WELCOME

Audience-Focused Frameworks Workshop

March 22, 2018

Audience Building ROUNDTABLE

Putting the audience in the center of it all.

An Initiative of The Arthur M. Blank Family Foundation

STONE MANTEL

Find the Experiences That Matter™

gostonemantel.com

© Stone Mantel. All rights reserved.

ABOUT STONE MANTEL

We deliver hand-crafted insights, strategy, and implementation for brands who care about meaningful customer experiences. Our areas of focus include Customer Experience Design, Innovation, and Brand Strategy.

STONE MANTEL
Find the Experiences That Matter™

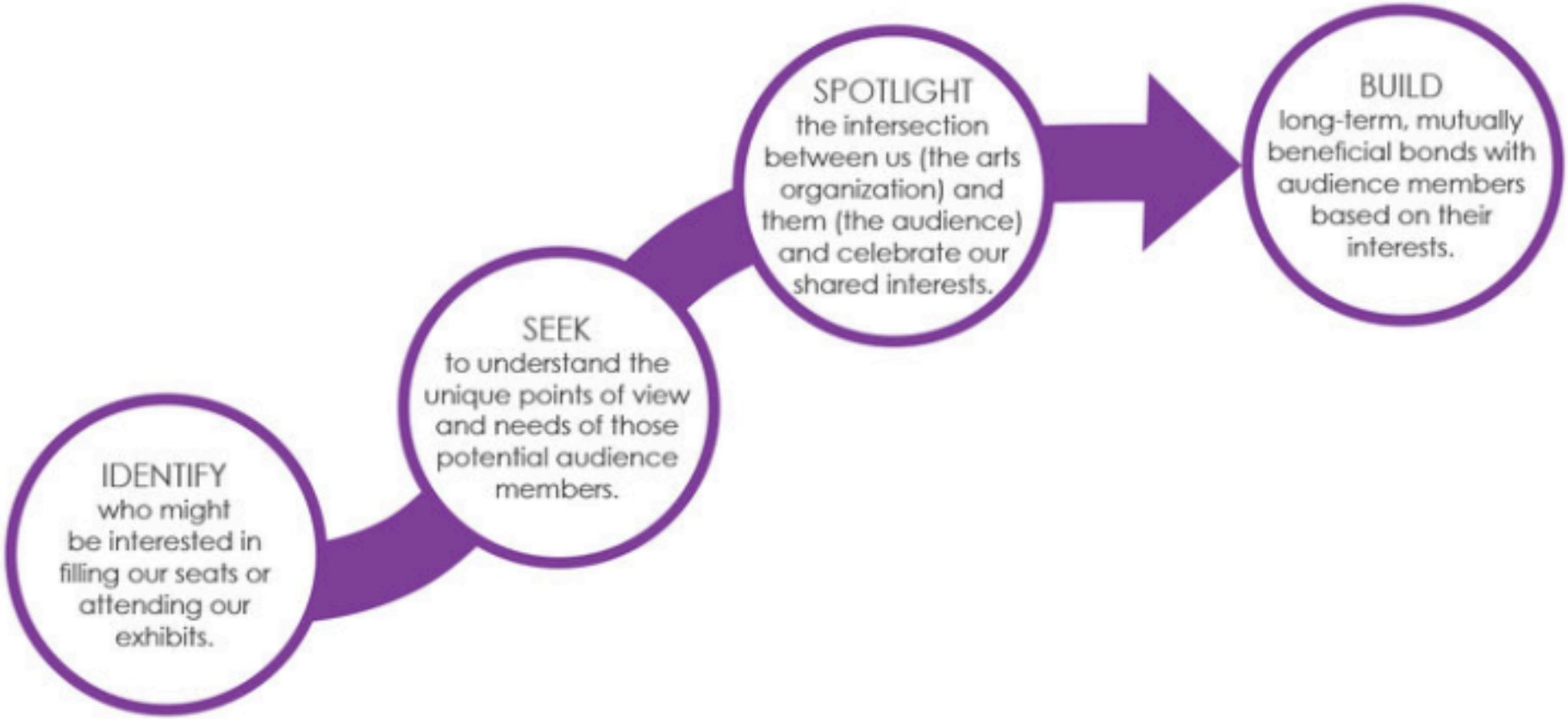
© Stone Mantel. All rights reserved.

Today is about reframing the role you play in the life of your audience.

© Stone Mantel. All rights reserved.

THE ESSENTIAL JOURNEY OF AUDIENCE BUILDING

IDENTIFY • SEEK • SPOTLIGHT • BUILD



© Stone Mantel. All rights reserved.

1

A CASE STUDY: SOLVING FOR SHAKES

You have been hired by a family owned ice cream shop to help them increase revenues. Here is what you know:

1. Today they sell Shakes and Ice Cream (cup or cone) in 3 standard flavors and 2 specials that vary by day.
2. Shakes are top sellers and most are taken to go.
3. Business is good, but revenues are flat.
4. They are a single location shop.

What might this family do to improve business?

© Stone Mantel. All rights reserved.

PLAN A: STUDY CUSTOMER PREFERENCES

© Stone Mantel. All rights reserved.

PLAN B: STUDY THE ROLE OF THE SHAKE

© Stone Mantel. All rights reserved.

JOBS TO BE DONE

Most customers are purchasing a shake for **1 of 2 reasons:**

1. Combat the boredom of a long commute

2. Appease the kids in the car with a tidy, all-consuming snack

© Stone Mantel. All rights reserved.

© Stone Mantel. All rights reserved.

2

JOBS TO BE DONE

Design for the job that matters

"With few exceptions, every job people need or want to do has a **social,** a **functional,** and an **emotional** dimension.

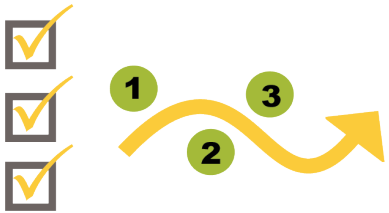
If marketers understand each of these dimensions, then they can design a product that's precisely targeted to the job. In other words, **the job, not the customer, is the fundamental unit of analysis** for a marketer who hopes to develop products that customers will **buy.**"

– Clayton M. Christensen, Scott Cook, and Taddy Hall,
"What Customers Want from Your Products,"
Harvard Business School *Working Knowledge*, January 16, 2006.

© Stone Mantel. All rights reserved.

A TAXONOMY OF JOBS

FUNCTIONAL



Help me accomplish a task

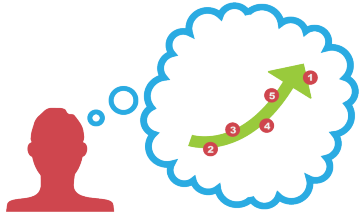
EMOTIONAL

Help me feel deeper about a moment

SOCIAL

Help me relate to others

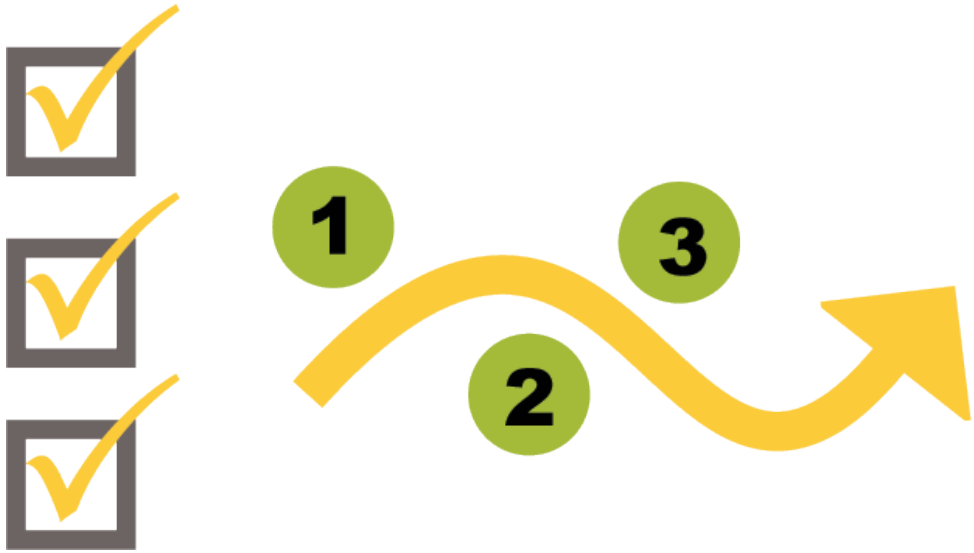
ASPIRATIONAL



Help me change something about me

© Stone Mantel. All rights reserved.

FUNCTIONAL



HELP ME ACCOMPLISH A TASK

Helps me…

© Stone Mantel. All rights reserved.

EMOTIONAL

HELP ME FEEL DEEPER ABOUT A MOMENT

Makes me feel…

© Stone Mantel. All rights reserved.

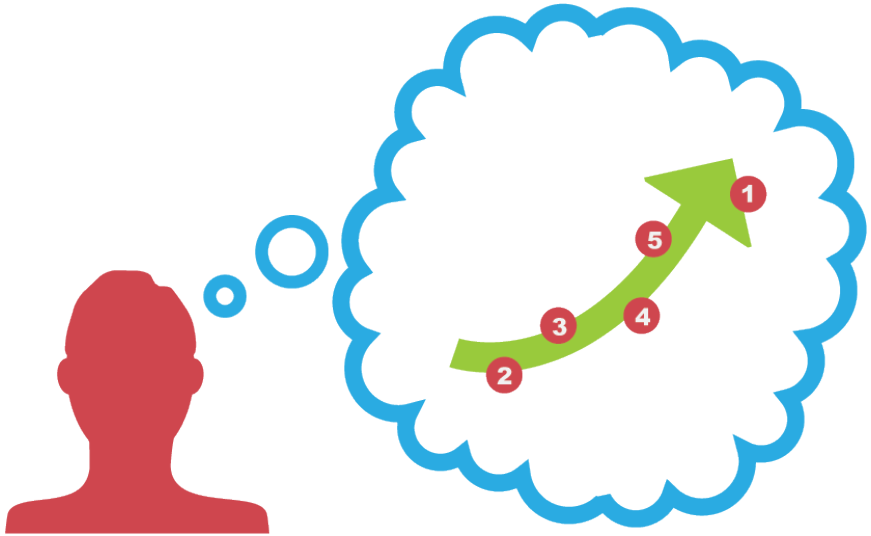
SOCIAL

HELP ME RELATE TO OTHERS

Connects me to others by…

© Stone Mantel. All rights reserved.

ASPIRATIONAL



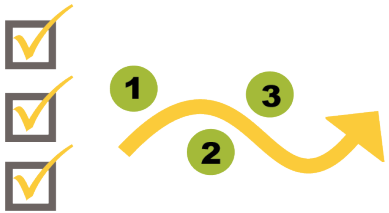
HELP ME CHANGE SOMETHING ABOUT ME

Helps me become…

© Stone Mantel. All rights reserved.

A TAXONOMY OF JOBS

FUNCTIONAL



Help me accomplish a task

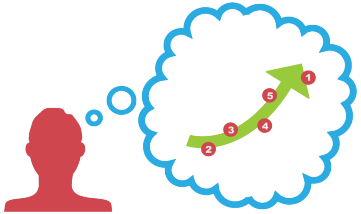
EMOTIONAL

Help me feel deeper about a moment

SOCIAL

Help me relate to others

ASPIRATIONAL



Help me change something about me

© Stone Mantel. All rights reserved.

WHAT WE USE TO THINK

People need a mop to clean their floors

THE *JOB* TO BE DONE

Help me have a clean floor in spite of my busy schedule and limited storage

Not wedded to the mop!

© Stone Mantel. All rights reserved.

“The job, not the customer, is the fundamental unit of analysis for a marketer who hopes to develop products that customers will **buy.”**

Clayton Christensen

© Stone Mantel. All rights reserved.

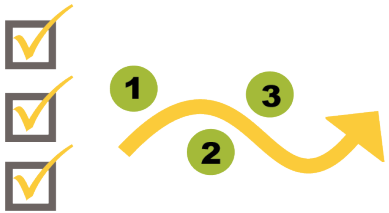
3

WORKING WITH THE MODEL

A TAXONOMY OF JOBS

ENVELOPE #1

FUNCTIONAL



Help me accomplish a task

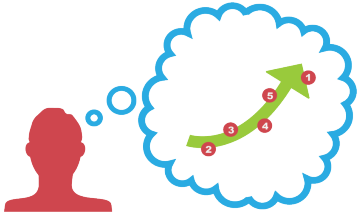
EMOTIONAL

Help me feel deeper about a moment

SOCIAL

Help me relate to others

ASPIRATIONAL



Help me change something about me

© Stone Mantel. All rights reserved.

Functional

Help me accomplish a task

Aspirational

Help me change something about me

Emotional

Help me feel deeply about a moment

Social

Help me relate to others

© Stone Mantel. All rights reserved.

PEOPLE HIRE YOUR ORGANIZATION OR PLACE TO DO WHAT JOBS?

ENVELOPE #2

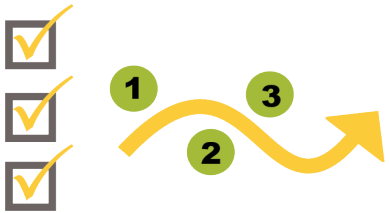
Job To Be Done	Type
	❑ Functional ❑ Emotional ❑ Social ❑ Aspirational
	❑ Functional ❑ Emotional ❑ Social ❑ Aspirational
	❑ Functional ❑ Emotional ❑ Social ❑ Aspirational

FUNCTIONAL	EMOTIONAL	SOCIAL	ASPIRATIONAL
Helps me…	**Makes me feel…**	**Connects me to others by…**	**Helps me become…**

© Stone Mantel. All rights reserved.

A TAXONOMY OF JOBS

FUNCTIONAL



Help me accomplish a task

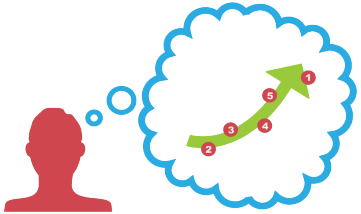
EMOTIONAL

Help me feel deeper about a moment

SOCIAL

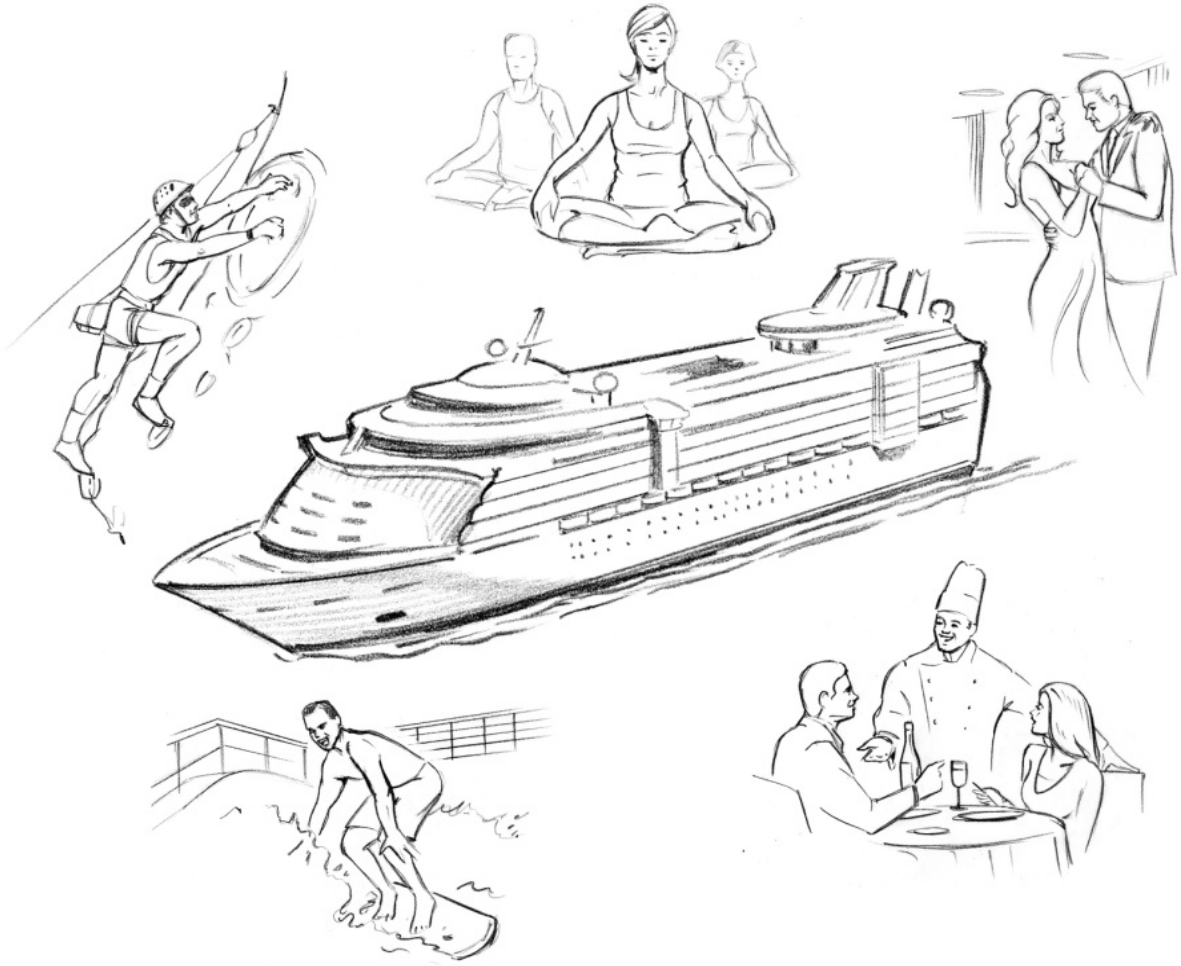
Help me relate to others

ASPIRATIONAL



Help me change something about me

© Stone Mantel. All rights reserved.



© Stone Mantel. All rights reserved.

1

2

3

© Stone Mantel. All rights reserved.

YOUR AUDIENCE HIRES YOUR OFFERING TO DO WHAT JOBS?

Job To Be Done	Type
	❑ Functional ❑ Emotional ❑ Social ❑ Aspirational
	❑ Functional ❑ Emotional ❑ Social ❑ Aspirational
	❑ Functional ❑ Emotional ❑ Social ❑ Aspirational

FUNCTIONAL	EMOTIONAL	SOCIAL	ASPIRATIONAL
Helps me…	Makes me feel…	Connects me to others by…	Helps me become…

© Stone Mantel. All rights reserved.

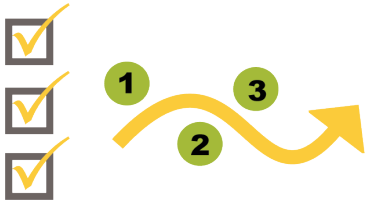
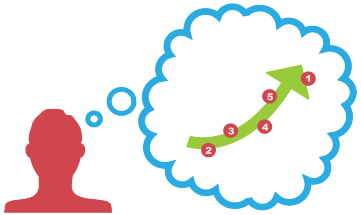
LUNCH

4

APPLYING THE MODEL

APPLYING THE MODEL

1. Revisit your list from before lunch and refine
2. Share with a partner at your table
3. Discuss and add the archetype
4. Switch so you both present your lists

FUNCTIONAL	EMOTIONAL	SOCIAL	ASPIRATIONAL
			
Help me accomplish a task	Help me feel deeper about a moment	Help me relate to others	Help me change something about me
Helps me…	Makes me feel…	Connects me to others by…	Helps me become…

© Stone Mantel. All rights reserved.

PRIORITIZATION

With your partner identify priorities based on:

1. Urgency due to possible negative experience (typically a Functional Job)

2. Social, Emotional, Aspirational Jobs that feel exciting to pursue and/or highlight your unique offering

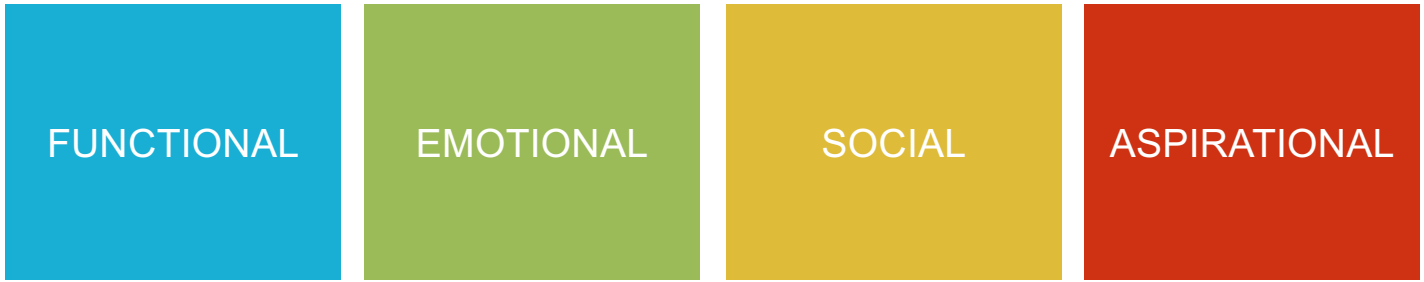
© Stone Mantel. All rights reserved.

© Stone Mantel. All rights reserved.

PLOTTING YOUR PRIORITIES

ENVELOPE #3

1. Open Envelope #3
2. Choose 4-6 priorities and write them on the corresponding colored post it notes by archetype (one per post-it)



3. Plot them on your **Before**, **During** and **After** board

© Stone Mantel. All rights reserved.

5

DELIVERING ON THE JOB

IDEA GENERATION

ENVELOPE #4

1. Select a Job that you would like some creative input on
2. Write that Job, your name and discipline on your worksheet
3. Think of one tactical idea for delivering on that Job and write it in one of the Bubbles. Also, indicate when it might happen – Before, During, or After
4. When you are ready, pass all papers to the left and write an idea in a bubble on the next sheet (aligned to the Job!)

© Stone Mantel. All rights reserved.

Discipline:
Art Museum

Job To Be Done:

Bring something fresh to our sometimes boring social events.

© Stone Mantel. All rights reserved.

IDEA GENERATION

ENVELOPE #4

1. Select a Job that you would like some creative input on
2. Write that Job, your name and discipline on your worksheet
3. Think of one tactical idea for delivering on that Job and write it in one of the Bubbles. Also, indicate when it might happen – Before, During, or After
4. When you are ready, pass all papers to the left and write an idea in a bubble on the next sheet (aligned to the Job!)

© Stone Mantel. All rights reserved.

YOUR TAKE AWAYS

1. The Framework – JTBD Model
2. A list of Jobs – what your audience wants from you
3. The Journey with priorities to think through
4. One Job unpacked with ideas from your table-mates

What is your next step?

© Stone Mantel. All rights reserved.

UNCOVERING NEW, MEANINGFUL JOBS TO BE DONE

1

LOOK FOR WHAT PEOPLE DON'T WANT TO DO

Look for "negative jobs" - jobs people don't want to do if they don't absolutely have to?

Thinking about unresolved jobs in your own life can provide fertile territory for innovation.

2

WORKAROUNDS AND COMPENSATING BEHAVIORS

When consumers struggle to resolve a Job To Be Done by cobbling together a solution, you have a strong indication of opportunity.

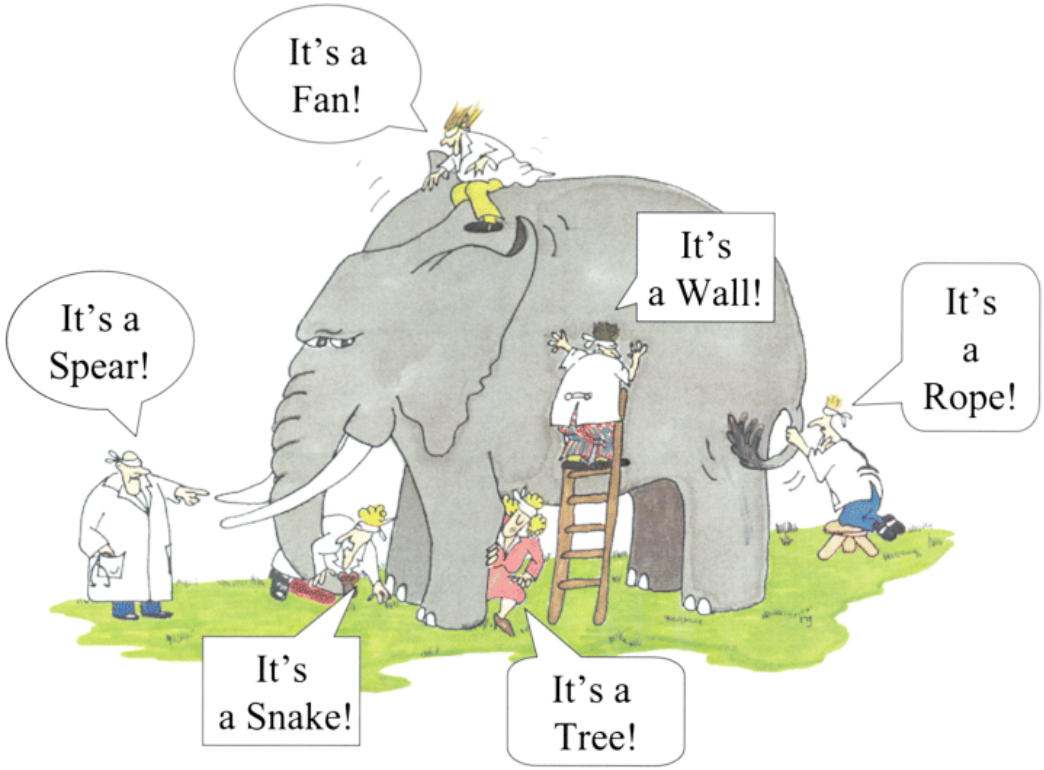
3

UNUSUAL USES

Look for how customers use your products and services, especially if they use them to get jobs done that are different than what you intended.

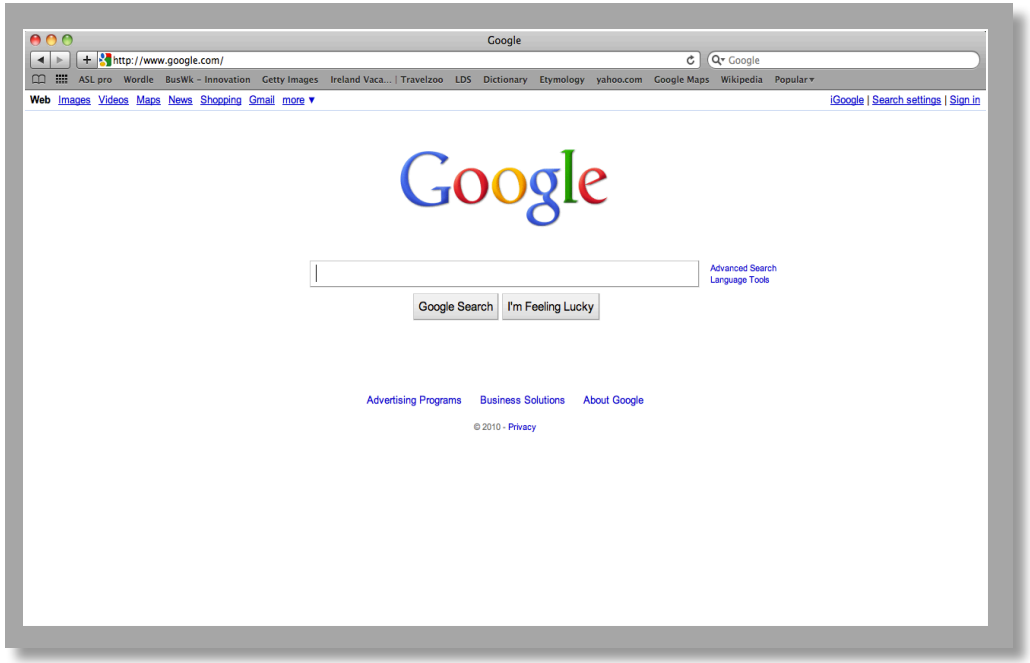
© Stone Mantel. All rights reserved.

"We don't see things as *they* are, we see them as *we* are."
- Anaïs Nin



© Stone Mantel. All rights reserved.

GOOGLE HOMEPAGE



Constraint:
31 words

© Stone Mantel. All rights reserved.

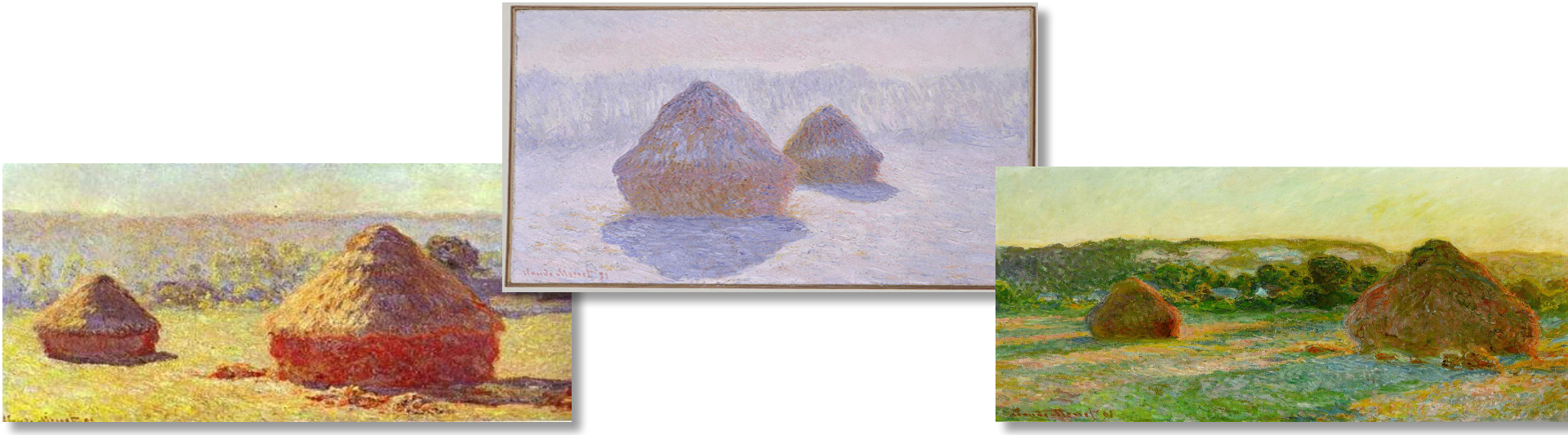
NESTLE WATER BOTTLE

Constraint:
Use 20% less plastic, while maintaining sturdiness

© Stone Mantel. All rights reserved.

CLAUDE MONET

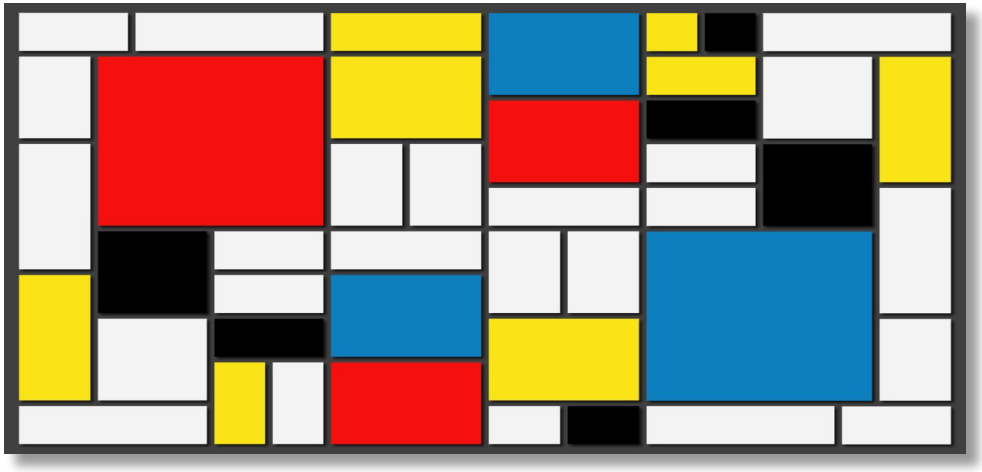
Constraint: The same subject



© Stone Mantel. All rights reserved.

PIET MONDRIAN

Constraint:
Right angles and
primary colors



© Stone Mantel. All rights reserved.

PICASSO

Constraint:
"For a long time I limited myself to one color – as a form of discipline."

\- *Picasso*

On his Blue and Rose Periods

© Stone Mantel. All rights reserved.

GEHRY

What inspires your work?

“Limitations and constraints.”

- Frank Gehry

Guggenheim Museum in Bilbao, Spain

© Stone Mantel. All rights reserved.

“The basic premise is that people hire products to get a job done. If you can uncover the job, it puts you in the right context for creating a solution.”

- Clayton Christiansen

Harvard Business School

STONE MANTEL

Find the Experiences That Matter™

© Stone Mantel. All rights reserved.