

**customers/users:  
don't look at needs: analyse the  
'jobs-to-be-done'**

**UKSG conference**

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Ken Chad

Ken Chad Consulting Ltd

Twitter @kenchad

[ken@kenchadconsulting.com](mailto:ken@kenchadconsulting.com)

Te: +44 (0)7788 727 845

[www.kenchadconsulting.com](http://www.kenchadconsulting.com)

are you looking to *implement* a  
product or service?

are you looking to *develop* a product  
or service?

if you are --then you have already  
analysed, or will be looking at,  
customer needs

*The JTBD methodology is a way of looking at  
customer behaviour to 'test' existing, new or  
imagined products and services*

“customer needs, either expressed or yet-to-be-articulated, provide new product development opportunities.....”

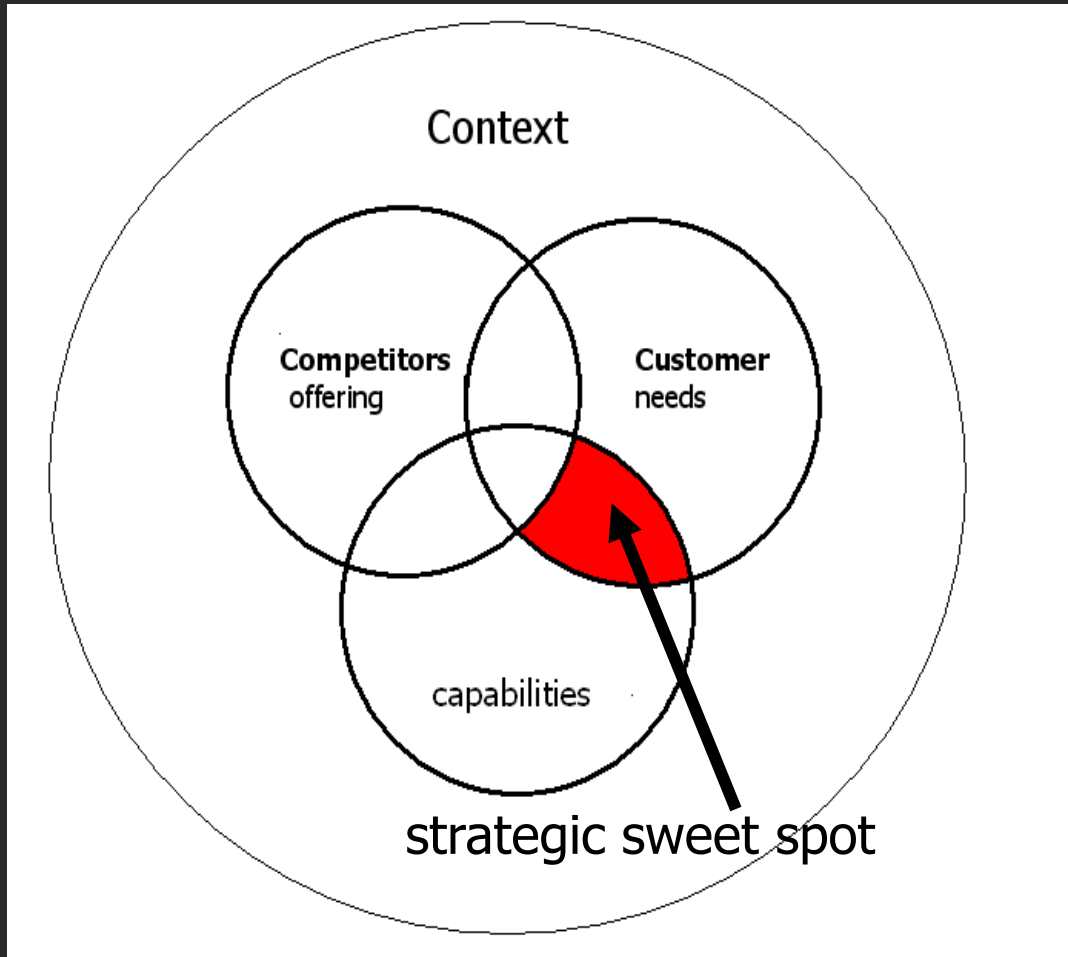
The Product Development Management Association (PDMA)

.....so think of yourself as in product/service development. What new products or services might you conceive?

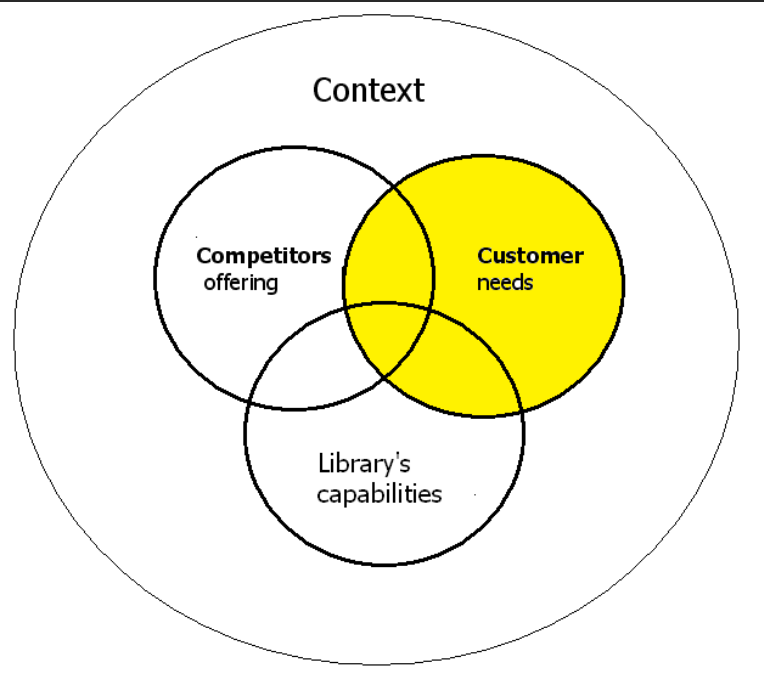
to be successful a product or service  
has to meet a significant number of  
(unmet, maybe new) customer needs

# How 'needs' fit into your overall strategy focus on the 'sweet spot'

—where your capabilities can meet customer needs that competitors cannot



# customers



analyse customers' current, potential  
and unmet needs

the 'jobs' they need to get done –the 'problems' they are  
trying to solve



“people don't want quarter-inch drills, they want quarter-inch holes.”

Theodore Levitt of the Harvard Business School,

*(this also illustrates how there will be hierarchy of jobs.. E.g. holes for shelves, shelves for books, books for knowledge, knowledge to increase reputation.... etc..)*

so..... students don't want a discovery service or an ebook platform or a MOOC, (or even a journal article or a book)

they want.....??

(what does research into user behaviour say....)

I'll tell you what I want, what I really, really want



If you want my future, **forget my past**  
If you wanna get with me, **better make it fast.**  
Now **don't go wasting my precious time.**  
**Get your act together,** we could be just fine

I'll tell you what I want, what I really, really want.  
So tell me what you want, what you really, really want  
I wanna, I wanna, I wanna, I wanna, I wanna really  
Really, really, wanna zigazang ha

people 'hire' (with money, time effort) products and services to accomplish a task, achieve a goal or solve a problem.

these are the “jobs-to-be-done.”

*"Although we would like to believe that all undergraduate students are rigorous seekers of knowledge, the job that many ...are trying to get done...is to pass their courses without having to read the textbook at all"*

*The innovators solution. By Clayton M Christensen . Harvard Business School Press. 2003*

'Almost a third of students these days do not take any courses that involve more than 40 pages of reading over an entire term. Moreover, **students are spending measurably less time studying and more on recreation.**'

[Higher education] Not what it used to be. American universities represent declining value for money to their students. Economist 1st Dec 2012<http://www.economist.com/news/united-states/21567373-american-universities-represent-declining-value-money-their-students-not-what-it>

"companies have spent a lot of money helping students to do more easily something that they have been trying *not* to do"

*The innovators solution. By Clayton M Christensen . Harvard Business School Press. 2003*

*and libraries too.????*

# Jobs-to-be-done (JTBD) –the elements

- (1) *What* is the problem that needs to be solved?
- (2) *Who* needs to solve the problem
- (3) What is the particular *circumstance* of the problem (i.e. I'm on the train with a smart phone)?

<http://www.kenchadconsulting.com/how-we-can-help/innovation/>



# Jobs-to-be-done approach

## Pinpointing the opportunity...

What is the fundamental problem?

What objectives are used to evaluate the solution?

What barriers limit the solution?

What solutions do customers consider?

What opportunities exist for (innovative) solutions?

# Jobs-to-be-done (JTBD) approach

## Analysing the 'job' with customers

What is the problem you are facing..and why do you *care*?

What is the process you currently use to solve that problem?

What alternatives do you consider when going through this process

Why do you select the option you select?

What do you like about the current option

What don't you like about it

What frustrates you when trying to solve this problem

# Prioritising the 'jobs'

importance, frequency frustration

'Jobs' can be prioritised by 'scoring them':

Job to be done	Importance 1=not important; 5=critical	Frequency 1=rarely 5=very frequent	Frustration 1=very happy 5=very frustrated	Score (importance+frequency) X frustration = a score 2 to 50

# Analysing (potential) solutions

**what are the solution's capabilities?**

**what barriers does it overcome?**

**what objectives can it address?**

**in what circumstances will it be effective?**

**for what *jobs* is the solution applicable?**

**who would hire this solution?**

# some reasons why products and services fail

focusing on jobs that are too loosely defined,

focusing on getting just one or two steps of a job done,  
when the actual job is much more complex

trying to improve an existing product when really a  
totally new one is required

# some reasons why products and services fail

the product doesn't get the job done any better. It fails to address additional unmet needs and add additional value.

the product doesn't address the entire job. It may help customers get parts of the job done well, but not the whole job, leaving customers to cobble together the rest of the solution.

the product gets the job done better, but not enough to matter.

in the end of course it's about ***value***

why should people use *our* products  
and/or services instead of  
alternatives?

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Innovation: customer needs

Strategy



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