BEST BUY.

Large Product Fulfillment

Strategic Vision

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Project Overview

Executive Leadership Ask

Envision a differentiated, best-in-class large product fulfillment experience throughout digital, in-home, in-store, in-home, phone & chat

Meet the team!

Jenna Reinemann - Service Design
Customer Office

Elise Poquette - CX Strategy
Customer Office

Angie Boise - CX Research
Customer Office

Allyson Peterson - CCO
Customer Office

Brian Tilzer - CTO
Customer Office

Tanmay Sinha - SVP Omnichannel Commerce
Customer Office

Damien Harmon - EVP Omnichannel Operations
Customer Office

Rob Bass - CSCO
Customer Office

My Role

Insights-Led Discovery

Partner with CX strategy, and CX research to gather what we know and **identify gaps** in knowledge. Synthesize and develop a deep understanding of our **insights and competitive landscape**, so we can use those insights to tell the story of where we are today and **where we want to be** in 5 years from now.

Alignment & Feasibility

Facilitate cross-functional discovery sessions and outcome based workshops with business, D&T, Product, and Customer Office leaders to create a large product fulfillment vision statement and OKR's.

Partner Connections

Act as an ambassador for the customer office, **fostering trusting working relationships** and continuous alignment on priorities across our omnichannel teams and experiences.

End-to-End Visibility

Stay connected to all cross-channel work to ensure the large product fulfillment vision and objectives are carried through.

Discovery & Insights

Activities

The Team: Service Design, CX Strategy, CX Research

- Gathered existing customer research, insights, data, and analytics

- Conducted stakeholder and SME interviews

- Identified knowledge gaps and barriers

- Mapped related LPF work in-flight

What We Discovered

Fix Our Tools & Systems

Our systems are fragmented, hard to use, and do not provide associates with the full picture

Communicate Effectively

Accurate, meaningful, and timely communication builds the relationship across all moments

Empower Employees

Own our mistakes and "make it right" with our customers when something goes wrong
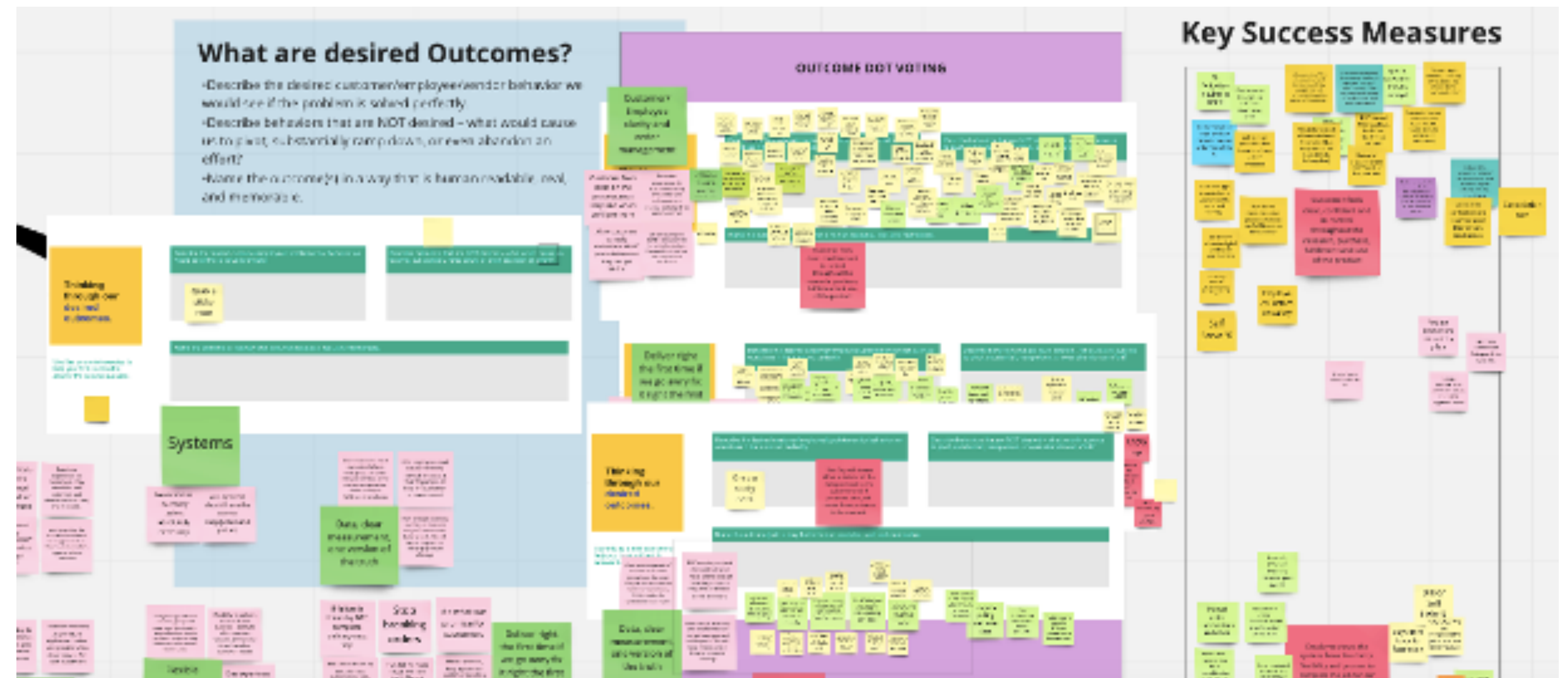
Safety First

Building a culture of safety increases trust, confidence, and brand love

Vision Statement & OKR's

Outcome-Based Planning Workshops

Vision Statement & OKR Creation

- Lead by the Director of Product Practice

- 100+ representatives

- 8 hours of brainstorming

Vision Statement

Help drive brand love by creating the world's
most intuitive and agile large product
fulfillment experience

Objectives

Customer Obsessed

The customer feels confident and in control throughout the research, purchase, fulfillment and use of the product.

Digital First

Employees have the flexibility to complete the job for our customers without circumventing systems

Human Delivered

Focus on safety protocols, brand standards, and professional development

Objectives

Customer Obsessed

- Reduce call volume per order from x to y

- Reduce time between issue and resolution from x to y

Digital First

- Reduce large product manual order updates from x to y

Human Delivered
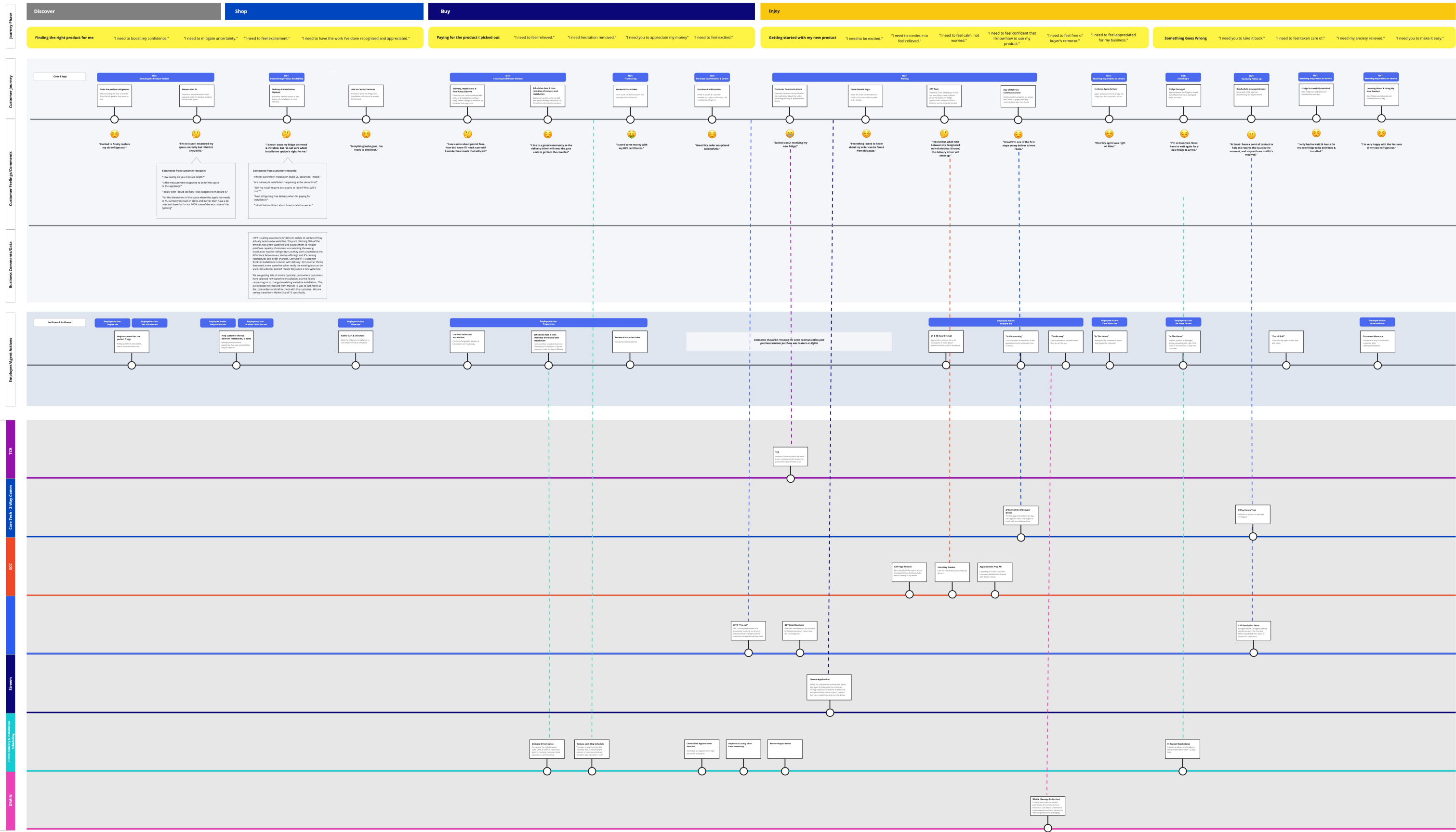
- Training and certification from x to y

Program Alignment

Service Blueprints & Journey Maps

My Role

- Identify opportunities throughout the E2E customer and employee journey in all channels

- Illustrate dependencies between cross-functional teams, departments, tool/systems

Cross-Functional Workshop Facilitation

My Role

- Facilitate workshops with leaders from Business, Operations, Digital & Technology, and the Customer Office to prioritize pain points and "moments that matter"

Program Alignment

- 50+ Product teams

- 60 projects were prioritized

- Weekly program check-ins (lead by program manager)

My Role

- Partner with each Product team to oversee the E2E UX/XD from discovery to delivery.

FY22 HD&I Customer Obsessed Vision		
Help drive Best Buy's brand love by creating the world's most intuitive & agile large product fulfillment experience.		

FY22 HD&I Customer Obsessed Focus Areas		
1 Customer Obsessed	**2 Digital First**	**3 Human Delivered**
Customer feels clear, confident and in control throughout the research, purchase, fulfillment and use of the product	Employees **trust the system**, have the clarity, flexibility and process to complete the job for our customers without circumventing systems	We've focused on sustaining a **highly engaged and collaborative workforce**, prioritizing training on safety protocols, brand standards, professional development, and inclusion and diversity.

1A. Customers receive accurate and timely status updates and have transparency throughout the process.
- Hawaii D2C Changes — Leming, Tucker
- Post Sales Calls — Leming
- Narrowed Windows — Leming, Wonderly
- Temporary SC Building Disruption of Service — Schroeder

1B. We've owned our mistakes with an empathy-first approach, and we've corrected problems with speed and efficacy.
- Expand Customer Advocates — Valli-Lenz
- Make Goods Consistency (RTB) — Valli-Lenz, Eric Wegner
- RRQ/ CCQ (RTB) — Valli-Lenz
- Reduce Day of Del. Disappoints, TO, PO (RTB) — Valli-Lenz, Brad Moline
- EOL Order Cancels (RTB) — Valli-Lenz
- LPF Pilot (carrier) Product Return Process (RTB) — Valli-Lenz
- LPFR Enhanced Resolution — Herbst
- LPFR Feedback Loop — Herbst
- Re-Escalation — Herbst
- LPFR Case Manager — Herbst
- Repair Anywhere (aka Cosmetic Parts) — Schroeder

1C. Evolve Fulfillment by Creating Moments that Matter for our Customers.
- Same Day Delivery — Mcclain
- LPF Network Enhancements (Delivery Pads) — Long, Mcclain
- Appointment prep — Wonderly
- Improve Property Damage Process — Petron, Gillespie
- Outlet Enhancements — Sy Paulson
- Helper Truck — Johnson, Robinett

2A. Leverage data, automation and human empathy to meet customers individualized needs.
- Vendor Advocates — Ralles (Leidall)
- LPF Measurement and Accountability — Leming (Slocum, Kaytor)
- Auto Cancel Extension for SPU orders — Leming (Martinson)
- Centralize LPF Escalation Paths — Free, Leming (Foote)
- Cost of Non-Quality — Schroeder, Leming (Earsley)
- Streem video support — Wonderly (Ryan Smith, Robert Neer)
- UWO Enhancements — Paggen
- Open Box Photos — Leeder/Asavale
- Appointment Parity — Axe/Simac
- In Transit – D&T Project — Axe/Simac
- Next Gen. Inventory Sync — Axe/Simac
- Dotcom scheduling — Axe/Simac
- Centralized Appointments — Axe/Simac

2B. Develop & evolve fulfillment framework.
- Multi-person crews — Wonderly, Dan Johnson
- Supply Chain SLAs — Prevatt
- Fitness Delivery and Install Process — Dan Johnson, Heather Johnson
- Airsled/ StairClimber — Wonderly

3A. Develop our partnerships and prepare these relationships to achieve new levels
- Premium "White Glove" Exp. — Tucker, Robinett
- Vendor training & certification — Tucker, Pitlick
- 3PL & D2C background audit — Pitlick, Anderson, H. Johnson
- Electrician network — Trey Rasch, Robinett
- 3PL Delivery Pad Incentives — Long/Prevatt/Hayes
- Newsletter for retail and vendors — Leming/Pace
- HT Install W2 & 3PL Mix Strategy — Heather Johnson
- New Provider/Delivery Team Onboarding — Rosey/Homerin
- New SKU/Category Onboarding — Johnson
- Intake/Damage Reductions & Vendor Updates — Aaron Cavanaugh, Jamie Scott
- Customer "Whose is coming to my home" — Wonderly

3B. Talent and development
- LPFR Experience Standardization and Training — Herbst
- Implement NPS Surveys — Herbst
- Implement Spanish Line — Herbst
- In the Moment Resolution (training) — Herbst
- Escalation Cheat Sheet — Herbst

Enabling Programs and Product Work
- Transactional Comm. Refresh (TCR) — Kate Busby
- Care Tech Missions — Ashley Daniels
- Total Repair — Mike Staudt, Heidi Tysk-Poppe
- DRAIN — Brenda Lamkin
- Intraday tracking (truck tracking) — Sheila Paggen

Key Results

1. Reduce overall large product **call volume/per order** from X to Y
2. Annualized Net Promoter Score above 75 in all delivery channels.
3. Promised delivery date success "**delivered right the first time**" goes from X to Y
4. Reduce time between **customer issue & customer resolution** of issue from X to Y
5. Reduce Large Product production incidents from X to Y
6. Reduction Large Product manual order updates from X to Y
7. Project implementation, training and certification

Delivering the Work

The Opportunity

Each day 20,000 in-home delivery appointments are scheduled to be performed. Of those, 10% fail on the day of delivery due to customers (or employees) not being prepared for the appointment

The Goal

Identify moments throughout the in-home service appointment journey where we have an opportunity to better set our customers and employees up for success on the day of delivery

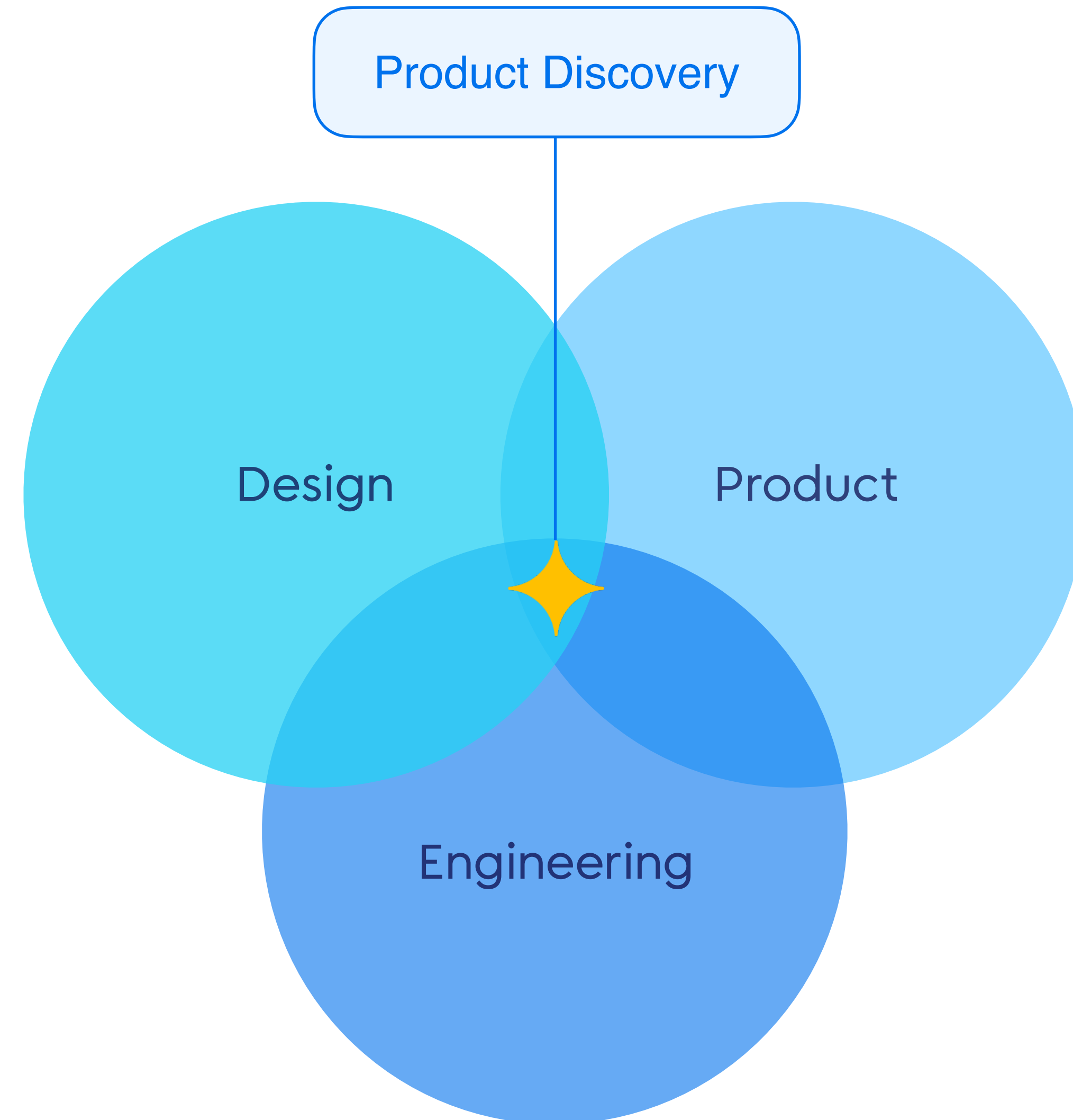# TV Mounting & Installation

The Problem

When purchasing TV mounting and installation in digital channels, we're not capturing critical information (surface type, fireplace, wiring, accessories) that employees need in order to perform the installation

Product Discovery

My Role

Partner with D&T Product teams in digital channels to understand what's possible in their space. Together as a team (Product, Design, Eng) we brainstorm ideas on how to solve the problem.

The Solution

A guided purchase experience to capture installation information for the home installation team.

My Role

Partner with D&T product teams through delivery to ensure consistency between touchpoints and execution of the E2E experience.

X

Let's find the right service for you!

TV Mounting & Service Options
Delivery included with all services. Showing options for 98026

Premium TV Mounting   **$199.99**

Have our installers quickly and professionally mount and secure your TV to a wall and connect your TV to your video components.

As soon as Mon, Jun 5

Basic TV Mounting   **$149.99**

Have our installers quickly and professionally mount and secure your TV to the wall.

As soon as Mon, Jun 5

TV Connect and Setup   **$99.99**

Have our installers quickly and professionally connect your TV to your video components

As soon as Mon, Jun 5

No thanks, I don't need TV mounting or connect & setup

Which service is right for me?

Challenges

Communication & Collaboration

Deep understanding of communication and collaboration preferences for each team and leader.

- Slack/email
- Presentation decks
- 1:1 conversations/full team
- Phone calls
- Casual/polished
- Meeting cadence & checkin's

Be The Glue

Teams don't talk to each other. I was the connective tissue between all Product teams and areas of the business.

Design Leadership

Prior to this project, design leaders had minimal visibility into each others area (channel) of work. I setup a weekly cadence with design leadership for project visibility and to gain rapport.

More Teammates!

Advocated for more Service Designers. Brought on 2 additional headcount to jump into the Large Product Fulfillment space.

Thank You!