



**UHASSELT**

KNOWLEDGE IN ACTION

## Faculty of Business Economics

Master of Management

### *Master's thesis*

#### *Jobs-to-be-Done in Made-to-Measure Tailoring*

#### **Matej Blatny**

Thesis presented in fulfillment of the requirements for the degree of Master of Management, specialization International Marketing Strategy

#### **SUPERVISOR :**

prof. dr. Sara LEROI-WERELDS



**UHASSELT**

KNOWLEDGE IN ACTION

[www.uhasselt.be](http://www.uhasselt.be)  
Universiteit Hasselt  
Campus Hasselt:  
Martelarenlaan 42 | 3500 Hasselt  
Campus Diepenbeek:  
Agoralaan Gebouw D | 3590 Diepenbeek

**2017**  
**2018**



# **Faculty of Business Economics**

Master of Management

***Master's thesis***

***Jobs-to-be-Done in Made-to-Measure Tailoring***

**Matej Blatny**

Thesis presented in fulfillment of the requirements for the degree of Master of Management, specialization  
International Marketing Strategy

**SUPERVISOR :**

prof. dr. Sara LEROI-WERELDS



## **Preface**

This Master thesis is the last step in the process of obtaining my Master's degree in International Marketing Strategy at the University of Hasselt. This thesis examines specific jobs the customers of Janek – a tailoring company - are trying to get done when obtaining made-to-measure garments. To define these jobs, the Christensen's jobs-to-be-done theory was applied through the qualitative research.

This topic was selected, because clothing style has been my interest for a long time and I have recently started to work for the Janek company. This thesis should help Janek to improve its products as well as the services provided to the customers. It could also be helpful in providing wider audience with information about customers' motivation on buying custom-made garments.

I would like to thank my supervisor, Prof. Dr. Sara Leroi-Werelds for her never-ending patience and professional guidance, for her helpful advice and excellent feedback.

Matěj Blatný

Hasselt, 20 August 2018



## **Summary**

The goal of this thesis is to analyze the made-to-measure tailoring service through the lens of jobs-to-be-done theory. The jobs customers are pursuing when using this service and the final product can be used to improve both in order to successfully grow the business.

To define the jobs-to-be-done, interviews with twenty customers of Janek— a company specialized in made-to-measure garments – were conducted. Based on the interviews, two groups of jobs were defined: jobs pursued in the process (e.g. to get advice from knowledgeable tailor on contemporary style) and jobs pursued when using the custom-made garment (e.g. to make a great first impression and look presentable).

The jobs were later graded by a group of fifty customers according to the Opportunity Algorithm in order to identify the jobs with the biggest potential for successful improvement.

Based on the findings obtained by the above-mentioned methods, this thesis concludes with specific managerial recommendations for Janek in order to improve its service and increase customer satisfaction.

The thesis is divided into seven chapters. The first chapter introduces the topic and the research questions. The second chapter presents a thorough literature review on the jobs-to-be-done theory. The third chapter explains what made-to-measure tailoring is and what roles clothes play in human lives. The fourth chapter describes the research design, the research methods and the participants of the research. The fifth chapter contains the results of the research and recommendations. Chapters six and seven deal with the conclusions and limitations of the research. The final part of the thesis presents references to used literature followed by raw research data in the form of appendices.



## Table of Contents

Preface.....	1
Summary .....	3
Table of Contents.....	5
1 Introduction.....	7
2 Literature Review .....	9
2.1 Jobs-to-be-Done Theory .....	9
2.1.1 Practical Examples of Application.....	15
2.2 Job-to-be-Done as a Process .....	17
2.3 Purpose Brands.....	20
3 Jobs-to-be-Done in Made to Measure Tailoring .....	23
3.1 Suit as a Product.....	23
3.2 Suit as an Instrument .....	23
3.3 Made to Measure Tailoring.....	24
3.4 Specifics of Janek.....	25
4 Research Design .....	27
4.1 Qualitative Research.....	27
4.2 Research Methodology .....	28
4.3 Sample .....	30
4.4 Interview Questions.....	30
5 Results.....	31
5.1 Jobs-to-be-Done – Process.....	31
5.1.1 Description of the Process .....	31
5.1.2 Results.....	32
5.1.3 Recommendations .....	37



5.2	Jobs-to-be-Done – Product .....	39
5.2.1	Results.....	39
5.2.2	Recommendations .....	44
6	Conclusion.....	47
7	Limitations and Future Research.....	49
8	References.....	51
	Appendixes.....	55

## 1 Introduction

People don't buy products. People "hire" products to do specific jobs. Nobody would buy a laptop if there was not a specific goal the customer wants to reach, such as playing games or looking up information on the internet. Similarly, people do not buy phones, they pay for the opportunity to communicate with other people over long distances. Even though this sounds obvious, surprisingly few firms use this notion when launching new products, looking for new markets or developing new products or services (Bettencourt & Ulwick, 2008).

Innovation is more necessary than ever before. Companies continuously need to innovate in order to stay relevant and ahead of their competition (Wunker, Wattman, & Farber, 2016). There never was and never will be a flawless product or service that could not be improved. Companies which do not innovate are doomed to failure. Every year, companies around the globe release new products and try to obtain new customers. The problem is that most of these new products fail horribly. Specifically, more than 50% of new products are discontinued during the development phase. Among those which make it to the market, only 60% become profitable (Christensen & Raynor, 2013). And "only 1 in 300 new products has a significant impact on customer purchase behavior, the product category, or the company's growth trajectory" (Wunker et al., 2016, p. 139). Why is that? The answer is that segmentation based on age, sex, occupation and other objective factors does not work and in most cases never has (Oestreicher, 2011).

For decades, marketers relied on segmentation of the market (Christensen, Hall, Dillon, & Duncan, 2016) and measured correlation between geographic, demographic, psychographic and behavioral metrics and customers' shopping habits (Oestreicher, 2011). This proved to be surprisingly ineffective when presenting a new product to the market (Ulwick, 2005). Despite telling researchers that they want a product to have specific properties and defining those properties, the customers did not buy it when it was manufactured with requested properties (Bettencourt, Lusch, & Vargo, 2014). This is where jobs-to-be-done theory enters the scene.

Job-to-be-done theory was introduced by Clayton M. Christensen (Christensen & Raynor, 2013; Christensen, Cook, & Hall, 2005). It is meant to help companies improve their services and products based on the real needs of their customers. It represents a competitive approach

to traditional segmentation and product development (Christensen & Raynor, 2013). The job-to-be-done can either be a goal to be accomplished or a problem to be solved (Bettencourt et al., 2014). If a company defines the job its customers are trying to get done in a particular situation (since the job can differ even for one person, depending on the situation), it can more easily predict which products and improvements will be successful and which will not. This is possible, because a product or a service can be improved in order to do a better job. It is, therefore, crucial to determine the jobs. One of the ways of determining the job is qualitative research (Ulwick & Bettencourt, 2008), which will be used in this thesis as well.

The objective of this master thesis is to apply jobs-to-be-done theory on a selected company in order to determine the jobs the customers are trying to get done. This information can then be used to improve the product and the service the company provides.

This master thesis examines Janek, a company which provides its services in the Czech Republic. Janek is a small family business focused on made-to-measure tailoring of formal clothes (shirts, suits, etc.) made in the Czech Republic. Through the lens of jobs-to-be-done theory, this thesis will analyze the way the company provides its services. The goal is to provide practical recommendations regarding the product and service itself. To achieve this goal, qualitative research shall be conducted. It will include interviewing twenty customers representing different customer groups.

The purpose of this thesis is to examine made-to-measure tailoring through the lens of jobs-to-be-done theory. This thesis will try to answer two main questions:

- 1) What are the jobs-to-be-done in made-to-measure tailoring?
- 2) How can Janek company improve the product, the service and the whole process of obtaining a made-to-measure garment?

## **2 Literature Review**

### **2.1 Jobs-to-be-Done Theory**

Jobs-to-be-done is a theory introduced by Clayton M. Christensen (Christensen & Raynor, 2013; Christensen et al., 2005). It represents a different point of view to the traditional approach of market segmentation.

Market segmentation is considered to be one of the most important marketing concepts worldwide (Kalafatis & Cheston, 1997). Also, academic education and practical application use this concept as a part of STP strategy (segmentation – targeting – positioning) (Oestreicher, 2011). However, reality seems to provide a myriad of reasons to doubt the relevance of this concept.

According to Smith (1956), segmentation is based on the idea that a heterogeneous market should be divided into smaller homogeneous markets. The smaller markets should be defined by objective attributes such as customer's age, sex, education and interests. Christensen defines segmentation as “identifying groups of customers that are similar enough that the same product or service will appeal to all of them” (Christensen & Raynor, 2013, loc. 1461). When segments are defined according to the stated criteria, firms target their marketing strategies at them (e.g. pay for advertising in relevant magazines). Segmentation can also be done according to the properties of the product or service. For example, marketers divide the electric drill market according to the size of the drill and different prices customers are willing to pay. In reality, however, customers do not care about the drill, they need a hole in the wall (Christensen et al., 2005).

The problem is that traditional segmentation based on customers' characteristics does not seem to provide the expected outcomes. When marketers analyze the needs of the selected segment, they define new features the product or service should provide based on the needs of the defined segment. However, when the product is released, it often fails (Christensen & Raynor, 2013). More than 60% of new product developments are stopped before they make it to the market (Christensen & Raynor, 2013). Not rarely do 3 000 raw ideas result in a single successful product (Stevens & Burley, 1997). Most products fail right after their introduction

to the market. Another sizeable portion is canceled during the first year after the introduction (Oestreicher, 2011). That aligns with Christensen and Raynor (2013) who claim that majority of attempts to create successful new products fail. Oestreicher (2011) concludes that this might be caused by two reasons: either companies do not understand the gathered data correctly, or the concept of segmentation does not work in general (2011).

Apparently, the traditional segmentation based on objective demographic criteria does not work, as it does not constitute effective source of knowledge for future service improvement and product development. Are there any better methods that would help the marketers and company boards to decide where to lead the future development of their businesses? Christensen and Raynor (2013) developed jobs-to-be-done theory which represents the notion that “customers hire products to do specific jobs”. This can help managers segment their markets to mirror the way their customers experience life.

Jobs-to-be-done can be used to define new markets as well as to improve segmentation of existing markets (Christensen & Raynor, 2013, loc. 1452). Bettencourt, Lusch, and Vargo (2014) define jobs-to-be-done as a specific goal the customer is trying to achieve or a problem he/she is trying to resolve. Customers are not interested in buying a drill. They are interested in a hole in the wall (Christensen et al., 2005). The same goes for any other product or service.

As Wunker, Wattman, and Farber (2016, loc. 233) state: “All over the world, people go about their days getting things done. Much of what they do is aimed at satisfying a collection of short- and long-term objectives that they see as being related to their well-being.” Understanding the jobs certainly makes it easy (or at least easier) to predict which products will be successful and which will not (Wunker et al., 2016).

Therefore, the job should be the object of marketer’s analysis. If the marketer thoroughly understands the job, he/she can design better or new products and services which will have higher chance of succeeding than when using ordinary segmentation as defined before (Christensen et al., 2005). Another advantage of defining markets by the means of job-to-be-done is the fact that these markets are generally larger than common product category defined markets (Christensen et al., 2005). For example, if we tried to define the market segment for

custom-made suits, we could come to the conclusion that it should be targeted at well situated men in managerial positions who are 40 to 60 years old. But when we use the jobs-to-be-done lens, we can define the job as to look presentable during formal occasions. This market includes the above-mentioned managers, but also students before their final exams, grooms and their best men, politicians and other officials.

On the other hand, marketers should also keep in mind that customers' jobs do not change just because a new product is available. The jobs stay the same, the product (or the service) has to be developed in order to help the customer accomplish the job more effectively and conveniently (Christensen & Raynor, 2013). Christensen et al. (2016, p. 59) explain: "Making it easier and cheaper for customers to do things that they are not trying to do rarely leads to success". As an example of an invention which was great but did not fit any job-to-be-done, Wunker mentions reading glasses (Wunker et al., 2016). Despite being invented in the thirteenth century, they succeeded more than two hundred years later. Why? Because in the thirteen century, there was no job-to-be-done. Almost no one was able to read and if so, the books were extremely hard to obtain. That changed with Gutenberg's printing press in the fifteenth century, which created a job-to-be-done and subsequently led to a huge demand for reading glasses.

The concept of jobs-to-be-done can easily be demonstrated by the famous "milkshake" example, which is frequently used by Christensen (Christensen & Raynor, 2013; Christensen et al., 2005; Christensen, Anthony, Berstell, & Nitterhouse, 2007). A fast-food restaurant set a goal to improve their sales of milkshakes. At the beginning, the marketers defined the market by the product (milkshake) and then segmented it according to the demographic and personality characteristics of the customers who usually bought this product. Later, representatives of defined customer groups were interviewed regarding their expectations of the milkshake. They evaluated whether they would prefer the shake to be "thicker, more chocolaty, cheaper or chunkier". The results were applied to the product, but it had no impact on the sales.

Another marketing researcher was invited and looked at the sales of milkshakes through the lens of jobs-to-be-done. He spent a whole day in the restaurant, observed every customer who

bought a milkshake and recorded information about the sale. He recorded when the shake was sold, what else the customer bought, whether the customer consumed the shake in the restaurant or drove off with it. When the researcher analyzed the data, some surprising facts came to the surface. About 40% of the milkshakes were bought early in the morning by lone travelers in cars who did not buy anything else and did not consume the shake in the restaurant.

When these “morning customers” were interviewed, the research revealed that most of them had something in common. They bought the drink to do a similar job. They were usually on their way to work, where they would do their long and boring jobs. They were not hungry, but they knew they would be hungry later before lunch if they did not eat something as a snack. Lastly, they had only one free hand while driving, therefore many other meals were impossible to consume. Sometimes, the morning customers bought bagels. Those, however, crumbled all over their clothes. Also, if the bagels were filled with jam or cheese, the customers’ hands and steering wheel got sticky. Therefore, a milkshake was a better option (i.e. did the job better). It was, however, competing with bagels and other breakfast snacks, not with other drinks as could be expected.

Apart from this big group of morning customers, there was another specific group of milkshake buyers. These were parents with their children who came to the restaurant in the afternoon. Mothers and fathers bought their children the shakes as a means of being good parents: providing them with healthy food and simultaneously saying “yes” after a long series of preceding “noes”.

In conclusion, the customers bought majority of shakes to do two very different jobs. The first one was to provide food and entertainment during the morning commute and the second one was to please the parents and children in the afternoon. Each of these jobs required different properties of the shakes and could hardly be defined by the traditional segmentation strategy based on the customer’s age or education. It is also worth mentioning that one person can seek one job-to-be-done during the workweek (i.e. to improve the morning commute) and a different one at the weekend (i.e. to treat himself or herself). That would be impossible to capture with traditional segmentation based on demographic criteria.

How did the restaurant end up applying the obtained knowledge? The morning shakes were made thicker in order to last longer. The customers were further offered a prepaid card that could be used to buy the shakes in drive-ins, which made the shopping procedure faster (more about the process leading to do the job later in the thesis). The afternoon shakes were served in smaller cups with playful design, so that they would appeal to children. Thanks to the smaller cups, the milkshakes were consumed faster, so the parents did not have to wait endlessly for their children to finish the shake.

Similar examples can be found in other industries. When products and services are assessed through the lens of jobs-to-be-done, they are usually more successful (Christensen & Raynor, 2013). Even some of the biggest companies are based on this idea. Consider Google. Google was “designed for the job of finding information, not for the search demographic” i.e. people who are looking for information defined by objective categories such as age, occupation and sex (Christensen et al., 2005, p. 78).

Marketers often make the mistake of confusing correlation with causality (Christensen et al., 2005). The fact that a certain group defined by age and sex buys a certain product the most does not necessarily mean that improving the product for this group would make the sales rise. However, if defined through the lens of jobs which the customers are trying to achieve, improving the product in a way which would make the job easier to complete will very likely have a positive impact.

To define the “job” to be done, marketers might use the following questions:

- 1) How can the customers be helped to get their job done (Bettencourt et al., 2014)?
- 2) What service should be introduced to help the customers get their jobs done (Bettencourt et al., 2014)?
- 3) What task do the customers want to avoid (Christensen et al., 2016)?
- 4) What surprising uses have customers invented for existing products (Christensen et al., 2016)?



- 5) What makes the job challenging, inconvenient or frustrating (Ulwick & Bettencourt, 2008)?
- 6) What makes the job time-consuming (Ulwick & Bettencourt, 2008)?
- 7) Is it possible to eliminate the need for particular inputs or outputs from the job (Bettencourt & Ulwick, 2008)?
- 8) Is it necessary that the customers execute all the steps for which they are currently responsible? Can the burden be automated or shifted to someone else (Bettencourt & Ulwick, 2008)?

According to Ulwick and Bettencourt (2008), in 95% of cases the companies which started to focus on jobs-to-be-done found some hidden opportunities in existing markets or discovered new markets. Therefore, the company may discover amazing opportunities by defining the jobs the customers are hiring the products to get done and by looking at the current shortcomings the product or service has.

Also, segmentation based on jobs-to-be-done helps marketers to define competition based on different criteria. What would be considered competition for a cinema when screening children's movies? Traditionally, that would be other cinemas in the vicinity. But when assessed through the jobs-to-be-done lens, the answer is completely different. The customers of children's movies are parents with their children. The job is to entertain the children. When other ways of children's entertainment are taken into consideration, not only other cinemas, "playgrounds, arcades and other diversions" are also seen as competition (Wunker et al., 2016, loc. 264). Through understanding the job and the resulting competition, new markets and innovations can be discovered (Wunker et al., 2016).

Christensen and Raynor (2013, loc. 1703) state: "When managers define market segments along the lines for which data rather than the jobs that customers need to get done are available, it becomes impossible to predict whether a product idea will connect with an important customer job." In other words, historical data cannot guarantee the success of a product, if they are not connected with a specific job customers strain to get done. According to Christensen and Raynor (2013, p. 1714), this is where senior managers often make a

mistake. They hire researchers to “quantify the size of opportunities rather than to understand the customer”.

As mentioned before, most products fail before or right after their introduction to the market. What jobs-to-be-done theory suggests is that new products will be successful when two conditions are fulfilled. Firstly, the new product has to make customers’ lives easier in some way. Secondly, the product has to solve a problem for which there was no solution before, but the customers demanded it (Oestreicher, 2011). In other words, a product which would solve a problem nobody really needs to get solved would not be successful, even if it did the job amazingly.

### **2.1.1 Practical Examples of Application**

Before moving to other aspects connected with the jobs-to-be-done theory, such as purpose brands and how to build and use them, a few examples of successful application of jobs-to-be-done theory will be demonstrated.

Academic literature provides a vast pool of examples when the jobs-to-be-done theory was successfully applied:

#### 1) John Deere

John Deere, agricultural machinery manufacturer, helps farmers to get done the job of farming the fields. Looking through the lens of jobs-to-be-done, John Deere was able to come up with a number of improvements to make it easier and more efficient for farmers to get the job done. For example, GPS and specialized software were implemented to the machinery in order to help farmers “cultivate the soil more quickly with less fuel” (Bettencourt et al., 2014, p. 52).

#### 2) Research in Motion

Although the name Research in Motion (RIM) may not be well known, their famous flagship project is the Blackberry. When introduced to the market in 1990s, it was not the best-looking device in the field and did not offer the biggest number of functions. In spite of that, it crushed the competition in one crucial function, which was the most

important for the customers: email. While other companies tried to cram as many functions as possible into their devices, RIM worked hard solely on providing the customer with reliable, email-capable, device. This was perfectly in line with the job the customers wanted to get done and allowed RIM to dominate the market for seven years (Wunker et al., 2016).

### 3) 12 Minute Games

As an example of a completely new product, the 12 Minute Games series perfectly demonstrates the strengths of jobs-to-be-done in practice. Big Idea Group was approached by an inventor with a board game idea. When he was asked why he had developed the game, he answered: “I have three young children and a demanding job. By the time I get home from work and we finish dinner, it is 8 o’clock and the kids need to go to bed – but I want to have a fun experience with them. What am I going to do? Set up Monopoly or Risk? I need some fun games that we can set up, play and put away in 15 minutes. There just is not a game designed to do this.” (Christensen et al., 2007, p. 43).

The inventor provided a great definition of a job-to-be-done. It was then an easy task to come up with some games aimed to do this job perfectly. And it became a hugely successful game series in the UK. All of that based on one job which had not been addressed before and which needed a solution (which perfectly fits the Oestreicher’s [2011] definition of a successful product mentioned above).

### 4) American Girl

Pleasant Rowland, the founder of American Doll company, used the jobs-to-be-done oriented approach when establishing the product thirty years ago. Even though the company sells dolls, it does not see itself in the doll business. Each doll has a backstory which is as important (or maybe more important) as the doll itself. When it comes to American Girl, one can find all types of dolls: from a Swedish immigrant to a Native American at the end of 18th century. Each doll has the ability to spark an interesting conversation about their own history and the history of their families among the girls and their parents. The job is not just to entertain children, but also to

provide a base for interesting conversations and bonding moments among children and parents. This view is what allows American Girl to charge a premium price of over one hundred dollars and still stay competitive to times cheaper Barbie dolls (Christensen et al., 2016).

## **2.2 Job-to-be-Done as a Process**

It is necessary to not perceive every job-to-be-done as a final result, but rather as a process that is finished by achieving a defined goal, e.g. a hole in the wall. Every job is a process (Oestreicher, 2011). Sticking to the example of a hole in the wall, which itself is just a part of another process to get some other job done (for example to hang a painting on the wall): when the customer decides that he/she wants a hole in the wall, he/she has to perform many tasks before the result is achieved. First, it is necessary to get the right drill bit. In order to get it, the customer needs to determine what size of the hole (and therefore the drill bit) is needed. Then, of course, the drill is necessary. It has to be bought or rented. The task of getting the hole in the wall clearly includes many steps. Each of them might be an opportunity for the company to improve the customers' experience and create a long-term relationship with them. The key is to always make customers' lives easier (Oestreicher, 2011).

To facilitate the customer's life, the aim should be to remove "waste" from the process. Waste can be represented by unnecessarily spent "time, effort or expense" (Bettencourt et al., 2014).

So far, we have considered a process to be steps carried out by the customer to get the job done. However, a process can also be represented by the actions a company takes in order to provide a service. Christensen et al. (2016) mention the example of Southern New Hampshire University (SNHU). SNHU offered a distance learning academic program aimed at people who wanted to get an academic education but had to work and provide for their families at the same time. What SNHU realized was that this group of potential students had different needs than just-out-of-college 18-year old students. Hence, SNHU decided to act on this.

The online students were on average 30 years old and did not expect "social activities or campus scene". All they wanted were four things: "convenience, customer service, credentials and speedy completion times".

SNHU realized that when deciding whether to enroll for the online course or not, the information on financial aid was crucial for the potential students. These kinds of students usually research the possibility of education at night, after their children have gone to bed. It is therefore necessary to provide all information as soon as possible. Otherwise, the potential student's motivation may plummet. That is why the SNHU decided to set a goal of a "follow-up call within eight and a half minutes", even at night. Also, reaching the decision about the financial aid was sped up so that the decision is available in few days instead of weeks.

However, SNHU proceeded to do even more. They appointed a personal adviser to each student. The adviser's help was crucial. Older students, who had to find their time to study among other responsibilities, were more likely to terminate the education. At SNHU, however, when something did not go as it was supposed to, the adviser intervened and helped the student to stay motivated.

What is the outcome of all the measures taken? Graduation rate over 50% and Net Promoter Score of 9.6 out of 10. Compared to other similar courses, it is one of the best ones in the country.

In the SNHU example, the processes were improved mainly internally, on the side of SNHU. However, these improvements made it way easier for the students to get their job, i.e. get an academic education, done.

As mentioned before, any unnecessary waste should be removed from the process. Oestreicher (2011) opines that companies developing new products should always pay attention to reducing the effort (e.g. number of steps) in order to get the job done. The other option he gives is when the new product "offers decisive advantages for the job-to-be-done, attracting customers' contribution of importance to it".

When analyzing processes, Oestreicher (2011) recommends combining jobs-to-be-done theory with Customer Activity Cycle (CAC). CAC is a helpful tool to "identify simplifications for customers' jobs-to-be-done". According to the CAC concept, each job should be split into the smallest possible actions a customer has to perform in order to get the job done. Oestreicher (2011) demonstrates the concept on brushing teeth. When split into the smallest possible steps, the activity of brushing teeth actually contains: opening the bathroom

cabinet, taking out the toothbrush, filling a glass with water, opening the toothpaste, putting the paste on the brush and so on. If the toothbrush manufacturer can improve the product in a way which saves the customer's time or other resources, the job is therefore easier or more effective to get done. In such situations, there is a good chance of the improved product to be successful.

The combination of jobs-to-be-done and CAC is very effective and should be considered by every organization when developing a new product or improving an existing one (Oestreicher, 2011). Oestreicher also advises to apply both concepts in sequential order. The first step is to define the job-to-be-done. In the second step, the company should analyze the process with the CAC concept and find any weak spots which could be significantly improved.

CAC and jobs-to-be-done is not the only possible combination. It could be further expanded with the concept of service-dominant logic (SDL). Bettencourt et al. (2014, p.46) define the combination of both concepts as follows: "Whereas SDL provides an overarching foundation for understanding value creation, it is made actionable with JTBD – a combination that is both strategic and practical." SDL aims at creating value in cooperation with customers. That is an important shift from the "distributing outputs" point of view (Vargo & Lusch, 2004). It transfers the perspective from the produced product (and its properties) to helping customers get the job done (Ulwick, 2005). According to Bettencourt et al. (2014), SDL is another way of thinking, which could be used to find new opportunities for improving the service. According to SDL, all companies offer services. The only difference is whether the service is provided directly (cutting hair) or indirectly through a product (razor) (Lusch, Vargo, & O'Brien, 2007).

Service-dominant logic was used for example by Amazon. Its goal to "make it easier than ever for customers to discover and enjoy books" led to the invention of Kindle e-book reader, which was sold out only few hours after being released (Bettencourt et al., 2014, p. 51).

To summarize, jobs-to-be-done theory suggests that companies should always define the jobs for which their customers are hiring their products. Also, they should not aim at improving the product (i.e. its properties) to make it "harder, better, faster, stronger". They should rather

focus on making it more effective in providing the expected service (SDL), i.e. getting the job done.

All the above-mentioned concepts were successfully applied by Bang & Olufsen, an audio equipment manufacturer. The job was defined as listening to high-quality music. Then CAC helped to analyze the redundant steps (i.e. the need to manually set up audio setting for each song when listening) and in combination with SDL, the company implemented a feature that automatically adjusted the settings according to the music without any necessary intervention from the listener. The redundant step was removed and customers, whose job is to listen to high-quality music production, are willing to pay for it and stay loyal to the company (Reinertsen & Thomke, 2012).

### **2.3 Purpose Brands**

Brands and branding play a very important role in marketing and when a job-to-be-done is connected to a brand, it can produce a very strong competitive advantage (Christensen & Raynor, 2013). When a brand is connected to a specific job-to-be-done, the customers will immediately think of the brand, when the job occurs in their lives. If the quality of the provided service is high, it can form a strong relationship (Christensen & Raynor, 2013). Which word do majority of Americans think of when they need to deliver a package to the other side of the country? FedEx. As Christensen et al. (2005) point out, the word “fedex” actually became a verb, which means “to send by courier” in the international business. That is how closely the company is connected to the job it does well. The same thing happened with Google. Nowadays, when you tell someone “to google something”, it will be understood as to “look it up on the internet”. This sometimes leads to funny situations in the Czech Republic. In this country, Google is the second biggest search engine after Seznam.cz, a local Czech company, but people often say “to google something on Seznam”.

These examples do not mean that a name of a company has to become a byword for one specific job-to-be-done. Companies can apply the idea of a purpose brand, i.e. they attach other word(s) to the original brand. This indicates the relationship between the brand and the job-to-be-done (Christensen et al., 2005). One of the famous examples of this strategy is the Marriott Hotel chain.

Originally, Marriott hotels were “full-service facilities that were good to hire for a large meeting” (Christensen et al., 2005, p. 81). But when the managers decided to extend the services to other types of travelers (in order to accommodate different jobs the customers needed to get done), they lowered the risk of damaging the main brand by adopting the purpose brand strategy. For business travelers, Courtyard by Marriott was established, and for longer-term travelers, there was Residence Inn by Marriott. Each purpose brand aims at a different job and the customers have different expectations. That is crucially important. Had the Marriott management tried to satisfy all the jobs under the same brand, different expectations of different groups of customers could have damaged the brand. The strategy of purpose brands helped to avoid such a scenario and, on the contrary, strengthened the Marriott brand in general (Christensen & Raynor, 2013). A purpose brand can protect the main brand, because customers “define quality in the context of the job-to-be-done” (Christensen & Raynor, 2013, loc. 1763).

In some situations, the job-to-be-done is not constituted by a measurable outcome in the physical world. Christensen and Raynor (2013) mention so called “aspirational jobs”. These jobs are emotional. Customers may have a need (i.e. job) to feel a certain way – “macho, sassy, pampered, or prestigious”. And in these contexts, the brand itself can be the instrument to achieve the goal. Many premium brands such as Gucci, Ferrari or Mötet get the job done by providing the customer with the feeling of being important.





### **3 Jobs-to-be-Done in Made to Measure Tailoring**

#### **3.1 Suit as a Product**

Most people buy clothes in low-end retail stores under the brands like Zara, H&M, Reserved and so on. These stores generally offer ready-to-wear clothes in the standard pattern. The clothes are divided into a few size categories such as Small, Medium and Large, based on the body type of the customer.

There can certainly also be found high-quality garments produced by luxury high-end brands such as Louis Vuitton, Gucci and so on. The garments are mostly of high quality and represent something that may live on for generations. They are, however, still mostly ready-to-wear garments.

The main issue with ready-to-wear garments is that people are individuals. Each and every person is different in many ways: from the body type to the clothing taste and style. People also buy clothes for different events and occasions, which require different qualities and features of the clothes. The diversity of customers' needs is the reason why, despite having plenty of shops with ready-to-wear clothes, they often fail when trying to find the perfect clothes for a given context. Sometimes the customers find a perfectly styled piece of clothing, but it does not fit their body type and vice versa.

One of the solutions can be made-to-measure clothes. They may be (and usually are) more expensive, but on the other hand, they offer higher comfort for any given customer in the shopping process as well as while actually wearing the product.

#### **3.2 Suit as an Instrument**

A perfectly fitted suit is a mean to fulfill a goal. Wearing a suit is often connected to an individual's occupation. It could even be considered a working instrument. People make rapid assumptions based on the first impression, which is formed in less than half a second (Olivola and Todorov, 2010a). The first impression is formed based on outer signs such as clothing, the type of suit, the color and the fit of suit and shoes (Johnson, Schofield, & Yurchisin, 2002). It has been proven that teachers' perception of students' intelligence is influenced by

their clothing (Behling and Williams, 1991). A vast number of choices is influenced by a person's appearance – from whom to date to whom to vote for in the elections (Olivola and Todorov, 2010b).

Wearing a perfect suit is, however, not important just to send information to other people. It could be even more important to the wearer himself. It has been proven that the wearer's self-esteem, self-confidence and self-perception is strongly influenced by the clothes he/she is wearing (Kwon, 1994). It has been proven that men believe that proper clothing will communicate their personal traits, i.e. that they are knowledgeable, honest, competent, intelligent etc. (Kwon, 1994).

A very interesting research was conducted in 2012 by Howlett, Pine, Orakcioglu, and Fletcher. They tested a hypothesis whether even small changes in the clothing of a person would have a measurable influence on the perception others have about this person. The hypothesis was tested on men in ready-to-wear and made-to-measure suits. Two pictures of the same model wearing two suits made of the same material, color and cut were taken. One of the suits was ready-to-wear and the other one was made-to-measure. A group of almost 300 volunteers were asked to evaluate the model after seeing each picture for less than 5 seconds. The categories were: confidence, success, salary, flexibility and trustworthiness.

The results were conclusive. Men in made-to-measure suits were rated higher in four out of five categories. The only exception was trustworthiness, where the difference was not statistically significant.

It is apparent that clothing plays an important role in our lives and the way we perceive ourselves as well as the way we are perceived by others.

### **3.3 Made to Measure Tailoring**

“Made-to-measure” is a notion used in different fields for plenty of products. Nevertheless, the origin of the term is most probably in tailoring, namely tailoring of more formal clothes such as dresses, shirts and suits. A really high-quality suit is hard to find in the ready-to-wear category, because a high-quality suit is defined, among other things, by the fact that it fits perfectly. This is certainly very hard to achieve with ready-to-wear suits.

If customers order made-to-measure shirts or suits, they have plenty of options to choose from in terms of both material and design. They can choose the type of lapels, vents, pockets, linings, and basically anything they can think of. The main advantage, of course, is the fact that the suit is sewn directly for them. It should therefore fit their figure perfectly. Whether they are thin, muscular, short or tall, the suit will always be adapted to their figure.

Buying such a suit certainly requires more than one visit at the tailor. During the first meeting, the customer needs to spend enough time with the tailor, as he needs to know the customer's requirements, take all his measurements and at the same time understand his personality, so that the future collaboration can be more enjoyable. During the next meetings, the customer will just gradually check whether everything matches his expectations.

Once the garment is made and if the customer is satisfied, future orders can be done very conveniently, since the tailor already has all the measurements and only adjusts the design to match the specific requirements. At the first glance, it may seem like a time-consuming issue, but in the long run, the customer saves a lot of time by not going to a shop and looking for a matching piece of clothing. In the area of made-to-measure clothes, everything can be found in one store exactly according to the customer's requirements.

### **3.4 Specifics of Janek**

For more than 20 years, Janek has been dedicated to making made-to-measure garment for the most demanding clientele all over Europe. The company history dates back to 1930, when the grandfather of the current company owner established a tailor's workshop. Janek emerged in 1990 and has been focusing on production of luxury shirts ever since. Nowadays, the customer segment is divided into two parts, B2C Czech Republic and B2B Europe, which is the main volume of the company's production.

Within the B2B segment, Janek produces made-to-measure shirts of the highest quality for various clients across Europe, including one store in Savile Row, England. The daily production of these made-to-measure shirts is about 100 pieces. Each of the shirts carries all the hallmarks of excellence of high-quality shirts: the finest stitching, single-needle stitching, mother of pearl buttons and so on.

As a part of the B2C Czech Republic, Janek, of course, offers the buyers all the assortment they can expect in custom tailoring. Made-to-measure suits, sport jackets and trousers, chino trousers and much more. Everything with equal emphasis on both the quality of processing and the used materials (Ermenegildo Zegna, Loro Piana, Scabal, etc.). Janek does not weave its own the materials, it buys them from its partners. With its products Janek company reaches out to men as well as women. Most of the customers are, however, men.

In the near future, Janek intends to focus on increasing its sales in Europe and entering new markets. It is also considering expanding its own range of trousers and casual jackets, since the customers are getting more interested in casual clothes, as formal clothes are gradually less often socially required.

## 4 Research Design

### 4.1 Qualitative Research

The first important decision, which had to be made before executing the research itself, was whether to opt for qualitative or quantitative research. Both options were thoroughly considered. Even though quantitative research has many advantages (e.g. exact data which can be assessed and the correlation between facts can be proved and measured) compared to qualitative research, in this case, it has been decided to use qualitative research.

Qualitative research has a great potential for “generating new concepts and ideas” (Gioia, Corley, & Hamilton, 2012). That is crucially important for this thesis. The aim of the research is to discover jobs-to-be-done which clients of made-to-measure tailoring services pursue as well as the weak spots in the process to get the jobs done. Qualitative research in the form of open-ended questions and semi-structured interviews represents the perfect measure to achieve the aforementioned goal (Gioia et al., 2012).

When trying to discover jobs-to-be-done, it is necessary to keep one’s eyes wide open for any new jobs the clients want to hire the products or services to do. Thanks to the unlimited scale of the answers, the analysis can provide a number of new points of view (and therefore new jobs-to-be-done).

As Wunker et al. (2016, loc. 128) state, “The customer is always right. Especially when it comes to innovation. Whether they know it or not, customers have the answers for where the next big breakthrough will be. The problem is that customers are notoriously bad at imagining the product that solves their problems and conceptualizing how they would interact with true breakthrough solutions.” In order to get relevant information from the customer, it is necessary to painstakingly curate questions which would yield followed information.

Therefore, customers cannot be asked what they want from the product and how it should be improved. Instead, the questions have to aim at the job, what it is and what the current issues with achieving it are (Ulwick, 2002). The questions about the outcome have to be asked, i.e. what they expect the product or service to do for them.

## 4.2 Research Methodology

For the research, a list of seventeen questions was put together. All questions used in the research were formed according to the principles defined in relevant literature (Ulwick, 2002; Christensen et al., 2007; Ulwick & Bettencourt, 2008; Gioia et al., 2012) and are appended at the end of the thesis.

In order to obtain enough information, the interviews were carried out with twenty customers of Janek Company. Detailed information about the selection process and individual participants are stated in the following part: 4.3 Sample.

Interviews were executed in person by the author of the thesis. That was important in order to moderate the answers, to lead the interviewees to more precise and concrete answers and to eliminate propositions of solutions (Ulwick, 2002). The goal was to capture the desired outcome (i.e. jobs-to-be-done) and to find any weak spots of the process.

All the answers were subsequently divided into two main groups. The first group included questions aimed at the jobs-to-be-done, while the second group was represented by questions and answers aimed at the process of getting the job done.

Within each group, the answers were analyzed for key words and divided into groups according to the key idea behind each answer (Ulwick, 2002). Based on these categories, the jobs-to-be-done were defined.

The process of buying made-to-measure clothes was mapped according to the CAC theory as explained before. The ideas from the interviews, which were connected to the process, were then assigned to the relevant steps of the process (Ulwick, 2002). The CAC theory represents the bases for job mapping. The difference between these two is that CAC analyzes the activity and job mapping aims at the outcome of each step. In other words, the goal of job mapping is to define a job-to-be-done in each step of the process (Bettencourt & Ulwick, 2008).

Knowing the exact goal the customer is trying to achieve in each step of the process serves as a base for improving the process. Improvement of the process can be achieved in the form of “improving the execution of the specific job steps, eliminating the need for particular inputs

and outputs, removing an entire step from the responsibility of the customer, addressing an overlooked step, resequencing the steps, or enabling steps to be completed in new locations or at different times” (Bettencourt & Ulwick, 2008, p. 110).

As an outcome of the previous steps, there are two tables. The first table contains jobs-to-be-done based on the key words collected in the qualitative research. The second table states the steps of the process and a related job in each step to obtain the made-to-measure clothes from the beginning to the end. The next step is to evaluate where the biggest opportunities for improvement in each of the sections are (general jobs and process jobs).

To evaluate the opportunities, another fifty customers were asked to rate the jobs on a scale from 1 to 10. They were asked two questions based on Ulwick’s (2002) article:

- 1) How important is this particular job for you?
- 2) To which degree is the required outcome currently satisfied?

The above-mentioned rating method is known as the Opportunity Algorithm. It was defined by Ulwick in his article *Turn Customer Input into Innovation* published in Harvard Business Review in January 2002.

For each job, an arithmetic mean was calculated reflecting the importance of the job and the current satisfaction. Subsequently, “opportunity” was calculated in order to discover the most promising areas of development. This was important because each job can be of a different importance to the customers, and making major improvement in a job that is not important to the client or which is already satisfactory will not yield high improvement (Ulwick, 2002).

The acquired numbers were then put into the following algorithm:  $[I + (I - S)] = O$ , where

I = importance,

S = satisfaction, and

O = opportunity.

Another rule was that the number in parentheses could never be smaller than zero. For example, if the measured importance level were 5 and the satisfaction level were 7, the result



in the parentheses would be 0, not minus 2. This rule helps to “maintain integrity of the formula” (Ulwick, 2002).

The jobs were put in order from the highest figure (i.e. the one with the greatest potential of improvement) to the lowest one. Based on this table, the recommendations were defined.

### **4.3 Sample**

The research was conducted among the customers of Janek company. Customers of other companies and non-consumers were not targeted, because the aim of this thesis is to focus on the process and jobs-to-be-done in Janek company (Christensen et al., 2007). The interviewees therefore needed to have direct experience with the service and the product (Ulwick, 2002).

In total, twenty customers were interviewed. They were chosen in such a way as to represent a diverse set of customer types as advised by Ulwick (2002).

Approximately half of the interviewees were regular customers (defined as customers who buy made-to-measure clothes at least twice a year) and the other half was represented by occasional customers (defined as customers who do not buy clothes at least twice a year but have used the service at least twice historically).

In each of the groups, customers who represented different age groups, social status and occupations were selected.

### **4.4 Interview Questions**

A list of seventeen questions was used in the interviews with the customers. The questions were formulated according to the Ulwick and Bettencourt (2008).

The English version of the questions forms appendix no. 1 of the thesis, as the research was carried out in Czech language.

## **5 Results**

### **5.1 Jobs-to-be-Done – Process**

#### **5.1.1 Description of the Process**

The process of obtaining made-to-measure clothes consists of several steps. In order to analyze the process and find space for improvements, the process will now be explained on an example of a made-to-measure men's suit. Process would be analogical for any other garment.

At the beginning, there is the customer's need to obtain a made-to-measure suit. It can be sparked for example by marketing activities on the side of the producer, by a conversation with a colleague or by a gift certificate.

After that, the potential customer has to choose a tailor. When the tailor is contacted, the actual process of delivering a suit is started. At the beginning, the first meeting of the customer and the tailor is necessary. It takes place in the showroom of Janek company with the following goals:

- to define the client's needs (for which occasion the suit is, how often it is going to be worn, what the client's style is),
- to choose the material and the look of the suit, including details (e.g. monograms etc.),
- to obtain the measurements,
- to convey an informative price.

After the first meeting, the order is entered into the internal system. The system provides the tailor with the final price and he/she sends it to the customer via email for confirmation.

The suit is then put together by the manufacturing department. This phase takes from four to six weeks.

When the suit is prepared, another showroom meeting is arranged via phone call. The second meeting is designated for trying out the suit and for revealing any necessary adjustments which need to be done (e.g. tightening the trouser legs, shortening the sleeves, etc.).

The third meeting follows a few days after the second one, after the adjustments have been made. The suit should fit perfectly, and the final product should be handed over to the customer.

The last step is sending the invoice to the client via email.

The above-mentioned process only relates to new customers. For existing customers, the first meeting is shorter, because the measurements have already been taken.

### **5.1.2 Results**

The interviews with current customers of Janek have discovered six jobs the customers are expecting to get done in the process of obtaining made-to-measure clothes. Under the umbrella of these jobs, there are the partial needs of the customers. The needs and resulting jobs are summarized in table no. 1.

<b>Customers' Needs</b>	<b>Job-to-be-Done</b>
<ul style="list-style-type: none"> <li>- tailor's advice</li> <li>- no need to think of the whole outfit and combinations</li> <li>- to avoid decision-making when it comes to combinations</li> <li>- the tailor should know contemporary trends</li> <li>- advice on different combinations</li> <li>- the tailor himself should be an inspiration</li> </ul>	to get advice from a professional in the field
<ul style="list-style-type: none"> <li>- everything in one place</li> <li>- to not walk around the shopping mall</li> </ul>	to get the whole outfit in one place
<ul style="list-style-type: none"> <li>- long delivery time</li> <li>- too much time spent in the showroom</li> </ul>	to get the product soon and with minimal time investment
<ul style="list-style-type: none"> <li>- preference for the same-sex tailor</li> <li>- the tailor should be a good communicator</li> <li>- tailor's pleasant demeanor</li> <li>- personal engagement</li> </ul>	to be taken care of professionally
<ul style="list-style-type: none"> <li>- to save time when making regular orders</li> </ul>	to save time in the long run
<ul style="list-style-type: none"> <li>- entertainment</li> <li>- new experience</li> </ul>	to get a new experience

**Table no. 1**

The Opportunity Algorithm was then applied to the jobs in order to find out which of them offer the biggest potential for improvement and which would yield the biggest competitive advantage. The  $[I + (I - S)] = O$  formula was used in concordance with the methodology described above (see section 4.2). Fifty customers were asked to evaluate each job during a three-day period. An arithmetic mean (i.e. the score granted by participants for each factor –

importance and satisfaction - was summed up and divided by the number of participant) of their evaluation was then calculated and is stated in table no. 2 below. The table contains the “opportunity score” in the last column. The jobs are ordered according to the achieved opportunity score from the highest score to the lowest one.

<b>Job-to-be-Done</b>	<b>Importance (arithmetic mean)</b>	<b>Satisfaction (arithmetic mean)</b>	<b>Opportunity</b>
<b>to get advice from a professional in the field</b>	7.64	7.56	<b>7.72</b>
<b>to be taken care of professionally</b>	6.80	7.18	<b>6.80</b>
<b>to get the whole outfit in one place</b>	6.06	5.76	<b>6.36</b>
<b>to save time in the long run</b>	5.92	6.42	<b>5.92</b>
<b>to get the product soon and with minimal time investment</b>	5.00	5.74	<b>5.00</b>
<b>to get a new experience</b>	4.60	6.84	<b>4.60</b>

**Table no. 2**

In the following section, each job will be explained in detail in order to capture its content. This shall serve as the basis for the recommendations in the following part of the thesis.

### **To Get Advice from a Professional in the Field**

The job which seems to offer the biggest potential for improvement is getting professional advice during the process of obtaining a made-to-measure garment. Customers expect the tailor to be up-to-date, to know contemporary trends in formal clothing and to advise them on the material, style and accessories. They also expect the tailor to help them combine separate pieces of clothing to create an amazing look.

Customers rely on the tailor to help them look perfect in their clothes. As any other discipline, clothing has its rules and it takes time to learn them. Customers who buy made-to-measure clothes are usually busy people who do not like to waste their time on unnecessary activities and tasks. They consider the professional advice from the tailor to be a part of the service they pay for and the conducted research implies that this area provides a great space for improvement.

A trustworthy tailor should be an inspiration to the customer, i.e. he/she should dress precisely according to the newest trends, his/her clothes should fit perfectly and every detail should be flawless. From the first moment, the customer should have the feeling that he/she is being taken care of by a person who knows exactly what he/she is doing.

Karel (29, lawyer) says: “I have never had a taste for style, but I am aware that looking good is important for my job, because as a lawyer I have to represent my clients not just by power of words but also by other means. Therefore, a crucial part of the service is to be advised what to wear in which circumstances and how to combine individual pieces of clothes.”

### **To Be Taken Care of Professionally**

With expensive products comes the expectation of high quality. This expectation applies to the service as well. Customers expect the process of obtaining the made-to-measure clothes to be a pleasant experience. They expect to enjoy the process.

To achieve this goal, it seems to be important that the tailor and other people included in the process treat the client with respect and positivity.

Made-to-measure tailoring deals with irregularities of human bodies. If there were none, there would be no need for made-to-measure, because one size would fit all. It can be unpleasant for the customer to be told that one of his shoulders is lower than the other one or that more fabric has to be added because his belly is a bit too big. That is, however, reality and it has to be dealt with. The customer should only be provided with this type information when necessary, otherwise the tailor should keep it to himself/herself.

Another part of the professionalism, which is important for the customer, is to be taken care of by a person of the same sex. It seems (and it is only rational) that when it comes to dressing, people are more trusting, if the person who advises them is of the same sex as they are.

### **To Get the Whole Outfit in One Place**

It comes as no surprise that customers would prefer to get everything in one shop rather than to run around the shopping mall for hours. This is also in line with the first job – if the tailor is supposed to help the customer with the combination of the whole outfit, everything has to be available in one place.

A formal outfit usually consists of multiple parts – from shoes and socks to a tie and stylish glasses. Some of these parts could be custom made (e.g. a suit), some of them are usually not (e.g. a tie).

### **To Save Time in the Long Run**

As mentioned before, people who shop for made-to-measure garments are usually busy and time is their most important commodity. Therefore, it makes perfect sense that saving some of it is an important job for them.

The process of obtaining a made-to-measure garment should hence be as effective and fast as possible. Any unnecessary steps should be removed, and the rest of the process should be shortened in order to take the smallest amount of time possible.

Jiří (25, stock trader) stated: “I work up to twelve hours a day and have to deal with my leisure time carefully. Any minute saved is a nice improvement for me. Sometimes all the meetings I have to undergo in order to obtain a new suit are too tedious and long. I would welcome it if it was shorter.”

### **To Get the Product Soon and with Minimal Time Investment**

Getting a custom-made piece of clothing is not just time-consuming. It is also a process which takes between four to eight weeks from the beginning till the end. That is an extremely long period of time compared to ready-to-wear clothes, which could be bought and used immediately.

This is apparently not the most important job the customers need in the process, as they are willing to wait the necessary time. It would, however, be a good idea to consider shortening the delivery time as well as the time spent in the process on measuring, discussing and picking the material and accessories. Each step should be as effective as possible.

### **To Get a New Experience**

A rather surprising job the customers have in the process is to get a new, entertaining experience. According to the research, it is the least important job, but it should be taken into consideration nonetheless.

Tangible goods bring us short-term happiness, but experiences can make us happy even years after they have happened. Providing the customer with a great experience during the process can therefore certainly pay off in the future.

### **5.1.3 Recommendations**

The research has shown that the most important part of the provided service is a professional tailor who is knowledgeable in the field. Until now, no special attention has been paid to this factor. Even though the satisfaction level for the first job is high (7.56), it is also the job of highest importance (7.64) and based on the Ulwick’s Opportunity Algorithm it provides the best opportunity for reasonable improvement – i.e. improvement which would make significant impact.



Investing more resources into the education of tailors should therefore be considered. This should later be used in when promoting the product. Regular visits at Fashion Weeks around the world could be a step in the right direction, as well as a covered visit to Pitti Uomo, the biggest fashion fair in the world. These activities should regularly be presented on social media and other marketing channels.

The tailor's dressing style should be an inspiration to the customer, therefore resources should be invested into his/her wardrobe. Because a tailor is not just a tailor, he/she is also a salesperson and a walking advertisement for the company. He/she should look perfect at all occasions, especially when visiting their customers and at social events.

The customers expect the process of obtaining made-to-measure clothes to be a pleasant experience. Therefore, showroom staff and tailors should be trained, and their human relations skills should regularly be tested. Positive attitude and smiling faces should be a matter of course. In order to induce positive emotions, attention should also be paid to the design and the background music of the showroom. Customers should be offered high-quality beverages such as coffee, juice, sparkling water as well as wine and spirits.

Every customer should also be attended by a tailor of the same sex as he/she is. During the interviews, it was repeatedly mentioned as an important part of the experience. In order to fulfill this goal, at least two tailors should be available in the showroom at all times, namely at least one man and one woman.

Every showroom should be equipped with enough fabrics in order to enable a wide range of offbeat combinations and styles. Also, a few samples of jackets and trousers from the new collections should be available in the showroom to help the client imagine his future appearance. The showroom should also offer many pieces of accessories such as ties, bowties, buttons, handkerchiefs, suspenders, belts and glasses in various colors.

The next issues which should be addressed is the elimination of unnecessary steps and the shortening of the time needed to carry out the whole process.

The whole process and each step of the process have been thoroughly considered, and the conclusion is that none of the steps can be completely removed. Therefore, the attention should be aimed at shortening the time necessary for each step.

A sizeable part of the customer’s time could be saved if they did not have to visit the showroom three times. There is no way around the first meeting, the second and the third meetings could, however, be moved to the customer’s office or their private property. The customer should be offered this alternative alongside with the obligatory procedure. Implementing the concept of a “mobile tailor” into the process could be a great improvement for some customers. Not only would it save time, it would also improve the overall experience.

## 5.2 Jobs-to-be-Done – Product

### 5.2.1 Results

The interviews with the customers also provided the author with some information that serves as a solid base for defining which jobs the customers want the product, i.e. the made-to-measure piece of formal garment, to get done.

The methodology used to define the jobs is the same as in the case of jobs-to-be-done in the process of obtaining made-to-measure clothes. Customers’ needs were divided into several groups which were used to define the jobs-to-be-done above them. The result is captured in table no. 3:

Customers’ Needs	Job-to-be-Done
<ul style="list-style-type: none"> <li>- a presentable look</li> <li>- showing social status</li> <li>- a good first impression</li> <li>- beautifying</li> <li>- a dignified appearance</li> <li>- brand prestige</li> <li>- perfect fit</li> </ul>	<p>to make a great first impression and to look presentable</p>

<ul style="list-style-type: none"> <li>- feeling good-looking</li> <li>- confidence improvement</li> <li>- to look above-average</li> </ul>	<p>to boost confidence</p>
<ul style="list-style-type: none"> <li>- originality of the look</li> <li>- personalization</li> <li>- to be different</li> <li>- unlimited combinations</li> <li>- wider assortment</li> <li>- to feel special</li> </ul>	<p>to stand out from the crowd</p>
<ul style="list-style-type: none"> <li>- to feel happier</li> <li>- to cover body imperfections</li> <li>- perfect measurement</li> </ul>	<p>to feel more comfortable with oneself</p>
<ul style="list-style-type: none"> <li>- comfort during hot days</li> <li>- personal comfort</li> <li>- to feel more comfortable</li> <li>- perfect measurement</li> <li>- to sweat less</li> </ul>	<p>to feel comfortable in formal clothes</p>
<ul style="list-style-type: none"> <li>- longer usability</li> <li>- reparability</li> </ul>	<p>to have clothes which can be used for a long time</p>
<ul style="list-style-type: none"> <li>- personal details and small improvements</li> </ul>	<p>to get special personal improvements on the clothes (e.g. secret pockets)</p>

**Table no. 3**

The Opportunity Algorithm was subsequently applied. The results are recorded in table no. 4. Fifty customers' inputs were used and an arithmetic mean was calculated. The methodology is matching the methodology used for jobs-to-be-done in the process analysis.

<b>Job-to-be-Done</b>	<b>Importance (arithmetic mean)</b>	<b>Satisfaction (arithmetic mean)</b>	<b>Opportunity</b>
<b>to feel more comfortable with oneself</b>	7.30	5.90	<b>8.70</b>
<b>to make a great first impression and look presentable</b>	7.50	7.02	<b>7.98</b>
<b>to have clothes which can be used for a long time</b>	6.98	6.52	<b>7.44</b>
<b>to feel comfortable in formal clothes</b>	6.50	6.00	<b>7.00</b>
<b>to stand out from the crowd</b>	5.44	4.74	<b>6.14</b>
<b>to get special personal improvements on the clothes (e.g. secret pockets)</b>	5.64	7.74	<b>5.64</b>
<b>to boost confidence</b>	5.58	6.00	<b>5.58</b>

**Table no. 4**

In the following section, each job will be described in thorough detail.

### **To Feel More Comfortable with Oneself**

Almost no one is completely comfortable with their body. Formal clothes offer a tool to cover many imperfections people do not like about themselves. Long sleeves and trouser legs provide a complete coverage of the body, which is valuable to many individuals. As Jakub (26, entrepreneur) mentioned: “I have always been rather skinny and I have been wanting to change that, but I hate going to the gym. When I wear formal clothes, which is what I wear most of the time, I do not care about my non-existent muscles and feel way more comfortable.”

What is also important is that made-to-measure clothes fit the customer perfectly. With ready-to-wear clothes, many problems may emerge - the sleeves and the trouser legs might be too long or too short, the whole look can be “baggy” or too tight - just to name a few.

### **To Make a Great First Impression and Look Presentable**

More than 90% of the interview participants stated that they wear formal clothes because it is necessary for their job (the included participants: a financial advisor, an office worker, a stock trader, a security analyst, a salesman, a financial analyst, a lawyer, an architect, a financial director, an accountant and a CEO).

Making a good first impression is important when working with people and clothes do play a crucial role when it comes to making snap assumptions about people (Olivola & Todorov, 2010b). The participants realize that and keep it in their minds when shopping for clothes. They expect formal clothes to make them look good and presentable. At the same time, the clothes should also reflect their social status. This could be provided by a brand itself as well as by the clothes’ perfect fit.

“Formal clothes is uncomfortable and I would love to just wear T-shirt and jeans, but I realize that it is part of my job to look representatively. And if I have to tolerate the lack of comfort, I at least want to get the most out of it – I want to look perfect and make great first impression.” Jan (30, security analyst) said.

### **To Have Clothes which Can Be Used for a Long Time**

Another property of made-to-measure garments, which was mentioned in many occasions, is the fact that they can be used for a longer time. This is caused by the higher quality of used fabrics compared to ready-to-wear clothes.

What customers also value is that made-to-measure garments are easier to repair, since the producer is easily accessible and has appropriate materials necessary for the requested repair (e.g. changing sleeves or a collar).

### **To Feel Comfortable in Formal Clothes**

When the participants were asked about the disadvantages of formal clothes, the answer was almost always the same – discomfort. Despite the fact that formal clothes have many advantages, which can be seen in the other jobs above and below, they fail horribly at providing the wearer with personal comfort, especially during hot summer days.

### **To Stand Out from the Crowd**

People who wear formal clothes are often no strangers to being in the spotlight. And sometimes that is exactly what they are trying to achieve with the way they dress. As Michal (28, stock trader), one of the participants, puts it: “When I have spent tens of thousands Czech crowns on a suit, I want people to notice. I enjoy drawing attention to myself. Bright colors, shiny shoes, unorthodox accessories - that is what I like.”

Customers value originality of made-to-measure clothes. Since the customer picks the fabric, the cut, the buttons and all the other details; it is impossible to run into a person who is wearing the same suit. That could hardly be said about ready-to-wear clothes produced on a mass scale.

Personalization is another important option the customers are excited about. Expressing one’s personality through clothes is a common thing. Made-to-measure provides a variety of ways how to achieve this objective in a better and more effective manner than with ready-to-wear garments.

## **To Get Special Personal Improvements on the Clothes**

Customers value the option to add small details which would hardly be possible with traditional ready-to-wear clothes. This includes various hidden pockets or embroidered monograms on sleeves.

## **To Boost Confidence**

The way we are dressed does not influence just the way people perceive us, but also the way we perceive ourselves (Kwon, 1994). Formal clothes serve as a potent confidence boost. To fulfill this goal, customers need to be sure that they look perfect in their formal clothes. It is the tailor's job to help them achieve this goal.

The participants have repeatedly mentioned that they need to be sure they look good, but are often not able to tell whether everything is the way it is supposed to be. That is caused by countless combinations of individual pieces which form a formal outfit (e.g. a tie, a shirt, a suit, shoes, a belt etc.).

Tomáš (31, financial advisor), stated: "My job is not easy. I deal with people all day long and it is often not the most pleasant. When I am dressed formally, I feel more confident and it makes it easier for me to run a meeting and to get my point across. I could not imagine dealing with clients without my suit. I even do not like running into my clients by coincidence when I am not dressed the way they know me."

### **5.2.2 Recommendations**

The research shows that the biggest opportunity for improvement can be found within the job of "feeling more comfortable with oneself". Therefore, more attention should be paid to helping the customers pick the right cuts for their body types, which would cover their imperfections.

Some improvement could be done in the field of making the customer look presentable. This came on the top of the list with the importance of 7.50 (on the scale from 1 to 10). On the other hand, this job is rather fulfilled with the satisfaction level of 7.02. This result means that there is not that much space to grow, as the job is done fairly well for the customers.

A valuable improvement for the customers could be building a purpose brand under the Janek brand. This purpose brand should be easily distinguishable from the main Janek production and should represent high-end premium garments. This would obviously also be connected to a higher price tag. Such a purpose brand would help the customers to immediately represent their social status and it could be very effective in helping customers to make a great first impression and look presentable.

The customers apparently value the long durability of premium clothing. The process of repairs should be simplified and made more customer-friendly.

Even though the job titled “to feel comfortable in formal clothes” ranked in the middle of the table, according to its opportunity, it should not be overlooked. This job was mentioned by almost all of the interview participants as the main shortcoming of formal clothes.

In order to help the customers feel more comfortable in formal clothes, Janek should consider introducing the so called “Neapolitan jacket” to its assortment. It was invented in Italy as a reaction to robust jackets from England. The half lined jacket made from linen fabric without any interlining enables perfect thermoregulation during hot summer days. Despite the fact that these jackets have some disadvantages (a higher price, a tendency to crumple), it seems like a good idea to introduce them to customers in order to offer a comfortable alternative to traditional jackets.





## 6 Conclusion

The main objective of this thesis was to determine which jobs the customers pursue when they use a personal tailor in order to obtain made-to-measure garments and how the process and product can be improved to satisfy the customers' needs more effectively. This objective was successfully achieved by the application of two research methods: qualitative research based on interviews with twenty customers which yielded several jobs-to-be-done and subsequent grading of the jobs according to Opportunity Algorithm by other fifty customers to determine jobs with the best potential for improvement.

Jobs had to be divided into two main groups: jobs pursued in the process of obtaining the garment (i.e. service) and jobs pursued by using the product itself.

The three main jobs which were defined in the process of obtaining a made-to-measure garment (i.e. which are expected to be fulfilled as a part of the service provided by the tailor) are: to get advice from the professional in the field, to be taken care of professionally and to get the whole outfit in one place.

Based on these jobs, several recommendations were made regarding education and training of the tailors and other showroom staff. Other recommendations dealt with the fact that the showrooms should be equipped with enough fabrics and garment accessories.

Concerning the jobs expected to be done by the product itself (e.g. a made-to-measure suit), the job to feel more comfortable with oneself is found on the top of the list, followed by the job to make a great first impression and look presentable. In the third place, there is the job to have clothes which can be used for a long time.

In order to improve these jobs, some recommendations have been made. For instance to establish a purpose brand under the main Janek brand or to pay special attention to picking the right cut for every customer's body type.

Even though the process of obtaining the made-to-measure garment was analyzed in detail, not a single step of the process was found that could be left out of it in order to save the

customers' time. What could be an improvement and has been recommended is to offer the concept of a "mobile tailor" as a part of the process.

The overview of recommendations can be found below in table n. 5:

<b>Job-to-be-done</b>	<b>Recommendations</b>
<b>To get advice from a professional in the field</b>	<ul style="list-style-type: none"> <li>- Invest into education and training of the tailors – visits of fashion weeks, lectures</li> <li>- Tailor should be inspiration him/herself (perfect dress in any occasion)</li> </ul>
<b>To be taken care of professionally</b>	<ul style="list-style-type: none"> <li>- Positive emotions, smiling</li> <li>- High-quality beverages</li> <li>- Nice background music</li> <li>- Stylish showrooms</li> <li>- Same-sex tailor</li> </ul>
<b>To get the whole outfit in one place</b>	<ul style="list-style-type: none"> <li>- Wide range of fabrics in the showrooms</li> <li>- Sample suits, jackets, trousers</li> <li>- Stylish accessories</li> </ul>
<b>To save time in the long run and to get the product soon and with minimal time investment</b>	<ul style="list-style-type: none"> <li>- Implementing on-demand mobile tailor</li> </ul>
<b>To feel more comfortable with oneself</b>	<ul style="list-style-type: none"> <li>- Right cuts according to body types</li> </ul>
<b>To make a great first impression and look presentable</b>	<ul style="list-style-type: none"> <li>- Built a purpose brand</li> </ul>
<b>To have clothes which can be used for a long time</b>	<ul style="list-style-type: none"> <li>- Simplify the repair process and make it more customer friendly (i.e. include free pick-up and delivery)</li> </ul>
<b>To feel comfortable in formal clothes</b>	<ul style="list-style-type: none"> <li>- Introduce Neapolitan jacket</li> </ul>

Table n. 5

## **7 Limitations and Future Research**

The first part of the research was conducted within a rather small group of participants (twenty) and even though they were picked to represent different groups of customers (age, occupation, social status), the results can be distorted by the size of the group and future research should include a wider group.

The second part of the research constituted by grading of the jobs by fifty customers may or may not lack diversity in the group, as neither age nor occupation were recorded or checked. Grading by a better curated group of people could yield information of higher quality for selected groups which could be useful in the application of the obtained knowledge.

The research was also limited in its geographic range. It was carried out in the Czech Republic and it is fairly possible that the result would be different in other countries.

The research was rather general – many of the answers could be applied to formal clothes in general. The difference between bespoke suit and made-to-measure suit was not addressed at all. It could be interesting to research whether there are different jobs customers have when buying bespoke garment compared to made-to-measure or whether above-mentioned outcomes could be applied to bespoke as well.



## 8 References

- Behling, D.U., & Williams, E.A. (1991). Influence of dress on perception of intelligence and expectations of scholastic achievement. *Clothing and Textile Research Journal*, 13(1), 11 – 16.
- Bettencourt, L. A., Lusch, R. F., Vargo, L. S. (2014). A Service Lens on Value Creation: Marketing's Role in Achieving Strategic Advantage. *California Management Review*, 57(1), 44 – 66.
- Bettencourt, L., & Ulwick, A. W. (2008). The Customer-Centered Innovation Map. *Harvard Business Review*, 86(5), 109 – 116.
- Christensen, C. M., & Raynor, M. E. (2013). *The Innovator's Solution: Creating and Sustaining Successful Growth*. Brighton: Harvard Business Review Press.
- Christensen, C. M., Anthony, S. D., Berstell, G., & Nitterhouse, D. (2007). Finding the Right Job for Your Product. *MIT Sloan Management Review*, 48(3), 38 – 47.
- Christensen, C. M., Cook, S., & Hall, T. (2005). Marketing Malpractice: The Cause and the Cure. *Harvard Business Review*, 83(12), 74 – 83.
- Christensen, C. M., Hall, T., Dillon, K., & Duncan, D. S. (2016). Know Your Customers' "Jobs to be Done". *Harvard Business Review*, 94(9), 54 – 62.
- Gioia, D. A., Corley, K. G., & Hamilton, A. L. (2012). Seeking Qualitative Rigor in Inductive Research: Notes on the Gioia Methodology. *Organizational Research Methods*, 16(1), 15 – 31.
- Hoets, H. (2007). Developing New Products and Services with Qualitative Marketing Research. *Markitecture*. Retrieved from: [http://www.markitecture.com/innovation\\_insights/qualitative\\_research.html](http://www.markitecture.com/innovation_insights/qualitative_research.html).
- Howlett, N., Pine, K., Orakcioglu, I., & Fletcher, B. (2012). The influence of clothing on first impressions: Rapid and positive responses to minor changes in male attire. *Journal of Fashion Marketing and Management*, 17(1), 38 – 48.

- Johnson, K.K.P., Schofield, N.A., & Yurchisin, J. (2002). Appearance and dress as a source of information: a qualitative approach to data collection. *Clothing and Textile Research Journal*, 20(3), 125 – 137.
- Kalafatis, S.P., & Cheston, V. (1997). Normative models and practical applications of segmentation in business markets. *Industrial Marketing Management*, 26, 519-530.
- Kwon, Y.H. (1994). The influence of appropriateness of dress and gender on the self-perception of occupational attributes. *Clothing and Textile Research Journal*, 12(3), 33 – 39.
- Oestreicher, K. G. (2011). Segmentation & the Jobs-to-be-done theory: A Conceptual Approach to Explaining Product Failure. *Journal of Marketing Development and Competitiveness*, 5(2), 103 – 121.
- Olivola, C.Y. & Todorov, A. (2010a). Fooled by first impressions? Re-examining the diagnostic value of appearance-based inferences. *Journal of Experimental Social Psychology*. 46(2), 315 – 324.
- Olivola, C.Y. & Todorov, A. (2010b). Elected in 100 milliseconds: appearance-based trait inferences and voting. *Journal of Nonverbal Behavior*. 34(2), 83 – 110.
- Reinertsen, D., & Thomke, S. (2012). Customers Don't Want More Features. HBR Blog Network. Retrieved from: <http://blogs.hbr.org/2012/06/customers-dont-want-more-featu>.
- Smith, W. (1956). Product differentiation and market segmentation as alternative marketing strategies. *Journal of Marketing*, 21, 3-8.
- Stevens, G.A., & Burley, J. (1997). 3,000 raw ideas = 1 Commercial Success!. *Research Technology Management*, 40(3), pp. 16 – 27.
- Ulwick, A. W. (2002). Turn Customer Input into Innovation. *Harvard Business Review*, 80(1), 45 – 56.
- Ulwick, A. W. (2005). What Customers Want: Using Outcome-Driven Innovation to Create Breakthrough Products and Services [E-reader version]. doi: 10.1036/0071408673.

Ulwick, A. W., & Bettencourt, L. A. (2008). Giving Customers a Fair Hearing. *MIT Sloan Management Review*, 49(3), 61 – 68.

Vargo, S.L., & Lusch, R.F. (2004). Evolving to a New Dominant Logic for Marketing. *Journal of Marketing*, 68(1), 1 – 17.

Vargo, S.L., Lusch, R.F., & O'Brien, M. (2007). Competing Through Service: Insight from Service Dominant Logic. *Journal of Retailing*, 83(1), 5 – 18.

Vlaskovits, P. (2011). Henry Ford, Innovation, and That 'Faster Horse' Quote. HBR Blog Network. Retrieved from: <https://hbr.org/2011/08/henry-ford-never-said-the-fast>.

Wunker, S., Wattman, J., & Farber, D. (2016). *Jobs to Be Done: A Roadmap for Customer-Centered Innovation*. Nashville: AMACOM.





## **Appendixes**

### **Appendix 1 – Research Questions**

What is your name?

What is your age?

What is your occupation?

Why have you decided for the tailor?

In which way does the tailor makes your life easier?

What do you find inconvenient when using tailor?

What do you expect from the tailor in terms of personal traits and expertise?

How often do you wear formal clothes?

Why do you wear formal clothing?

What are the benefits of formal clothing compared to informal clothing?

What are the disadvantages of formal clothing compared to informal clothing?

Is there a connection between the way you are dressing and your job?

What are the benefits for you of made-to-measure to ready-to-wear clothing?

Why have you decided to use made-to-measure tailoring service?

What do you consider to be the biggest advantages of made-to-measure clothing?

Are there any little tweaks which you value at made-to-measure clothing?

What the tailor can do to be more valuable to the client?

## Appendix 2 – Opportunity Algorithm Results

- Process

Subject	To get advice from the professional in the field			To get whole outfit in one place			To get the product soon and with minimal time investment			To be taken care of professionally			To save time in the long run			To get new experience		
	I	S	O	I	S	O	I	S	O	I	S	O	I	S	O	I	S	O
1	10	10		10	10		10	8		10	10		10	10		10	10	
2	8	8		6	6		2	2		8	6		2	2		2	2	
3	7	7		8	8		4	4		8	8		6	4		5	4	
4	8	10		6	5		2	4		9	10		5	5		4	4	
5	6	7		6	3		6	5		8	7		4	4		4	4	
6	10	8		8	8		4	4		8	8		2	2		2	2	
7	10	10		6	4		6	3		8	10		5	3		8	5	
8	9	8		7	7		7	4		9	8		9	9		4	9	
9	10	8		7	8		1	9		10	10		4	10		4	10	
10	7	10		7	5		7	6		7	6		7	6		7	6	
11	4	5		8	4		10	8		8	5		8	5		1	9	
12	8	5		5	4		5	3		5	5		9	9		4	7	
13	8	8		6	4		3	3		6	8		6	8		3	8	
14	6	4		3	3		3	3		5	5		5	5		5	5	
15	5	6		5	2		8	6		8	7		5	7		2	5	
16	10	10		8	8		5	8		4	10		4	10		8	10	
17	9	8		7	7		4	9		7	6		8	9		9	9	
18	5	5		5	5		8	7		8	4		5	8		5	9	
19	8	4		4	5		7	6		6	5		3	5		6	8	
20	10	8		5	8		2	2		5	8		2	4		5	5	
21	7	5		4	10		2	1		7	8		5	8		5	8	
22	9	9		3	5		6	4		6	10		6	10		8	10	
23	7	7		6	4		4	3		4	5		8	7		3	9	
24	7	5		10	8		8	9		8	9		8	9		2	7	
25	8	10		8	7		6	9		4	7		6	5		6	6	
26	10	10		7	7		2	10		3	10		7	10		2	8	
27	3	4		5	4		8	4		8	5		10	8		1	10	
28	8	7		4	4		4	6		8	6		8	2		4	4	
29	7	9		7	6		7	9		7	9		7	9		7	9	
30	9	9		6	6		3	6		6	9		3	7		3	5	
31	2	4		4	5		8	2		8	5		8	5		4	4	
32	10	9		7	3		1	10		7	9		3	5		3	5	
33	7	9		4	3		2	8		6	6		5	5		5	5	
34	8	6		5	5		2	9		5	5		6	6		6	6	
35	6	5		10	4		5	7		5	5		10	9		5	9	
36	9	10		10	10		8	6		8	10		8	8		4	8	
37	5	7		3	5		5	9		4	4		2	4		2	4	

38	10	6		6	2		6	2		5	4		5	1		10	8	
39	6	8		6	9		5	4		8	8		8	8		5	8	
40	9	9		6	9		6	7		9	9		6	9		6	6	
41	9	10		8	10		10	9		10	10		10	10		2	10	
42	8	10		4	8		2	9		5	9		3	5		3	5	
43	4	4		4	4		4	3		4	4		4	4		4	4	
44	7	9		7	5		4	5		7	8		5	4		3	5	
45	8	9		6	6		2	8		6	8		4	9		3	9	
46	7	6		7	6		5	4		7	5		8	6		7	7	
47	6	8		3	2		7	3		5	5		10	7		3	7	
48	10	8		5	7		5	5		10	7		5	2		5	10	
49	10	10		7	6		5	5		5	7		5	6		7	7	
50	8	7		4	4		4	7		8	7		4	8		4	8	
	7,64	7,56	7,72	6,06	5,76	6,36	5,00	5,74	5,00	6,80	7,18	6,80	5,92	6,42	5,92	4,60	6,84	4,60

- Product

Subject	To make great first impression and look representatively			To boost confidence			To stand out in the crowd			To feel more comfortable with myself			To feel comfortable in formal clothes			To have clothes which can be used for long time			To get special personal improvements on the clothes (e.g. secret pockets)		
	I	S	O	I	S	O	I	S	O	I	S	O	I	S	O	I	S	O	I	S	O
1	10	9		8	8		8	8		10	10		5	6		8	8		5	10	
2	8	6		6	3		3	5		8	8		7	8		7	5		5	7	
3	8	9		7	7		4	5		8	7		7	7		8	7		5	10	
4	5	5		4	2		1	3		10	8		8	6		10	8		5	10	
5	4	8		2	6		3	3		5	5		9	7		10	5		4	9	
6	4	4		2	8		4	1		2	2		8	8		9	8		6	8	
7	10	9		6	5		6	2		8	6		8	6		5	5		8	6	
8	6	4		6	6		5	5		6	6		6	6		6	5		8	9	
9	10	10		7	7		7	5		10	8		7	5		7	7		7	7	
10	8	7		6	6		6	6		8	8		6	5		5	5		9	5	
11	5	5		4	4		9	8		8	5		7	7		8	3		4	8	
12	7	6		7	7		7	7		7	7		7	7		7	7		3	8	
13	10	10		10	10		10	10		10	10		10	10		10	10		10	10	
14	8	8		4	6		4	2		8	4		4	2		6	6		4	6	
15	8	8		4	8		8	6		8	4		5	5		5	5		1	5	
16	7	7		7	7		7	7		7	7		7	7		7	7		4	7	
17	8	10		7	6		6	5		8	6		4	4		5	5		2	10	
18	7	9		3	6		3	2		9	5		8	2		10	7		5	7	
19	5	5		5	5		5	3		5	5		5	5		5	5		5	5	
20	3	6		3	3		3	3		3	3		3	1		5	5		6	6	
21	10	10		5	8		4	2		10	7		6	5		3	5		3	9	
22	10	9		7	7		8	5		9	4		5	5		6	8		7	7	
23	7	6		4	7		5	5		5	5		8	8		8	7		8	7	
24	10	10		10	10		9	10		10	10		10	10		10	10		10	10	
25	9	9		9	9		9	9		9	9		9	9		6	8		5	6	

26	7	8	3	6	4	2	6	5	6	6	8	8	4	6							
27	4	1	4	7	4	4	4	4	4	4	6	10	6	6							
28	6	6	1	5	3	2	5	3	8	8	10	10	6	9							
29	10	9	8	7	9	8	8	8	6	6	8	9	8	5							
30	8	8	8	7	8	8	8	5	8	8	5	4	7	9							
31	8	7	5	8	5	4	6	5	5	5	7	5	4	10							
32	7	9	5	3	2	2	5	5	5	3	10	5	3	10							
33	7	7	7	7	5	5	7	7	7	7	7	7	7	7							
34	7	10	2	5	2	2	6	4	8	8	4	9	2	7							
35	6	5	6	2	1	1	6	6	6	6	6	6	1	10							
36	9	4	6	1	6	4	8	8	6	2	4	6	5	8							
37	9	7	3	3	6	5	8	5	8	6	10	10	5	8							
38	2	5	2	4	2	2	4	2	8	5	8	8	6	9							
39	8	6	8	2	5	5	8	8	6	6	6	5	4	7							
40	7	6	5	7	5	5	7	6	4	6	7	4	2	10							
41	10	10	10	10	8	8	10	10	10	10	10	10	10	10							
42	10	10	4	6	7	3	8	2	5	5	5	5	8	6							
43	6	5	2	5	4	4	5	4	7	6	6	2	7	6							
44	9	5	2	5	4	2	6	5	4	6	5	5	6	9							
45	8	6	7	5	5	5	8	1	6	5	6	5	3	9							
46	5	1	5	5	3	1	5	5	5	5	5	5	8	10							
47	10	10	10	10	10	10	10	10	10	10	10	10	10	10							
48	10	5	8	7	8	8	10	8	4	4	8	5	6	5							
49	10	7	5	4	4	4	8	2	6	6	7	7	7	5							
50	5	5	10	8	8	6	8	8	4	6	5	5	8	4							
	7,5	7,0 2	7,9 8	5,5 8	6,0 0	5,5 8	5,4 4	4,7 4	6,1 4	7,3 0	5,9 0	8,7 0	6,5 0	6,0 0	7,0 0	6,9 8	6,5 2	7,4 4	5,6 4	7,7 4	5,6 4

# Auteursrechtelijke overeenkomst

Ik/wij verlenen het wereldwijde auteursrecht voor de ingediende eindverhandeling:  
**Jobs-to-be-Done in Made-to-Measure Tailoring**

Richting: **Master of Management-International Marketing Strategy**  
Jaar: **2018**

in alle mogelijke mediaformaten, - bestaande en in de toekomst te ontwikkelen - , aan de Universiteit Hasselt.

Niet tegenstaand deze toekenning van het auteursrecht aan de Universiteit Hasselt behoud ik als auteur het recht om de eindverhandeling, - in zijn geheel of gedeeltelijk -, vrij te reproduceren, (her)publiceren of distribueren zonder de toelating te moeten verkrijgen van de Universiteit Hasselt.

Ik bevestig dat de eindverhandeling mijn origineel werk is, en dat ik het recht heb om de rechten te verlenen die in deze overeenkomst worden beschreven. Ik verklaar tevens dat de eindverhandeling, naar mijn weten, het auteursrecht van anderen niet overtreedt.

Ik verklaar tevens dat ik voor het materiaal in de eindverhandeling dat beschermd wordt door het auteursrecht, de nodige toelatingen heb verkregen zodat ik deze ook aan de Universiteit Hasselt kan overdragen en dat dit duidelijk in de tekst en inhoud van de eindverhandeling werd genotificeerd.

Universiteit Hasselt zal mij als auteur(s) van de eindverhandeling identificeren en zal geen wijzigingen aanbrengen aan de eindverhandeling, uitgezonderd deze toegelaten door deze overeenkomst.

Voor akkoord,

**Blatny, Matej**

Datum: **22/08/2018**