OUTCOME DRIVEN INNOVATION
CONCEPT WALKTHROUGH

IDEAS FIRST

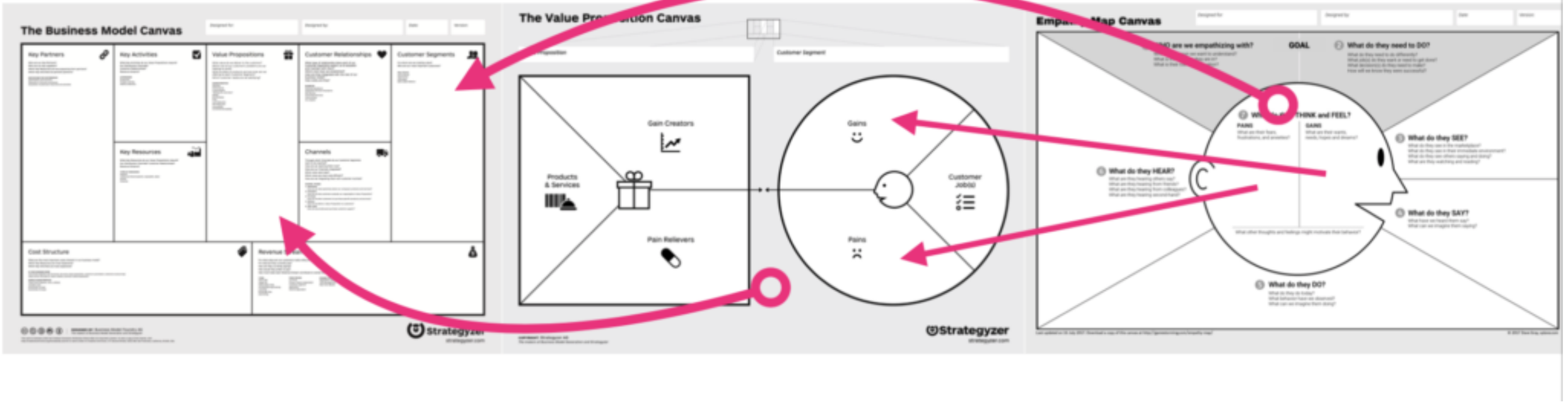
CUSTOMER FIRST

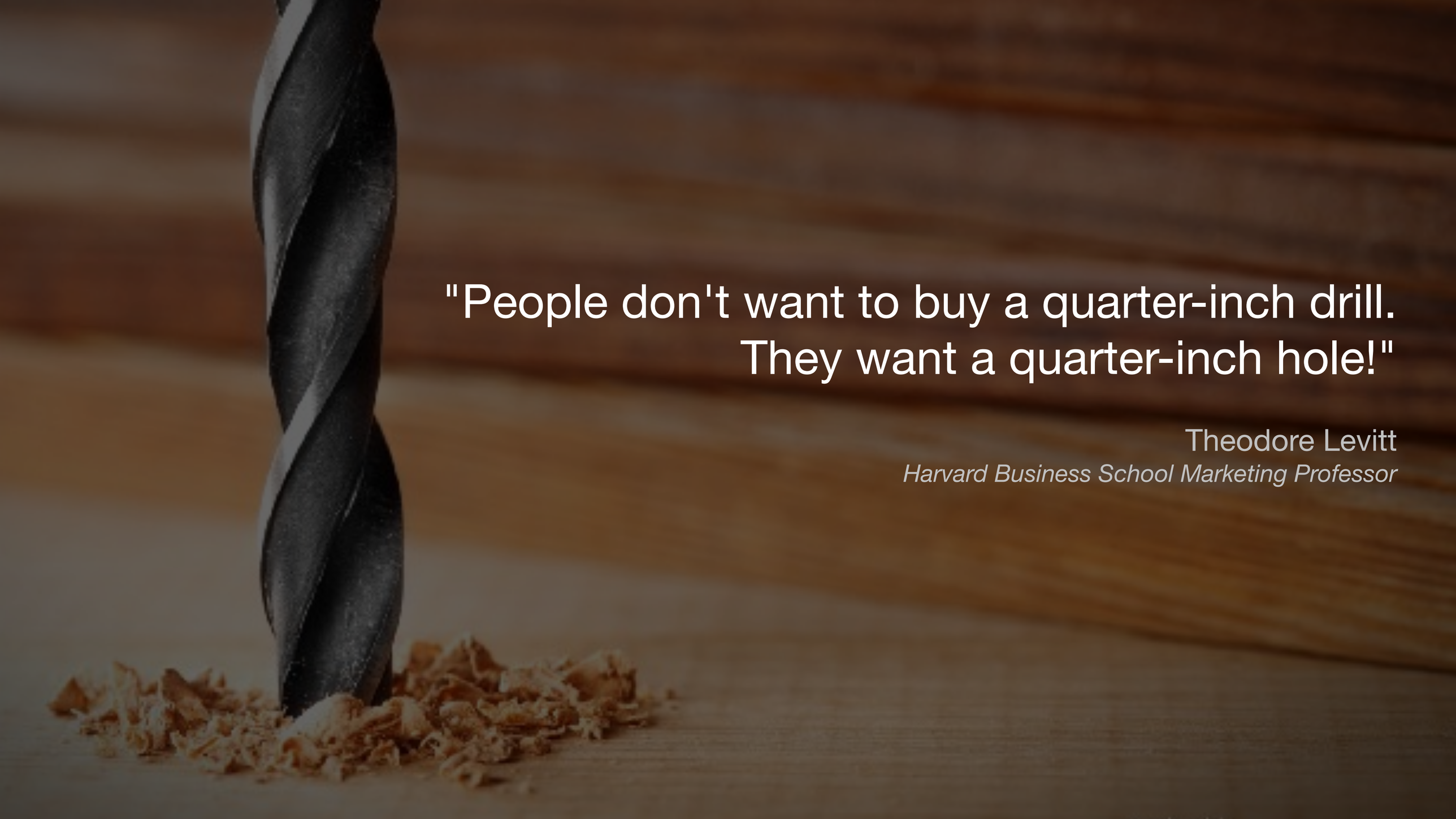
JOBs TO BE DONE NEEDs FRAMEWORK

PRINCIPLE

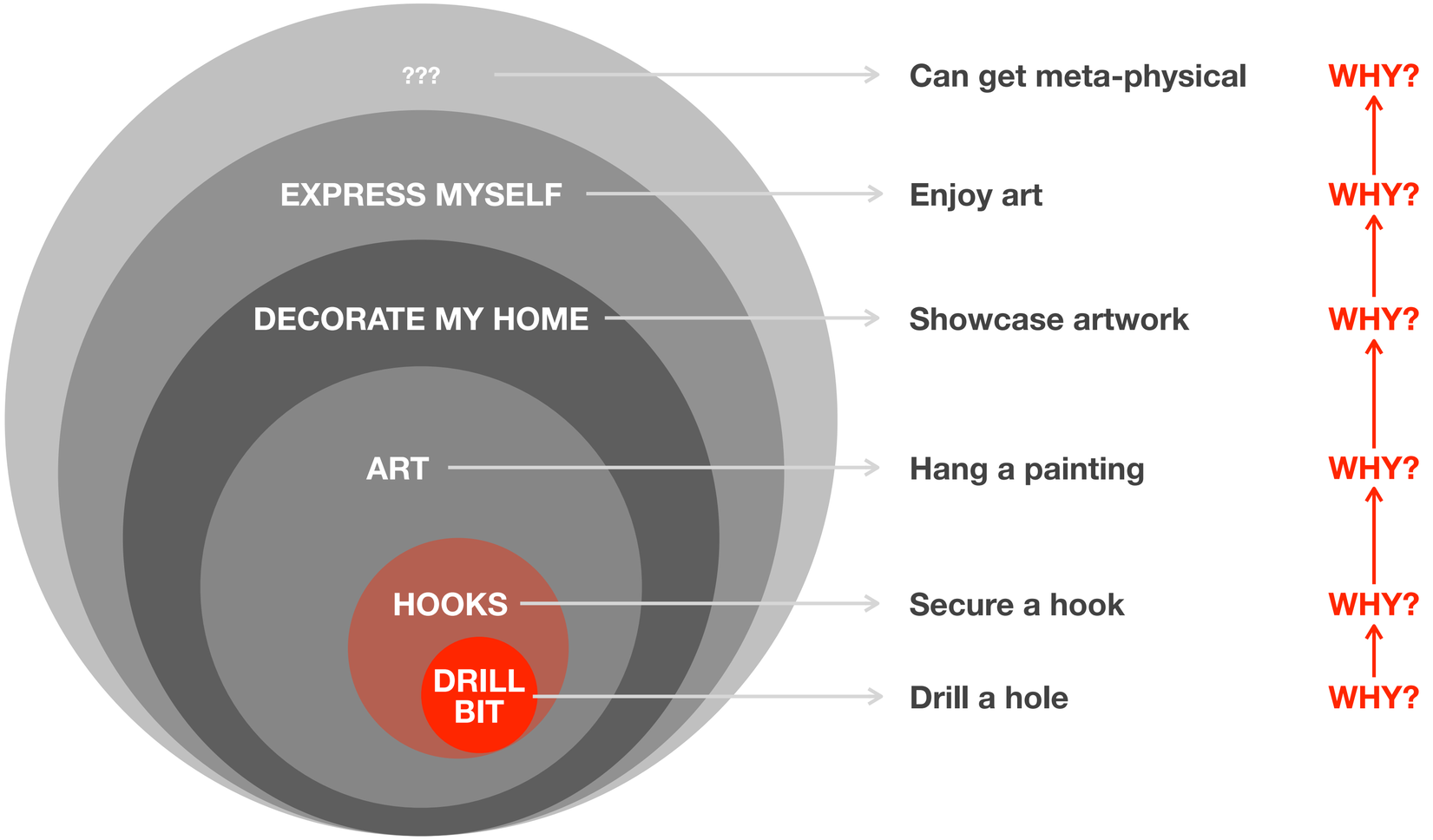
PROCESS

PRACTICE


The Business Model Canvas
Key Partners
Key Activities
Value Propositions
Customer Relationships
Customer Segments
Key Resources
Channels
Cost Structure
Revenue
Strategyzer
strategyzer.com
The Value Proposition Canvas
Customer Segment
Gain Creators
Products & Services
Pain Relievers
Gains
Customer Jobs(s)
Pains
Strategyzer
strategyzer.com
Empathy Map Canvas
GOAL
What do they need to DO?
What do they SEE?
What do they HEAR?
What do they SAY?
What do they DO?
PAINS
GAINS


"People don't want to buy a quarter-inch drill.
They want a quarter-inch hole!"
Theodore Levitt
Harvard Business School Marketing Professor

The 5Why(s) Diagram



Source: Ash Muraya (2019)

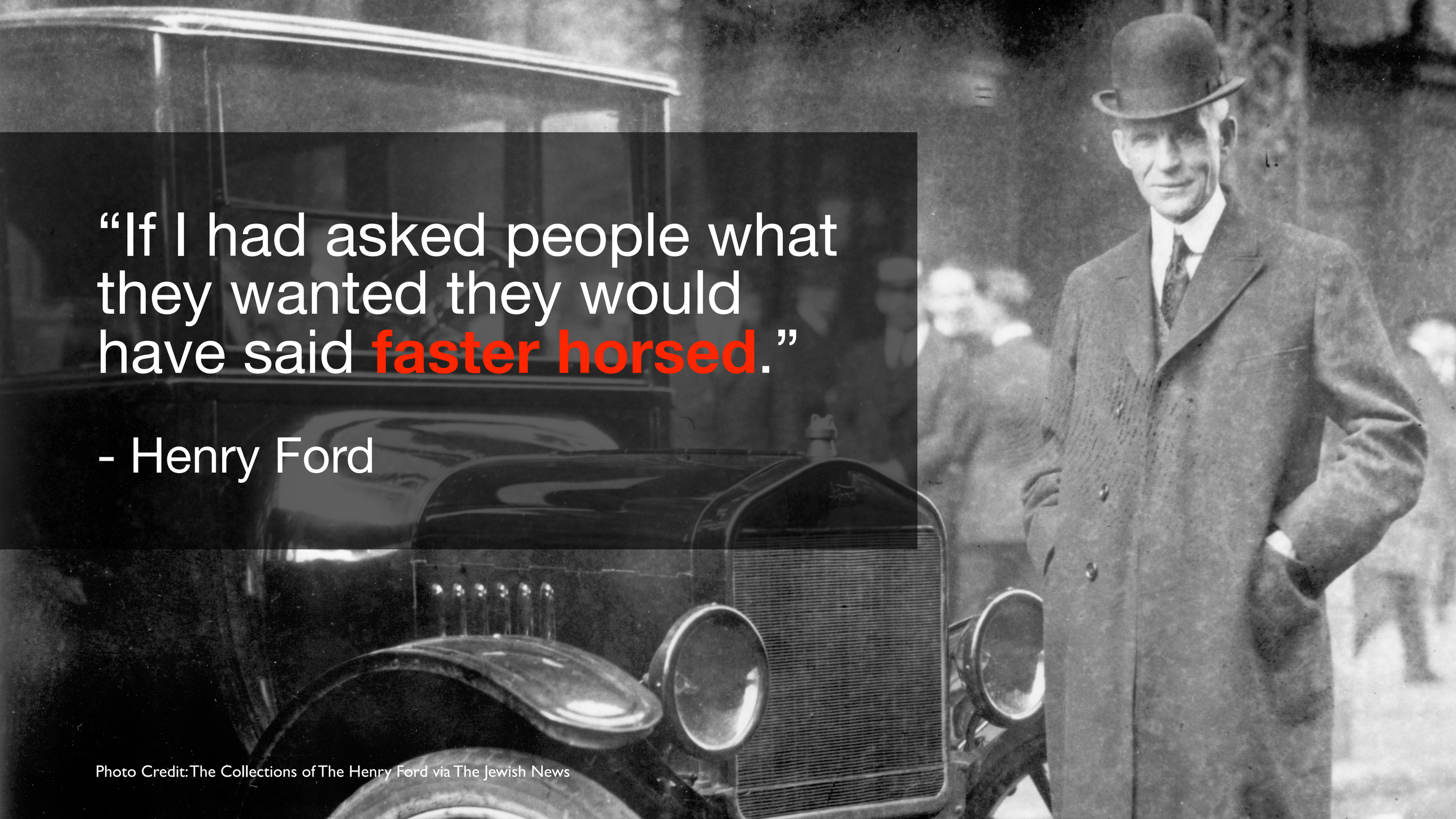


Photo Credit: The Collections of The Henry Ford via The Jewish News

Photo Credit: Pual Sakuma / AP via Wired

Product-oriented

"I need an iPod to listen to music"

focusing on a product

Job-oriented

"When I go running, I want to motivate myself and set my pace with some music."

focusing on an outcome

Feature: 5 GB
Benefit: 1,000 songs in your pocket
Context: when you go running
Jobs To Be Done: you want to motivate yourself with some music

Source: Queric UK (2020)

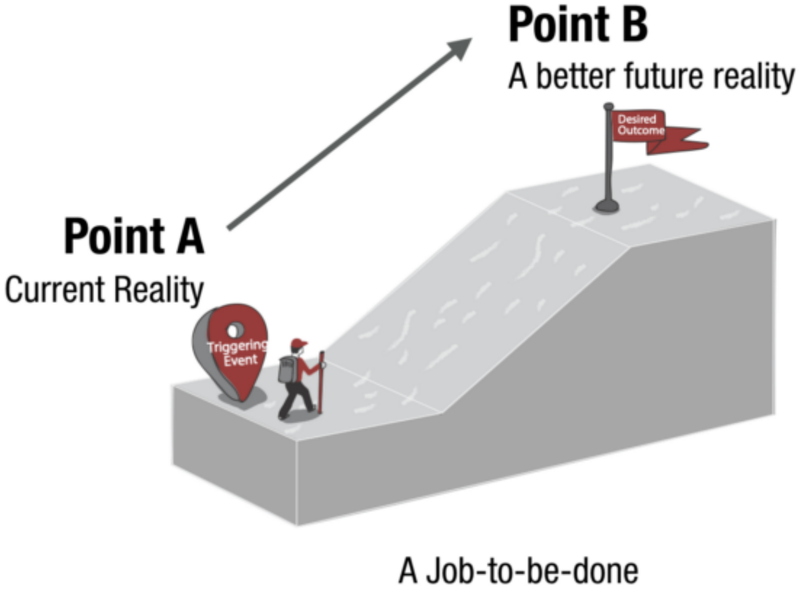
"People don't want to buy a quarter-inch drill.
They want a quarter-inch hole!"

Theodore Levitt
Harvard Business School Marketing Professor

When Coffee and Kale Compete:
Become great at making products people will buy
by Alan Klement (2016)

I've written about the problem with user stories before. At the time, I found it better to just have the team talk over proposed changes to the product. This worked great when the team had gelled and the product is very mature; however, now I'm working with a new team and building a product from scratch. In this case, because our canvas is blank, we are having trouble getting on the same page when it comes to customer motivations, events and expectations. But today, things have turned around. I've come across a great way to use the jobs to be done philosophy to help define features.

I call them Job Stories.



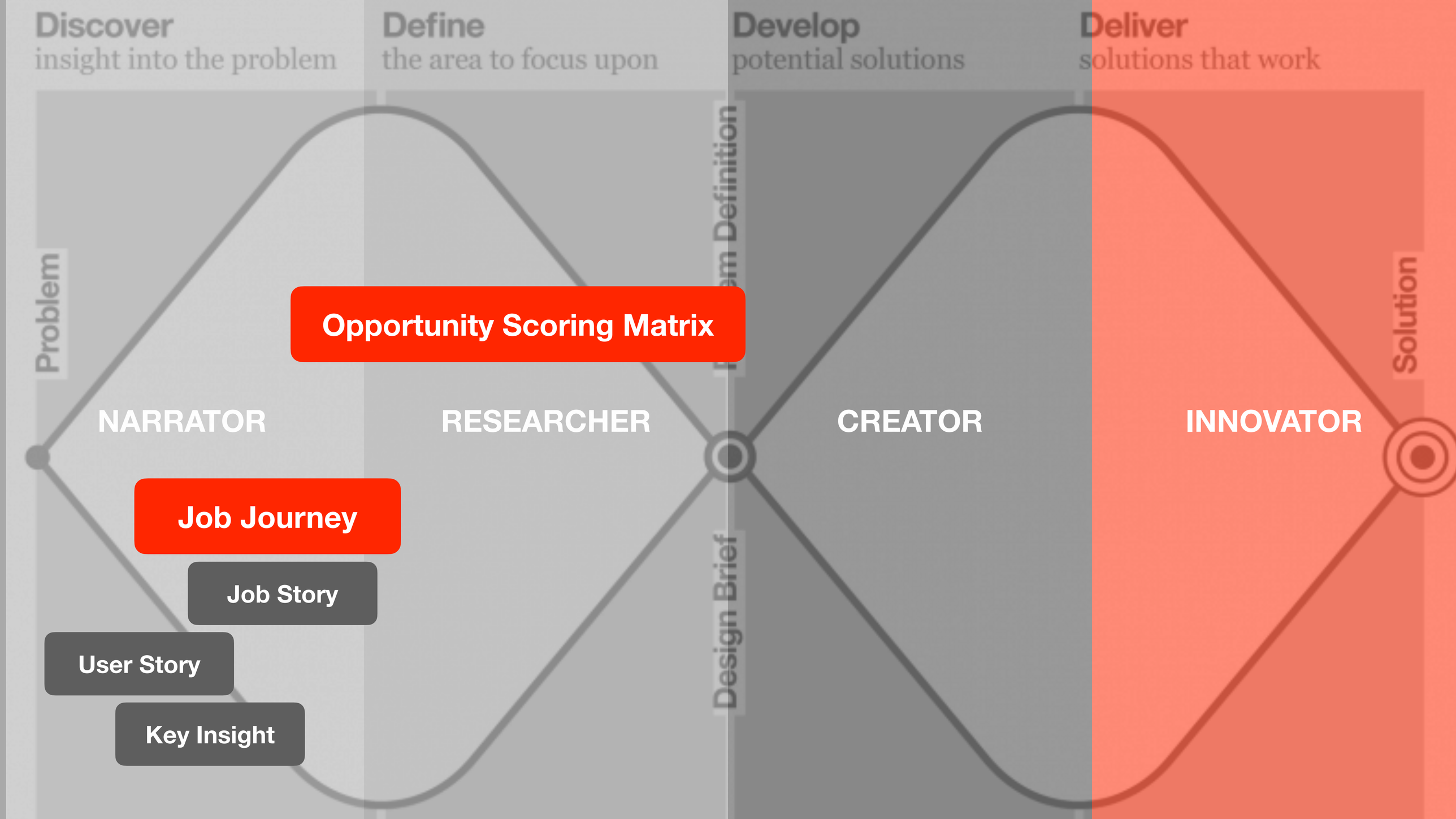
Source: Replacing The User Story With the Job Story by Alan Klement (2016)

NARRATOR

RESEARCHER

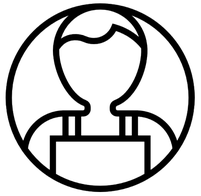
CREATOR

INNOVATOR


Discover
insight into the problem
Define
the area to focus upon
Develop
potential solutions
Deliver
solutions that work
Problem
Problem Definition
Design Brief
Solution
NARRATOR
RESEARCHER
CREATOR
INNOVATOR
Opportunity Scoring Matrix
Job Journey
Job Story
User Story
Key Insight

PROTO PERSONA

NAME



BEHAVIOURS

DEMOGRAPHICS

NEED/GOALS

#mjuigtc

PROTO PERSONA

NAME

BEHAVIOURS

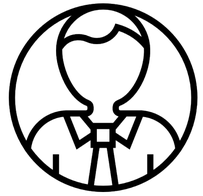
DEMOGRAPHICS

NEED/GOALS

#mjuigtc

PROTO PERSONA

NAME



BEHAVIOURS

DEMOGRAPHICS

NEED/GOALS

#mjuigtc

USER PERSONA

Jane Doe

"I design with all my heart, thinking about the users"

AGE	21
JOB TITLE	UX Designer
STATUS	Single
LOCATION	Atlanta, GA

PASSIONATE | EMPATHETIC | CURIOUS | ADVENTUROUS

FAVORITE BRANDS

ABOUT

Jane is a UX Designer that works for a Fortune 500 company in Atlanta, GA. Ever since she was a child, she loved to make stuff on her own and show them to her parents, friends and classmates. Over the course of her childhood and throughout her school, she won numerous design prizes at various well known competitions across the United States and Canada. Due to her passion for design, she decided to pursue a Master's degree in Human Computer Interaction and learn more about User Experience (UX) and how she can become a better designer.

GOALS

- Become a designer who communicates well of her ideas at any place
- Easily explain her design ideas to other designers, researchers and engineers

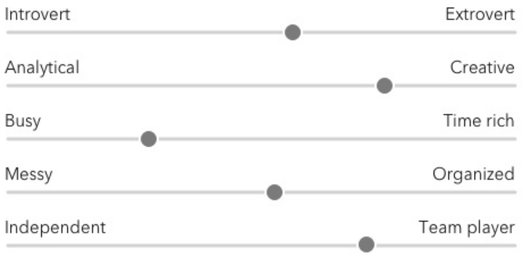
NEEDS

- Looking for a design tool that helps to cut down unnecessary time and effort
- Receive feedback on her progress whenever needed before presentation

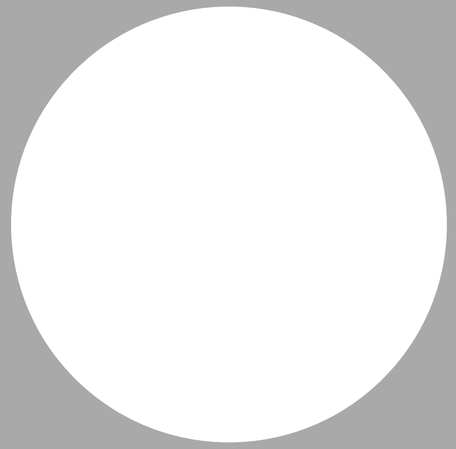
PAIN POINTS

- There are too many tools that forces her to spend time learning them
- Cannot rely on other people's opinion because they are highly subjective
- Certain situations require different tools to communicate her thoughts

PERSONALITY



NAME: ..... DATE: .....



“.....
.....”

Age:
Job Title:
Status:
Location:

Characteristics:

Favourite Brand:

ABOUT

USER NARRATIVE

GOALS

OUTCOME

NEEDS

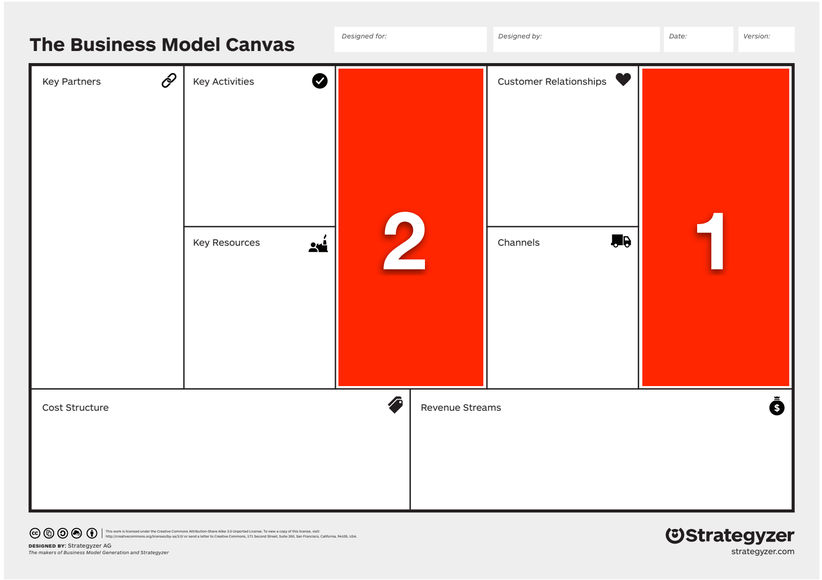
OUTCOME

PAIN POINTS

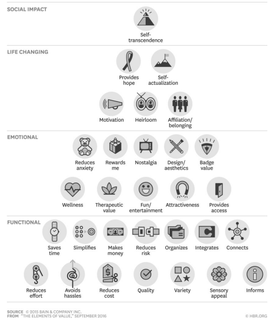
NEGATIVE FEELING

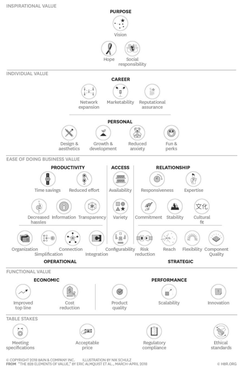
PERSONALITY

introvert	1	2	3	4	5	extrovert
analytical	1	2	3	4	5	creative
busy	1	2	3	4	5	time rich
messy	1	2	3	4	5	organised
independent	1	2	3	4	5	team player



Business Model Canvas (BMC)





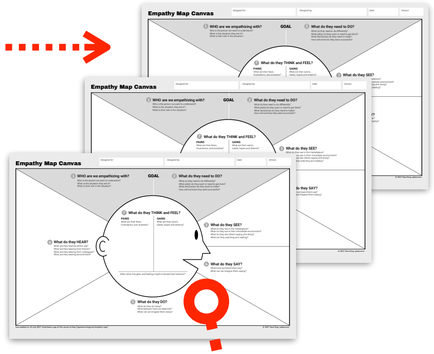
B2C

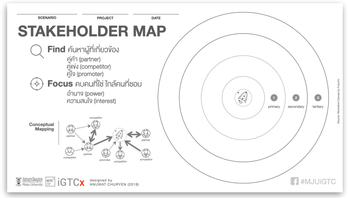
B2B

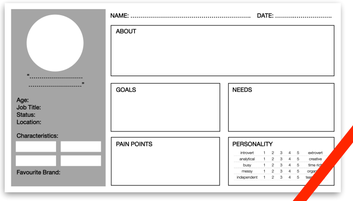
Value Proposition Canvas (VPC)

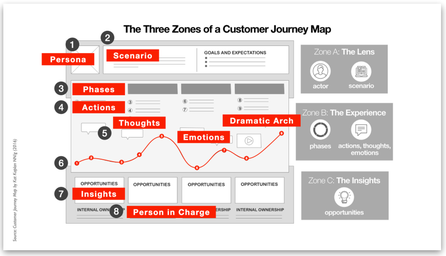
Value Map

Customer Profile









Business Value Design Pathway

Toolset designed by
Strategyzer, NN/G Nielsen Norman Group, Bain & Company

Business Value Design Pathway illustrated
by Anuwat Churyen (2018)

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

Theodore Levitt
Harvard Business School Marketing Professor

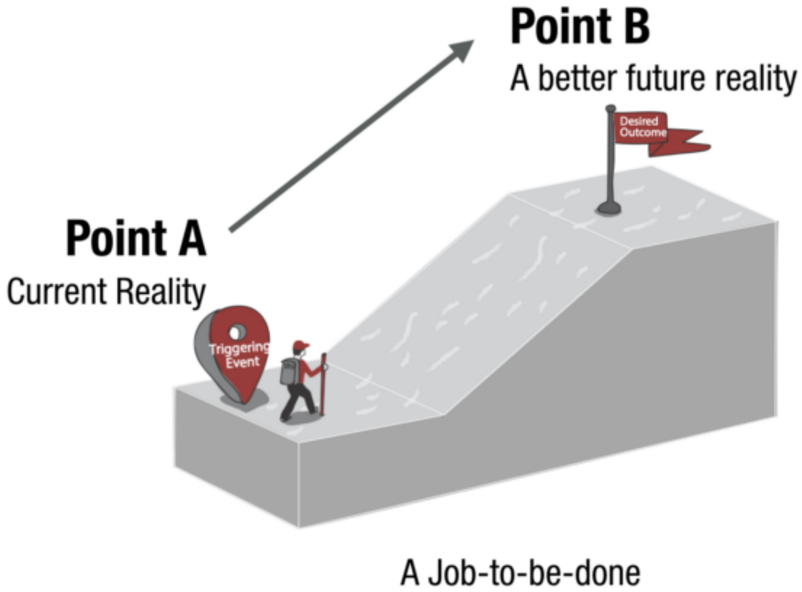
Job Stories

1 2 3

When ..... I want to ..... So I can .....

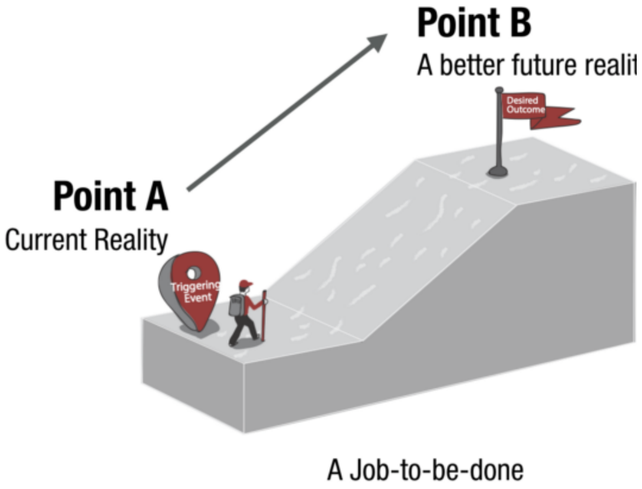
SITUATION MOTIVATION EXPECTED OUTCOME

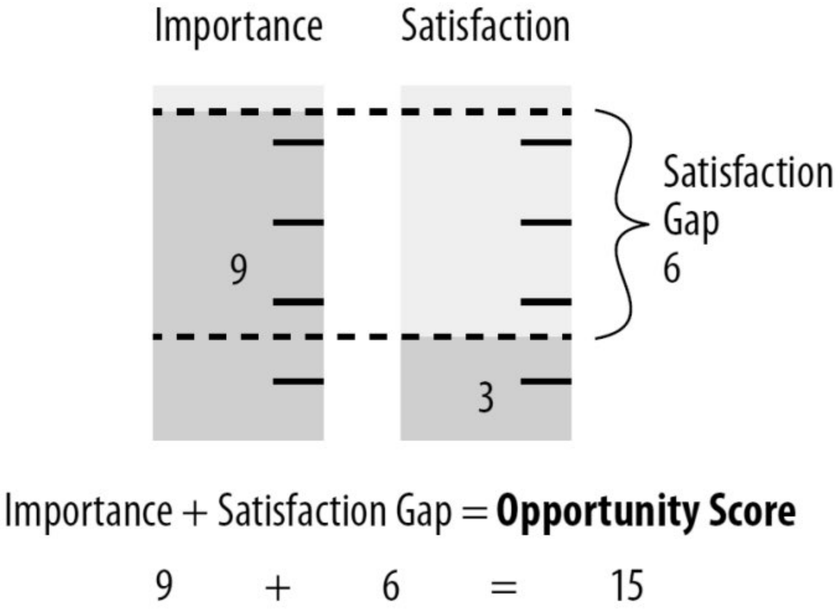
Replacing The User Story With the Job Story
by Alan Klement (2016)

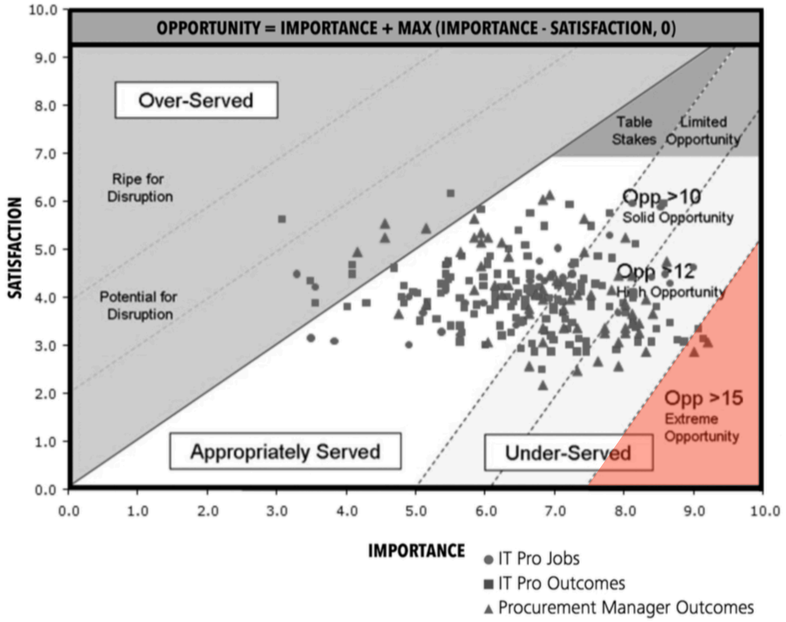


Source: Replacing The User Story With the Job Story by Alan Klement (2016)

Opportunity Scoring Matrix (OSM)







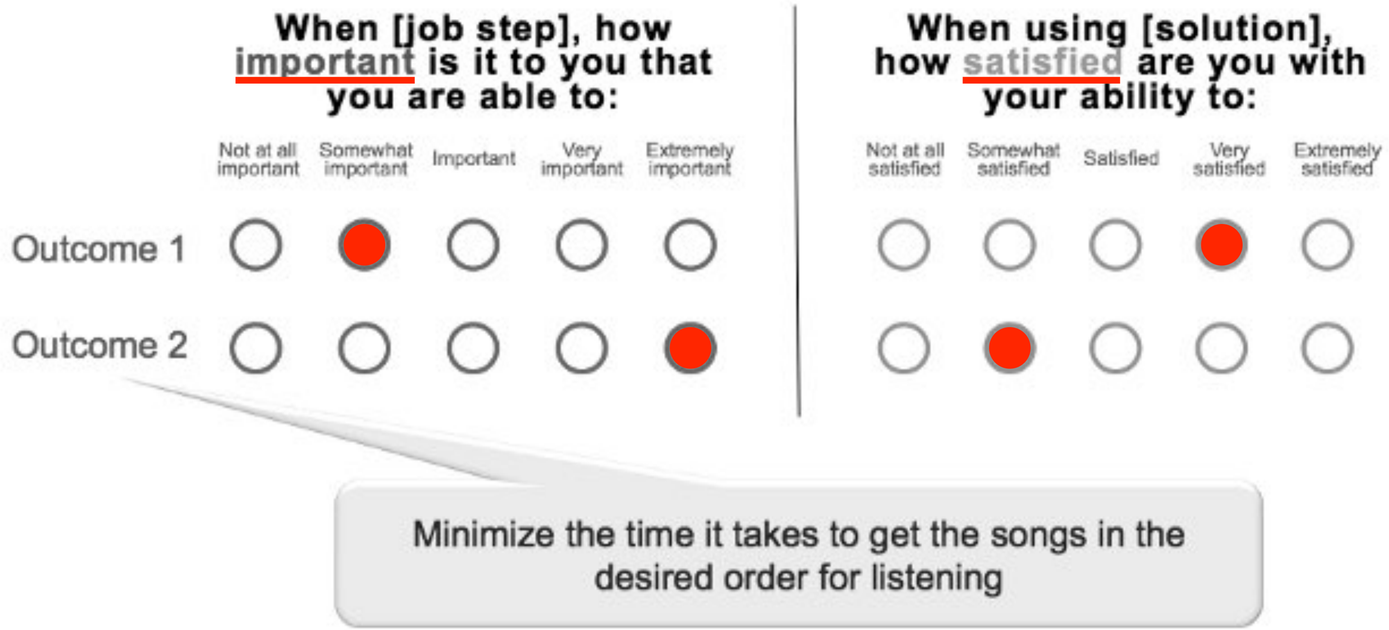
Toolset designed by
Replacing The User Story With the Job Story
by Alan Klement (2016)

Business Value Design Pathway illustrated
by Anuwat Churyen (2018)

illustrated by
ANUWAT CHURYEN (2018)

Opportunity Algorithm

Opportunity Score = Outcome Importance + Max (Outcome Importance - Outcome Satisfaction, 0)



Example

Opportunity Score DOS01 = 2 + (2 - 4) = 0

Opportunity Score DOS02 = 5 + (5 - 2) = 8

Source: Jobs To Be Done:Theory to Practice by Anthony W. Ulwick (2018)

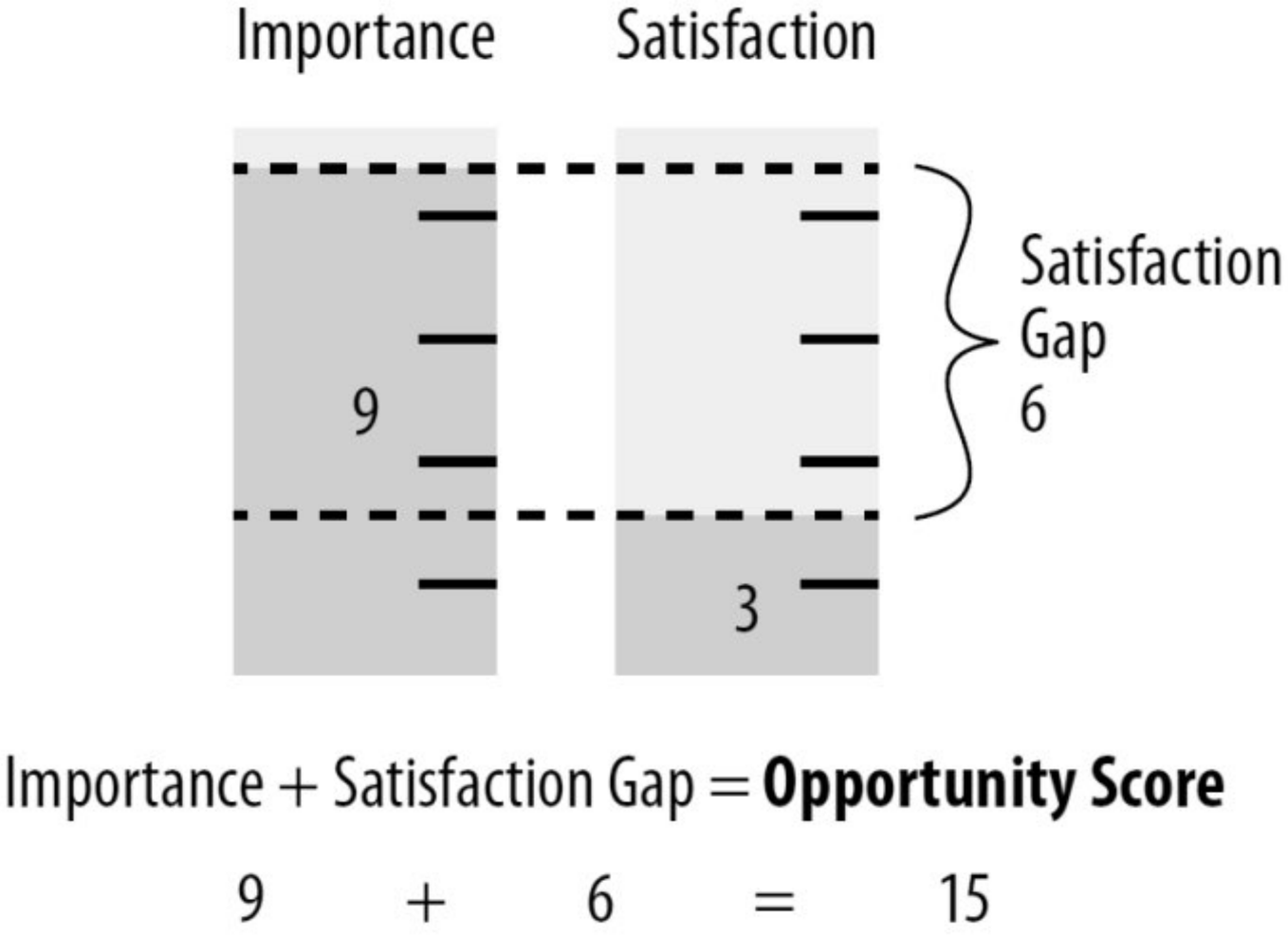
Opportunity Score

Opportunity Score = Outcome Importance + Max (Outcome Importance - Outcome Satisfaction, 0)

↑↓

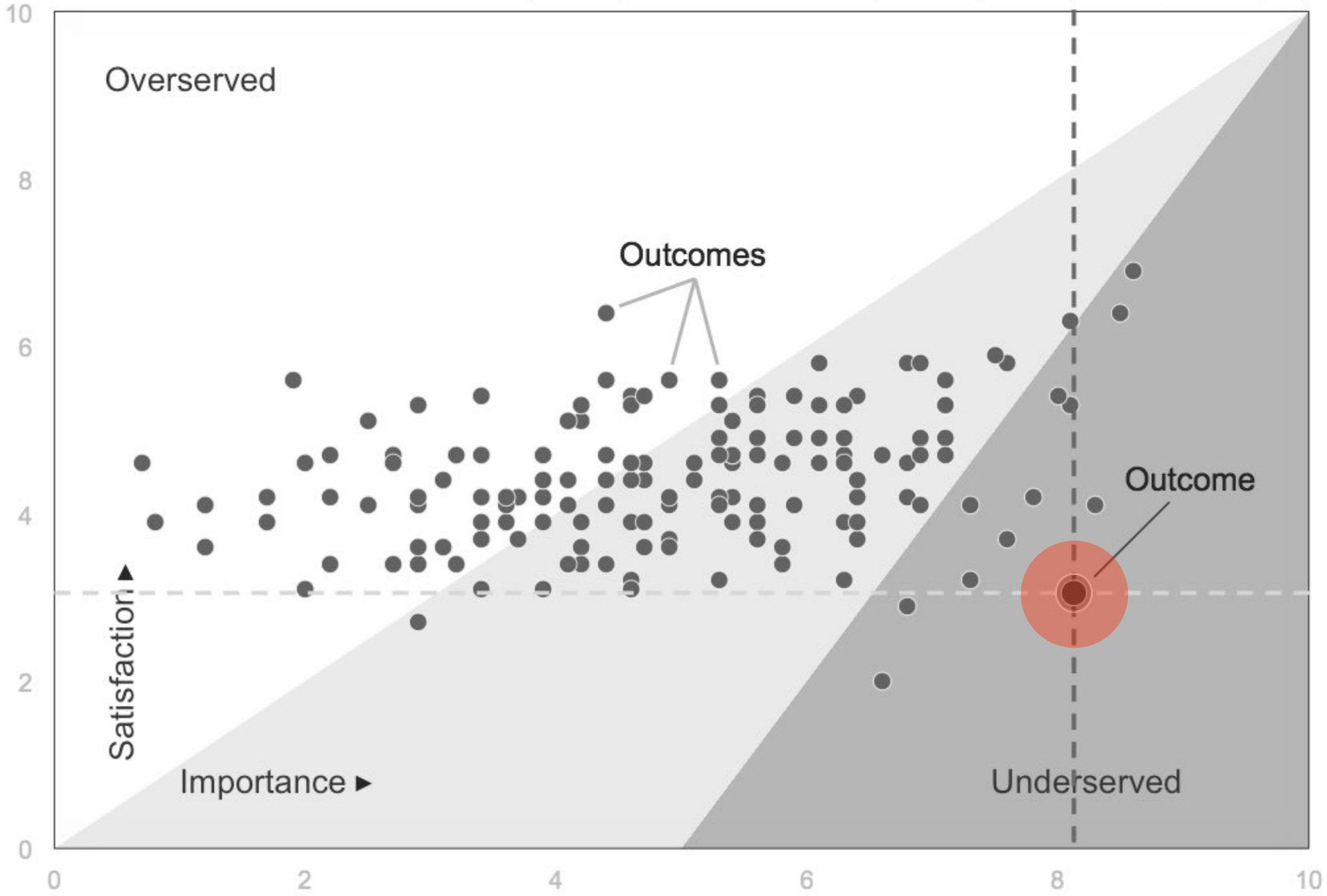
Unmet Needs

vs Over Served



Source: Jobs To Be Done: Theory to Practice by Anthony W. Ulwick (2018)

	Importance						Satisfaction						Opp. Score
Outcome	**1**	**2**	**3**	**4**	**5**	**IMP**	**1**	**2**	**3**	**4**	**5**	**SAT**	**OPP**
Minimize the time …	5	5	9	47	34	8.1	12	28	30	17	13	3.0	13.2
				81%						30%			8.1+(8.1-3.0)



Source: *Jobs To Be Done:Theory to Practice by Anthony W. Ulwick (2018)*

Opportunity Scoring Matrix

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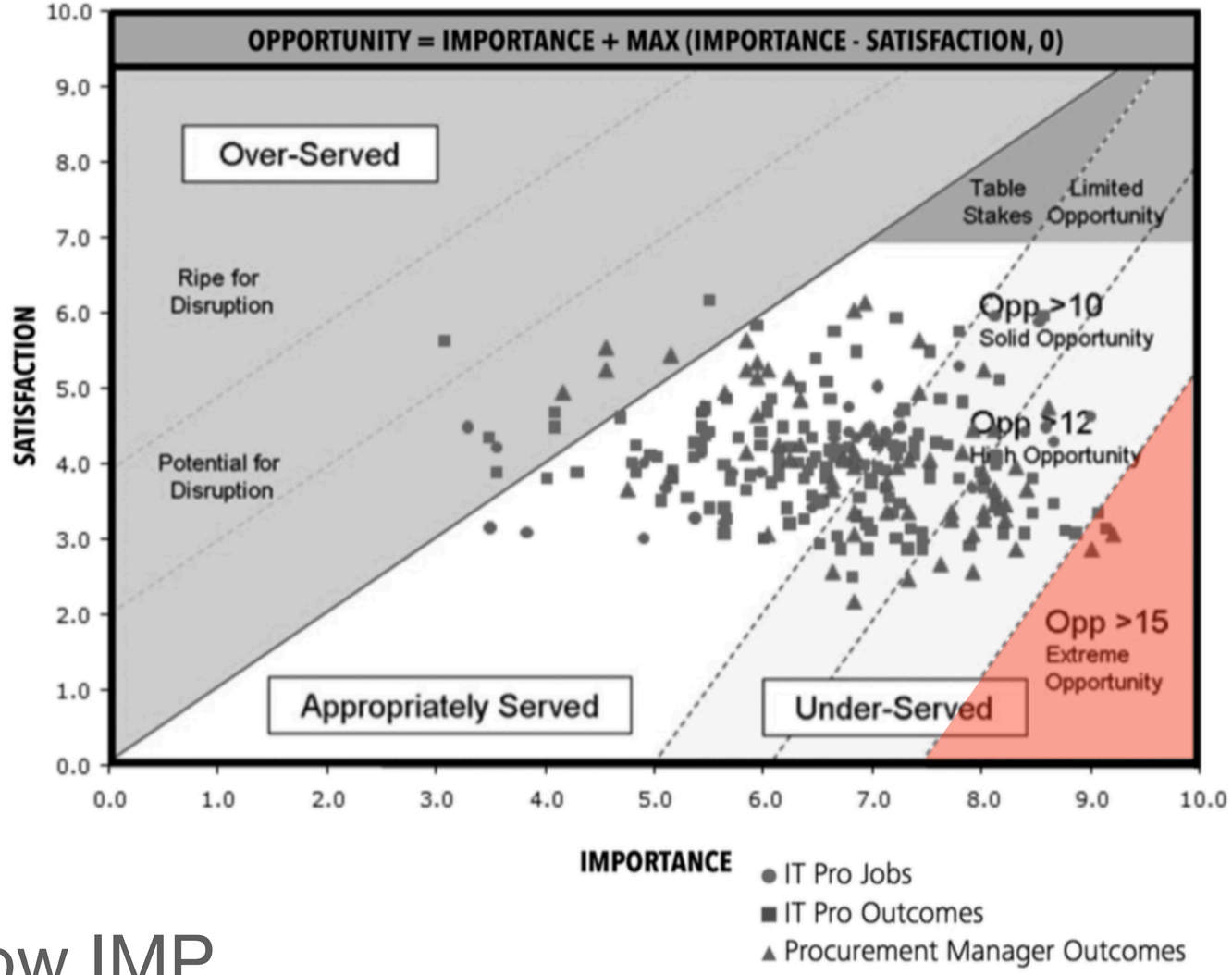

ODI Segmentation

Over-Served —> High SAT Low IMP

Appropriately Served —> Middle SAT Middle IMP

Under-Served —> **Low SAT High IMP**

Source: Jobs To Be Done:Theory to Practice by Anthony W. Ulwick (2018)

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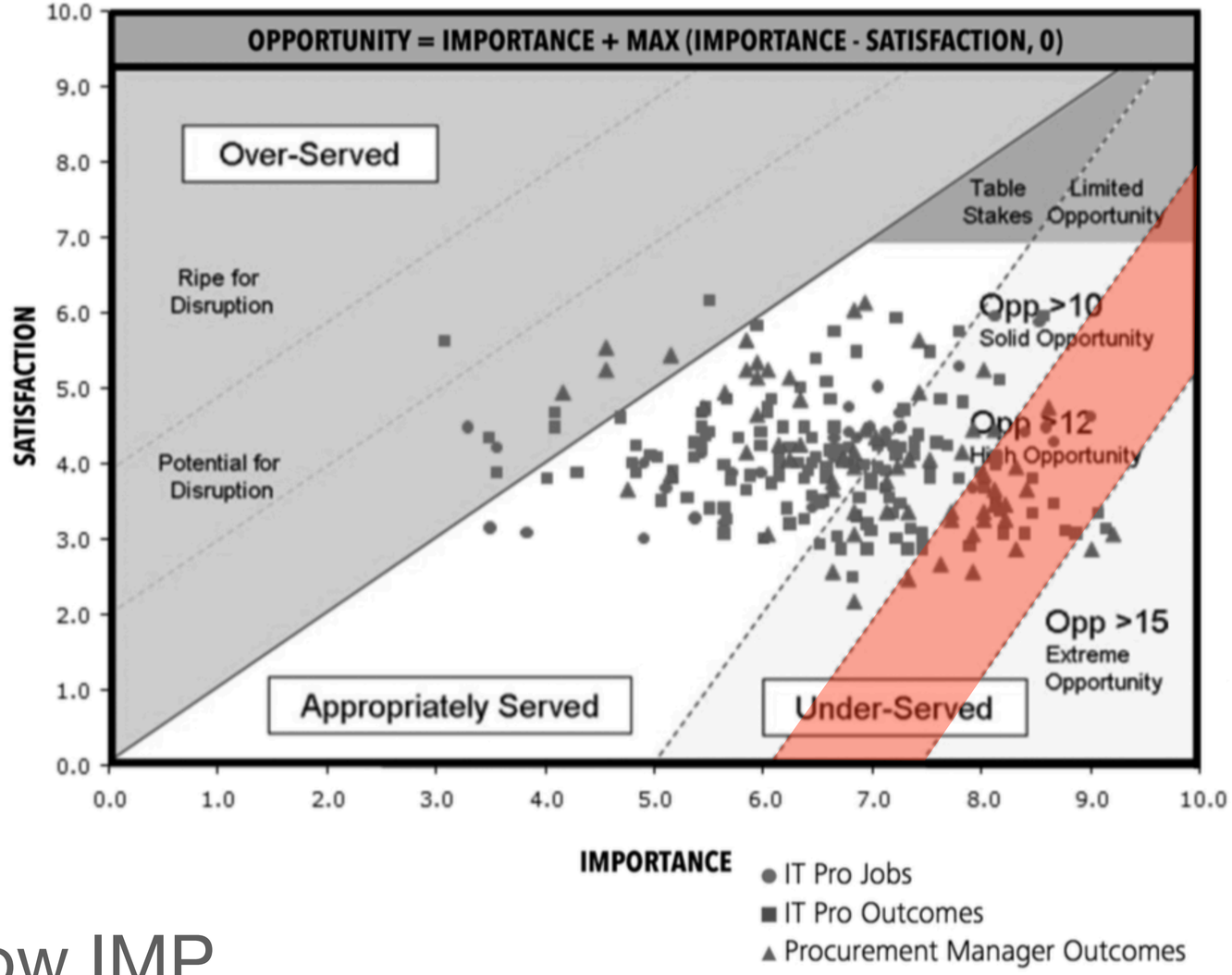

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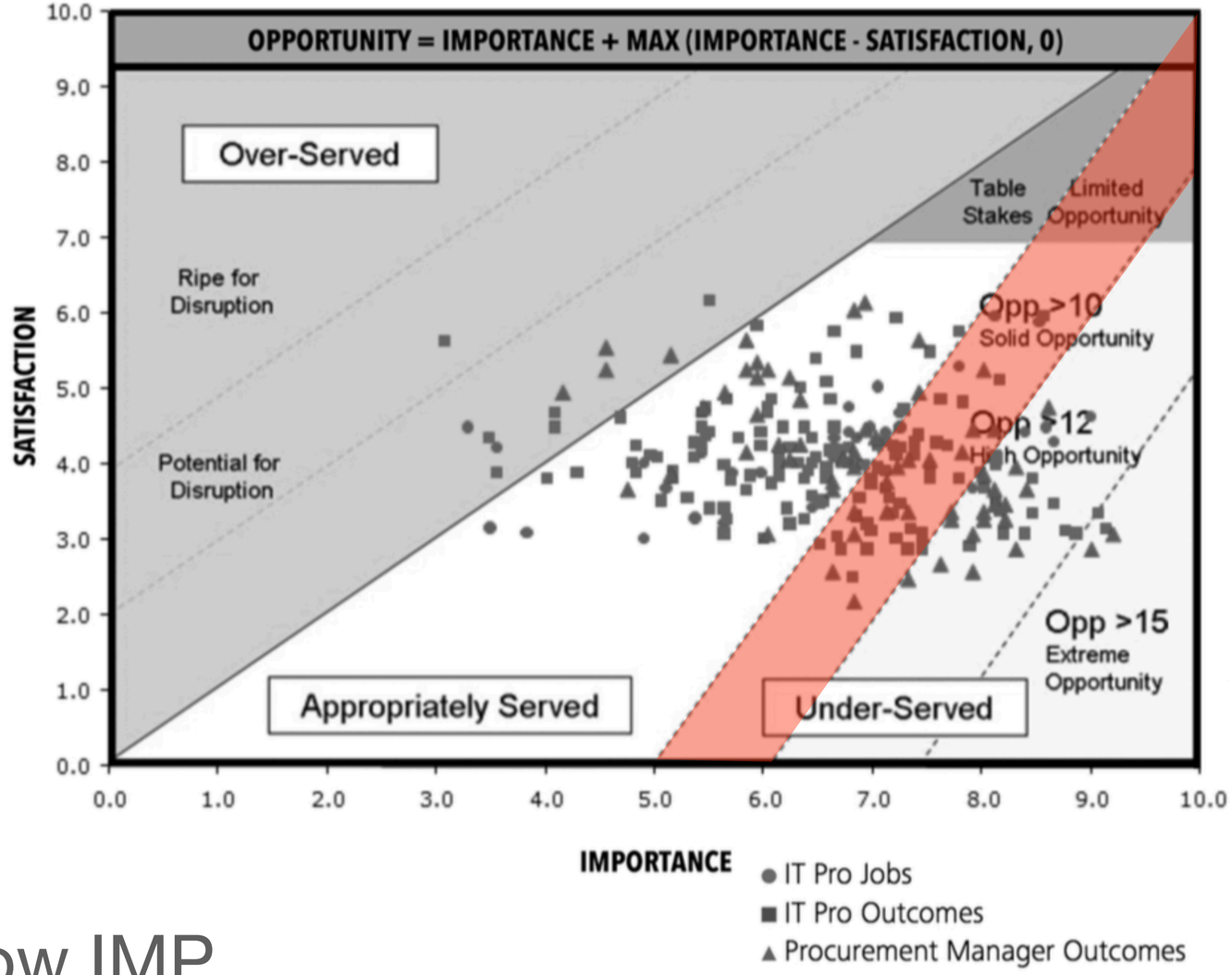

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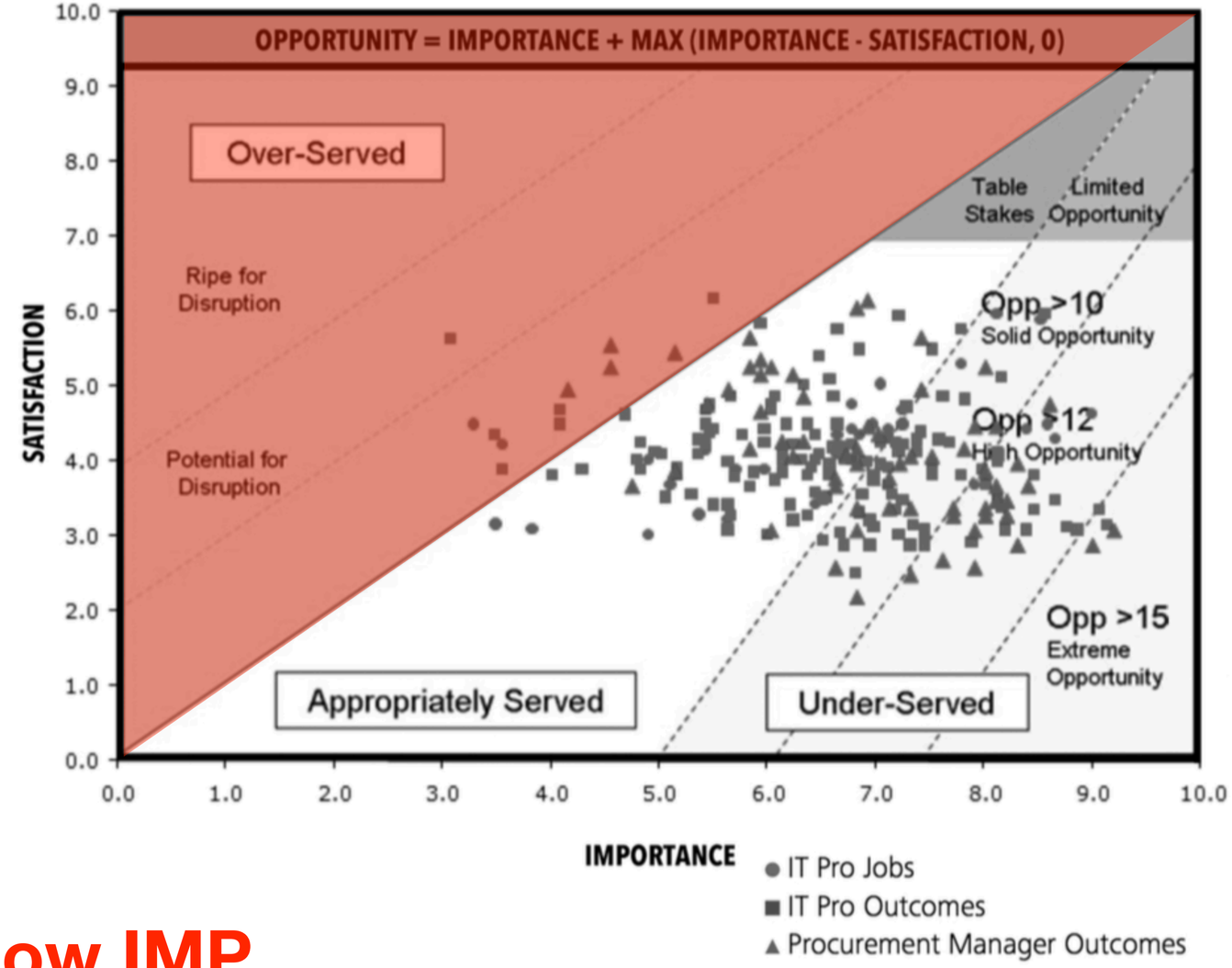

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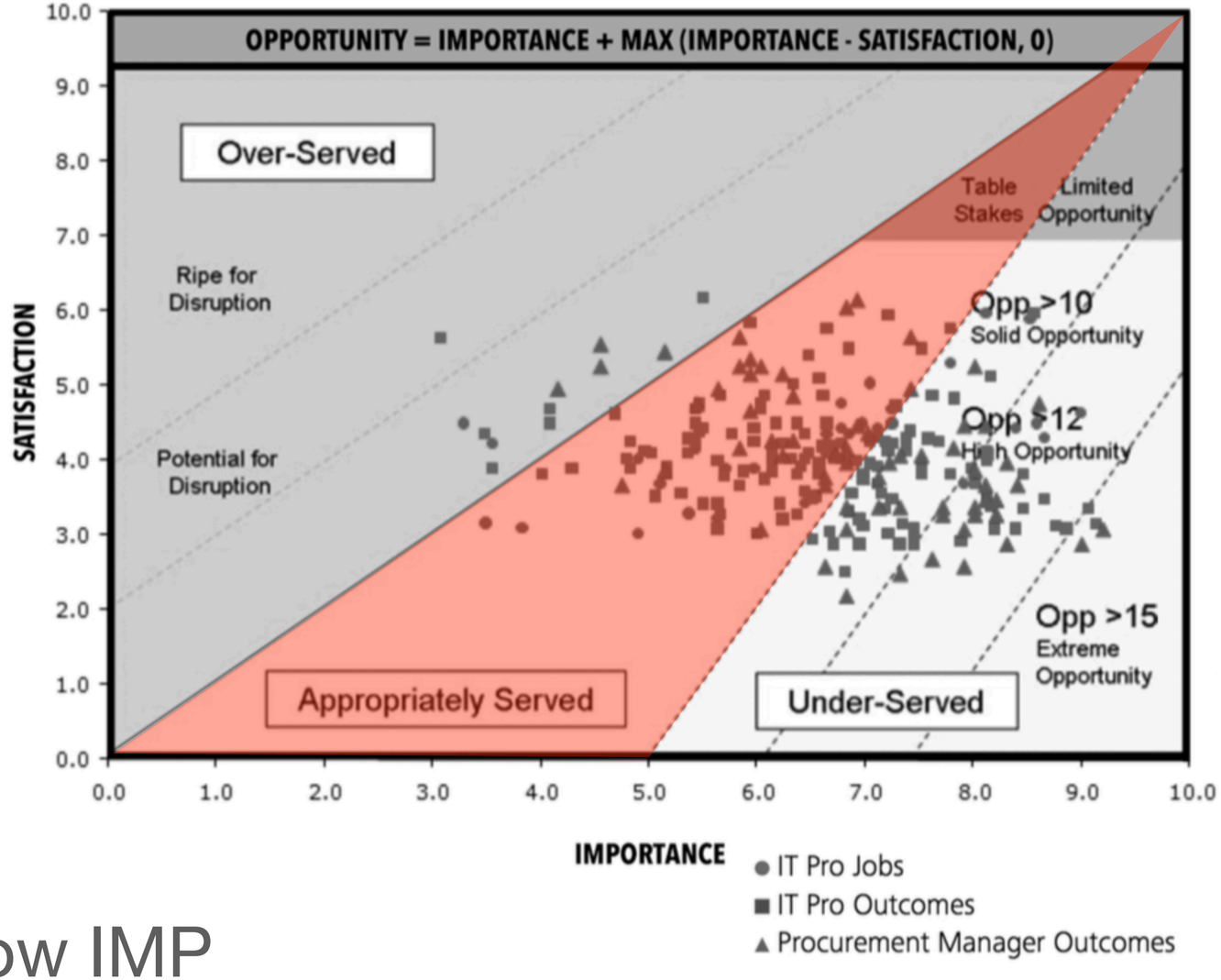

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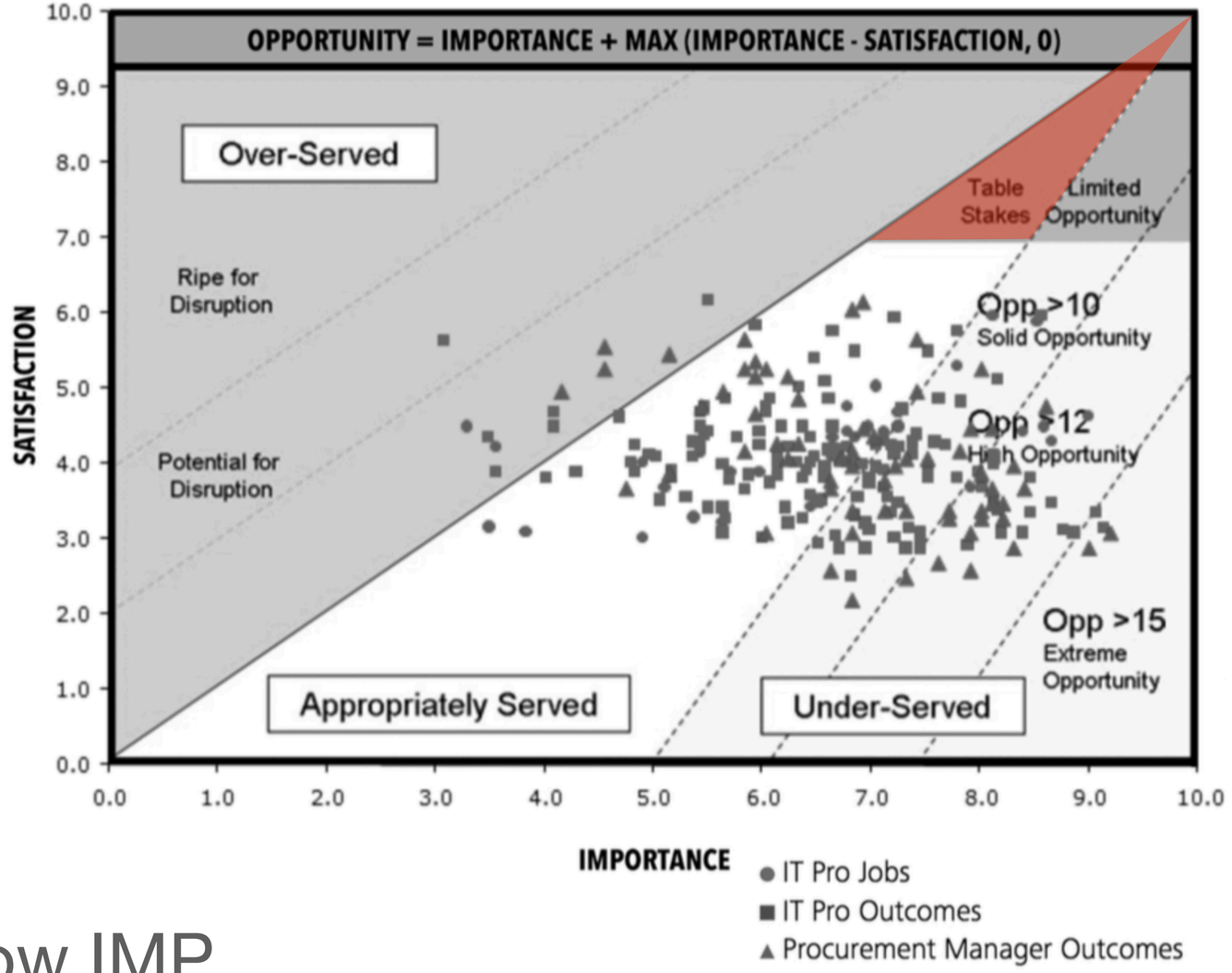

ODI Segmentation

Over-Served —> High SAT Low IMP

Appropriately Served —> **Middle SAT Middle IMP** —> **Table Stakes**

Under-Served —> Low SAT High IMP

Source: Jobs To Be Done: Theory to Practice by Anthony W. Ulwick (2018)

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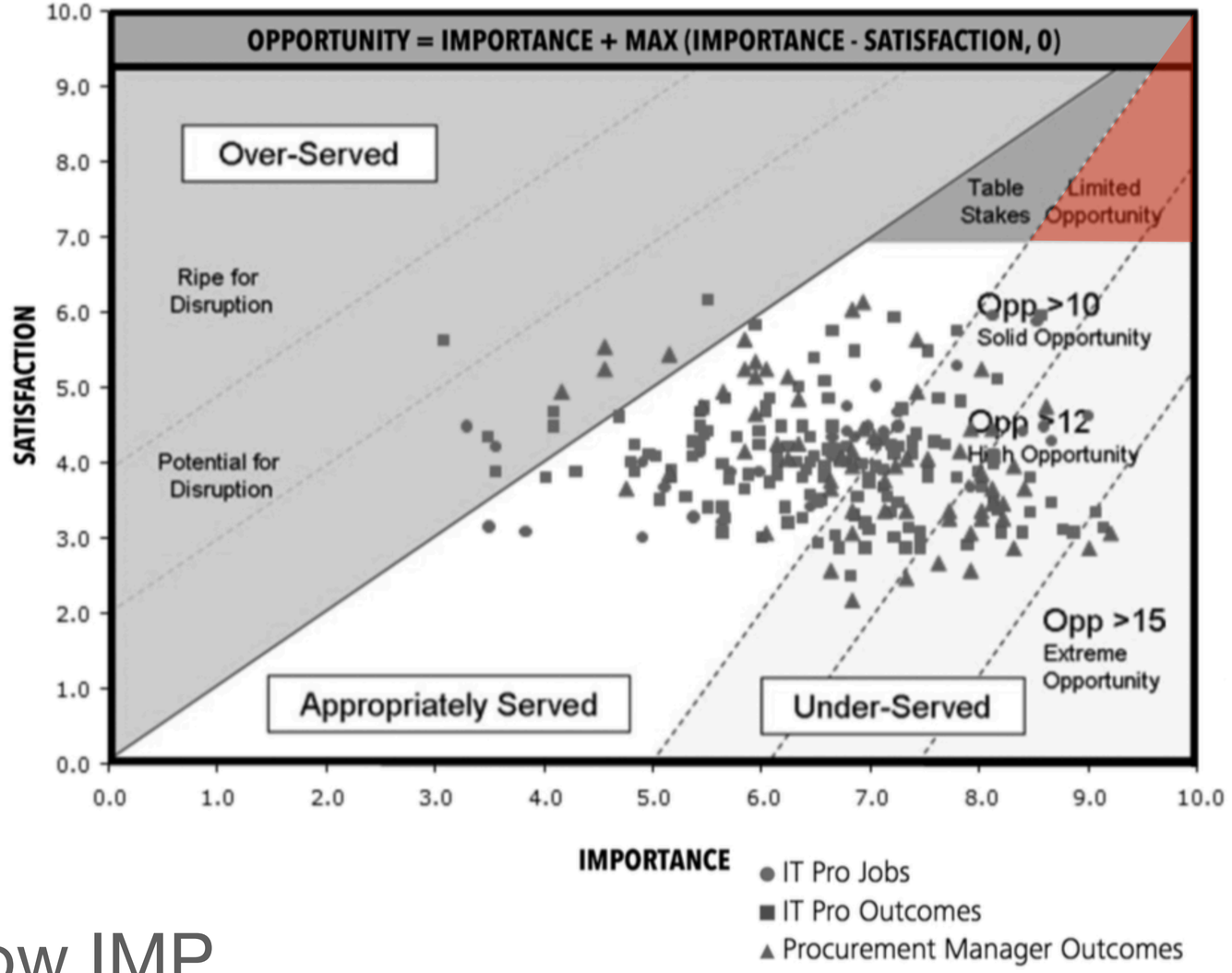

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