



THE ROI OF CLARITY

Getting Better RESULTS through Better INPUTS

Scott Burleson
The AIM Institute



THE CHALLENGE WE ALL SHARE

I take the specs from the customers... and I bring them to the engineers!

I HAVE PEOPLE SKILLS!

A PRODUCT FAILURE IN THREE ACTS

ACT 1: DEMOGRAPHIC TRENDS



THE INPUTS

Minimize the time to learn to use a tractor

A PRODUCT FAILURE IN THREE ACTS

ACT 2: THE PRODUCT



A PRODUCT FAILURE IN THREE ACTS

ACT 3: MARKET REACTION

Mar 28, 2008 / New AutoHST

#2



I don't get it. The whole point of a hydro is you have two pedals and don't have to shift anything. Why would this be better?

Or is it April fools early?

Mar 28, 2008 / New AutoHST

#5



I think Deere "jumped the shark" with this change. Why do we need single brake on the right side???? I guess brake steering isn't needed by those "that would feel comfortable with the car like setting" what a joke!

Mar 29, 2008 / New AutoHST

#17



Obviously the "city boy" option. 😊 But, I have seen folks that can't seem to grasp the two pedal thing, as simple as it is. They would never, ever, get "turning brakes", so no loss there.

May 3, 2008 / 3520 AUTO HST

#3



redjacket42
New member

Joined: Apr 26, 2008
Messages: 13
Location: Downeast ME
Tractor: 3320 e hydro 300 cx

The price for the 448 included a mechanical thumb as well (About \$1000).

Also I just read a thread about the Auto HST - I guess people think it is made for women. Well, I am a tractor newbie - just bought 64 acres (all woods) with a 1/2 mile gravel driveway. I haven't tested the ehydro with brakes on the left. The Auto hst just felt natural to me. Shifting was a simple flick of a finger. The CUT almost stopped instantly with just taking your foot off the pedal. I wouldn't think you would use the brake that much except on hills - which doesn't seem a big deal to move your foot 5 inches up to the brake pedal. I guess you get used to one way but with never trying the old way this system seemed great to me. I am sure I am capable of learning any system ... I drive a 40' bus RV and a 45 foot schooner (sailboat)and am fairly coordinated.



THE INPUTS



Minimize the time to learn to use a tractor



See myself as competent, prepared, and in control of my land.

A PRODUCT SUCCESS IN THREE ACTS
ACT 1: REPLACE THE 2305



ACT 2: THE INPUTS

Feel confident, in control, and at ease while doing the work.
See myself as competent, prepared, and in control of my land.
I am a capable and effective landowner

Maintain property with a tractor

Minimize the time to attach and detach implements

Minimize the likelihood of discomfort while operating

Minimize the likelihood of feeling unsafe on inclines

Minimize the time to access tools

Minimize the likelihood of being unable to work in low light conditions

Minimize the likelihood of being unable to store in a garage due to door height

Minimize the time to attach and detach implements







attaching the mower deck





removing the mower deck



Minimize the likelihood of being unable to store in a garage due to door height



Minimize the likelihood of discomfort while operating



Minimize the time to access tools



Minimize the likelihood of being unable to work in low light conditions



Minimize the likelihood of discomfort while operating



Minimize the likelihood of feeling unsafe on inclines



ACT 3: 10+ FIGURE SUCCESS

[Home](#) > [Tractors](#) > [Compact Tractors](#) > [1 Series Sub Compact Tractors](#)

1 Series Sub-Compact Tractors



1 Tractor to Get it all Done

These Sub-Compact tractors have it all for any project. Don't believe us? Take it from Shaw, a DIY guy who banks on his 1025R, nicknamed Penny, to complete and level up all of his projects. Also with its ergonomic seating and Load-n-Go Compatibility, he can get comfortable getting to know his land as he makes the most of it.

play John Deere 1-Series Commercial

https://www.youtube.com/watch?v=Rh_DnqaVjHU

THE INPUTS

- ✓ Feel confident, in control, and at ease while doing the work.
- ✓ See myself as competent, prepared, and in control of my land.
- ✓ I am a capable and effective landowner



- ✓ **Maintain property with a tractor**
- ✓ *Minimize* the time to attach and detach implements
- ✓ *Minimize* the likelihood of discomfort while operating
- ✓ *Minimize* the likelihood of feeling unsafe on inclines
- ✓ *Minimize* the time to access tools
- ✓ *Minimize* the likelihood of being unable to work in low light conditions
- ✓ *Minimize* the likelihood of being unable to store in a garage due to door height



WHAT DID WE LEARN?



See myself as competent, prepared, and in control of my land.



A PRODUCT FAILURE IN THREE ACTS

ACT 3: MARKET REACTION

Mar 28, 2008 / New AutoHST

#2



I don't get it. The whole point of a hydro is you have two pedals and don't have to shift anything. Why would this be better?

Or is it April fools early?

Mar 28, 2008 / New AutoHST

#5



I think Deere "jumped the shark" with this change. Why do we need single brake on the right side???? I guess brake steering isn't needed by those "that would feel comfortable with the car like setting" what a joke!

Mar 29, 2008 / New AutoHST

#17



Obviously the "city boy" option. 😊 But, I have seen folks that can't seem to grasp the two pedal thing, as simple as it is. They would never, ever, get "turning brakes", so no loss there.

May 3, 2008 / 3520 AUTO HST

#3



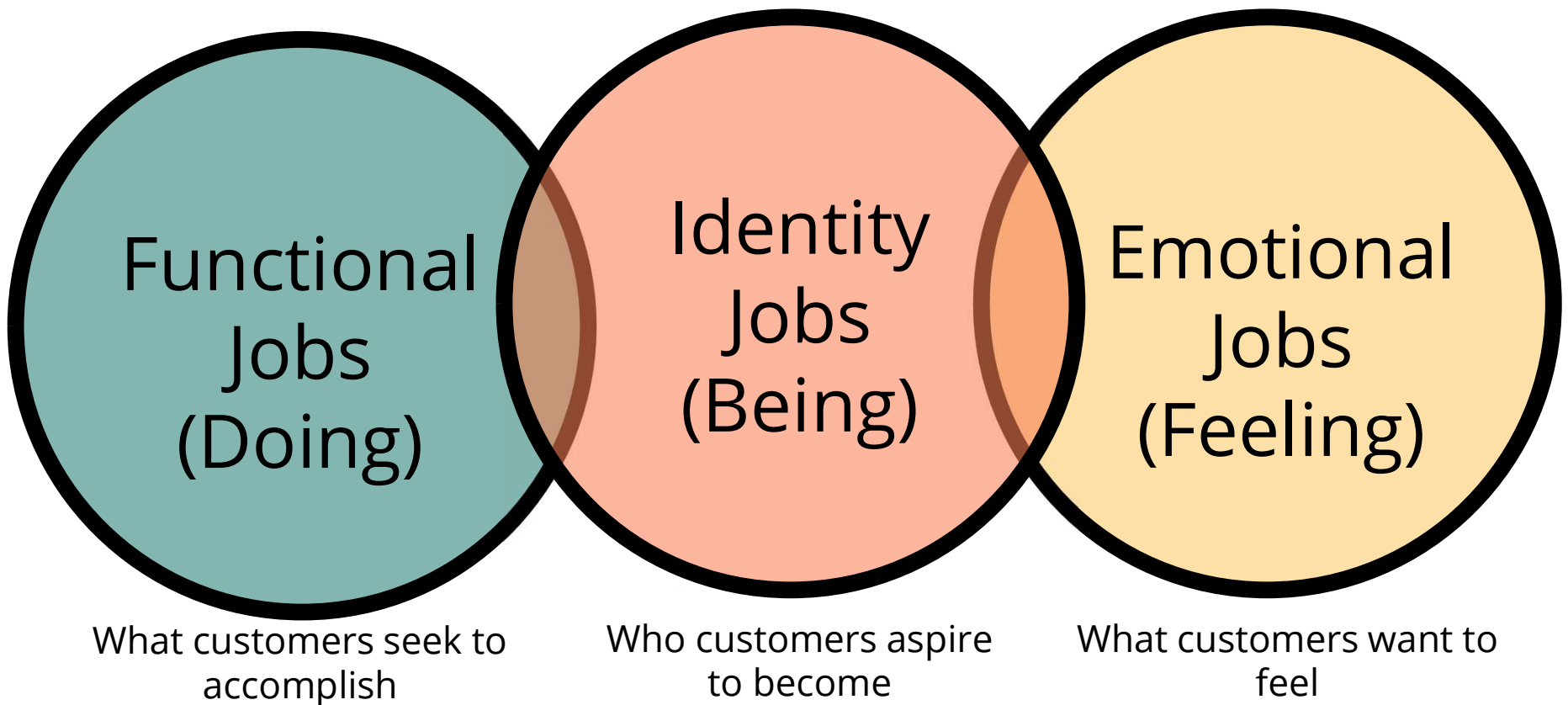
redjacket42
New member

Joined: Apr 26, 2008
Messages: 13
Location: Downeast ME
Tractor: 3320 e hydro 300 cx

The price for the 448 included a mechanical thumb as well (About \$1000).

Also I just read a thread about the Auto HST - I guess people think it is made for women. Well, I am a tractor newbie - just bought 64 acres (all woods) with a 1/2 mile gravel driveway. I haven't tested the ehydro with brakes on the left. The Auto hst just felt natural to me. Shifting was a simple flick of a finger. The CUT almost stopped instantly with just taking your foot off the pedal. I wouldn't think you would use the brake that much except on hills - which doesn't seem a big deal to move your foot 5 inches up to the brake pedal. I guess you get used to one way but with never trying the old way this system seemed great to me. I am sure I am capable of learning any system ... I drive a 40' bus RV and a 45 foot schooner (sailboat)and am fairly coordinated.

THE JOBS-TO-BE-DONE PYRAMID™ INTRODUCES THREE DOMAINS OF CUSTOMER MOTIVATION



THE JOBS-TO-BE-DONE PYRAMID™ INTRODUCES THREE DOMAINS OF CUSTOMER MOTIVATION

Functiona
Jobs
(Doing)

What customers seek
accomplish



notional
Jobs
(Feeling)

customers want to
feel

THE JOBS-TO-BE-DONE PYRAMID™

*A complete architecture of
customer motivation*

www.AIMInstitute.com

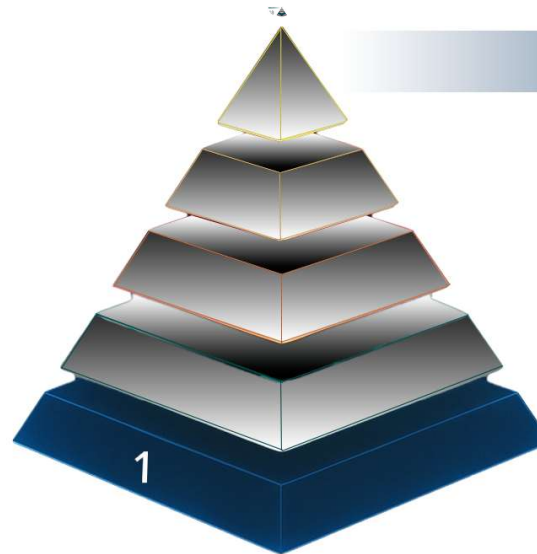
EMOTION

IDENTITY

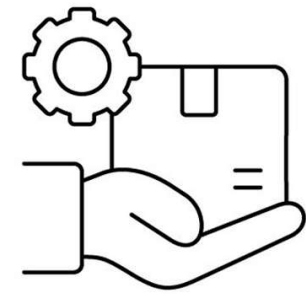
FUNCTION

LEVEL 1: PRODUCT JOBS

The tasks we execute in our journey with a product.
(Same concept as "Consumption Jobs.")



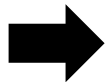
PRODUCT JOBS



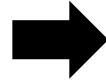
Buy a tent -- Learn to set up the tent -- Maintain the tent -- Store the tent



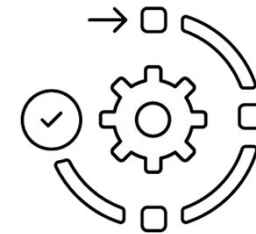
ACQUISITION



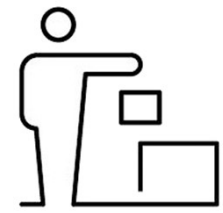
PREPARATION



USAGE



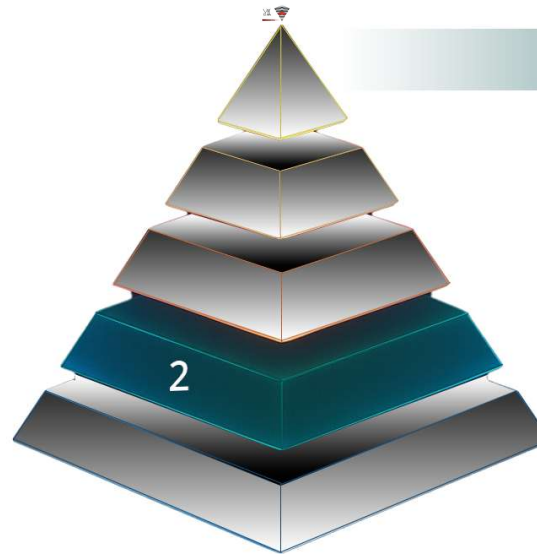
MAINTENANCE



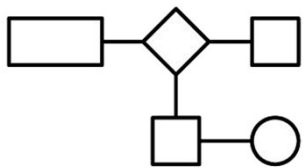
DISPOSAL

LEVEL 2: CORE JOBS

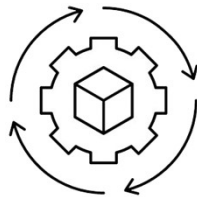
*Solution-independent goals and objectives
(Same as "Core Jobs" as used in JTBD/ODI)*



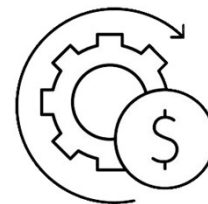
Stay protected from the elements in the backcountry



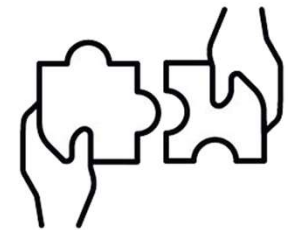
PROCESS



CONTROL



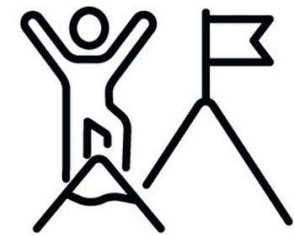
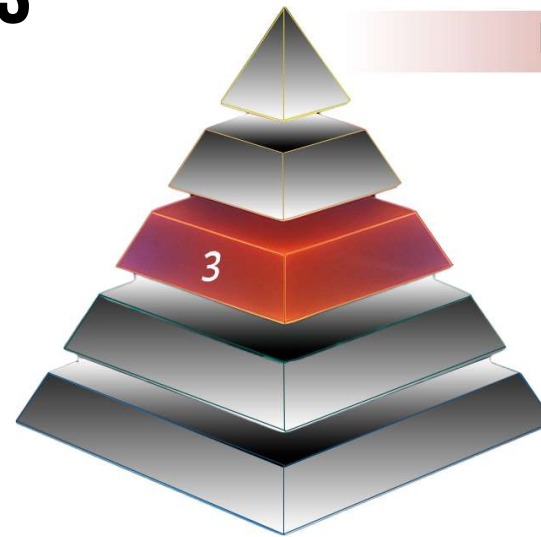
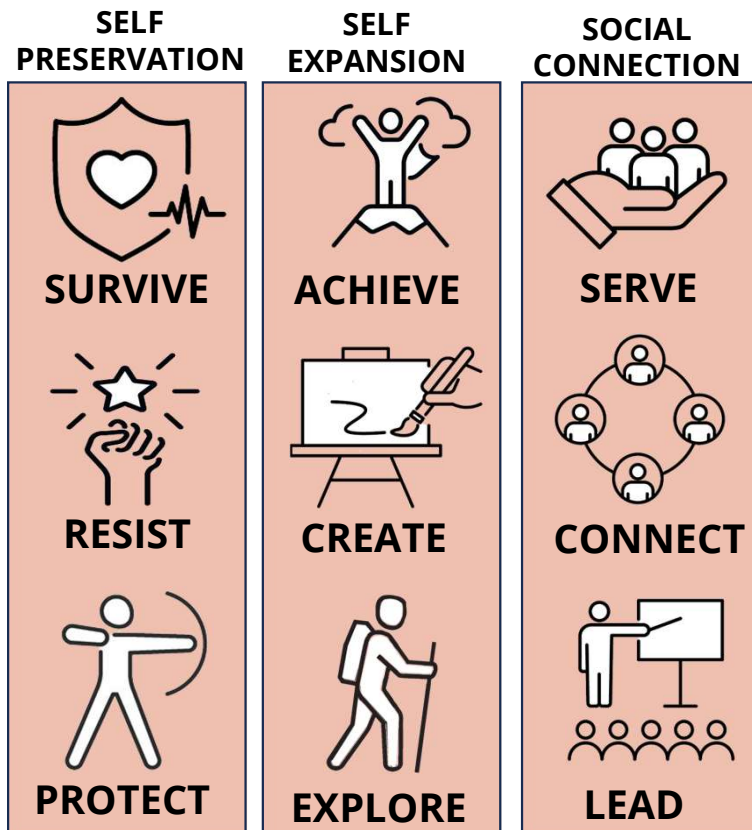
EFFICIENCY



PROBLEM-SOLVING

LEVEL 3: ROLE IDENTITY JOBS

The roles we aspire to play in life



I am a backpacker.
I am an explorer.
I am an adventurer.

LEVEL 4: IMAGE IDENTITY JOBS

How we wish to be perceived by ourselves and others

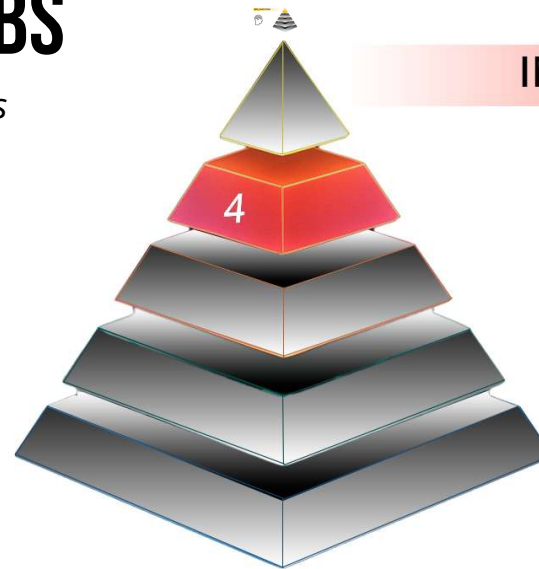


IMAGE IDENTITY JOBS



See myself as outdoorsy.
Be perceived as independent.



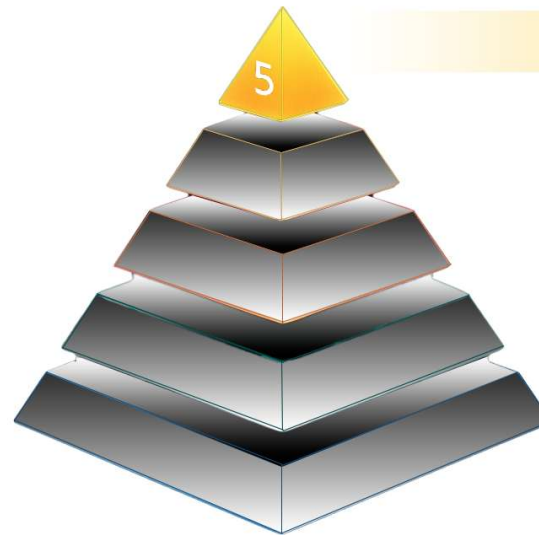
SELF-IMAGE



REPUTATION

LEVEL 5: EMOTIONAL JOBS

The feelings and emotions we desire

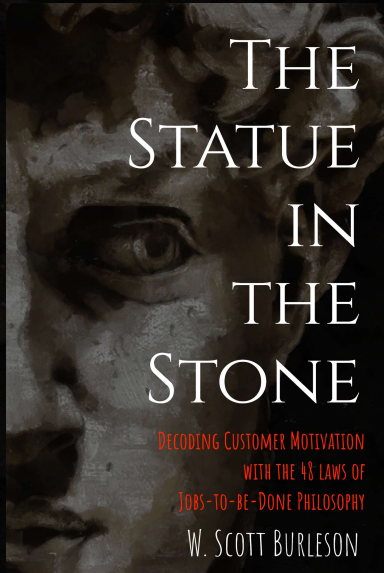


EMOTIONAL JOBS



Feel calm, reassured that she will stay comfortable and dry.
Feel safe in the backcountry.

THE PHILOSOPHY OF BETTER



THE STATUE IN THE STONE

DECODING CUSTOMER MOTIVATION
WITH THE 48 LAWS OF
JOBS-TO-BE-DONE PHILOSOPHY

W. SCOTT BURLESON

1 TO MANY

Job-to-be-Done

Outcomes are the criteria for “how well” a job is done.

Outcome 1

Outcome 2

Outcome 2

Outcome 2

Etc.

How do we get these from a customer interview?

1 TO MANY

Job-to-be-Done

MOW THE LAWN

Minimize the time to mow the lawn

Minimize the size of discharged grass clumps

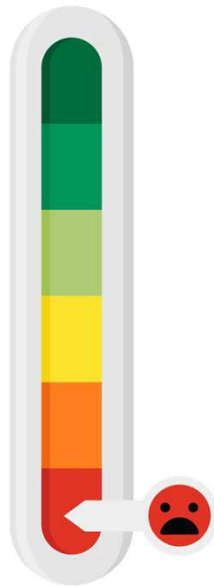
Minimize the amount of post-mowing trimming to be done

Etc.

Outcomes are the criteria for “how well” a job is done.

How do we get these from a customer interview?

Happiness with Mowing the Lawn



JTBD: Mow the lawn

- 😊 ~~Mowing problem~~
- 😊 ~~Mowing problem~~
- 😊 ~~Mowing problem~~
- 😊 ~~Mowing problem~~
- 😊 ~~Mowing problem~~
- 😊 ~~Mowing problem~~



JTBD: Mow the lawn

What challenges do you have when *mowing the lawn*?
Takes long time
Get dirty in the process

What makes *mowing the lawn* difficult?
Too much trimming to do afterwards

What makes *mowing the lawn* slow?
Hot or cold

What makes *mowing the lawn* go offtrack?
Boring task

What prevents you from *mowing more grass*?
Big clumps of grass left behind
Grass cut unevenly



JTBD: Mow the lawn

Minimize the time to mow the lawn

Minimize the likelihood of getting dirty

Minimize the amount of trimming work after mowing

Minimize the likelihood of being either too hot or cold

Minimize the likelihood of boredom while mowing

Minimize the size of grass clumps left behind

Minimize the variation of the grass height

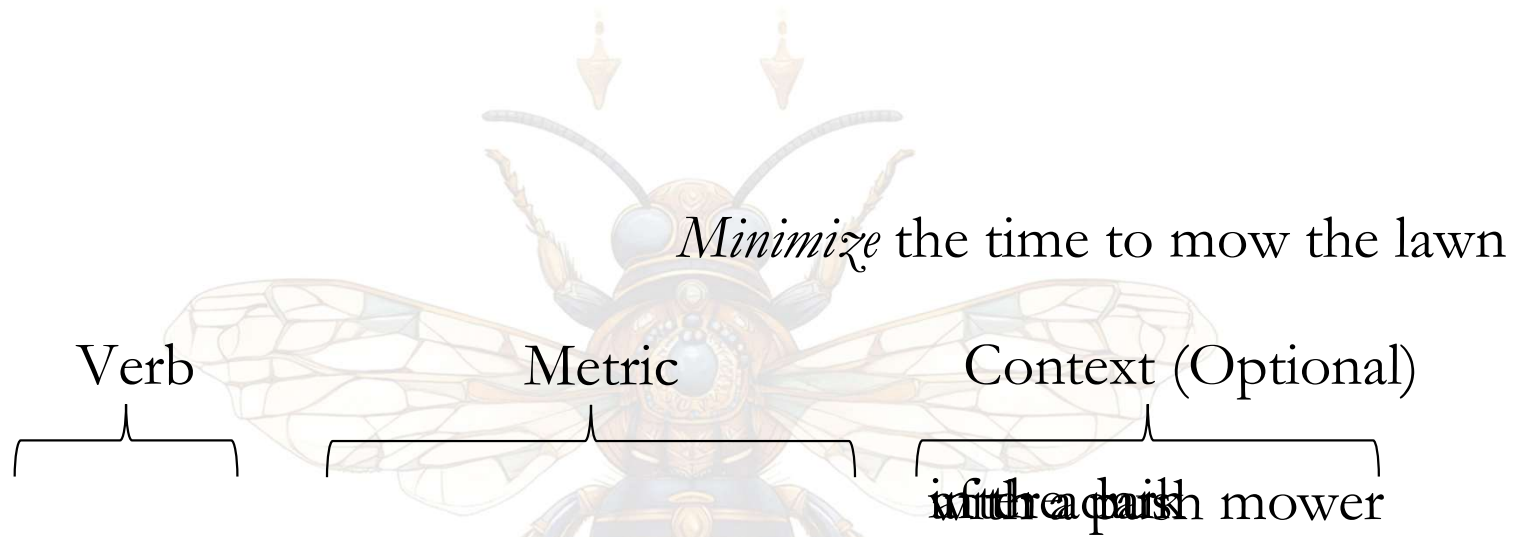
JTBD: Mow the lawn

Minimize the time to mow the lawn

Minimize the amount of trimming work after mowing

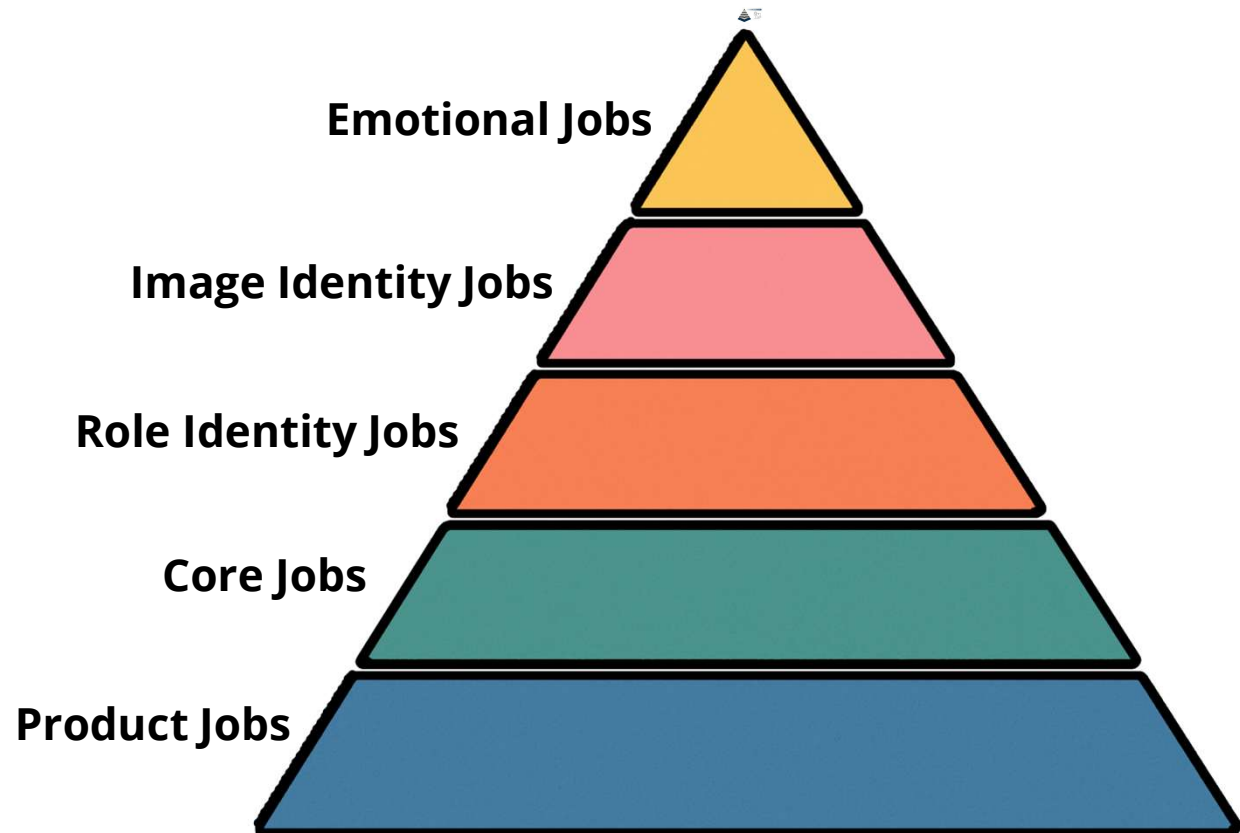
Minimize the likelihood of boredom while mowing

Minimize the variation of the grass height



THE JOBS-TO-BE-DONE PYRAMID™

- A complete architecture of customer motivation
- Combines Function, Identity, and Emotion into one practical model
- Drives innovation, marketing, and sales alignment



BUILDING A SHARED LANGUAGE

- *Product teams* => Design for jobs at all levels
- *Marketing teams* => Craft messages that link to identity and emotion
- *Sales teams* => Understand the full motivational landscape

FUNCTION
(Doing)

IDENTITY
(Being)

EMOTION
(Feeling)

NEW! FIRST TIME IN THIS COUNTRY



A FABULOUS AMERICAN CAKE
-make it yourself in just 4 minutes

It's something never seen here before! A delicious, delicate-textured white cake that practically makes itself. A cake so perfect and light you'd hardly believe you could make it in just 4 minutes. But that's all the time you need with Weston's fabulous White Cake Mix.

The luxury ingredients—all of them, eggs included—are expertly blended for you, and packed for absolute freshness in a heat-sealed pack. Nothing to add but water. No work to do except beat up the batter and bake. Next step, take a

perfectly risen dream of a cake from the oven, and ice with a tempting icing. Serve to a round of applause.

Chocolate fans please note: there's a wonderful Weston's Chocolate Cake Mix as well. But whether it's chocolate or whether it's white—put your money on Weston's Cake Mixes, for cakes that make the best eating in the world. They'll do you proud every time.

Weston's Cake Mixes—for the best cakes you'll ever make.

WHITE CAKE 1/10³ CHOCOLATE CAKE 2/



Weston's CAKE MIX

NOTHING TO ADD BUT WATER

Completely New! Completely Wonderful!



MADE FROM THE FINEST INGREDIENTS BY THE BIRD'S CUSTARD PEOPLE

All complete—the egg, sugar, fat, flour! Yes, Bird's Cake Mix contains all these rich ingredients, and they're perfectly blended to give you perfect, *home-baked* cakes!

All you do—just add a little milk, mix quickly and pop your cake in to bake. And what a feathery, delicious cake you bake—every time! Try it to-day, to-day, TO-DAY!

Stop Press! Another miracle mix by Bird's... Bird's complete Sponge Mix for wonderful, never-fail sponges!

And how about these for dreamed about teas?

Fruit Cake—to Bird's Cake Mix add 5 oz. dried fruit and top with almonds before baking. A wonderful cut-and-come-again cake that families love.

Chocolate Cake—a top favorite! Melt 1/2 oz. chocolate in a bowl standing in hot water. Make up Bird's Cake Mix. Add melted chocolate. Bake.

Cherry Cake—simply add to Bird's Cake Mix 3 oz. of halved glacé cherries. It looks so gay, tastes so good, and the children simply love it!

Bird's complete Cake Mix - JUST ADD MILK, MIX AND BAKE!



Betty Crocker Cake Mixes bring you that Special Homemade Goodness



LIGHT, FLUFFY CAKES

They're made with famous Softball Cake Flour... and you add the eggs!

RICH, MOIST CAKES

They're made with the finest premium quality cake shortening... and you add the eggs!

TALL, LUSCIOUS CAKES

They're genuine Betty Crocker mix, get all enclosed and bottled. You get a full pound and a quarter of cake mix in every package—and you add the eggs! No wonder 9 out of 10 women, in hundreds of tests, said their cakes made with Betty Crocker Cake Mixes and their own fresh eggs gave them bigger, better cakes than the other cake mixes they tested.



Just bake a big, moist, Betty, fresh egg cake with Betty Crocker's new YELLOW Cake Mix. Fill, and top with whipped cream and sweet California cream. Ding, pop, then. Quick, easy and oh so good.



Betty Crocker CAKE MIXES



There are two kinds of cake mixes. This is the only nationally sold cake mix that lets you add the eggs—the only one that gives you that special homemade goodness.

Try All These Wonderful Betty Crocker Mixes WHITE - YELLOW - DEVILS FOOD - GINGER BREAD

NEW! FIRST TIME IN THIS COUNTRY

Light white and Luscious!

A FABULOUS AMERICAN CAKE
—make it yourself in just 4 minutes

Weston's CAKE MIX

YES! I MADE IT MYSELF WITH WESTON'S CAKE MIX

Completely New! Completely Wonderful!

BIRD'S Cake Mix

Now... it's just 4 minutes to mix and bake!

Weston's CAKE MIX

Bird's complete Cake Mix—JUST ADD MILK, MIX AND BAKE!



**1. DEFEND A POLICY OF “BETTER INPUTS, BETTER
OUTPUTS.”**

DEFEND THE POLICY: BETTER INPUTS → BETTER OUTPUTS

The Wrong Expectation

- Exact revenue forecasts
- Precise pricing assumptions
- Perfect adoption curves
- Detailed ROI projections

False precision built on weak inputs.

The Right Discipline

- Clear Jobs-to-Be-Done
- Defined Success Criteria
- Prioritized unmet needs
- Competitive context understood

Better inputs produce better decisions.

WEAK INPUTS

- Shallow understanding of customer jobs
- Vague needs and feature requests
- Decisions based on assumptions
- Precision forecasts built on weak foundations



STRONG INPUTS

- Clearly defined Jobs-to-Be-Done
- Defined Success Criteria
- Prioritized unmet needs
- Shared understanding across the organization



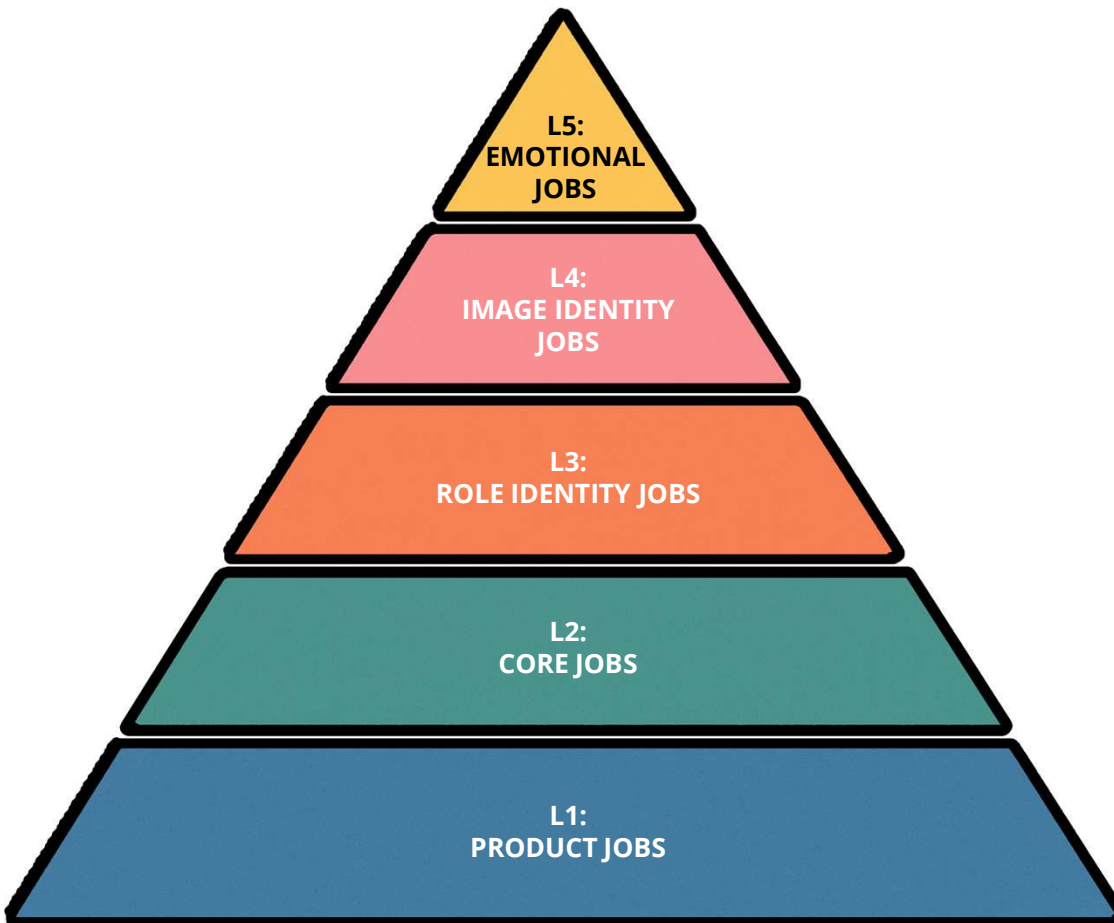


**2. TURN CUSTOMER COMPLEXITY INTO YOUR
*ADVANTAGE.***

THE BEAUTIFUL COMPLEXITY



USING THE JTBD PYRAMID IN INTERVIEWS



**If you are successful, what feeling would that generate?
What feelings would it help you to avoid?**

**How do you want to be seen by others in this situation?
What would it say about you if you succeed?**

**What kind of person does this help you to become?
Why is that important in your role?**

**Why did you need a tractor?
What tasks will you perform with it?**

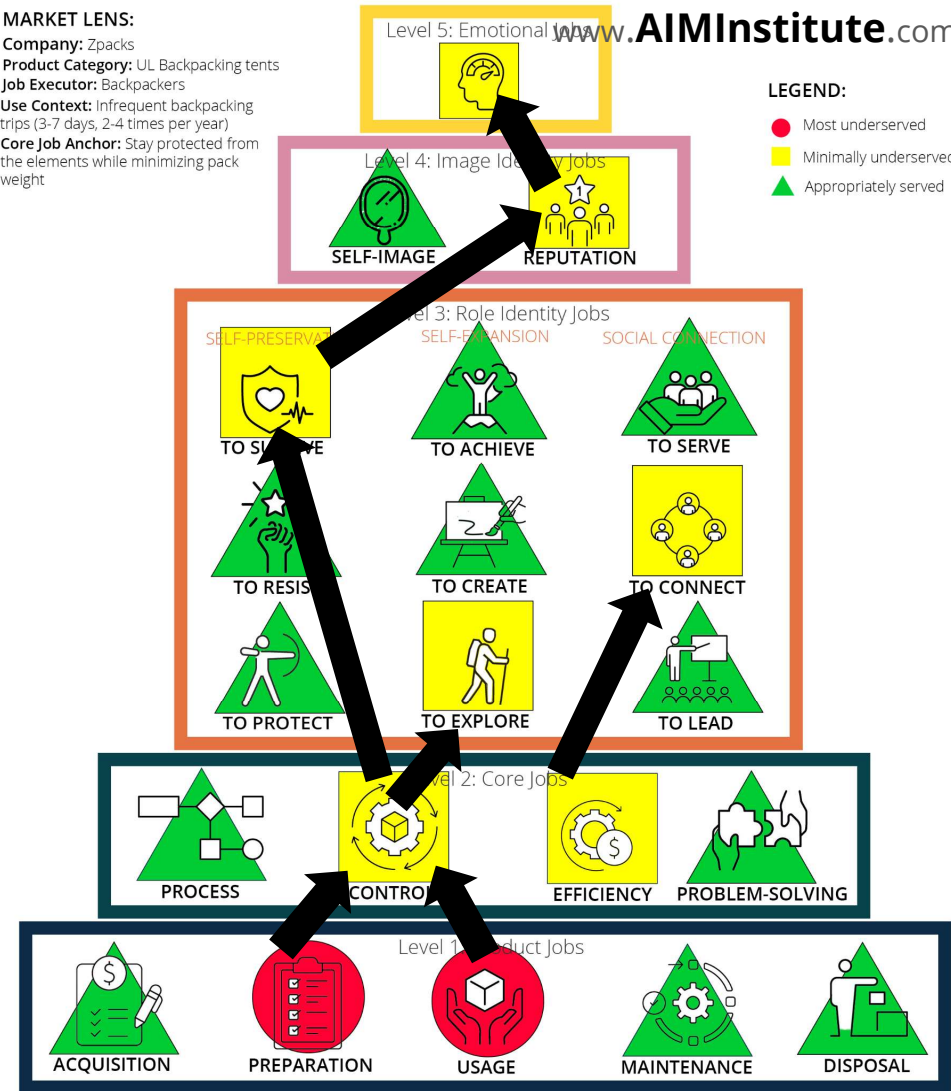
Tell me about your experiences when...buying a tractor... learning to use a tractor... using a tractor... maintaining a tractor...etc.

FIND THE LEVERAGE



MARKET LENS:

Company: Zpacks
Product Category: UL Backpacking tents
Job Executor: Backpackers
Use Context: Infrequent backpacking trips (3-7 days, 2-4 times per year)
Core Job Anchor: Stay protected from the elements while minimizing pack weight





**3. MAKE YOUR CUSTOMER'S JTBD THE FOCUS OF
PRODUCT STRATEGY.**

THE INPUTS

- ✓ Feel confident, in control, and at ease while doing the work.
- ✓ See myself as competent, prepared, and in control of my land.
- ✓ I am a capable and effective landowner



- ✓ **Maintain property with a tractor**
- ✓ *Minimize* the time to attach and detach implements
- ✓ *Minimize* the likelihood of discomfort while operating
- ✓ *Minimize* the likelihood of feeling unsafe on inclines
- ✓ *Minimize* the time to access tools
- ✓ *Minimize* the likelihood of being unable to work in low light conditions
- ✓ *Minimize* the likelihood of being unable to store in a garage due to door height



4. INVEST IN YOUR OWN INPUTS (KNOWLEDGE AND SKILLS).

INVEST IN YOUR OWN INPUTS (KNOWLEDGE AND SKILLS).

Amazon Hot New Releases
Our best-selling new and future releases. Updated frequently.

New Releases in Product Management

#1 **THE JOBS-TO-BE-DONE PYRAMID™**
An Innovation Architecture for Humans - Linking Function, Emotion and Identity
W. Scott Burleson

#2 **ON BRAND BLUEPRINT**
The On-Brand Blueprint: C...

#5 **PRICING: THE KEY TO PROFITABILITY**
Pricing: The key to profitability: A practical...

#7 **AUTHORITY MARKETING**
Authority Marketing: Bu...

#9 **Who Gets You Things**
Who Gets You Things: The fascinating true...

#10 **La boussole du primo-fondateur Saas B2B: 9...**
La boussole du primo-fondateur Saas B2B: 9...

Blueprinter 5.0 Business Travel Cloaked

1 2 3 4 5 Product Objectives

www.AIMINSTITUTE.COM

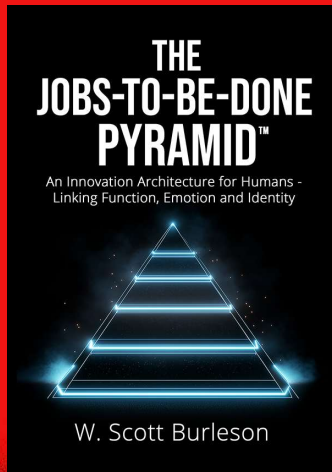
Progress and Next Steps + Update

No updates posted

KEY TAKEAWAYS:

1. DEFEND A POLICY OF “BETTER INPUTS, BETTER OUTPUTS.”
2. TURN CUSTOMER COMPLEXITY INTO YOUR *ADVANTAGE*.
3. MAKE YOUR CUSTOMER’S JTBD THE FOCUS OF PRODUCT STRATEGY.
4. INVEST IN YOUR OWN INPUTS (KNOWLEDGE AND SKILLS).

NEXT STEPS:



LEARN MORE:
www.LearnPM.pro

CONNECT WITH ME:
www.WScottBurleson.com

KINDLE VERSION: FREE ON AMAZON, ONE DAY ONLY!