



GAME CHANGERS



# **You're Hired!**

A Behavioral Science Approach  
To The Jobs to be Done  
Framework

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# YOUR SPEAKERS TODAY.



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**PhD**  
*Behavioral Scientist*



# Today's agenda



**The jobs to be  
done framework**



**The behavioral  
science of  
consumer needs**



**Frameworks for  
understanding  
and activating  
job spaces**



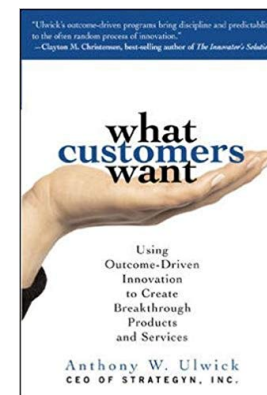
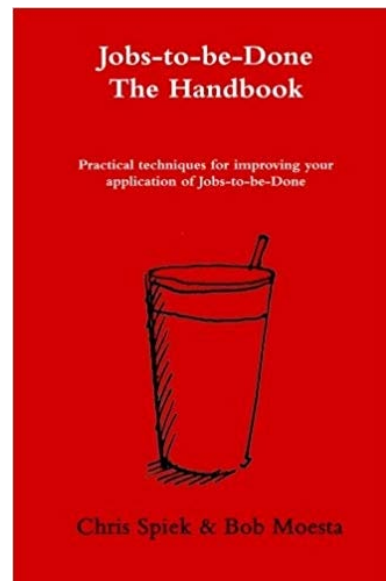
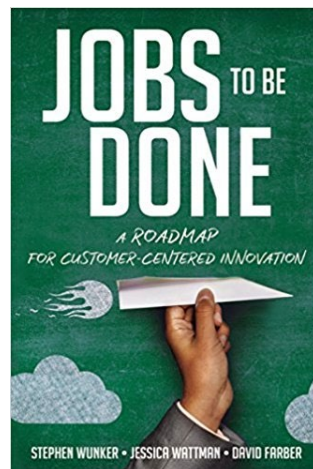
**Key takeaways**





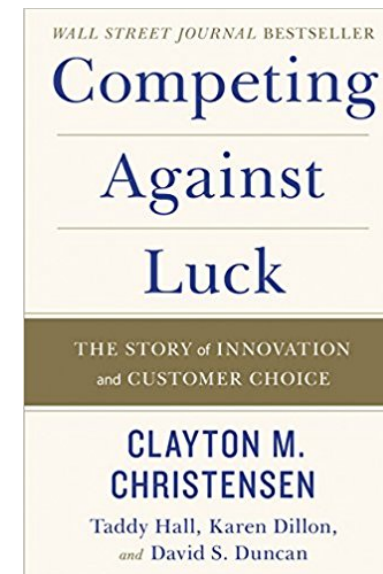
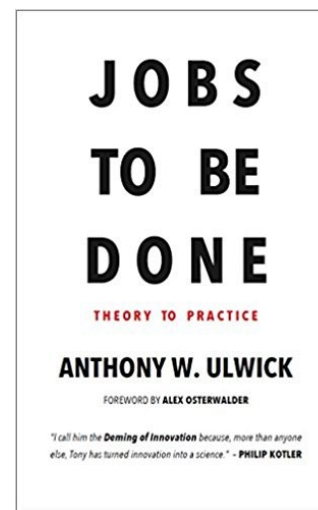
# 01.

## The jobs to be done framework



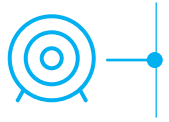
# A lot of thinking about JTBD

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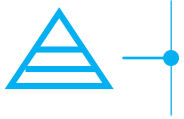


# What is a job?



**“Progress that a person is trying to make in a particular circumstance”**

*- Competing Against Luck*



**Driven by 3 Types of Motivations**

- Functional
- Social
- Emotional

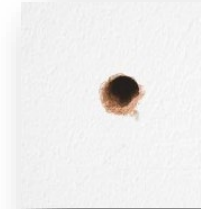


**Not a Product**

Products are a single way to satisfy a job

**HELP WANTED**

# Products vs. Jobs.



**“A Hole”**



**“Relaxation”**



**“Bonding”**





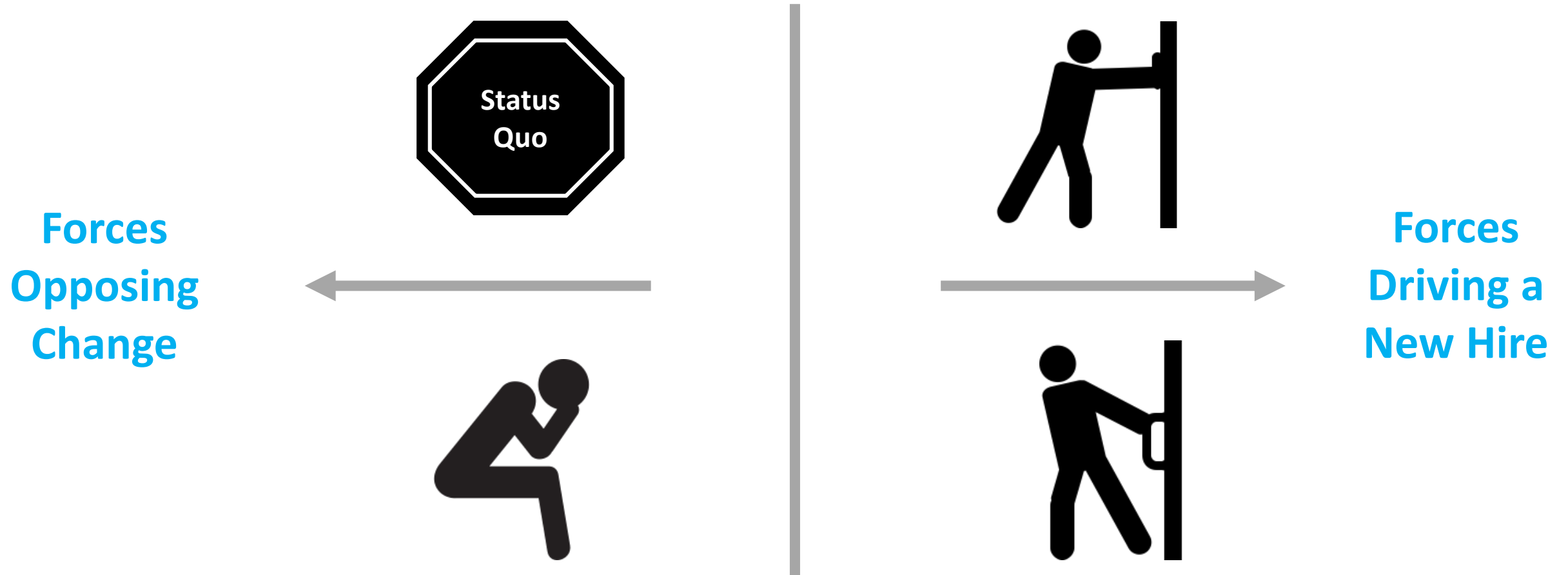
# Job Statement.

<i><b>When I ...</b></i> <i>(Context)</i>	<i><b>Help Me...</b></i> <i>(Desired Progress)</i>	<i><b>So That I ...</b></i> <i>(Ultimate Goal)</i>
<i><b>Bought a picture</b></i>	<i><b>Get it on the wall</b></i>	<i><b>Make my room look nice for guests</b></i>
<i><b>Need to brush my kid's hair</b></i>	<i><b>Get the knots out</b></i>	<i><b>Can avoid a fight</b></i>
<i><b>Have a lot of work</b></i>	<i><b>Take a mental break</b></i>	<i><b>Reset and stay productive</b></i>





# Why we do (or do not) hire?



# People (not brands) define categories.

## *Taxonomic Categories*

- “Basic” categories (e.g. CPG, Smart Phones, Hotels).
- Pre-defined and not always meaningful to consumers



## *Goal Based Categories*

- Unified by a function (e.g. the job)
- Who are your true competitors
- Where are your untapped opportunities?
- What do I do to relax?





***A product that has been designed specifically to fulfill a well-understood Job to Be Done allows you to crawl into the skin of your customer and see the world through her eyes. It says to the customer, “We get you.”***

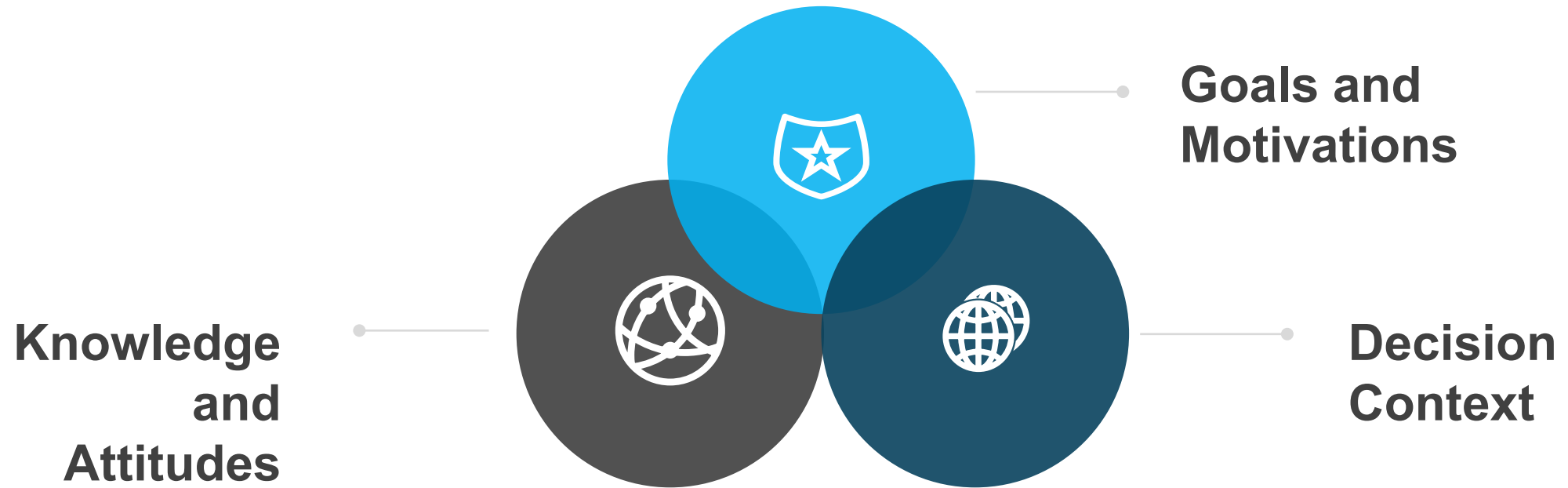


# 02.

## The behavioral science of consumer needs



# Understanding consumers with science.







# Two operating systems to the brain.

## SYSTEM 1

Automatic

Rapid

Efficient

Nonconscious



## SYSTEM 2

Controlled

Analytical

Deliberate

Conscious

# System 1 has different goals than system 2.

## Waiting Room



**Group A**  
Memorize  
2-Digit Number



**Group B**  
Memorize  
7-Digit Number

## Hallway Snack

Chocolate Cake



OR

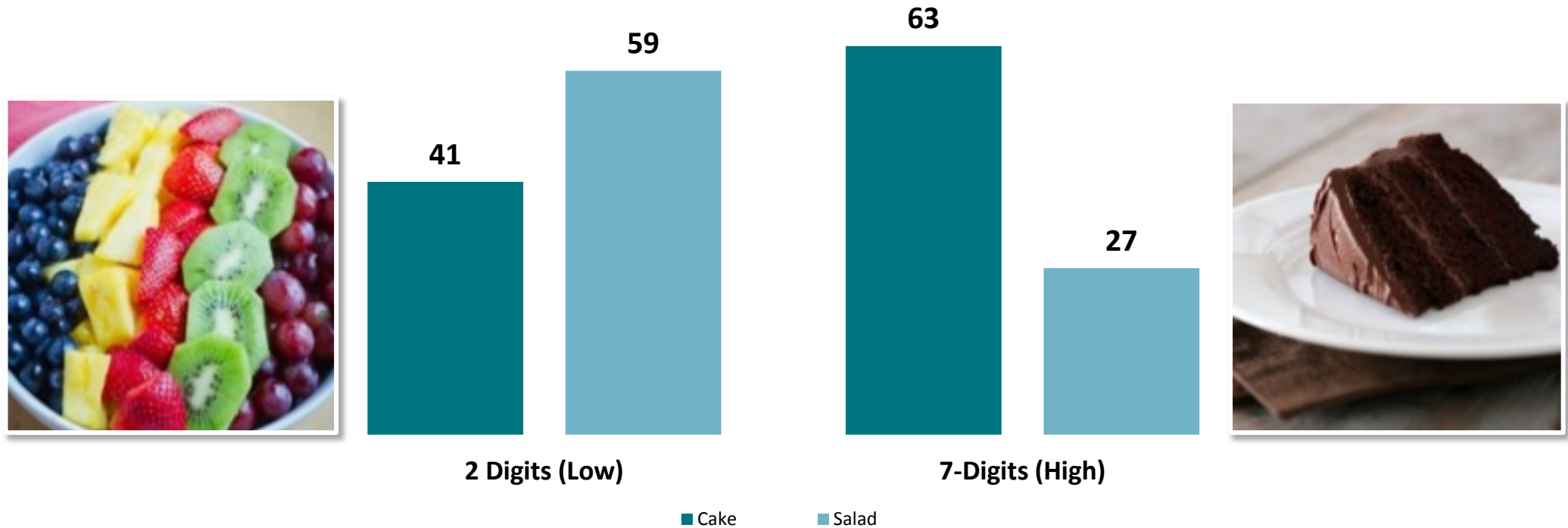
Fruit Salad



## PRESENTATION ROOM

Everyone reports back the  
number they memorized

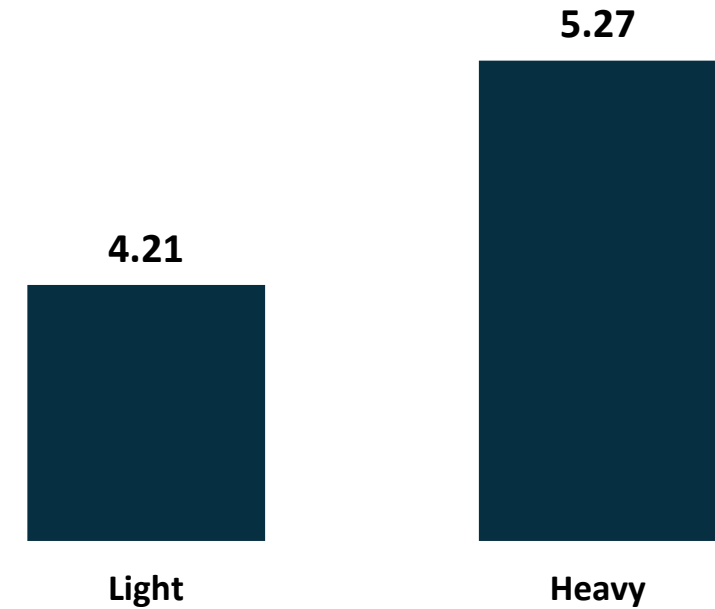
# System 1 wants immediate gratification.



# System 1 uses different information.



How Important Were The Issues  
Discussed On The Questionnaire?

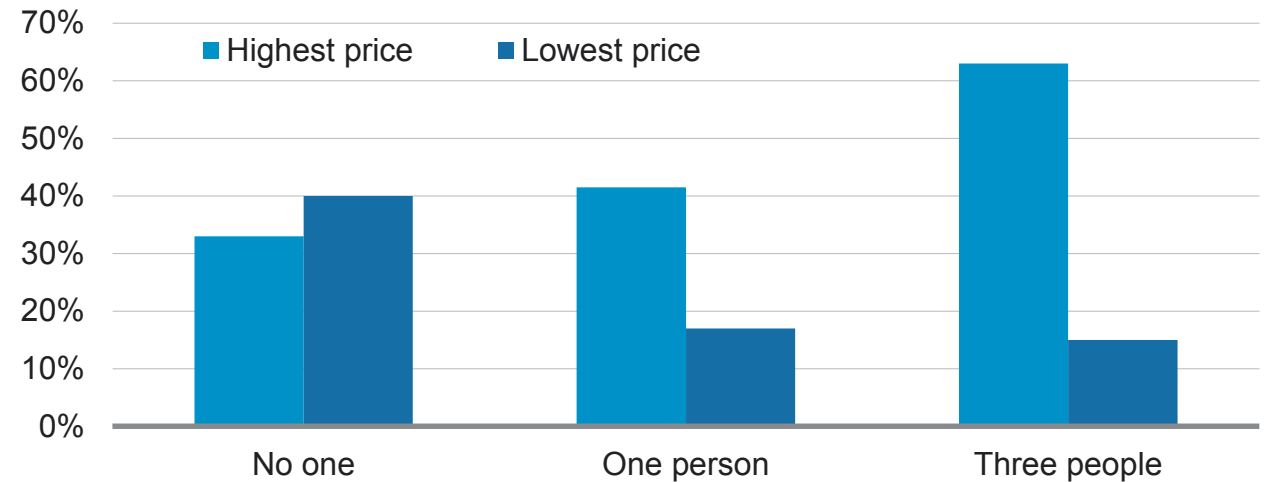




# Context primes system 1 biases.



Percent Buying Highest-price Battery



Argo, Dahl, and Manchanda (2005) *Journal of Consumer Research*

## “Mere Presence Effect”

The effect of non-interactive others on one’s behavior.

We want to be perceived positively in others eyes.

When we choose or consume around others, we are biased toward conspicuous consumption.



**03.**

**Understanding  
consumer need  
states and activating  
against them**



# BeSci allows us to understand and activate job spaces more effectively.



System 1 and  
System 2



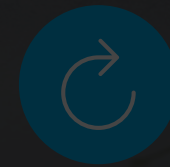
Regulatory Fit



# BeSci allows us to understand and activate job spaces more effectively.



System 1 and  
System 2



Regulatory Fit

**System 1 needs are automatic.**

**Blue**

**Green**

**Yellow**

**Purple**

**Green**

**Orange**

**Green**



# We often miss system 1 jobs.



# This is critical for innovation.



# Determining need states.

We Determine System 1 vs. System 2 by analyzing:

## Ability to process or choose

Low - System 1  
Partial, recall-based, habits

High - System 2  
More complete, evidence-based

## Motivation to process or choose

Low - System 1  
Superficial, rely on heuristics  
and biases

High - System 2  
Deep, rely on rational thoughts and  
comparisons

System 1		System 2
<input type="checkbox"/>	Low v. High Effort	<input type="checkbox"/>
<input type="checkbox"/>	Distracted v. Focused	<input type="checkbox"/>
<input type="checkbox"/>	Short v. Long-Term Goals	<input type="checkbox"/>
<input type="checkbox"/>	Emotional v. Rational	<input type="checkbox"/>
<input type="checkbox"/>	Rushed v. Relaxed	<input type="checkbox"/>
<input type="checkbox"/>	Private v. Public	<input type="checkbox"/>



# What system is this shopper's job?



## MOM POST WORK

I just picked up the kids on the way home from work and I need to buy a quick and filling meal before either of my kids have a meltdown.

### System 1

☐

Low v. High Effort

☐

Distracted v. Focused

☐

Short v. Long-Term Goals

☐

Emotional v. Rational

☐

Rushed v. Relaxed

☐

Private v. Public

### System 2

☐
☐
☐
☐
☐
☐

# She may ignore system 2 information



18 OUNCES



21 OUNCES



# System 1 sees these criteria for hiring

## SYSTEM 1 NUDGES



Red: High arousal

Larger proportionate presentation of food (bleeds off edge)

Emotional cue (love, satisfaction)

Concrete depiction of ingredients

Nutrition information (16g) printed in large font



Green: Lower arousal

Lighter background = inference of lighter weight

Entire serving fits on package, does not wrap

Nutritional information is printed in small letters, hard to interpret

Emotional cue is grandma-based

# BeSci allows us to understand and activate job spaces more effectively.



System 1 and  
System 2



Regulatory Fit

# Regulatory Fit.

## Promotion

How can I achieve more?

What does the product enable me to do?

How can I maximize my learnings from this webinar?



## Prevention

How can I prevent the negative?

What does the product protect me from?

How do I make sure my brand is not left behind?



# Power of matching message to mindset

## Test Promotional Messages

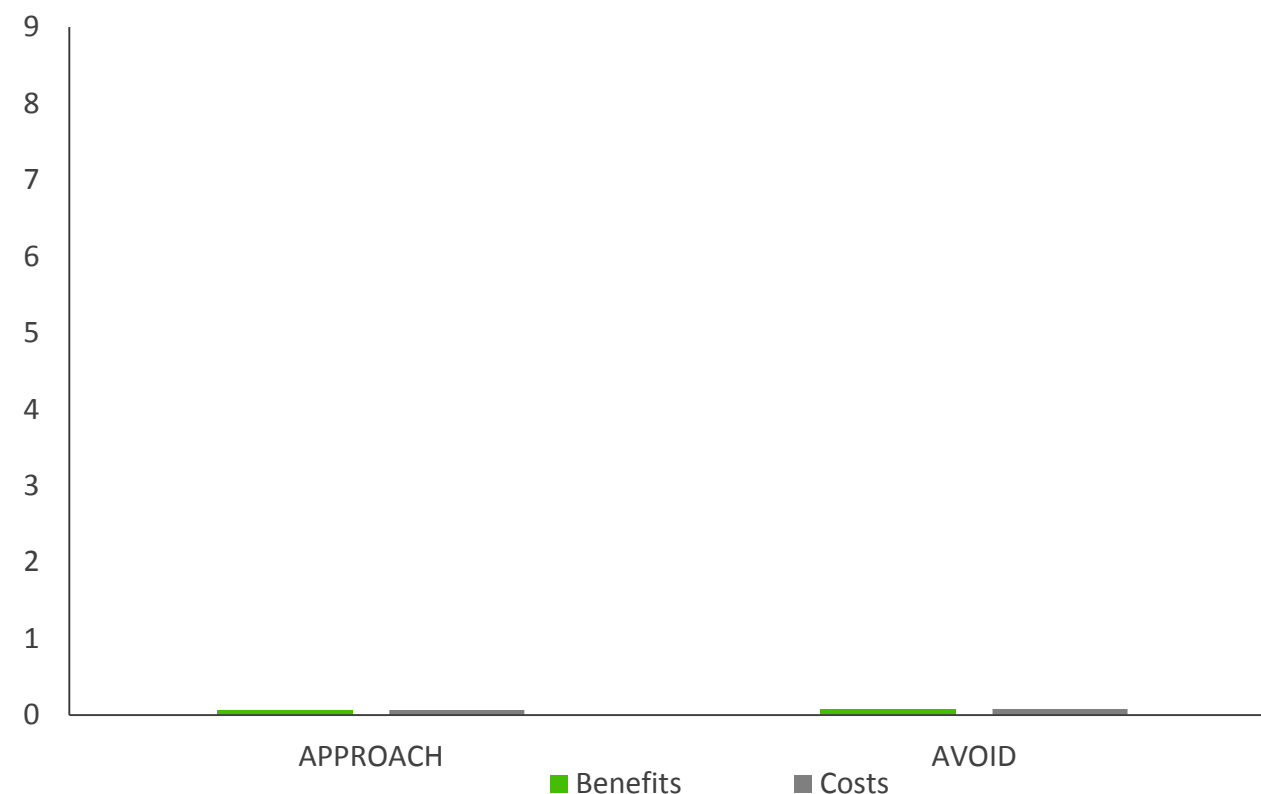
### **BENEFITS MESSAGE** (matched to promotion):

“If you eat the right amount of fruits and vegetables daily, you can experience an overall sense of feeling good about yourself.”

### **COSTS MESSAGE** (matched to prevention):

“If you do not eat the right amount of fruits and vegetables, you cannot actively help keep yourself safe from illness and facilitate overall good health.”

Mean Number of Fruit and Vegetable Servings



A background image showing two hands holding several interlocking puzzle pieces. The pieces are in shades of orange, yellow, and brown. The scene is brightly lit, with a warm, golden glow emanating from the top left, suggesting sunlight. The hands are positioned to hold the pieces together, symbolizing a solution or progress.

**To optimize consumer progress, there need to be a match between solution offered and the mindset (promotion or prevention) of the consumer.**



# Identifying Progress via Observation.



Entertaining  
Sitting on floor  
Using fingers  
Fun

**PROMOTION**



Fancy  
Nothing out of place  
White linens  
Formal

**PREVENTION**

# Identifying Progress via Survey.

*Benefit Type*

*Promotion*

*Prevention*

***When I have friends over for dinner I ...***

Functional

Try new foods with every party

Serve my “go to” foods when hosting

Social

Live for compliments on my food

Worry people won’t like what I made

Emotional

Don’t worry if anything goes wrong

Feel stressed getting ready for it

# Identifying True Desired Progress.

*When I ...*

*Help Me...*

*So That I ...*

*Am hosting my family's  
holiday dinner*

*Create a menu*

*Create great family memories*

*or*

*Don't screw it up*

# Communicating Jobs.



**PROMOTION**  
Enjoy that great smell!

**PREVENTION**  
Avoid "that" horrible smell!

# Communicating Jobs.



**PROMOTION**  
Go out and have fun!

**PREVENTION**  
Don't get burned!





# 04.

## Key takeaways

# Key takeaways.



**Jobs are about  
consumer needs  
and desired  
progress**



**Behavioral  
science reveals  
hidden  
motivations and  
consumer goals**



**Consumer goals  
are influenced  
by system 1 or  
system 2  
mindsets**



**Regulatory fit  
clarifies benefit  
needs**

# Questions?



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