



💡 **Product Circle**  **Chat**

Wed, Jan 31, 2024

Eckhart Boehme  
Founder & Managing Director - unipro solutions

“ Misalignment is THE biggest reason why organizations break down. ... It's not about the misalignment of opinions and views among executives, department leaders, sales, marketing, and product teams. The only frame of reference here is **misalignment between the customer's needs and the entire organization's view of those needs.**

Ashish Jain, CEO KAIROS Pulse

# How Misalignment Looks Like



Engineering



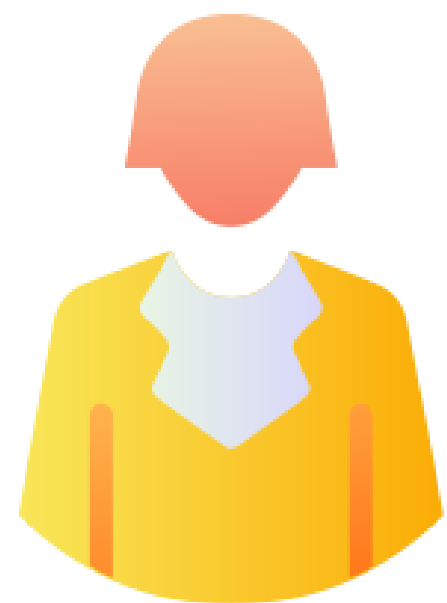
Product Management



Product/Service



Customer



Marketing



Sales

# ent Look

Customers want a product with the latest features, like tea in capsules.

There is a latent need for a *digitally enhanced tea entertainment.*

I want an easy and inexpensive way to make tea.

Customers will buy it because they love our brand.

Our other kitchen appliance sold in great numbers, so this will be a hit.

\$600

Customer

Marketing

Sales

# ent Look

Marketing doesn't bring any value other than creating pretty collateral.

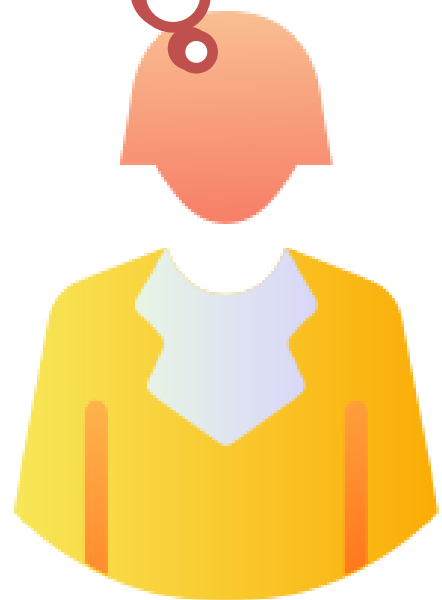


Product teams live in a cocoon and can never deliver on time.



Customer

Sales is incompetent in positioning the product, not willing to learn.



Marketing

Marketing is far from reality and does not understand customer needs.



Sales

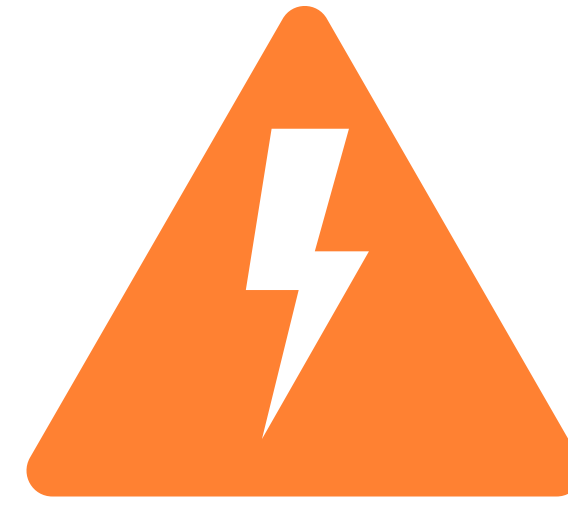
# How Misalignment Looks Like



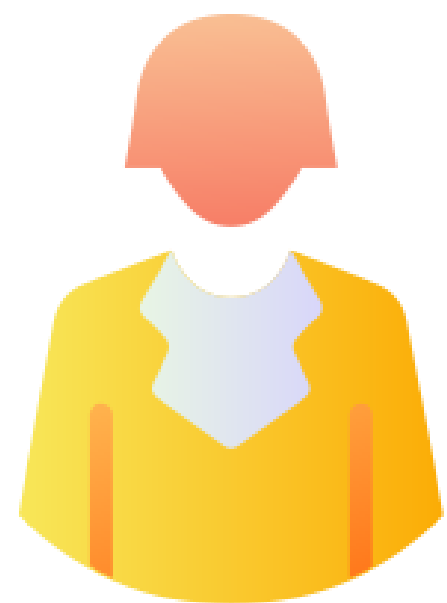
Engineering



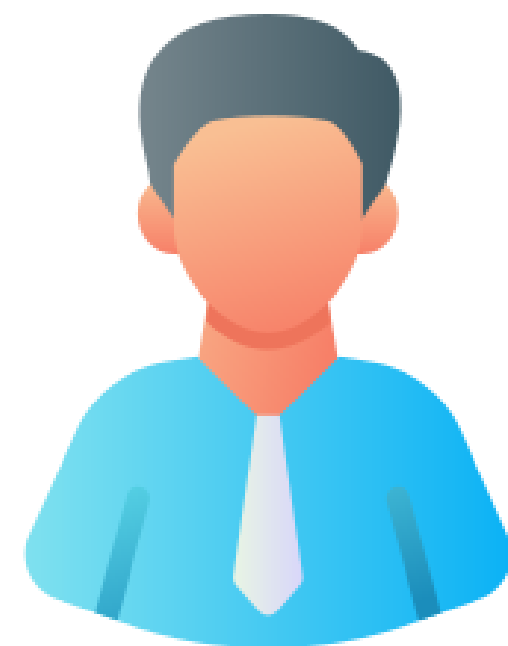
Product Management



Customer

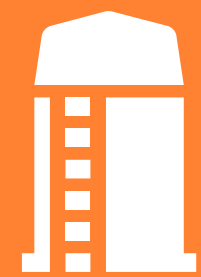


Marketing



Sales

# Three Key-Challenges in Strategy Development and Execution



Engineering,  
Marketing, Sales  
working in Silos



Assumptions made  
about customers



Strategic direction  
often a  
power struggle

# What are Customer Jobs to be Done?

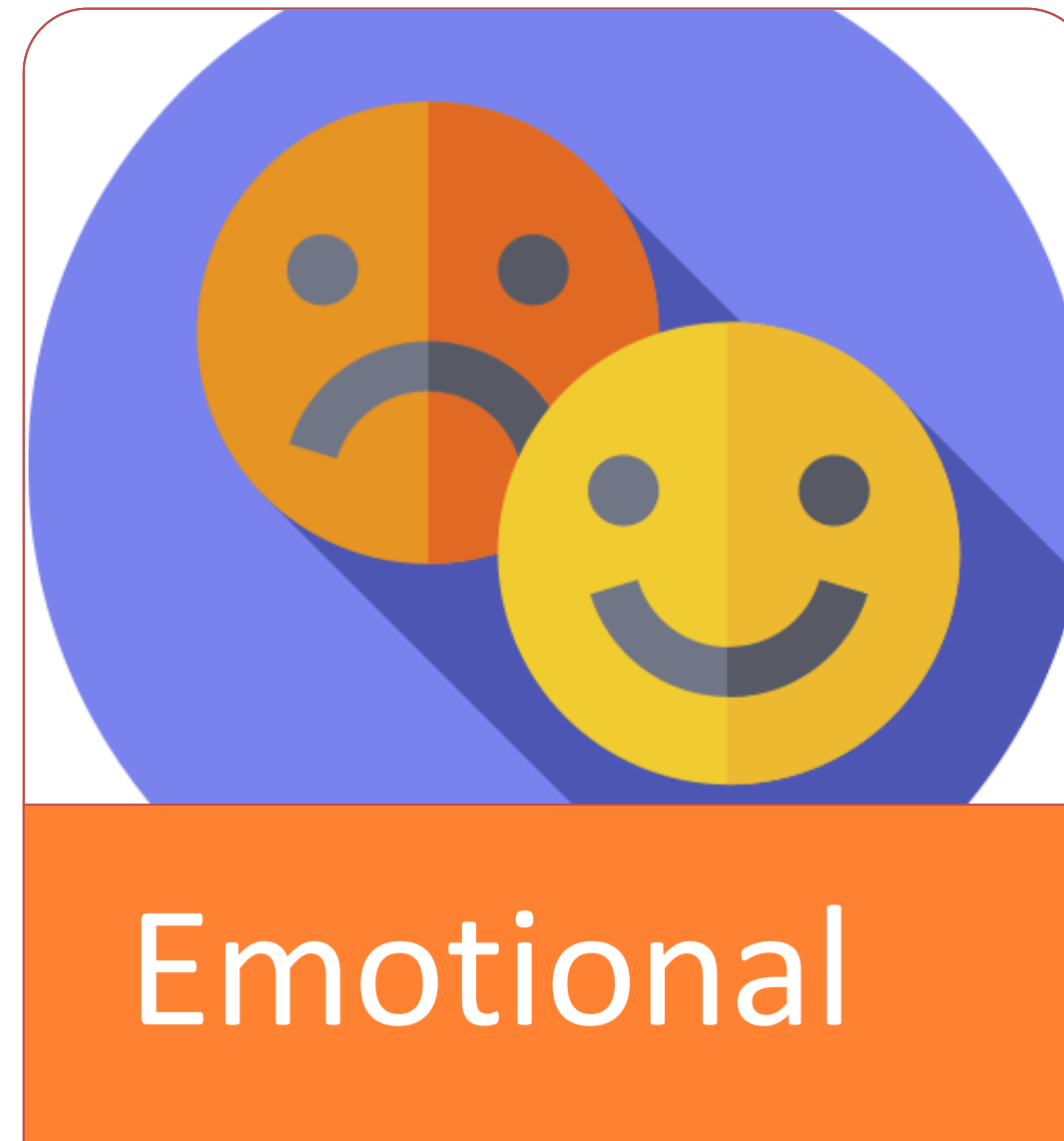




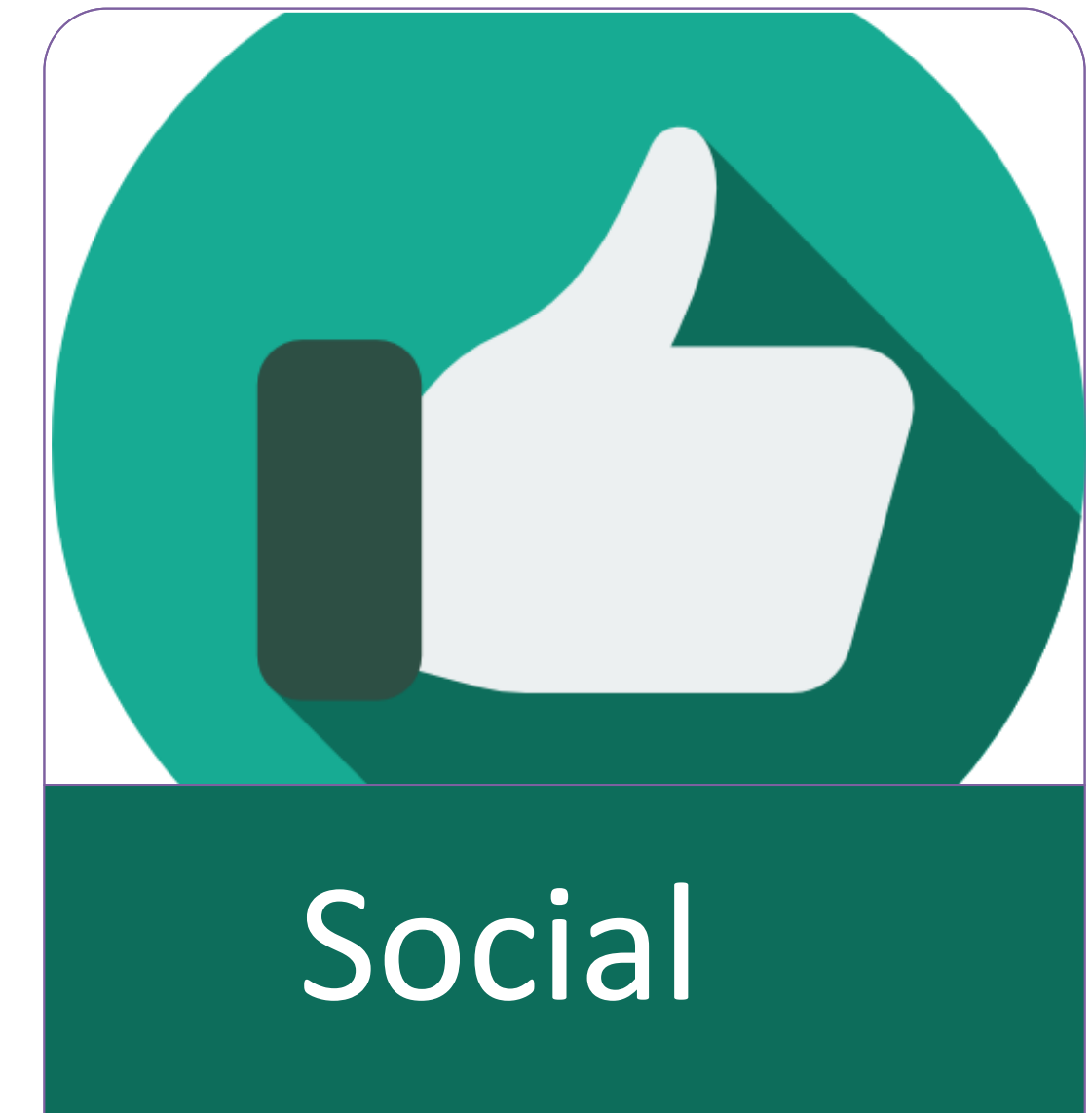
# Examples of Jobs, Customers Want to Get Done



- Getting from a to b
- Calculating a value
- Bringing a child to school safely

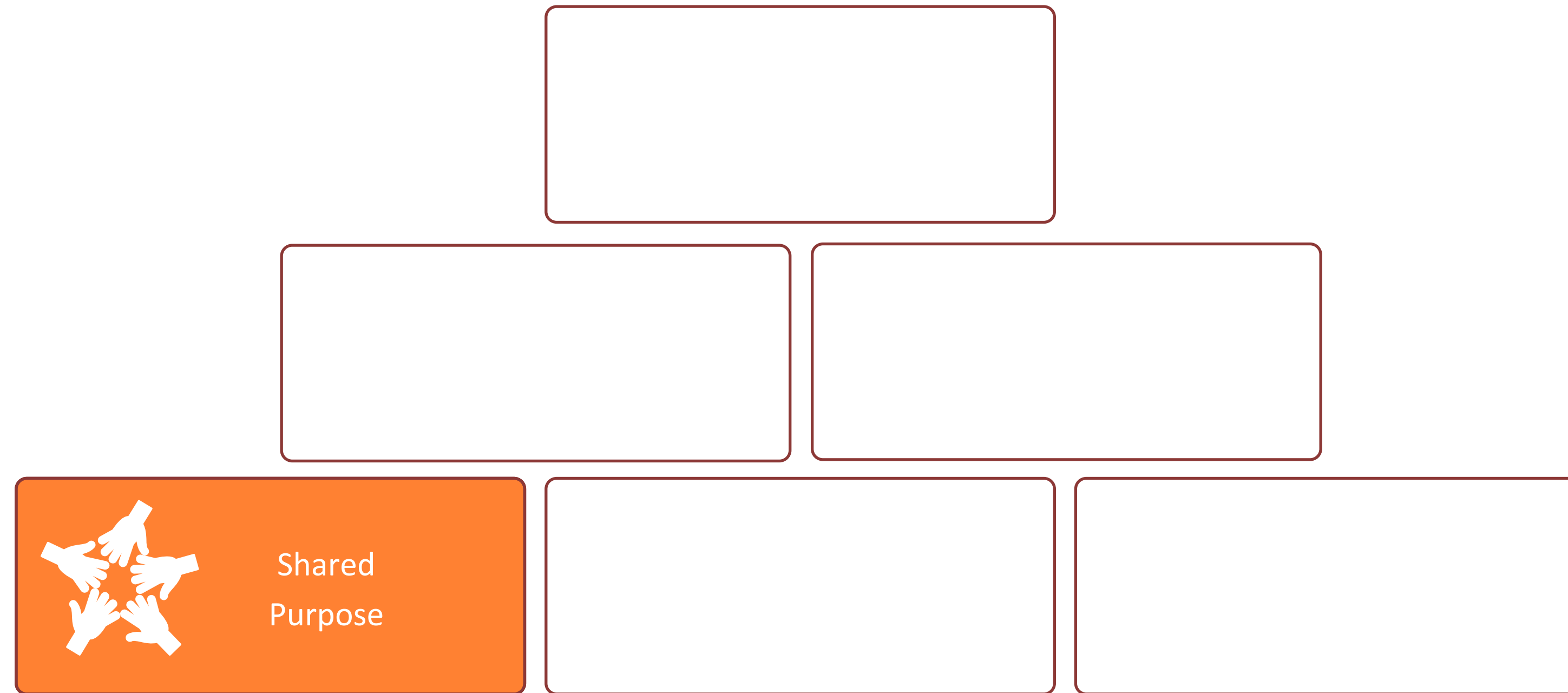


- Enjoying oneself
- Getting peace of mind
- Feeling proud of achievement

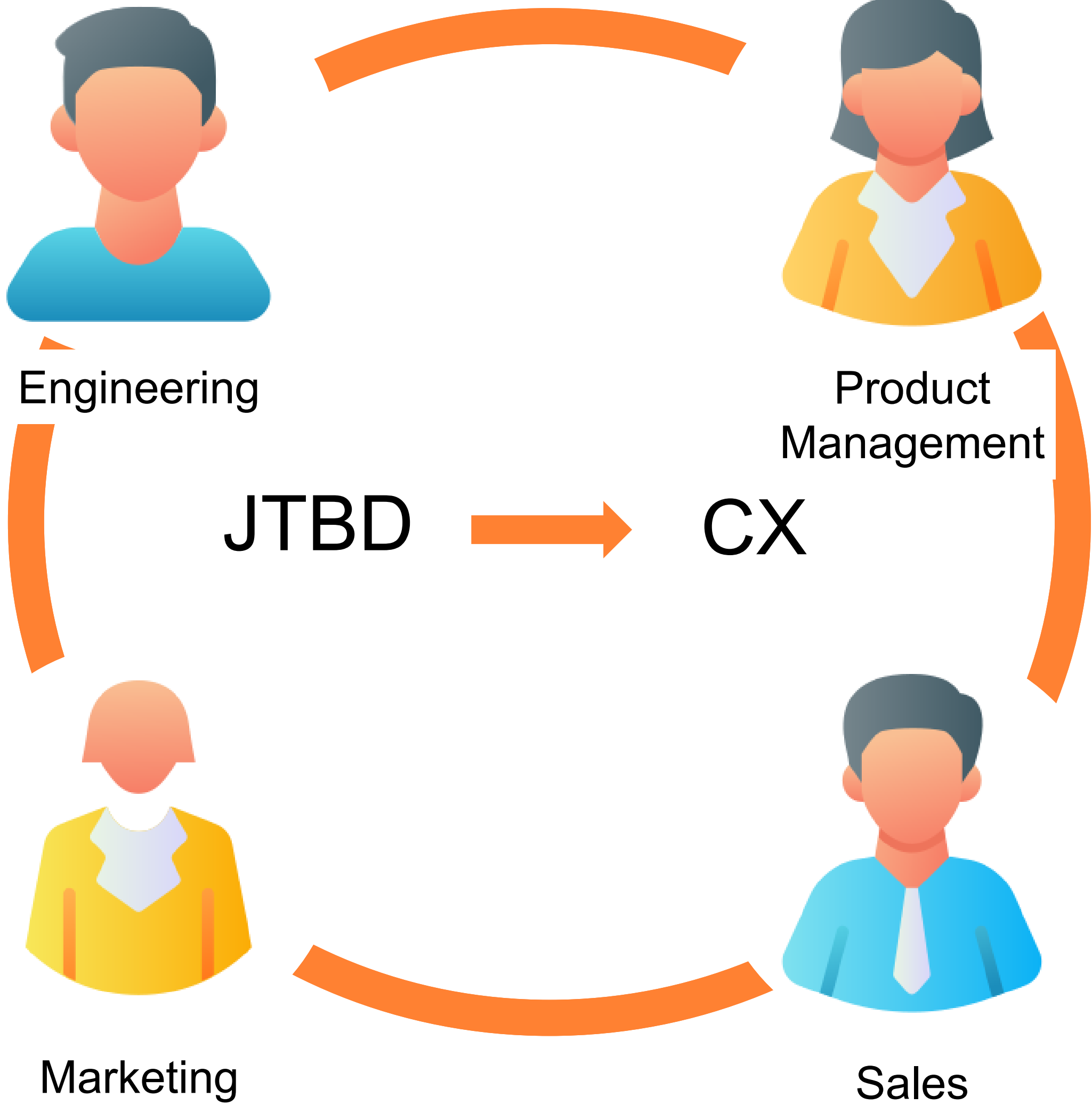


- Getting recognized
- Achieving a higher social status
- Having the feeling of doing good

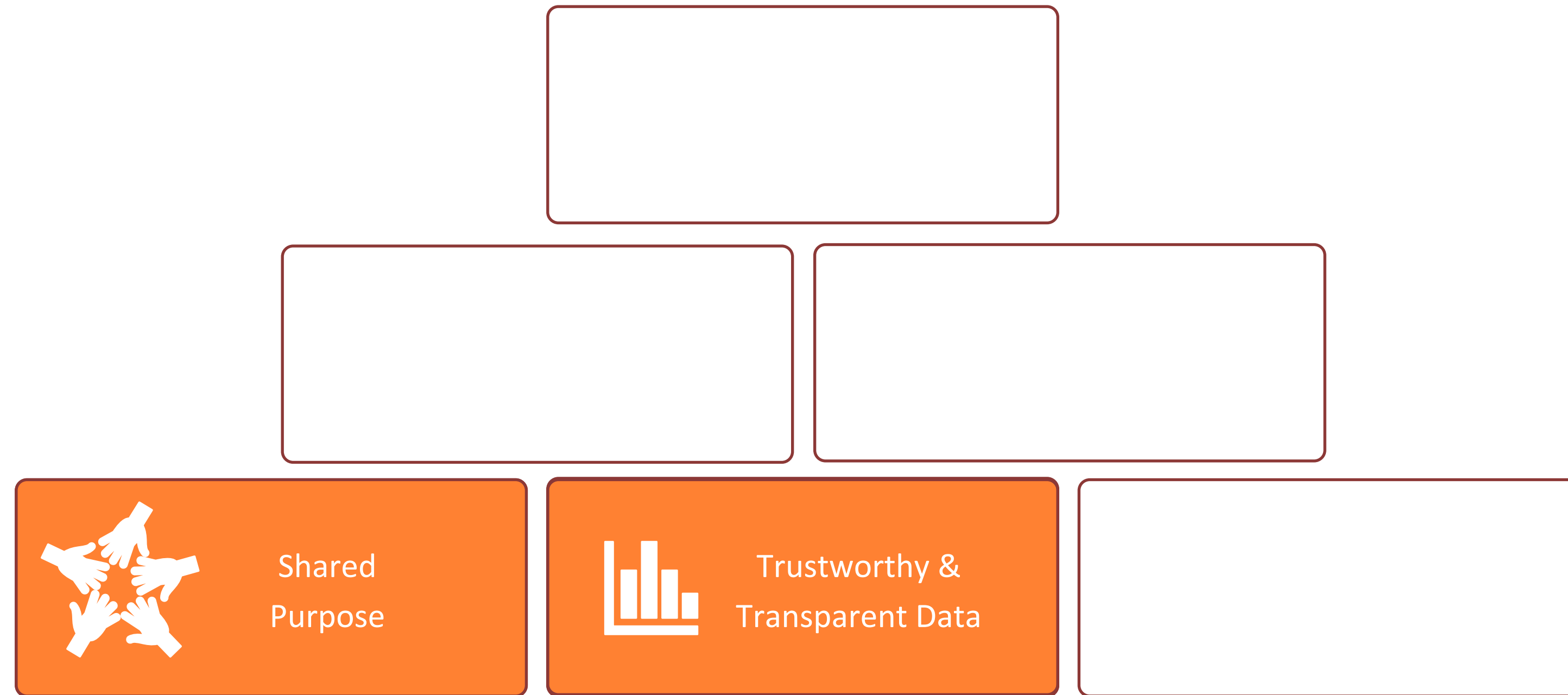
# The 6 Building Blocks of Building Customer Job Alignment



# Shared Purpose



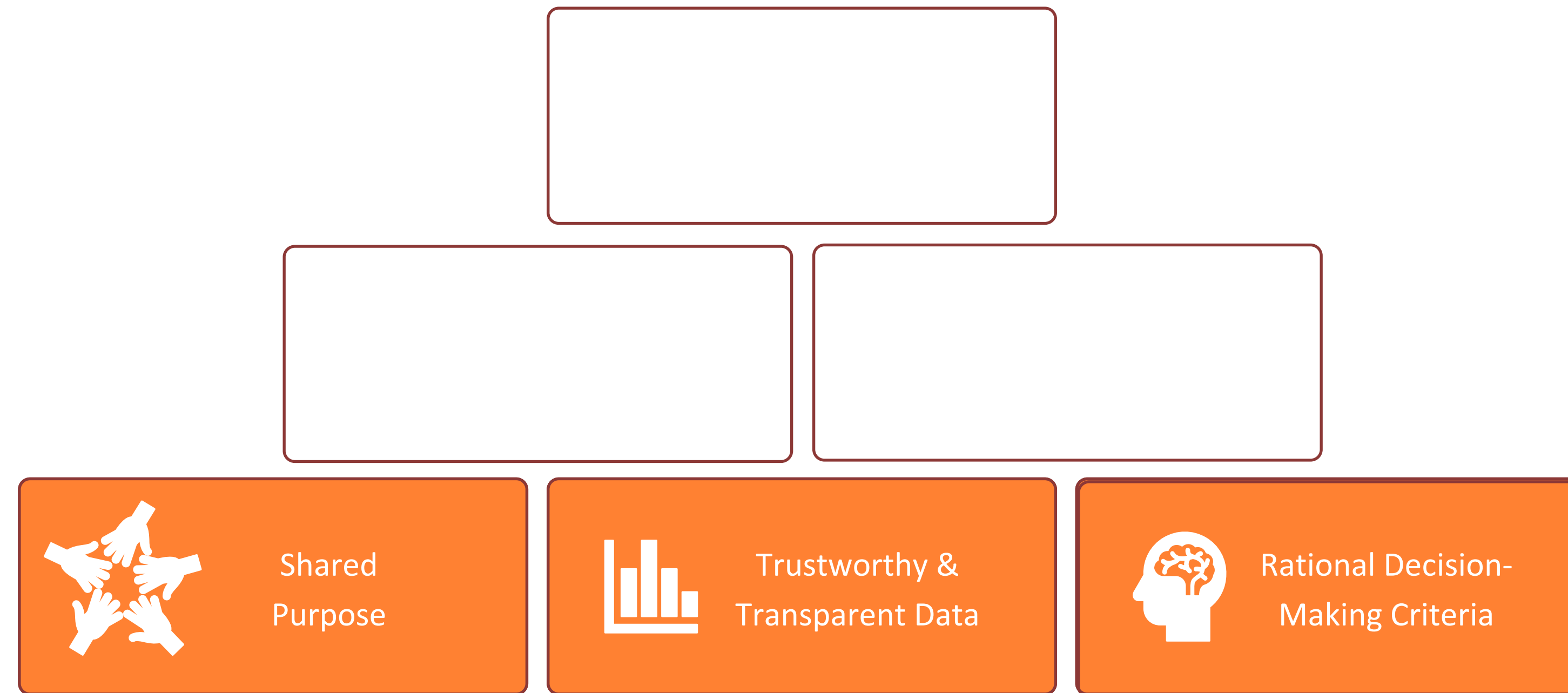
# The 6 Building Blocks of Building Customer Job Alignment



# Trustworthy & Transparent Data



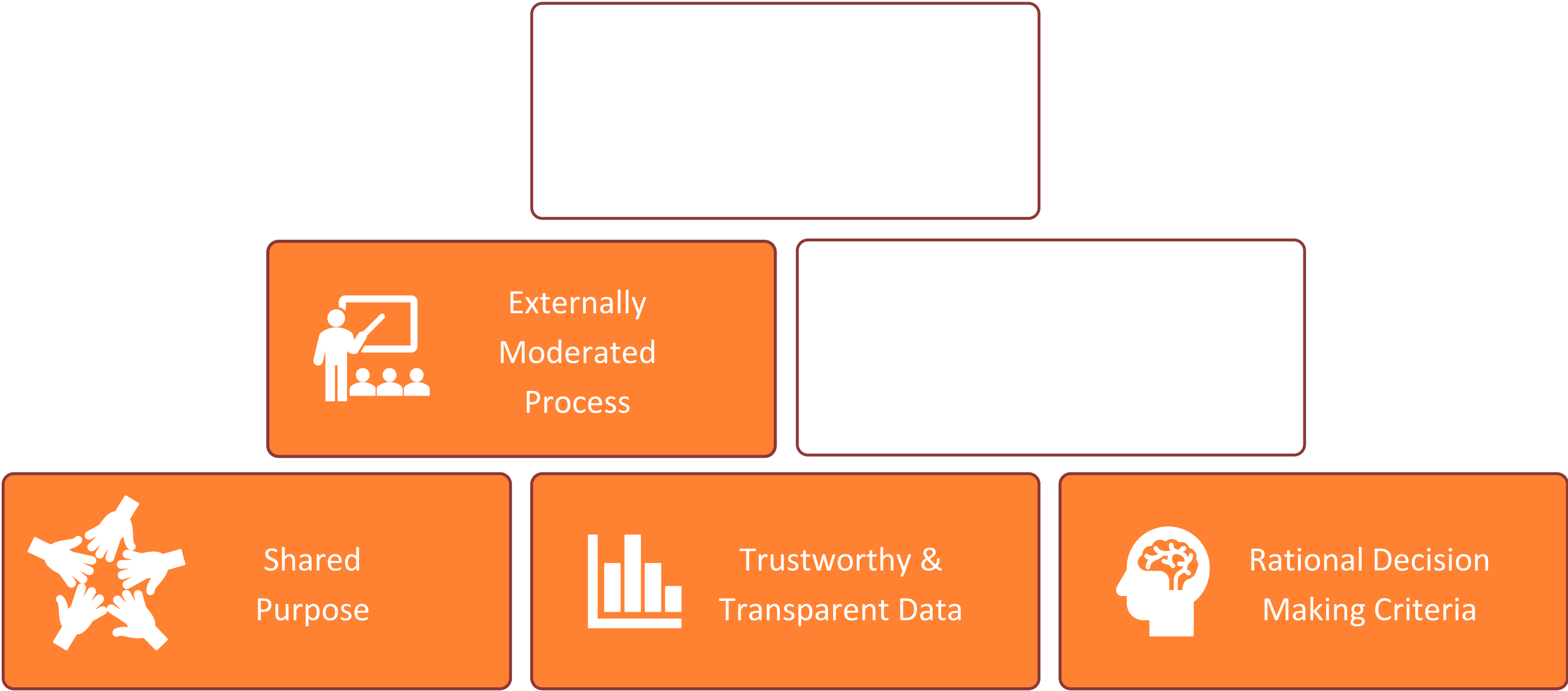
# The 6 Building Blocks of Building Customer Job Alignment



# Rational Decision-Making Criteria



Photo by Cherrydeck on Unsplash

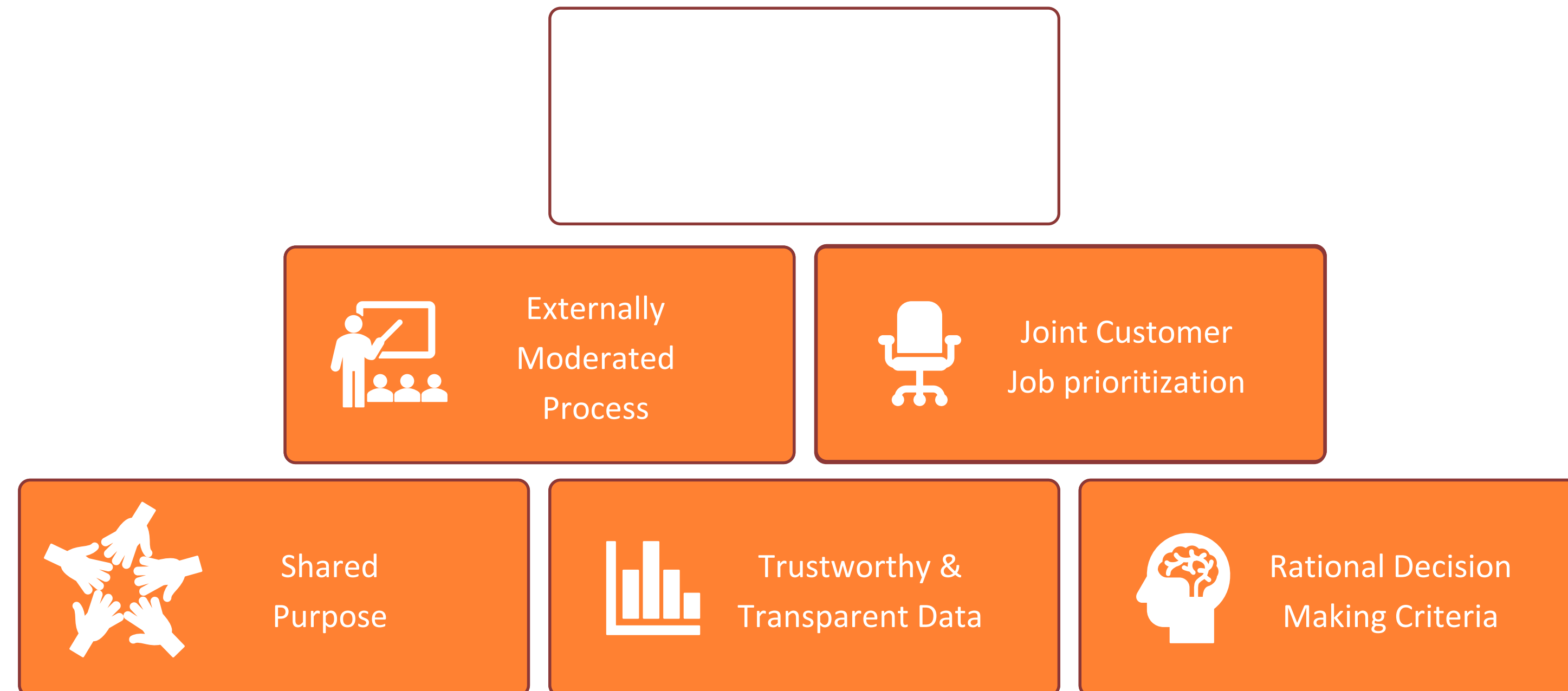




# Externally Moderated Process



# The 6 Building Blocks of Building Customer Job Alignment



# Joint Customer Job Prioritization



# The 6 Building Blocks of Building Customer Job Alignment



# Collaborative Strategy Development




1



Identify customers' Jobs to be done

2



Prioritize Customer Jobs

3



Ideate Strategy

# Process & Tools

1

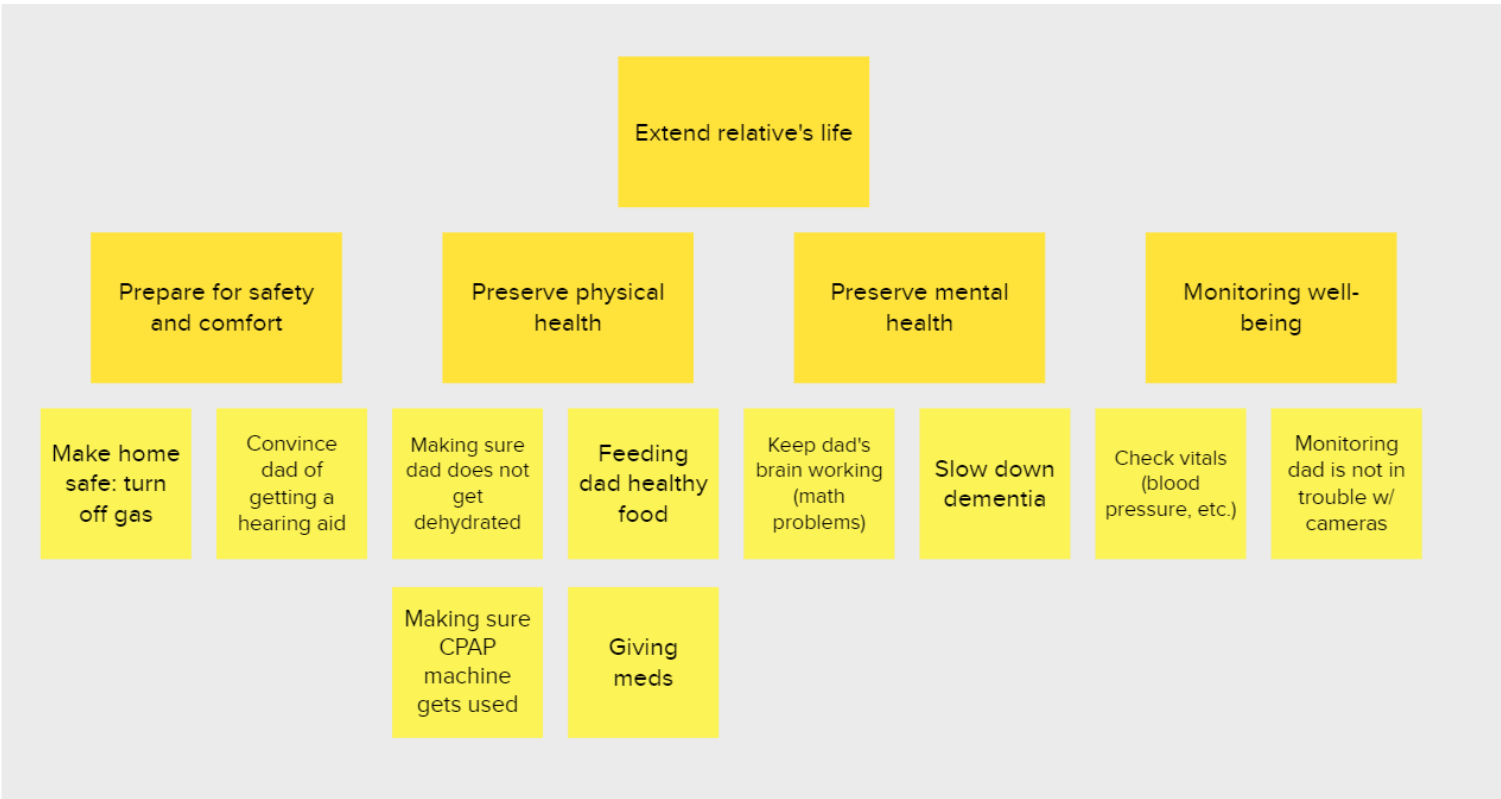
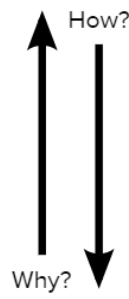
Identify customers' Jobs to be done



Customer Interviews



The Wheel of Progress®




Customer Job Map

AI-powered companion (unipro) solutions GmbH & Co. KG

# Where the Magic Happens

2

 Prioritize Customer Jobs




Job list...







Criteria as proposed by Alexander Osterwalder in his book Value Proposition Design, Wiley & Sons, 2014



# Where the Magic Happens

2

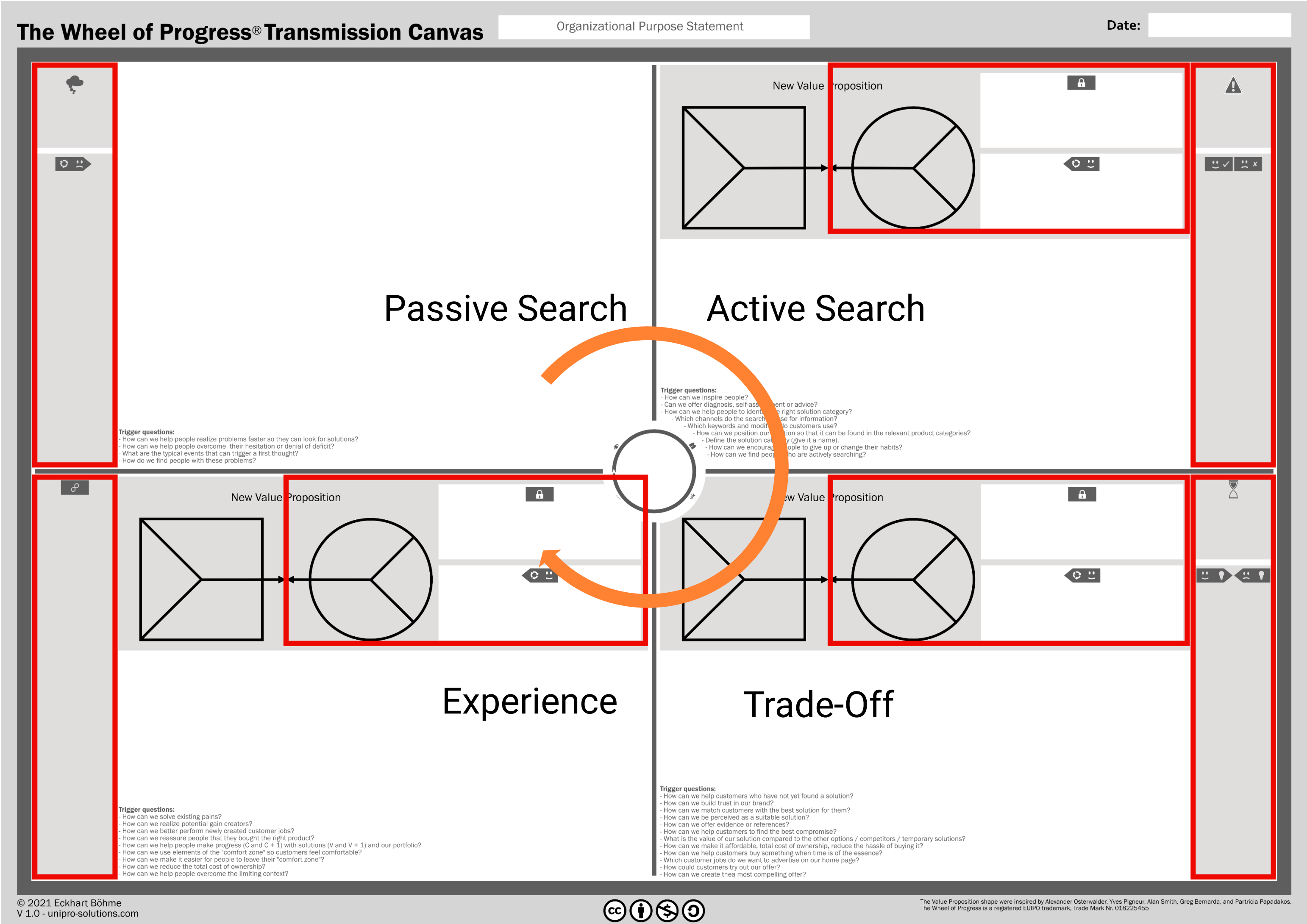
 Prioritize Customer Jobs

	 <b>Customer Jobs</b>	 <b>Importance</b>	 <b>Tangibility</b>	 <b>Satisfaction</b>	 <b>Lucrativity</b>	 <b>Value</b>
	<p>Scoring scale:</p> <p>● (low) to ●●●● (high)</p>	<p>Does failing the job lead to extreme pains? Does failing the job lead to missing out on essential gains?</p>	<p>Can you feel the pain? Can you see the gain?</p>	<p>Are there unresolved pains? Are there unrealized gains?</p>	<p>Are there many with this job, pain, or gain? Are there few willing to pay a lot?</p>	<p>Focus on the highest value jobs and related pains and gains.</p>
Determining individuals health care needs and prognosis	●●●●	●●●●	●●●●	●●	●●●	25
Extend relative's life	●●●●	●●●	●●●	●	●●●	23
Ensure loved one continues to get quality care	●●●	●●●	●●●	●●●	●●●	22
Determining who has the authority to make decisions on behalf of relative	●●●	●●●	●●●	●●●	●●●	21

# Process & Tools

3

 Ideate Strategy



# Process & Tools

3

 Ideate Strategy

**The Wheel of Progress® Transmission Canvas** Date: April 28, 2021

Helping guardians of seniors to take care of all matters related to achieving a life in dignity.

**Passive Search**

**Trigger questions:**

- How can we help people realize problems faster so they can look for solutions?
- How can we help people overcome their hesitation or denial of deficit?
- What are the typical events that can trigger a first thought?
- How do we find people with these problems?

**Active Search**

**Trigger questions:**

- How can we inspire people?
- Can we offer diagnosis, self-assessment or advice?
- How can we help people to identify the right solution category?
- Which channels do the searchers use for information?
- Which keywords and modifiers do customers use?
- How can we position our solution so that it can be found in the relevant product categories?
- Define the solution category (give it a name).
- How can we encourage people to give up or change their habits?
- How can we find people who are actively searching?

**Experience**

**Trigger questions:**

- How can we solve existing pains?
- How can we realize potential gain creators?
- How can we better perform newly created customer jobs?
- How can we reassure people that they bought the right product?
- How can we help people make progress (C and C + 1) with solutions (V and V + 1) and our portfolio?
- How can we use elements of the "comfort zone" so customers feel comfortable?
- How can we make it easier for people to leave their "comfort zone"?
- How can we reduce the total cost of ownership?
- How can we help people overcome the limiting context?

**Trade-Off**

**Trigger questions:**

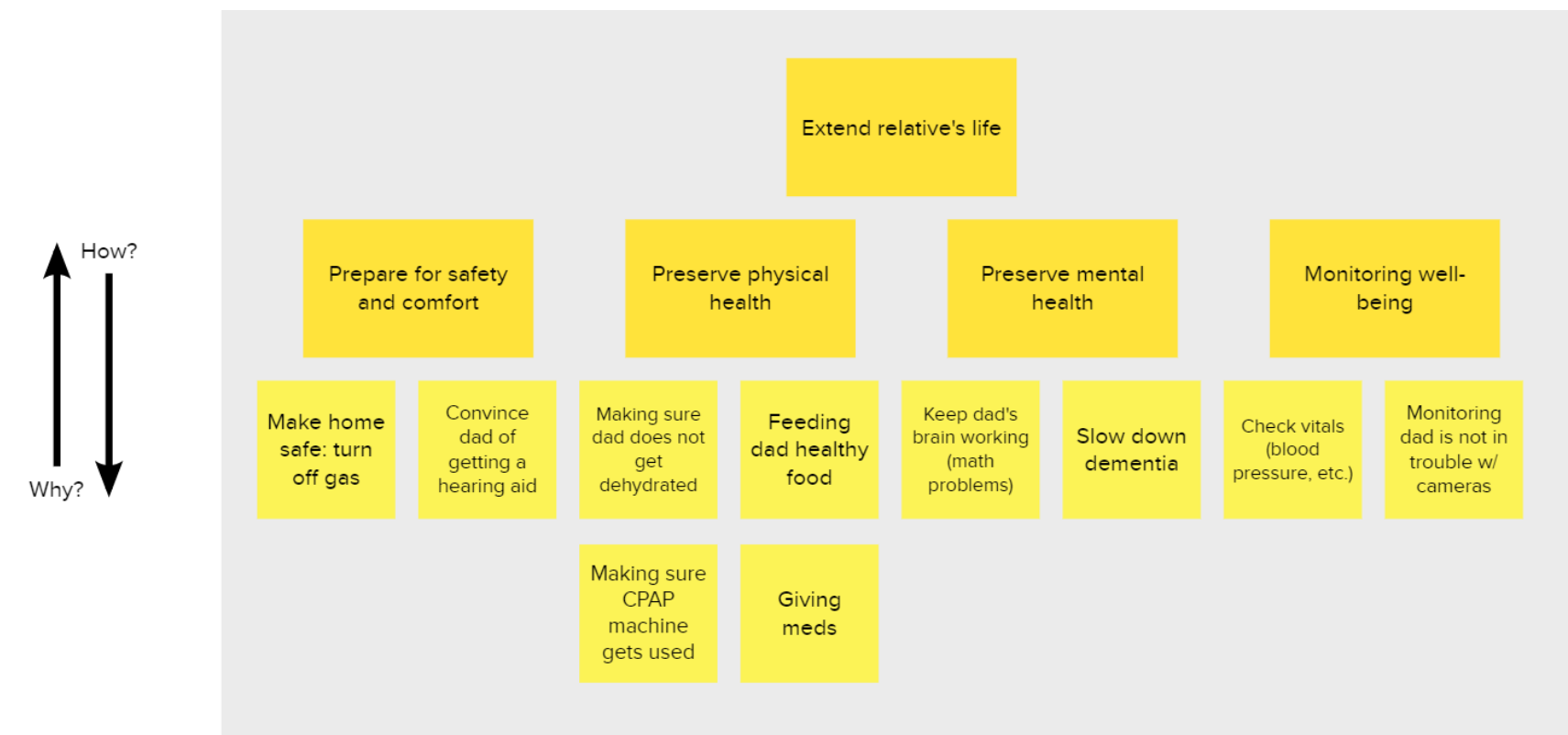
- How can we help customers who have not yet found a solution?
- How can we build trust in our brand?
- How can we match customers with the best solution for them?
- How can we be perceived as a suitable solution?
- How can we offer evidence or references?
- How can we help customers to find the best compromise?
- What is the value of our solution compared to the other options / competitors / temporary solutions?
- How can we make it affordable, total cost of ownership, reduce the hassle of buying it?
- How can we help customers buy something when time is of the essence?
- Which customer jobs do we want to advertise on our home page?
- How could customers try out our offer?
- How can we create the most compelling offer?

# The Why, The What, and The How

## The Why?

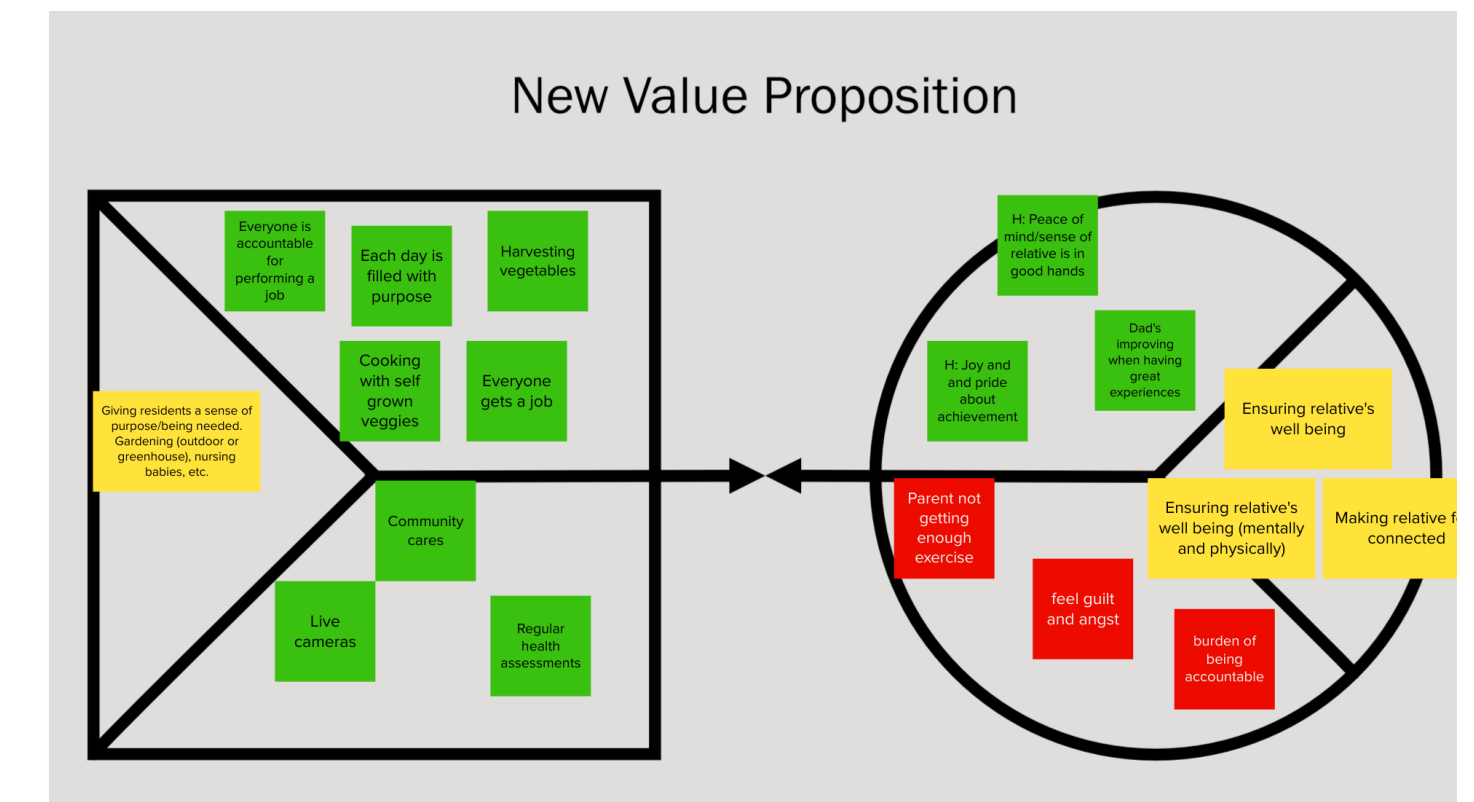


## The What?



Customer Job Map

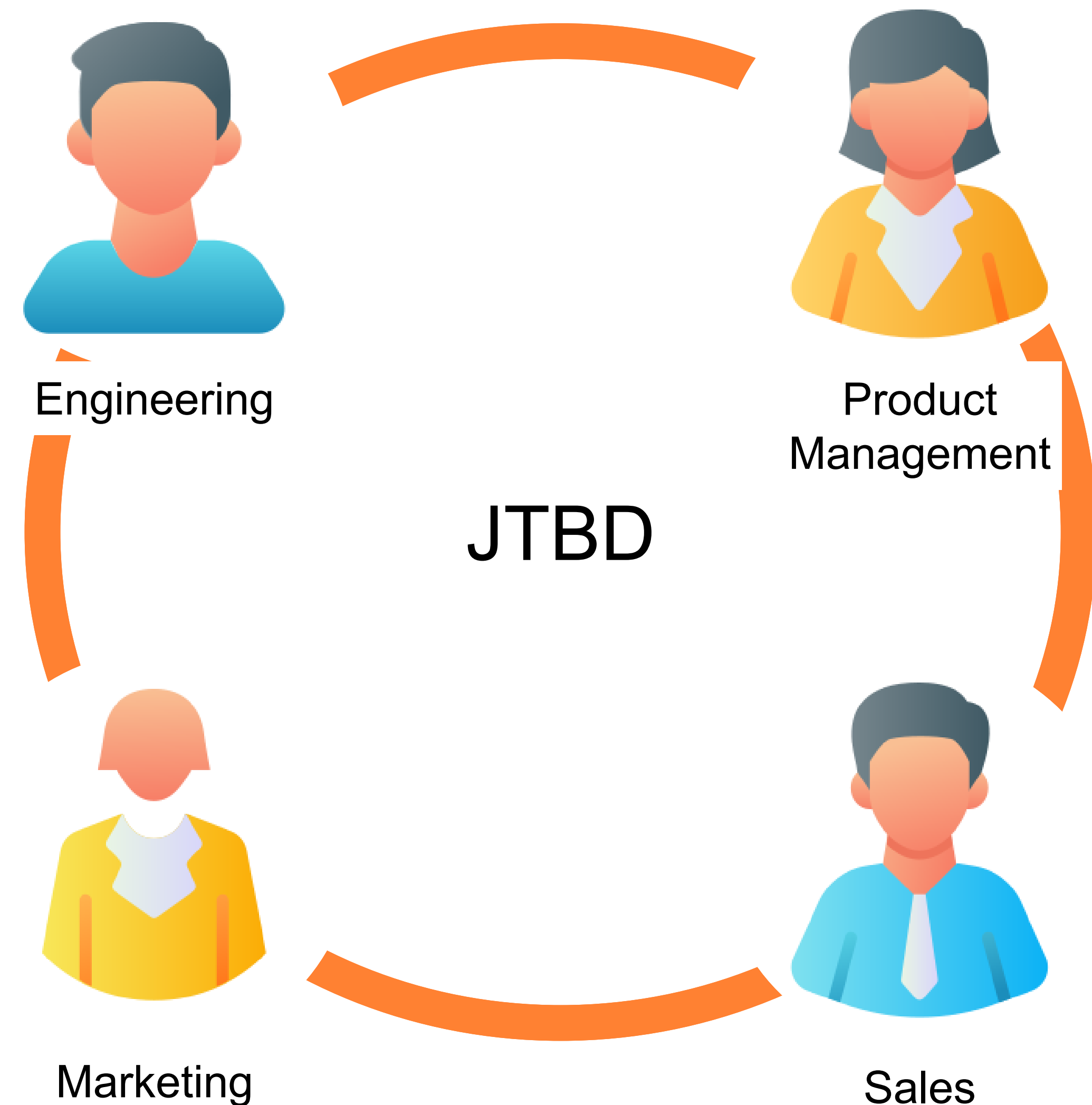
## The How?



# Aligning Around Customer Jobs

“ Organizations typically structure themselves around function or business unit or geography – but successful growth companies optimize around the job.

Clayton M. Christensen, HBS Professor



# Q&A



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