This template is designed to be used by a Product Manager, Consultant, or Researcher to interview internal stakeholders (or to facilitate a team workshop). Its purpose is to move the team from a "Product/Tech Definition" to a "Job-based Definition."

Interview Guide: Defining the Market (JTBD)

Interviewer: _____ **Interviewee:** _____ **Date:** _____ **Goal:** To define our market using the formula: *Market = [Job Executor] + [The Job-to-be-Done]*

Section 1: The "Pre-Mortem" (Current Perspectives)

Objective: Capture the current (likely product-centric) bias of the team before shifting perspectives.

1. How would you currently describe the market we are in?

- *(Listen for: Geography, Technology, or Product Category. e.g., "The SaaS market," "The US Healthcare market.")*

2. Who do you consider our biggest competitor right now?

- *(Listen for: Direct feature-to-feature competitors. e.g., "Salesforce," "Peloton.")*

3. Why do customers buy our product?

- *(Listen for: Features vs. Outcomes.)*

Section 2: Identifying the Job Executor

Objective: Distinguish the actual user from the buyer to avoid the "Shelfware" trap.

4. Imagine our product breaks or the server goes down right now. Who is the specific person whose work immediately stops?

- *Follow-up:* Is that the same person who signs the check?

5. Who physically interacts with the product on a daily or weekly basis?

- *(Prompt: In a hospital, is it the admin or the surgeon? In a factory, is it the plant manager or the machine operator?)*

6. Whose personal success metrics (KPIs) are improved by using this?

7. [For Platforms Only] Does our business model rely on two distinct groups interacting (e.g., Drivers and Riders)?

- *If yes:* We need to define two separate markets. Which side is the "Hard Side" of the network—the one that is harder to acquire but creates the most value?

  Facilitator Note: Ensure the team is not confusing the **Purchase Decision Maker** (who wants dashboards/reports) with the **Job Executor** (who wants to get work done). If you target the buyer, you build shelfware.

Section 3: Defining the Job-to-be-Done

Objective: Remove the solution/technology to find the timeless functional goal.

8. Let's remove our product and technology from the equation entirely. What is the fundamental goal the executor is trying to accomplish?

9. The "Time Travel" Test: Was this job relevant 50 years ago? Will it be relevant 50 years from now?

- *(Example: "Paper Maps" is not a job. "Determine the most efficient route" is the job.)*

10. What is the "Big Hire"?

- Rather than thinking about features, complete this sentence: "The Job Executor hires us to help them _____."
- *(Look for verbs like: Minimize, Increase, Determine, Avoid).*

Section 4: The Competitive Landscape (The Netflix vs. Sleep Test)

Objective: Widen the lens to see non-traditional competitors.

11. If our product didn't exist, what would the executor use instead?

- *(Prompt: Look for manual workarounds like Excel, pen & paper, hiring an intern, or simply ignoring the problem.)*

12. Think about the core job we just defined (e.g., "Increase Longevity"). Who are we competing with that looks nothing like us?

- *(Example: If the job is "increase longevity," are we competing with vitamins, sleep apps, or walking clubs?)*

Section 5: The Stakeholder Ecosystem

Objective: Map the support and buying roles to ensure the Go-To-Market strategy is sound.

13. The Purchase Decision Maker:

- Who owns the budget?
- What are their constraints? (These are requirements for the sales process, not the product core).

14. The Product Lifecycle Support Team:

- Who installs, cleans, maintains, or configures the solution?
- Do we have features that support *them*, even if they aren't the primary user?

Section 6: Synthesis & Agreement

Objective: Finalize the Market Definition Statement.

Based on this conversation, let's fill in the blanks:

The Old Definition: "We are in the _____ [Technology/Region] market."

The New JTBD Definition: "We are in the market of _____ **[Job Executor]** who are trying to _____ **[Job-to-be-Done]**."

Facilitator Cheat Sheet (Key Concepts from Chapter 3)

- **The Market Equation:** Market = Job Executor + Job-to-be-Done.
- **The Buyer Trap:** Building for the buyer gets you the sale; building for the executor gets you retention.
- **Solutions Change, Jobs Remain:** GPS vs. Maps. If the definition relies on current tech, it's too narrow.

- **Non-Traditional Competition:** Peloton competes with "social dancing classes" if the job is "maintain independence as I age."
- **Platform Rule:** If you are a marketplace, you have two executors and two jobs. Pick one to prioritize (The "Hard Side").