

radius

Driving Innovation by Uncovering Unique Insights

How we leveraged a Jobs To Be
Done approach to drive growth for
the Ensure brand.

Ensure[®]





radius
Joanne Suh
Senior Vice President

Strategic Research Partner & Consultant for Growth and Brand Builder

- Joanne brings 15+ years' experience to her role as a strategic research partner for her clients. Working both the client and supplier side, her roles included Procter & Gamble's CMK organization and IRI.
- Specializing in research strategy, design, moderation, facilitation and analysis, she provides a high level of consultation to her clients. A skilled facilitator and moderator, with a passion for uncovering deep human insights, Joanne's roster of distinguished clients, includes P&G, 3M, Abbott, Hershey, Kroger and Kellogg's.
- Strategic thinking and creativity make her an invaluable partner for her clients.
- Joanne lives in Cincinnati with her husband, three children and 2 dogs. She sings in a Community Choir and plays in a sand volleyball league (Champions in 2010!)



Abbott
Kristina Martinez
Senior Manager, Marketing Insights

Kristina is a globally experienced consumer insights leader for billion-dollar brands

- Kristina turns insights into action to make smart business decisions that deliver results, influencing brand strategy, innovating research solutions to specific business needs, with a passion for developing teams.
- Experienced in all facets of business life cycle, from upstream innovation and strategy to in-store executions, Kristina brings demonstrated strength in sorting through the complex context of each business challenge to design prioritized and focused solutions that enable leadership action.
- She has proven success winning with multi-national, multi-functional teams by encouraging each member's unique contributions and fostering strong team dynamics.
- Kristina lives in Columbus, OH with her husband, 2 teen/tween daughters, and 2 COVID pets: Leo, her aloof feline, and Wesley, an impossibly adorable Cavapoo puppy. Kristina has been active in the Improv world, while her passport has been collecting dust.

Our Journey to Uncovering Unique Insights

The Brand's Challenge...

Current State

Strong Brand performance but
Opportunities to improve Household
Penetration and Consumer Retention

Challenge

Identified a need to explore what
purposes the brand could serve
outside of what it was designed
for. To build and embrace ways that
people can use this in their everyday
lives. How it can be used to meet
their needs.

Our goal:

Explore the
boundaries of the
category and see
what other "jobs"
Ensure could fulfill
and for whom.

Selling in a Non-traditional Methodology

- Desire to push forward with a new approach
- Leaned forward to explore the Jobs To Be Done philosophy.

Chosen Approach:

Leverage the **Jobs To Be Done** philosophy and framework and build a multi-phased research approach

This required getting **early buy-in from key stakeholders** and **involving the Core Team along the journey**



Harvard Business Review

In 2016, Harvard Business School Professor, Clayton Christensen, introduced the concept of Jobs to Be Done



The story of the morning milkshake...



The Jobs to Be Done Framework

JTBD is based on the premise **that consumers hire brands to meet their needs**, and fire others that don't meet their needs as well.

Understanding people's **goals** and the ways they are trying to meet them allows companies to systematically and predictably **identify opportunities to create products and services that deliver significant and sustainable value**

People don't need a drill – **they need a hole!**



Alignment from the Team up front



Time Commitment



Importance of the Team's Role throughout the process

Our Jobs to be Done journey



1

**Discover &
Align Workshop
with Core Team**



2

**Exploratory Quals with
Category Users**



3

**Synthesis Workshop with
Cross-functional Team**



Requires significant
time and effort from
the Cross-functional
Team



1. Discovery & Align Workshop

- **Educate** team on the JTBD framework & philosophy
- **Align** on **objectives** and intended outcomes
- Review what we **know today**
- **Brainstorm** “Job” hypotheses



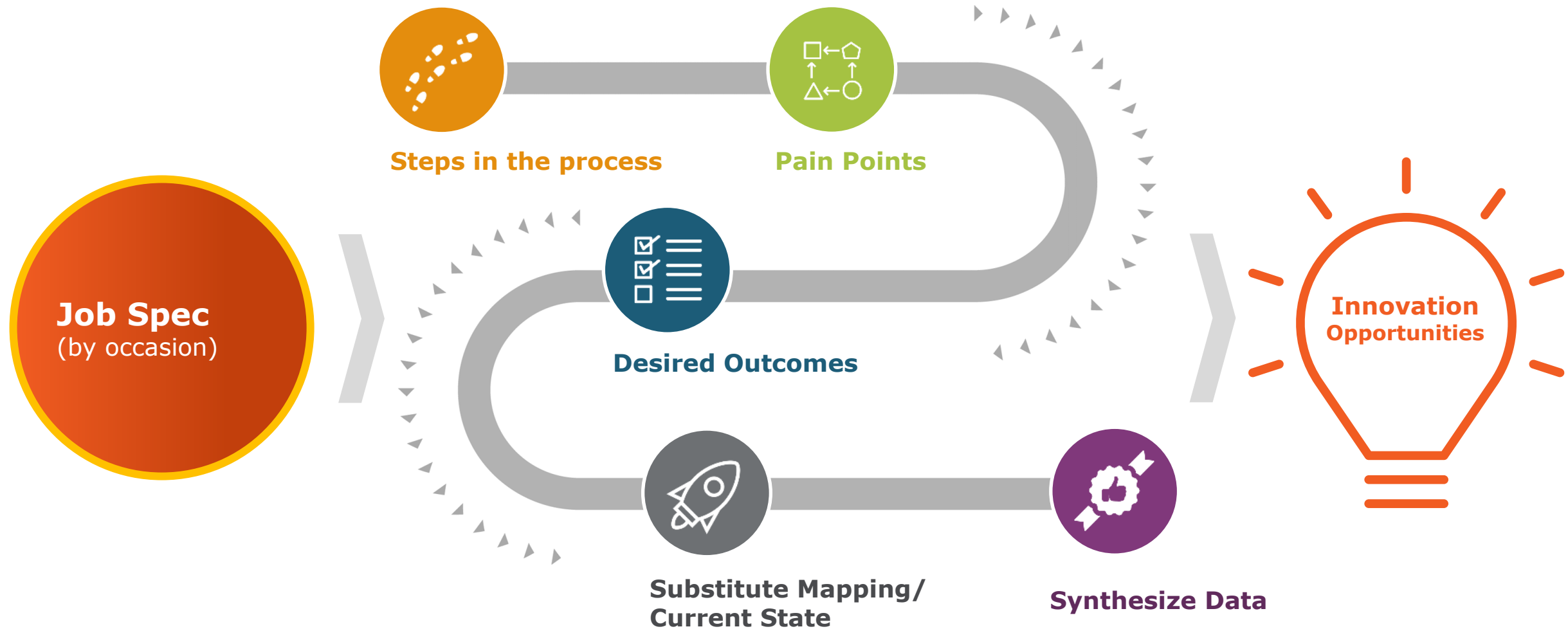
2. Exploratory Quals

Consumers completed a **journal exercise**

The interview is a conversation

Focused on a single occasion, **allowing the consumer to tell their story.**

The Interview is critical for the first four parts of the process





3. Synthesis Workshop

Collaborative workshop included the whole team

Turn what we
all HEARD ->
**Outline the
Jobs**

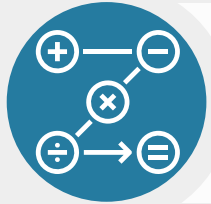


... into what we now
need to **Go DO**

Building out the Job Specs...it's hard work



Requires digging into the **consumer's stories**



Identifying the **desired outcome** (what was the consumer trying to accomplish?)



Determine the various aspects of the need during that occasion: Function, Emotional, Social



Ideate: Unmet/Unserved and Underserved needs based on what is available to them

B BREAKFAST

DESIRED OUTCOME: EASY WAY TO FILL ME UP TO GIVE ME THE ENERGY TO START MY DAY

WANTED

FUNCTIONAL NEEDS:	<ul style="list-style-type: none">ENERGYFILLS ME UNTIL LUNCHNO MESS, NO HASSTLE
EMOTIONAL NEEDS:	<ul style="list-style-type: none">COMFORTINGLESS STRESSSTART THE DAY ON THE RIGHT FOOT
SOCIAL NEEDS:	<ul style="list-style-type: none">NO EMBARRASSING-STOMACH GROWLSFEEL CONFIDENT AT WORK

SUBSTITUTES: <ul style="list-style-type: none">BANANAMILKMUFFINEATING NOTHING	PAIN POINTS <ul style="list-style-type: none">DON'T FEEL LIKE EATING A BIG MEAL RIGHT WHEN I WAKE UPDON'T WANT TO HAVE TO THINK ABOUT WHAT TO EAT IN THE MORNING, WHEN IN A RUSH
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UNMET/UNSERVED NEEDS:	[Redacted]
UNDERSERVED NEEDS:	[Redacted]

The Jobs To Be Done Framework can be used to:

Refine marketing
communications

Inspire new
product
innovation

Understand
innovations in
context of
relevant Jobs

Broaden
competitive
context to reflect
consumers'
substitutes for
those jobs



Building Empathy

Looking to the Future





Questions?



Clear thinking for a complex world.

Radius U.S. Radius Europe Radius MEA Radius Asia

radius-global.com

For more information, contact:

Joanne Suh

Senior Vice President

jsuh@radius-global.com

Kristina Martinez

Senior Manager Insights – Abbott Nutrition

Kristina.martinez@abbott.com