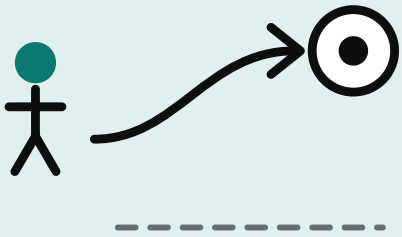
Approach

Jobs to be done

Understanding customers by the progress they are trying to make in a specific situation, the “job” they hire a product for, not by their demographics.



Origin

Its origin is debated; popularized by Christensen and Raynor (2003) and formulated as a theory by Christensen, Hall, Dillon and Duncan (2016)

What it’s for

It explains why someone buys a product and what it really competes with, something demographics don’t tell you.

Principles

The situation matters

The same product is hired for different jobs depending on the moment.

More than function

The job also has an emotional and a social side.

The real competition

Anything that could do the same job, even if it looks nothing alike.

How it’s done

1

Look at the situation. When, where and with whom the product is chosen.

2

Find the job. What progress is sought and what alternatives are used.

3

Design for that job. Improve what matters in that situation.

Applications in design

When to use it

To understand why people choose, switch or abandon a product, especially against very different alternatives.

Avoid

Confusing the job with a product feature.

Don't fall for it

Ask about the last time the person chose a solution, and don't stop at the functional side: also ask how they felt and how they wanted to be seen.

Connections

Used by

- Business design
- Product design
- Design-driven innovation
- UX strategy

Related to

- Opportunity solution tree
- In-depth interview
- User stories
- Lean UX
- Value Proposition Canvas
- Personas

Authors and works

2003	**Clayton M. Christensen and Michael E. Raynor**	Proposed asking what job someone hires a product to do, when explaining which products customers end up buying.
2016	**Clayton M. Christensen, Taddy Hall, Karen Dillon and David S. Duncan**	Defined the job as what a person seeks to accomplish in a given circumstance.
2011	**Carmen Nobel**	Popularized the case of the milkshake bought in the morning to make a long car commute more bearable.

Sources

Original sources

- Christensen, C. M., & Raynor, M. E. (2003). The innovator's solution: Creating and sustaining successful growth. Harvard Business School Press.

- Christensen, C. M., Hall, T., Dillon, K., & Duncan, D. S. (2016). Know your customers' jobs to be done. Harvard Business Review, septiembre de 2016. View source (https://hbr.org/2016/09/know-your-customers-jobs-to-be-done)

Secondary sources

- Nobel, C. (2011). Clay Christensen's milkshake marketing. Harvard Business School Working Knowledge. View source (https://www.library.hbs.edu/working-knowledge/clay-christensens-milkshake-marketing)

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