WHY USE JOBS TO BE DONE?

01

Consumers' needs, preferences, behaviors, and priorities change based on the context of what job they are trying to hire for at a particular moment. The JTBD framework teases apart that context for **added segmentation depth and accuracy**.

02

JTBD highlights users' expected job outcomes, allowing companies to **better capitalize on opportunity areas**.

03

JTBD helps you **uncover unique, common and universal needs** rather than relying solely on demographics and psychographics.

## Is JTBD right for my challenge?

JTBD, while powerful, isn't always the right approach. Before you jump on the JTBD train, ask your team:

- **Do we have a job that needs to be done?** You can almost always identify a job— whether it's using a device, getting across town or needing to feel a certain way.
- **Are we looking to create solutions?** It's one thing to identify a job, it's another to solve it. JTBD is best used when you're bridging the gap between understanding and solutioning. The approach may not be right if innovation isn't your end goal.
- **Are we comfortable with the uncomfortable?** The point of JTBD is to find new solutions your company and your customers haven't yet considered. It may be that your flagship product isn't up to the job (yet).



# HOW TO ANCHOR YOUR STRATEGY IN A JOBS TO BE DONE FRAMEWORK

JTBD is about bridging that gap between understanding the problem and solving it. Done correctly, it positions insights teams as the connective tissue between your customer and your product team. To get you there, we recommend you structure your research with 3 steps:

01

**IDENTIFY THE JOBS THAT MATTER**

02

**DESIGN FOR REAL PAIN POINTS**

03

**CREATE AND TEST NEW SOLUTIONS**



# 01

## IDENTIFY THE JOBS THAT MATTER TO YOUR CUSTOMERS

**Conduct in-context research to gain deeper insight into the what people do and why they do it during a concrete timeframe.**

**Identify the job and its context.** There are five kinds of jobs: functional, emotional, social, aesthetic and symbolic. Figure out which kind of job you're working with and dive into the context in which it occurs.

### EXAMPLE METHODS

- Ethnography
- Focus Groups
- Intercepts
- In-depth Interviews
- Journey Maps

**Go to where the job is being done.** Observe how customers use your product or interact with your service. Then, ask questions.

### EXAMPLE METHODS

- Contextual Inquiry
- Observations
- In-Store Intercepts

**Immerse in customer stories to reveal opportunities.** Map their day-to-day experience to identify where your brand helps them solve problems.

### EXAMPLE METHODS

- Co-Creation Sessions
- Journey Mapping Workshops

## UNDERSTANDING THE FIVE TYPES OF JOBS

When looking at the world through a JTBD lens, consider the five fundamental types of jobs that apply to almost all products and service offerings:

### SOCIAL JOBS

How customers want to be perceived by others in doing (or having done) the job

### EMOTIONAL JOBS

How a customer wants to feel (or avoid feeling) doing the functional job

### FUNCTIONAL JOBS

The core task a customer wants to get done

### AESTHETIC JOBS

Simply, does the customer want the experience to look or feel "cool"?

### SYMBOLIC JOBS

What a job — and an associated purchase — represent to a customer about themselves or their place in society

PRODUCT OR SERVICE

## BUILDING A JOBS STATEMENT

After you've identified the types of jobs, a "jobs statement" helps you make it actionable. Any job you uncover should be articulated using the following framework:

When I \_\_\_\_\_ I want to \_\_\_\_\_ so I can \_\_\_\_\_  
(Situation) (Motivation or forces) (Desired outcome)

# 02

## DESIGN FOR REAL PAIN POINTS TO GET "HIRED"

**Focus on the jobs — and problems — that matter. Work with customers and stakeholders to design future products and services that will better meet the need they hired you to take care of.**

**Understand current approaches and pain points.** Conduct competitive research and start listening to what competitors in and out of category are doing to solve jobs you've begun to identify. Look for where customers have invented workarounds for a product or are simply choosing no product at all.

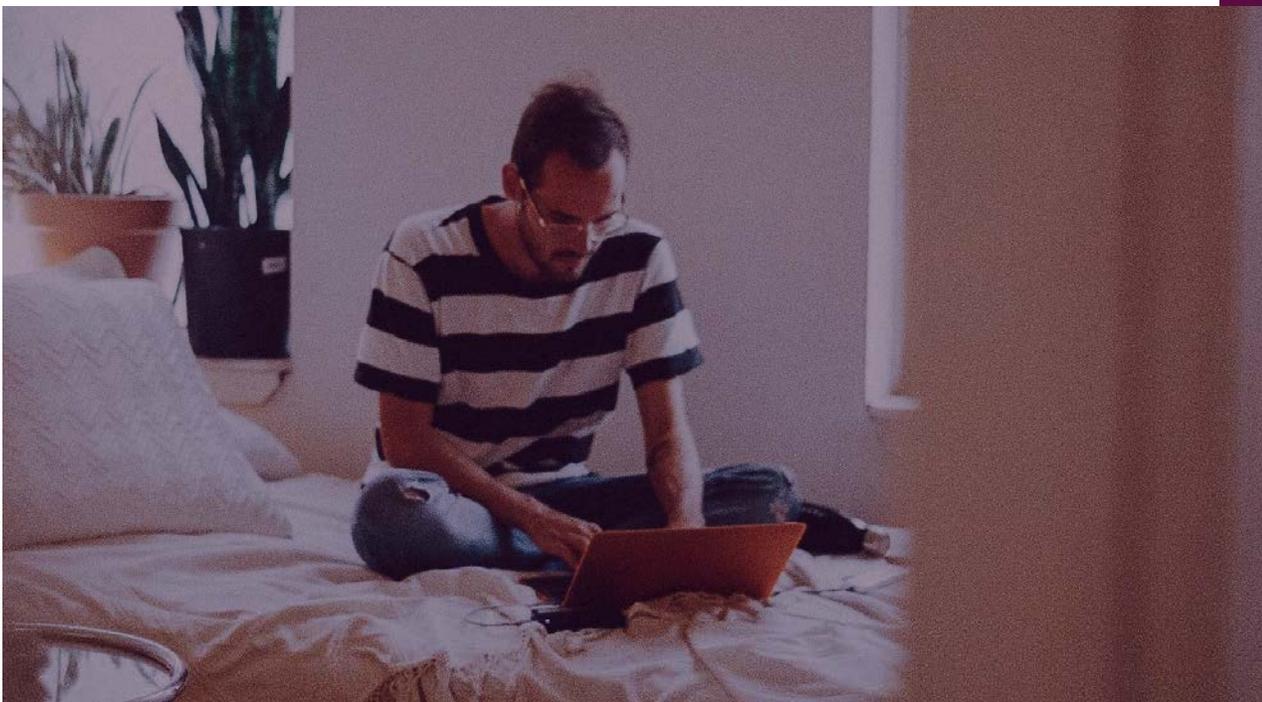
### EXAMPLE METHODS

- Landscape Assessment
- Competitive Audits
- Social Listening
- Customer Satisfaction Surveys

**Prioritize jobs along the customer journey.** Create a backlog of the different types of jobs (functional, emotional, social, etc.) and align them to your journey map. Bring stakeholders together to prioritize the highest impact jobs — and then ideate new solutions.

### EXAMPLE METHODS

- Design Sprints
- Sensemaking Workshops



# 03

## CREATE AND TEST NEW SOLUTIONS THAT SHAPE THE FUTURE OF THE CUSTOMER EXPERIENCE

**Generate new meaning in your customer's life and new growth opportunities for your business.**

**Brainstorm "hirable" solutions.** Bring all your stakeholders together to share research, pressure test jobs and create new solutions that would make customers want to "hire" your product.

### EXAMPLE METHODS

- Whitespace Mapping
- Ideation Workshops
- Design Sprints

**Prototype new service offerings and products.** Focus on solving for what guests cannot express. Bring customers in and have them help refine early prototypes to ensure the job is satisfactory.

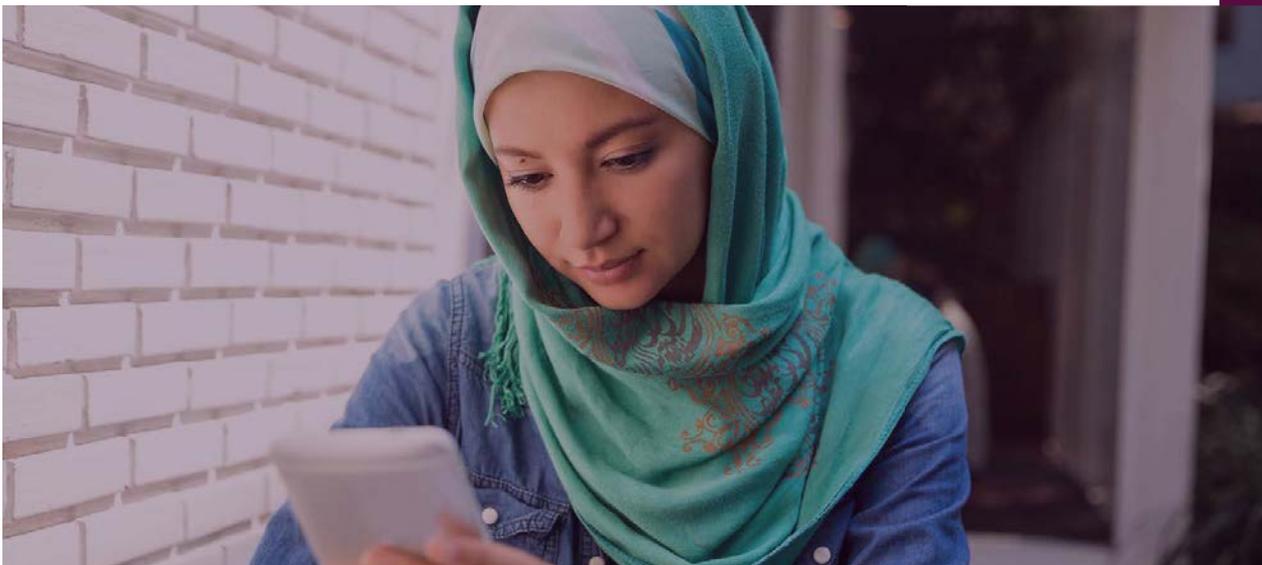
### EXAMPLE METHODS

- Design Sprints
- Rapid Prototyping Workshops
- Co-Creation Sessions

**Test the market, improve the product, and repeat.** Put those job-solving prototypes into the market for a small-scale test run. Learn, refine and continue to test in the marketplace.

### EXAMPLE METHODS

- Service Pilot Evaluations
- Quantitative UX Testing
- Service Blueprinting



# USING JTBD TO POWER SEGMENTATION STRATEGY

## THE CHALLENGE

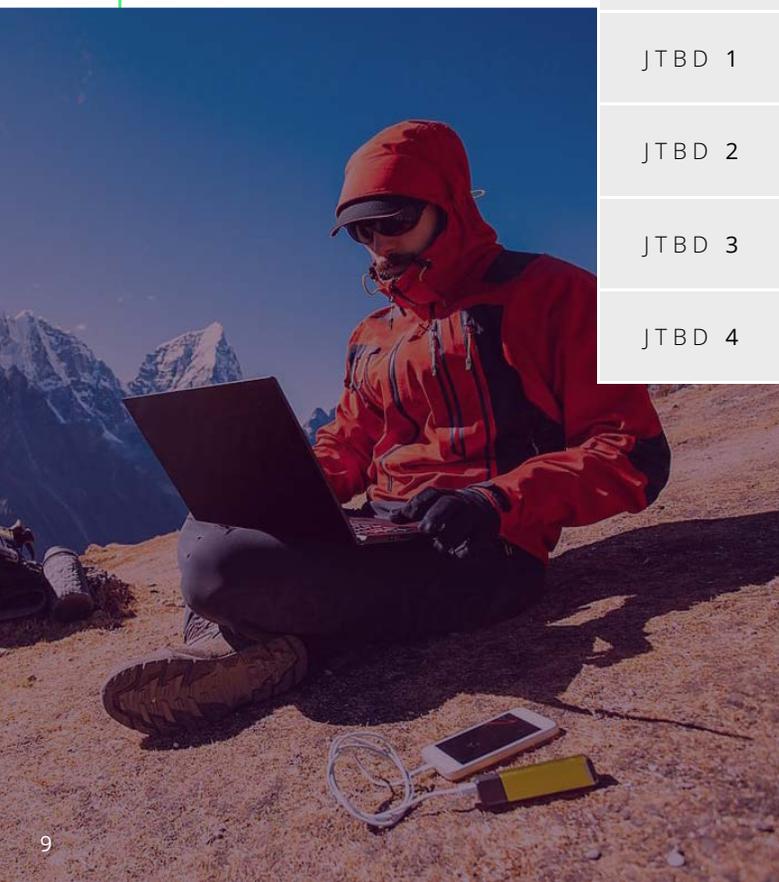
Our technology client wanted to use the JTBD framework to ensure a successful **customer segmentation** for their new line of laptops. We worked with them to:

- 01 **Uncover the distinct jobs that consumers hire laptops to do compared to other devices on the market**
- 02 **Highlight moments where laptops are used properly (or not) for the job at hand**
- 03 **Understand how key “jobs” vary or have overlap in different target markets**
- 04 **Ladder up the specific jobs into broader categories in order to guide segment hypotheses**

JOBS TO BE DONE	SEGMENT A	SEGMENT B	SEGMENT C	SEGMENT D
JTBD 1		Current Strength	Primary Opportunity	
JTBD 2		Current Strength	Primary Opportunity	
JTBD 3	Primary Opportunity			Secondary Opportunity
JTBD 4	Primary Opportunity	Secondary Opportunity		Current Strength

## THE SOLUTION

Understanding which elements are most critical to users allowed our client to better target brand, communications and product development strategies to priority segments.

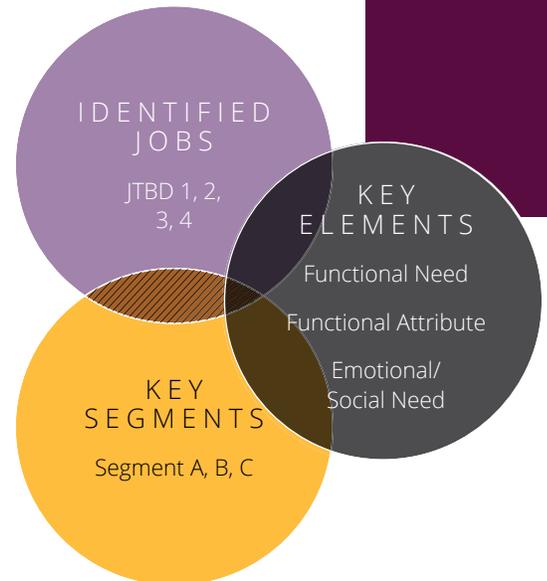


# USING JTBD TO ELEVATE THE EMOTIONAL POWER OF A STAPLE BATHROOM PRODUCT

## THE CHALLENGE

A leader in personal care toiletries wanted to differentiate their product claims by speaking directly to the functional and emotional jobs of staple bathroom products. We worked with them to:

- 01 Clarify the distinct jobs that consumers ask of “dry” versus “wet” products, delivering the level of clean required**
- 02 Identify unmet needs, presenting opportunity for existing (or new) products to step up to complete the job better**
- 03 Understand nuances in how different priority segments approach critical jobs**
- 04 Elevate communication points surrounding critical jobs by matching specific functional product attributes with emotional and social benefits**



## THE SOLUTION

Honing in on the social needs of each segment allowed our client to develop communications that demonstrated the impact of their product beyond its function, which built a more personable relationship between brand and client.



# WE LOVE TALKING ABOUT THIS STUFF.

[Reach out](#) to learn how you can  
infuse JTBD thinking into your next  
innovation project.

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