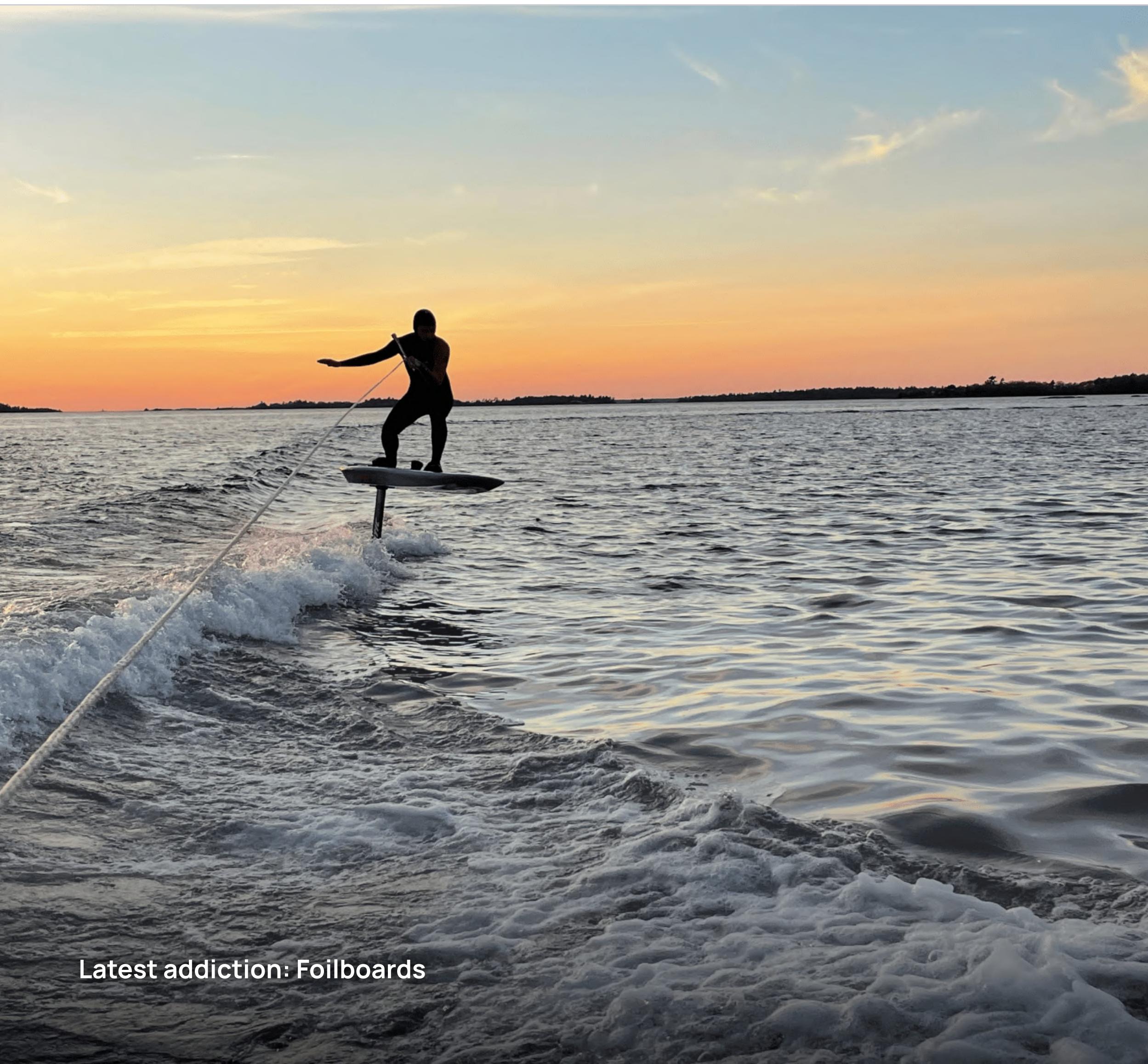


About

# Four things about me



Latest addiction: Foilboards

## Activities related to water and wind

If I am not designing, I am most likely wearing a wetsuit.

## Lived and worked in 6 countries

France, USA, Cambodia, Korea, Switzerland, Canada

## Founded a startup, raised a pre-seed

I often take matters into my own hands to build solutions.

## Active in the design community

Open source projects, Medium articles, Office hours

Learn more on  
[bprigent.com/about](http://bprigent.com/about)

# Ping, a digital wholesaler of local products

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for Kraft Heinz • 2020, 12-week project

Project Mission

**Help KHC enter  
the healthy food  
business**



KraftHeinz

Client based in Chicago

Context

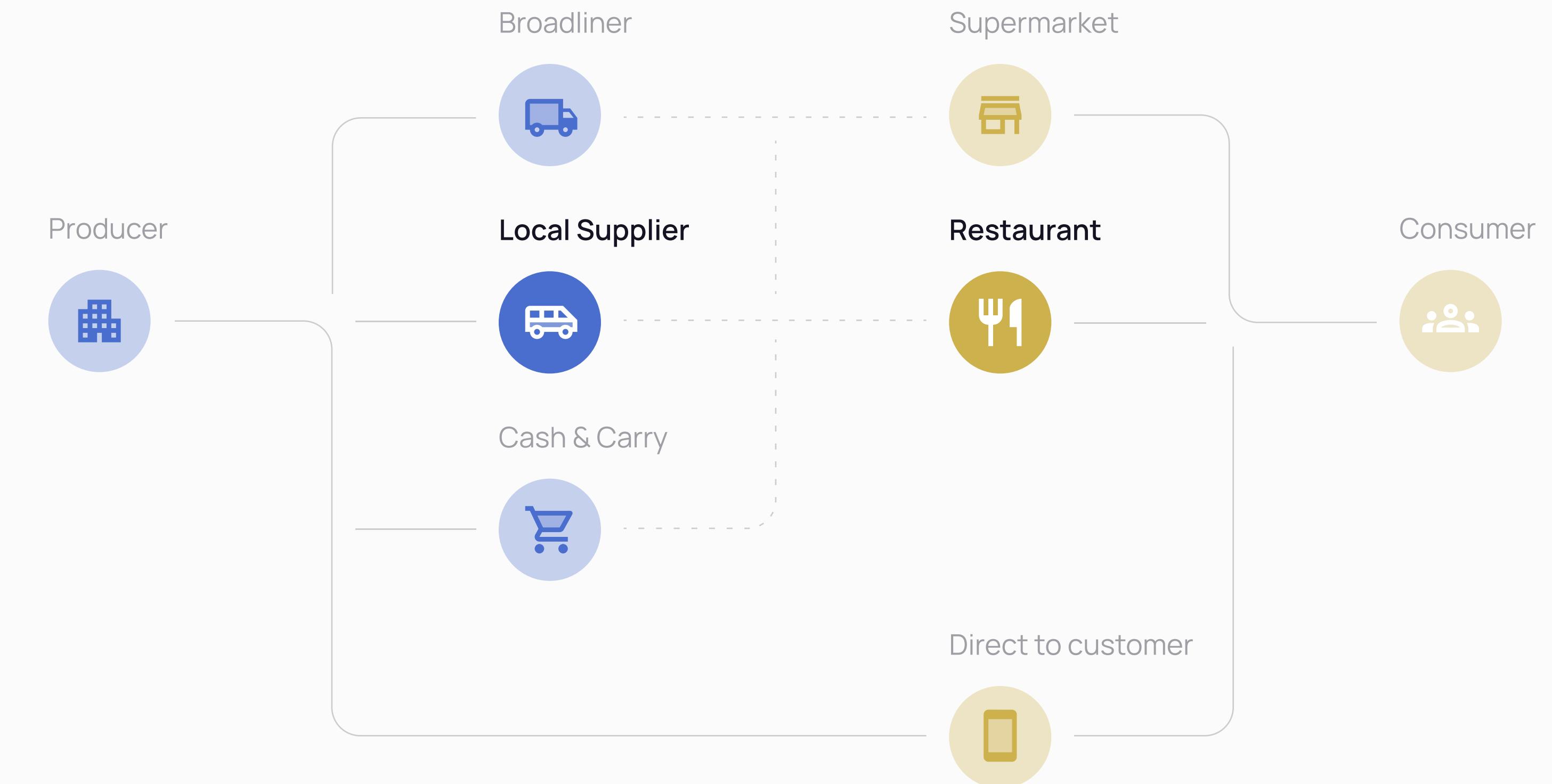
# An industry with many actors

## Initial ideas

Complex market, multiple B2B and B2C opportunities

## Selected idea

The restaurant-supplier relationship



## Initial Research

# Local US Food Suppliers

## Company

10-20  
people team

Lowest  
price point

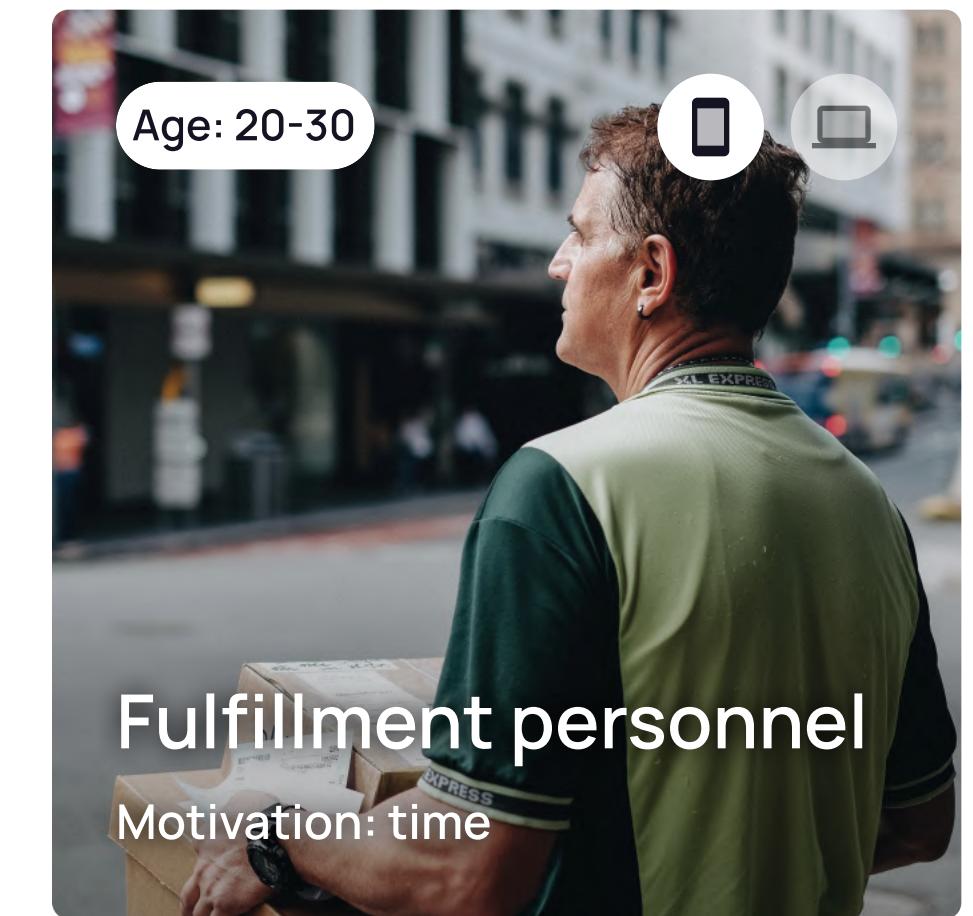
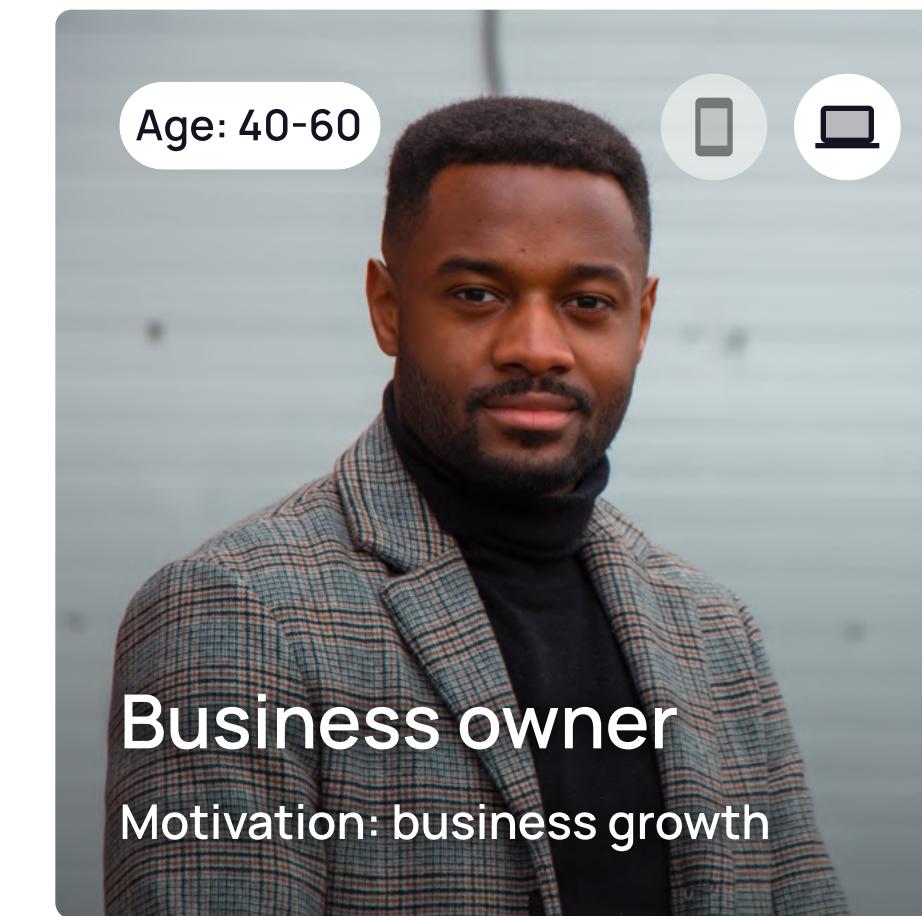
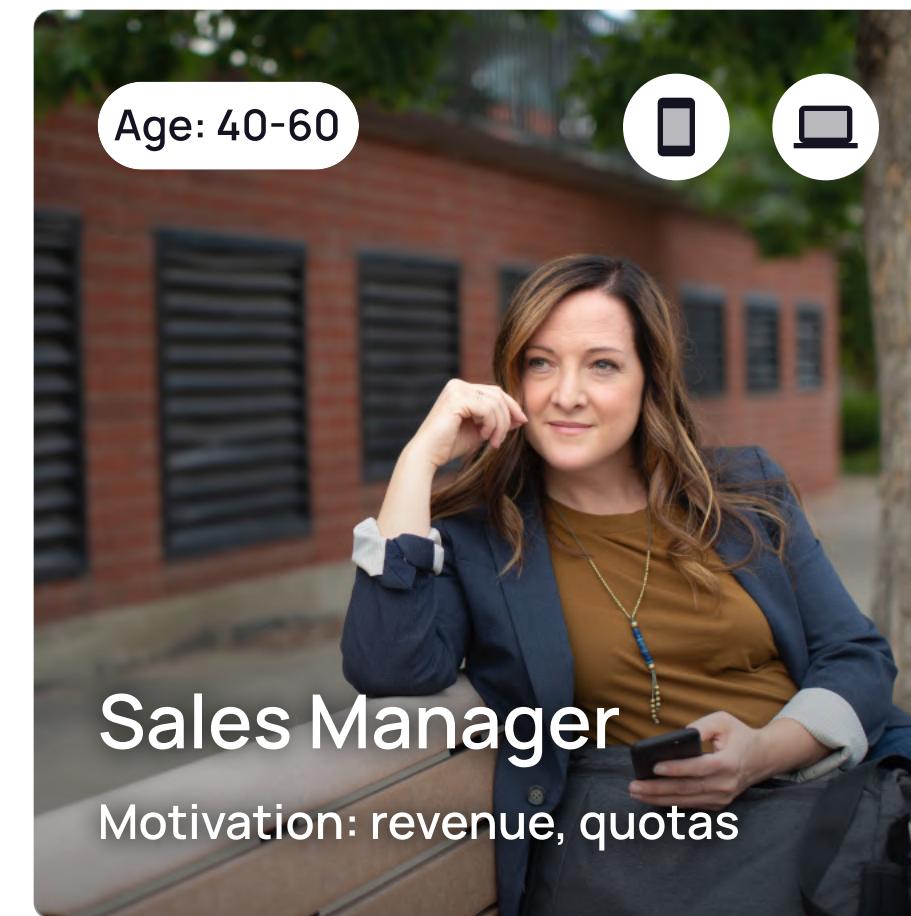
Best  
quality

1  
food category

1  
local zone

49%  
market is local

## People



## Journey



Acquiring new business  
Deprioritized



Taking orders  
Repetitive, Errors



Updating prices  
Manual



Payment  
Practicality / Fees



Prep & Fulfillment  
Communication, Errors

## Initial Research

# Independent US Restaurants

### Company

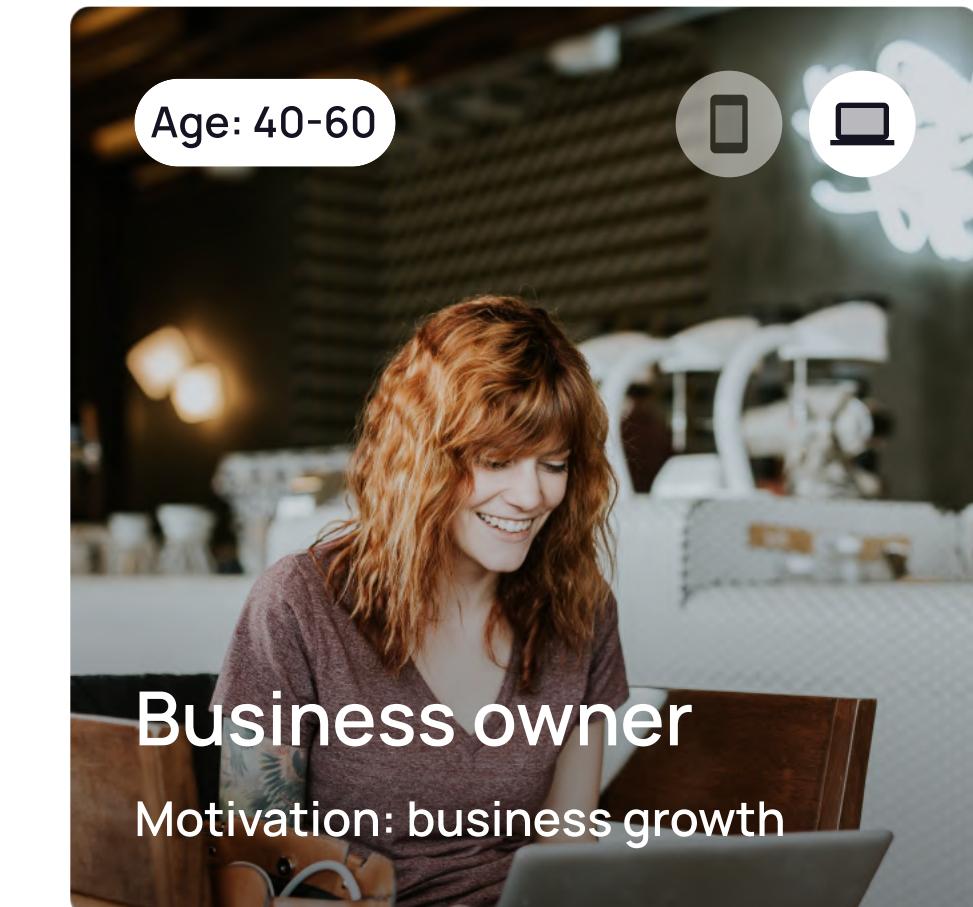
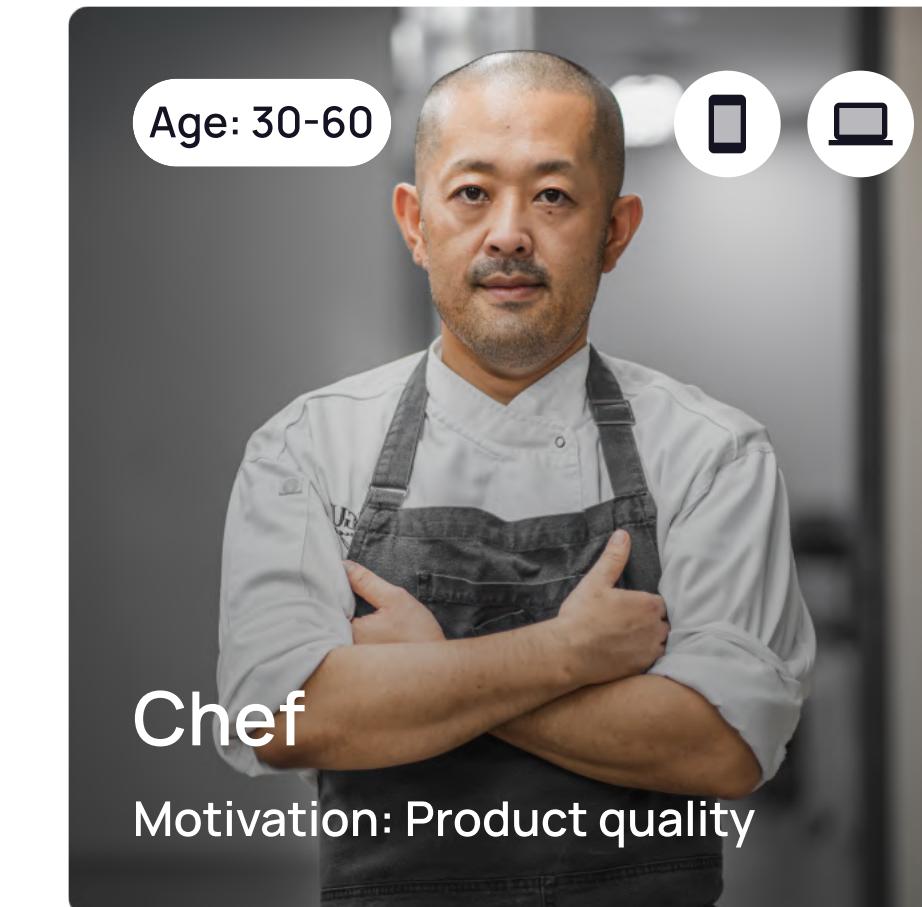
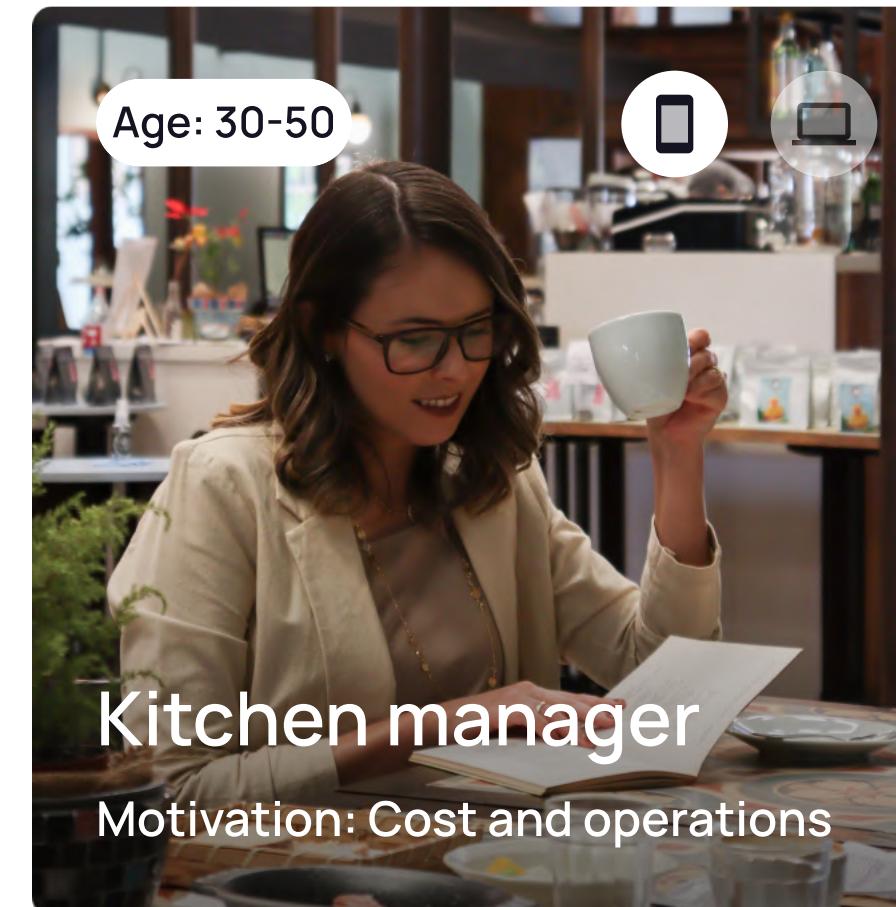
\$2k  
weekly order

30%  
of total costs

Costs  
drive business

5h  
on procur.

### People



### Journey



**Discovery**  
Fragmented



**Ordering**  
Manual



**Re-ordering**  
Repetitive



**Payment**  
Cashflow / Fees



**Delivery coordination**  
Unreliable

# Four areas of collaboration

People goals

Restaurants

How might we centralize the **price-shopping** experience?



Discovery

Suppliers

How might we automate catalogue & pricing **requests**?



Ordering

How might we **facilitate** orders and re-orders?



Payment

How might we help with **cash flow** and keep fees down?



Delivery

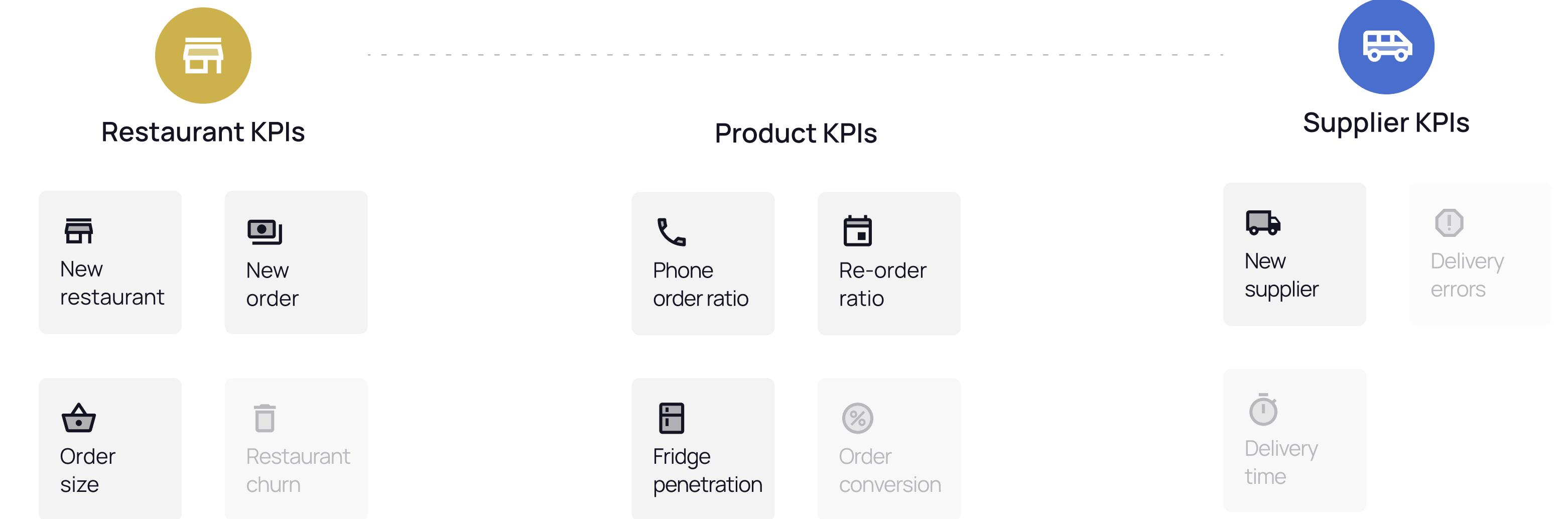
How might we increase delivery **reliability**?

How might we automate payments and keep **fees** down?

How might we act as a **facilitator** during deliveries?

Business goals

# Beta with 10+ restaurants in 4 months



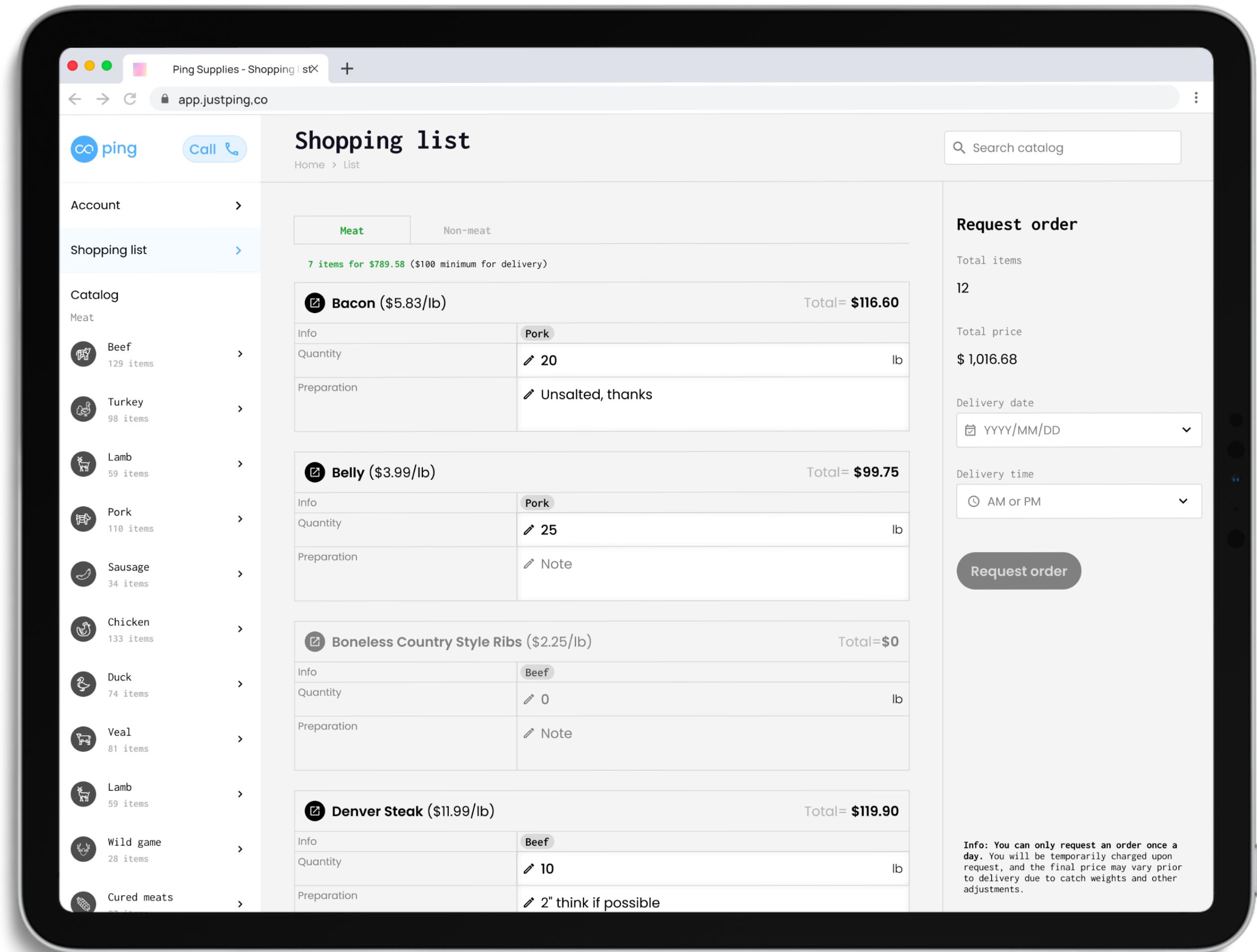
\*Grey KPIs: although we were tracking them, I am unable to retrieve the data at this time.

Solution

# Ping, a digital wholesaler of local products

## Restaurants

1. Browse 2000+ local products
2. Create shopping list
3. Request quotes
4. Pay online
5. Weekly delivery, text updates



## Suppliers

- Onboarding**  
Sends catalogue & business info
- Pricing updates**  
Updates prices by email
- Quote validation**  
Receives quote by email, approves
- Order fulfillment**  
Fulfils order, updates status

## Timeline

# Four major iterations

**Ravi Pilla**

Operations

**Jason Huertas**

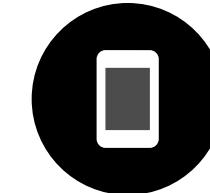
Sales

**Me!**

Product

**V1 - Mobile web app**

April '20

**V2: Switched to desktop and tablet**

May '20

**V3: New mental model: shopping lists**

June '20

**V4: Improved shopping lists**

July '20



# Version 1

## Objectives

Barebone product: order meat and produce from mobile

## Success

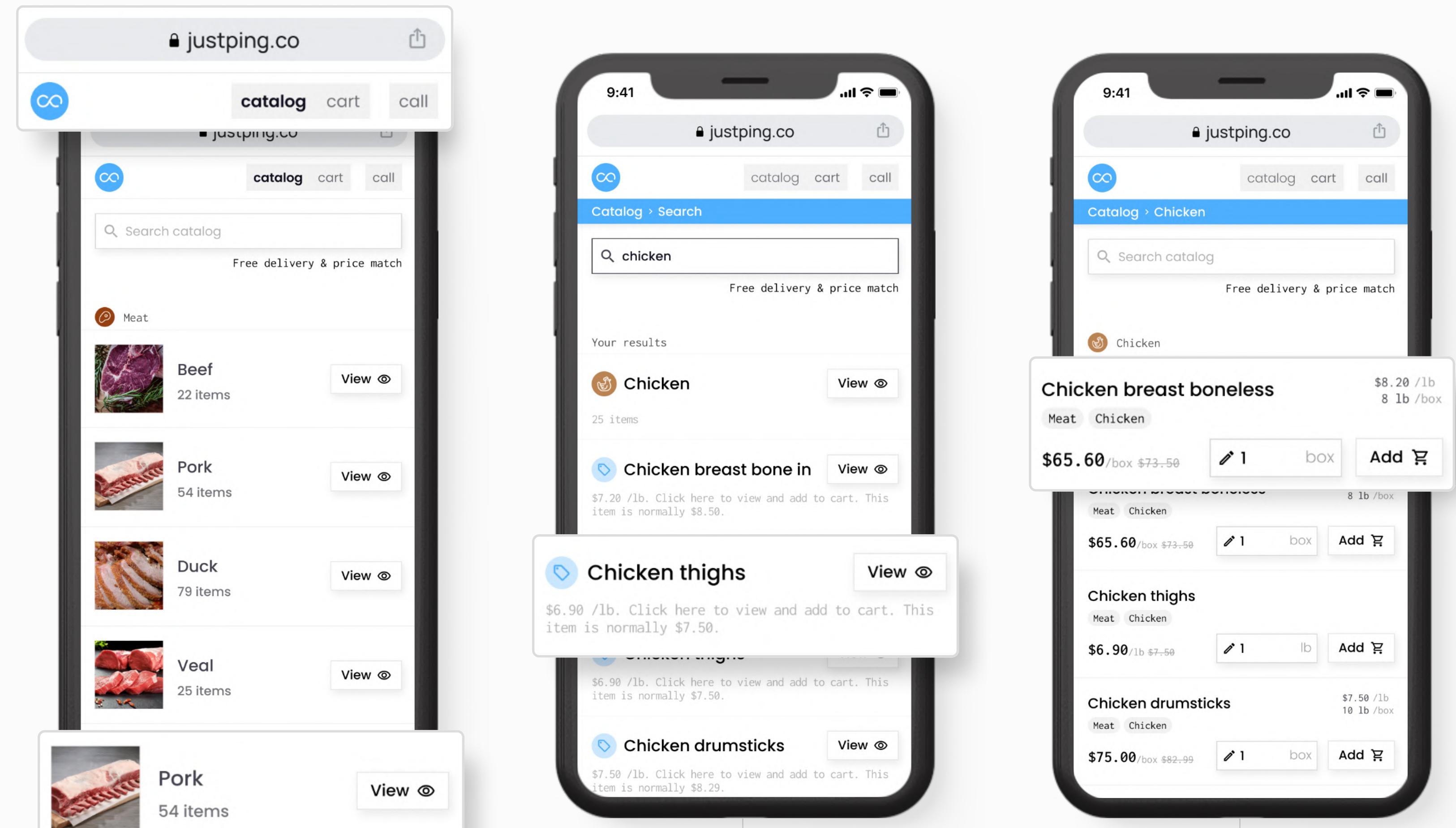
Get a couple of restaurants to buy, gather feedback

## Results

- 😊 Centralized catalog
- 😊 Pricing transparency
- 😢 Mobile experience for discovery
- 😢 Want more choice

### Metrics

|             |          |                   |     |
|-------------|----------|-------------------|-----|
| Restaurants | 2        | Catalogue to cart | ~~  |
| New orders  | 5        | Search to cart    | ~~  |
| New sales   | \$ 4,000 | Cart to quote     | ~~  |
| Order size  | \$ 800   | Re-order rate     | 62% |
| Orders /m   | 2.5      | Phone order ratio | 40% |



### Home

Added most important categories first

### Search

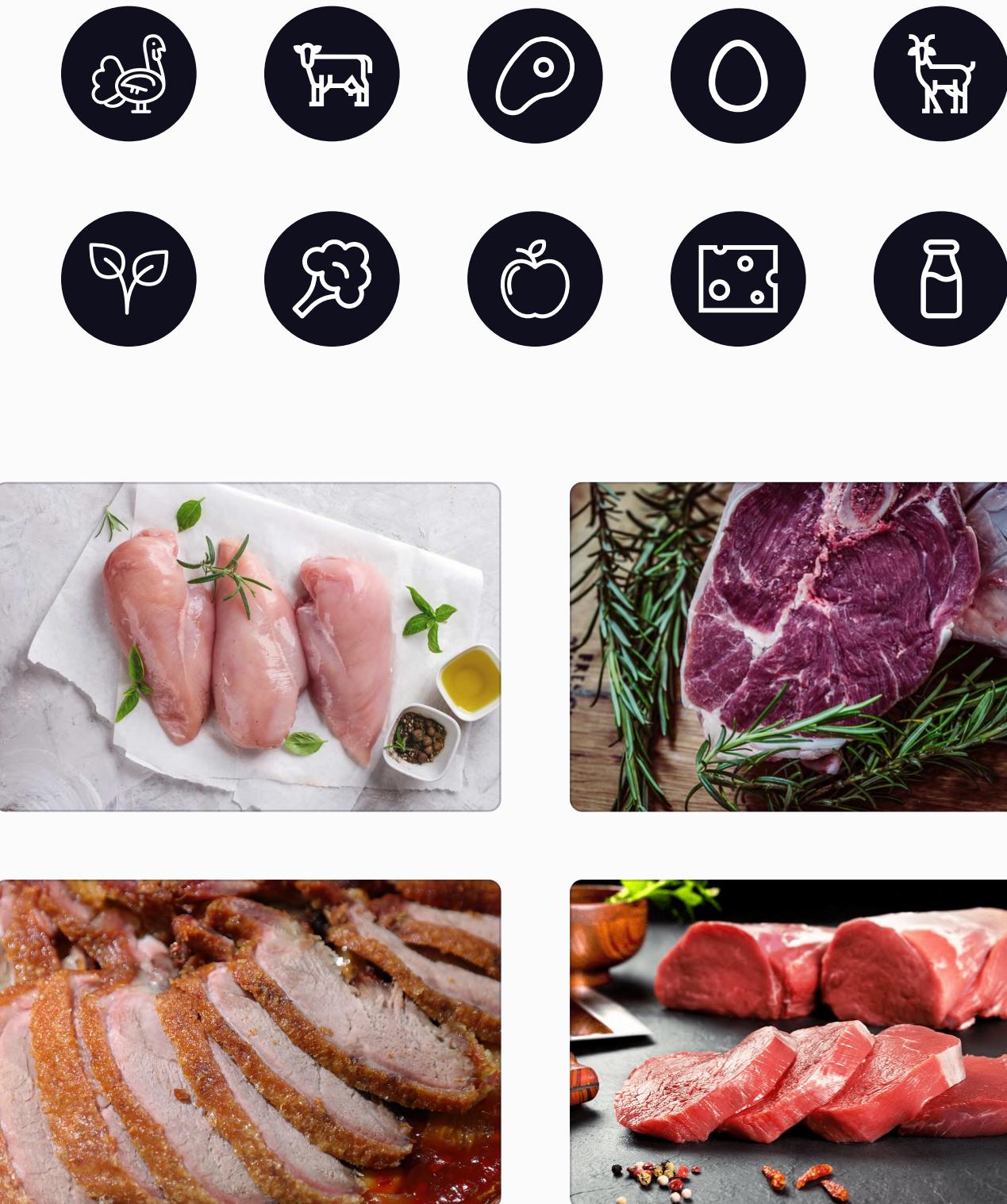
500+ products, search important

### Collection

Product schema: no image, no description, numbers

# Version 1

Building: 3 weeks Testing: 1 week

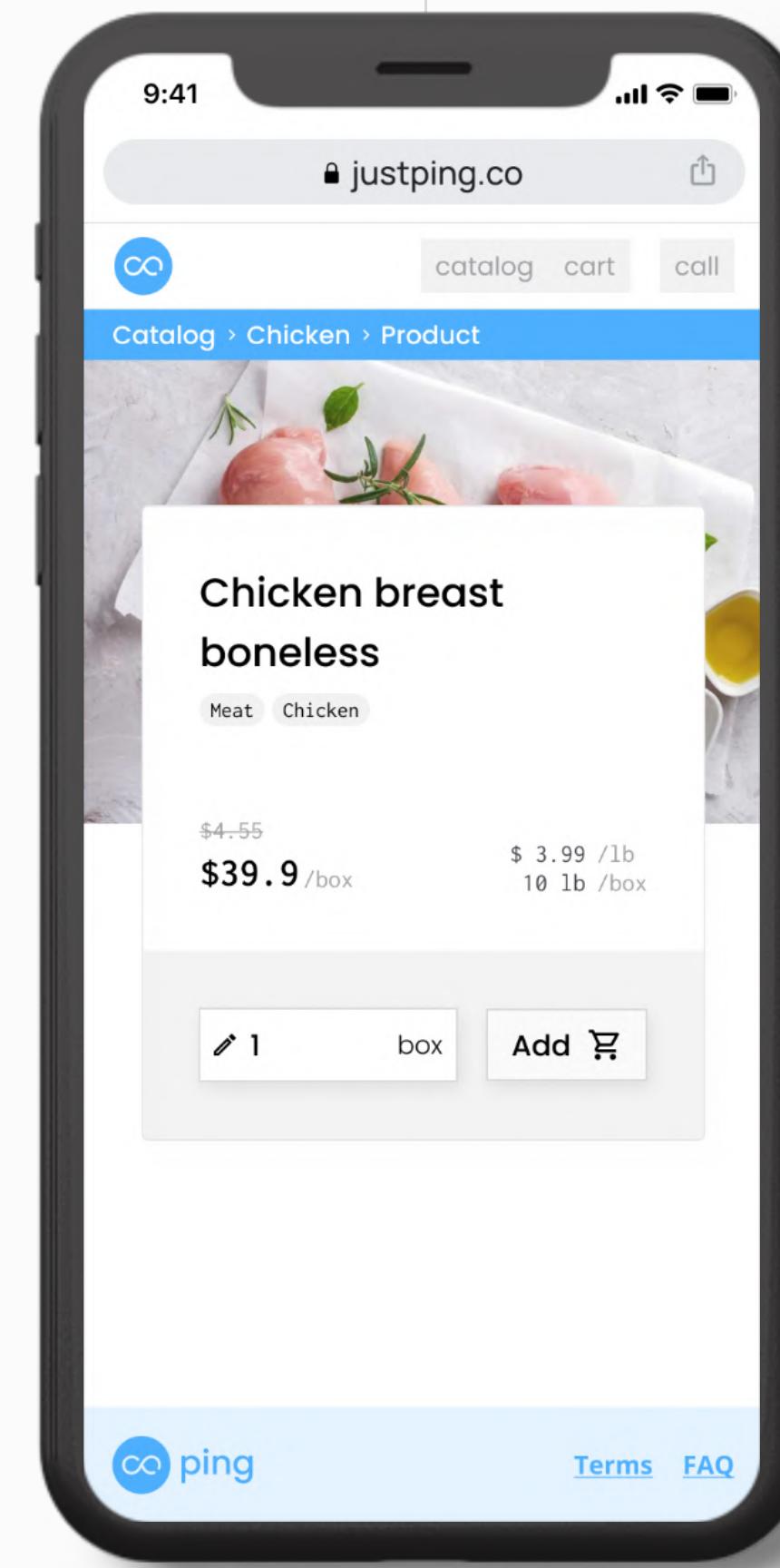


Imagery and Iconography

Attempts at compensating for the amount of text

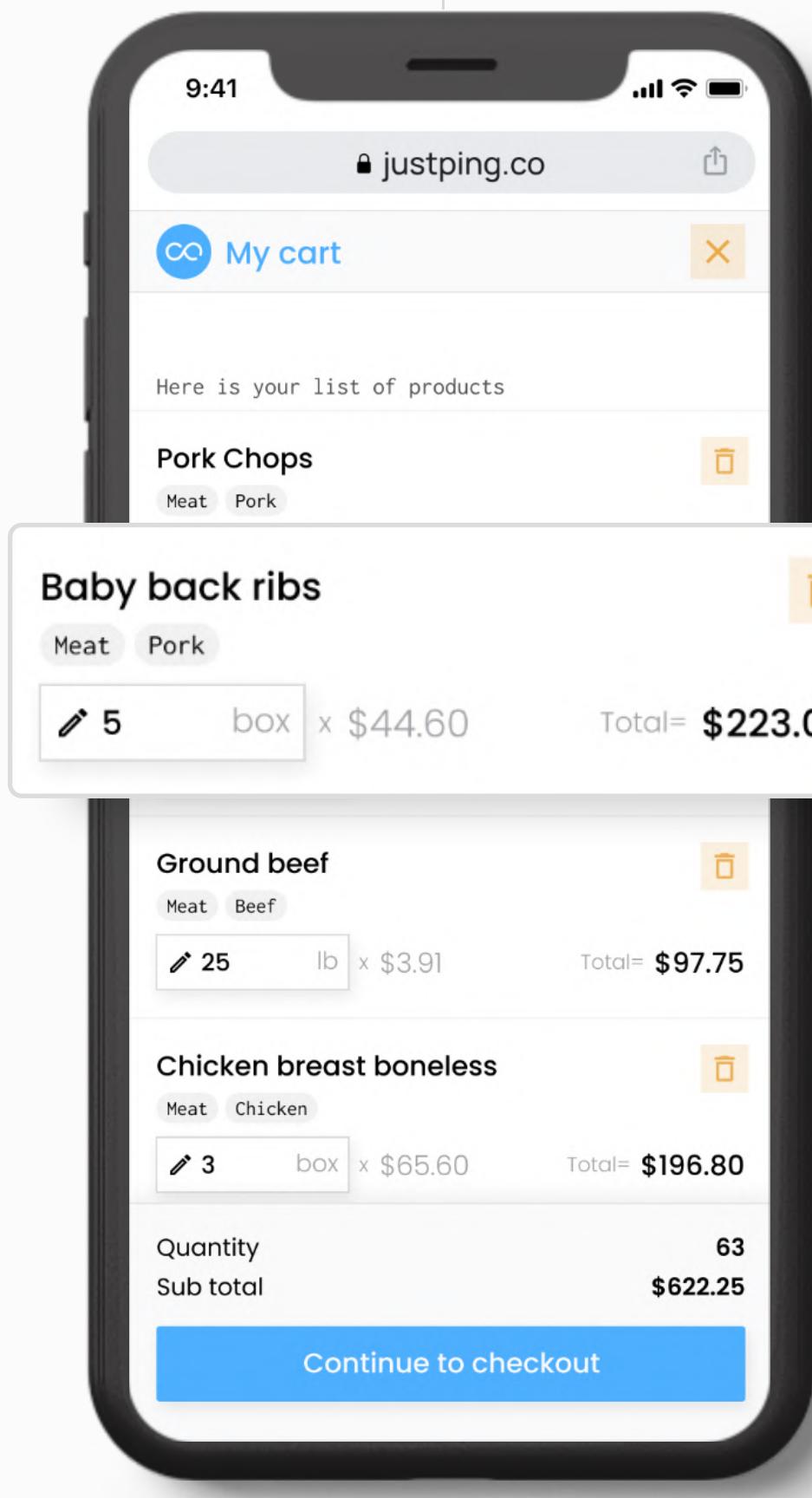
Product page

Modal design for lack of content



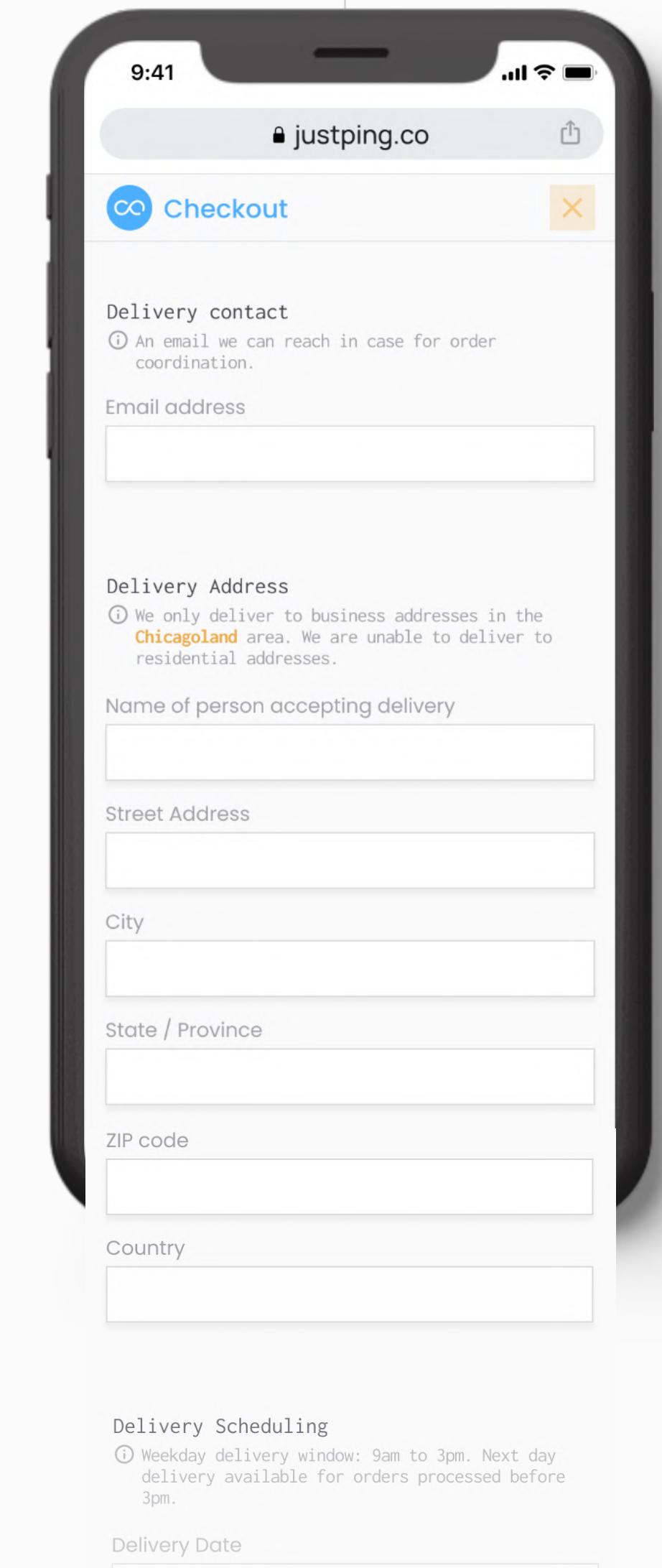
Cart

Technical limitations. Far from the real mental model.



Checkout

Long and redundant checkout.



# Version 2

## Objectives

- Larger devices will increase conversion & recurrence
- Products can be recommended

## Success

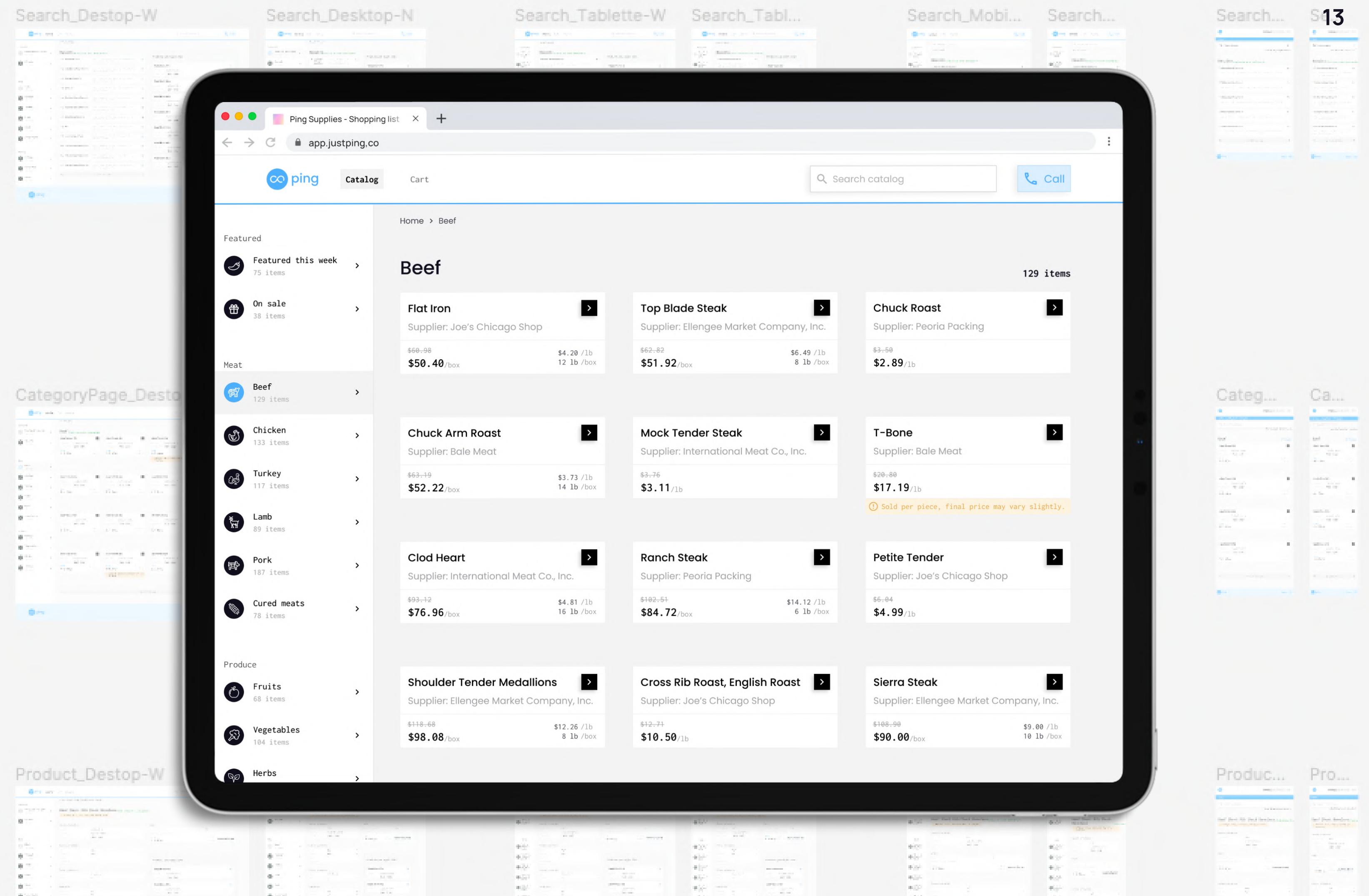
- Reach 10 orders a month
- Improve order rate
- One recommended product ordered

## Results

- 😊 Responsive experience
- 😊 Choice
- 😢 Unable to save info
- 😢 Changes after quote

### Metrics

|             |            |                   |       |
|-------------|------------|-------------------|-------|
| Restaurants | ↗ 5        | Catalogue to cart | ~~    |
| New orders  | ↗ 16       | Search to cart    | ~~    |
| New sales   | ↗ \$13,000 | Cart to quote     | ~~    |
| Order size  | → \$813    | Re-order rate     | ↗ 80% |
| Orders /m   | ↗ 3.2      | Phone order ratio | ↘ 31% |



Wireframing

Designed mobile, tablet, and desktop

High fidelity

Designed extremes of each breakpoint

# Version 2

Building: 2 weeks Testing: 1 week

- Featured**
  - Featured this week** >
  - On sale** >
- Meat**
  - Beef** >
  - Chicken** >
  - Turkey** >
  - Lamb** >
  - Pork** >
  - Cured meats** >
- Produce**
  - Fruits** >

Recommendations

Not a success. Seen as a third party.

Adding new categories

Difficult, suppliers have separate systems.

Product schema

We improved the schema to reflect how users purchased

**Short Rib Chuck Boneless**

**General**

|              |                     |
|--------------|---------------------|
| Supplier     | Joe's Chicago Shop  |
| Category     | Meat > Beef         |
| Package size | 16" x 20" x 3" inch |

**Diets**

|            |       |
|------------|-------|
| Allai      | Yes   |
| Kosher     | No    |
| Vegan      | N. A. |
| Vegetarian | N. A. |

**Preparation**

|          |     |
|----------|-----|
| Skinless | No  |
| Boneless | Yes |

**Order**

|                        |                   |         |      |
|------------------------|-------------------|---------|------|
| Unit price             | Originally \$4.55 | \$35.91 | /box |
| Minimum order quantity | 1                 | box     |      |
| Lb per box             | 3                 | lb/box  |      |
| Price per lb           | \$11.97           | /lb     |      |

! Sold per piece, final price may vary slightly.

**Beef Short Rib Chuck Boneless**

Supplier: Joe's Chicago Shop

\$4.55  
\$3.99/lb

**Beef Short Rib Chuck Boneless**

Supplier: Joe's Chicago Shop

\$4.55  
\$3.99/lb

**Beef Short Rib Chuck Boneless**

Supplier: Joe's Chicago Shop

\$23.88  
\$19.9 /box

\$ 1.99 /lb  
10 lb /box

! Sold per piece, final price may vary slightly.

# Version 3

## Objectives

- A quote request system will improve conversion
- Saving restaurant info will increase conversion

## Success

- Improve order rate
- Improve conversion: +30% in catalogue/search > cart, +30% in cart > quote

## Results

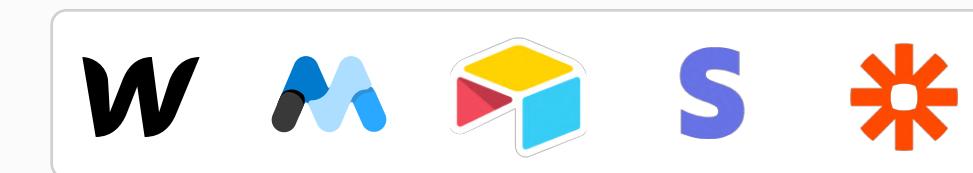
- Shopping lists
- Request a quote
- Add instructions
- Search and filter experience

### Metrics

|             |           |                   |     |
|-------------|-----------|-------------------|-----|
| Restaurants | 11        | Catalogue to cart | ~~  |
| New orders  | 35        | Search to cart    | ~~  |
| New sales   | \$ 37,000 | Cart to quote     | ~~  |
| Order size  | \$ 1057   | Re-order ratio    | 79% |
| Orders /m   | 3.2       | Phone order ratio | 22% |

No code tools

Combining no code tools so users can request quotes.



New technology > new design capabilities

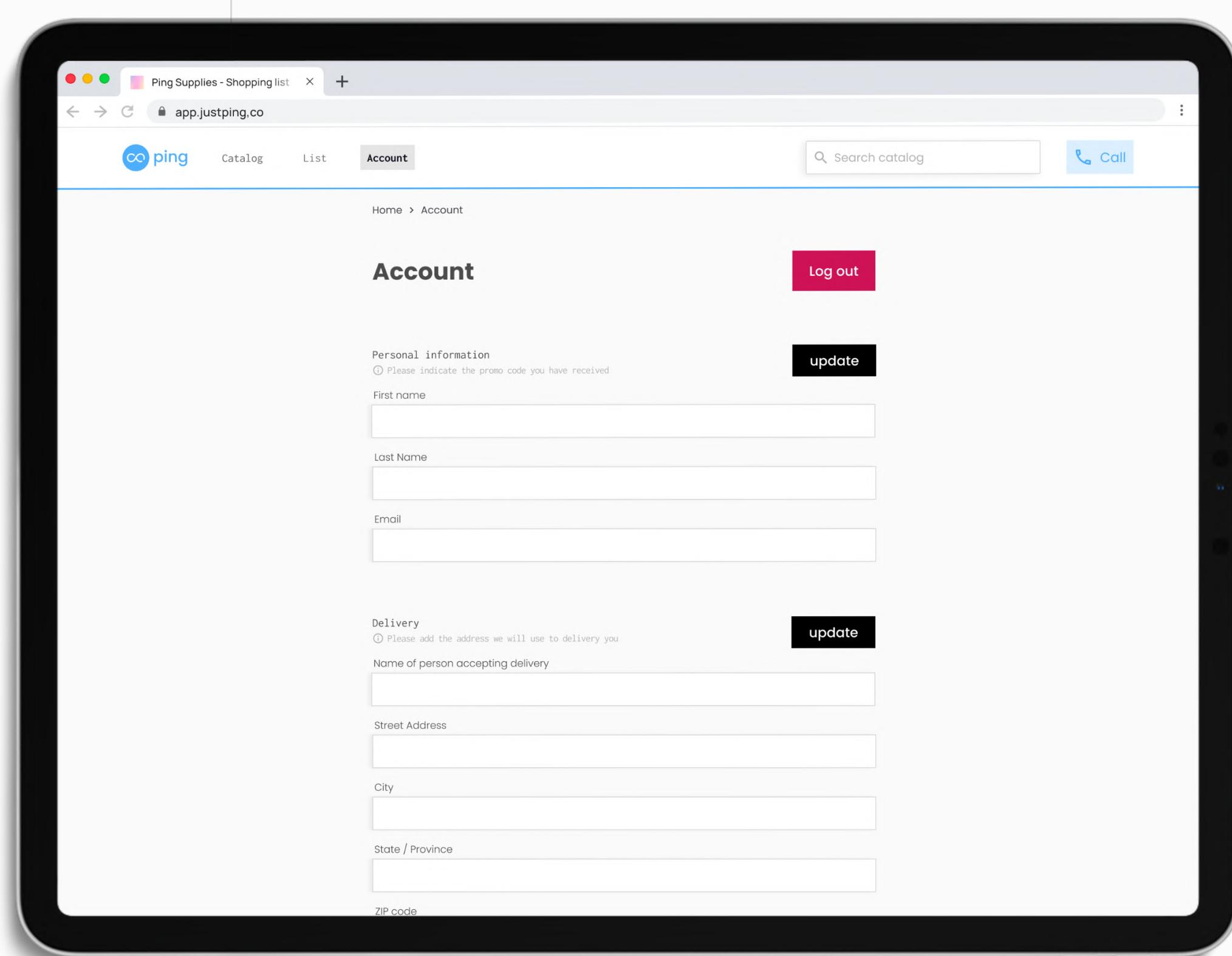
Delivery date and time, preparation, categories, ordering zero

# Version 3

Building: 3 weeks Testing: 1 week

Storing relevant info

Saving delivery and payment info



New mental model > new design

From add-to-cart to save-to-list. Quantity input not yet possible but not crucial.

# Version 4

## Objectives

- Improve conversion with search and filters, new navigation, and CTA on product cards

## Success

- +20% in search > cart
- +10% in catalogue > cart

## Results

V4 was designed, shown to users, but not launched

- Loved the search and filters
- Thought the CTA on card already existed
- Did not see a change between old/new nav.

### Metrics

|             |  |           |                    |     |
|-------------|--|-----------|--------------------|-----|
| Restaurants |  | 16        | Catalogue to cart  | ~~  |
| New orders  |  | 61        | Search to cart     | ~~  |
| New sales   |  | \$ 65,000 | Cart to quote      | ~~  |
| Order size  |  | \$ 1066   | Re-order ratio     | 95% |
| Orders /m   |  | 3.8       | Phone order ration | 18% |

### Search page

Open source API enabled dynamic search and filtering of products (not pages).

New technology > new design capabilities

Price info, box info, supplier name, CTA

# Version 4

Building: 2 weeks Testing: 1 week

Updated navigation

Easier for users to go from list to catalogue

Special request

A way to learn about customer desire

**Shopping list**

5 items for \$205.80 (\$100 minimum for delivery)

| Item                            | Quantity | Total   |
|---------------------------------|----------|---------|
| Tomato, Better boy (\$1.89/lb)  | 30 lb    | \$56.70 |
| French green beans (\$2.13/lb)  | 20 lb    | \$42.60 |
| Apple, Granny Smith (\$1.32/lb) | 20 lb    | \$26.40 |
| Onion, Yellow (\$0.89/lb)       | 10 lb    | \$8.90  |
| Cucumber, English (\$0.89/lb)   | 10 lb    | \$8.90  |

**Request order**

Total items: 13  
Total price: \$1,029.13  
Delivery date: 2021/03/21  
Delivery time: 9am - 12pm

**Special meat order**

Need something outside our catalog?

**Chicken**

Breast whole Supplier: Joe's Chicago Shop  
\$3.85 \$3.18 /lb Save

Breast, skinless Supplier: Ellengee Market Company, Inc.  
\$25.34 \$20.94 /box 6 lb /box Save Remove

Tenders Supplier: Peoria Packing  
\$46.71 \$38.60 /box 10 lb /box Remove

Tenders, boneless Supplier: Bale Meat  
\$29.77 \$24.60 /box 6 lb /box Save

Leg x1 Supplier: Bale Meat  
\$1.86 \$1.54 /lb Save

Leg x2 Supplier: International Meat Company, Inc.  
\$3.62 \$2.99 /lb Save

Drumstick Supplier: Bale Meat  
\$2.23 \$1.84 /lb Save

Thigh, bone in Supplier: International Meat Company, Inc.  
\$4.83 \$3.99 /lb Remove

Thigh, skinless Supplier: Joe's Chicago Shop  
\$4.85 \$4.01 /lb Save

Wing Supplier: Ellengee Market Company, Inc.  
\$5.57 \$4.60 /lb Save

Wing, skinless Supplier: Peoria Packing  
\$39.88 \$32.96 /box 8 lb /box Save

**Thigh, skinless**  
Supplier: Joe's Chicago Shop  
  
\$4.85  
\$4.01 /lb

CTA added to product card

Users modifying quantities in the list, so added the CTA on product card

## Results

# How far did we take this

### Re-order ratio

Monthly orders per restaurant - with 4/month avg.

**95%** +52% (2.5 to 3.8)

### Phone order ratio

Orders finalized by phone compared to online

**18%** -55% (40 to 18%)

### Fridge penetration ratio

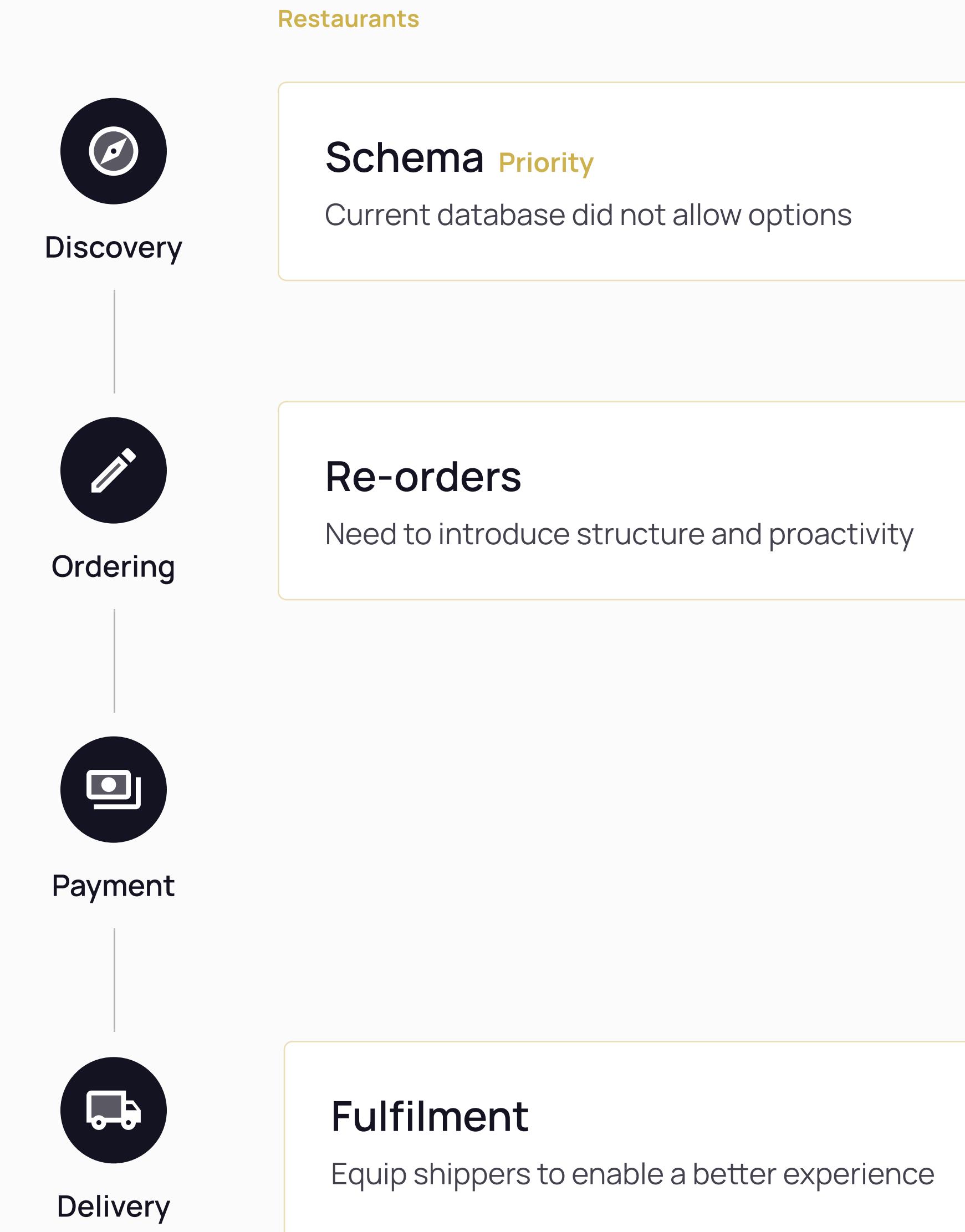
Ping sales per total food costs - with \$3k/m avg.

**54%** +33% (41 to 54%)



# What areas of collaboration could we improve further?

Next steps



# Learnings

## Execution learning

Familiarity with technological landscape is crucial

## Collaboration learning

Developer communication improves design and tech

## Strategic learning

Separating design thinking and implementation

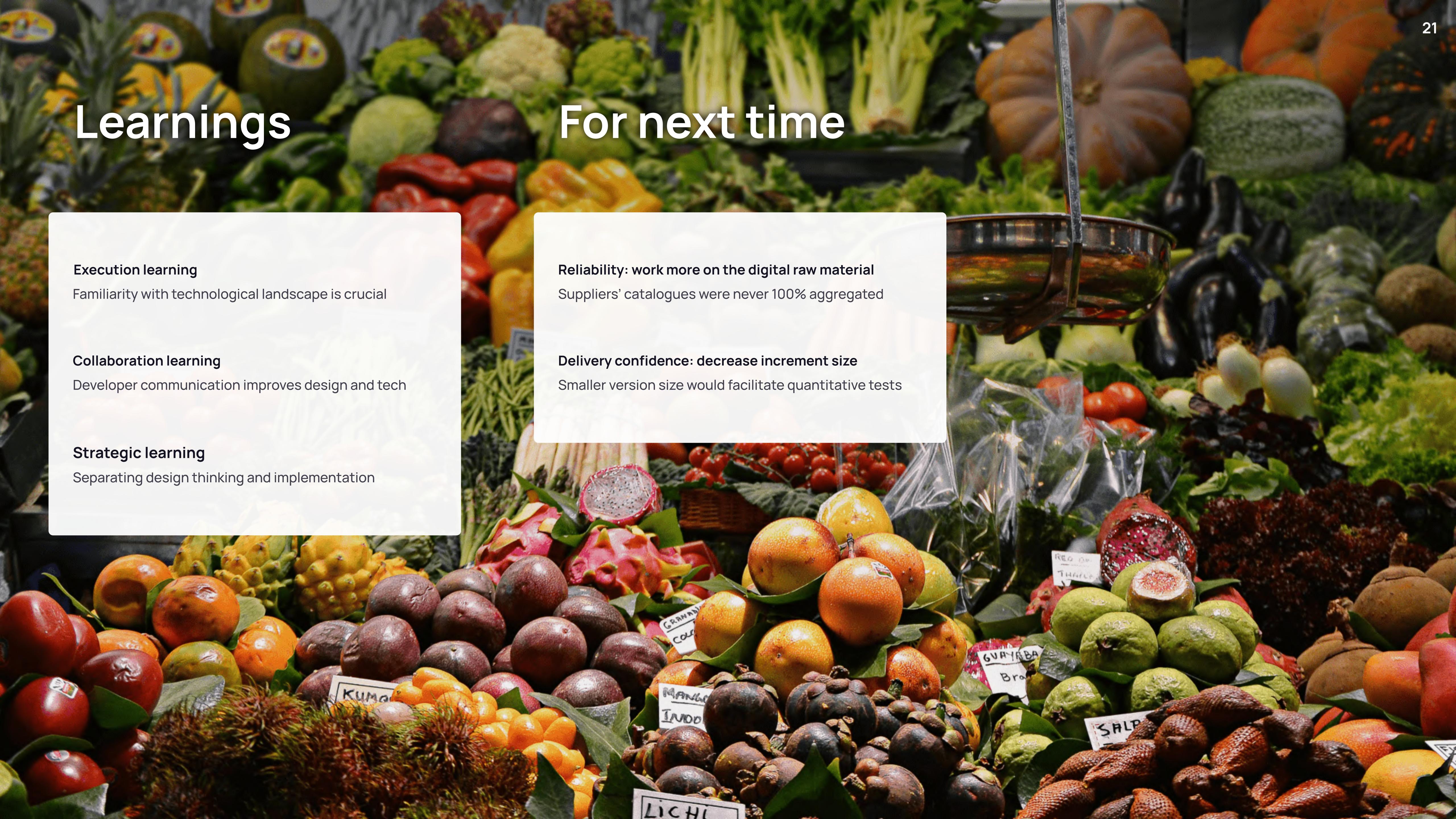
# For next time

## Reliability: work more on the digital raw material

Suppliers' catalogues were never 100% aggregated

## Delivery confidence: decrease increment size

Smaller version size would facilitate quantitative tests



# Thank you

by Benjamin Prigent • [bprigent.com](http://bprigent.com)