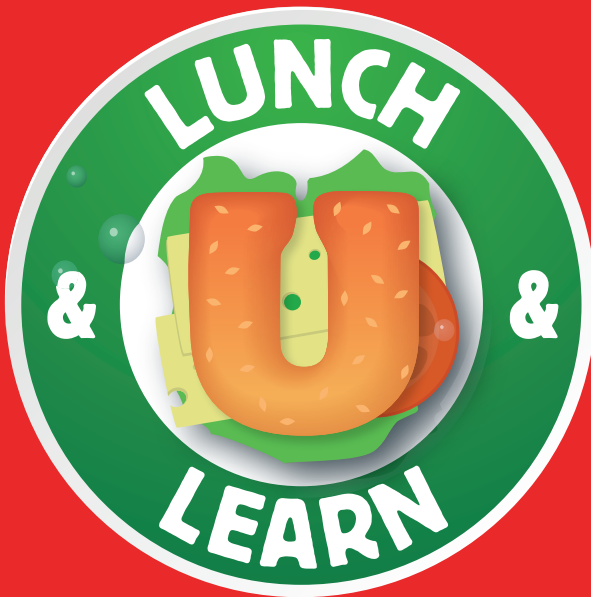


JOBS TO BE DONE



INTERESTED IN MAKING YOUR BRAND STRONGER?

Brand performance is the result of people making decisions. What category? A craft beer or a cider? Which brand? A Heineken or a Peroni?

Multiplied thousands of times in homes, bars, restaurants and supermarkets all over the world, these small decisions make up behaviour, and make or break a Brand.

How people make decisions is far from simple. Underneath a seemingly insignificant purchase decision lies a complex set of beliefs: from what people think and feel about a Brand, to societal norms that shape certain occasions, to subconscious rules of thumb that help us navigate the world, with little cognitive effort. It's the interaction of all this that drives consumer behaviour, that makes us choose one Brand over another.

Let's face it, influencing and ultimately changing the way that consumers behave favourably towards our Brands IS our job as marketers. It's what we're hired for.

Behaviour change is key to the growth of our Brands. Even with the most creative advertising, the best sponsorships and the most exciting activations in the world, if we aren't changing consumer behaviour, then we're missing the point.

It's time to put consumer behaviour change at the heart of our Brand planning. **And Jobs to be Done is how we do it!**

Defining clear Jobs to be Done makes our lives as marketers easier. Knowing what consumer behaviour you are aiming to change means you don't waste time or resources on solving issues that don't affect your Brand. And it helps ensure that you and your whole team are focused.

This session is about defining Jobs to be Done at their best. Jobs to be Done links our current Brand performance to our future Brand ambitions. Making sure we're on the right path to growth requires understanding the consumer, with the help of our CMI colleagues, to find the issues and opportunities that are going to make a difference for our Brands.

If we want our Brands to become stronger Brands, planning for consumer behaviour change is the key.

Tijs Timmerman
Global Insights Capability Manager



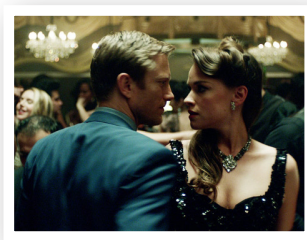
WHY JOBS TO BE DONE?



**BRAND
AMBITION**



**CONSUMER
BEHAVIOUR
CHANGE**

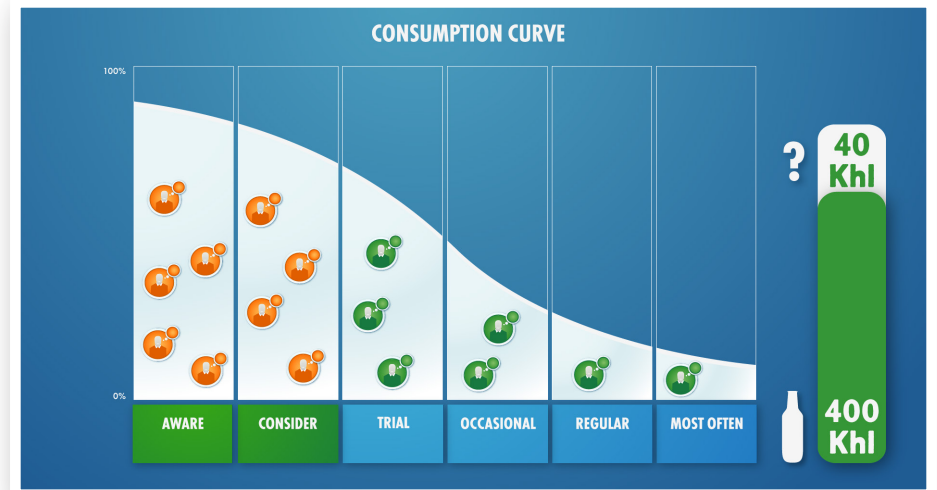


**BRAND
ACTIVATIONS**

“ We sometimes have the tendency to jump right from Brand ambitions into Brand activation. But that means we’re missing a step. The only way we can truly tell if our activations are going to actually help us reach our Brand ambitions is by being clear about the consumer behaviours we are trying to change. ”

Gianluca di Tondo, Global Brand Director Heineken®

WHERE WILL THE VOLUME COME FROM?



The current Brand volume base is the result of current consumers' Brand decisions. We need to maintain this.

But to grow your Brand's volume, you need clarity on where the additional volume will come from. You have two options:

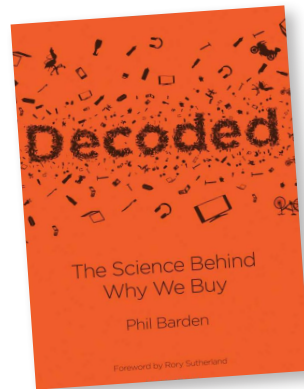
- 1. Move more people *into* the consumption curve;**
- 2. Move more people *down* the consumption curve.**

Whichever you decide to go for, you will need to change a particular current behaviour.

MAKING CHOICES



Phil Barden, author of 'Decoded'



The science on consumer decision making has made great strides recently.

In psychology, there is a simple equation:

$$\begin{array}{c} \text{CONSUMER BEHAVIOUR} \\ = \\ \text{ASSOCIATIONS \& ATTITUDES} \\ \times \\ \text{SITUATION A PERSON IS IN} \end{array}$$

The Beliefs we hold drive the behaviour we manifest.

BELIEF IS A CONTAINER WORD THAT ENCOMPASSES OUR:

NEEDS AND DESIRES

ATTITUDES

VALUES

EMOTIONS

ASSOCIATIONS

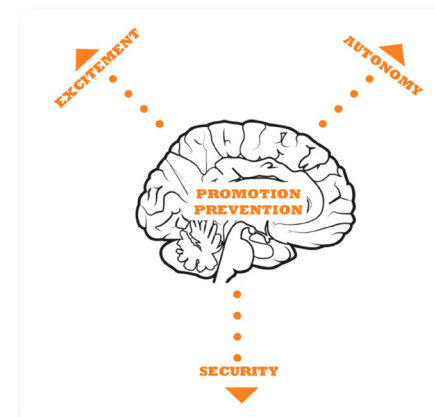
PERCEPTIONS

“ We think that we think a lot more than we do think. ”

90-95% of our daily decision making is made by non-conscious processes that are driven by three universal psychological goals:

1. **AUTONOMY** e.g. SUCCESS, ACHIEVEMENT
2. **SECURITY** e.g. STABILITY, COMFORT
3. **EXCITEMENT** e.g. NOVELTY, CHALLENGE, RISK

In prehistoric days, these goals would have been fulfilled by hunting our food or securing a mate. Nowadays, brand choice contributes to achieving these ancestral goals.



“ We choose and use Brands that help us achieve our goals. ”

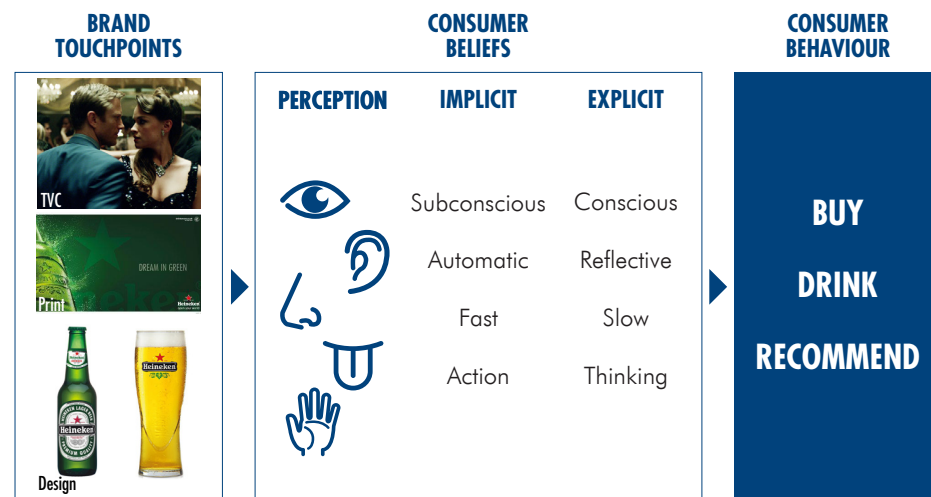
Phil Barden, Managing Director
Decode Marketing, UK

HOW WE DECIDE

In making decisions, the brain operates two processing systems:

1. **IMPLICIT**
2. **EXPLICIT**

The Implicit system is unconscious, very quick and requires little energy. The explicit system is more cumbersome, requires a great deal of energy and is very slow.



Brand touchpoints are the way our brands connect to the consumer (ATL, BTL, Pack, etc). Consumers perceive these stimuli through their senses. Beliefs are formed by Implicit and Explicit evaluation, and this in turn drives our Behaviour.

JTBD IS ABOUT 3 THINGS: FOCUS, FOCUS, FOCUS

On top of focus, clarity on your JtbD helps you to:

- **EXPLAIN** YOUR BUDGET CHOICES
- **ALIGN** ALL BRIEFS ON A SPECIFIC GOAL

Defining JtbD ensures you start every planning cycle with a clear idea of how you will achieve your Brand ambitions.



“ One of the biggest risks you take as a marketer is trying to do a little bit of everything. ”

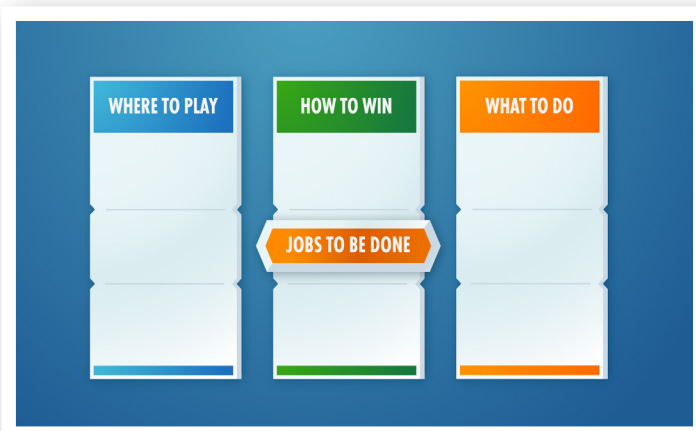
Gianluca di Tondo, Global Brand Director Heineken®

WHERE IT FITS

Jobs to be Done describe the shift needed in consumer behaviour to reach our Brand performance goals. It's the shift from current to future behaviour.



It's a key step in the Brand Building Framework in the How to Win space.



YEAH, BUT WHAT IS IT?

A Job to Be Done is a statement that should read like:

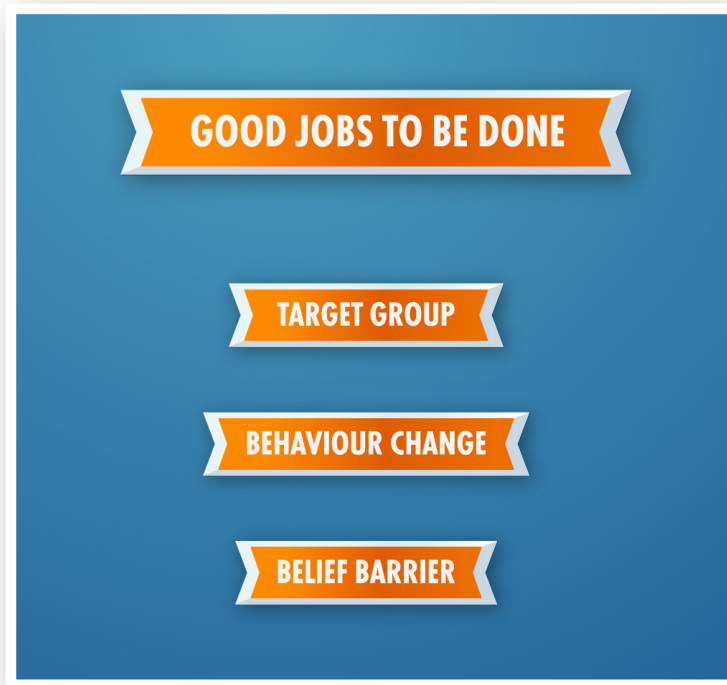
Get **WHO** to do **WHAT**, instead of something else, by **HOW MUCH**, by overcoming which **BELIEF BARRIER**



Best Practice is to have three Jobs to be Done for your Brand.

GOOD ONES

All well defined Jobs to Be Done consist in three key elements:



1. **TARGET GROUP** - Whose behaviour do we want to change? (typology, demographic)
2. **BEHAVIOUR CHANGE** - What precisely do we want them to do differently?
3. **BELIEF BARRIER** - What beliefs do we need to overcome that are keeping the consumer from doing this already?

WHAT BEHAVIOURS CAN WE ACTUALLY CHANGE?

It's the reality of Brand Building that there are only three behaviours we can aim to change:

1. **Get more people into the Brand** (Penetration)
2. **Get people to purchase more of our Brand** (Weight/Frequency)
3. **Get people to invest more in our Brand** (Margin)

“While the types of behaviours we can change may be limited, the barriers to that change are virtually limitless.”

Florence Guesnet, Global Head of CMI



CREATING JOBS TO BE DONE: KEY STEPS

There are three key steps in creating strong Jobs to be Done.

1. Understand your Brand ambition
2. Dig into your data to identify issues and opportunities
3. Write your Job to Be Done

1. YOUR BRAND AMBITION IS WHAT EVERYTHING NEEDS TO WORK TOWARDS.

Review it carefully before investigating the issues and opportunities to get there.

2. DIGGING INTO YOUR DATA

There are all kinds of in-depth data sources to turn to (availability may vary by Opco). Each of them can help you gain clarity on exactly what your JtbD should be, depending on the specific issues and opportunities for your Brand.

CS&M	Typologies, 5Ws
Brand Health Tracker	Regular report on how a Brand performs against key health indicators
Usage & Attitude	How consumers use and feel towards a category and its Brands
Consumption Curve	Percentage of total drinkers won by your Brand at each stage of the consumption funnel
Sales Data (e.g. Nielsen)	Precise volumetrics, share and market penetration data

ISSUES & OPPORTUNITIES

IN ACTION - ZAGORKA

Zagorka, one of the biggest mainstream Brands in Bulgaria, noticed its market share was in decline. The team understood that this was a consequence of a deeper issue facing the Brand. They knew that despite the declining share, the Brand awareness was still strong. But the consumer value equation had been negatively impacted by an increasing price.



Rumen Kolev, Marketing and Innovation Manager CEE

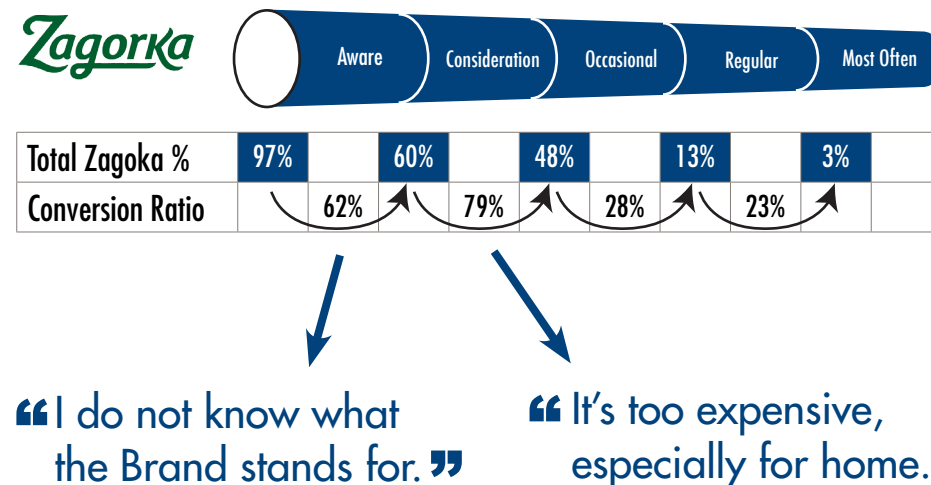


DEEP DIVE

A detailed investigation of the Consumption Curve, linked with CS&M data, allowed the team to identify exactly WHERE and WHO were at the core of this issue, and to spot the best opportunity for reversing the trend.

The key target was revealed as 18-25 yr olds in the seaside region of Bulgaria who were aware of the Brand, but did not buy it. Among this group, two specific barriers to growth were identified:

1. Consumers saw no reason to pay a 30% price premium for a fading Brand, and
2. Zagorka had missed that the category packaging standard had evolved to a 2lt bottle.



Zagorka Consumption Curve, 2012

3. WRITE YOUR JOB TO BE DONE

Remember a JtbD should read like:

Get **WHO** to do **WHAT**, instead of something else,
by **HOW MUCH**, by overcoming which **BELIEF BARRIER**

How can you tell that you have a good one?



Based on the data
available in your
market

Realistic and
logical, leading
to clear routes
for activation

Contains a specific:

- Target Group
- Behaviour change
- Belief barrier

Quantifiable so
that success can
be measured

ZAGORKA TEAM: YOU GOT IT RIGHT!



Indeed, this Job to be Done was well articulated.

From this, Insight generation work inspired the introduction of the Zagorka 2lt bottle, supported by a campaign based on the theme 'Always something special needs to happen'.

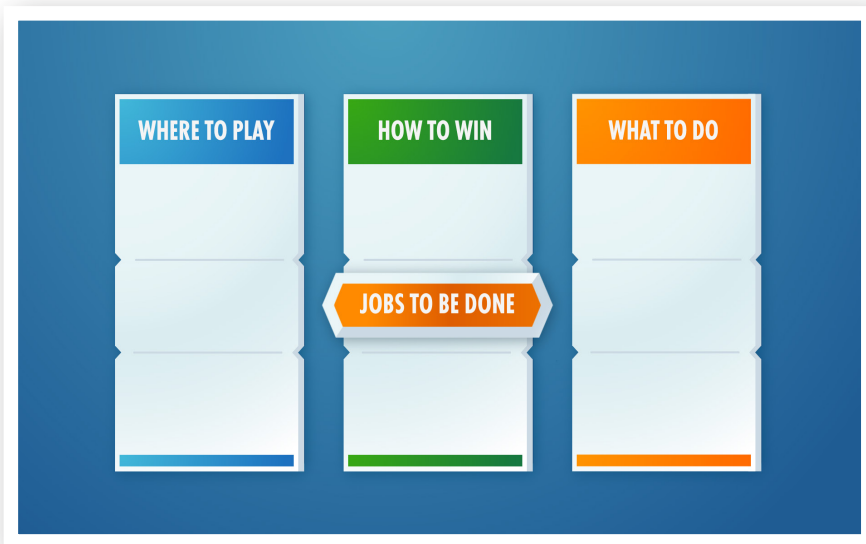
The Brand was back on a path to growth for the first time in six years and saw a 5% market share increase.

ACTIVATE YOUR JTBD

With your JtbD you have defined how your Brand will win.

Now it is time to think about What to Do.

If Jobs to be Done is the link between current and future behaviour, then Consumer Insight is the link between current and future beliefs. To know *how* to change behavior, and overcome a belief barrier, you need Consumer Insight.



CONSUMER INSIGHT - THE 5I's FRAMEWORK

Remember the 5I's Framework from Consumer Insight?

With a good JtbD, you've nailed your ISSUE



ISSUE
Your JtbD. The behaviour change that will help you reach your Brand ambitions, plus the belief barrier to overcome.



INFORMATION
Gather specific information on the behaviours and beliefs of the target group.



INTERPRETATION
Interpret the information to unearth deeper meanings and motivations.



INSIGHTS
Write Consumer Insight statements.



INITIATIVES
Develop initiatives across the marketing mix that will help to achieve your JtbD.

INSPIRING THE MARKETING MIX

Rich consumer insight will give you a clear steer on which elements of the marketing mix are right to achieve your Brand ambitions.



JTBD AND STORYTELLING

STORYTELLING is a key driver of consumer behaviour change.



“The goal of STORYTELLING is to create authentic, share-worthy content that is meaningful and leverages the beliefs of our consumers.”

Gregory Kukolj,
GCU Global Media Capability Manager

JTBD GIVES DIRECTION TO STORYTELLING

If we don't have clarity on what the behaviour change we need to achieve is, it becomes impossible to determine whether our creative executions will deliver against our ambitions.

GREAT STORYTELLING NEEDS A CLEAR:

1. BRAND IN A BOTTLE
2. BRAND IDEA
3. JOB TO BE DONE

BETTER BRIEFING

A good Job to be Done gives both you and your agency a clear vision on the goal, which means you have a focussed outcome in mind to judge creative output against.



“ Agencies are naturally problem solving creatures, but they have to be given the right problems. ”

Alistair Beattie, Head of Strategic Planning and Innovation, DDB Europe

PUTTING IT ALL TOGETHER: FOSTER'S UK

Foster's was actually performing well in the UK. But with an ambition to grow revenue from £300m to £500m by 2020, continuing the positive performance in the future was key. This was made even more challenging in a beer market that was in overall decline. Foster's, as a popular Brand, was experiencing share growth but volume decline. Identifying where future volume was going to come from became the pivotal priority for the Brand.



GETTING THE ISSUE CLEAR

With a clear and ambitious objective in place, the team began interrogating their data sources to identify the best opportunity. They discovered that penetration fell off considerably among 25 - 29 year olds. While beer consumption generally falls off in this group, consumers were moving away from Foster's at a higher rate than from its competitors. Keeping these older drinkers in the Brand was identified as the biggest opportunity for securing future volume and revenue.



THE CHALLENGE FOR THE FOSTER'S TEAM

THE JOB TO BE DONE

When drinking with his mates, get Jim (25-29 yr old Tribal Drinker) to keep choosing Foster's regularly instead of occasionally, overcoming his belief that the brand isn't credible to be seen drinking.

Research revealed two belief barriers. First, Foster's "No Worries" attitude seemed more and more superficial as drinkers got older, and second, for mature drinkers, the Brand lacked quality credentials and so wasn't a Brand to be seen drinking.

Foster's did not want to lose the "No Worries" positioning. It was a strong recruitment element bringing new young drinkers into the Brand. The challenge then was to increase the authority and credibility of the Brand to retain the older drinkers without losing what was appealing about the Brand to younger drinkers.

BRINGING IT TO LIFE

Insight work revealed that consumers saw the brand as artificially created, without any true history. To counter that, and give credibility to the brand, Foster's activated across channels, launching special edition pack designs and social media campaigns using the Brand's 125 year heritage to help drive perceptions of authority. The "1888" TVC recently rolled out leveraging the Brand's birth in the heat of Australia, creating a clear RTB around refreshment.

Still in it's early days, the campaign has already started to shift beliefs. Initial Brand Health Tracker data has shown Foster's posting strong attitudinal changes around measures of quality and taste, especially among the target.



MOVING FORWARD



“ Jobs to be Done helped us be really specific about what it is we were trying to do. When we went into the project we knew exactly WHO we wanted to talk to and we were able to define a very specific insight which has enabled us to do very tailored work. We now use Jobs to be Done to define every single objective we have across every Brand in the UK. It's an integral step in our Brand planning. ”

Gayle Harrison, Brand Director Foster's UK

USE YOUR EXPERTS

Get CMI involved in your planning from day one.

Our CMI teams are an incredible resource. They have the expertise to help you interrogate your data and get to the bottom of the issues and opportunities facing your Brand.

Some markets are going to have more data than others. We know that. But even with little to no diagnostic data, good planning should still be based on strong hypotheses. Collaborating with CMI to share thoughts and ideas helps ensure that every planning process starts from a strong foundation.



Check out the CMI Portal (<http://heiport.heiway.net/irj/portal>)

LOOKING FOR MORE?

Check out some of these inspiring reads.

Decoded: The science behind why we buy

Phil Barden

How Brands Grow

Byron Sharp

I'll Have What She's Having: Mapping Social Behaviour

Mark Earls

***Consumerology: The Market Research Myth, the Truth
about Consumer Behaviour and the Psychology of Shopping***

Phillip Graves



WHAT ARE YOUR JOBS TO BE DONE?

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For more information talk to your Marketing Director or visit the GCU website:

www.gcu.heiway.net

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