

IS AN ORANGE A SNACK, A VITAMIN, OR A BALL?

## Setting Yourself Up for Impact and Utility when Commissioning a Jobs-To-Be-Done Initiative





**AT EGG, OUR PURPOSE IS TO INSPIRE TRUE PATHS FORWARD.**

To do this our consultants work passionately to uncover new opportunities for our clients by understanding consumers' aspirations and illuminating how context affects their behaviors and decisions – often through real-time observation. This allows us to bring our clients solutions that are both grounded in data and emotionally engaging, inspiring organizations with the desire and the confidence to act.

One of our most successful offerings is Jobs to Be Done (JTBD), inspired by the teachings of the late Clay Christensen. It is our go-to approach for finding new ways of looking at a client's business and category particularly when the challenge can benefit from an expanded frame of reference relevant to what people are seeking in products. This opens up tremendous positioning and innovation opportunity. And while many consultancies claim expertise in this space, we have found those outputs are often either re-named need studies or creative (but rigor-less) approaches that yield little actionability.

When you're trying to set your brand up for success by using JTBD, choosing the right partner is critical. It pays to make sure you're digging beneath the hood to find a team that will uncover new ways of looking at the category that others might miss, and ultimately deliver clear ways to act upon the Jobs to inform business, brand and innovation decisions in ways that will fuel growth today and tomorrow.

## Here are some points worth considering

(and perhaps discussing with your team) before starting your next JTBD-based project.

**01/ JTBD IS MORE THAN JUST LINGO →**

Understand the difference between jobs, needs, + occasions

**02/ WITH JTBD, CONTEXT IS KING →**

Add constraint to context for the complete picture

**03/ JTBD REQUIRES THINKING DIFFERENTLY ABOUT COMPETITION →**

To find opportunity, cast a wide enough net



**04/ THERE'S ACTIONABLE INTEL CONTAINED IN WHAT GETS HIRED OR FIRED FOR EACH JTBD →**

Ensure jobs output includes clear, specific design criteria to inform renovation + innovation

**05/ NOT EVERY JOB IS CREATED EQUAL →**

Consider validation at scale so investment has greatest impact

**06/ PUT JOBS TO WORK →**

Use jobs to create a common language and new ways of thinking about opportunity across your organization





# 01/ JTBD is more than just lingo

Many agencies that tout JTBD expertise are merely clustering needs or pain points, then creatively naming the territory or space as a Job To Be Done. Not so fast! Understanding JTBD starts with understanding the definition of a Job: a Job is a desired outcome that a consumer seeks to achieve within a particular context.

A Job is not a Need. A “need” is a higher-order concept and organizing construct under which we can profile a range of Jobs. Importantly, a cluster of needs does NOT define a Job – though that’s a lot of what you’ll see out there. Here’s an easy example to make this important distinction real.

- Need /** Protection
- Context /** Enjoying a day at the beach on a hot summer day
- Job /** Help me stay cool
  
- Hired /** Sunglasses, hat, umbrella, wrap/cover-up, portable USB fan, cooler full of beer or lemonade



- Need /** Protection
- Context /** Navigating a blustery and cold winter commute
- Job /** Help me stay warm
  
- Hired /** scarf, zip-up jacket with a furry collar, hand warming inserts, battery heated socks, hot chocolate, running (or other “walk-fast” shoes)





# 02/ With JTBD, context is king

**As illustrated in the examples above, context heavily influences the JTBD. In order to make a JTBD initiative successful, agencies have to identify what a consumer is choosing at a specific time/place in order to understand why whatever is being hired is being hired.**

They may even work to define contextual factors that could influence how a consumer may experience the same occasion differently day to day like, “Who is there?,” “What’s the mood, tone or vibe?” and “What happened just before, or will happen next?” because such factors have been shown to influence a consumer’s motivation and mindset.

Others rarely go beyond situation and setting when defining context – and this can be a limiting factor. That’s why at egg, we also explore the influence of constraints, or the consumers’ resource limitations. Constraints can impact not only the ultimate hire, but also what makes it into consumers’ consideration set in the first place. Over the past years and literally hundreds of JTBD, we’ve identified a handful of universal constraints that affect decision making, as well as easy ways to pinpoint which are most influencing decision criteria in your target consumer. We also look at it from a brand-centric point of view by identifying the barriers or failed points of connectivity that get consumers thinking about your brand (or not) as a potential solution.



# 03/ JTBD requires thinking differently about competition

**Your source of volume is bigger than you think, which is one of the most powerful insights to gain from a JTBD approach.**

To find opportunity, be sure to cast a wide enough net. If you're a bread company, you're not just competing with bread, but also other baked goods, other bread competitors, "bread-like objects" not made of bread (like lettuce wraps!), snacks, dinner sides.... You get the picture. Be sure you and your agency partner think through how to set up a JTBD study when it comes to the categories that are "in scope." If your frame of reference is too narrow, you'll lack new insight for opportunity. Too wide, and your learnings will be too broad and blunt to take any decisive action. Indeed, sometimes the "aha" doesn't come from the Jobs themselves but rather the fresh perspective on an extended competitive set. So, it's important to get this right.



04/

# Actionable intel in what gets hired or fired for each JTBD

**Illuminating satisfaction gaps is status quo in JTBD initiatives these days, and most agencies capably clarify the “why” behind decisions made to hire or fire particular products or brands. But we don’t believe this is enough.**

At egg, we push further - extracting design criteria from patterns inferred through deep investigation of solution sets. By mapping attributes, features and benefits associated with the most frequently selected (or passed over) products and services we can precisely articulate what consumers most want and what they do not want to inform more actionable design briefs and create tangible guardrails that guide ideation and development. Always hold your JTBD work accountable for providing clear direction to support innovation and renovation!







05/

# Not every Job is created equal

**JTBD is a labor of love that, even qualitatively, is more rigorous than other insight-driven methods to map opportunity. And while any JTBD initiative typically involves the analysis of hundreds (or thousands) of occasions, many clients and consultancies stop short of quantitatively understanding JTBD with consumers at scale.**

We've certainly worked with clients uninterested in or unable to invest in JTBD quant. However, when afforded the option to pursue quant, we've consistently found it to be the superior option because it lets us size Jobs and prioritize them using data-driven strategies (including category growth analysis).

Scale allows everyone to avoid making false assumptions. Plus, statistical significance and revenue opportunity assessment make it much easier to build an overall business case for strategic growth vectors that upper management can get behind.

So next time your engaged in a JTBD initiative, ask yourself,  
"If my boss asked, can I confidently answer these questions?"

- / Which Jobs account for the greatest number of occasions or size of prize?
- / Among the categories that represent product or services in the competitive set...which are growing and shrinking...and what's the incremental revenue potential in play?
- / What are the key design criteria that are driving the choice of which brand to hire?
- / How well do the brands currently hired actually perform? Can my brand stretch here?
- / Truly, how intense is the tension or displeasure associated with any satisfaction gaps?

# 06/ Put Jobs to work

**There have been times when we've suggested a Jobs approach to a client, and they've said, "Ah, we've done Jobs before. We couldn't really do anything with them, so we shouldn't go there again." It's dismaying, because – done right – Jobs are actionable today and tomorrow**

By understanding the design criteria of a hired product, you can inspire innovation or positioning right now. But perhaps most importantly, Jobs give you an innovation blueprint to follow for the future, across your portfolio. It can be a resource that your teams go back to for years to come to mine the different ways (Jobs) to unlock a new consumer, a new need, a new part of your portfolio, or to focus a new brand in relation to others.



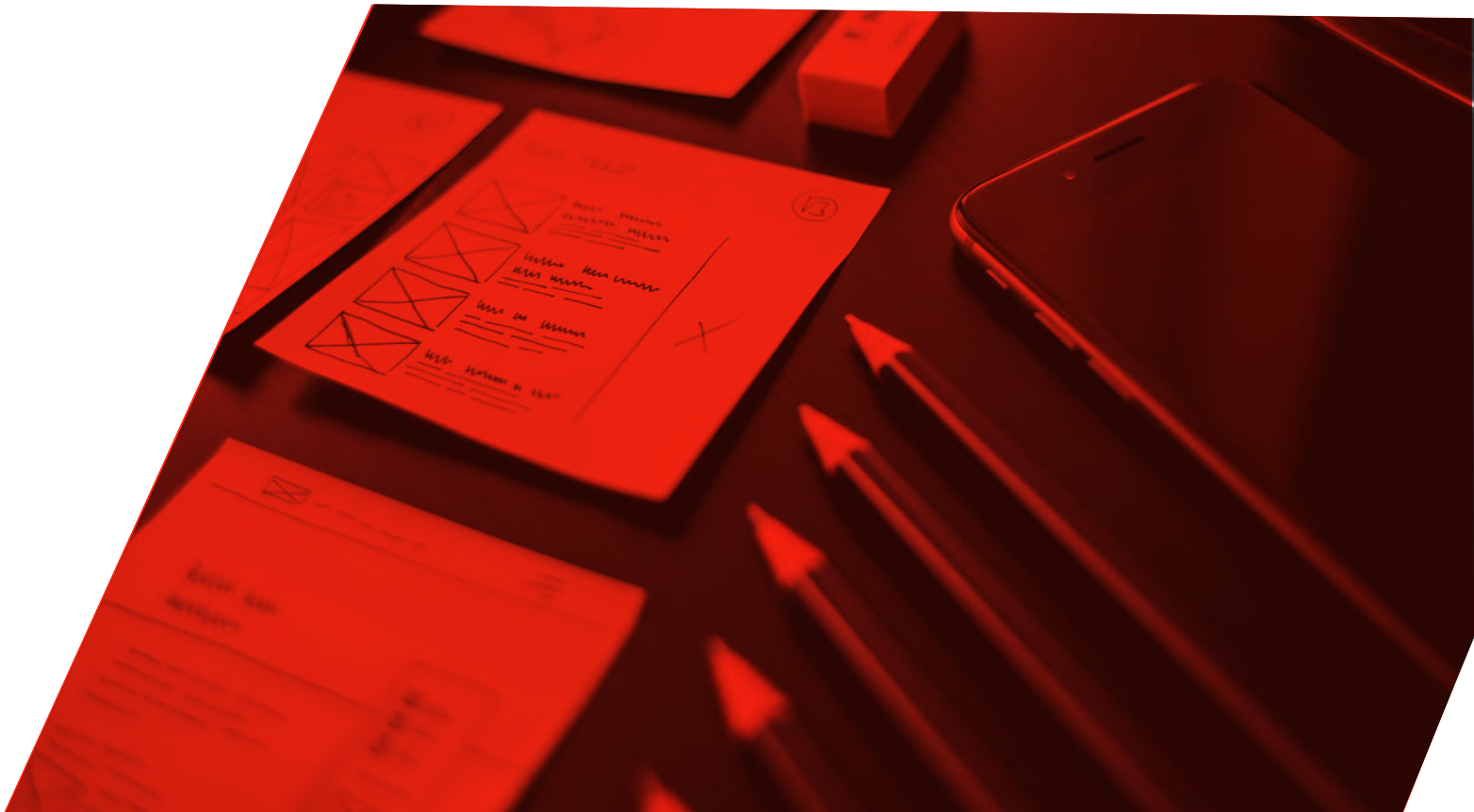


CONCLUSION

## Making JTBD real and relevant

**As we continue to navigate the pandemic, we've remained curious observers and engaged researchers dedicated to understanding the evolving human condition, and to bringing clarity to our clients. To that end, we launched an extensive quantitative study into how the pandemic continues to affect the way we experience Fundamental Human Needs and find new ways to address them, through the lens of Jobs To Be Done.**

Over the next few weeks and months we're excited to bring you the results of this important study, not just to continue our illustrative journey into Jobs-based thinking, but also to provide tangible examples around JTBD that can help you to better understand consumer behavior and inform winning strategy. We're looking forward to it and hope you are too!





Check out our latest thinking by visiting our new website [eggstrategy.com](http://eggstrategy.com)

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