

Jobs to Be Done-Case Study

Customer-centered strategy development: Customer requirements serve as the starting point for the strategic development of the Frankfurt airfreight location



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Digitization and other mega trends are changing large parts of the freight transport and especially the air freight business at high speed. New players, new transport routes, innovative technologies, but also shifting customer behavior are in the process of changing the competitive landscape in the long term and pose a question to the companies involved in the air freight process as to which products and services or infrastructures will be needed in the future.

Air freight at the Frankfurt airport

With 2.2 million tons of cargo in 2016, Frankfurt Airport (FRA) is the leading freight hub in Europe and among the top 10 worldwide. FRA's leading competitive position is based on optimal market conditions. The airport not only impresses with its central location and optimal connections but also with its outstanding service quality. All top players in the air freight market are represented at the location and offer a wide range of goods for all types of freight. (Source: <https://www.fra-fr8.com/standort/>)

Objective of the project

In 2018, Fraport AG set the goal of setting the long-term course as part of its strategic planning in order to continue to provide the customers involved in the air freight process and their customers with the right services in the future. In order to make these long-term decisions based on existing and future

requirements, Fraport opted for a consistently customer-centered approach.

With the help of interviews with the key stakeholders in the airfreight transport chain an assessment of

- the strategic direction of their air freight business,
- the underlying customer needs and
- if necessary, anticipated changes in their roles

was supposed to be made.

On this basis, the existing service offering should be compared with the identified customer needs in the course of the strategy project and the product portfolio for Fraport should be further developed accordingly.

For this purpose, the portfolio of customer jobs should first be determined and prioritized and at the same time it should be

learned which future developments the Fraport customers considered relevant. Starting from the "top jobs", the strategic thrust should be developed and weighed against internal criteria.

For this purpose, four groups of freight customers should be interviewed by the service provider. The survey is based on the so-called Jobs to Be Done (JTBD) approach. The service provider should conduct two personal customer interviews and one telephone interview for each customer group.

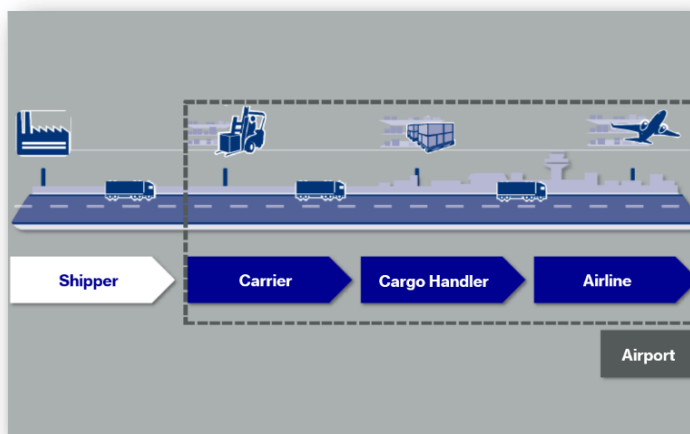


Figure 1: Airfreight process chain

How JTBD differentiates itself from classic survey instruments

Classic quantitative and qualitative instruments for determining customer needs, such as customer surveys (online or in person), focus groups or also the analysis of large amounts of data ("Big Data") mostly aim at correlations between customer characteristics (bundled in customer segments or personas) and the behavior of customers. However, correlations are not sufficient to reliably derive statements for future action.

What were the results of the project?

An extensive evaluation consisting of the following elements was created from the interviews:

- Analysis of environmental conditions (trends, industry forces, competitive conditions, etc.)
- Key jobs for customers with their current pains (problems) and gains (advantages)
- Industry-specific job maps structured according to motifs

A total of 91 customer jobs were identified from the interviews. The next question was which customer jobs should Fraport best "apply" for. Which criteria should be used for prioritization? First, the value of the jobs was assessed from the customer's perspective and whether Fraport was named as a possible service provider when the job was completed. By means of a benefit analysis that met the criteria

- importance
- "tangibility" and
- satisfaction with performing the job with today's means

the job list was prioritized from the perspective of the customer.

Assessment of customer needs

After a ranking in the form of a "heat map", further criteria were applied, such as profitability and how well a corresponding proposition or measure would fit Fraport's business model.

Across customer groups, five key customer needs were identified

1. Make better use of opportunities in growth markets
2. Participation in a forward-looking and networked air freight process
3. Keep your own quality promise consistently

4. Availability of a reliable, growth-oriented freight infrastructure
5. Understand the vision of the freight locations used

Conclusion

The customer-centered approach to strategy development chosen by Fraport has led to clarity as to which strategic measures are most valuable for those involved in the air freight process chain. This procedure ensures that the envisioned measures will increase customer benefit in the future and increase the attractiveness of Frankfurt Airport as an air freight location.

The Jobs to Be Done approach used has proven itself as an instrument in strategy work and was able to provide valuable pointers for the further strategic business orientation by consistently considering one's own offer from the customer perspective.

About the authors

Eckhart Boehme is an innovation and product management consultant. He is considered one of the Jobs to Be Done experts in the German-speaking region. Mr.

Böhme has carried out numerous projects based on this approach and trained hundreds of practitioners. He served a subject matter expert to the German version of Clayton Christensen's book "Competing Against Luck - The Story of Innovation and Customer Choice", was translator of Jobs to Be Done interview cards by Jonathan Briggs and co-developer of the Wheel of Progress® - "an all-in-one" JTBD canvas.

We consistently focused on customer needs as the starting point for the further development of our air freight location. As a result, we now have a precise picture of which strategic measures are the most useful for everyone involved.

Max Conrady
Senior Vice President Cargo

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Criteria	Importance	Tangibility	Dissatisfaction	Total Score
Customer Job	Score	Score	Score	
JOB #1	8	8	8	24
JOB #2	8	8	6	22
JOB #3	8	8	6	22
JOB #4	8	8	6	22
JOB #5	6	8	8	22
JOB #6	6	8	8	22
JOB #7	6	8	8	22
JOB #8	7	6	8	21
JOB #9	7	6	8	21
JOB #10	8	8	4	20
JOB #11	7	4	8	19
JOB #12	8	2	8	18
JOB #13	6	6	6	18
JOB #14	7	2	8	17
JOB #15	5	8	4	17
JOB #16	6	6	4	16
JOB #17	6	2	8	16
JOB #18	5	2	8	15
JOB #19	5	6	2	13
JOB #20	7	2	2	11
JOB #21	5	2	4	11
JOB #22	6	2	2	10
JOB #23	4	2	2	8
JOB #24	4	2	2	8

Figure 2: Example of a customer job heat map



Figure 3: Freight operations at Frankfurt Airport

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