
FEBRUARY TCBAF COMMUNITY MEETING



The TC Business Architecture Forum

PRESENTERS



Dean Larson

- Business Solutions Architect at Medtronic
- TCBAF Board member since 2019
- Interests: i) the convergence of Business Analysis and Business Architecture, ii) Gopher Wrestling



Troy Nelson

- Enterprise Architect at CareSource, one of the nation's largest Medicaid managed care plans.
- Current focus at CareSource is building the Business Architecture Practice
- Certified Business Architect since 2016, TCBAF Board member since August 2018



WHAT IS “JOBS TO BE DONE”

- A **framework** for better understanding customer behavior.
- Developed by Clayton Christensen along with Taddy Hall, Karen Dillon, and David S. Duncan
 - HBS Professor
 - Author of *The Innovator’s Dilemma*
 - Famous for the theory of Disruptive Innovation
 - Has been called “the most influential management thinker of his time”
- First postulated in a September 2016 HBR article
- Expanded upon in book form: *Competing Against Luck*

THE PREMISE OF THE JTBD FRAMEWORK

- Products and services are created to meet a need
 - By doing so, they'll be in demand (\$\$)
- To make innovative products, we must understand the customer characteristics, right?
 - Wrong!
 - Correlation <> Causation
- Customers don't buy products or services; they "hire" them to do a job
 - So, don't try to understand the customer; understand what jobs they need to do
- A JTBD is the progress a customer is trying to make in a particular circumstance
- May seem pedantic, but it's a powerful distinction
- Best illustrated through an example

EXAMPLE OF USING JTBD

- Condo Developer
 - Developed for Downsizers
 - Market research revealed the target customer characteristics
 - So, the condos had all the right amenities and price, but they still weren't selling
 - What's the JTBD? Life transitioning
 - What to do with the kitchen table that had so many memories associated to it?
 - Competing products weren't other condos; it was not moving
 - New services that addressed this (e.g. two years of free storage)

4 PRINCIPLES OF JTBD

- 1) Jobs aren't just tasks—they involve *experiences*
 - To understand the task, you have to first understand the experience they want
- 2) Circumstances are more important than customer characteristics
 - Customer circumstances are the most important thing—ahead of customer characteristics, product attributes, new technologies, and trends
- 3) Good innovations solve problems that had poor solutions—or none at all
 - If the experiences and circumstances are not understood, then there's probably sub-optimal solutions d
- 4) Jobs have powerful social and emotional dimensions
 - Jobs are never just about function—they're about emotions, too

HOW TO UNCOVER JTBD

- 1) Think about whether you have a job that needs to be done.
 - Many great innovations were inspired by personal experience
- 2) Look for nonconsumption
 - Look for people who aren't hiring any products
- 3) Take note of work-arounds
 - They probably don't like the available solutions and would welcome new ones
- 4) Consider tasks people want to avoid
 - we all have “negative jobs”—tasks we'd love to get out of
- 5) Be alert to new uses for existing products



APPLYING THE CONCEPT TO YOUR BUSINESS ARCHITECTURE PRACTICE

BUSINESS ARCHITECTURE AS THE “PRODUCT”

Who Are Your Customers?

- Strategic
 - Senior executives
 - Line of Business leaders
- Customer-Facing
 - Product Owners
 - Service Teams
- Enabling
 - Function Leaders
 - Process Owners



Examples of Business Architecture Offerings

- Models / Knowledge Base
 - Capability Model
 - Value Streams
 - Information Models
- Tools
 - Business Model Canvas
 - Business Blueprints
- Capabilities
 - Design Thinking
 - Journey Mapping

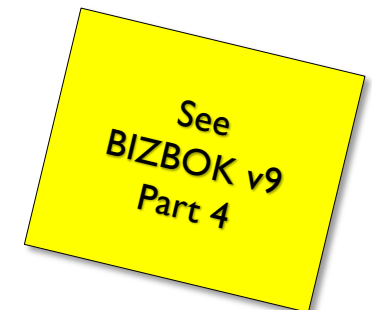
TACTICS TO IDENTIFY OPPORTUNITIES

- Consider the jobs that YOU need to have done
- Look for non-consumption
- Look for where people are using work-arounds (they may not like the current solutions)
- Consider tasks people want to avoid (aka “negative jobs”)
- Be alert to new uses for existing products

WHAT IS THE JOB THEY ARE HIRING BUSINESS ARCHITECTURE TO PERFORM?

Start with these examples of ‘hiring’ business architecture to address a need / problem

- Investment Analysis
- Shift to Customer Centric Business Model
- Mergers & Acquisition Analysis
- New Product/Service Rollout
- Globalization
- Business Capability Outsourcing
- Supply Chain Streamlining
- Divestiture
- Regulatory Compliance
- Change Management
- Operational Cost Reduction
- Joint Venture Deployment



APPLYING THE PRINCIPLES OF THE FRAMEWORK

- Investment Analysis Scenario
 - What is the job to be done?
 - Evaluate and compare investment opportunities and ongoing spending
 - Who is the customer?
 - In this specific scenario, the funding committee.
 - Could also consider the original requester as the customer.
 - What are the circumstances?
 - There are multiple business needs that requires funding or other resources the requesting party cannot supply on their own
 - The decisions to fund or not fund an effort may have significant consequences for the organization
 - Data is often limited – usually more qualitative than quantitative
 - High volume of requests; limited timeframe to make quality decisions

APPLYING THE PRINCIPLES OF THE FRAMEWORK

- Investment Analysis Scenario (continued)
 - What are the typical existing solutions?
 - “Project-on-a-Page” templates
 - Priority ranking/scoring models
 - “Draw the line” in the list where the committee’s funding runs out
 - Highest paid person makes the decision
 - Social and Emotional dimensions
 - Funding decisions = risk! People tend to want to minimize risk; may drive them to only fund ‘safe’ investments
 - Requesters may have differing levels of political capital – tips the scales unfairly

Think about the opportunities here:

1. Do people like filling out forms?
2. The challenge of getting committees to agree to the scoring model itself
3. What about the person who must present the investment idea? Is this a task most people enjoy?
4. How about the decision-makers – do they often have a full view into the impacts of funding one project over another?

BUSINESS ARCHITECTURE “PRODUCT” FOUNDATIONS

- The Value Proposition: make good decisions using fair and transparent decision framework beyond ROI
 - Business Motivation Model – break strategy into core components and align projects to show which advance the strategy
 - Initiative Map – show dependencies across initiatives and other large investments to ensure funding in the right order
 - Value Streams – highlights how investments target value delivery
 - Capability Heatmaps – compare where investments are needed vs. where proposed investments are targeted
 - Policy Mapping – ensure investments in compliance and regulatory needs get proper visibility

HOW DO YOU NEED TO ALIGN YOUR PROCESSES TO SUPPORT THE JOB TO BE DONE?

- 3 Questions to ask:
 - What will help your customers make the progress they seek?
 - What obstacles must be removed?
 - What are the social, emotional and functional dimensions of the job?

HOW DO YOU NEED TO ALIGN YOUR PROCESSES TO SUPPORT THE JOB TO BE DONE?

Starting Examples:

- What will help your customers make the progress they seek?
 - The various models provide a framework to visualize the investment options and how they align to the goals and needs of the organization – involve them in the use of the models where possible
- What obstacles must be removed?
 - Many investment decisions are overly-reliant on ROI calculations driven by finance teams
- What are the social, emotional and functional dimensions of the job?
 - Show the story behind the investment, not just the spreadsheets

BREAK OUT GROUPS

- Group I: What are some “non-consumption” opportunities for business architecture?
- Group II: Where are people using work-arounds that business architecture can address?
- Group III: What tasks do people want to avoid (aka “negative jobs”) that a business architecture service could provide?

- In each group, think about:
 - What will help your customers make the progress they seek?
 - What obstacles must be removed?
 - What are the social, emotional and functional dimensions of the job?

READOUTS

- Group I: What are some “non-consumption” opportunities for business architecture?
- Group II: Where are people using work-arounds that business architecture can address?
- Group III: What tasks do people want to avoid (aka “negative jobs”) that a business architecture service could provide?

THANK YOU!



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