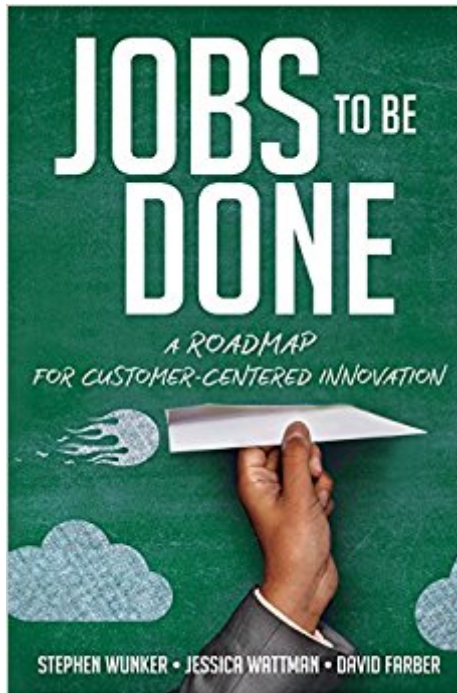




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# Jobs To Be Done: A Roadmap For Customer-Centered Innovation



## Synopsis

In a challenging economy filled with nimble competitors, no one can afford to stagnate. Yet, innovation is notoriously difficult. Only 1 in 100 new products are successful enough to cover development costs, and even fewer impact a company's growth trajectory. So how do you pinpoint the winning ideas that customers will love? Sifting through purchasing data for clues about what might sell or haphazardly brainstorming ideas are typical strategies. But *Jobs to Be Done* offers a far more precise and effective approach: determining the drivers of customer behavior--those functional and emotional goals that people want to achieve. Using the Jobs method, it becomes easy to see that people don't really need a 1/4-inch drill bit, but a 1/4-inch hole. They're not just buying ice cream, but also celebration, bonding, and indulgence. This simple shift in perspective opens up new insights about your customers and a wealth of hidden opportunities. Social media newcomer Snapchat, for example, used the Jobs process to capture the millennial demographic. By reducing functionality, the company satisfied its users' unmet need to document real life, in the moment, without filters and "like" buttons. Packed with similar examples from every industry, this complete innovation guide explains both foundational concepts and a detailed action plan developed by innovation expert Stephen Wunker and his team. From unlocking customer insights to ideation to iteration, you'll learn how to:

- \* Figure out what customers really want, even if they can't express it
- \* Sort out valuable insights from less useful customer data
- \* Dig into the underlying "why" of consumer behavior, not just the "what"
- \* Target unaddressed jobs to be done that have the power to disrupt
- \* Identify key customer segments you didn't know existed
- \* Develop solutions that work with ingrained habits, not against them
- \* Use a Jobs-based lens to get a broader view of the competition
- \* Generate better ideas in brainstorming sessions and vet your solutions
- \* Sidestep common mistakes, such as engaging in "feature wars"
- \* Spot emerging trends that are changing how customers will behave
- \* Work customer insights into the design process
- \* And much more

*Jobs to Be Done* gives you a clear-cut framework for thinking about your business, outlines a roadmap for discovering new markets, new products and services, and helps you generate creative opportunities to innovate your way to success.

## Book Information

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## Customer Reviews

"Jobs to be Done is highly organized and expertly crafted...Company leaders looking for ways to institutionalize innovation are sure to find it here." --Foreword Reviews  
"Jobs to be Done is a recipe book to help organizations move innovation projects forward." --InnovationManagement.se

"Comprehensive advice is given throughout so the reader can easily use this book as a blueprint or roadmap for future change." --Ingram Media  
"the authors begin the process of convincing readers that, yes, this is a far, far better innovation mousetrap. And through clear narrative and illustrations, 'jobs to be done'™ is positioned as a 'can do'™ architecture for business and nonprofits alike." --Booklist  
"For any business leader that is concerned about maintaining innovation and customers, the book's framework and overall expertise provide a guide that is easy to follow." --Small Business Trends  
American Business Awards: Bronze Stevie Award Winner  
Best Book Awards Business category

Let your CUSTOMERS drive innovation. Successful innovation doesn't begin with a brainstorming session—it starts with the customer. So in an age of unlimited data, why do more than 50% of new products fail to meet expectations? The truth is that we need to stop asking customers what they want . . . and start examining what they need. First popularized by Clayton Christensen, the Jobs to be Done theory argues that people purchase products and services to solve a specific problem. They're not buying ice cream, for example, but celebration, bonding, and indulgence. The concept is so simple (and can remake how companies approach their markets)—and yet many have lacked a way to put it into practice. This book answers that need. Its groundbreaking Jobs Roadmap guides you through the innovation process, revealing how to:

- Gather valuable customer insights
- Turn those insights into new product ideas
- Test and iterate until you find success

Follow the steps in Jobs to Be Done, and you'll arrive at

solutions that are both original and profitable.

Practical business books are rarer than those professing one theory or another so one taking us through the steps is really useful. What's missing though is more specificity in the examples given. It's probably challenging when using real clients but that's where the value in the book lies.

Very practical tools to guide new and old ventures. Innovation is a consequence of a well structured methodology . However this methods doesn't need to be complicated. This book show how.

This book gives a comprehensive process for applying "Jobs to be Done" in your organization, whatever kind of organization you may be in (B2C, B2B, nonprofit, etc.). The whole book is constructed around a "Roadmap" analogy, and it provides a process in 12 parts. This is PRECISELY what I was looking for "something that I could put to use. And, as a bonus, it's well-written and often a fun read too. There's even an example worked in a ton of detail at the back of the book. Love it. Here are the steps it lays out in its "Jobs roadmap". Each of these have tools, do's and don'ts, examples, etc.:-

- Establish objectives-
- Plan your approach-
- Discover the jobs-
- Understand the job drivers (what makes people/organizations prioritize jobs differently, links to segmentation approaches)-
- Map current approaches and pain points-
- Identify success criteria for new solutions-
- Investigate obstacles to adopting those solutions-
- Determine the value that can be created by accomplishing those jobs well-
- Assess what the "real" competition is for accomplishing those jobs-
- Generate ideas based on those insights-
- Reframe your perspective-
- Experiment and iterate

Each of these elements is a chapter. There's a final chapter on how a Fortune 500 company rolled this out as a standard methodology, and two appendices, one on the very detailed example and one on public sector applications of the concepts. Here's the contrast to a couple other books on this that came out around the same time:-

- Competing Against Luck is excellent, but it's higher level. There's one figure in the whole book. It's not a toolkit, and it doesn't pretend to be. The two books are good complements-
- There's what seems to be a self-published e-book called "Jobs to be Done: Theory to Practice", but it reads like a commercial and doesn't tell you almost anything that you can really put to use. Their "84 step process" includes such surprising steps as recruit participants, and develop a questionnaire, without saying a single thing about how to do that. It's literally just those words as the steps "that" it. Not useful. This book, in contrast, doesn't

require you to buy a workshop or consulting project to actually apply the thinking. I wish more business books were like this one!

A nice romantic way to learn about jobs to be done but it lacks a lot of the how to do it yourself. In order to understand and practice it you need to read other books and try all these theory in real life.

The subtitle of this book makes clear what it's about: how to be customer-centric. From a marketing perspective, it was really interesting to read about how Jobs to be Done thinking touches every aspect of a company. This book has some really interesting examples on how to not just create the best products, but also how to make those products really resonate with customers. There are a lot of actionable takeaways in here, including some particularly helpful ones on how to make sure you're marketing the right solutions to the right customers. The real-life story to start each chapter makes the book fun to read, while the quick recaps for each chapter make it easy to use. For me, it was great that there were so many tools that you could start using right away to think about how to design better products. Overall, I think it's a great book almost regardless of what your role is in a company.

Products and services fail regularly to meet customer expectations but what is going wrong? Companies are asking customers what they want and blindly seek to deliver it; yet not so many seem to analyse what they may need and work from that data point. This is the central argument expressed by the authors, who believe that people purchase products and services to solve a specific problem or need. If a company can focus on the "jobs to be done" by a product or service for a customer, their innovation, development and sales processes can be much more successful. It all makes for an interesting read. You can be wise and say that it is an obvious argument, but if that's the case why are so many seemingly overlooking it? By reading this book maybe you can reboot your mindset and start to look at things in a different light. The style of the book was a little challenging and it felt disjointed, meaning that it was a bit easy to skip over sections, but the central theme and guidance is the main thing. Comprehensive advice is given throughout so the reader can easily use this book as a blueprint or roadmap for future change. It would be something that you would probably be consulting on many occasions, so the complaint about a disjointed feel may fade away with many visits. It probably affects the initial, sequential read and slightly risks reader interaction and engagement. It is definitely worthy of consideration in any case, assuming that your company does not already look at what customers need!

Jobs to be Done is an engaging and informative read, that taught me a lot about how companies can engage with customers. After learning the Jobs theory, their idea of a roadmap was extremely useful to display how these techniques are vital in a variety of industries. Each chapter includes interesting business anecdotes and my favorite, the hands on experience the authors have from past projects. This format helps me see the roadmap they have laid out and how to use these techniques in a real organization. The book delves into not only the importance of engaging employees in thoughtful ideation but the many needs of customers and their emotional repossess that lead them to commit to a company. Jobs to be Done has sparked many valuable conversations at work about how to be innovative and engage with our customer base.

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