Creating Products That Deliver Value

Susan Harman, Consultant, Product Management Best Practices

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Deliver products that address customer needs (jobs) in a way that delivers value to the customer

Product Management, Innovation, Marketing

Oracle
Dunn & Bradstreet

Software
International Data Corp

National Data Corp
ComputerJobs.com

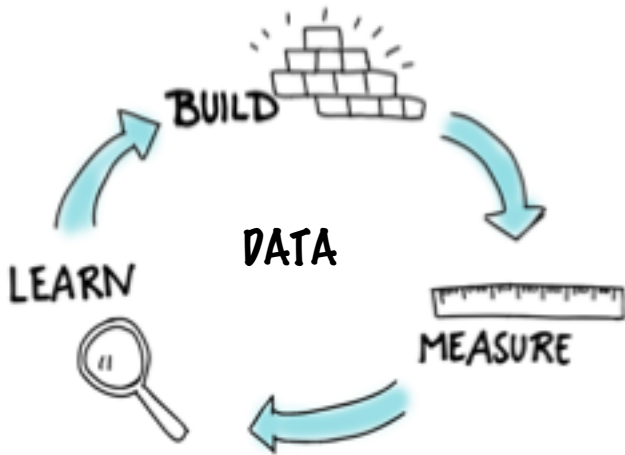Attachmate
AirSage

Ross Systems
Syntellect

2Order.com

3 Keys to Success

Customer value is not a one off exercise – it is core to your business model

1. Be data-driven

2. Use best practice methodologies that focus on output and outcomes

3. Strive for product-market fit

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A Continous Data-driven Orientation

It's not about having data – it's about having the right data, analyzing the data, understanding the 'what and why' and taking action on it - that is the real game-changer

1. Before you build anything – data on the customer needs

- Data and deep insight on customer problems, jobs, attitudes and outcomes
- Hypothesis on viable solution
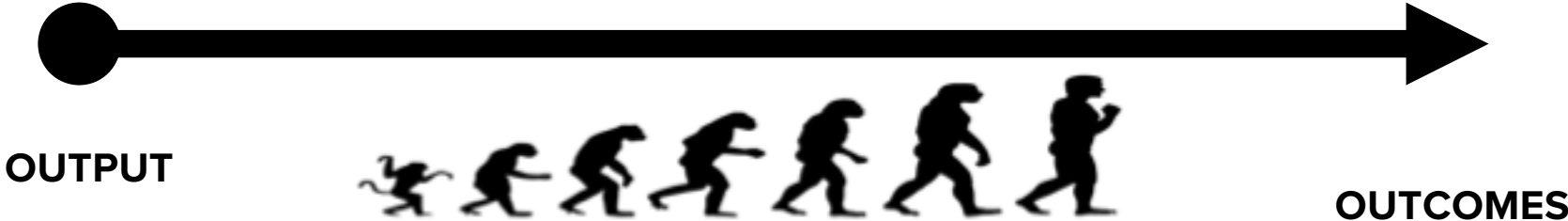- Establish goals and key metrics

2. Once you've built something – data on the customer behavior

- Learn, measure and analyze customer behavior on multiple dimensions
- Take action and drive customer behavior – expect and solve for less then expected feature
- Measure the impact of the action you took

3. Before, during, after - continuous learning

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Focus on Output and Outcomes

Agile

Speed of Delivery

Are we building what the stakeholders want?

+

UX

User Experience

Are we building something customers can use?

+

Lean

Test for Need

Are we building something customers will use and provide exchange of currency?

+

Jobs to be Done

Solve for Value

Are we solving the problems and delivering the outcomes that customers value?

OUTPUT

OUTCOMES

Solve for Product-Market Fit – You Solve for Value

Dan Olsen
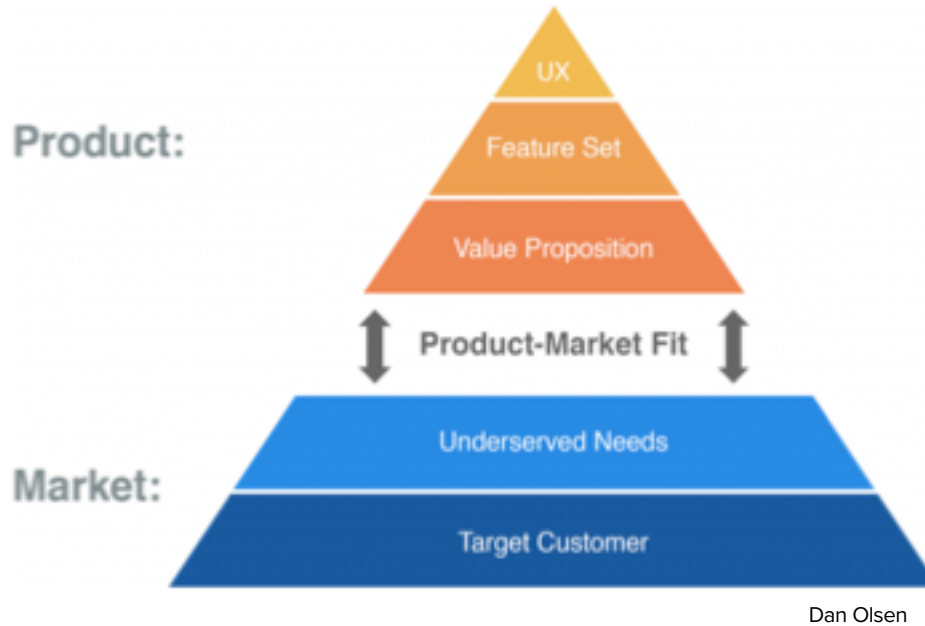
1. Be in a good market with a product that can satisfy the market – Marc Andressen, Netscape, 2007

2. Build something users need and want

3. Satisfy customer needs and deliver value in a way that is better than alternatives

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Use Right and Left Brain

Brandon Chu
The Black Box of
Product Management

Logic/Reason

People/Chaos

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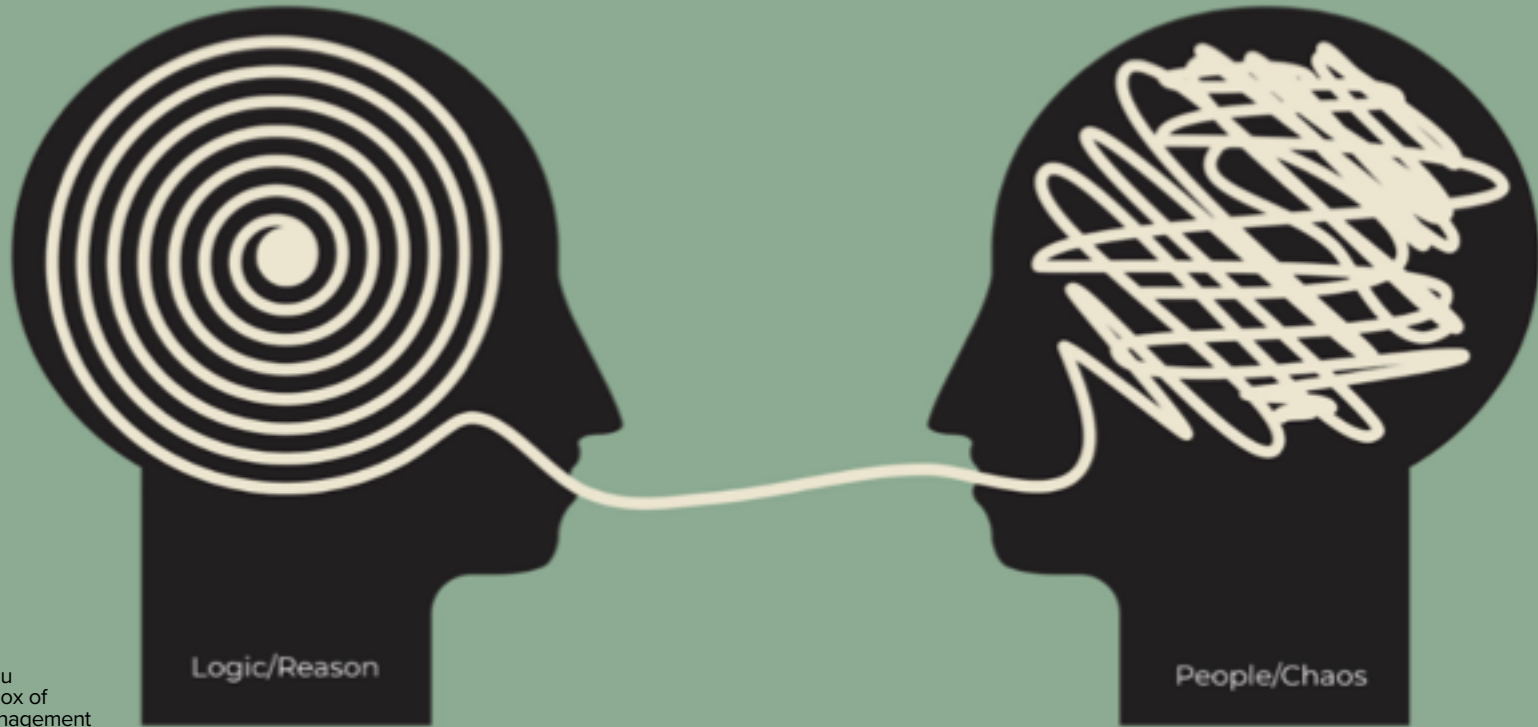
Absorb what is useful, **discard** what is useless, and **add** what is specifically **your own**.

- Bruce Lee

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Why Do We Care About Value?

Create and keep customers by building something users value – that users need and want, with the outcomes users expect, and in a way that is better than alternatives

- It's real and concrete

- Makes or breaks companies

- It's the essence of business – how business makes $ - results in scalable and profitable business model

PRODUCT / SERVICE

CUSTOMER

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Think of the products you love . . . Why?

Think of the products you don't love . . . Why?

46%

of new product launches fail

2 Yr.

average lifespan of "successful" products

75%

do not meet revenue goals

72%

fail expectations

2017's Startup Graveyard:
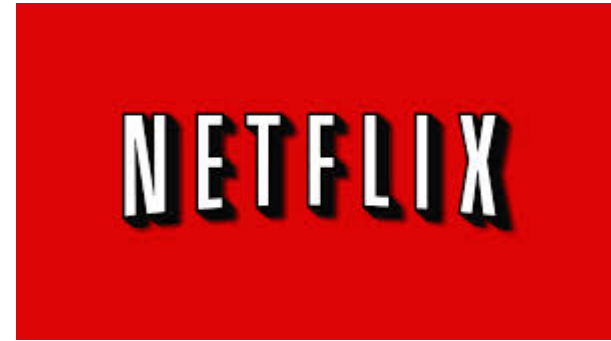11 failed companies, $1B in VC funding

Solved a Customer Need

Solved the Job Better, Delivered Better Outcomes

SaaS Customers - Value Even More Important

Your product is only as great as your customers' likelihood to keep using it and renew

89% **switch**

Critical to operate 'outside-in' – know how they define success

The Technological Marvel – The Human Transporter

"**What if we found ourselves building something that virtually nobody wanted?**

"You've got to start with the customer experience and work back toward the technology — not the other way around."

Steve Jobs

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If you can't confidently state why people are going to use your product, who those individuals are, what makes your product stand out from the crowd, and why it's worthwhile for your business to develop and provide the product, then you are not in a position to build the actual solution
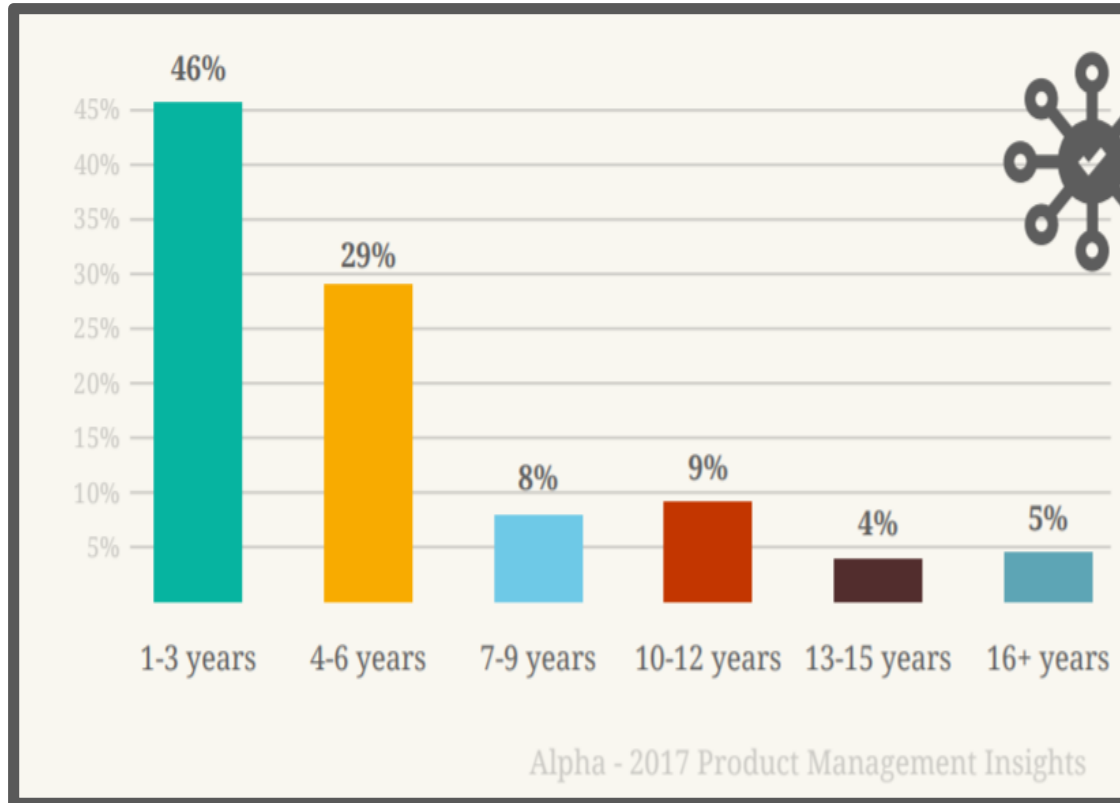
Who's job is it to identify and build for customer value and product love?

A Product Manager

Product Management – What About You

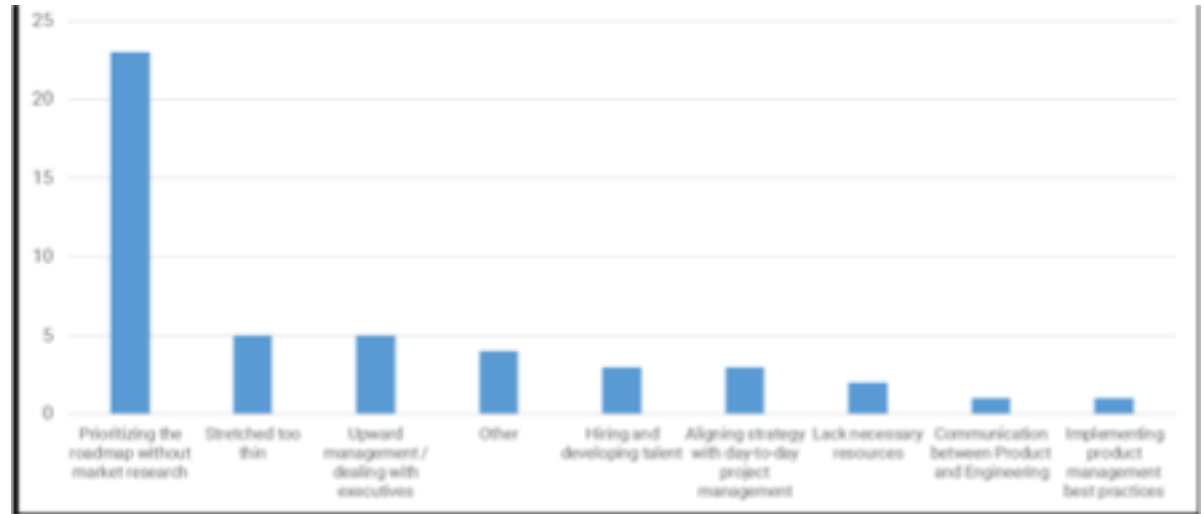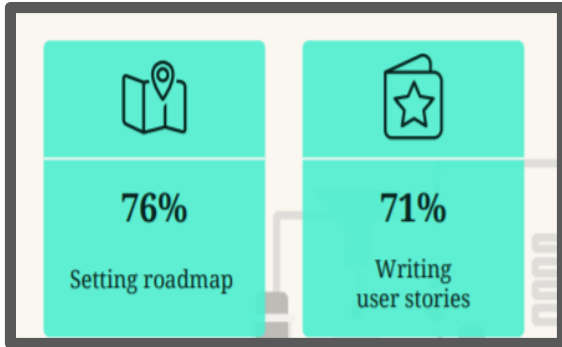Alpha - 2017 Product Management Insights

Common Goal

Deliver products that address customer needs (jobs) in a way that delivers value to the customer and results in a profitable and scalable business model.
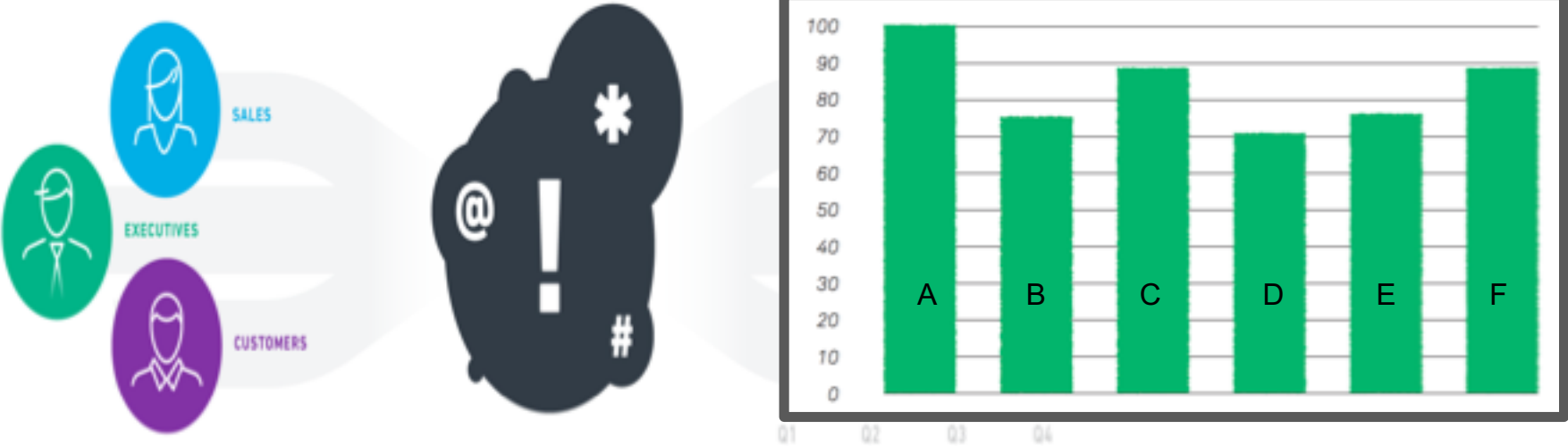
Program Manager

- Risk/Dependency Communication
- Resourcing
- Engineering Efficiency
- Repeatable Process

UX Designer

- Storyboarding
- Prototypes
- High-Fidelity Design
- Design KPIs

Product Marketer

- Drive Product Demand
- Marketing KPIs
- Content Generation
- Marketing Collateral

Product Manager

- Ship on Time
- Agile Ceremonies
- Unblock the Devs
- Estimates

- User Research
- Customer Development
- User Tests
- Wireframes
- Personas

- Product Vision
- Roadmap
- Scope
- Prioritize the Backlog
- Unblock Devs
- KPIs

- Understand the Market
- Go-To-Market
- Competitors
- Sales Training
- Pricing
- Positioning
- Product Demos

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Traditionally Measured by Roadmaps and Features

Lots of Feature Input and Expectations

All features used most of the time

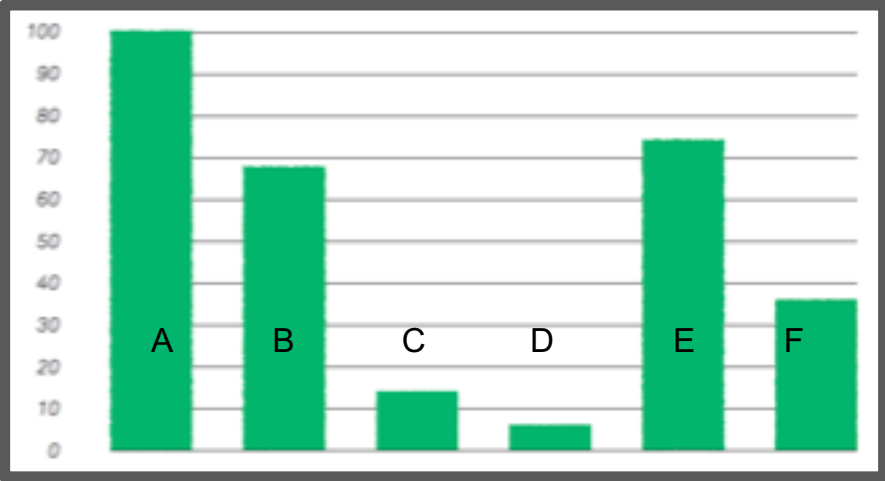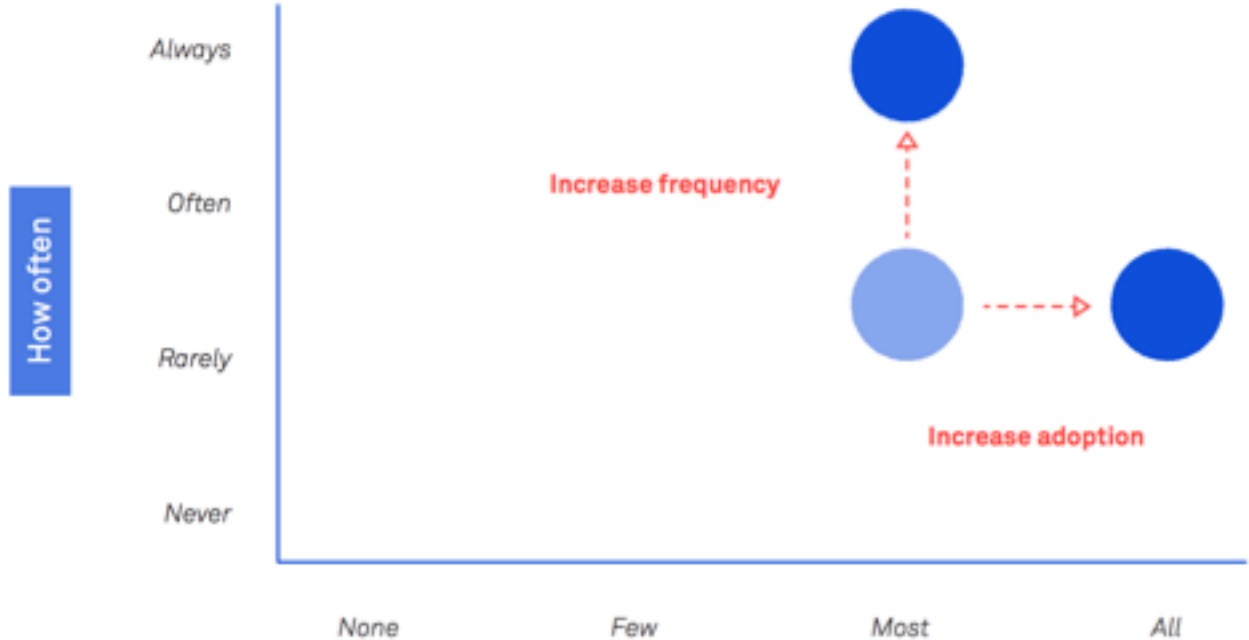Features

Feature Use - Reality
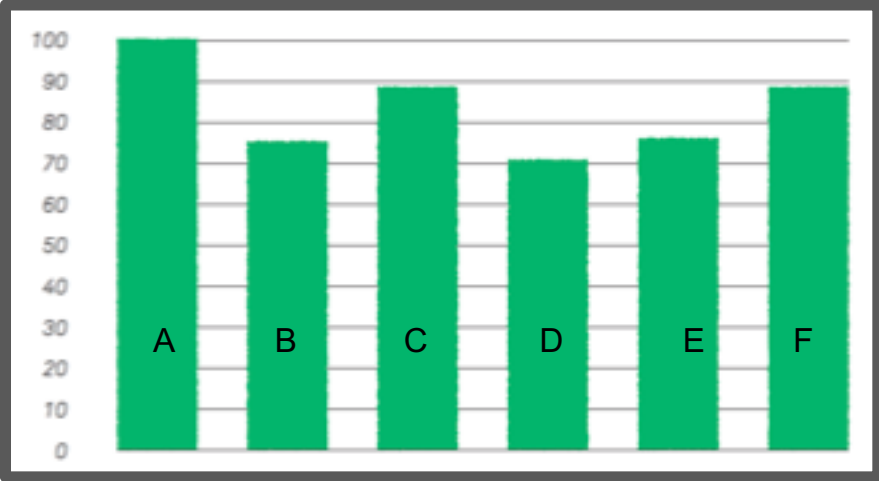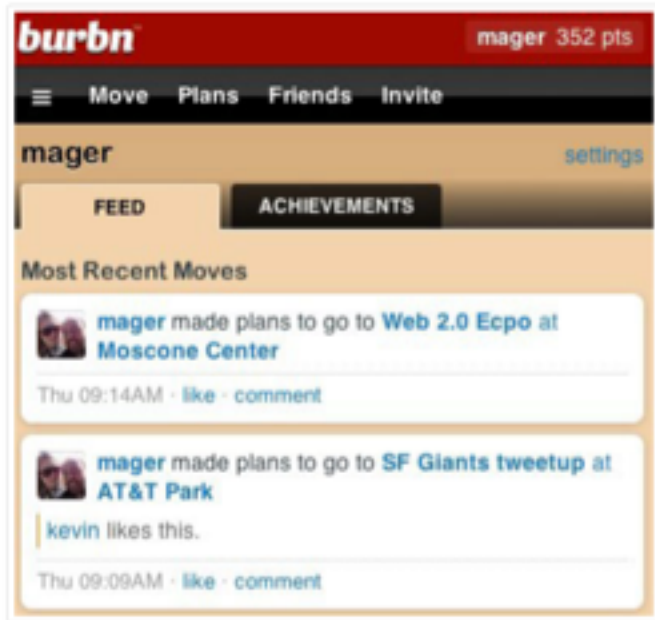

What Companies Hope

Reality

The Featuritis Curve

Options for Poor Adoption of Features

1. **Increase the adoption rate** – get more people to use it

2. **Increase the frequency of use** – get people to use it more often

3. **Improve it** – get insight and make it quantifiably better for those using

4. **Kill it** – do you really need it

Less is More

How Do You Solve for Value – Not About Features

"An industry begins with the customer and his or her needs, not with a patent, a raw material or selling skill. . . Businesses should stop defining themselves by what they produced and instead **define themselves by customer needs, desires and problems**." 1962

"**People don't want to buy a quarter-inch drill. They want a quarter-inch hole**." 1975

"Corporate purpose – rather then to make money, it is to **create and keep a customer**." 1983

-Theodore Levitt, Harvard Business School Professor and Editor of the Harvard Business Review

"Be in a good market with a **product that can satisfy the market**" - Marc Andressen, Netscape, 2007

"We must **learn what customers really need**, not what they say they want or what we think they should want." – Eric Ries, The Lean Startup

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Customer Value - 3 Keys to Success

Customer value is not a one off exercise

1. Strive for product-market fit – not a focus on features

2. Use best practice methodologies that focus on output and outcomes
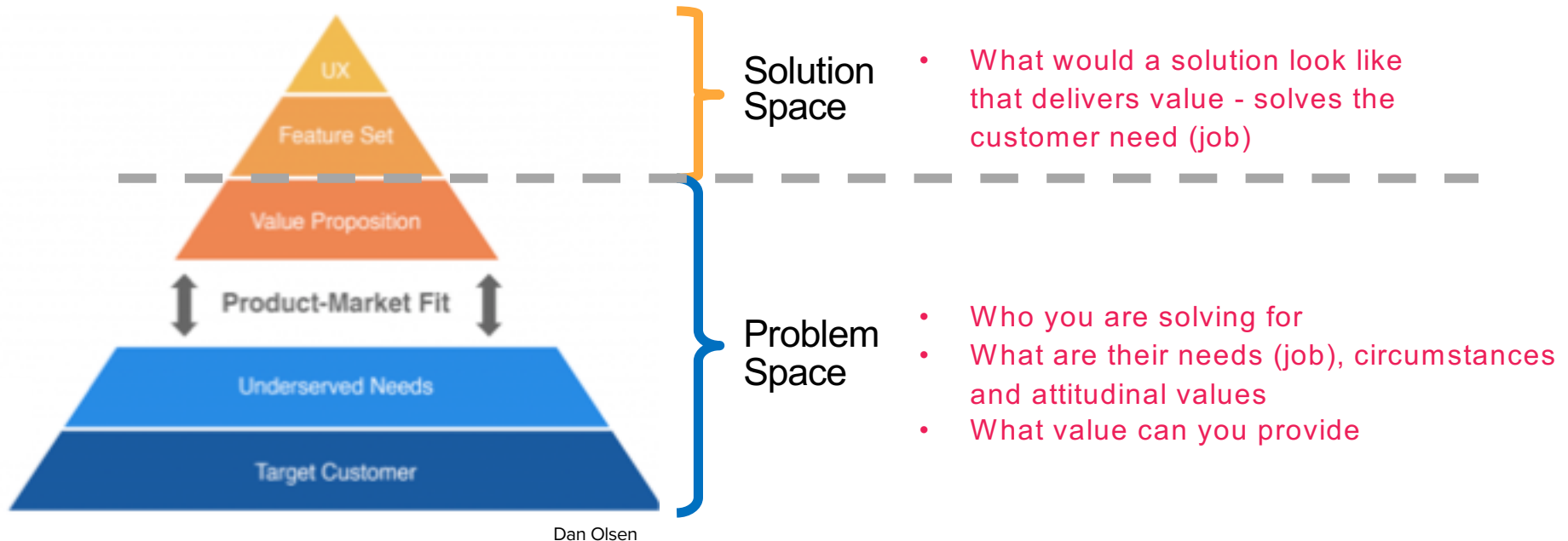
3. Be data-driven

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1. Product-Market Fit

Gain evidence about customer problems outcomes so you can go beyond their expectations and deliver value and delight

Product:
- UX
- Feature Set
- Value Proposition

Product-Market Fit

Market:
- Underserved Needs
- Target Customer

1. Understand what customers are really trying to do; the outcomes they care most about

2. Define the viable opportunity to solve the problem and deliver value; with success measured by how the customer defines it

3. Think broadly, then focus narrowly on how to design, build and deliver the solution

Solve for Product-Market Fit

Gain evidence about customer problems outcomes so you can go beyond their expectations and deliver value and delight

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Solution Space

- What would a solution look like that delivers value - solves the customer need (job)

Problem Space

- Who you are solving for
- What are their needs (job), circumstances and attitudinal values
- What value can you provide

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Know Users Better Than They Know Themselves

"Follow-Me-Homes"

Support Calls

In-depth Interviews

Jobs to be Done Discovery

Go out in the field and observe people in real life

Observations & Ideas

Problems and Jobs
Root Causes
Possible Outcomes

Insights

Jobs, Outcomes and Higher Order Benefit.
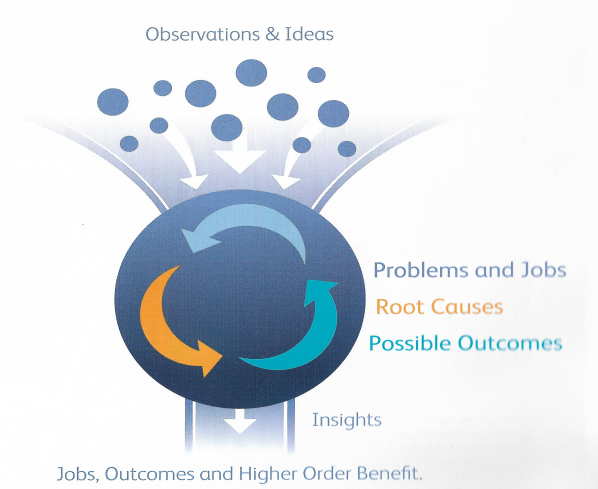
Watch What They Do, Not What They Say
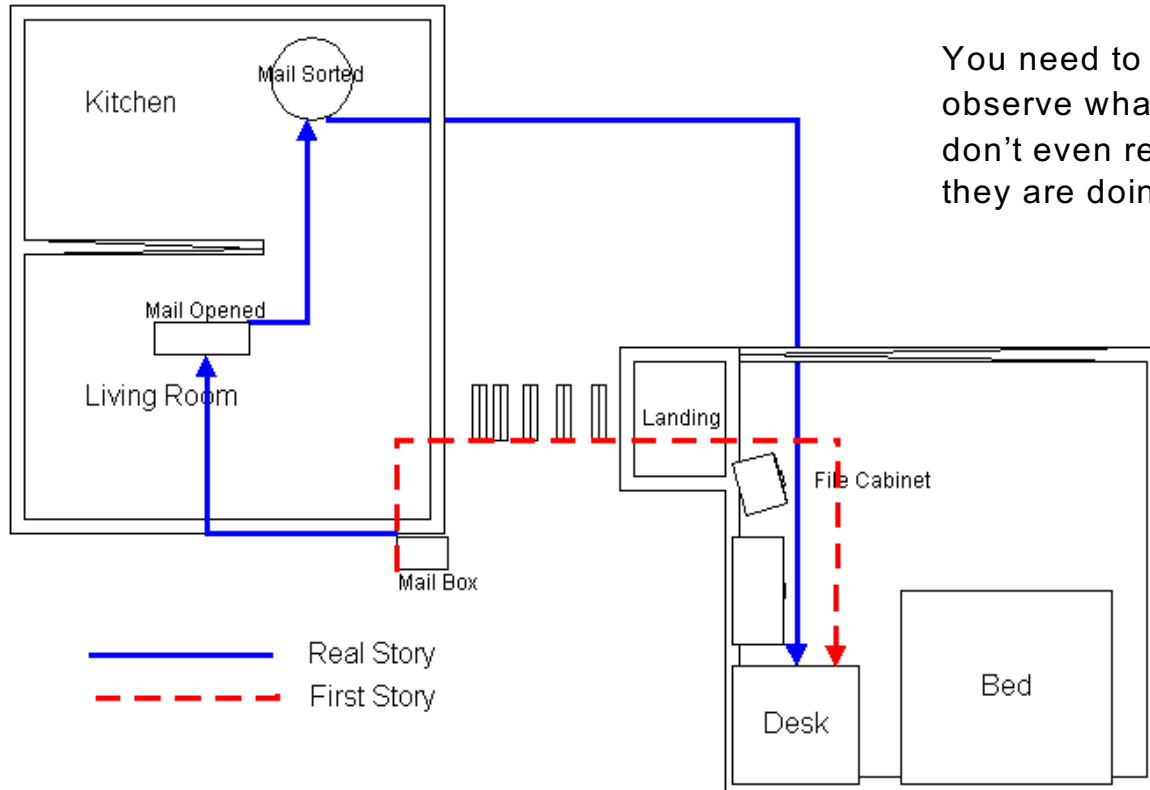
You need to observe what they don't even realize they are doing

Kitchen

Mail Sorted

Mail Opened

Living Room

Mail Box

Landing

File Cabinet

Desk

Bed

Real Story

First Story

Don't Focus on Symptoms — Get to Root Cause

"5 Whys" is an Iterative question-asking technique (developed by Toyota, promoted by Eric Ries) to explore getting to the root cause of a problem.

Excessive washing causing erosion

Why?

Lots of birds, lots of droppings. Bird deterrent?

Why?

Lot of spiders. Birds eat spiders. Spider deterrent?

Why?

Lots of insects. Spiders eat insects. Insect deterrent?

Why?

Lights come on before dusk and attract the insects

Why?

OK - how to solve?

Laddering – Uncover Deep Motivations

Why is that important to you?

Uncover the functional,

emotional and social needs that impact customer buying decisions and value

Develop Value Proposition

The Problem Space element that you control – the value your product offers

Our
_____

helps
_____

who want to _____

by _____

and
_____

(unlike) _____

- What problem do you address?

- What is the end-benefit of solving it?

- Who is your target customer?

- What would be unique and different?

- Getting it right minimizes the risk of failure

- Getting it wrong will lead to failure even if you have the coolest technology or a greatest product, or if you have picked the wrong target customer

How to Measure Success

- User posts item for sale

Success?

How to Measure Success

craigslist®

- User posts item for sale

- User gets two local replies

Success?

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How to Measure Success

craigslist®

- User posts item for sale

- User gets two local replies
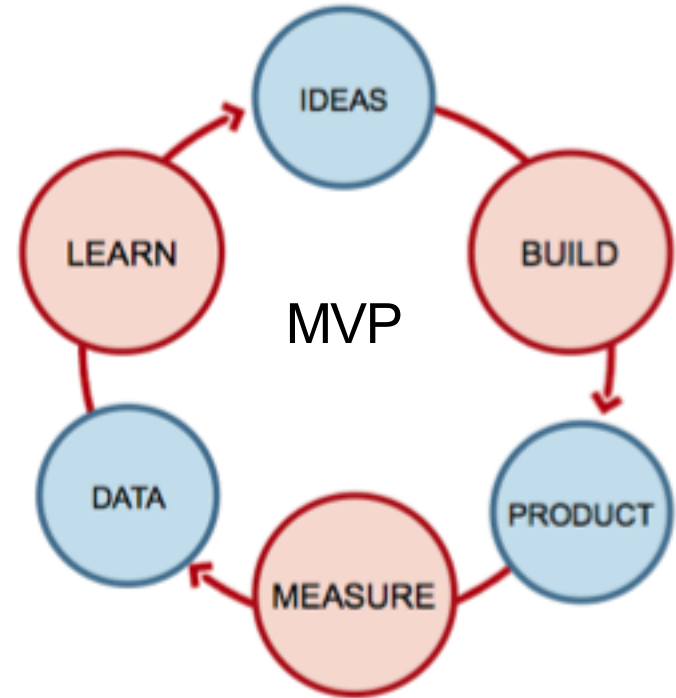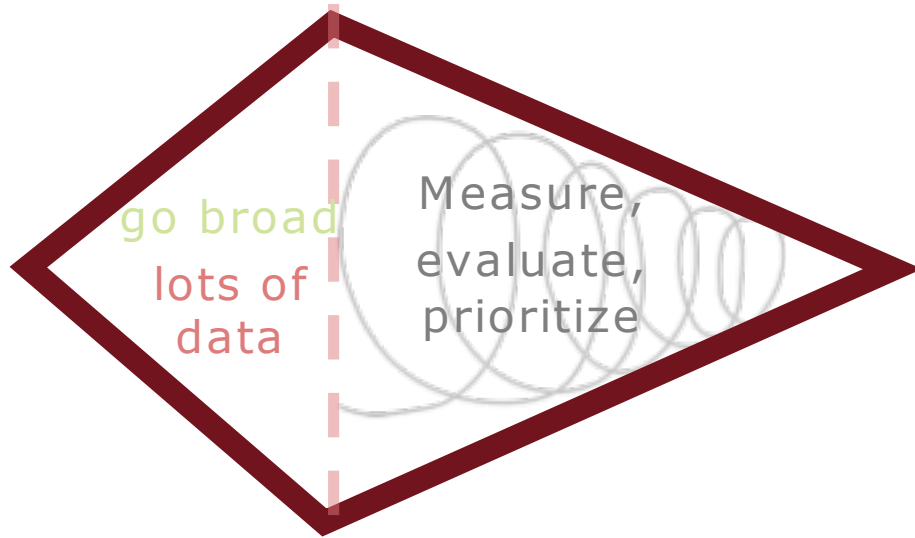
- User confirms that they sold their item

Success?

How to Measure Success

craigslist®

- User posts item for sale

- User gets two local replies

- User confirms that they sold their item

- User gets paid for the sale

Success?

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Lots of Ideas – Prioritize, Build, Measure, Learn

go broad
lots of data

Measure, evaluate, prioritize

IDEAS

BUILD

LEARN

MVP

PRODUCT

DATA

MEASURE

1.

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Really Understand the Problem Space

Product:

UX

Feature Set

Value Proposition

Product-Market Fit

Market:

Underserved Needs

Target Customer

Problem Space

1. **Identify the target customer**

2. **Identify the underserved customer needs**

3. **Define your value proposition**

Then Progress to the Solution Space

Solution Space

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1. **Specify a minimum feature set** – the least amount of functionality you can deliver to create customer value

2. **Develop the user experience**

3. **Test and learn**

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Really Understand the Problem Space

Really Understand the Problem Space

Then Progress to the Solution Space

High-level need	Transportation within 100 km of my home	
Target Customer	Soccer Mom	Speed Demon
Detailed needs	Carry kids & gear Safety Fuel economy	Go fast Looks cool Makes me look cool
Ideal Product		

Be the Leading Expert on the Customer

"To improve our customers' financial lives so profoundly … they can't imagine going back to the old way" Scott Cook

Quicken Delivered Value

Focused on Need; Not Features

1. Large market opportunity – lots of people needed help

2. Product addressed customer needs, with a value proposition of being easier to use

3. Addressed underserved needs despite 46 products in the field

Measurable customer success: by Customer's Outcome & Success - Improvement in their life

1. More money – how much money we could back in customer's pocket

2. No work – how easy it is for customers to get the job done

3. Complete confidence about the process they've completed

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Really Understand the Problem Space
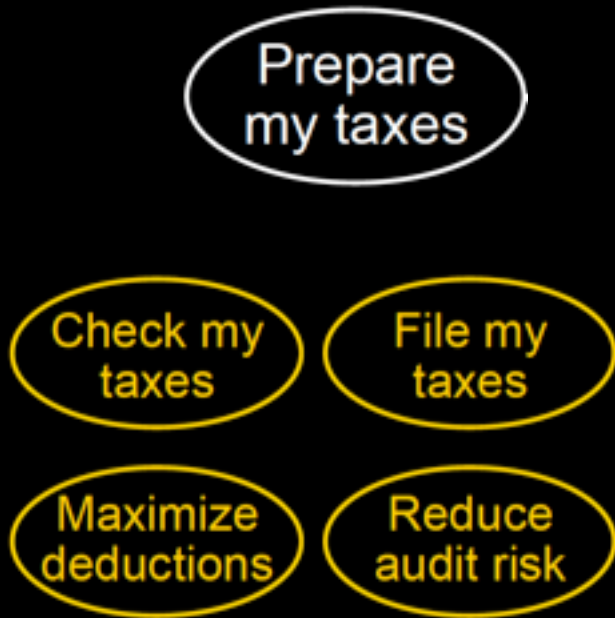
Needs define the market, and aren't tied to a specific solution

Needs help you define where your product is really competing

Really Understand the Problem Space

Needs can have multiple layers
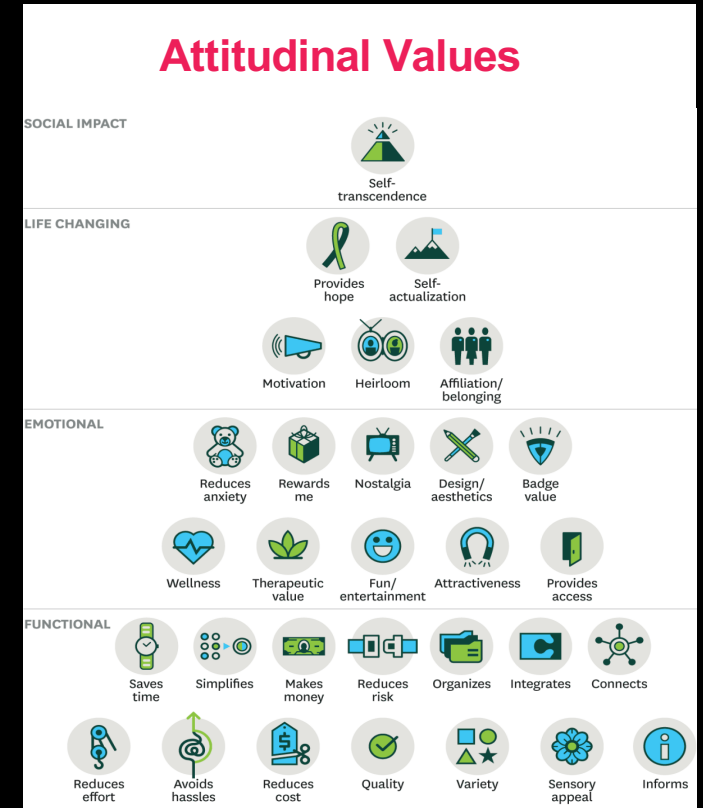
Help me prepare taxes

Reduce my audit risk

Check my return

Save time preparing taxes

Save time filing taxes
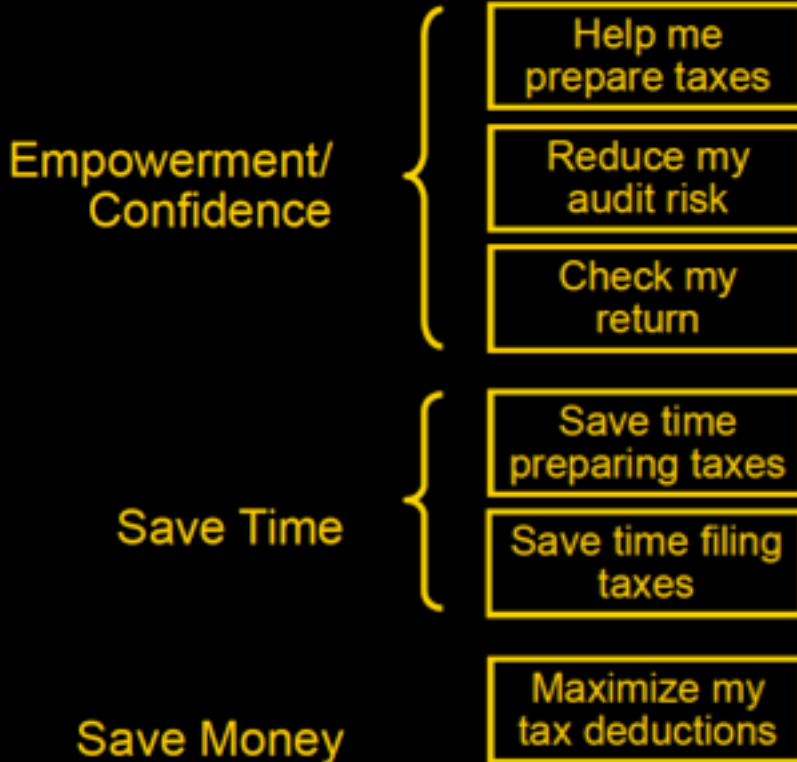
Maximize my tax deductions

Check my taxes

File my taxes

Maximize deductions

Reduce audit risk

Really Understand the Problem Space

Help me prepare taxes

Reduce my audit risk

Check my return

Save time preparing taxes

Save time filing taxes

Maximize my tax deductions

Check my taxes

File my taxes

Maximize deductions

Reduce audit risk

Attitudinal Values

SOCIAL IMPACT
- Self-transcendence

LIFE CHANGING
- Provides hope
- Self-actualization
- Motivation
- Heirloom
- Affiliation/belonging

EMOTIONAL
- Reduces anxiety
- Rewards me
- Nostalgia
- Design/aesthetics
- Badge value
- Wellness
- Therapeutic value
- Fun/entertainment
- Attractiveness
- Provides access

FUNCTIONAL
- Saves time
- Simplifies
- Makes money
- Reduces risk
- Organizes
- Integrates
- Connects
- Reduces effort
- Avoids hassles
- Reduces cost
- Quality
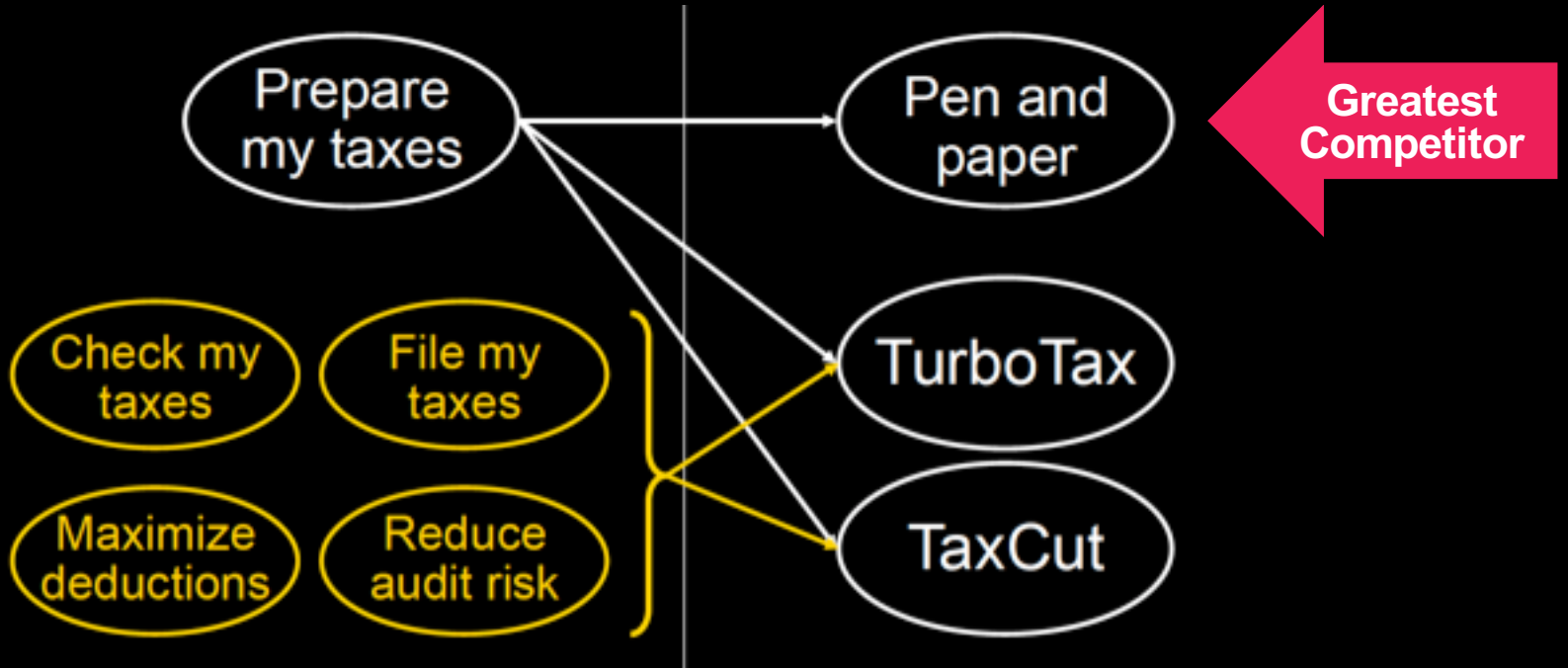- Variety
- Sensory appeal
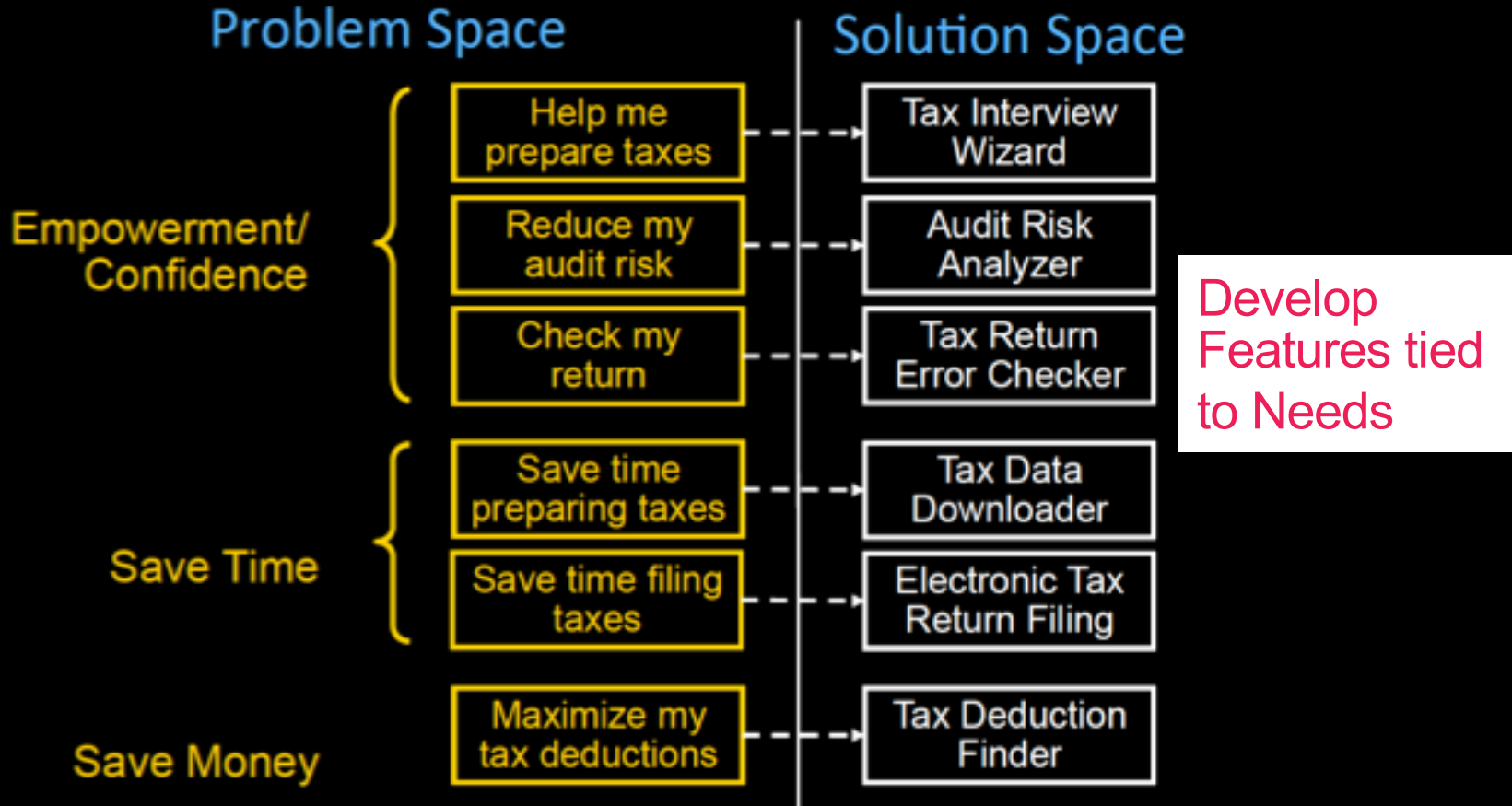- Informs

Really Understand the Problem Space

Really Understand the Problem Space
Understand Who Else the Customer Looks At

Copyright © 2016 @danolsen
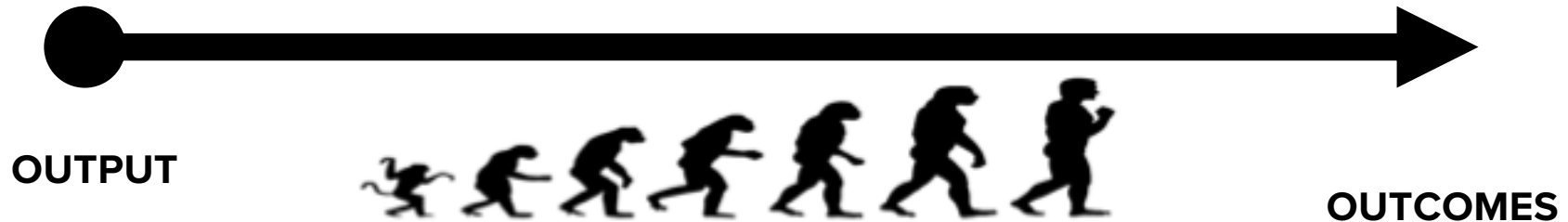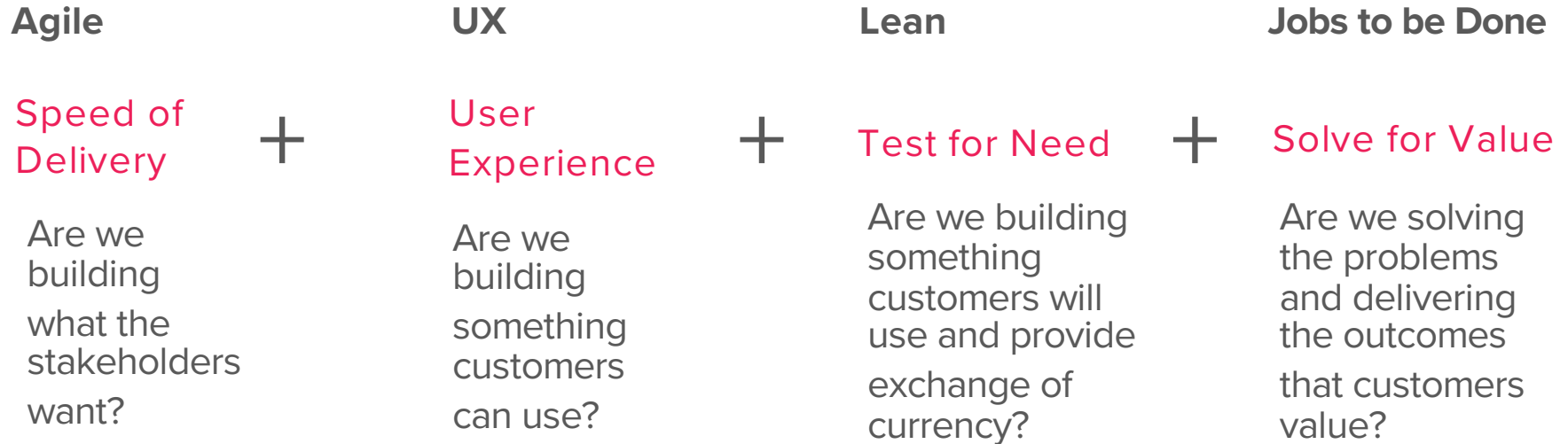
Then Progress to the Solution Space

Problem Space

Empowerment/Confidence
- Help me prepare taxes
- Reduce my audit risk
- Check my return

Save Time
- Save time preparing taxes
- Save time filing taxes

Save Money
- Maximize my tax deductions

Solution Space

- Tax Interview Wizard
- Audit Risk Analyzer
- Tax Return Error Checker
- Tax Data Downloader
- Electronic Tax Return Filing
- Tax Deduction Finder

Develop Features tied to Needs

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2. Methodologies

Agile

Speed of Delivery

Are we building what the stakeholders want?

$+$

UX

User Experience

Are we building something customers can use?

$+$

Lean

Test for Need

Are we building something customers will use and provide exchange of currency?

$+$

Jobs to be Done

Solve for Value

Are we solving the problems and delivering the outcomes that customers value?

OUTPUT

OUTCOMES

Methodologies Enable a Fluid and Iterative Process
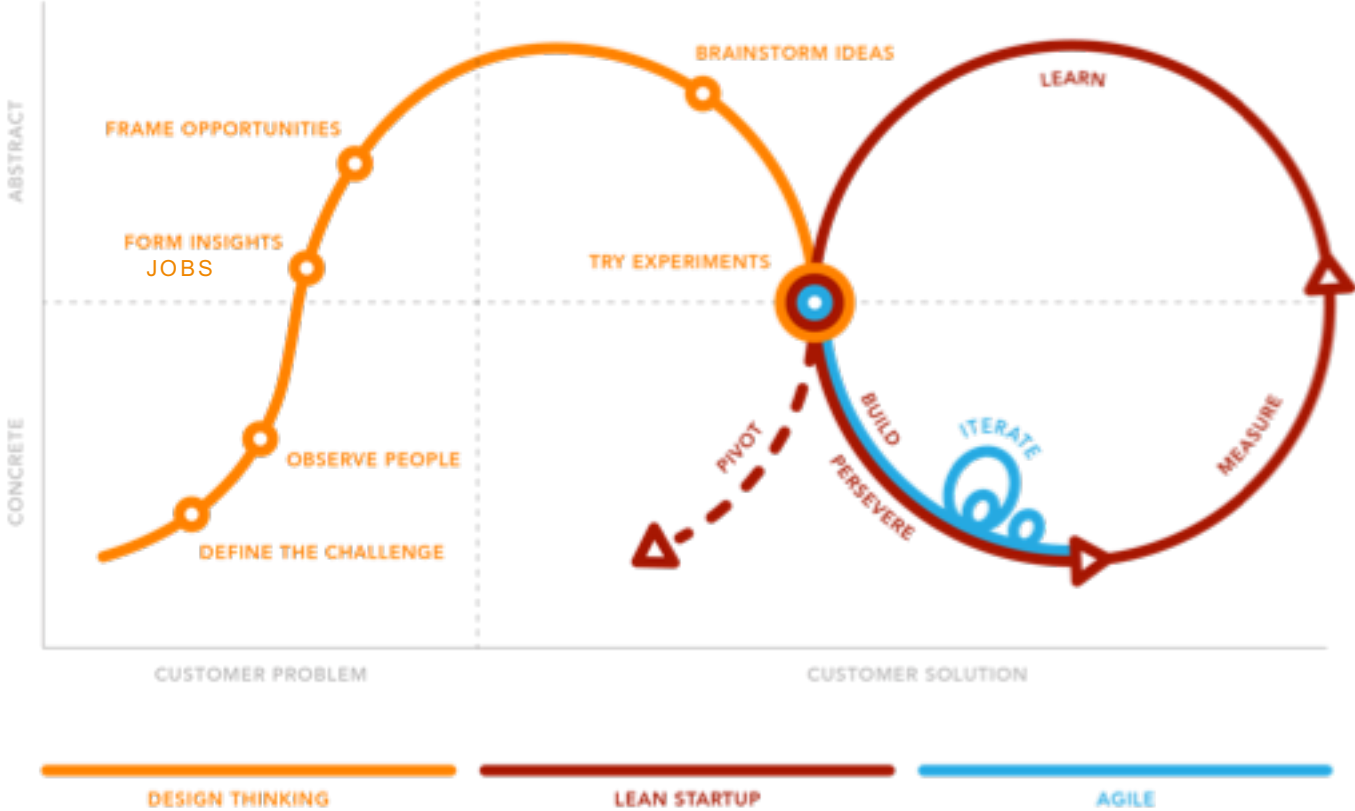
Agile - Consistency, Earlier and Faster Releases

Across all sized projects, agile projects are **350%** more likely to be successful.
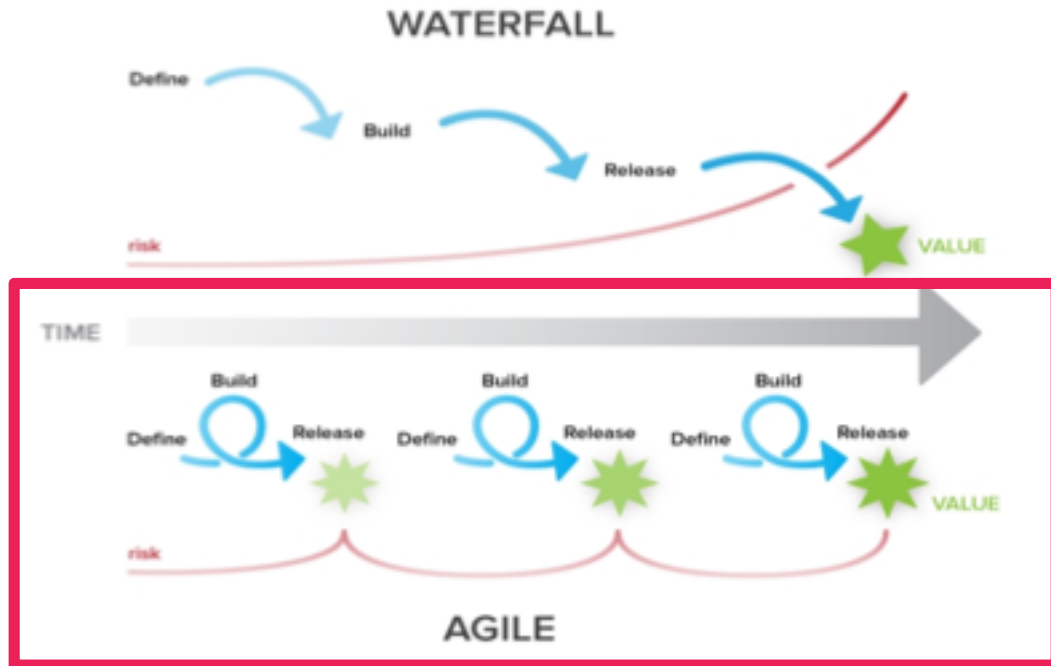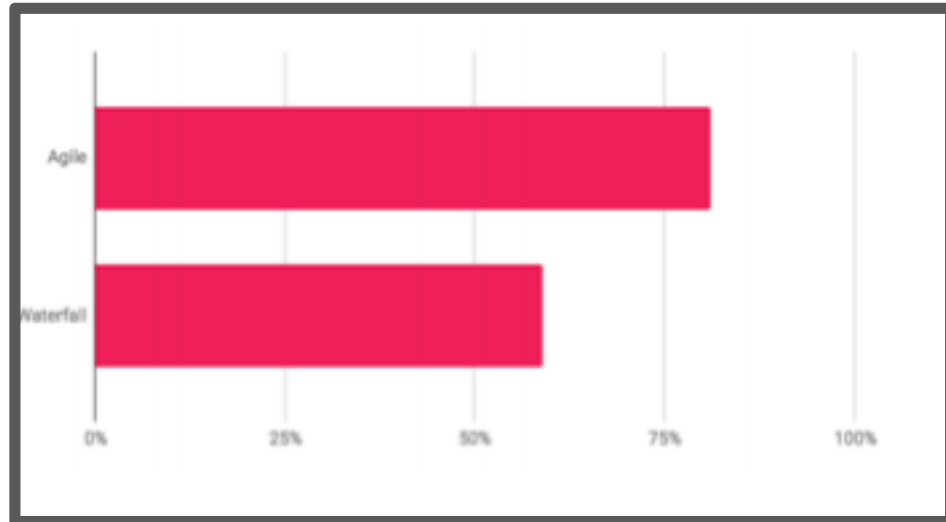
Agile - Despite Benefits, Many Still Do Waterfall
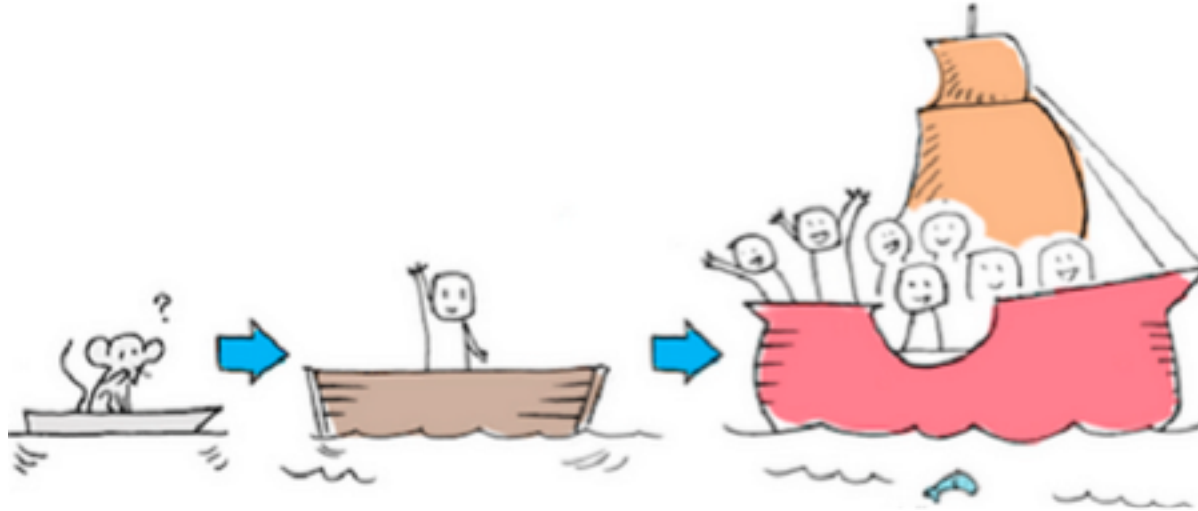

Release Cycles
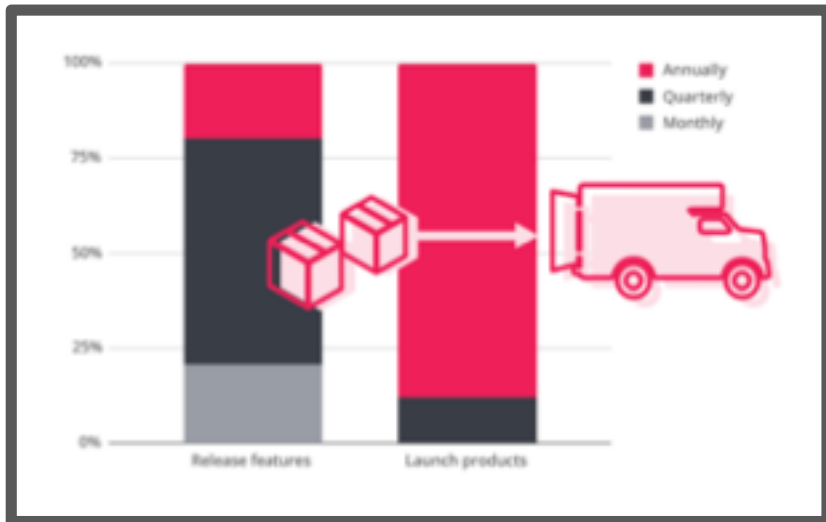
Development Methodologies Used

Then Focus on User Experience

More than just building and getting something out there fast

User Experience

Lean - Minimize Risk and Gain Learning
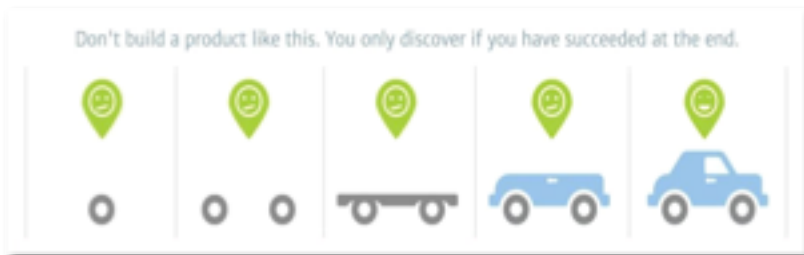
Reduces risk and uncertainty via hypothesis testing with rapid experiments
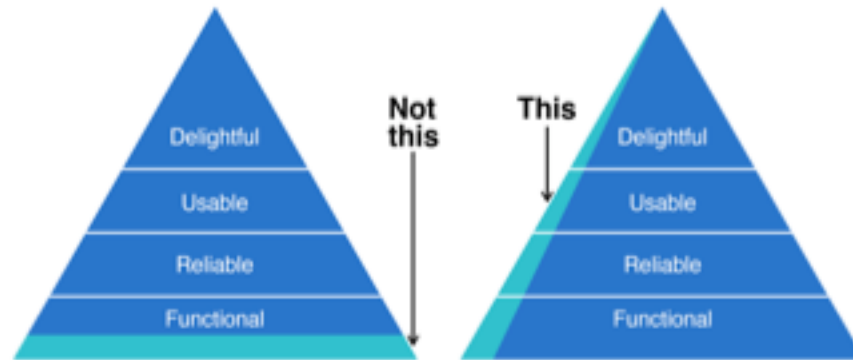
Agile, UX, Lean – Build, Test, Learn

Build only enough functionality to deliver value in the eyes of the customer, and be better than competition
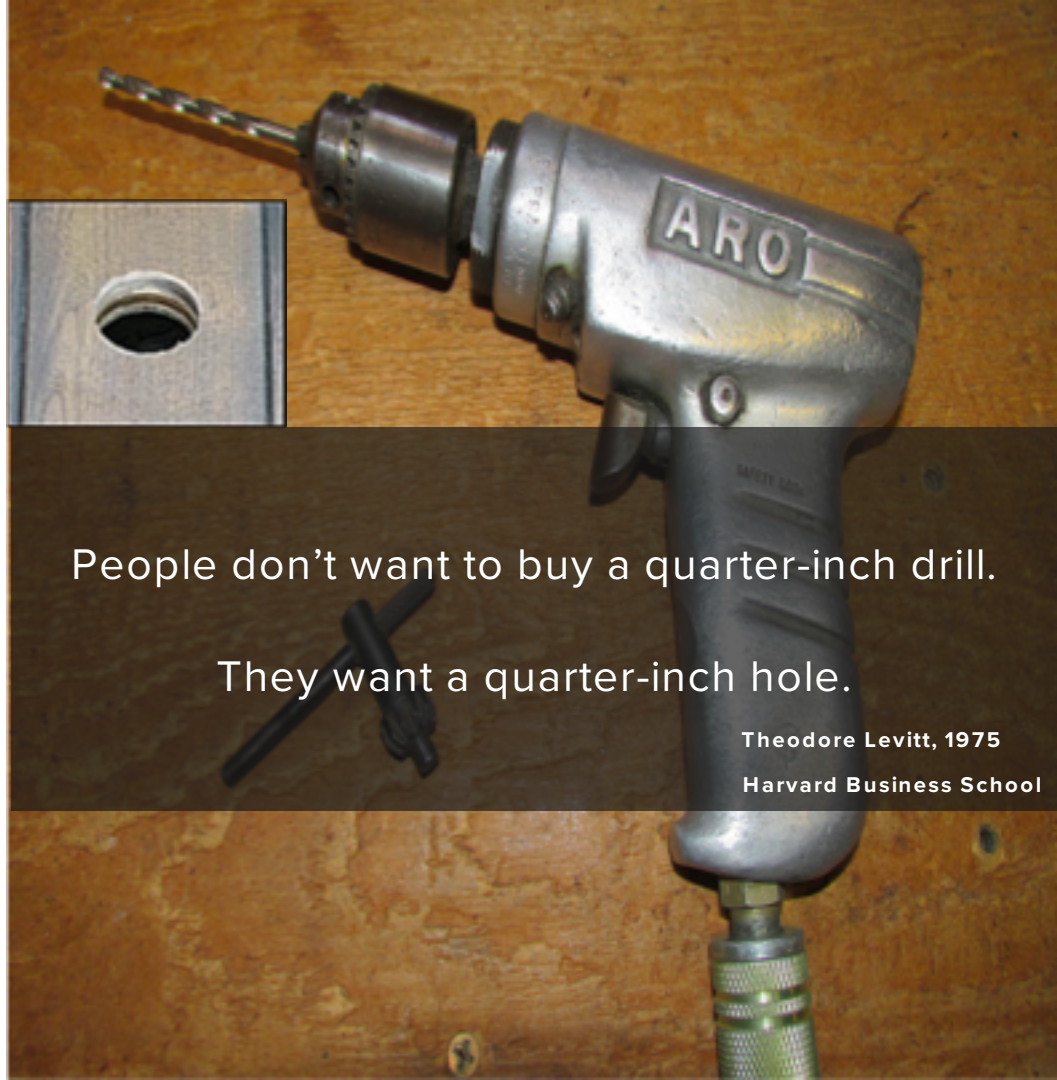
Job-to-be-Done (JTBD)

If you understand the job, you can create or improve a product/feature

1. Customers have a job to be done– a problem to solve – in a given circumstance .

2. Customers 'hire' the best product or service to provide high satisfaction in achieving the outcomes they seek.

3. The opportunity for value creation is to to address the outcomes the customer desires.

People don't want to buy a quarter-inch drill.

They want a quarter-inch hole.

Theodore Levitt, 1975

Harvard Business School

Job-To-Be-Done — Customer Outcomes and Value

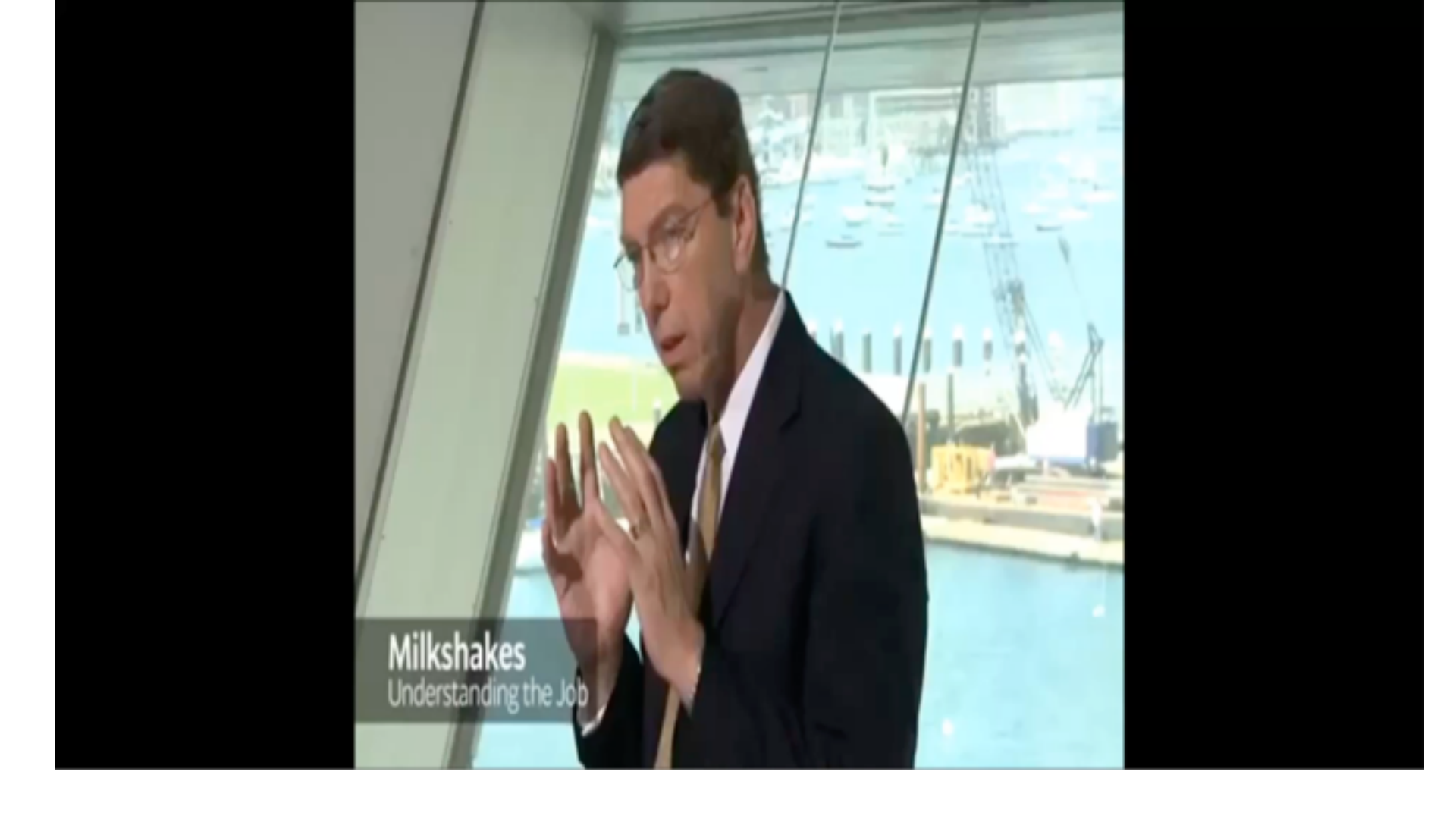"People don't want to buy
a quarter inch drill"

"They want a
quarter inch hole"

JTBD Focus →

PRODUCT FOCUSED

Features

JOB FOCUSED

Outcome & Value

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Milkshakes
Understanding the Job

McDonalds & JTBD – Improve Milkshake Sales

What they did before JTBD Focus

- Interviewed customers – learned nothing insightful about features

With a JTBD Focus

- Looked at customer behavior (the job), the circumstance/situation, the motivation and the outcome instead of:

  - Traditional personas based on demographics

  - The product in isolation

- They were able to grow the category to gain shares against their real competition for morning commute - other easy to eat breakfast products (bananas and bagels) and boredom.

How Do You Discover Jobs

Observe a 'day in the life' – morning – midday – afternoon. Focus on what the customer is trying to get done – accomplish.

- What are the different contexts the customer is in and the jobs the customer does in those contexts?

- Who do they interact with (people, products, services)?

- What is the one thing your customer couldn't live without accomplishing?

- What are the steps the customer takes to achieve each job?

- How do they measure success or failure?

- What are they searching for most – good design, guarantees, features, low cost, low risk, performance?

Jobs Don't Change – Way to Solve Changes

The job doesn't change – how it is solved does. The job may be simple or can be complex or multifaceted; may have many sub-jobs or steps. Must solve for meeting needs and satisfaction, better than the existing solution.

JOB	Old way to solve	New way to solve
"Drive me' so I don't have to walk	Stage coach, taxi	Uber
Store docs or photos in a safe place	Shoebox	Dropbox
Bored on commute via train	Newspaper	Twitter, Facebook, News Apps
Bored evening at home	Movie theatres, wine & tv	Netflix
Pay bills and don't bounce checks	Write checks	Quicken
Collect ideas for projects	Scrapbooks	Pinterest
Display, share pictures	Albums, Pictures on shelves	Facebook, Instagram

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Insight on Attributes Critical to JTBD

	Type	Example
Verifiable, Changes Frequently	**Circumstances** (causal pressure pushing customer to act) - the immediate factors that affect behavior and decision making.	• Who, When, Where • Desired progress, outcome, solution
	Struggling Moments (causal pressure pushing customer to act) – the complications, compromises, tradeoffs or struggles – buying something that imperfectly solves the job; cobbling something together	• Weather/environment • Work • Unexpected events
Inferred	Attitudinal **Values** - the criteria people use to evaluate the solution or associate with the job, the benefit; are circumstance specific. How the candidates are evaluated. The job spec.	• Social, Emotional, Functional • Personality traits
Verifiable, Changes Frequently	**Benefit** - associated with the needs they care about. These have social, emotional or functional values.	• Must have • Performance • Surprise and delight
	Demographic/ Firmagraphic – traditional ways of segmenting and developing personas	• Geographic/culture • Family dynamics • Socioeconomic

Understand Attitudinal Values Users Place on Jobs

Customers evaluate products/JTBD against a hierarchy of attitudinal values

1. **Functional** – tasks to accomplish

2. **Emotional** – achieving personal goals

3. **Life Changing** – being part of a group or minding your money for future generations

4. **Social Impact** – going beyond usual limits

Relevance can vary depending on industry, culture, demographics

SOCIAL IMPACT

Self-transcendence

LIFE CHANGING

Provides hope — Self-actualization

Motivation — Heirloom — Affiliation/belonging

EMOTIONAL

Reduces anxiety — Rewards me — Nostalgia — Design/aesthetics — Badge value

Wellness — Therapeutic value — Fun/entertainment — Attractiveness — Provides access

FUNCTIONAL

Saves time — Simplifies — Makes money — Reduces risk — Organizes — Integrates — Connects

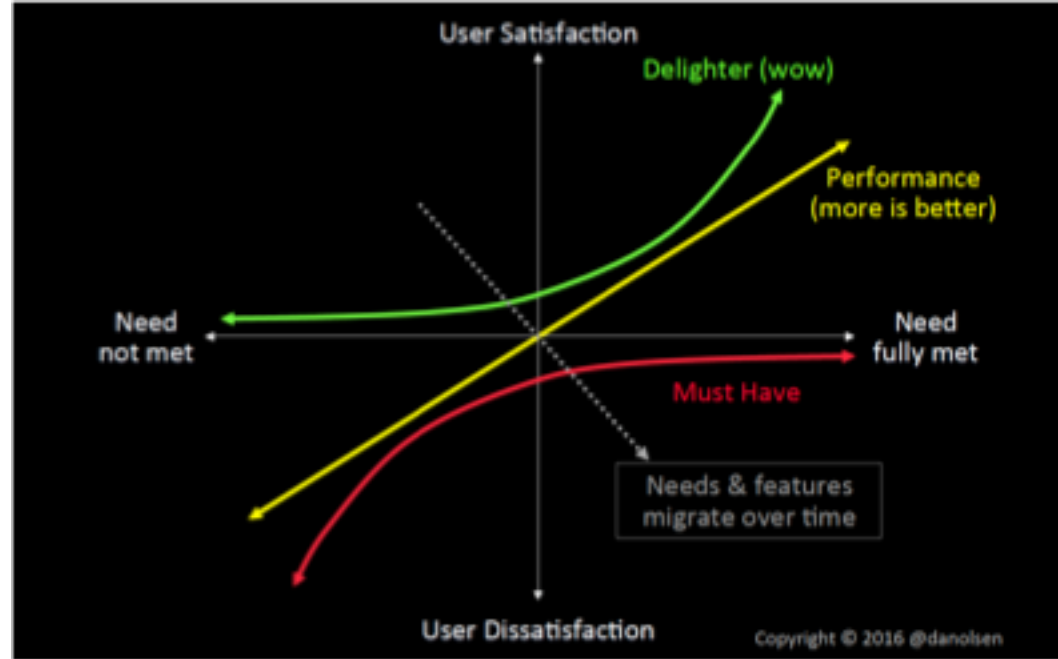Reduces effort — Avoids hassles — Reduces cost — Quality — Variety — Sensory appeal — Informs

Benefit - Know What Is Necessary vs. Wow Factor

1. **Must haves**. Without these customers won't use the product. They don't create satisfaction by being met. Instead, the need not being met causes dissatisfaction.

2. **Performance; More is better**. Customer satisfaction increases the more you deliver on this.

3. **Surprise and delight**. These provide unexpected benefits that exceed customer expectations.

Deep Insight

Job	Transportation within 100 miles of my home	
Need	**Benefit Category**	**Value**
• Avoid breakdowns • Comfortable ride • Personal safety	• Must Have • Performance • Must Have	• Functional • Emotional • Functional

Deep Insight

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Deep Insight

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Need • Avoid breakdowns • Comfortable ride • Personal safety	**Benefit Category** • Must Have • Performance • Must Have	**Value** • Functional • Emotional • Functional
Attitude	• High educational background • Successful peer group – show off success	• Emotional • Social

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Job To Be Done Story
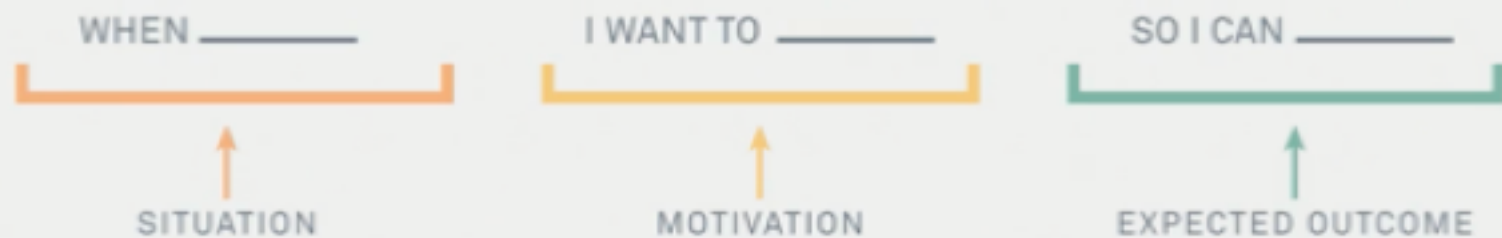
WHEN _____

SITUATION

I WANT TO _____

MOTIVATION

SO I CAN _____

EXPECTED OUTCOME

When I've only got 2 minutes to stave off hunger between meetings, I want to grab something that will be quick, easy to eat and boost my blood sugar fast, so I can stave off hunger until dinner time.
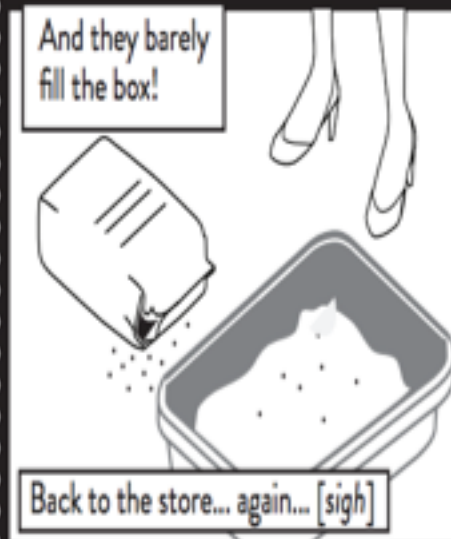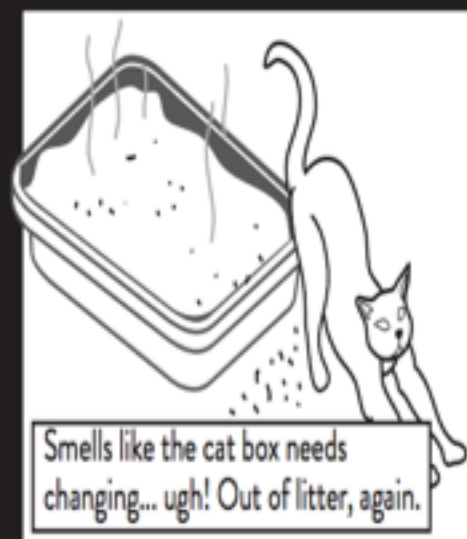
SOLUTION
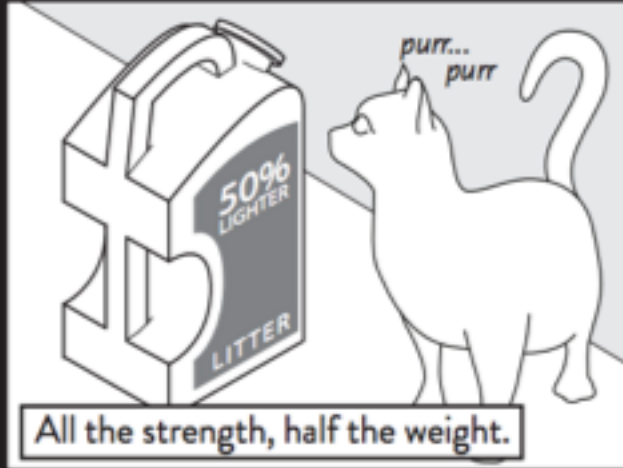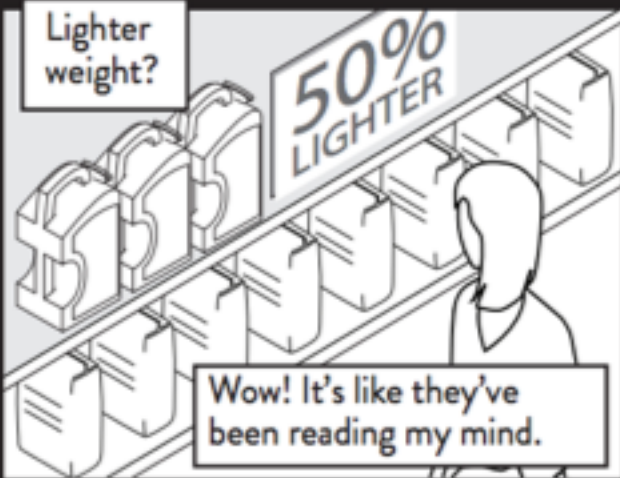
No more struggling with heavy bulky bags

Successful New Product Launched Using JTBD

Only 92 of the more than 20,000 new products evaluated by Nielsen in 2016 had sales of more than $50 million in year one, and sustained sales in year two, and they used the JTBD approach to nail a poorly performed and specific job

No more struggling with heavy bulky bags

Enjoy coffe house type drinks at home

Driving a car – larger ones too messy, couldn't eat with one hand, and guilt – 'I had that many!'

Get An Underserved Job Done – And Charge More!

Get the job done **BETTER**

UberBLACK
"The Original Uber"

UberX
"better faster cheaper ...than a taxi"

Get the job done **WORSE**

Taxis / car service in a market that Uber isn't in

UberPOOL
"Share your ride and save"

Charge **MORE**   Charge **LESS**

Products and services win when they get a job done; typically being better (faster, more predictably, with higher output, throughput, or efficiency) and / or more cheaply;

except when solving for underserved

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Higher NPS and Revenue Growth

Product/ Company	Functional	Emotional	Life Changing
TurboTax	save time reduce risk organize quality simplifies makes money reduce effort avoid hassles	reduce anxiety reward me provide access	provide hope motivation affiliation heirloom
Charles Schwab	variety make money quality	provide access	provide hope motivation affiliation heirloom
Facebook	connect inform make money reduce risk	fun therapeutic value	affiliation
Amazon	reduce cost save time reduce risk	provide access fun	

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JTBD

Requires deep understanding of customer needs (jobs, pains) but also the benefit customers will get from using your solution and why it is better than alternatives

1. A key component of your product plan and business model – it isn't a one off exercise

2. Identify the critical few jobs, pains and benefits that matter most to customers

3. Identify the critical few unsatisfied jobs, unresolved pains, and unrealized benefits

4. Understand functional, emotional and social attitudes

5. Align with how customers measure success

6. Focus on jobs in a big enough market and r that a good number will pay a lot of money for

7. Differentiate from the competition on at least one key dimension that is difficult to copy

A JTBD Approach Benefits Companies

3. A Continuous Data-driven Orientation

It's not about having data – it's about having the right data, analyzing the data, understanding the 'what and why' and taking action on it - that is the real game-changer

1. **Before you build anything – data on the customer needs**

    • Data and deep insight on customer problems, jobs, attitudes and outcomes

    • Hypothesis on viable solution

    • Establish goals and key metrics

2. **Once you've built something – data on the customer behavior**

    • Learn, measure and analyze customer behavior on multiple dimensions

    • Take action and drive customer behavior – expect and solve for less then expected feature

    • Measure the impact of the action you took

3. **Before, during, after - continuous learning**

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Data After You've Built Something

Advanced use of data and analytics	Used data and analytics	Did not capture analytics
• **Captured multiple dimensions of core product analytics, including depth or efficiency metrics.** • **Utilized quantitative and qualitative measurement; including in-app surveys and NPS.**	• Measured some dimensions but does not track depth or efficiency metrics. • Did not integrate their analytics program with user feedback.	• Did not capture analytics. or • Measured one dimension such as page views.

Company Performance

• 2x to 5x higher ARR

• higher profitability

• faster growth

The Product Data Advantage, Pendo Survey, 2106

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Metrics That Matter

• Big picture, greater impact metrics – is this moving the needle on business objectives

• Vital sign metrics – usage and usability metrics tied to short-term goals

- Does feature stay or go

- Identifies problem areas

- UI pain points

| HEART User Experience Metrics		
H	Happiness	User satisfaction scores, NPS
E	Engagement	Average visits, Usage per user
A	Adoption	New users
R	Retention	Churn
T	Task Success	No error message

Multiple Dimensions - What is Happening? How is it Being Used? What if?

1. **Breadth:** Big picture on overall usage and on specific feature use. Who is using it? Are they being used by a majority of your primary target, or only a small percentage?
2. **Depth:**
   1. Are users using core functionality? How much of your product do they use? Are users using key features to support stickiness? Are the key features part of their regular workflow? What are the paths users are taking to use the features?
   2. How are the features performing over time? by segment or role?
   3. What is the adoption of the new feature? How is the feature performing against it's goals? Has this feature impacted (positive or negative) another feature?
   4. How do I know which new feature to prioritize?

3. **Frequency**: Aggregate time spent and days active. Is it what we expected? Do they try a few times, or use it regularly?

   Are they using and churning, or is frequency meeting our assumptions for retention/renewal? How long do users continue to use a feature after learning about it?

4. **Sentiment:** How satisfied are your users? Are certain segments, roles or types of users more satisfied than others?
5. **Time to value/efficiency**: Is onboarding effective? Are users getting value / getting to the A-ha moment quickly? Are users getting stuck anywhere and not completing a key workflow? Did the change we make cause something else to change? How long does it take to use a new feature?

Set Actionable Feature Metrics

Establish goals for adoption of key features and of new features (ideally before you release a feature), and measure performance against them

- Track and measure goals for segments of users across selected pages or features.

- Set SMART (specific, measurable, achievable, relevant, time-bound) and goals for features.
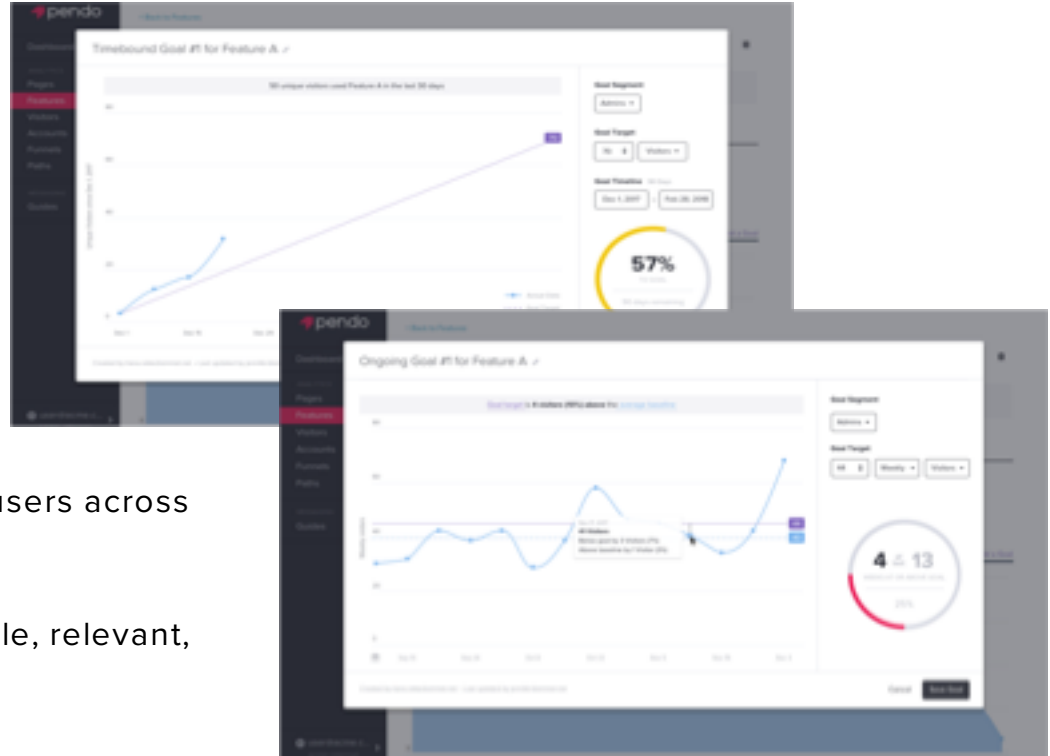
Use NPS To Gain Deeper Insight

When combined with product usage data it can reveal powerful new insights about specific product features and experiences that drive positive or negative sentiment.

A 1,300 submissions. NPS: 50

B 82 submissions. NPS: 15
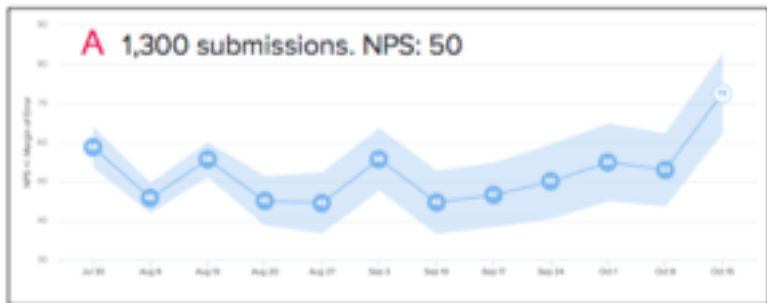
Group A are active, non-power users.

- Account for most of the monthly traffic.
- NPS is trending up.
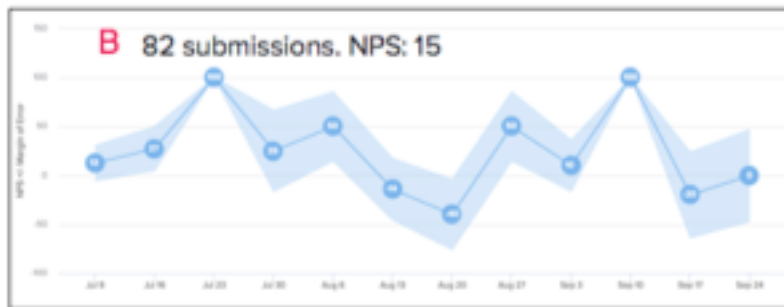
Group B users are power users and highly engaged.

- Account for less than 1% of the monthly traffic, but they spend 3x longer on than the average user
- Account for over ¼ of the engagement with features in the product
- They represent the highest conversions

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A Product Manager – Solves for Customer Value

Be Data-Driven and Solve for Product-Market Fit

1. Understand the customer – get deep insight on their JTBD

2. Generate and evaluate Ideas – based on customer insight, and that solve the customer job

3. Experiment – to minimize risk and learn

4. Prioritize and Decide – based on data, metrics, analysis

5. Build – the smallest product that solves the customer job really well

6. Measure Success – based on customer outcomes

Product-Market Fit

Gain evidence about customer problems outcomes so you can go beyond their expectations and deliver value and delight

Product:
- UX
- Feature Set
- Value Proposition

↕ Product-Market Fit ↕

Market:
- Underserved Needs
- Target Customer

1. Understand what customers are really trying to do; the outcomes they care most about

2. Define the viable opportunity to solve the problem and deliver value; with success measured by how the customer defines it

3. Think broadly, then focus narrowly on how to design, build and deliver the solution

Methodologies Focus on Output and Outcomes

Agile

Speed of Delivery

Are we building what the stakeholders want?

+

UX

User Experience

Are we building something customers can use?

+

Lean

Test for Need

Are we building something customers will use and provide exchange of currency?

+

Jobs to be Done

Solve for Value

Are we solving the problems and delivering the outcomes that customers value?

OUTPUT

OUTCOMES

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Pendo Enables You to Build Products that Deliver Value

Product Analytics

Measure on multiple dimensions

Personalized Guides
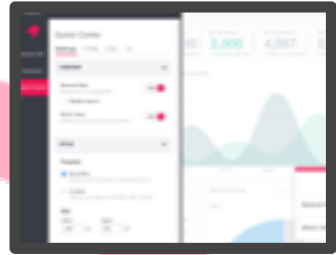
Deliver contextual help to improve user onboarding, trial conversion, feature adoption

Mobile Applications

PRODUCT & USER INSIGHTS

DRIVE USER BEHAVIOR

Survey users in-app and gain insight based on segment, role, account

Promote new features in product; launch experiments

Web Applications

User Feedback

In-App Announcements

Susan@Pendo.io

Understanding Attitudinal Values — 15 minutes

For the product you wrote down — the one you love — and use that

- Identify the attitudinal values you associate with it

- Identify the must have, performance and delighter functionality

- What would have to happen to get you to switch

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Understand Attitudinal Values Users Place on Jobs

Customers evaluate products/JTBD against a hierarchy of attitudinal values

1. **Functional** – tasks to accomplish

2. **Emotional** – achieving personal goals

3. **Life Changing** – being part of a group or minding your money for future generations

4. **Social Impact** – going beyond usual limits

Relevance can vary depending on industry, culture, demographics

SOCIAL IMPACT

Self-transcendence

LIFE CHANGING

Provides hope · Self-actualization · Motivation · Heirloom · Affiliation/belonging

EMOTIONAL

Reduces anxiety · Rewards me · Nostalgia · Design/aesthetics · Badge value · Wellness · Therapeutic value · Fun/entertainment · Attractiveness · Provides access

FUNCTIONAL

Saves time · Simplifies · Makes money · Reduces risk · Organizes · Integrates · Connects · Reduces effort · Avoids hassles · Reduces cost · Quality · Variety · Sensory appeal · Informs

Applying This – 15 minutes – Complete Worksheets

1. Complete the worksheet for a JTBD - use one of the following

   · Think back to the product you wrote down – the one you love – and use that

   · Use this scenario: the JTBD is '*prepare a hot beverage for consumption*'

   · Pick something related to work

2. Tell the story

3. Draft a story board

Customer Jobs – Observable & Verifiable Elements

Circumstance					Struggling Moments	
What is the job to be done – the problem	Who has the problem?	When / where does it occur?	What is the desired outcome, progress or solution?	How is the job 'solved' today? Competitive solutions?	What is the complication, compromise, trade-off or struggle?	What does failing look like? What annoys or frustrates them?
Notes:						

Customer Jobs – Inferred Elements

Circumstance Specific Criteria and Attitudinal Beliefs				
Functional			Emotional	Social
Must-have	Performance	Delighter	• What would provide satisfaction?	• How does the customer want to be perceived?
• Cost of entry / Tablestakes that must be addressed for customers to be satisfied	• More is better	• Unexpected benefits that exceed expectations and result in high satisfaction	• How does the customer want to feel? • What do they dream about? What keeps them awake at night?	• What makes them look good? Bad? • What increases / decreases power or stature?
Notes:				

Applying This – 15 minutes – Storyboard the JTBD

1. Directly Verifiable Elements:

   1. Circumstance – who, when, where
   2. Struggling moments – the compromise – might or might not be obvious
      - Buying and using something that imperfectly performs the job
      - Cobbling a workaround
      - Non consuming compensatory behavior

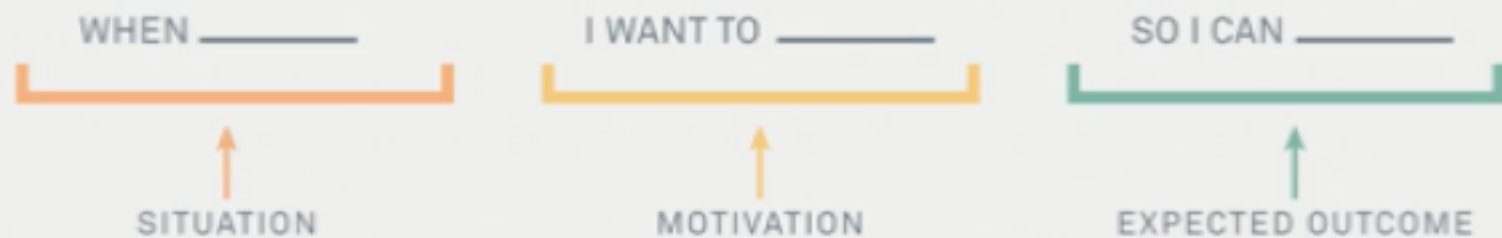2. Elements that need to be Inferred:

   1. Criteria – what is applied in evaluating the potential solution – the functional, emotional and social dimensions of value
   2. Solution – how to solve for the need or the underserved nee

WHAT DOES A JOB LOOK LIKE?
YOU CAN VISUALIZE A CIRCUMSTANCE IN WHICH A JOB ARISES AS A SHORT STORYBOARD CAPTURING ESSENTIAL ELEMENTS. SOME OF THESE ELEMENTS CAN BE DIRECTLY VERIFIED, AND OTHERS NEED TO BE INFERRED AND VALIDATED.

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Job To Be Done Story

WHEN _____

SITUATION

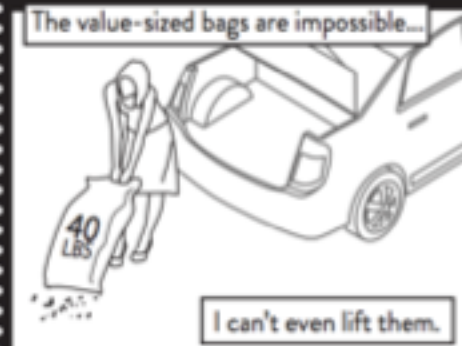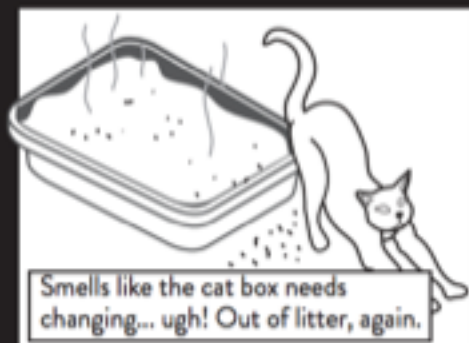I WANT TO _____

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CIRCUMSTANCE

STRUGGLING MOMENTS

Smells like the cat box needs changing... ugh! Out of litter, again.

These small bags are such a waste of money.

And they barely fill the box!

Back to the store... again... [sigh]

The value-sized bags are impossible...

40 LBS

I can't even lift them.

▶ Who, when, where

▶ Desired progress, outcome, experience or solution

▶ Complication, compromise, trade-off, or struggle

1. Buying and using a product that imperfectly performs the job

2. Cobbling together a workaround solution involving multiple products

3. Nonconsuming compensatory behavior

▶ Remember: Sometimes the struggle is discernable and quite clear; other times, especially when consumers have developed compensating routines, the struggle is far less obvious.

WHAT DOES A JOB LOOK LIKE?

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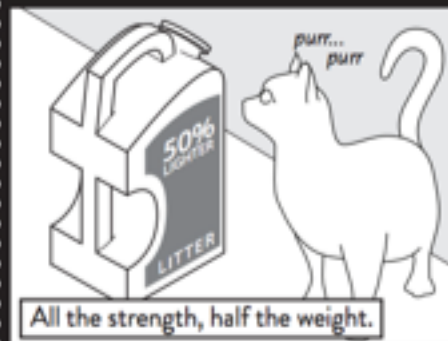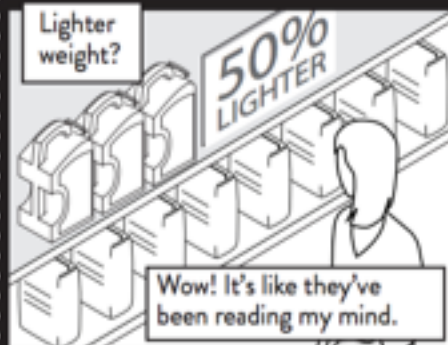
ELEMENTS THAT NEED TO BE INFERRED INCLUDE:

CRITERIA

SOLUTION

- The criteria that people apply in evaluating "job candidates" (i.e., potential solutions).

- Understanding the job dramatically reconfigures category structure and competitors. For a given job, consumers regularly consider an array of solutions that extends well beyond a given store aisle—and often beyond the store as well.

- Remember: criteria are always circumstance specific.

- The functional, emotional and social dimensions of benefit that collectively constitute the ideal solution for the job: the "job spec," or blueprint for successful innovation.

- **Breakthrough Winners nail poorly performed jobs:** All the strength, half the weight.