Don’t ask customers what they want

UKSG Forum November 2015

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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,
NISO Virtual Conference: Interacting with Content: Improving the User Experience

Wednesday, October 28, 2015
11:00 - 5:00 p.m. (Eastern Time)

Sponsored by:

Today’s virtual conference is generously sponsored by IET, The Institution of Engineering and Technology Publishing.

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

I just want to get my assignment done on time

..and preferably get a good grade
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
Focus on the jobs customers are trying to get done

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/
<table>
<thead>
<tr>
<th>Process (each process may help get several jobs done)</th>
<th>WHY</th>
<th>some possible JTBD</th>
</tr>
</thead>
<tbody>
<tr>
<td>search for an ejournal</td>
<td>WHY</td>
<td>complete an assignment</td>
</tr>
<tr>
<td>find a book on the shelves</td>
<td>WHY</td>
<td>present a project</td>
</tr>
<tr>
<td>download an ebook</td>
<td>WHY</td>
<td>get a good degree</td>
</tr>
<tr>
<td>manage research data</td>
<td>WHY</td>
<td>improve my research reputation</td>
</tr>
<tr>
<td>(cataloguer) add/edit metadata</td>
<td>WHY</td>
<td>make the resource more discoverable</td>
</tr>
</tbody>
</table>
There can be hundreds of Job/User/Circumstance scenarios scoring them helps you focus....

<table>
<thead>
<tr>
<th>Importance 1=not important; 5=critical</th>
<th>Frequency 1=rarely 5=very frequent</th>
<th>Frustration 1=very happy 5=very frustrated</th>
<th>Score (importance + frequency) X frustration = a score 2 to 50</th>
</tr>
</thead>
<tbody>
<tr>
<td>4</td>
<td>3</td>
<td>5</td>
<td>35</td>
</tr>
</tbody>
</table>
How to do it: Working through JTBD with staff

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.
Focus on the jobs customers are trying to get done

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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Avoid vague language

“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.
JTBD Analysis – how might we address the issues?

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 your 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

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

**Pain points and barriers** to getting the job done

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**How?**

**Product/solution**
- Gain enhancer
- Pain reliever

**Gain/outcome**
- Gain
- Pain

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Ken Chad Consulting helping create more effective libraries...
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