

National Association *of* Independent Schools



Making the Case: Understanding Why Parents Choose Your School

Agenda

- **What is a Job to Be Done?**
- **Overview of Parent Jobs**
- **Parent Jobs in Depth**
 - Job One & Job Four
 - Discussion Questions
- **Parent Jobs in Depth (Cont.)**
 - Job Two & Job Three
 - Discussion Questions
- **Next Steps**

What Is a Job to Be Done?



Consumer Segmentation



Causal, Not Demographic



In-depth interviews

What Is a Job to Be Done?



Context, Action, and Desired Outcome

Context:

- First professional job
- Nervous speaking in front of senior staff
- Afraid I won't be taken seriously

Action:

- Look more professional

Desired Outcome:

- Feel more confident and prepared to speak
- Be taken more seriously by my more experienced colleagues

More About

- Looking professional to an audience so my words were taken more seriously
- Feeling Confident so I could give a presentation well

Less About

- Improving my eyesight
- Blocking my eyes from the sun

Jobs Statements

Context



Action



When I do not feel ready to present, help me
look more professional, so I feel confident
and am taken seriously.



Desired
Outcome

Overview of Parent Jobs



Job 1



Job 2



Job 3

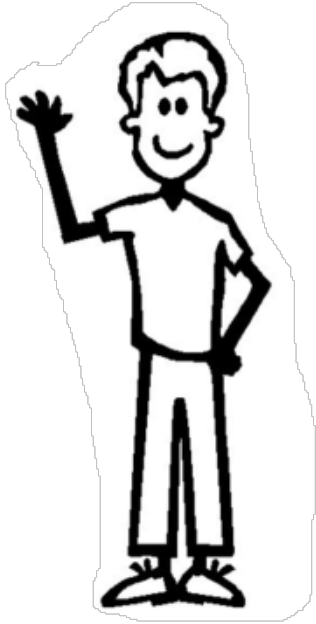


Job 4

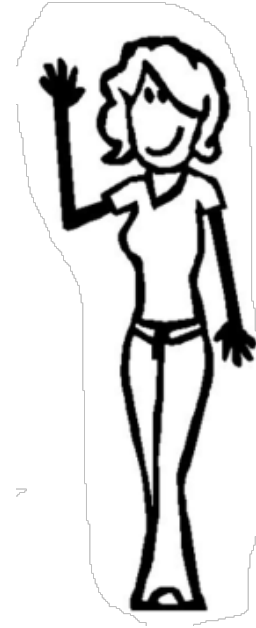
Parent Jobs in Depth: Job One & Four

JTBD Case Study

“John”

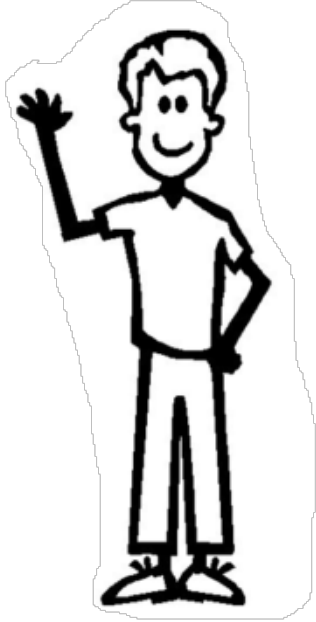


“Gina”



JTBD Case Study

Job One



“John”

Job Four



“Gina”

Job 1:



JTBD Statement: When the school is failing my child, either academically or by not providing a safe learning environment, help me find a school that will address those obstacles so I can ensure that my child will not fall further behind and will eventually thrive in school.

Job 4:



JTBD Statement: When my child has talents that must be cultivated and I have a select set of acceptable colleges, help me find a school with an excellent academic program and outstanding reputation so I can ensure that my child gets into one of the select set of schools and fulfills his or her potential.

Job 1 & Job 4: Context

Job 1: Help me help my child overcome obstacles

I am worried that my child is falling behind.



I am worried about what will happen to my child if I do not take action now.



The school does not help with my child's unique learning needs or difficulties



Job 4: Help me realize my plan for my talented child

I need a school to challenge my child.



I have a plan and want to get my child into the best college (Harvard, Yale, Stanford, etc.).



The school does not have the reputation necessary to get my child into the Ivy League.



Job 1 & Job 4: Desired Outcomes



Job 1: Help me help my child overcome obstacles



Job 4: Help Me Realize My Plan for My Talented Child

So...

- My child can thrive in a school that will cater to his or her unique learning needs.
- My child will not be teased by classmates
- My child will not fall further behind

So...

- My child can build his or her resume for the best college.
- My child will be ready for the rigors of college.
- My child can continue the legacy.

Job 1



Job 1: Help me help my child overcome obstacles

More About:

- Leaving the current school because it is not helping
- Reassuring the parents that the school has the capability to help their child thrive
- A child having had a bad experience in school before
- Solving a problem quickly or addressing the situation immediately
- Preventing my child from falling further behind or continuing to struggle to learn

Less About:

- Having a plan or knowing the plan for my child
- Having a school that is close to home (within reason)
- Finding the lowest price option
- Achieving academic excellence in the “traditional sense”

Job 4



Job 4: Help Me Realize My Plan for My Talented Child

More About:

- Getting into the best colleges
- Highly educated and motivated parents who believe education is important for their child
- Schools that have top rankings on a national basis
- The reputation the school has in the local market
- Schools that can demonstrate high matriculation rates to the most selective colleges
- The school being part of the parents' plans

Less About:

- Social and emotional well-being, unless that is required for success
- The child making his or her own decisions
- Having a diverse environment

In groups of 2, discuss the following...

1. Do you think your school serves more parents in Job 1 or Job 4?
2. How can your school better communicate its value proposition with parents in these jobs?

Parent Jobs in Depth: Job Two & Three

JTBD Case Study

“Michael”



“Shelby”



JTBD Case Study

Job Two



“Michael”

Job Three



“Shelby”

Job 2:



JTBD Statement: When I have a child who is intelligent and emotionally mature, help me find a school that will ensure my child's continued growth so he or she will fulfill his or her potential, mature, and be prepared for college.

Job 3:



JTBD Statement: When a school is focused almost solely on test scores and academic curriculum, help me find a school that will focus on my child's social and emotional development so I can be sure that my child will be a well-rounded and productive member of society.

Job 2 & Job 3: Context

Job 2: Help me fulfill my child's potential in a values-aligned community

I am worried my child is not being challenged academically



I have an intelligent child that is distracted or lacking focus



Job 3: Help me develop a well-rounded person who will impact the world



The school is not educating the whole child



The school is focused only on academics, test scores, etc., and not on how to function in the world



My child is living in a “bubble” with very little diversity of people, thought, experiences, etc.

Job 2 & Job 3: Desired Outcomes



Job 2: Help Me Fulfill My Child's Potential in a Values-Aligned Community



Job 3: Help me develop a well-rounded person who will impact the world

So...

- My child can be in an environment that will help him or her focus and excel.
- My child can be challenged academically, athletically, etc.
- My child can get a good education.

So...

- My child won't become a "smart jerk."
- My child will be well-rounded.
- My child will understand how she or he fits into the world.

Job 2



Job 2: Help Me Fulfill My Child's Potential in a Values-Aligned Community

More About:

- The child being in an environment that fosters his or her growth
- Providing the child with a meaningful school experience
- Providing the child with a challenge academically and emotionally
- Preparing the child for college and helping him or her mature

Less About:

- Getting the child into the best middle schools, high schools, or colleges (Ivy League, etc.)
- Difficulties with learning or troubled situations
- The parents' desires for their child, regardless of what the child wants

Job 3



Job 3: Help me develop a well-rounded person who will impact the world

More About:

- Helping the child be a “whole/better person”
- Helping the child integrate into society
- Teaching the child how to act and deal with others who might be different from him or her
- The application of knowledge in the real world through projects, etc.

Less About:

- Focusing solely on academic learning or academic pressures
- Traditional skill-and-drill educational methodology
- Reinforcement of a specific set of values, morals, ethics, etc.

In groups of 2, discuss the following...

1. Which job(s) does your school's mission most closely align with?
2. Do you think most of your parent body is in this job(s)?

Overview of Parent Jobs



Job 1



Job 2



Job 3



Job 4

Actions Steps and Strategic Questions

Below are some questions you can discuss with your board or your leadership team:

- ✓ When meeting with prospective families, how can you use your understanding of Jobs to inform your conversations? How can the Jobs help you in your admission efforts?
- ✓ Given the Jobs uncovered by this study, what JTBD do you think your school does? What JTBD does your board think you do? What JTBD do your teachers think you do? What JTBD do you think your parent body hires your school for?
- ✓ How do the Jobs align with your school mission and vision? What conversations could you have with your board to make sure that your offerings match market demands?

Thank You!

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