GCU GUIDE TO WRITING STRONG JOBS TO BE DONE

CONTENT

INTRODUCTION

HEINEKEN has a proud and pioneering 150 years of history, building and growing exciting brands over multiple categories, meeting consumer needs all over the world.

To capture how we will achieve our next level of growth in the coming years, we introduced EverGreen 2025 as our bold and exciting strategy. It defines our dream to shape the future of beer and beyond, and win the hearts of consumers.

This is especially critical as the consumer landscape changes rapidly and beverage category lines are blurring. More than ever our competition is intensifying, from traditional alcohol companies but also from traditional non-alcohol companies.

To win in this new era requires an approach that is guided by deep understanding of our consumers (needs, motivations, beliefs, behaviours) to unlock growth for our brands in the spaces of demand where they play and compete.

Getting consumers to choose our brands over competitors in their repertoires requires a planned approach; one that is focused on behaviour change.

As brand builders in commerce, articulating Jobs to be Done is how we systematically integrate consumer behaviour change into our brand strategy process. This booklet is a key resource to guide you in how to do this for your brands.

A BRAND GROWS WHEN CONSUMERS CHANGE BEHAVIOUR

As Commerce our main priority is to grow our brands. Our contribution to the company is to build widely available, powerful brands that are salient, meaningful, and differentiated for consumers. Strong brands that allow us to demand better pricing and grow revenue for our company.

All our brands have a volume and value base that reflect what consumers do today; they buy our brands at a specific price. Hence, our brands can only grow in volume and value when current and/or new consumers decide to behave differently from what they do today. They change their current behaviour to a new behaviour that is to our favour. Like choosing our brand instead of choosing a competitor, or like paying more for our brand.

When we talk about changing behaviour, we mean a behavioural action that the consumer takes in response to what we/the brand does. Change is rooted in all our actions that together affect how the consumer thinks and feels about the brand, and interacts with the brand.

BEHAVIOURS TO CHANGE

Underlying growth in market share and/or value share are broadly three types of behaviours to change:

1. Get people to buy our Brand
2. Get people to buy our Brand more often
3. Get people to pay more for our Brand

MORE SPEND	MORE FREQUENCY	MORE PENETRATION
☑ Buy more/ increase basket size / trade up	☑ Repeat purchase/ buy often	☑ Buy for the first time / buy

CHANGE HAPPENS IN THE CONTEXT OF CONSUMERS' BRAND REPERTOIRES

Imagine someone going into a shop or bar for a drink. Usually, she or he will already have several brands in mind to consider: the consumer's brand repertoire.

Once inside the outlet this person will look for what is available. And while some may spend considerable time on this, most will decide quite quickly which of the brands from their brand repertoire to pick. Often within seconds! If none of these brands are available, they may spend a bit more time actively looking for something.

This example shows what we need to do to grow our brands:
1. Make our brand part of the set of considered brands – the consumer's brand repertoire – by ensuring the brand is preferred ('pull');
2. Convert this latent preference into a sale by ensuring the brand is 'easy to buy' ('push').

We create pull by building brand perceptions that are meaningful and differentiating, appealing to motivational drivers, and by ensuring mental saliency in the occasions when and where it matters. We create push by ensuring our brand is widely available and visible, with the right product and pack type, at an attractive price point.

Both the creation of pull and push requires investment and hence we need to carefully balance our Commerce resources.

JOBS-TO-BE-DONE

Again, most consumers come into a drinking occasion with a set of preferred brands in mind. Hardly ever are we the only brand in their minds. All brands in this repertoire set compete to be that one final choice. And that choice is the actual behaviour we observe. Therefore, if we want our brands to grow, we need to work from understanding and targeting the right behaviours, and play the right mental brand game. This is where Jobs to be Done comes in.

Jobs to be Done statements describe the shift from current to future behaviour needed to reach our brand performance goals.
To actually shift these behaviours we must seek to overcome any barriers that prevent people from choosing our brand over the other brands in a consumer's brand repertoire. And that requires solid insight into these barriers. Generally, they come in two types: belief barriers and functional barriers.

BELIEF BARRIERS TO OVERCOME

Belief barriers are consumer perceptions, feelings, and /or attitudes that stand in the way of consumers choosing our brands over others.

Whilst belief barriers are virtually limitless in scope, they tend to fit one of the following categories:
- Awareness barrier: the brand does not come to mind, lacks 'mental saliency';
- Product Experience barrier: the brand does not meet expectations on taste, texture, mouthfeel, bloating, ABV level or sessionability;

- Emotional barrier: the brand does not share the consumer's values nor makes the consumer feel good;
- Social barrier: the brand fails to depict a positive image of the consumer to others;
- Imagery barrier: the brand has negative associations.

FUNCTIONAL BARRIERS TO OVERCOME

Functional barriers are physical or contextual elements that stand in the way of consumers choosing our brands over others.

Whilst functional barriers are also virtually limitless in scope, they too tend to fit one of the following categories:

- Availability barrier: the brand is not available or visible in the outlet that consumers visit;
- Packaging barrier: the brand is not available in the right pack type or size (bottle, can, draught, 33cl vs 25cl, 60cl vs 45cl, …);
- Pricing barrier: the price of the brand does not match (too high, too low) compared to alternatives available in the outlet.

As barriers that stand in the way of consumers choosing our brands are almost limitless in scope, and specific to the consumer profile and context, we must spend enough time looking at various data sources to un-earth them if we want a chance to change consumer behaviour.

Note: be mindful and respectful of the fact that your target consumers may well be perfectly happy with their current choices of brands today. Changing that comfortable situation requires mental effort from them, something humans generally do not like. So, the case for change that you bring to them through all your brand activation, must be very compelling! And that all starts with a thorough understanding of their current situation.

JOBS TO BE DONE = BEHAVIOUR-FOCUSED BRAND STATEGY

Now that we have dealt with the foundations, how do we define Jobs to be Done (JtbD) at HEINEKEN?

A Job to Be Done statement describes the needed shift from current to future consumer beliefs and behaviour, to reach our brand ambition goals.

It is a statement of strategic intent and a critical component of the brand strategy.

As a fundamental component of the brand strategy, a JtbD provides focus and discipline in prioritizing Must Win Battles. It also helps you to explain your budget choices and align all briefs on a specific goal. When written and signed off, it drives efficiency and lessens ambiguity in the brand building process.

By writing Jobs to be Done we deliberately step away from our comfort-zone language of volume, share and revenue/margin. We aim to understand and articulate growth in terms of the actual behaviours of people required to meet the brand's goals.

Broadly the approach to articulating JtbD's is to break down your brand's goals to whose behaviours you need to change, calculate how many are required to reach these goals, and to get clarity on the required barriers to be broken down to accomplish this change.

> A Job to Be Done should read like:
> *"Get HOW MANY of WHO*
> *to do WHAT instead of WHAT,*
> *by overcoming which BARRIER(S)"*

It is important to acknowledge that it takes time to change behaviours. Particularly when we need to change belief barriers. Therefore, consider JtbD's as strategic rails that guide your How to Win decisions 2 to 3 years into the future. It ensures all future commercial activities on the brand add up to achieving one goal.

Best Practice is to have three Jobs to be Done for your brand. Each Job to be Done needs to be distinct from the other and should be addressable through brand actions over a sustained period of 2 to 3 years.

The first part of Get HOW MANY of WHO does not mean we only target these groups of consumers. Our communication and distribution efforts still need to deliver broad reach and availability. Get HOW MANY of WHO helps us to be more laser focused on whose behaviour we need to change creating a ripple effect that unlocks growth.

JOBS TO BE DONE IN CONTEXT OF INTEGRATED COMMERCIAL EXCELLENCE

The concept of Jobs to be Done is fully embedded in Integrated Commercial Excellence, our Common Approach within Commerce at HEINEKEN. It provides a common language across all activities. This common approach covers the Where to Play (Strategic Choices), the How to Win (Winning with Consumers & Customers Framework) and the What to Do (Integrated Commercial Planning).

Writing Jobs to be Done is an essential step in the How to Win phase of brand planning. It connects strategic decisions made in Where to Play (like Brand Role, Demand Space, Sources of Growth) and How to Win (like Demand Space Anchor and Brand Stage) with decisions to make within the Winning with Consumers & Customers Framework.

It is a shared responsibility of sales and marketing to start commercial planning and execution from JbtD's so that the right investments are put behind the right initiatives to change consumer behaviour to unlock growth for our company.

Only with clearly articulated JtbD's can we prioritize Must Win Battles for the coming years. This keeps all involved brand builders in focus and secures the right resource allocation.

Figure 1: Integrated Commercial Excellence

Now let's look at the steps to writing the Jobs to be Done.

FIVE STEPS TO WRITING STRONG JOBS TO BE DONE

There are five steps in getting to strong Jobs to be Done to feed your brand strategy:

1. **Set focus** on whose behaviours you aim to change;
2. **Dig deep** to un-earth insights on the root causes of current behaviours and barriers;
3. **Write** your Jobs to Be Done statements;
4. **Prioritize** the **Must Win Battles** that unlock the Jobs to be Done;
5. Get **Sign-off** on your Jobs to Be Done and Must Win Battles from your Commerce directors.

The recommended approach to writing JtbD's is to make it as quantitative and evidence-based as possible. The more concretely and numeric you can size the changes required in the market to meet your brand's ambition, the better. Because it shows the effort you are about to undertake way stronger than simple, generic statements of intentions.

Having said that, some markets are going to have more data than others. And so will be better equipped to come to quantitatively supported JtbD statements. We know that. But even in that case, consider what writing strong JtbD's aims to achieve: strategic clarity and direction. And keep working from a conviction that even with little to no diagnostic data, good planning should still be based on strong hypotheses.

STEP 1: SET FOCUS ON WHOSE BEHAVIOURS YOU AIM TO CHANGE

The key question in this first step is: whose behaviour do we aim to change, to win? Reviewing your Brand Ambition on the bases of Brand Role, Brand Stage & Demand Space anchoring provides the right foundation to write JbtD's from a consumer perspective. Let's have a look at how this works, leveraging two key sources of consumer information: Demand Spaces and Brand Stage Model.
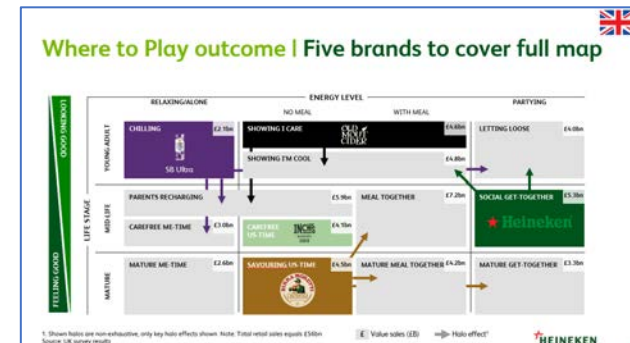
A. Demand Spaces

A key source of information is *Polaris,* HEINEKEN's consumer-centric way of reframing the market to understand consumer needs and meet them. Polaris delivers a Demand Map made up of 10-15 Demand Spaces. Each Demand Space is an aggregated combination of functional and emotional consumer needs, in a specific context.

Each priority brand in our portfolio will be anchored in a Demand Space, based on where the brand will best fit consumer needs. The brand aims to own this space in the mind of consumers, being perceived as the best proposition to deliver on the relevant needs[1].

Example Demand Space HEINEKEN UK

Your task is to fully understand this Demand Space and get a sense of what it takes to dominate in that space, asking questions like:

- What do consumers expect in this Demand Space from a beverage brand, functionally, technically and/or emotionally? What alternative choices do consumers make today (e.g. type of drinks, brands)?
- What types of consumers are in this Demand Space, and who should you need to win over to meet your brand ambitions?

[1] By being strongly anchored in a Demand Space in consumers' minds, consumers may even buy the brand outside the anchor space. To maximize such halo effects, it is critical to make the brand widely available.

- Is there an opportunity for the brand to win volume and/or value through halo effects in other spaces?
- Which sub-target groups can you identify whose behaviour change could potentially sum up, to meet your brand's ambitions?

This exercise will give you a good grip on the repertoire that your brand needs to compete in, and in which you will have to earn the consumer's confidence for making the right choice: your brand.

It will lead you to an initial understanding of the first part of a JtbD statement: *"Get HOW MANY of WHO to do WHAT instead of WHAT, [...]"*.

Thinking of your brand, do the exercise to determine HOW MANY of WHO to do WHAT instead of WHAT, [...]".
Write it down here and you can reflect later as we come to subsequent sections.
………………………………………….
…………………………………………..

B. Brand Stage Model

To further build your understanding of the different consumer targets, you also want to know whether your brand has the power to engage them:
- (How) is your brand meeting their functional / emotional expectations?
- What are your brand's strengths and/or challenges against their current choices?

The Brand Stage Model, our global CMI tool for assessing our brands current life cycle stage, is a

great resource for this. It is the brand's assessment on three levers of Brand Power: Meaningfulness, Differentiation and Saliency.

Meaningfulness and Differentiation

To get into, or stay in, the consumer's consideration set of preferred brands, the brand needs to be perceived as Meaningfully Different.

This perception is based on the total set of a consumer's beliefs about the brand. It leads consumers to a personal, subjective judgement of whether the brand is Meaningful: is it Relevant (meets needs) and does it have their Affinity (is loved). Likewise, they judge whether the brand is

Different: is it Unique (feels different) and Dynamic (set trends).

Meaningfulness tells us how well the brand connects with consumers and fulfils their needs for drinking occasions; *Differentiation* is strongly related with pricing power and momentum.

Saliency

To convert Meaningfulness and Differentiation into actual sales, a brand must be Salient. Salience is a combination of Spontaneous Awareness and Top of Mind, indicating how the brand comes to mind easily, how effortless the brand is recollected from consumer's memory.

At the same time, Salience is about the brand coming to hand easily at the point of sale. To that end it must meet functional expectations, like physical availability, visibility, right product, and pack format and/or price point.
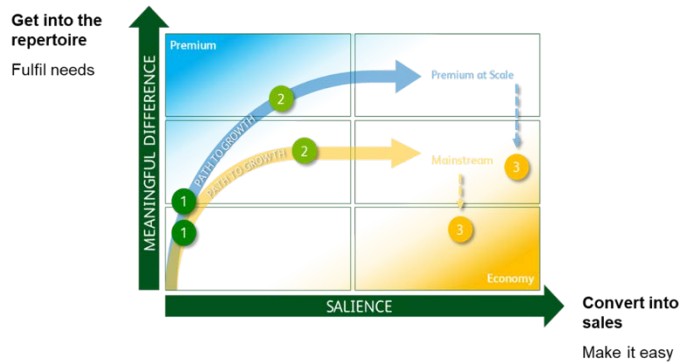
Investigating your brand's Brand Stage Model assessment serves help you to an initial understanding of the second part of a JtbD statement: *"[…], by overcoming which BARRIER(S)"*.

Let us learn from an illustrative case of how combining the knowledge of consumer needs from Demand spaces and the levers to pull from the Brand Stage Model is the foundation to write Jobs to Be Done.

Welcome to Opconia!

We're a HEINEKEN company based in Southern Asia. The commerce team here has recently gone through a Portfolio Strategy exercise (Where to Play). As one of the outcomes our national mainstream beer brand OCTA has been identified as a strategic brand for the Opco.

On the Demand Spaces Map for the Opco, the decision has been made to anchor OCTA in the Letting Loose space. A few key facts about this space:

- *There are roughly 2M consumers in this Demand Space, spending €19,045,320 in retail sales*
- *The vast majority (80%) is younger than 35 years old, the rest is between 35-54 years old*
- *OCTA currently has a value share of 20%, against 30%, 40% and 10% for its main competitors Corona, Birnyi and Monga*

- *The segment is expected to organically grow in volume and value by 10% in the next 3 years*
- *Key emotional needs in this space are Connecting, Celebrating and Letting Loose.*
- *Key functional needs are Prevents Bloating and For Everyone*
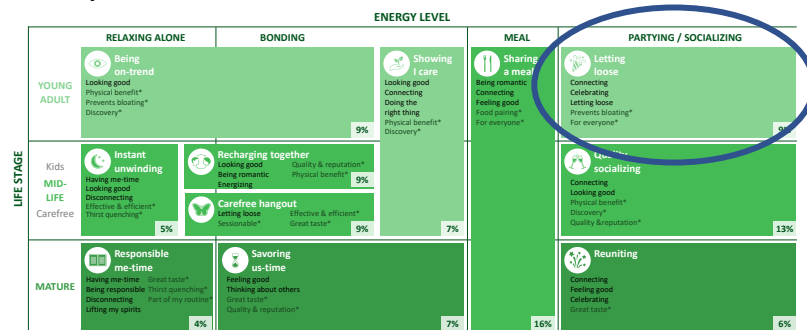
The ambition of the brand (current volume 200K Hl) has been set to grow its volume and value over the next 3 years by 50% and 25% respectively. That equates to 100K Hl of additional volume and €1,428K in additional revenue to be realised.

Looking deeper into the data, the commerce team found several interesting and distinct behavioural consumer profiles in this space, and three in particular:

1. *40% of the younger consumers choose to include Corona three time more often that OCTA in their repertoires. Yet 60% does not choose OCTA next to Corona. Indicative reasons seem to be that choosing OCTA doesn't feel as picking the right brand that connect them with their friends in a fun and energetic way.*

2. *Half of the Birnyi drinkers never includes OCTA in their repertoire; for the other half Birnyi and OCTA are their only choices, in roughly equal weight of purchase.*

3. *The large majority of the 35-54 yo consumers do not consider OCTA in their repertoire. They prefer Monga, an old heritage brand with a clear attitude, which also has a particular bitter taste profile whilst being perceived to not cause any bloating.*

Looking at the Brand Stage Model the team finds the brand has moved from STAR brand to a Generic brand. This means that its brand power is largely driven by salience and not by meaningfulness and differentiation.

Meaningfulness is all about meeting consumer needs and sharing interests. Given its anchor Demand Space, OCTA is seemingly not meeting the core consumer needs of Connecting, Celebrating and Letting Loose, and doesn't deliver against the need for prevention of

bloating. Differentiation is low as the brand is not seen as being unique nor as innovative.

The team zooms in further on the identified drinkers' profiles against the brand ambition. With a target to secure 100K Hl additional volume (of which roughly 20k Hl can be expected to come organically) and €1428K in revenue (of which roughly €381K can be expected to come organically), they come to the following proposal:

1. *If we get 40.000 Corona-only drinkers (= 15% of Corona consumers) to adopt OCTA in their 1-on-3 repertoire, that equates to approximately 25K Hl and €327K revenue;*
2. *If we get 53.000 Birnyi-only drinkers (= 10% of Birnyi consumers) to adopt OCTA in a 50-50 repertoire, that equates to 33K Hl and €432K revenue;*
3. *If we get 100.000 Monga drinkers (= 25% of Monga consumers) to switch to OCTA, that equates to 27,5K Hl and €360K revenue.*

These goals add up to a calculated expected volume contribution of 105,5Hl and revenue contribution of €1,500K. Clearly there is work to do for the team to get the brand to win in this Demand Space and deliver the brand ambition in the coming 3 years!

Before jumping straight into action, the team took some time to un-earth the insights behind these observations / facts, investigating matters like:
1) *what is driving the consumers to their current choices, and what is preventing them from choosing OCTA as alternative?*
2) *What are the root causes for the lacks in differentiation, meaningfulness, and saliency?*

The team moves on to gain a deeper understanding of the Barriers next.

STEP 2: DIG DEEP TO UN-EARTH INSIGHTS

With an initial understanding of behaviours and barriers, the next step is to immerse in research to get a deep, qualitative, and insightful understanding of the drivers of and barriers to the intended behaviour. For example, if the Brand Power assessment shows the brand scoring low on Affinity, what beliefs are consumers lacking to be convinced, or what belief is hampering their liking

for the brand? Or, what makes them love their current choice so much?

Look at existing research and/or commission new research[2], in search for answers to questions that touch on every angle of your JtbD, like:
- Why do they make their current choices / current behaviours? How happy are they with this choice?
- Why do they not choose your brand? Or any other option?
- What could potentially prevent them to make any change in behaviours?

> *Deep diving in research helps you to an in-depth understanding of the second part of a JtbD statement: "[…], by overcoming which BARRIER(S)".*

Try to understand consumers' behaviours through the lens of the beverages category, yet also look holistically at the broader life of the consumer: how does the category and their brand(s) of choice fit their lives today? Consider, for example, their life stage, lifestyles, values, social and societal environment, etc.

Ensure you involve your colleagues from sales in this process, to get to a shared understanding early plus secure buy-in for the outcomes.

> *Your CMI colleagues are an incredible resource of information, tools, and insight. They have the expertise to help you source and interrogate your data, connect to your consumers for qualitative understanding and get to the bottom of the questions you have.*

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[2] Some markets are going to have more data than others. We know that. But even with little to no diagnostic data, good planning should still be based on strong hypotheses.

CASE - OCTA

Back in Opconia.

OCTA's Brand Power analysis gave a first indication of what keeps the different consumer profiles from

choosing OCTA over the other available choices in the marketplace.

Teaming up with CMI and sales colleagues, the brand team has immersed in the world of consumers and customers, digging deep to really get to the heart of the matter: what are the belief and/or functional barriers to a potential behaviour change to our brand's advantage?

The following conclusions were drawn:

1. *The 60% of the younger Corona drinkers that do not choose OCTA occasionally state that for them Corona is much more innovative and with the times. Its packaging and brand activations are spot on for young people, particularly in urban areas. They do know OCTA well, think it is a good brand with a good product, no problem with that. Yet at the same time they think it is more a brand for those who live outside of the cities. Compared to Corona it is just a bit low energy, less happening, even called a bit traditional by some. Not a great choice for an energetic re-connecting with friends. Basically, OCTA is not differentiated strongly enough in the eyes of Corona drinkers.*

2. *The Birnyi drinkers who never include OCTA in their repertoire fail to call out anything specific when asked about OCTA. Brand awareness is not particularly high, and brand associations do not go much further that some generic beer talk. Interestingly, this group of non-OCTA drinkers was found to differentiate from the other half of Birnyi drinkers that do adopt OCTA in their repertoire on a simple factor: location. Southern Opconians seem way less in the know of OCTA than those living in the North. Some further investigation showed that over the past years advertising & media spend, and distribution efforts prioritised the Northern part of the country, banking on growth in that part. Seemingly, the South was 'neglected' in brand maintenance, supply chain and customer support. The effects are now clearly showing through. The rudimentary associations with the brand tend to show an ironic sentiment of abandonment: "the brand that left us…". Basically, OCTA lacks saliency in this region of the market.*

3. *The 35-54 yo consumers who opt for Monga state that after a hard day's job they want to celebrate and let loose with an easy, nice drink. They like Monga for its quirky type of humour that ridicules a bit their coming of age, poking people to take life a little less seriously. Adding to that is its distinct bitterness that makes it a brand of which people say: "you have to mature into it; it is for those who are 'arriving' instead of 'striving'". They see OCTA with mixed feelings: they do appreciate OCTA never pretending to be a young gun and stick to its open and authentic tone of voice. Their main issue with OCTA is that it tastes a bit watery and causes bloating and discomfort. Basically, OCTA lacks meaningfulness in terms of meeting basic functional needs of the Monga consumers in this demand space.*

With all this rich information and understanding of behaviours and barriers, the team is now ready for the ultimate writing session.

STEP 3: WRITE YOUR JTBD STATEMENTS

A Job to be Done statement reads like:
Get HOW MANY of WHO
to do WHAT instead of WHAT,
by overcoming which BARRIER.

All well-defined Jobs to Be Done consist of three key elements:
1. TARGET GROUP - Whose behaviour do we want to change?
2. BEHAVIOUR CHANGE - What precisely do we want them to do differently?
3. BARRIER(S) - What belief or functional barrier(s) do we need to overcome that are keeping the consumer from doing this already?

The work you have done so far will all boil down into one short, sharp, and clear statement. This statement will be the backbone of your brand strategy and serve all that are going to work on the brand.

In writing your JtbD statements, there are four criteria you can use to check whether it has the right quality:

1. DATA DRIVEN – Is the statement evidence-based on the data available in my market?
2. ACTIONABLE – Is the statement tangible and clear enough for my colleagues and partners to act on?
3. SPECIFIC – Does the statement clearly describe the three key elements: Target Group, Behaviour change, Barrier(s);
4. MEASURABLE – Is the statement quantified, so that progress can be tracked over time?
In the process of writing, again make sure to collaborate with your colleagues in CMI and sales.

This ensures that all are involved, engaged, and committed to the resulting statements.

MWB's in the context of the JtbD. And then, to jointly agree on the key and most important MWB's. If so required, visit the GCU website to find information on how to prioritize MWB.

STEP 4: PRIORITIZE MUST WIN BATTLES

The Winning with Consumers and Customers Framework, with its Must Win Battles (MWB's) included, is our commerce toolkit for marketing and sales to win with consumers and customers. When it comes to delivering on the JtbD's, each one may require a different game plan. Not all MWB's are equally important in delivering a JtbD. It is up to the Marketing and Sales team to discuss together the current state of the brand on all

CASE - OCTA

Let's recap where we are:

The team in our wonderful HEINEKEN company in Opconia went through a Portfolio Strategy exercise. Their national mainstream brand OCTA was identified as a strategic brand for the Opco, with an ambition to grow volume and value by 50% and 25% respectively

In the Brand Strategy, OCTA is anchored in the Letting Loose Demand Space and has moved from a Star Brand to Generic in the last couple of years. The team identified and agreed changing the behaviours of three drinkers' profiles to unlock growth and deliver the brand ambition. After quantitative analyses of consumption behaviours and brand power, plus additional quantitative and qualitative deep dives into the different consumer targets, the team comes to the following outcome.

OCTA's Jobs to be Done:
1. Get 40,000 young urban Corona drinkers to adopt OCTA, by overcoming the belief barrier that OCTA is less contemporary and connected to today's urban youth than Corona;

2. Get 53.000 Birnyi-only drinkers (= 10% of Birnyi consumers) to adopt OCTA in a 50-50 repertoire, by overcoming the belief and functional barrier that OCTA is for Northerners only.

3. Get 100.000 Monga drinkers to switch to OCTA, by overcoming the belief and functional barrier that OCTA is too watery and causes bloating;

In collaboration with Sales and CMI, the team works through the Must Win Battles Framework. Together they agree on a short list of prioritized MWB's for each JtbD.

JtbD 1:
MWB#3 Breakthrough Communication, MWB#8 Amplify Visibility & Experience

JtbD 2:
MWB#3 Breakthrough Communication, MWB#8 Amplify Visibility & Experience, MWB#9 Optimize Activations & Promotions, MWB#11 Develop & Grow Customers, MWB#13 Target, Acquire & Retain Customers

JtbD 3:

> *MWB#2 Iconic Identity, MWB#3 Breakthrough Communication, MWB#4 Offer Great taste & quality drinks, MWB#5 Innovate to drive penetration, MWB#8 Visibility & Experience, MWB#13 Target Customers*
>
> *Next up is to get all the work done in front of the senior Commerce managers, get it signed off, and start building a winning brand for Opconia, together!*

STEP 5: GET SIGN-OFF ON YOUR JOBS TO BE DONE

As said before, your Jobs to be Done statements are a fundamental aspect of the brand strategy. Because these statements provide focus and discipline in how you prioritize and resource for the Must Win Battles to win in the coming years.

JtbD statements drive your Strategic commercial priority choices. Hence you need to ensure that all in Commerce agree and commit to the chosen strategic direction. Starting from the top, the Marketing and Sales Directors will need to sign off on the chosen Jobs to be Done plus prioritised MWB's, and commit to driving these forward in the mid-term.

Having engaged with your commerce colleagues from the start onwards will surely be a convincing factor for your senior managers!

SOME GOOD AND NOT SO GOOD JTBD'S

The notion of Jobs to be Done has been around for some times. Both in and outside of our company, this concept is used in different ways.

At HEINEKEN, we have deliberately chosen to define a Job to be Done as explained in this guide. Here we just wanted to make a point about the good and bad use of Jobs to be Done in the company, moving forward.

- "Create agreement among 50% of Ambitious Beer Lovers with the statement that Brand X 'invite me to challenge the fun'"

A JtbD is NOT a Consumer Task:
What the consumer hopes to accomplish, e.g.:
- "Help me stand out from a crowd"
- "Help me refresh my mind and body"

WHAT JTBD IS NOT AT HEINEKEN

A JtbD is NOT a Brand Objective:
What the brand needs to do, to change consumers beliefs and behaviours, e.g.:
- "Build foundations through meaningful differentiation"
- "Scale through maximizing salience"
- "Protect or revitalize meaningful difference perceptions"
- "Innovate in Non-Alcoholic Beer to regain momentum"

EXAMPLES
We have several good examples from brands within our company. For your inspiration!

LIFE – NIGERIA

Job to be Done:
Get 20% of Igbo men over the age of 22 to choose Life instead of Hero, by changing their belief that the brand is shy and passive about its affiliation to the Eastern region of Nigeria.

Must Win Battles:
#1 Brand Positioning
#2 Iconic Design
#3 Communication

Job to be Done:
Get 250K young adults (25-34yo) to trade up from Peroni and choose Birra Moretti, by changing their belief that the brand is dusty and lacks innovativeness.

Must Win Battles:
#2 Iconic Design
#3 Communication
#4 Innovation

HEINEKEN - CHINA

BIRRA MORETTI - ITALY

Job to be Done:
Around food occasions, get 1M Budweiser consumers to choose Heineken, by changing their belief that the HEINEKEN brand is bitter and not sessionable.

Must Win Battles:
#2 Iconic Design
#3 Communication
#4 Innovation

INCH'S APPLE CIDER - UK

Job to be Done:
Get 1.8m young (18-34) cider drinkers to make Inch's their automatic choice for casual drinks with a few friends rather choosing Thatcher's or another category, by overcoming the belief that apple cider is boring & one dimensional.

Must Win Battles:
#2 Iconic Design
#3 Communication
#4 Innovation
#7 Maximize Availability
#8 Visibility & Experience
#10 Category Growth

IN SUMMARY

Articulating Jobs to be Done is how we at HEINEKEN systematically integrate consumer behaviour change into our brand strategy process.

Now more than ever, this is important to build competitive advantage for our brands to unlock growth and deliver on our EverGreen Strategy.

In this booklet we have shared the concepts, steps, and tools to help guide you to articulate good JtbD's for your brand, serving as the basis for MWB prioritization and execution.

Remember: getting to strong JtbD's is a collective commercial effort and is the key to winning with our consumers and customers.

Good Luck!