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Jobs To Be Done (JTBD) Report

NineTwoThree Home App

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Jobs to be Done (JTBD) Brief

This document contains qualitative research findings from Audience Research during Q of 2023 through Q2 of 2023.

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What's in this document?

This document is a record of the most common pains, needs, and desires customers felt that prompted them to seek a solution, and eventually pay for or provide support via 923 Core App.

Findings are organized as follows:

The top "jobs" prospects or customers would "hire" 923 Core App to do for them, described in 3-part "Job Statements":

Part 1: "When..." = The context customers were in when they first felt a struggle

Part 2: "I want / help me..." = What prospects hope to accomplish with a new solution

Part 3: "So I can..." = The desired outcome that they hope a new solution will create

For people within each "job" category...

The struggle that occurred in their life, triggering them to search for a solution

The old solution they'd been using, that they were hoping to "fire"

What attributes of a new solution mattered most to people while they searched

Aspects of the potential product / experience prospects would especially appreciate

Within each section, findings are sorted by details *most frequently mentioned* (top) to *least frequently mentioned* (bottom).

Swipe-able copy from prospects' responses is highlighted in green. We recommend leveraging these sticky words and phrases across any new positioning, messaging, and copy developed, to mirror the language our audience naturally uses – creating a faster, stronger connection with them.

Interesting channel ideas / insights are highlighted in blue.

Interesting content ideas / insights are highlighted in pink.

Potential product value propositions are highlighted in yellow.

Key takeaways

- The thought of “yet another” software keeps HR from even searching for a new solution
- HR’s biggest frustration is having to do the same onboarding over and over – they want one button to push to send an employee all the procedures they need, and they want it to be customized automatically based on the team and project they are working on
- HR is nervous a new system will not be sticky enough and people will go back to their old ways
- A new system must integrate with the software HR already uses
- HR wants the same system for onboarding to be used for ongoing knowledge base and employee engagement (surveys, goals, recognitions, org chart, etc)

JOB 1: Onboarding

Job statement (When / I want / So I can):

When I want to onboard a new employee

I want to push one button to assign them procedures & HR forms

So I can save time.

Habits keeping people stuck with their old solution

These are the habits we need to help people break, so they can move forward and achieve their desired outcome faster.

Habits mentioned + notable words, phrases from research	# times mentioned in research
<u>1. Copying from Google Docs</u> “We live in GoogleDrive, and that’s where we have everything stored. We create all our procedures in GoogleDocs.	1

Solutions 923 Core App competes against

These are the solutions people most often switch away from, and / or evaluate us against, on their search for a new solution to their struggle.

Solutions mentioned + notable words, phrases from research	# times mentioned in research
<u>1. Google Docs/Google Drive</u> "We live in GoogleDrive, and that's where we have everything stored. We create all our procedures in GoogleDocs."	3
<u>2. Trainual</u> "We did some research and we found Trainual. It has been a really good tool but we don't use other parts of what they provide. It's getting more expensive each year." "There is a lot of Trainual we aren't using."	2

"First thought" – Struggle moments

These were the moments people first realized for themselves, "This isn't working, I need to do something different."

Struggle moments mentioned + notable words, phrases from research	# times mentioned in research
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<u>1. Editing permissions/edit procedures</u> "Adding procedure to the system is annoying because not everyone has access to Trainual, so if someone needs to create or edit a procedure, they have to create it in GoogleDoc. we have to copy and paste from GoogleDoc more difficult than now." "I have to ask a PM to update a procedure in GoogleDoc, then tell HR what has changed, then Masha has to copy and paste into Trainual. It's like playing telephone"	2
<u>2. Time consuming to add and remove new person to the system</u> Trainual has a lot of steps to add a new person. Every time we have to add a new person, we have to remember and follow the procedure for adding a new person. I had to open the document every time I onboard so I didn't forget the steps, even though I've done this so many times because there are so many steps to get the person into all the other software we use as well. We are onboarding about ~5-10 people a month and remove 2-3 people a month because we hire direct contractors for specific jobs, so it's just an annoying time consuming process that we have to go into Trainual and add and remove all the time.	2
<u>3. Time consuming to create procedures</u> Trainual is time consuming, you can't just copy the test of the procedure into Trainual, you have to add step by step each time. I want to be able to just go to Google Drive and update the document and have it updated so I don't have to do the work twice or three times. Right now in Trainual, I have to edit in Google Drive, copy and paste into Trainual. I want to update it once and be done. For example we had to change our logo on all the training documents. I can't even tell you how long that took to do in Trainual, it was so annoying. We need procedures because we have a lot of company rules and practices, for example the way we structure emails or messages to the client. There is a lot of stuff a new person has to learn in the first few weeks, and they need to be able to go back to it if they have a question later when they are asking "what do I need to do in this case". "If the procedure had several sections that were all different sections in Trainual. We had to fit our procedure format into Trainual's format. Copy and pasting pictures, it was a lot of manual work for us."	2

What's most & least important in a new solution (top motivations)

These are the details, attributes of a new solution, etc. that are most important to people with this JTBD as they seek a new solution.

Attributes mentioned + notable words, phrases from research	# times mentioned in research
<u>1. Ability to just edit procedures once</u> We want to be able to edit the procedure and it automatically be updated everywhere.	3
<u>2. Ability to automatically assign procedures & onboarding to a new employee</u> We want to be able to add new people to Harvest and it automatically assign the onboarding they need based on the team they are added to.	3

Anxieties around making this new choice

These are the skepticisms, worries, and/or doubts people feel as they evaluate new solutions, and decide whether or not to take the time to try them.

Anxieties mentioned + notable words, phrases from research	# times mentioned in research
<u>1. Not sure how long it will take to get it working the right way</u> One thing that makes me nervous about building a custom system is how long it takes sometimes to get it to work in the way you want it to.	1
<u>2. Too much time and cost to build ourselves</u> We will not have enough developers to build it. We might not have the resources to build it, or build it fast enough.	1

JOB 2: Engaging Employees

Job statement (When / I want / So I can):

When I want employees to take ownership

I want to be able to track the results of my initiatives

So I can understand the overall health of an employee in one view

Habits keeping people stuck with their old solution

These are the habits we need to help people break, so they can move forward and achieve their desired outcome faster.

Habits mentioned + notable words, phrases from research	# times mentioned in research
<u>1. Writing down in notebook</u> "HR writes things down in a notebook, like upcoming 1:1 meetings, birthdays, etc."	1

Solutions 923 Core App competes against

These are the solutions people most often switch away from, and / or evaluate us against, on their search for a new solution to their struggle.

Solutions mentioned + notable words, phrases from research	# times mentioned in research
<u>1. Harvest Time Tracking</u> "When we add someone new, we have to add them to Harvest, then add them in Trainual and add them to the sections that they need to see."	2

<u>2. BambooHR</u> We really like Bamboo, it's really easy to manage employee legal documents and PTO requests and keep everything in one place.	1

"First thought" – Struggle moments

These were the moments people first realized for themselves, "This isn't working, I need to do something different."

Struggle moments mentioned + notable words, phrases from research	# times mentioned in research
<u>1. Want other functionality, but don't want to add yet another system</u> "We have looked at some other software, but we don't want to add yet another system. We want everything in one place. "	3

How they find solutions

These are the sources that led people to discover solutions like ours.

Approaches mentioned + notable words	# times mentioned in research
<u>1. Google Search</u> "I did some research online, just looking at various feature pages. But the process of searching for a new solution already made me feel tired and overwhelmed by the thought of another log in."	1

What's most & least important in a new solution (top motivations)

These are the details, attributes of a new solution, etc. that are most important to people with this JTBD as they seek a new solution.

Attributes mentioned + notable words, phrases from research	# times mentioned in research
<u>1. Everything in one place</u> "We want everything in one place."	3
<u>2. Ability to add recognitions</u> "We have been working on our company values, and we want people to embody and grow through these values – we want to create some kind of recognition ability to reward employees, but also to empower each employee to celebrate each other." "We wanted to do recognition, and couldn't find a system to do it. Then we would have a third system that people would log in with."	2
<u>3. Ability to track 1:1 Meetings</u> "We want the ability to track 1:1 meetings. Whenever HR add the meeting they just had, they can select the date of the next meeting and it auto creates a task in their calendar. They don't have to write it down anywhere, previously they were writing it down in their notebook and trying to remember when the next meeting should be."	1
<u>4. Ability to track anniversaries, birthdays and special events</u> "Right now HR has to manually create tasks to remember to send gifts for anniversaries and birthdays. We'd love to automate the task creation for this."	
<u>5. Same system should be able to be used for onboarding and for knowledge base later</u> "We only use Trainual for Onboarding. For ongoing training, people had to go to Google Docs. It's hard to have everything split between two systems."	1

<u>6. Ability to calculate PTO for hourly workers & full time workers in one view</u> "For HR, because we have more part time people it's becoming complicated to track PTO and days off that the employee has earned. Harvest doesn't tell Bamboo how many hours the user has worked and how to adjust the PTO. We need a custom percentage formula to help calculate this, and somewhere we can view this"	1
<u>7. Ability to automate surveys & keep them in one place</u> "We do surveys just in Google Survey, but HR has to figure out who has answered and not answered. We use surveys for people's t-shirt size and gift preferences, we want to add those to the onboarding flow. We also need automatic reminders."	1

Anxieties around making this new choice

These are the skepticisms, worries, and/or doubts people feel as they evaluate new solutions, and decide whether or not to take the time to try them.

Anxieties mentioned + notable words, phrases from research	# times mentioned in research
<u>1. People will not use it</u> We have to really build it into people's daily and weekly habits, or else we will revert back to Google Docs. It has to be sticky	1