

# Jobs-to-be-done

The recipe for a  
user-driven  
organisation



**Sabrina Duda**

**UX360 Research Global Summit**

30 January 2024

# User Researcher & Psychologist

**Sabrina Duda**

Principal UX Researcher  
The Stepstone Group





**Munich  
Bavaria**



**Leigh-on-Sea  
Essex**



**Past**



**Present**



# MSc Psychology

Engineering Psychology/  
Cognitive Ergonomics &  
Computer Science



HUMBOLDT-UNIVERSITÄT  
ZU BERLIN



# Founder of eye square

1999

Founded one of the first  
usability agencies in  
Germany

From 2 founders to over  
50 employees



Founders of eye square & investors



# Timeline of my career

MSc Psychology  
Humboldt University

Founder of eye square:  
UX agency start-up growing  
to 50 people

Move to the UK

Various UX roles:

Principal UX Researcher, Head of Insight,  
Head of UX, Senior Manager Research &  
Insights, Senior UX Researcher...

1998

1999

2015

2024



eye square



valtech\_







**The Stepstone Group is one of the world's leading job platforms.**

**We have over 20 brands across more than 30 countries around the globe.**

**We create opportunities for job seekers and companies by leveraging data and technology.**

**The right job for everyone**



# The challenge



*"I've learned that  
people will forget  
what you said,  
people will forget  
what you did,  
but people will never  
forget*

*how you made them  
feel."*



**Maya Angelou**

American memoirist, poet, and civil rights activist  
1928–2014

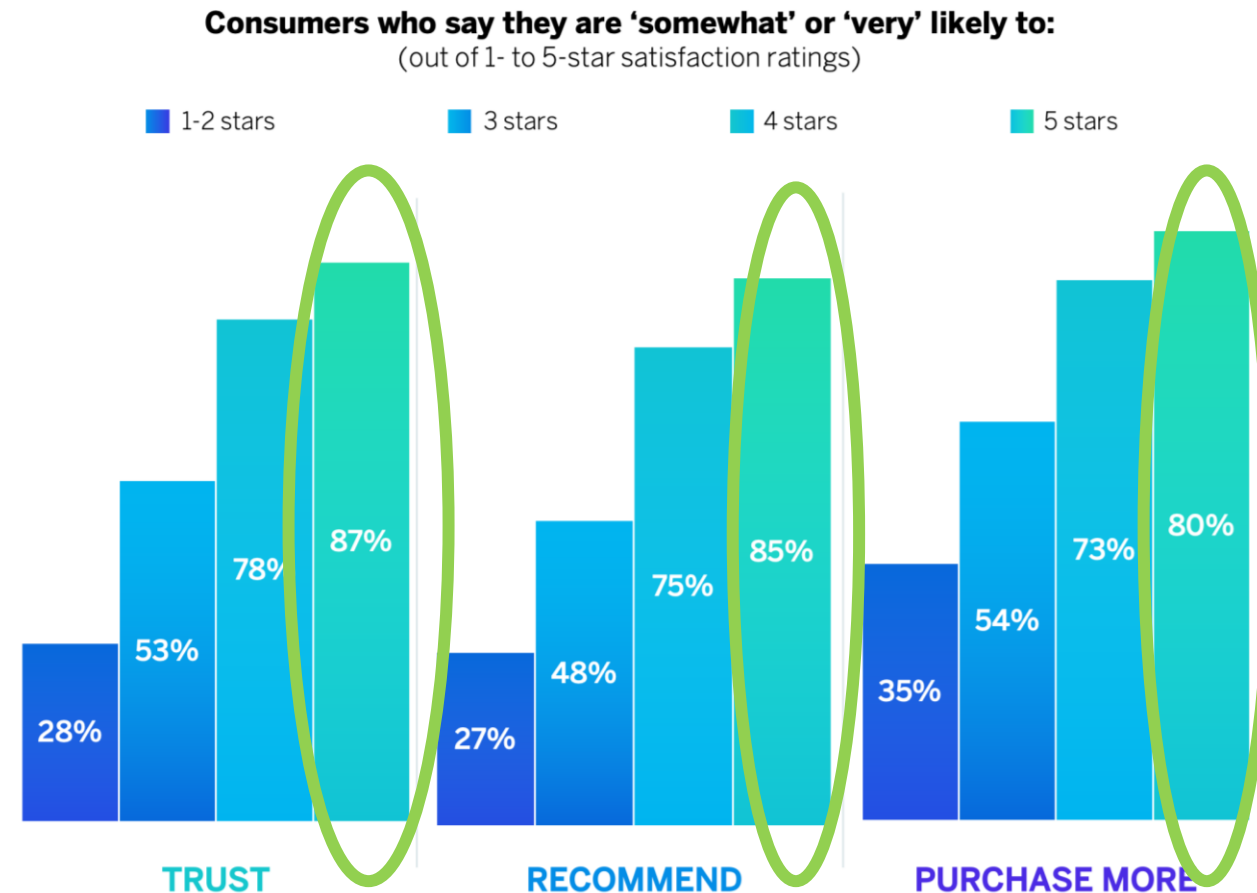
# CX and Loyalty

Rating of customer experience 5 stars:

More likely to trust,  
recommend, purchase

Source: Global Consumer Trends study, 2022, Qualtrics  
33093 consumers, 29 countries

<https://www.xminstitute.com/research/global-roi-cx-2023/>



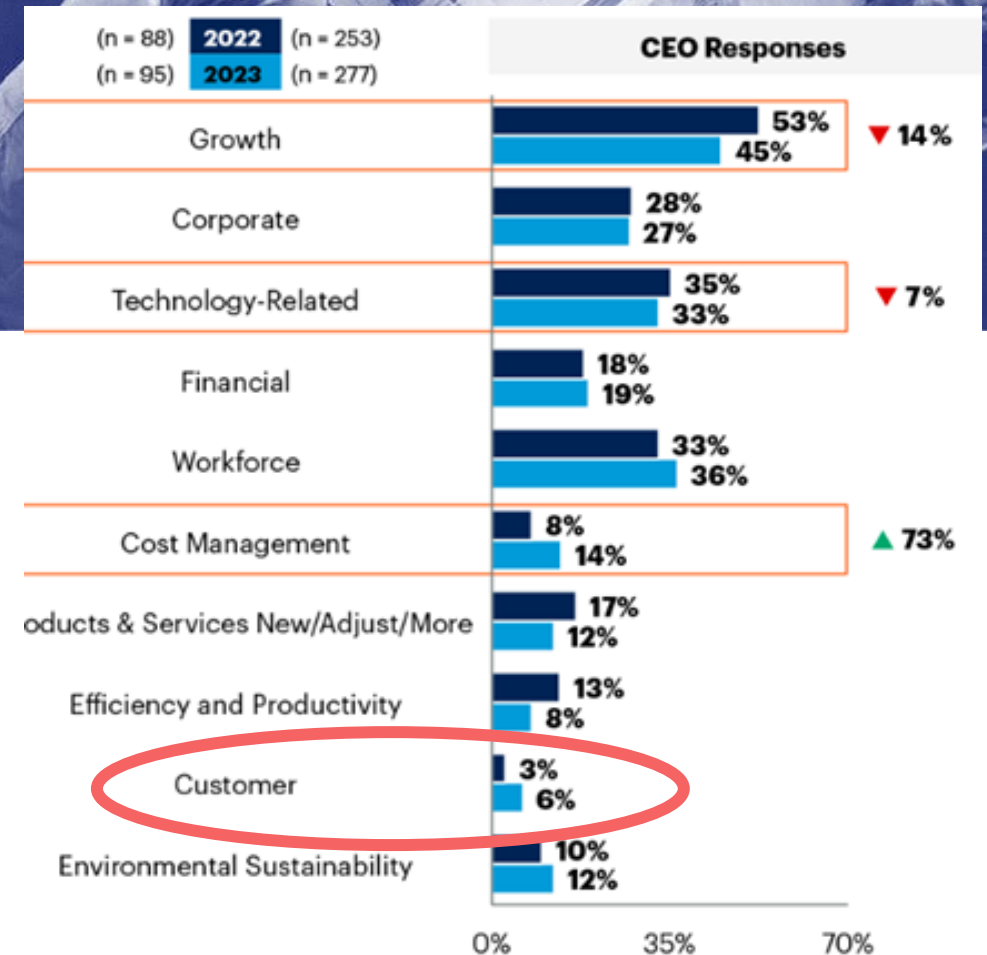
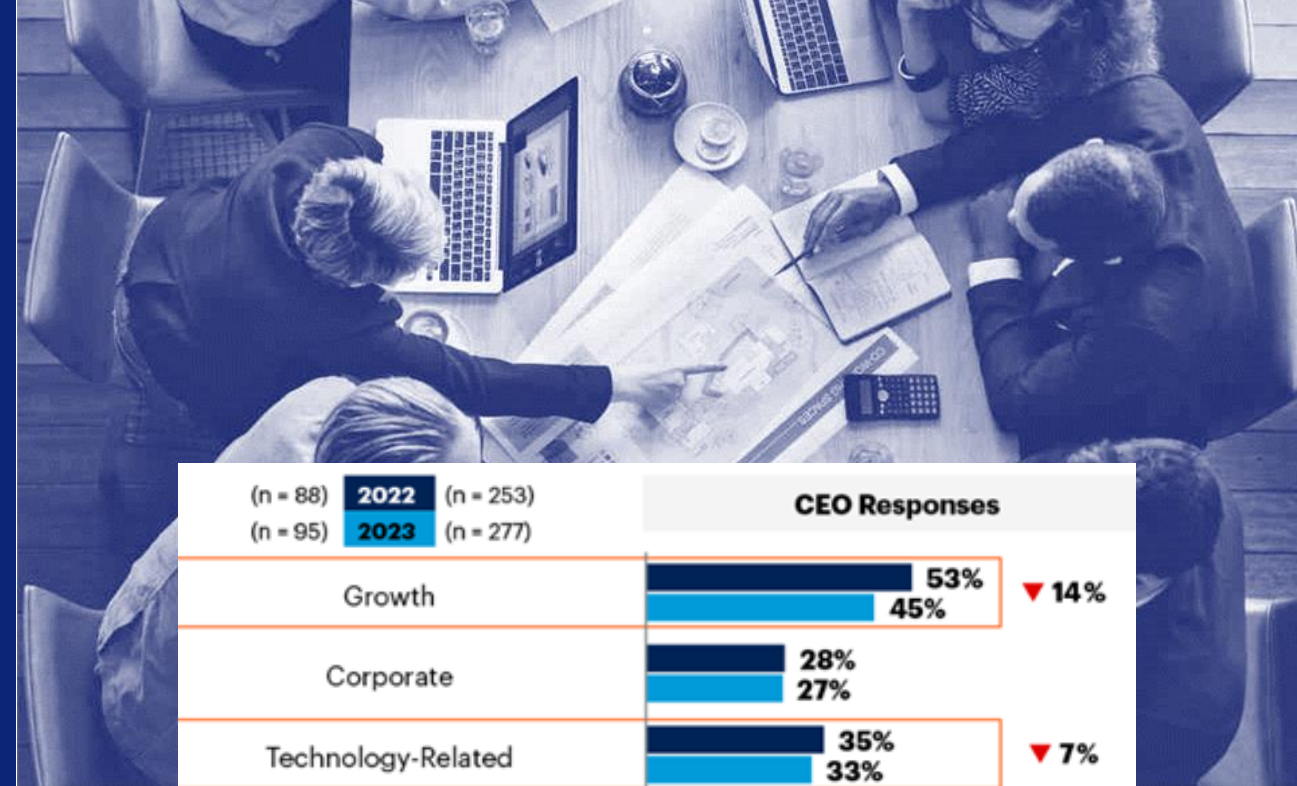
# CEOs don't prioritise customers

CEOs about their top strategic business priorities:

Only 6% mentioned the 'customer'.

Source: Gartner, 2023

<https://www.gartner.com/en/newsroom/press-releases/2023-07-25-gartner-survey-reveals-growth-as-top-strategic-business-priority-shared-by-cfos-and-ceos>



# NPS scores 2023: Still room for improvement

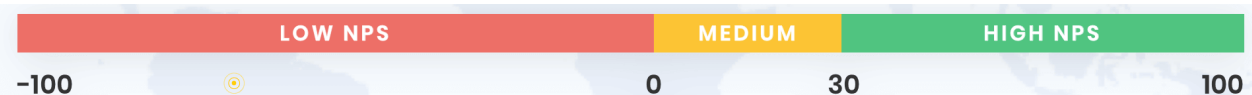
## Net Promoter Score

*“How likely are you to recommend our company/product/service to a friend or colleague?”*

Source: Retently, 2023

<https://www.retently.com/blog/good-net-promoter-score/>

Average scores ranging from 9 to 74



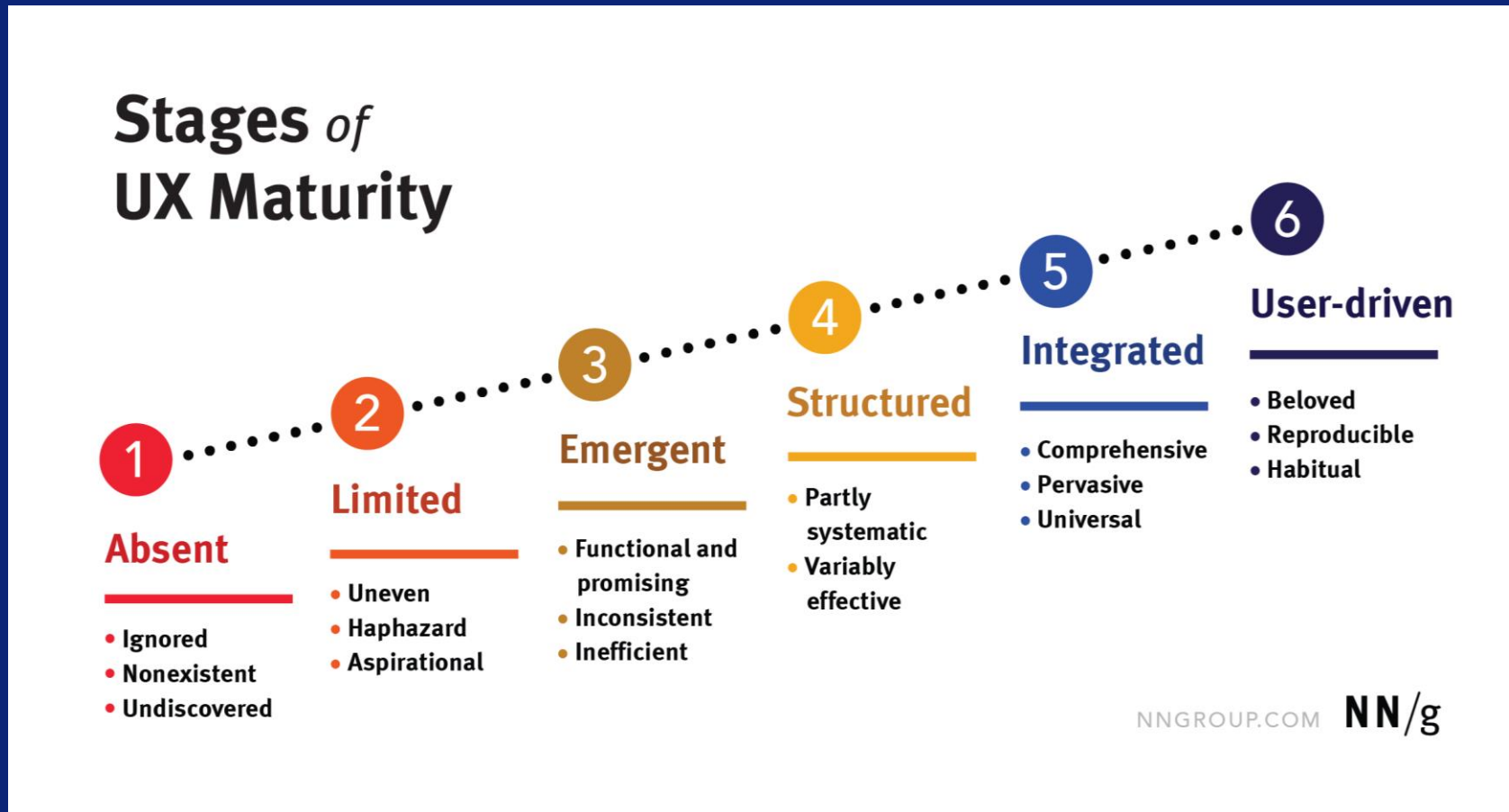
## Retently 2023 NPS Benchmark for B2C

average NPS score per industry





# 6 stages of UX maturity... and where are we now?

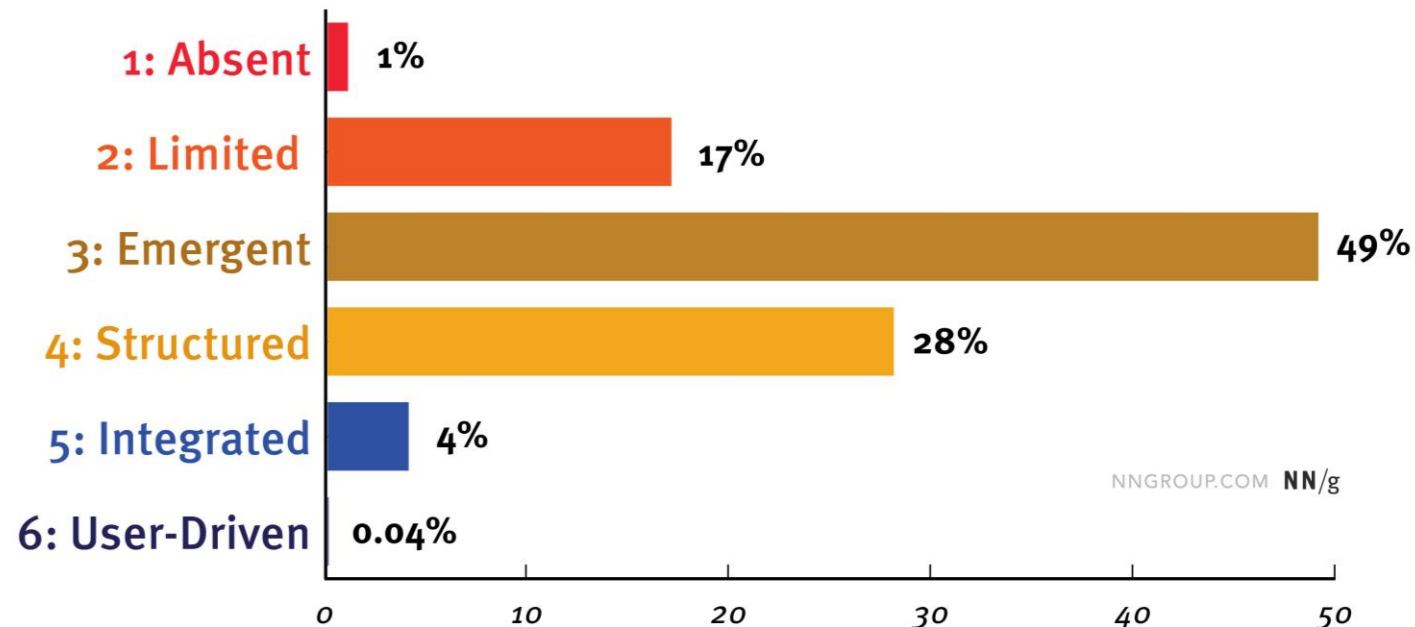


The State of UX Maturity:  
Data from Our Self-Assessment Quiz

Nielsen Norman Group, 2022

# UX Maturity is emerging... but almost no company is user-driven

Percentage of Respondents in Each UX-Maturity Stage



*“Half of 5,371 UX professionals were in stage 3 (emergent maturity) out of the 6-stage UX maturity model, and very few scored at the highest end. The lowest-maturity organizations are likely not captured.”*

The State of UX Maturity:  
Data from Our Self-Assessment Quiz

Nielsen Norman Group, 2022

**How to align  
a company  
on the user?**



# The solution



# JTBD for discovering user needs

# JTBD: A new lens to look at products

## From products to jobs-to-be-done

Product



Nice home

NETFLIX



Relaxing

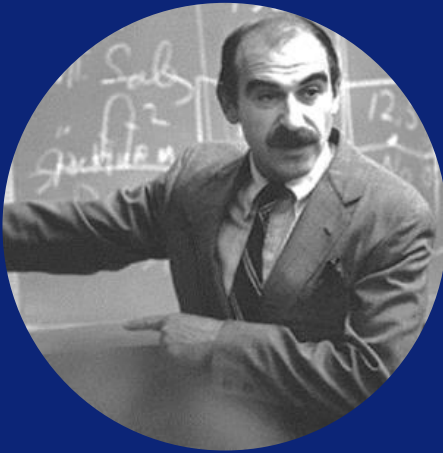


Bonding

# The origins of JTBD

*"They don't want quarter-inch [drill] bits.*

*They want quarter-inch holes."*



Theodore Levitt, 1983



People don't buy products; they 'hire' products to do jobs:

Solving a problem or fulfilling a desire.

# What is being sold here: Lipstick and nail polish – or a “new me”?

**ARE YOU  
MADE FOR 'FIRE AND ICE?'**

Try this quiz and see!

What is the American girl made of? Sugar and spice and everything nice? Not since the days of the Gibson Girl! There's a new American beauty... she's tease and temptress, siren and gamine, dynamic and demure. Men find her slightly, delightfully baffling. Sometimes a little maddening. Yet they admit she's easily the most exciting woman in all the world! She's the 1952 American beauty, with a foolproof formula for melting a male! She's the "Fire and Ice" girl. (Are you?)

Have you ever danced with your shoes off? yes ☐ no ☐  
Did you ever wish on a new moon? yes ☐ no ☐  
Do you blush when you find yourself flirting? yes ☐ no ☐  
When a recipe calls for one dash of bitters, do you think it's better with two? yes ☐ no ☐  
Do you secretly hope the next man you meet will be a psychiatrist? yes ☐ no ☐  
Do you sometimes feel that other women resent you? yes ☐ no ☐  
Have you ever wanted to wear an ankle bracelet? yes ☐ no ☐  
Do tables excite you, even on other women? yes ☐ no ☐  
Do you love to look up at a man? yes ☐ no ☐  
Do you face crowded parties with panic—then wind up having a wonderful time? yes ☐ no ☐  
Does gypsy music make you sad? yes ☐ no ☐  
Do you think any man really understands you? yes ☐ no ☐  
Would you streak your hair with platinum without consulting your husband? yes ☐ no ☐  
If tourist flights were running, would you take a trip to Mars? yes ☐ no ☐  
Do you close your eyes when you're kissed? yes ☐ no ☐  
Can you honestly answer "yes" to at least eight of these questions? Then you're made of "Fire and Ice!" And Revlon's lush and passionate scarlet was made just for you—a daring projection of your own hidden personality! Wear it tonight. It may be the night of your lifetime!

for you who love to flirt with fire...  
who dare to skate on thin ice...

*Revlon's* **Fire and Ice**

for lips and matching fingertips. A lush and passionate scarlet  
...like flaming diamonds dancing on the moon!

"Indelible-Creme" Lipstick... Regular Lipstick  
Fruited Nail Enamel...  
Improved-Formula Nail Enamel

NOVEMBER 1, 1952

*"In the factories we make cosmetics. In the drugstores we sell hope."*

Charles Revson, the founder of Revlon

The jobs-to-be-done concept has been used in advertising for a very long time.

This ad shows the focus on 'higher level jobs' that buying the lipstick fulfils.



Customers don't want this

What do  
customers  
really want?

Not drilling a hole, not  
assembling furniture...



IKEA's innovation was to create furniture that you could order and assemble yourself without needing to “drill a quarter inch hole”.

But customers don't even want to assemble furniture.

# What do customers really want?

## ...just a nice home

### They want this



In 2017, IKEA bought Task Rabbit – because people don’t want to “assemble/ build furniture” either.

They want to express their individuality and feel comfortable in their home.

# JTBD Hierarchy

## Influencing factors

- Fears, insecurities, barriers that hold users back to achieve their goals.
- Triggers and pulls that motivate users to start trying to achieve their goals.

**Higher level jobs**

Have a nice home

Emotions,  
aspirations, visions.

**Core jobs**

Get new furniture

The main goal the user  
wants to achieve.

**Lower level jobs**

Hire Task Rabbit to get it assembled...

All the small steps users  
need to do to accomplish  
their core jobs.

Stepstone uses  
JTBD to align on  
the user



# Vision at Stepstone

*“Everyone at Stepstone talks about jobs-to-be-done when having a coffee break.”*



**Florin Ciontu**  
SVP Product B2C



# JTBD research



**Yann Wermuth**  
Vendbridge

## Method

Qualitative in-depth interviews (N = 52)  
Quantitative survey (N = 9230)

## Two target groups

Job browsers

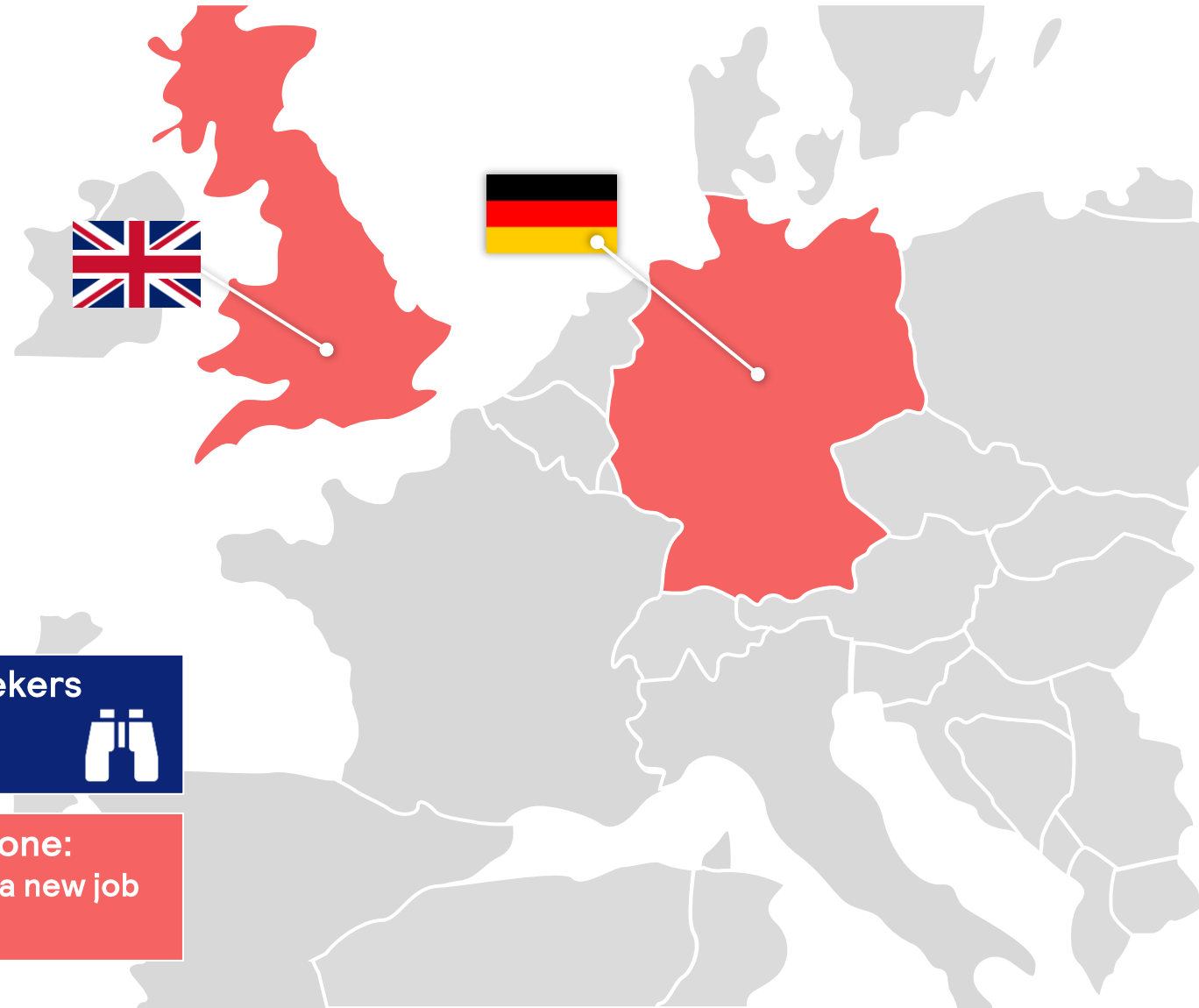


**Job-to-be-done:**  
To keep an eye on the job  
market

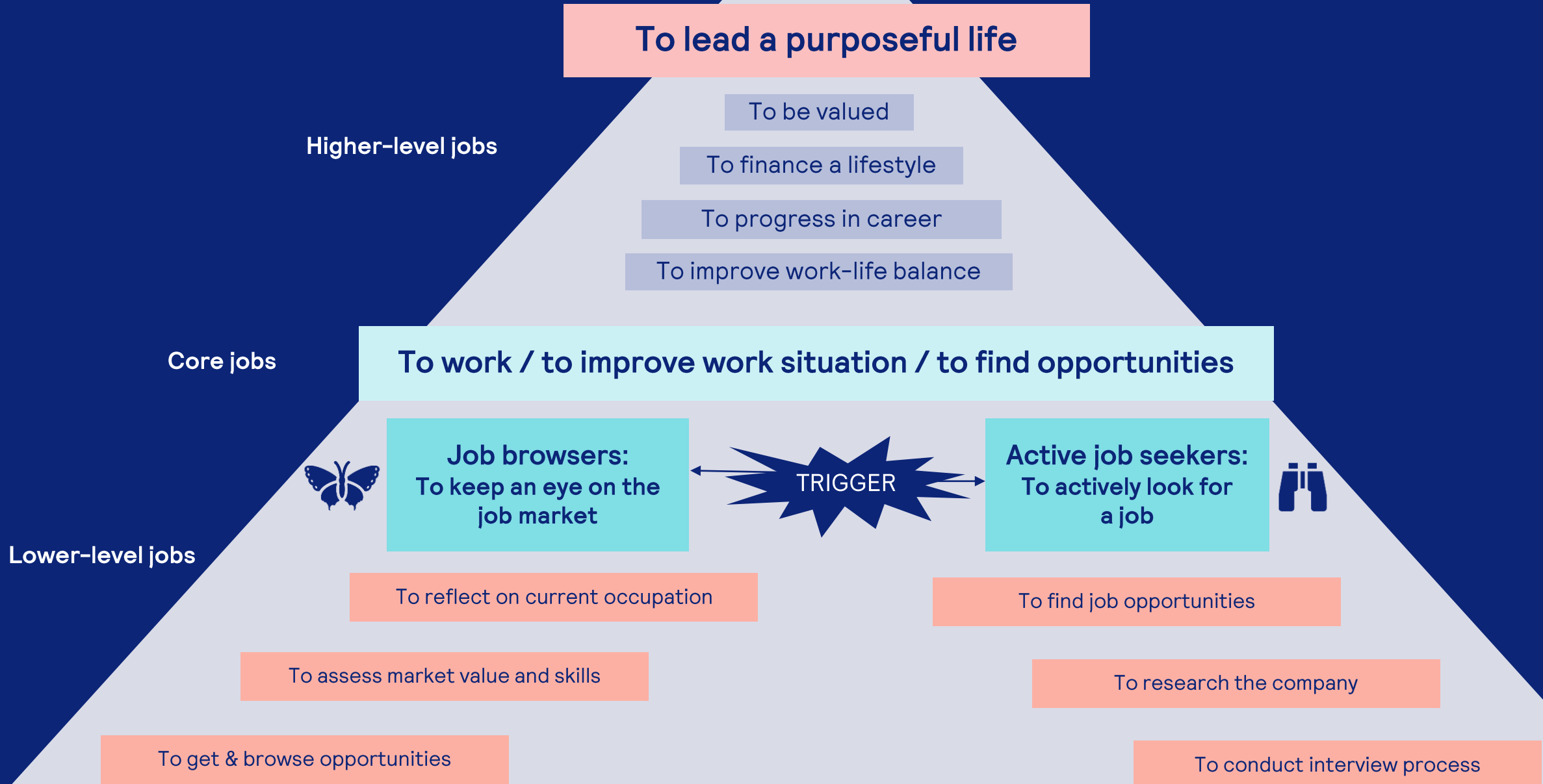
Active job seekers



**Job-to-be-done:**  
To actively look for a new job

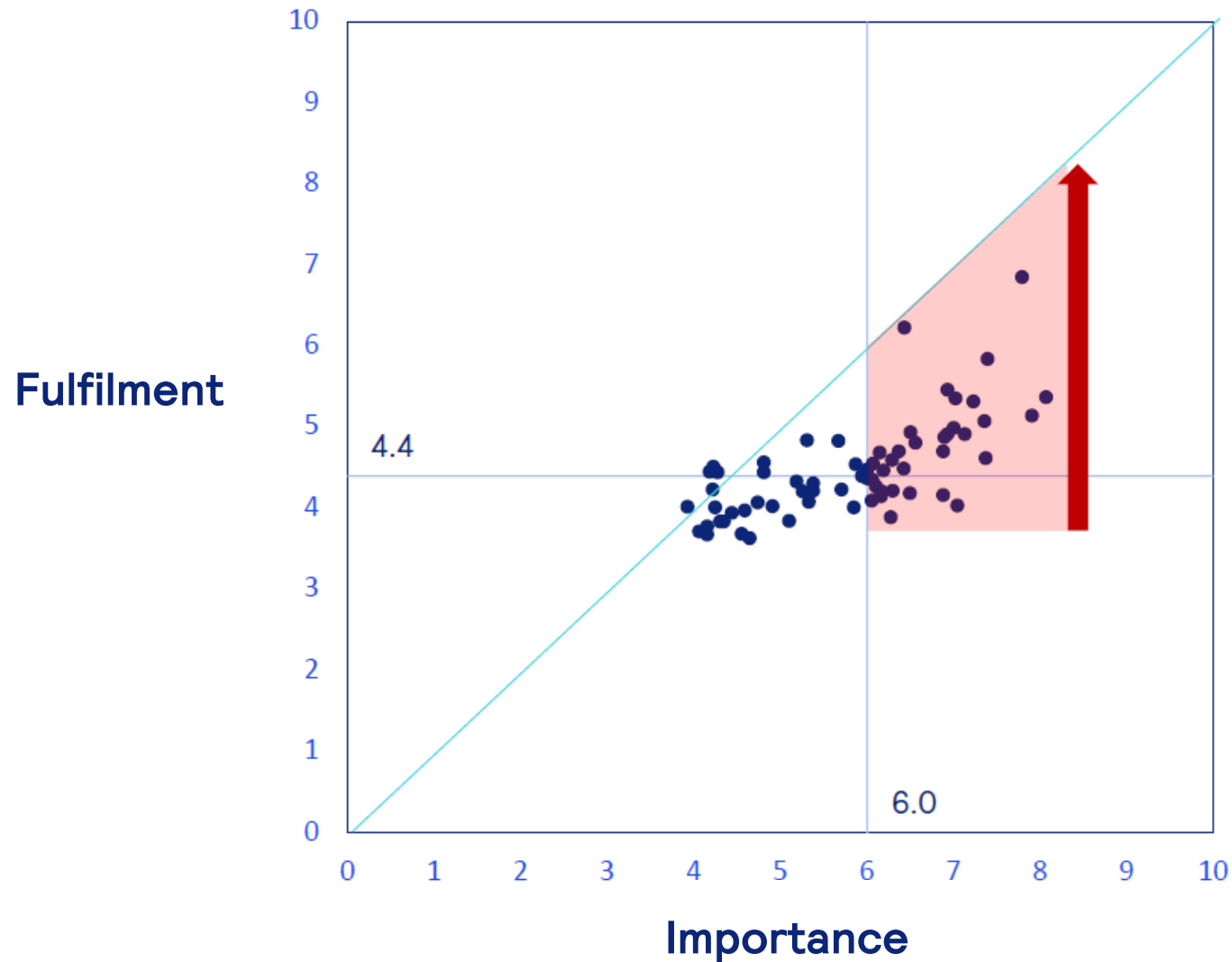


# JTBD at Stepstone



# Quantitative survey

## Measuring fulfilment & importance of job metrics













- Survey about job metrics (pain points and user needs).
- Respondents rated how important and fulfilled these job metrics were.

# Job Seeker Journey with JTBD

Top, medium & low priority job metrics

Products should address the top priority job metrics (with high importance and low fulfilment).

Stage	Status quo	Orientation	
Goal	Reflect on current occupation	Assess yourself	Browse opportunities
Top priority job metrics			
Medium priority job metrics			
Low priority job metrics			
Barriers			Barriers (Caspar Feld) 



# Activation of JTBD at Stepstone

To bring the JTBD knowledge to life and make product managers use JTBD

- Internal trainers and champions for JTBD
- Concept, advice and guidance by our agency Vendbridge

## We trained 120 people

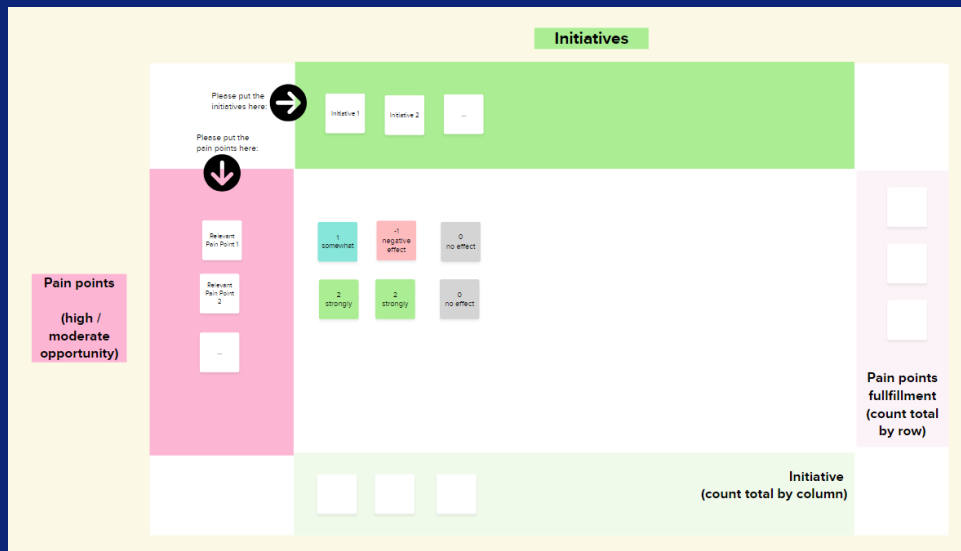
### Training per product area

- Presentation with JTBD research insights
- Two tailored workshops (pain point matching & value proposition canvas)

Cross functional participants from product, UX, analytics, engineering

# Workshop

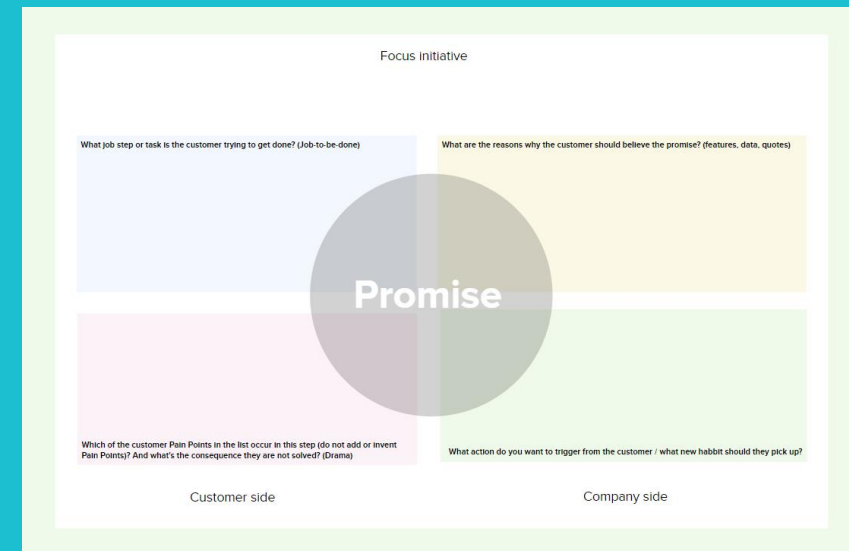
## Pain points matching



**The product initiatives from a product area were matched to the job seekers' job metrics (pain points & needs).**

# Workshop

## Value proposition canvas



The outcome of the first workshop was used to ideate solutions for one product area.

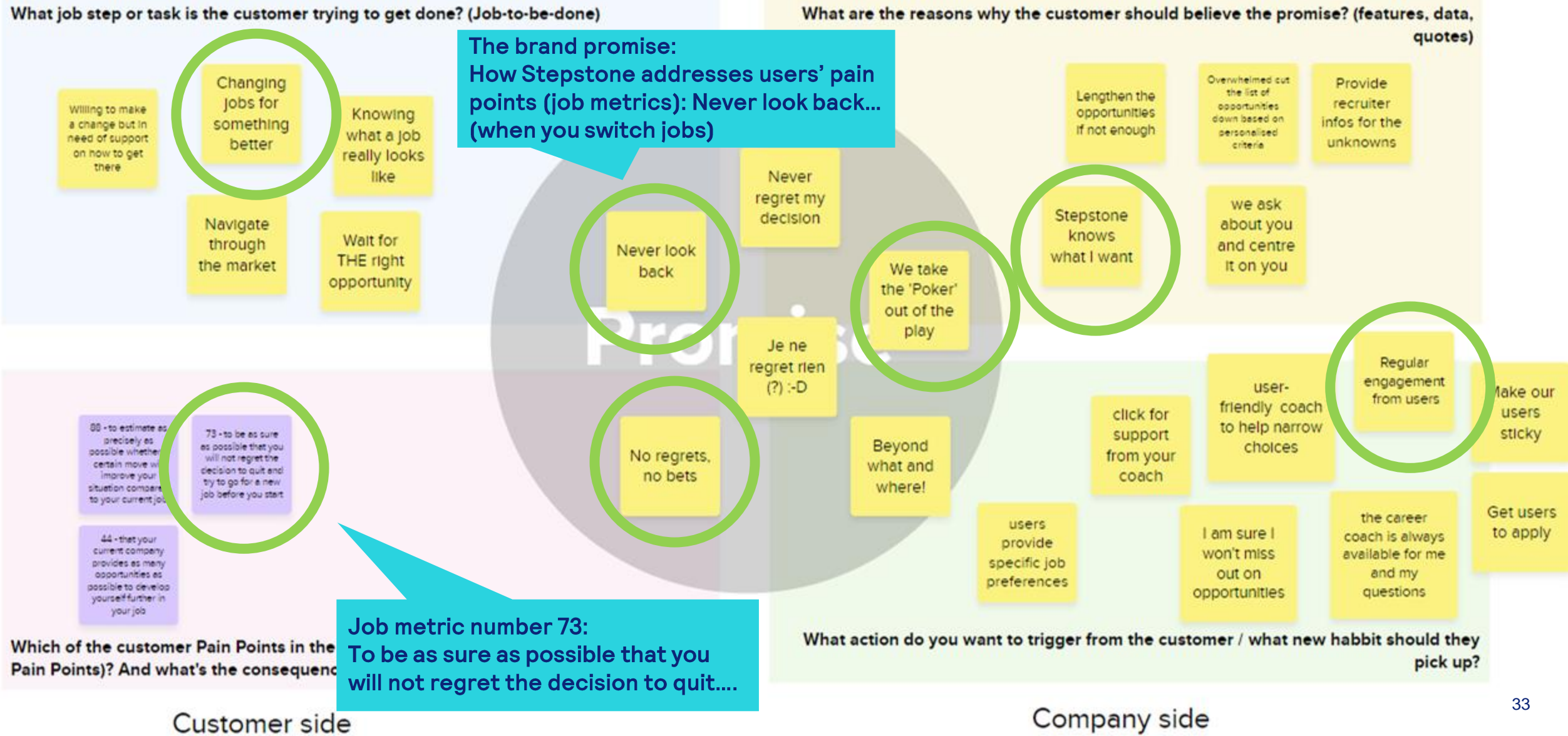
Matching of initiatives with job metrics (pain points)

how well a pain point is addressed with your initiatives: Count total by row  
 how well an initiative satisfies pain points: Count total by column  
 You're ready, come back from your break out rooms and present to everyone

- Find out how well a pain point is addressed with your initiatives: Count total by row
- Find out how well an initiative satisfies pain points: Count total by column
- When you're ready, come back from your break out rooms and present to everyone



# Workshop: Value proposition canvas



# The outcome



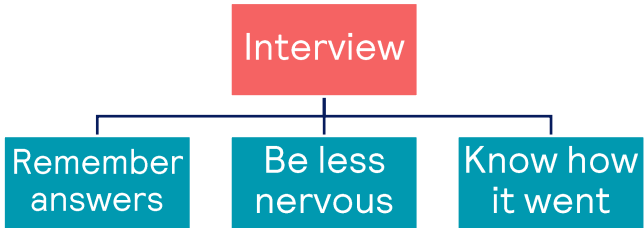
# Product: Prioritisation with JTBD



**Lawrence Hardy**  
Portfolio Product Director  
Stepstone

Problem space

Job metrics (user needs) for the interview phase of the job seeker journey

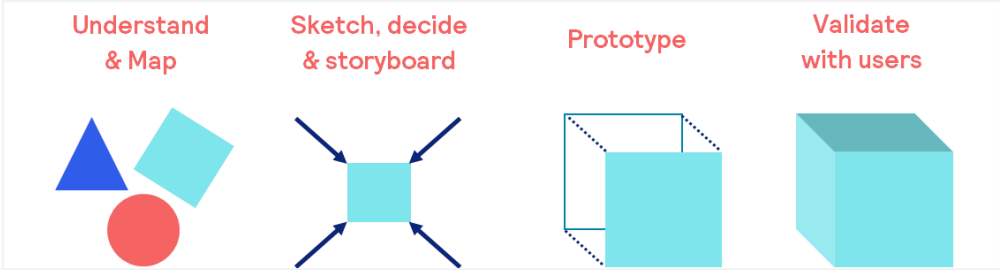


# Design sprints & iterations

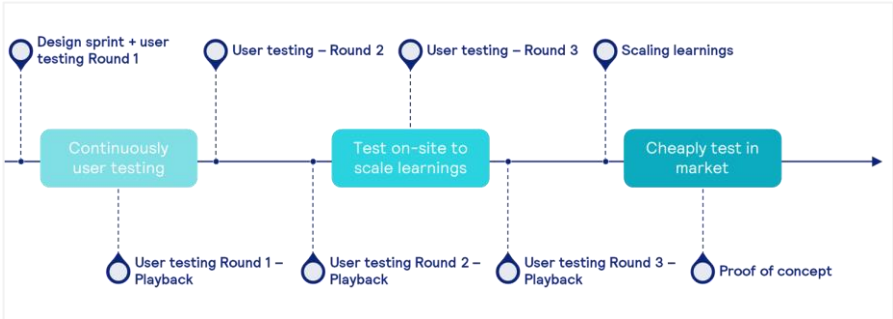


**Lawrence Hardy**  
Portfolio Product Director  
Stepstone

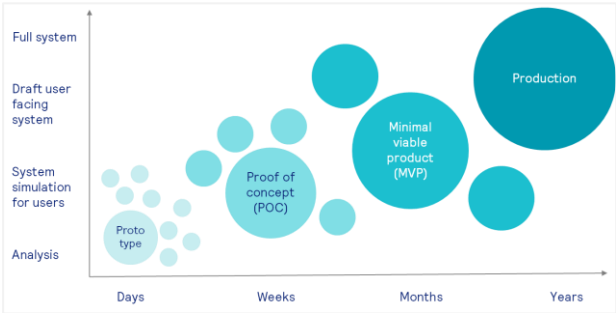
Solution space



**Design sprint**



**Iterate prototype**



**POC to production**

# The Virtual Interviewer

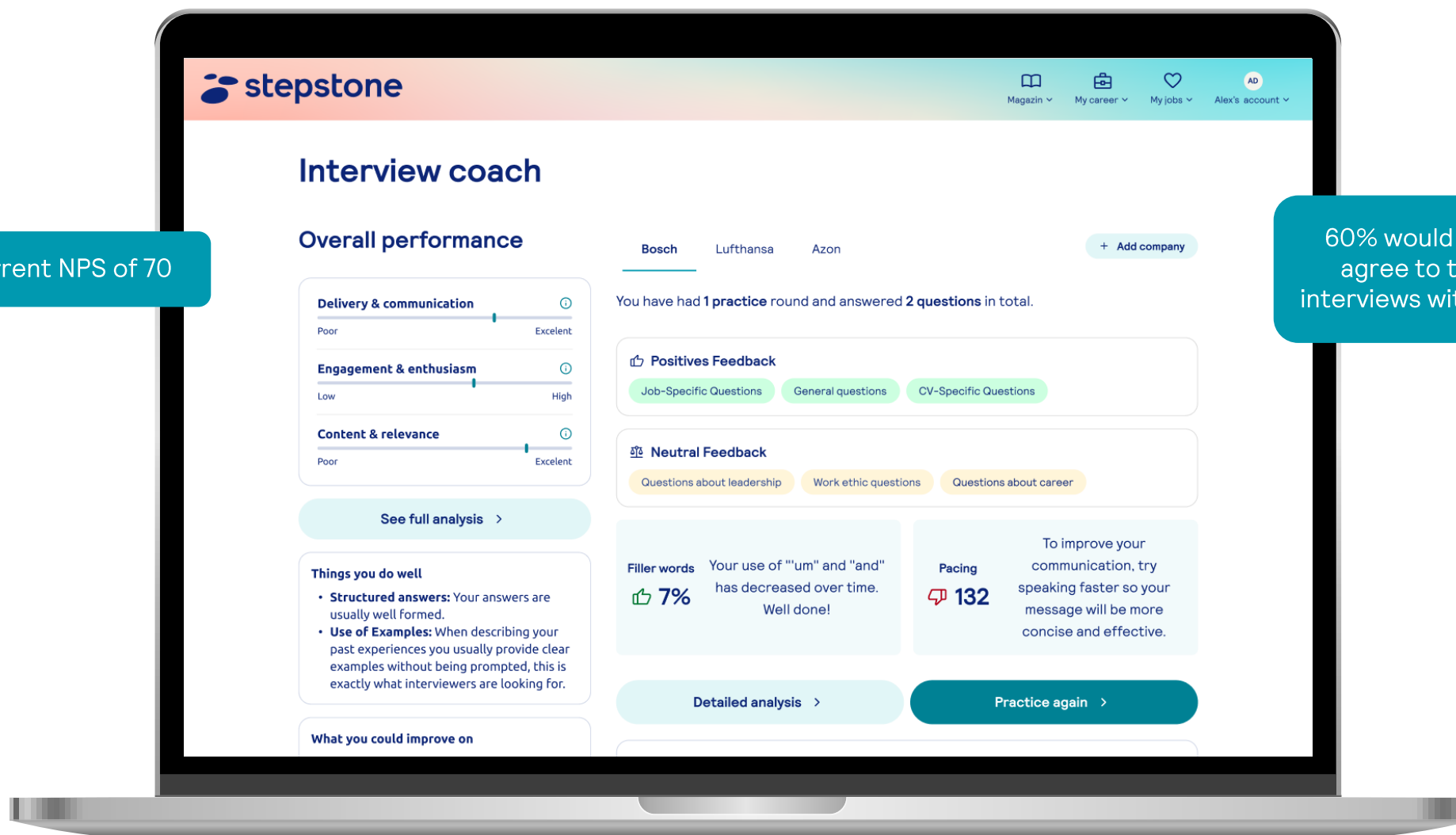
## A solution for job seekers based on JTBD

Current NPS of 70

60% would strongly agree to track all interviews with this tool



**Lawrence Hardy**  
Portfolio Product Director  
Stepstone



# The outcome

- JTBD has moved Stepstone into user centricity. We started speaking a common language of user needs.
- JTBD helps us to focus.
- JTBD identifies opportunities for product development and enables us to find innovative solutions.

...and, the JTBD journey never ends!  
We are only at the beginning!

## Recipe for shift to user

- Senior Vice President Product obsessed with JTBD and users
- JTBD activation team
- Internal JTBD trainer team of Product Managers and Researchers
- Solid data: qualitative and quantitative JTBD user research
- Partner agency for conducting the research and supporting with training concept and advice

# Advantages of using JTBD

Why  
Do  
We  
Do  
What  
We  
Do?

- **JTBD removes the guess work about the user by focusing on users' goals (jobs):**  
  
This is much more than just having empathy with users. Users want help in getting their jobs done.
- **JTBD is solution agnostic; it describes the problem space without thinking about solutions**
- **JTBD has long term validity, because the goals of the users don't change that fast**
- **JTBD includes both higher level goals like visions, main goals and detailed tasks**



# Thank you for your attention!

**Sabrina Duda**

Principal UX Researcher

The Stepstone Group

[www.smiling.club](http://www.smiling.club)

[www.linkedin.com/in/sabrinaduda](http://www.linkedin.com/in/sabrinaduda)

