



helps Golden Shoe



Why you're speaking with us

Golden Shoe has seen a steady decline in revenue over the last couple of years.

It's a bricks and mortar company with an online presence. The flagship store is in London, however this is next to their main competitors, who seem much busier.

The eCommerce platform is around 9 years old. Conversion rate online has decreased rapidly and the dropout rates in mobile and iPad devices have increased dramatically. There is no mobile app.

Golden Shoe releases quarterly which works well, though it is impossible to get any small changes in quicker than this. They are aware of the benefits of agile but concerned on how they can up-skill their current loyal workforce and convince the leadership team.

Top 3 reasons for contacting Customer Services

Returns Process

Not showing items out of stock and can still checkout

Delivery Date and Time

Top reasons for returning items

Incorrect shoe size – **38%**

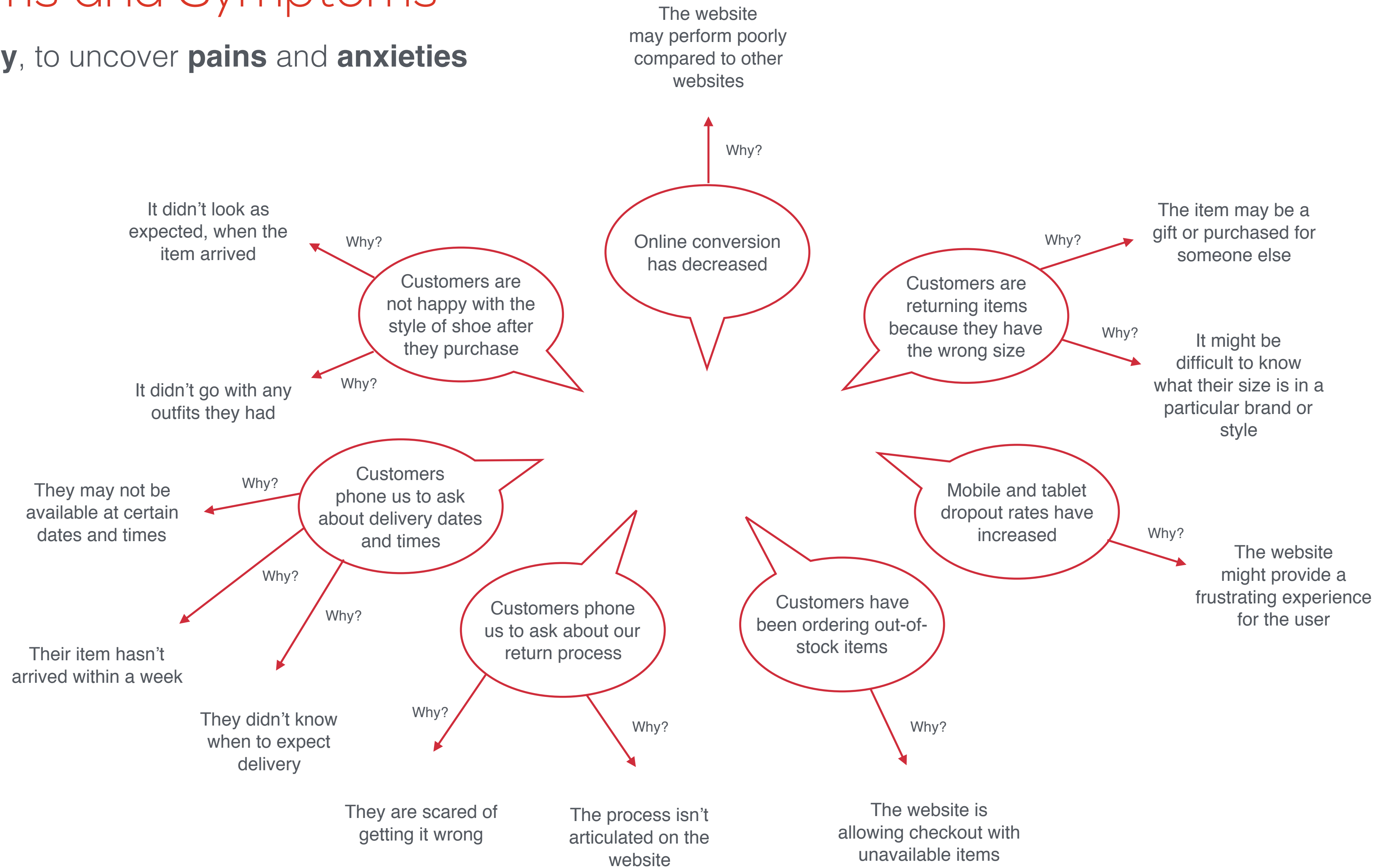
Didn't like the style – **35%**

How to? – **19%**

Other – **8%**

Problems and Symptoms

Let's ask **why**, to uncover **pains** and **anxieties**



We need to treat the **problem**, not the **symptom**!

What problem are we solving and why?

The **problem statement** should be short (a couple of sentences).

Make sure we are confident that we are **treating the problem** and not the symptom!

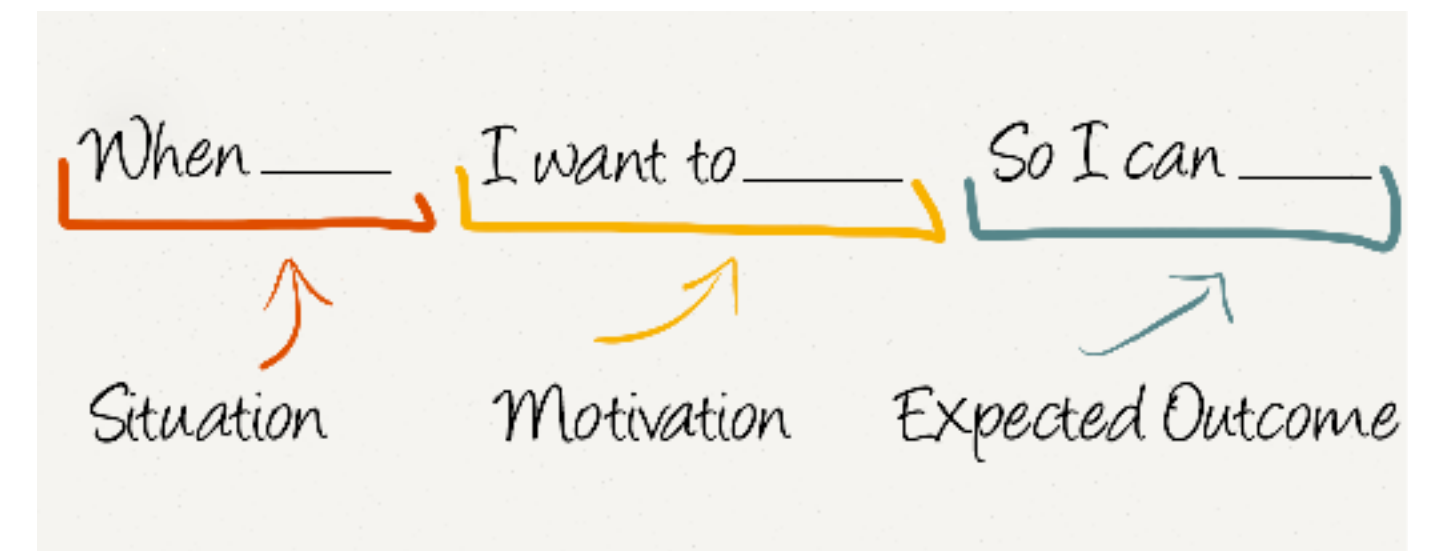
What **pains** and **anxieties** do people encounter when facing the problem?

Job Stories (Jobs-To-Be-Done)

What do users want to do and what are they **trying to achieve**?

Try to think from **first principles**.

This helps define **scope**.



What is the size of the impact and how will we measure success?

Where in the **customer journey** people encounter the problem?

As a general rule, stick to using the same medium of where you found the problem and compare to the current method they have “hire” to do the job.

Getting to our North Star

Let's **combine our ideas** to solve problems into **releases**





What problem are we solving and why?

Problem statement: Customers are able to order items that not currently in-stock.

Customer expectations are damaged when the order can not be fulfilled.

Customer service phone lines are taken up by queries about this type of issue.

Job Stories (Jobs-To-Be-Done)

When I am about to order a pair of shoes, **I want to** know if my size and colour are in stock, **so that I** can be confident that I can secure my purchase.

When I am checking out the details on a pair of shoes, **I want to** know what the stock levels are, **so that I** figure out how quickly I need to make my purchasing decision.

What is the size of the impact and how will we measure success?

This should impact: The customer's confidence in Golden Shoe and the amount of time (?) saved for staff needing to handle refunds. Lost customer confidence could be a key factor in the decrease of conversions.

To measure success we will see what the percentage difference in number of phone calls, if we haven't already tackled one of the other top reasons. If we have, then let's measure the absolute number of phone calls.

Our North Star



Men > Men's Work



[See a larger picture](#)

£58.99

▲ In stock.

We are running low on your selection, add this to your basket to reserve and avoid disappointment!

Outer Material: Smooth Leather

Inner Material: Manmade

Sole: Gum Rubber

Closure: Speed-laces

Heal Height: 1cm

Heal Type: Flat

Shoe Width: Regular

Which size would you like?

80% of people felt that the size was "larger than expected"

● UK 13 (EUR 48) ▼

[General Size Guide](#)

[See what people said about size \(10 reviews\)](#)

📺 Ordering for someone else? Buy multiple sizes and just return the unsuitable ones for free!

[Here is how our no quibble return process works](#)

Which colour would you like?

20% of people felt that the colour was "lighter than expected"



▲ Brown

● Grey

[See what people said about colour \(10 reviews\)](#)

You have chosen Brown and UK 13 (EUR 48).

ADD TO BASKET

We ship every Tuesday at 3pm and normally deliver in a week!

Still not convinced? Come and try them on in-store!

The website is allowing checkout with unavailable items

It might be difficult to know what their size is in a particular brand or style

The item may be a gift or purchased for someone else

The process isn't articulated on the website

They didn't know when to expect delivery

Self-service help

These are dedicated pages for the most FAQs by customers, that have the same answer. For example, explaining the returns process.

Adopting the “one service, many doors” mindset

Golden Shoe sells shoes. People can walk through the front door or visit your website or use your catalogue. Whichever way they interact with your service, the experience should be the rich.

Learn why your customers come to your “door”, then be the best

There will be things about your service that people love and prefer over others. Figure out what these are and strive to keep being loved for what you do.

Embrace SoMo

Your competitors are taking in potential customers coming from Social and Mobile (SoMo) channels, you need to be there to take your position.



Together, we are one team

1. We help clients design, setup and improve the kind of digital function and teams they need to win in the marketplace
2. We blend our people amongst the clients own people to create skilled teams and deliver products and features fast
3. We up-skill the clients team members and executives to better at doing digital as core ongoing capability