

Don't ask customers what they want

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Ken Chad

Ken Chad Consulting Ltd

Twitter @kenchad

ken@kenchadconsulting.com

Tel: +44 (0)7788 727 845

www.kenchadconsulting.com



Not to be confused with *consumerism*.

Consumerization is the reorientation of product and service designs to **focus on (and market to) the end user as an individual consumer**, in contrast with an earlier era of only organization-oriented offerings (designed solely for business-to-business or business-to-government sales). The emergence of the individual **consumer as the primary driver of product and service design** is most commonly associated with the IT industry,

Trends: User Experience



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Wednesday, October 28, 2015
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Publishers Put User Experience First, Sky Doesn't Fall

Chris Osche | October 5, 2015

Finally, someone realized that a good experience can still make money.



Don't ask customers what they want

In his book *What Customers Want* Anthony Ulwick suggests that conventional 'customer driven' approaches often fail: **“the literal voice of the customer does not translate into meaningful inputs”**.

A focus on the 'job' -the problem that the user is trying to solve- contrasts with more conventional ways of 'segmenting' customers by age, gender, income or social group, (or in academic libraries by undergraduate, postgraduate etc). The job approach delivers outputs that are meaningful and actionable.

Focus on the jobs customers are trying to get done



14284-educational technology 3535.jpg

People 'hire' (with money, time effort) products and services to accomplish a task, achieve a goal or solve a problem.

these are the “jobs-to-be-done.” #JTBD

#JTBD

What is the *job* -problem that needs to be solved?

Who needs to get the job done/solve the problem?

What is the particular *circumstance* of the problem?

<http://www.kenchadconsulting.com/how-we-can-help/innovation/>

Think 'job' rather than process

Process (each process may help get several jobs done)	WHY	some possible JTBD
search for an ejournal	WHY	complete an assignment
find a book on the shelves	WHY	present a project
download an ebook	WHY	get a good degree
manage research data	WHY	improve my research reputation
(cataloguer) add/edit metadata	WHY	make the resource more discoverable

**There can be hundreds of
Job/User/Circumstance scenarios**

scoring them helps you focus....

Importance 1=not important; 5=critical	Frequency 1=rarely 5=very frequent	Frustration 1=very happy 5=very frustrated	Score (importance+fre quency) X frustration = a score 2 to 50
4	3	5	35



Sean MacEntee. ideas www.flickr.com

Group ideation with your staff



You make sure the group is diverse as possible. Outsiders can be useful



We introduce the JTBD concept



You provide some starting contexts: the overall problem areas



Together we provide some background information on the area—something to stimulate and open up people's minds -for example results from research or a provocative article



We guide the ideation and discussion with the JTBD framework

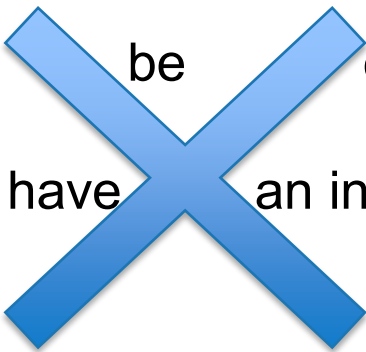
#JTBD

Gains/Outcomes-what (measurable) criteria does the user consider in order to decide if the job has been successfully accomplished?

Pain points/barriers/constraints to getting the job done

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“The system should be easy to use”
“the solution should have an intuitive user interface”



GAINS & PAINS

Outcomes to be achieved and **constraints** that may prevent adoption of product or service. These are the **performance measures for the job**

For each job get a set of metrics to determine how well the job is being done. There will be several/many outcomes from just a single interviewee

Experienced interviewers are needed to get the outcomes -“so you want to minimise/increase....”

Focus groups

Focus groups can be especially good at shaping lists of jobs that come out of ideation. Focus group can also be helpful in identifying jobs which have most promise and to get feedback on specific ideas. However be very wary about getting *solutions* from customers. Customers do tend to latch on to existing solutions so may not see the 'gaps' for innovative products and services. JTBD approach.

One-on-one interviews

Using the JTBD framework—identify Jobs, Gains and Pains

Customer observations

Customers can find it hard to articulate their frustrations clearly, or they may have compensating behaviours they don't even realise. So actually watching customers can be very helpful in spotting things that might otherwise go unnoticed and unidentified

What doesn't the user like about the process they use now to get the job done

- I don't know I have looked in the *right* place
- Can I trust the resource-book/article? E.g. Is the author to be trusted?
- I am unsure if I have fully/correctly understood what the article/book is about
- Not sure results will deliver high marks
- Have I cited it correctly?

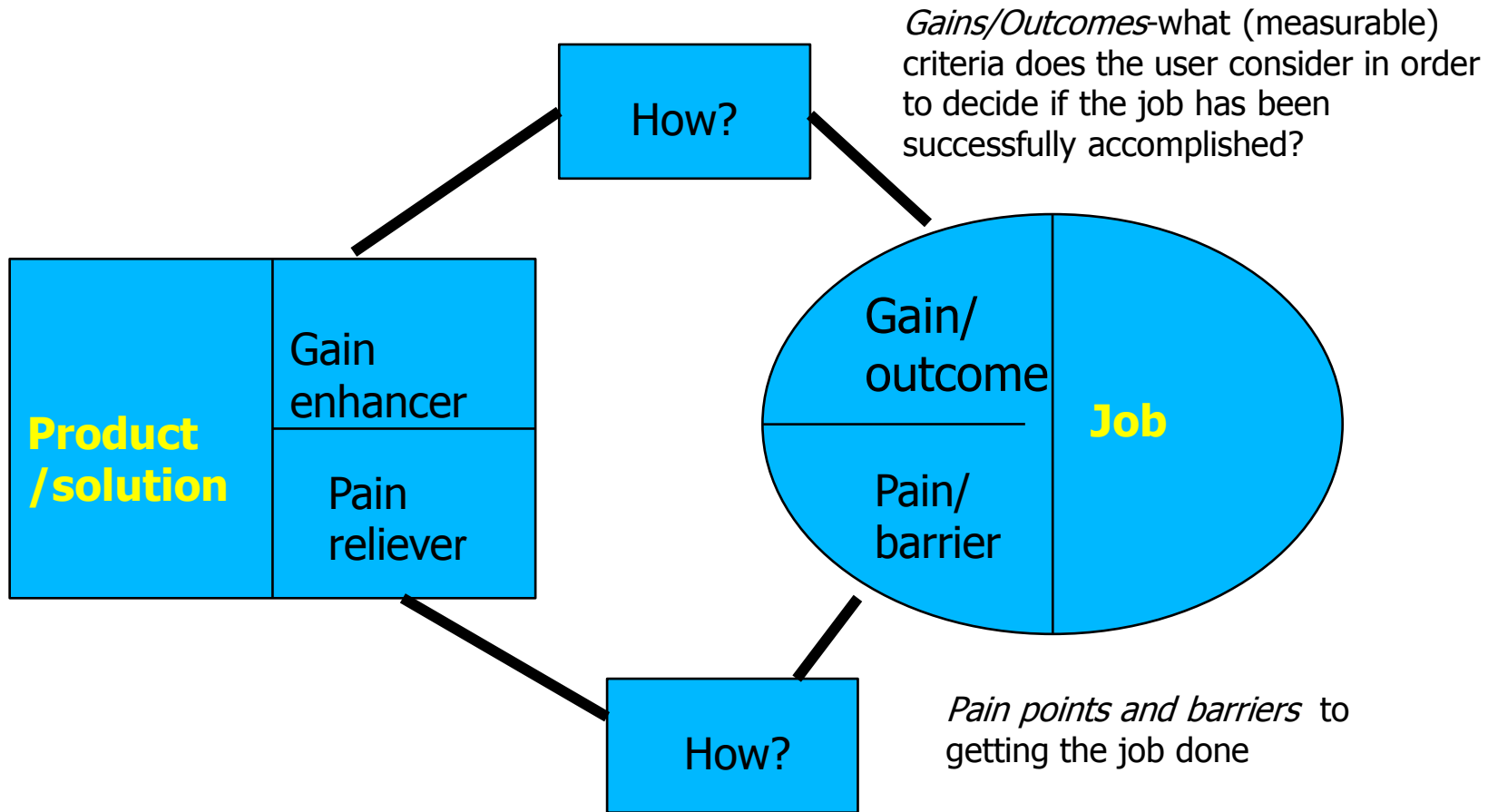
What kind of solution would address these issues. How can we express measurable gains and pains –"I want to minimise X or maximise Y"

Now create you solutions..

Use JTBD to evaluate solutions in the marketplace and/or your existing approaches

JTBD fits well with Agile software development – e.g. User stories -- to better enable developers to create new solutions

How does the solution address gains and pains



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