



# REVERSE JOBS TO BE DONE

*From Innovation to Opportunity*

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*Innovation can be messy. It doesn't always follow a templated process. Sometimes people's needs and desires dictate an innovation, and other times the innovation just presents itself. Marketers need insights professionals to launch successful innovations no matter how the product came about.”*

*— Tim Hoskins, President, Quester*





## You've been handed a new product, but you need breakthrough messaging to capture the hearts and minds of consumers.

Most introductory marketing text books offer a templated formula for how to develop innovative new products – identify a job that needs to be done, build a test product that could be hired to perform that job, develop the product, and then market it. But we all know that innovation can be a messy process that often doesn't follow textbook theories. So what happens when you've got an amazing innovation but need to deeply understand the jobs consumers will hire it for?

### Why Reverse Jobs?

To begin, Jobs To Be Done is a theory developed and honed over decades by Anthony Ulwick and Clayton Christensen. The theory is grounded in the idea that every job has hiring and firing criteria, as well as clear specifications on how to fulfill those criteria perfectly. A dinner your family hates gets fired from the job, healthy or not. A dinner that unites your busy family for an hour of joyful togetherness gets hired, expensive or not. This is the scenario that a typical 'Jobs To Be Done' research framework is designed to support, one wherein research is used to identify the jobs that consumers need done so that products can be developed to perform those jobs.

However, sometimes a product has already been developed, and the missing piece of the puzzle is identifying the target audience and the messaging that will resonate with them. This is where the *Reverse Jobs* framework takes over. When you need help developing effective product positioning and messaging that resonates with consumers, *Quester's Reverse Jobs* is an essential research methodology in your tool kit.

### What does the *Reverse Jobs* methodology do?

The *Reverse Jobs* methodology helps marketers and brand managers identify multiple key components necessary to successfully market a new product.

*Target Audience:* By targeting a large sample size through a qualitative research design, *Reverse Jobs* allows you to clearly identify the most relevant target audiences. The methodology helps to discover the basic demographics and psychographics of people most likely to be interested in the jobs your product gets hired for.

*Language:* Listen to the language your target audience uses to truly understand their methods of communicating about the product and the category. Use this in-depth knowledge to optimize your brand messaging for maximum relatability.

*Jobs:* Rather than focusing on every possible job your product could be hired for, *Reverse Jobs* helps you narrow down all possible jobs into the key set of jobs your target audience would hire your product for.

*Replacements:* Use *Reverse Jobs* to discover which competitive categories and products your innovation would replace. Understand the challenges and barriers your target audience is currently experiencing and how your innovation would solve those problems.

### The *Reverse Jobs* AI advantage

The *Reverse Jobs* methodology has numerous advantages over traditional methodologies, in large part due to Quester's proprietary AI-moderated interview capabilities.

*Online Interviews:* *Reverse Jobs* incorporates online one-on-one qualitative interviews, a process which facilitates the inclusion of people across vast rural and urban geographies, as well as people who aren't necessarily able to travel to central testing locations due to transit issues or work and family responsibilities. By incorporating qualitative conversations rather than quantitative questionnaires, the process is more engaging and helps participants access underlying opinions, feelings, and emotions that aren't always readily available.

*Large Sample Sizes:* A key advantage of *Reverse Jobs* is its ability to move beyond the anecdotes of small sample interviews and into larger scale, quantifiable qualitative research.



**AI Enabled:** In order to conduct qualitative research at this scale, artificial intelligence is used to moderate standardized interviews. Data collection is vastly quicker, and using AI prevents the injection of cognitive biases such as experimenter effects thereby increasing internal validity of the research.



**Integrated Approach:** By scaling qualitative individual interviews to quantitative sample sizes, data that is often gathered through separate interviews and questionnaires is instead gathered simultaneously and seamlessly integrated.

## How does the Quester process work?

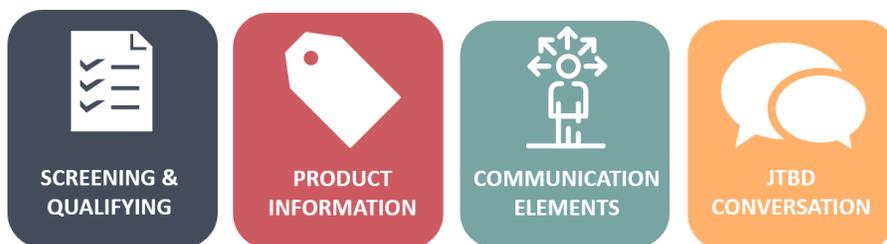
The process begins by carefully screening participants to ensure they meet specific criteria based on their demographics, psychographics, or category/industry use and purchase behaviors.

Then, the AI moderator conducts a qualitative interview to present the new product facts to the consumer. This allows for an understanding of specific language that resonates, and any language that is creating confusion or barriers for consumers.

Next, the AI moderator helps participants think through where and when they might use the product, how they perceive it to be different from other products, what the key benefits or disadvantages are, and how the product makes them feel through the use of implicit association.

Finally, the interview concludes with the participant discussing which jobs they feel the innovation could be hired for and what other products might be hired as a result.

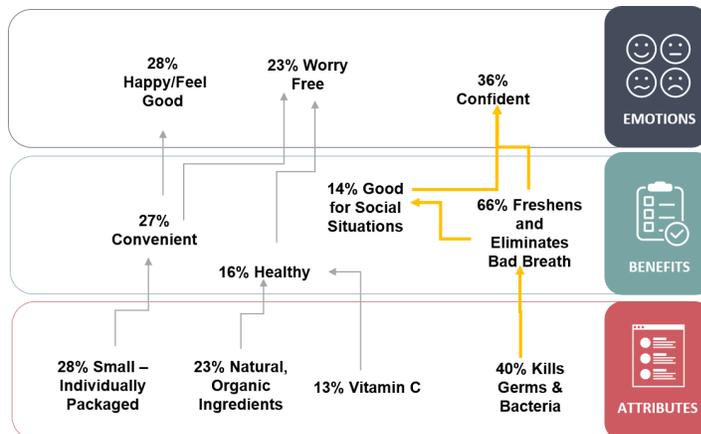
Once the interviews are complete, they are coded into customized themes by linguists, who study the language usage and contextual meaning to deeply understand how to leverage the language for communication.



## Reverse Jobs insights

After the data analysis has been completed, key insights are presented in several areas. First, the qualitative interviews reveal a lexicon of words and phrases that are meaningful and impactful for the target audience. This newly-discovered language can then be integrated into marketing materials to create messages that resonate with the target audience and convey the intended meaning.

The analysis also produces a benefit ladder that focuses on product attributes, benefits, and emotions. This ladder identifies a clear path that will help differentiate your product from competitive options, and help to isolate more effective messaging. In the breath freshener example, this analysis could specify a path for hygiene versus a path for nutrition.



Then, a jobs landscape which identifies the key attributes, benefits, and emotions is built. This is also used during the analytical phase to identify the areas that most closely align to the benefit ladder so that they can be mined for additional depth and experiential understanding. In our example, the jobs landscape could include jobs related to taste, convenience, and confidence. This exercise helps create a vision for the way the consumers will integrate the products into their lives.

Finally, a product specific definition of the six key areas for successful concept development is clearly established. These include the problem (e.g., mask bad breath on the go), product features (e.g., organic, portable), product benefits (e.g., better than gum and mints), personal advantage (e.g., healthy and convenient), positioning (e.g., confidence in important interactions), and price/value (e.g., greater value).

The final deliverable is a fully optimized concept, highlighting key language and recommendations for creative execution – using *consumer-generated language* to ensure you’re meaningfully communicating just how amazing your new product is.

## Next steps

Artificial intelligence is uniquely able to scale qualitative interviews to sample sizes normally only associated with quantitative research. With the expertise of highly skilled linguists, ethnographers, and researchers, Quester's *Reverse Jobs* AI methodology breaks down hundreds or thousands of lengthy and complex consumer opinions into their key components. This technique allows marketers to clearly understand deep-seated unconscious consumer emotions to identify distinct target groups and the messaging that is most likely to resonate with them in a genuine and meaningful way.

*If you'd like to learn more about Reverse Jobs To Be Done, or the traditional Jobs To Be Done framework, [please get in touch with us](#).*

Quester® is an award-winning consumer intelligence firm that uses proprietary [artificial intelligence technologies](#) to conduct multi-lingual qualitative research on a quantitative scale. We specialize in yielding superior consumer understanding in areas such as [innovation](#), [concept development](#), [brand positioning](#), [segmentation](#), and [path to purchase](#). Our online software-based moderator and analytical software probes deep into participant thought processes, analyzes responses, and allows researchers to make wise business decisions grounded in data, and has netted Quester an [EXPLOR Award](#) from the TMRE and an [Ogilvy Award](#) from The ARF. Learn about our DIY tools on our [website](#).

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