

## KEY TAKEAWAYS

- A “job” is a problem a person is trying to solve. Customers don’t really buy products; they “hire” them to get a job done
  - A jobs to be done perspective focuses on what causes a customer to buy a product rather than relying on the attributes (such as age, gender, or income) that are merely correlated with buying behavior
  - “Jobs” are not adjectives or adverbs. A job to be done typically starts with the words, “Help me...” “Help me avoid...” or “I need to...”
- Products and technology come and go, but “jobs” persist over time
  - Companies integrated around a “job” can achieve market differentiation and avoid disruption
- Jobs to be done generally have two dimensions:
  - Functional: the practical role the product or service fulfills
  - Emotional/social: the feeling one gets from owning or using the product or service
- Ideas for discovering jobs to be done:
  - Reflect deeply on personal experiences
  - Observe current customers
  - Discover why former customers left
  - Identify the workarounds or compensating behaviors customers use to get the job done today

## CASE STUDY

Walt Disney theme parks are known as a place for families to escape into an immersive experience with all their favorite characters. Since opening its gates in Southern California in 1955, Disneyland has been intensely integrated around this job to be done and has achieved superior returns. When Disney created a new park next door to Disneyland to attract more “multi-day” visitors and bolster hotel revenue, the company lost its focus on the job to be done, and guests noticed. After investing \$1B to build California Adventure, the park didn’t have the “magic” of Disneyland and attendance was well below projections. CEO Bob Iger called it a “brand withdrawal” and was faced with a critical decision connected to the jobs to be done: What should he do to turn California Adventure around?

CORRELATION		CAUSALITY
PRODUCT VIEW	CUSTOMER ATTRIBUTES VIEW	JOB TO BE DONE VIEW
Newspaper market	Example segment: Intellectuals age 60+	Example Job to Be Done: “Help me stay informed”
Milkshake market	Example segment: Males age 18-35	Example Job to Be Done: “Help me avoid getting bored or hungry on my commute”
Theme park market	Example segment: Families with small children	Example Job to Be Done: “Help me escape reality into a story-telling experience with my family”

## PURPOSE BRAND

How can we create a brand that customers immediately think to “hire” for a “job”?

## INTEGRATION

What and how must we integrate in order to provide these experiences in purchasing and using the product?

## EXPERIENCE

What are the experiences in purchasing and using the product that we need to provide in order to get the “job” done perfectly?

## JOB TO BE DONE

What “job” do customers need to get done or what problem are they trying to solve?  
Customers don’t really buy products or services; they “hire” them to do a “job.”