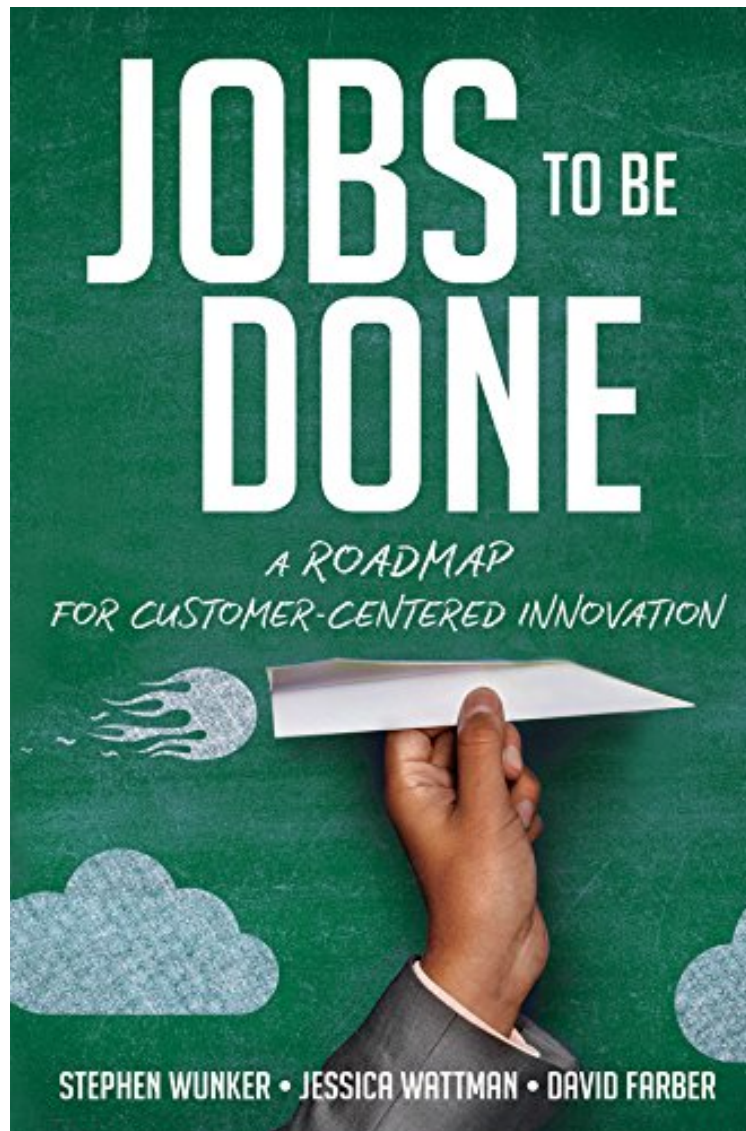


## Jobs to Be Done: A Roadmap for Customer-Centered Innovation

*Stephen Wunker, Jessica Wattman, David Farber*  
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**Stephen Wunker, Jessica Wattman, David Farber : Jobs to Be Done: A Roadmap for Customer-Centered Innovation** before purchasing it in order to gauge whether or not it would be worth my time, and all praised Jobs to Be Done: A Roadmap for Customer-Centered Innovation:

0 of 0 people found the following review helpful. Practical Application But Needs Fuller ExamplesBy IN8Practical 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.1 of 1 people found the following review helpful. Straight forward innovationBy

CustomerVery 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.17 of 17 people found the following review helpful. The Most Practical Framework for Innovation ndash; A Step-by-Step Process To Achieve Customer Focus and Creative BreakthroughsBy Markus RobbinsThis book gives a comprehensive process for applying Idquo;jobs to be donerdquo; in your organization, whatever kind of organization you may be in (B2C, B2B, nonprofit, etc.). The whole book is constructed around a ldquo;Roadmaprdquo; analogy, and it provides a process in 12 parts. This is PRECISELY what I was looking for ndash; something that I could put to use. And, as a bonus, itrsquo;s well-written and often a fun read too. Therersquo;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 ldquo;jobs roadmap.rdquo; Each of these have tools, dorsquo;s and donrsquo;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 ldquo;realrdquo; competition is for accomplishing those jobs- Generate ideas based on those insights- Reframe your perspective- Experiment and iterateEach of these elements is a chapter. Therersquo;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.Herersquo;s the contrast to a couple other books on this that came out around the same time:- Competing Against Luck is excellent, but itrsquo;s higher level. Therersquo;s one figure in the whole book. Itrsquo;s not a toolkit, and it doesnrsquo;t pretend to be. The two books are good complements- Therersquo;s what seems to be a self-published e-book called ldquo;Jobs to be Done: Theory to Practicerdquo;, but it reads like a commercial and doesnrsquo;t tell you almost anything that you can really put to use. Their ldquo;84 step processrdquo; includes such surprising steps as recruit participants, and develop a questionnaire, without saying a single thing about how to do that. Itrsquo;s literally just those words as the steps ndash; thatsquo;s it. Not useful. This book, in contrast, doesnrsquo;t require you to buy a workshop or consulting project to actually apply the thinking.I wish more business books were like this one!

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 insightsTurn those insights into new product ideasTest and iterate until you find successFollow the steps in Jobs to Be Done, and you'll arrive at solutions that are both original and profitable.Advance Praise for Jobs to be Done:"As companies struggle to predict whether people will choose one product over another, Jobs to be Done gives a clear method for understanding what will make goods stand out. The steps it provides will help maximize the likelihood that your product will succeed."nbsp;--nbsp;Jennifer Saenz, Chief Marketing Officer, Frito-Lay"Jobs to be Done takes what has become an essential theory for gauging customer needs and turns it into a structured approach to innovation based on what really drives behavior. It provides a coherent and highly actionable set of tools that you can put to use right away."nbsp;--nbsp;Vijay Govindarajan, Coxe Distinguished Professor, Dartmouth College, Tuck School of Business"The Jobs methodology is core to how Nestleacute; approaches the front end of innovation. This book brings innovation to the next level, offering extremely practical steps to create opportunity in both established and new markets."nbsp;--nbsp;Doug Munk, Director, Innovation and Strategy, Nestleacute; USA

"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 s ldquo;Jobs to be Done is a recipe book to help organizations move innovation projects forward.rdquo; --InnovationManagement.se ldquo;Comprehensive advice is given throughout so the reader can easily use this book as a blueprint or roadmap for future change.rdquo; --Ingram Media ldquo;hellip;the authors begin the process of convincing readers that, yes, this is a far, far better innovation mousetrap. And through clear narrative and illustrations, lsquo;jobs to be donersquo; is positioned as a lsquo;can dorsquo; architecture for business and nonprofits alike.rdquo; --Booklist "For any business leader that is concerned about maintaining innovation and customers, the bookrsquo;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 ldquo;While it might seem paradoxical, most businesses actually see the customer as an obstacle. Jobs to be Done helps businesses orient their focus back to the customer.rdquo; mdash;Small Business Trends From the Inside Flap 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 rather 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. The company satisfied its users' unmet needs to document real life, in the moment, while retaining control over their privacy. Packed with similar examples from every industry, this guide explains the foundational concepts laid out in Clayton Christensen's *The Innovator's Solution* and presents a detailed action plan developed by innovation expert Stephen Wunker and his team. From ideation to iteration, you'll learn how to:

- Figure out what customers really want, even if they can't express it
- Sort valuable insights from less useful customer data
- Dig into the underlying "why" of consumer behavior, beyond 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 and a roadmap for discovering new markets, products, services, and creative opportunities to innovate your way to success. Stephen Wunker worked with Clayton Christensen for years, building out consulting practices based on his teachings. He now runs New Markets Advisors. He has written for *Forbes*, *Harvard Business Review*, and *The Financial Times*. Jessica Wattman leads New Markets' social innovation practice. She has applied Jobs principles in work from Afghanistan to Zimbabwe. David Farber is a manager at New Markets. An avid hiker and traveler, he has explored six continents. From the Back Cover Why do most new products fail to meet expectations in an age of unlimited customer data? As Henry Ford reputedly put it, "If I'd asked people what they wanted, they would have said faster horses." The truth is, we need to go beyond what customers say they want and understand why they have the wants that they do. First popularized by Clayton Christensen, the concept of Jobs to Be Done argues people purchase products and services to achieve specific goals. While the concept is simple, the path to putting it into practice has been murky. This book's groundbreaking Jobs Roadmap takes you step by step through the innovation process and reveals how to:

- Gather valuable customer insights
- Turn those insights into new product ideas
- Test and iterate until you find original and profitable solutions.

Advance Praise for *Jobs to Be Done*: "As companies struggle to predict whether people will choose one product over another, *Jobs to Be Done* gives a clear method for understanding what will make goods stand out. The steps it provides will help maximize the likelihood that your product will succeed." —Jennifer Saenz, Chief Marketing Officer, Frito-Lay "Jobs to Be Done takes what has become an essential theory for gauging customer needs and turns it into a structured approach to innovation based on what really drives behavior. It provides a coherent and highly actionable set of tools that you can put to use right away." —Vijay Govindarajan, Coxe Distinguished Professor, Dartmouth College, Tuck School of Business "The Jobs methodology is core to how Nestlé approaches the front end of innovation. This book brings innovation to the next level, offering extremely practical steps to create opportunity in both established and new markets." —Doug Munk, Director, Innovation and Strategy, Nestlé; USA