



# Insights and Sound Bites

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*"If I'd asked my customers what they wanted, they'd have said a faster horse." - Henry Ford*

## Outcomes Driven Insights

**Jobs, Outcomes, Constraints** (or JOC in the "lingo") is a research methodology designed for outcomes driven insights. Anthony Ulwick with his consulting firm Strategyn, has led the way in formalizing and popularizing the process.

Often, customer research is focused on what the customer wants (solutions). The primary flaw in this approach is that customers are rarely qualified to define solutions, and more often than not, their "description" of needs and benefits are often vague. Consider these statements (which undoubtedly each and every one of you has heard directly from your own customers):

*"I need something that is easy to use."*

*"It has to be durable."*

*"It would be beneficial if it were lighter weight."*

So what do you do with those statements? What does "easy to use" mean? Likely it means something different depending on who you ask. Why would it be beneficial if it were lighter weight? That's not very helpful if that is supposed to be driving your innovation.

In contrast to this solutions-oriented approach, the JOC methodology seeks to understand what it is that the customer is trying to accomplish – not HOW they are accomplishing it.

A very simple illustration of this difference comes from Ulwick's book *"What Customers Want"*. He cites a comment from an interview with a carpenter who noted that he needed a ¼" drill bit. The ¼" drill bit is the "solution" – and perhaps only one of many solutions, for what the carpenter is actually trying to accomplish - the need to create a ¼" hole. And perhaps when you dig deeper into "why" the carpenter needs a ¼" hole and what outcomes he is trying to achieve, you may discover that there are in fact other, even better solutions, than the obvious customer solution of a ¼" drill bit.

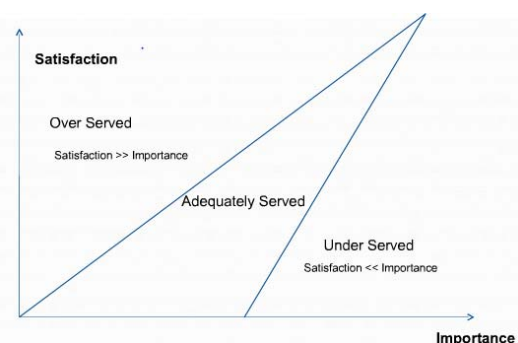
**Call us to discuss a JOC approach for your next project**

So to create real value for customers and truly innovative solutions, it is important to understand 3 things:

- 1) **JOBS** – What jobs the customer is trying to get done (not HOW they are getting it done).
- 2) **OUTCOMES** – what are they trying to achieve – what are the metrics by which they will measure how successful they are in getting the job done.
- 3) **CONSTRAINTS** – what are the constraints within which the job must be done.

This sounds deceptively easy to do – but don't be fooled. Asking for the right input is critical and steering customers away from "solutions" requires patience, persistence and proper training. The jobs themselves need to be crystal clear before the outcomes can be uncovered, and the outcomes must be very specific, singular in focus, and measurable.

Once the hard part has been done, these carefully worded outcomes statements are tested quantitatively – obtaining a satisfaction rating and an importance rating for each and the results placed in a scatter plot that looks something like the following: (more detail is available in Ulwick's book).



Ladd Research Group is among a select group of market research firms that has been trained in this methodology and recently had the opportunity to execute a global project -66 interviews across 7 countries with 4 stakeholder groups - utilizing the JOC process. The results were very eye-opening for the client and are being used, not just to drive R&D efforts, but also to customize current product positioning and message efforts to specific stakeholders.

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