



CASE STUDY · AN IT SERVICES FIRM WITH NO DATA FROM ITS OWN MARKET

Being secure – and able to show it.

He could see his core business eroding. In cybersecurity, he didn't know what he should be selling. Interviews with buyers showed what else the task there often involved besides the technology.

SECTOR
IT services, B2B

MARKET
Australia

METHOD
JTBD interviews,
Wheel of Progress

DURATION
6 weeks + 6 months
Oct 2021–May 2022

He saw his business eroding. He didn't know his buyers.

Background

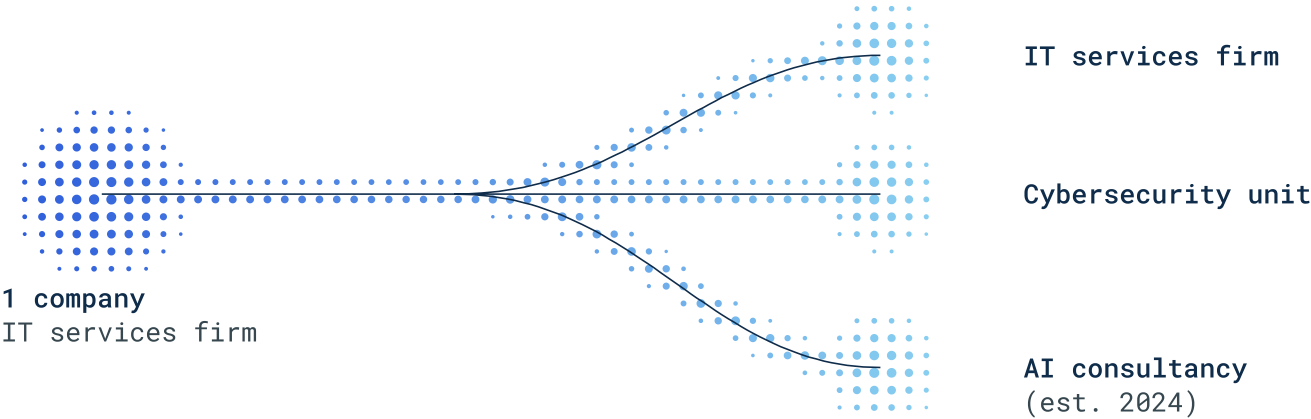
An Australian IT services firm with 60 employees and more than 20 years in business. Cloud services threatened to erode the core business, and there was no package for cybersecurity. The COO knew Jobs to Be Done from courses. What he lacked was data from his own market.

Approach

From October 2021, the Customer Insights Sprint and the Mastering JTBD training ran in parallel for 6 weeks: real buyer interviews during the day, while the COO learned to put the results to work himself. Then, until May 2022, 6 months of Evidence-to-Impact support.

Outcome

Two buyer segments, a repositioning as a 'Technology Success Partner', two new business lines. And one finding: in three of six buyer interviews, the task included being able to show something.



5
countries with staff

8
new hires within a few months

226
evidence cards from 6 in-depth interviews

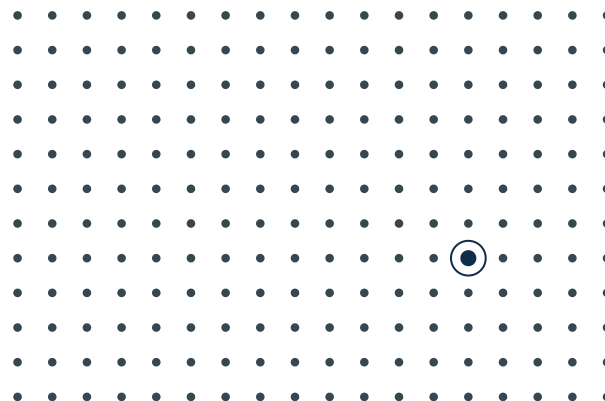
CONTENTS

01	Background – 20 years in business. And still flying blind.	3
02	The project – Six weeks of asking. Six months of doing.	4
03	Insight and impact – Same service, different buyers.	5
+	Key insight – Part of the task was being able to show it.	6
04	Next step – You can learn the method on a course. You hear your buyers in an interview.	7

01

20 years in business. And still flying blind.

Australia's cybersecurity market is growing by 10–14% a year. Suddenly every IT provider is putting 'security' on its website. Without a point of difference, providers risk becoming interchangeable.



10–14%

annual market growth, cybersecurity in Australia

SCHEMATIC: ONE DOT PER OFFERING, NOT A COUNT

Company
IT services firm,
Australia

Size
60 employees

In business
more than 20 years

Partner status
Gold and Platinum
partner

The challenge

The firm looked after networks and computers. But clients were moving to the cloud, and a major vendor had begun offering to manage clients' computers directly. No clients had been lost yet. The COO found cybersecurity hardest of all, a market full of solutions: 'I don't know what I should be selling.'

What he brought with him

He knew the method from Bob Moesta's and Tony Ulwick's courses. What was missing was the step into his own market – and for that he wanted support.

The enquiry

Then he wrote to Oberwasser Consulting: he was familiar with JTBD and would like help with the interviews. He wanted to understand why clients really hired his firm, and to turn that into new packages and add-on products of his own.

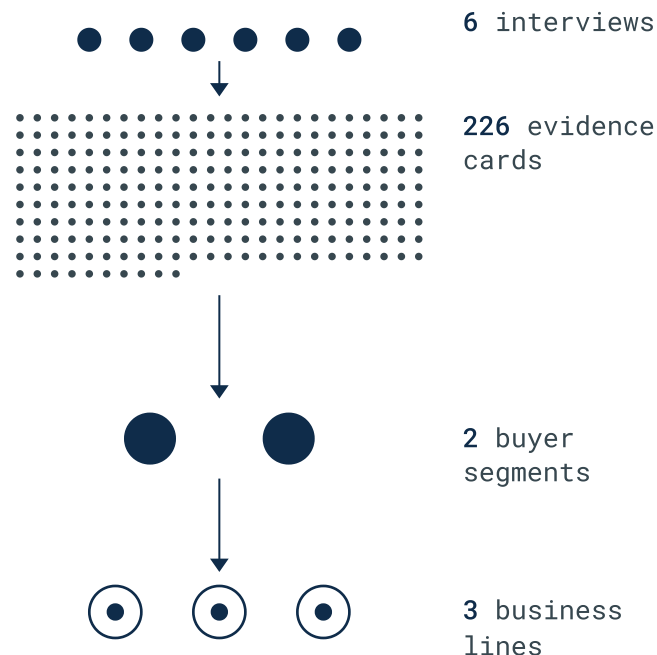
'So what should we be doing because I see this is eroding. What should we be doing?'

COO OF THE IT SERVICES FIRM

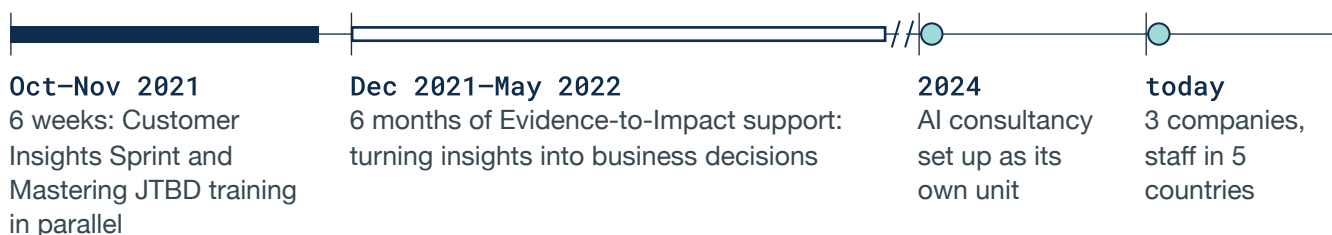
02

Six weeks of asking. Six months of doing.

The COO got in touch at the end of September 2021, and work began a week later. He had booked the full programme: the sprint, the training and six months of support.



TIMELINE



SECTIONS NOT TO SCALE

METHOD

The JTBD interview

It is based on in-depth Jobs to Be Done interviews using the Wheel of Progress framework. Six interviews produced 226 evidence cards – coded interview statements – and two buyer segments.

The Wheel of Progress

The Wheel of Progress makes the forces at work measurable.

DEVELOPED IN 2019 BY ECKHART BÖHME AND PETER ROCHEL

03

Same service,
completely
different buyers.

The IT professional had to win budget internally. The non-technical buyer couldn't judge what 'good' looks like.

The IT professional
has expertise,
lacks budget

same service

The non-technical
buyer
has responsibility,
lacks judgement

TWO BUYER TYPES

Segment	Has	Lacks
The IT professional	Expertise	Budget. Has to sell cybersecurity internally as if on 'Shark Tank' and needs a case to put to the board.
The non-technical buyer	Responsibility	Judgement of what 'good' looks like. Lives with constant unease until an incident exposes how vulnerable they are.

BEFORE AND AFTER

Before

Cybersecurity as a technical add-on – 'I'll give you email protection, I'll give you this, I'll give you that'

No primary data, no buying logic

Previous role: a managed service provider looking after networks and computers

After

A separate cybersecurity unit with its own brand: security assessments, compliance, monitoring

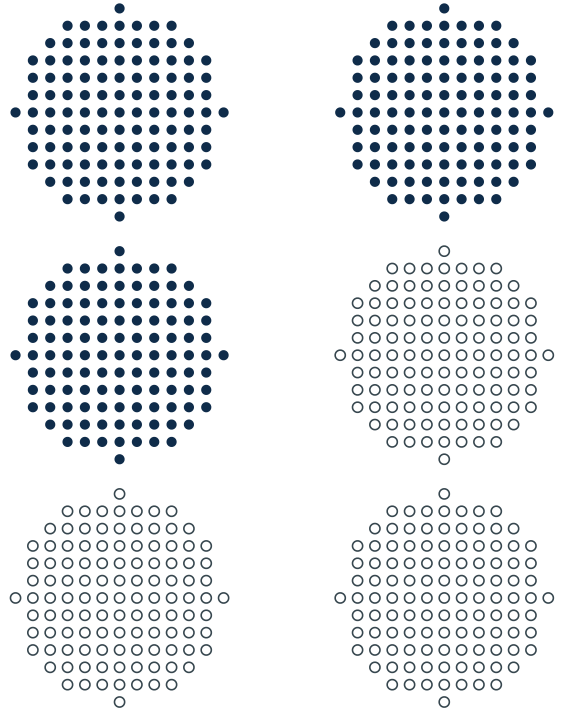
Its own primary data: two segments, each with a distinct buying logic

A new identity: from IT service provider to 'Technology Success Partner'

KEY INSIGHT

Part of the task was being able to show it.

In three of six buyer interviews, the people responsible for IT described similar pressure: a board, an auditor or a client asked for proof. One head of IT used the reports from his monitoring service and his own systems to answer that request. A great deal changed on the technical side, too.



- **3 of 6:** a board, auditor or client asked for proof
- **3 of 6:** not mentioned, or only in passing

WHAT THE INDUSTRY TALKED ABOUT

Technology and features

WHAT THREE OF THE SIX ALSO NEEDED

Something to show the board, auditors and clients

VERBATIM

‘They loved it.’

HEAD OF IT AT A PROFESSIONAL BODY

on his board’s reaction to the security reports he had put together

04

You can learn the method on a course. You hear your buyers in an interview.

Here it was cybersecurity. For you, it might be AI, sustainability or platform strategy: a market where you are technically strong but don't know why buyers choose you – or go elsewhere.

Do you know what else your buyers have to get done alongside your service?

NEXT STEP

Why do your customers really buy?

The Buying-Reason Finding: a real buyer, interviewed and checked against your assumptions. In this case, the sprint involved six interviews. For you, it starts with a list of what you believe today – and one interview.

[VIEW THE BUYING-REASON FINDING](#)

oberwasser-consulting.de/en/buying-reason-finding

Need to know how your customers buy across the board, as in this case? Then the [Customer Insights Sprint](#) is the direct route.

Prefer to find out more first? oberwasser-consulting.de/en/podcast – episodes with real cases, methods and results, many of them in German.

To pass on to others with a say: summary on page 2, key insight on page 6.



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