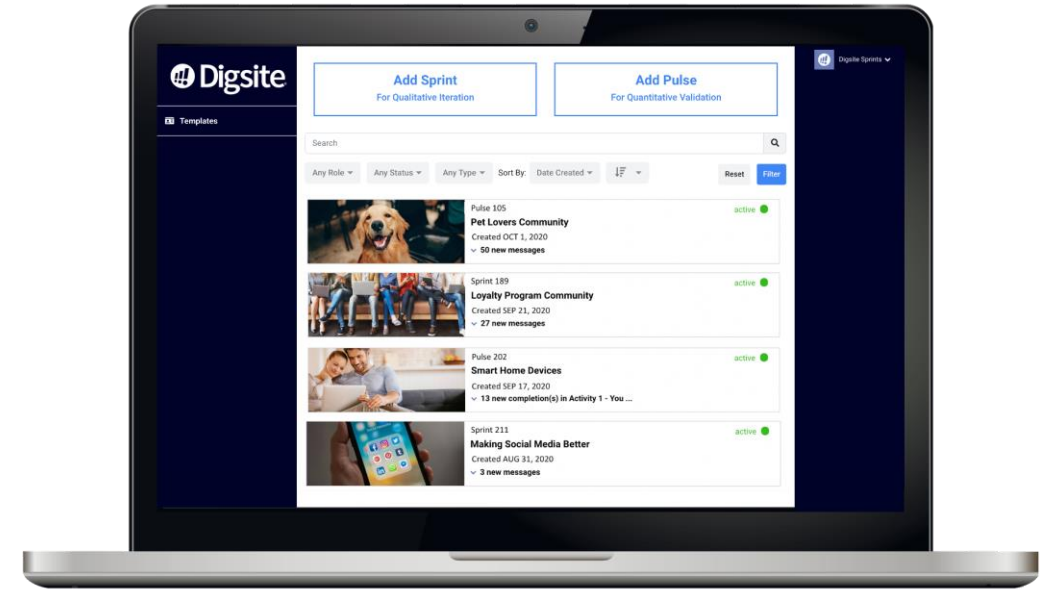




How Hormel Foods Successfully Applies Jobs-to-Be-Done to Innovation

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 **Digsite** | Insights for Innovators

About Us

What is a JTBD?

Consumers buy products/services for a purpose - to get a “job” done. If brands can understand what that exact job is upfront, they can better design solutions and products for that job.

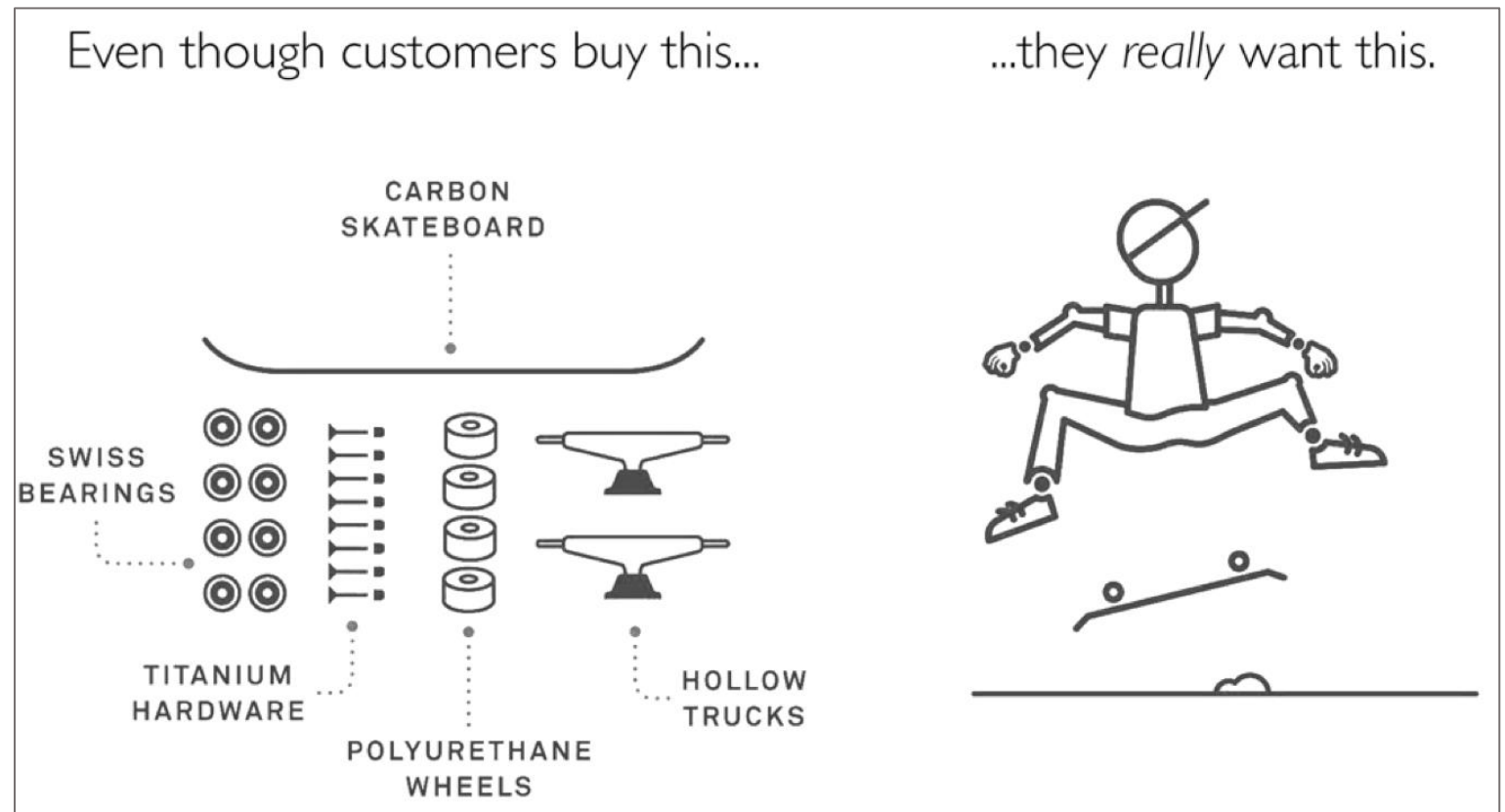


Illustration via Intercom.

A Job includes...

Person

- Busy families on weeknights

Progress

- Make a real dinner everyone will love

Circumstance

- Shopping on a budget

Obstacles

- Picky eaters, exhausted, limited time, in a rut

What is NOT a Job?

- ✗ An **insight** that is needed to understand the consumer but NOT a job
- ✗ A **quality** of a Job that makes it believable
- ✗ A universal **component** that can be layered into a Job to make it stronger
- ✗ Interesting **facts** that are not relevant to the current problem you're trying to solve



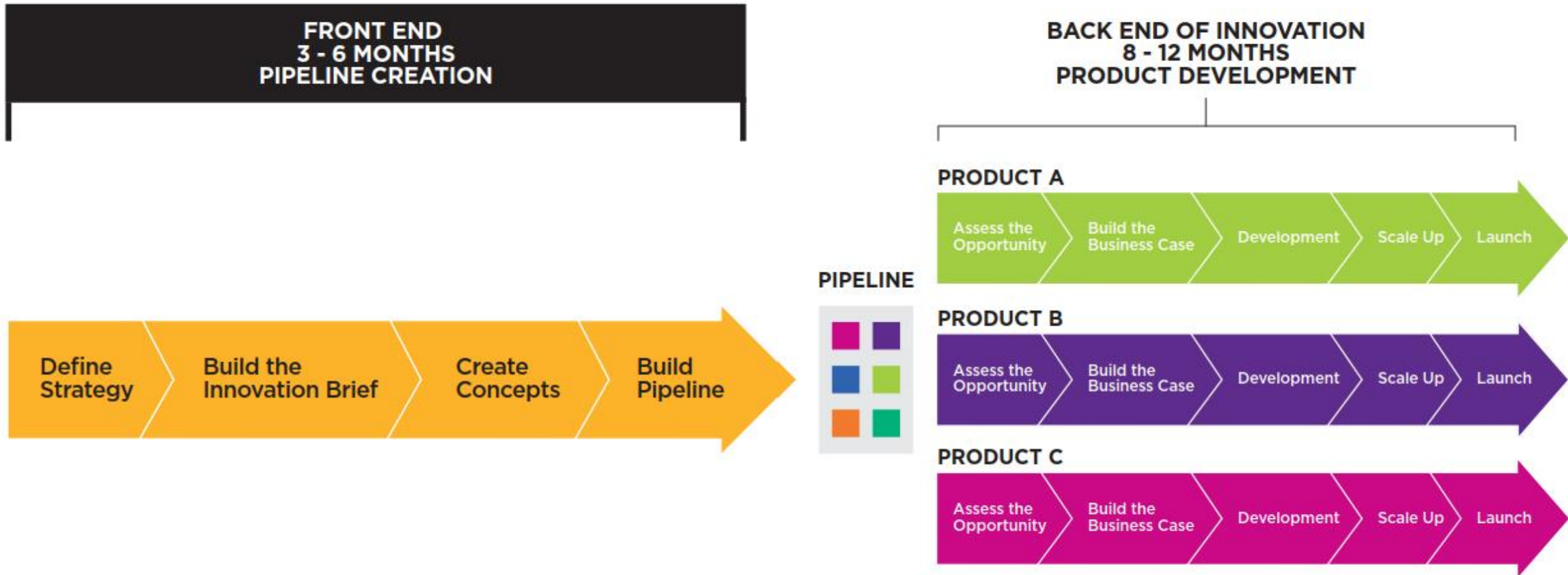
Why JTBD is Important

The Jobs-to-be-Done framework helps companies remain truly consumer-centric throughout their entire development process - anchoring the entire team and innovation pipeline to the consumer.

Recent Hormel New Product Launches



How JTBD fits into overall business goals





Example: Deli Domination

- Goal: Build a sustainable pipeline for new product development

Hormel's Process for Creating Jobs

1. Scoping

2. Immersion & Interaction

3. Job identification

4. Writing job briefs

5. Creating job framework

6. Sizing and prioritizing jobs

Scoping

	Too broad	Acceptable	Ideal
Category/occasion	Deli	Deli	Deli for a quick lunch or dinner
Consumer target		Millennial	Millennial
Channel			Traditional Grocery



Immersion & Interaction

- **Goal:** Understand consumers motivations, perceptions, likes/dislikes, and pain points of the deli meat options within various retailers
- **Solution:** A Digsite Sprint community with 27 participants, 2 activities including a video task, and 6 live video interviews over 3 days
- **Outcome:** Build a Jobs to be Done roadmap to understand areas for Hormel to innovate

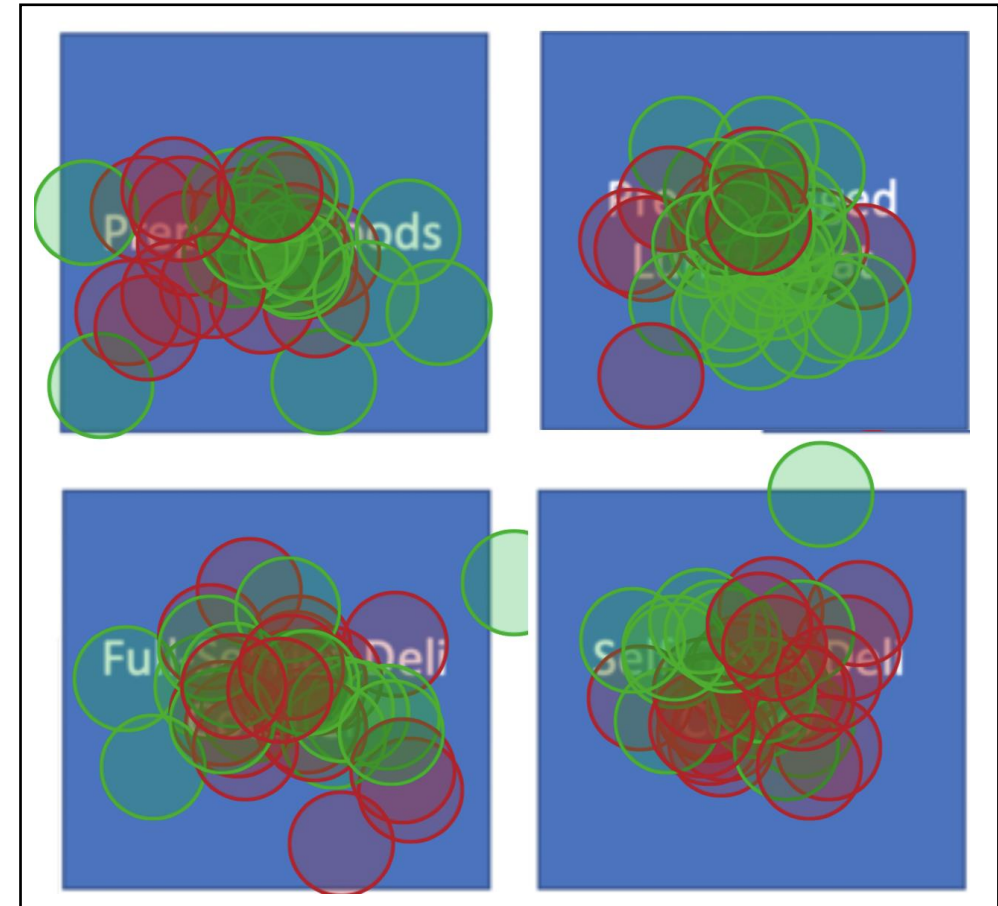


Immersion into Circumstances

Defining the progress (needs)

Image Mark-Up

Drag the green symbols to share what items you have purchased. Drag the red symbols to mark the areas that you do not buy things from and your reasons.



Digging into obstacles

Fill In The Blank: Building Trust

Overall I feel that the lunchmeat from the deli section of my grocery store is



how safe is lunchmeat

because

your reasons

Overall I feel that the prepared foods in the deli section of my grocery store are



how [redacted] are prepared foods

because

your reasons

When buying lunchmeat or prepared foods from the deli section, I would feel more confident if I knew that

*what would make you feel [redacted]
about buying lunchmeat and
prepared foods*

Finding the emotional drivers

- Live video interviews among people with the hardest jobs or biggest obstacles
- Superjob example: Families of 10 or more



Jobs Brief

Treat & Reward

I had a long day at work, and I feel I deserve a treat. I want something I don't get to have everyday. I earned this.

Functional needs

Individual portion, ranging from bite-sized to more hearty/substantial

Emotional needs

Enjoyment

Indulgence

Reward (I deserve it) and satisfaction

Context

Close to where I am working at home alone

State of mind

Quick escape, "free pass" from nutritional accounting



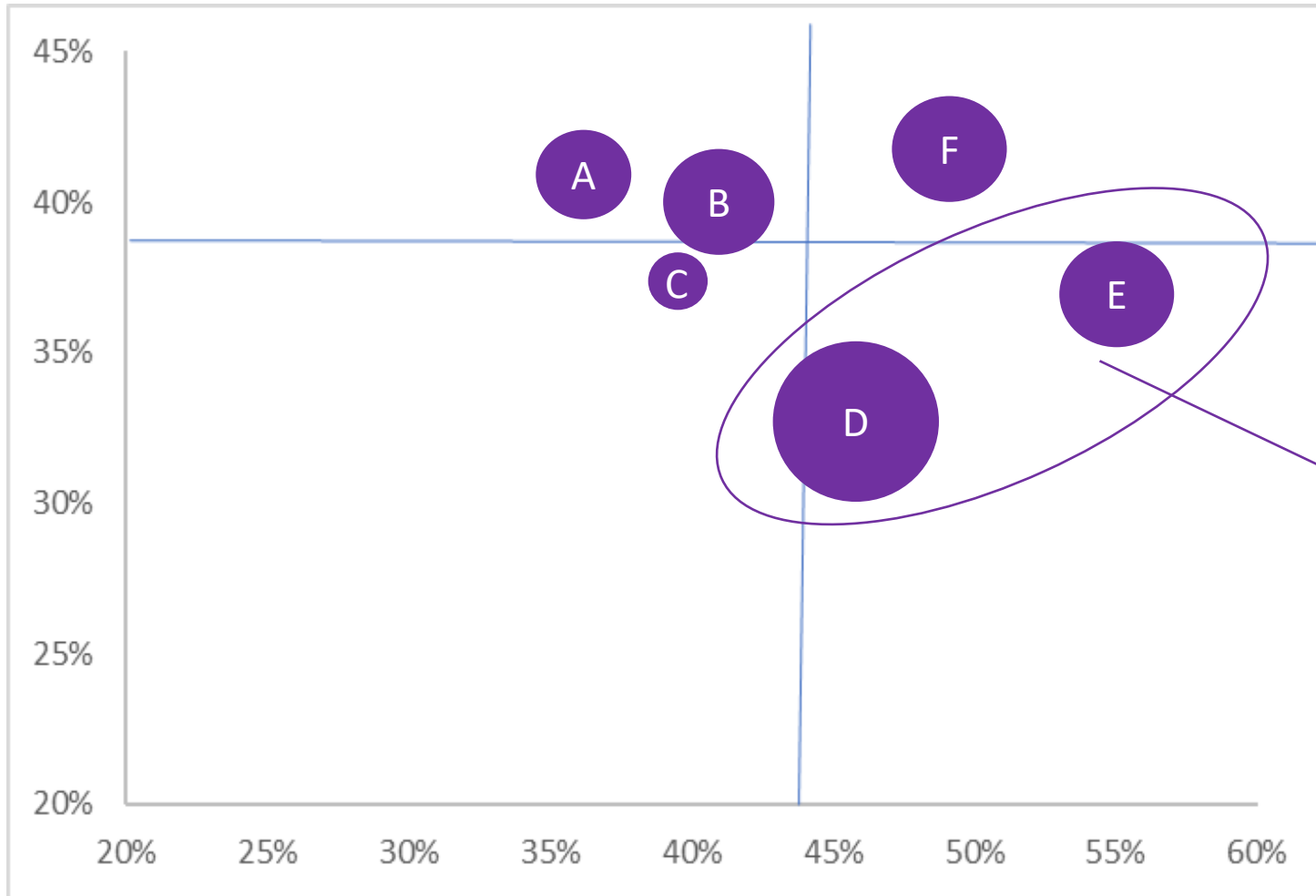
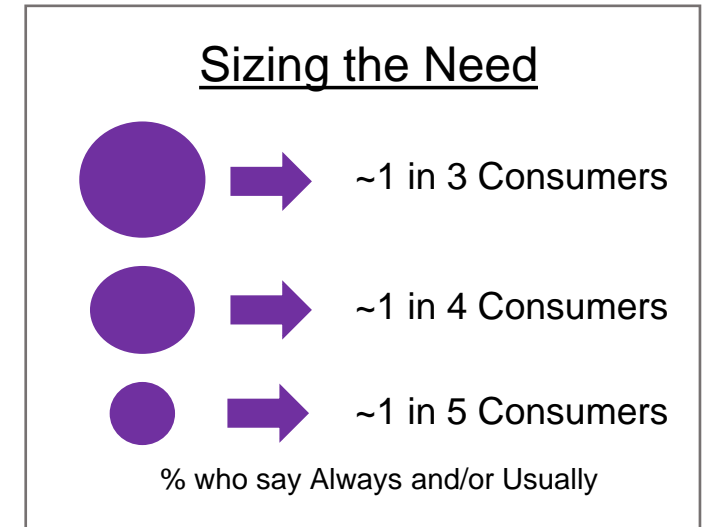
Jobs Framework

Mapping the Emotions to the Needs

Deli Prepared Foods Consumer JTBD Framework

Total Meal Solutions	Ease the Meal Prep	Health and Nutrition	Explore and Indulge	Social Support
Main Dish Cheat ★ "I need to outsource the center of plate on days when I don't have time to create it from scratch"	Meal Sous Chef ★ "I want pre-prepped components so that I can put together a meal without the work or mess"	Effortless Balance "I need to offer my family meal components that provide a balance of nutrients "	Safe Exploration ★ "I want the ability to try new flavors and new cuisines without the commitment of a full meal"	No Stress Impress "I need to show up at a social gathering with a delectable dish but I don't have the time or the skill"
Complete the Meal "I need quick access to ready-made side dishes on evenings when I can only prepare the main"	Purposeful Planovers "I want dishes that can easily be repurposed into multiple meals over several days"	Prep-Less Health "I want a healthy and fresh meal but don't want the time and mess that comes with it"	Specialty Food Access ★ "I want to have access to meals that I enjoy but I don't have the tools or talent to make at home"	Obligatory Dish "I need a 'check-the-box' dish to pass at a social gathering and I don't have the time or desire to prep it"
Last Minute Meal ★ "I want to be able to feed my family a complete meal fast on those evenings when I can't cook"	Frugal Variety "I want to have a large variety of ingredients to add to my meal without the cost of stocking them"	Fast Food Redo "I want have the convenience and taste of fast food but with slightly better health credentials"	Permissible Treat "I want an occasional indulgent meal without the excess leftovers tempting me"	Game Day Spread "I want to provide a generous variety of foods so my family and friends can enjoy the event"
Emergency Backup Meal "I want to have an already prepared meal at the ready in case the week proves difficult"		Everyone's OK ★ "I need solutions to provide for special dietary needs so that no one feels excluded"	Reminiscent Moments "I want to relive fond memories of happy times through specific dishes"	Thoughtful Gift "I want to be a good neighbor/friend and provide others with a meal when they are in need"
Mid-Day Refuel "I need a fast solution for lunch when I'm out of the house "				Couples Retreat "I want an effortless meal for just the two of us so that we can reconnect"
				Please the Pickiest "I want to offer a unique dish to a few people in my family without taking the effort to prepare"

Sizing and Prioritizing



Identifying the Need

Job	Importance	Satisfaction	Net Difference
A	39	37	2
B	48	42	7
C	36	41	5
D	54	37	17
E	45	32	12
F	41	40	1

Satisfaction

Importance

How Hormel has had success



Narrowing concept ideas



Thinking differently on innovation scope



Ensuring product continues to focus on consumer needs



Qualitative consumer testing

Things to consider...

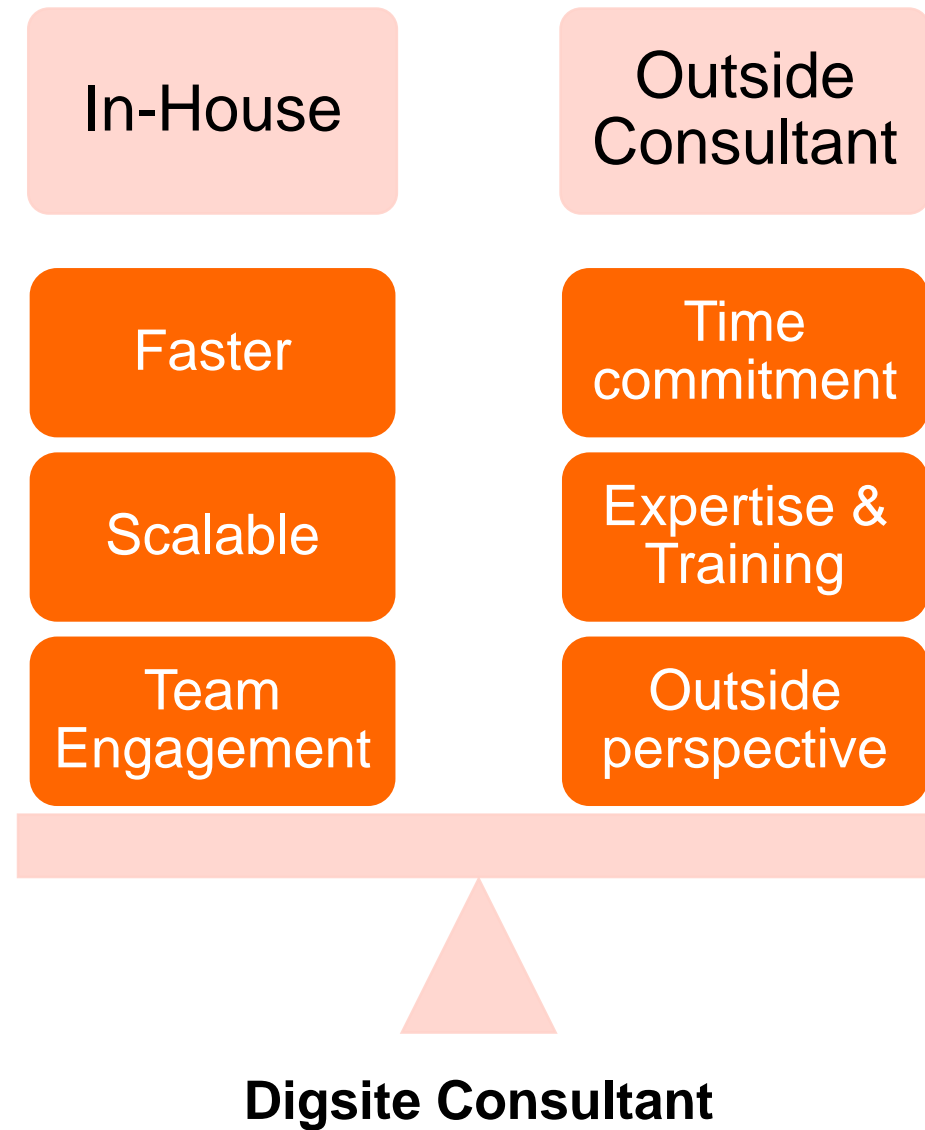
JTBD is just
the beginning

JTBD is
difficult
to do on your
own (even
with training)

Prioritizing
Jobs is a
process

Jobs can be
re-used to
refresh
pipelines

In-house vs outside consulting





Other ways to use Digsite for JTBD Exploration

I chose to drink because
brand and flavor

. Before I drank it I felt .
why chose this beverage *how you felt*

When I drank it, it made me feel .
how it made you feel

Top Responses	
Reason for choosing brand and flavor	It's refreshing I love the taste I wanted something more than <input type="text"/> I love the <input type="text"/>
Before I drank it, I felt . . .	Thirsty
When I drank it, it made me feel . . .	Happy Energized Hydrated Refreshed Satisfied

Ways to use Digsite for JTBD Validation

Fill in the blanks below using your own words or the drop-down menus when available.

The need I experience MOST OFTEN with [CATEGORY] is . Currently, I work around this problem by using or

Need you experience most often

doing [BLANK] . It would be valuable to me if I could find a simple way to

What you do to work around this need

*How valuable it would be if this
need were addressed*

address this need. An ideal solution for this need would be or do .

What an ideal solution would be/do

Below is a list of needs or wants you might have when using [product/service/category]. Please use the THUMBS-UP icon to select UP TO FIVE (5) needs that cause you the MOST TROUBLE. Use the THUMBS-DOWN icon to select UP TO FIVE (5) that cause you the LEAST TROUBLE.

  Job to be done #6

  Job to be done #5

  Job to be done #4

  Job to be done #3

  Job to be done #2

Questions?



Dave Anderko



Jane Boutelle

