Customer Job Discovery

ENTREPRENEURSHIP 4 ENGINEERS

FACILITATOR GUIDE

Sub-Module 2.2

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Introduction

Welcome to the activities of Module 2.2 – Customer Job Discovery

The development of your project has reached the stage where you need to know your target audience, your Customers, in a more detailed and personal way to be able to tailor the solution to better address their needs and desires.

This workbook will guide you in mapping out the jobs your customer wants to be done, their associated needs and desired outcomes.

Module Overview

Pre-requisites

- Business opportunity identified

- First draft of the business model canvas

Recommended materials

Book	•	Christensen, C. M., Hall, T., Dillon, K., & Duncan, D. S. (2016). Competing Against Luck: The Story of Innovation and Customer Choice. Harper Business.
	•	Ulwick, A. W. (2005). *What Customers Want: Using Outcome-Driven Innovation to Create Breakthrough Products and Services*. McGraw-Hill.
Video	•	https://youtu.be/sfGtw2C95Ms?t=41s
Website	•	https://www.cambridgeroadmapping.net

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ACTIVITY INSTRUCTIONS

Activity Instructions

Before the activity

- Check you fulfil the pre-requisites.
- Watch the sub-module videos.
- Verify you have the information for executing the activity.

During the activity

- Read the example provided.
- Make sure to take the comments and suggestions into account.
- Follow the sequence in a first pass.
- Iterate to make sure there is a logical sequence of activities in the roadmap.

After the activity

- Do the self-assessment.
- Review the materials and make sure you were thorough.
- Identify improvement items or needs for additional information.
- Iterate until the results are satisfactory.
- Review and update regularly.

The Job Map

During this step...	DEFINE	LOCATE	PREPARE	CONFIRM	EXECUTE	MONITOR	MODIFY	CONCLUDE
	Plan **Select** **Determine**	**Gather** **Access** **Receive**	**Set up** **Organize** **Examine**	**Validate** **Prioritize** **Decide**	**Perform** **Transact** **Administer**	**Verify** **Track** **Check**	**Update** **Adjust** **Maintain**	**Store** **Finish** **Close**
Customers...	Determine their goals and plan resources.	Gather items and information needed to do the job.	Set up the environment to do the job.	Verify that they're ready to perform the job.	Carry out the job.	Assess whether the job is being successfully executed.	Make alterations to improve execution.	Finish the job or prepare to repeat it.
Companies can innovate by...	Simplifying planning.	Making required inputs easier to gather and ensuring they're available when and where needed.	Making set-up less difficult and creating guides to ensure proper set-up of the work area.	Giving customers information they need to confirm readiness.	Preventing problems or delays.	Linking monitoring with improved execution.	Reducing the need to make alterations and the number of alterations needed.	Designing products that simplify the process of concluding the job.
Example:	Weight Watchers streamlines diet planning by offering a system that doesn't require calorie counting.	U-Haul provides customers with prepackaged moving kits containing the number and types of boxes required for a move.	Bosch added adjustable levers to its circular saw to accommodate common bevel angles used by roofers to cut wood.	Oracle's ProfitLogic merchandising optimization software confirms optimal timing and level of a store's markdowns for each product.	Kimberly-Clark's Patient Warning System automatically circulates heated water through thermal pads placed on surgery patients to maintain their normal body temperature during surgery.	Nike makes a running shoe containing a sensor that communicates audio feedback about time, distance, pace, and calories burned to an iPhone or iPod worn by the runner.	By automatically downloading and installing updates, Microsoft's operating systems remove hassle for computer users. People don't have to determine which updates are necessary, find the updates, or ensure the updates compatible with their operating system.	3M makes a wound dressing that stretches and adheres only to itself-not to patients' skin or sutures. It thus offers a convenient way for medical personnel to secure dressing at the conclusion of treatment and then remove them after a wound has healed.

Source(s):
1. Bettencourt, Lance & Ulwick, Anthony. (2008). The customer-centered innovation map. Harvard business review. 86. 109-14, 130.

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ACTIVITY EXAMPLE

Example – The Job

DIMENSIONS			CIRCUMSTANCES		
Functional	Emotional	Social	Situation	Motivation	Desired Outcomes
Clean the teeth.	Feel clean and healthy.	Show a good image of cleanliness and health.	Professionals spending the full day away from home and having meals in theat time need to maintain oral hygiene.	Keep clean teeth when away from home.	Increase dental health. Reduce discomfort.

Example – The Job Map

DEFINE	LOCATE	PREPARE	CONFIRM	EXECUTE	MONITOR	MODIFY	CONCLUDE
Plan **Select** **Determine**	**Gather** **Access** **Receive**	**Set up** **Organize** **Examine**	**Validate** **Prioritize** **Decide**	**Perform** **Transact** **Administer**	**Verify** **Track** **Check**	**Update** **Adjust** **Maintain**	**Store** **Finish** **Close**
I need to keep my teeth clean during a working day.	I can take the toothbrush and floss to work.	I get a daily carry-on for the cleaning materials.	I check the carry-on is in my daily bag and retrieve it at lunch time.	I brush and floss my teeth in the work bathroom.	It was very inconvenient and rushed in public.	I should do it at a stall or just brush.	It worked but it wasn't a comfortable experience.

Example – The Job Statement

Verb	Object of the Verb	Contextual Clarifier (optional)
Action verb	Who What	Where When How
Maintain	my teeth clean	throughout the day when away from home.

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ACTIVITY TEMPLATES

Template – The Job

DIMENSIONS			CIRCUMSTANCES		
Functional	Emotional	Social	Situation	Motivation	Desired Outcomes

Template – The Job Map

DEFINE	LOCATE	PREPARE	CONFIRM	EXECUTE	MONITOR	MODIFY	CONCLUDE
Plan	Gather	Set up	Validate	Perform	Verify	Update	Store
Select	Access	Organize	Prioritize	Transact	Track	Adjust	Finish
Determine	Receive	Examine	Decide	Administer	Check	Maintain	Close

Template – The Job Statement

Verb	Object of the Verb	Contextual Clarifier (optional)
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ACTIVITY SELF-ASSESSMENT

Self-Assessment

Scoring Guide:

1 – Strongly disagree; 4 – Neutral; 7 – Strongly agree

Questions	Scoring						
Read carefully the questions. Your answers are your own guidance for future development and improvement.	1	2	3	4	5	6	7
1. I have completely understood the Job to be Done (JTBD) theory and framework.							
2. It is clear and logical to me the need to understand the customer functional, emotional and social needs in their context to be able to properly understand their desired outcomes.							
3. I understand the steps needed to implement the JTBD framework.							
4. I comprehend the tools used in the framework and how to use them.							
5. I know how to use the recommended tools.							
6. I have used the recommended tools successfully.							
7. I gain relevant insights from employing the JTBD framework.							

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Facilitator Guidance

Facilitator Guidance

Before the activity

- Review all the materials of the sub-module.
- Check previous modules to understand the implications.
- Warn the participants to prepare before the session.

During the activity

- Review the materials with the participants.
- Remind the sequence of steps to take by the participants.
- Help participants by discussing assumptions.
- Check work and give feedback.

After the activity

- Remind participants to use the self-assessment to guide their development in this activity and its tools.
- Check with participants if they could do the first iteration without major issues.

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Example – The Job (Commented)

DIMENSIONS			CIRCUMSTANCES		
Functional	**Emotional**	**Social**	**Situation**	**Motivation**	**Desired Outcomes**
Clean the teeth.	Feel clean and healthy.	Show a good image of cleanliness and health.	Professionals spending the full day away from home and having meals in theat time need to maintain oral hygiene.	Keep clean teeth when away from home.	Increase dental health. Reduce discomfort.

Explore multiple options.

Start with the functional as it usually is easier to identify. But be careful it may not be the most relevant.

Try getting the why behind the actions.

It is important to know if there is a desired end state and what it is.

Example – The Job Map (Commented)

DEFINE	LOCATE	PREPARE	CONFIRM	EXECUTE	MONITOR	MODIFY	CONCLUDE
Plan **Select** **Determine**	**Gather** **Access** **Receive**	**Set up** **Organize** **Examine**	**Validate** **Prioritize** **Decide**	**Perform** **Transact** **Administer**	**Verify** **Track** **Check**	**Update** **Adjust** **Maintain**	**Store** **Finish** **Close**
I need to keep my teeth clean during a working day.	I can take the toothbrush and floss to work.	I get a daily carry-on for the cleaning materials.	I check the carry-on is in my daily bag and retrieve it at lunch time.	I brush and floss my teeth in the work bathroom.	It was very inconvenient and rushed in public.	I should do it at a stall or just brush.	It worked but it wasn't a comfortable experience.

Map out the various "jobs" or versions of the same "job" until you are satisfied you can capture the full aspect of the job the customer wishes done. Don't get lost in perfection but in capturing the information.

Visualize the entire "job" from start to finish and identify the various steps, actions and planning as well as the items that you use or intend to use, etc.

Consider the words as guidance to what you are looking at. E.g.: In "Confirm", "validate" you have the items you need to execute the "job".
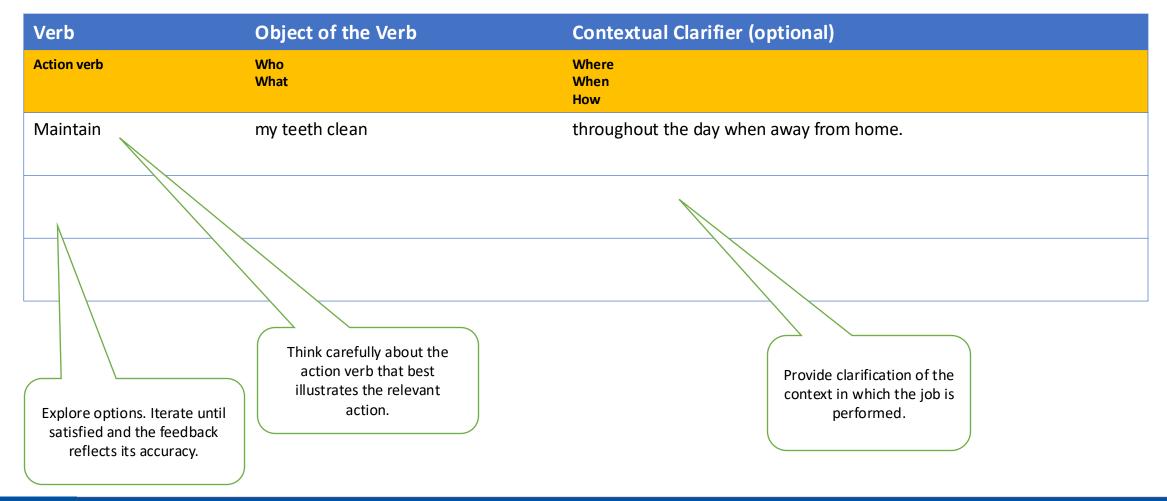
Example – The Job Statement (Commented)

Verb	Object of the Verb	Contextual Clarifier (optional)
Action verb	**Who** **What**	**Where** **When** **How**
Maintain	my teeth clean	throughout the day when away from home.

Explore options. Iterate until satisfied and the feedback reflects its accuracy.

Think carefully about the action verb that best illustrates the relevant action.

Provide clarification of the context in which the job is performed.

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