



Jobs to be Done: Theory to Practice

By Anthony W. Ulwick



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Why do so many innovation projects fail? What are the root causes of failure? How can they be avoided? Since 1990, **Tony Ulwick** has pioneered an innovation process that answers these questions. In 1999, Tony introduced **Clayton Christensen** to the idea that "people have underlying needs or processes in their lives, that they are addressing in some way right now"-an insight that was to become **Jobs-to-be-Done Theory**.

For 25 years, Ulwick and his company, **Strategyn**, have helped over 400 companies, applying **Jobs-to-be-Done Theory** in *practice* with a **success rate of 86%**-a 5-fold improvement.

"Ulwick has taken the guesswork out of innovation," says the 'father of modern marketing,' **Philip Kotler**, S. C. Johnson Distinguished Professor of International Marketing at the Kellogg School of Management, Northwestern University. "He has done this by introducing us to Jobs-to-be-Done theory, and converting it to practice using his rigorous innovation process known as **Outcome-Driven Innovation**.

I call him the **Deming of Innovation** because, more than anyone else, Tony has turned innovation into a science," adds Kotler.

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- Why companies fail at innovation and how to avoid critical mistakes.
- How to employ the **Jobs-to-be-Done Theory Needs Framework** to categorize, define, capture, and prioritize customer needs.
- A **Jobs-to-be-Done Growth Strategy Matrix** to categorize, understand, and employ the 5 strategies that drive growth.
- **Outcome-Based Segmentation**: how does it create new opportunities?
- The details of the innovation process known as **Outcome-Driven Innovation**. It ties customer-defined metrics to the customer's Job-to-be-Done, transforming every aspect of opportunity discovery, marketing and innovation.
- The **Language of Job-to-be-Done** - the syntax and lexicon of innovation.

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