STRATEGY

Why we should/shouldn't

DEEP RESEARCH & INSIGHTS

Knowing what direction a product takes requires countless hours of competitive analysis and deep-dive research into both the industry and the methodology of a solution.

In this section we will address:

CUSTOMER EXPERIENCE STACK
The customer is always right, we provide a direct map to how that happens

DISCOVERY APPROACH & PROCESS
Strength lies in building a pattern to deliver performance and KPIs that fit the project.

IDEA CULTIVATION
Using a series of methods, we test the limits of a problem through human centered ideation.

DELIVERABLES
A concept comes alive through physical and digital prototyping that further vets a solution. In Addition, other forms of deliverables can push a project forward.
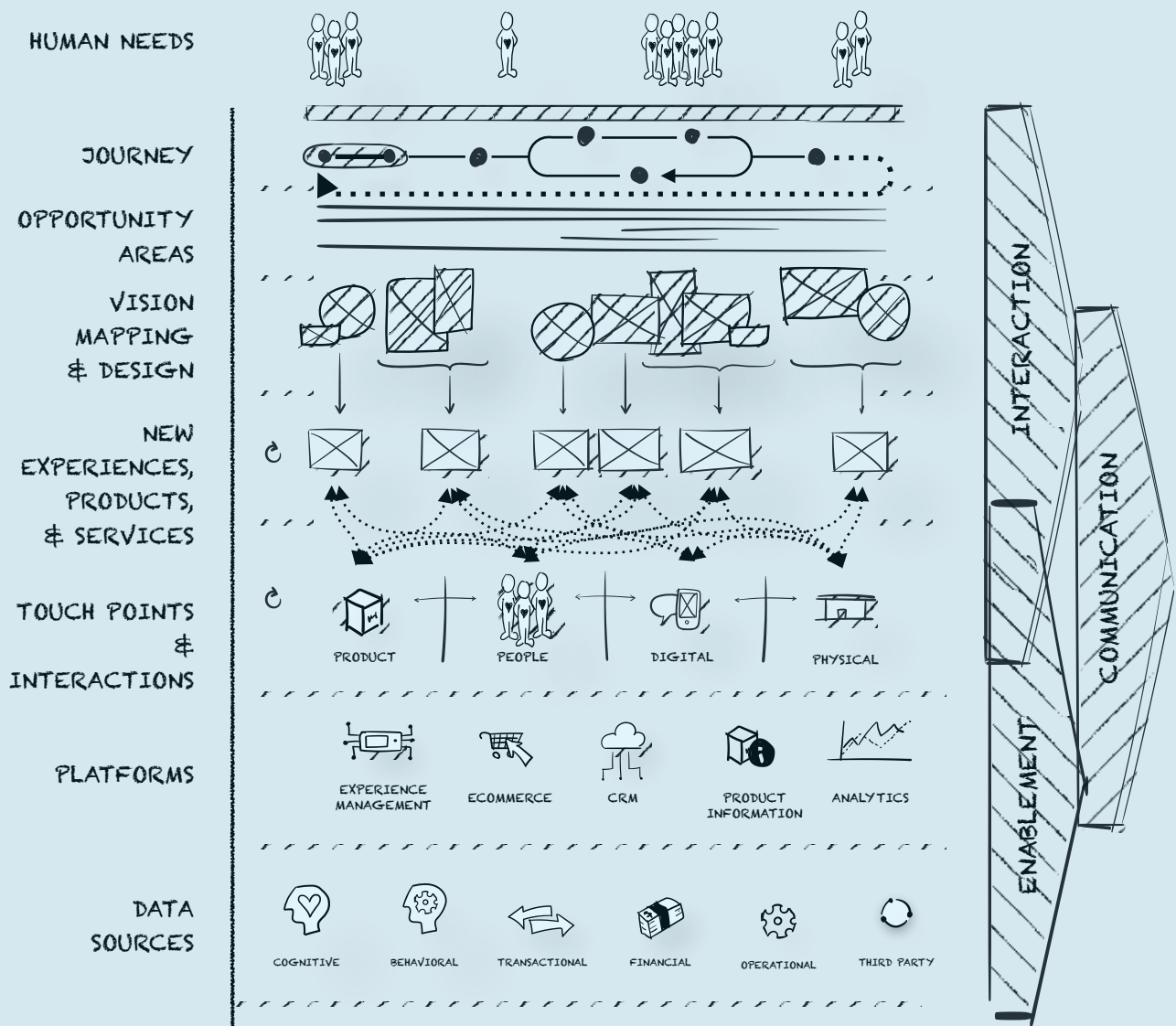
DESIGN SPRINT
Quick and efficient design sessions help identify holes and strengthen the workflow

PRODUCT ROADMAP
Define the customer behavior and put forth meaningful solutions to accommodate those behaviors

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The diagram shows a customer experience framework with the following row labels (top to bottom):

HUMAN NEEDS

JOURNEY

OPPORTUNITY AREAS

VISION MAPPING & DESIGN

NEW EXPERIENCES, PRODUCTS, & SERVICES

TOUCH POINTS & INTERACTIONS — PRODUCT, PEOPLE, DIGITAL, PHYSICAL

PLATFORMS — EXPERIENCE MANAGEMENT, ECOMMERCE, CRM, PRODUCT INFORMATION, ANALYTICS

DATA SOURCES — COGNITIVE, BEHAVIORAL, TRANSACTIONAL, FINANCIAL, OPERATIONAL, THIRD PARTY

Vertical labels on the right: INTERACTION, COMMUNICATION, ENABLEMENT

CUSTOMER EXPERIENCE STACK

We start with customer experience strategy development to inform and drive the right touch points and interactions.

This serves as our team's digital transformation roadmap.

89% of companies compete primarily on the basis of customer experience

Only 8% of customers say they have good customer experiences

— Gartner Research

Our CX process has been used across a of variety of industries and verticals.

Ford   SHERWIN WILLIAMS.   Sprint

VMLY&R

DISCOVERY APPROACH & PROCESS

Much like user- and business-centered design, value-centered design starts with discovery. However, instead of finding unmet needs, we go about uncovering the core values that drive us and our users. We then use these values as the pivot in the design process.
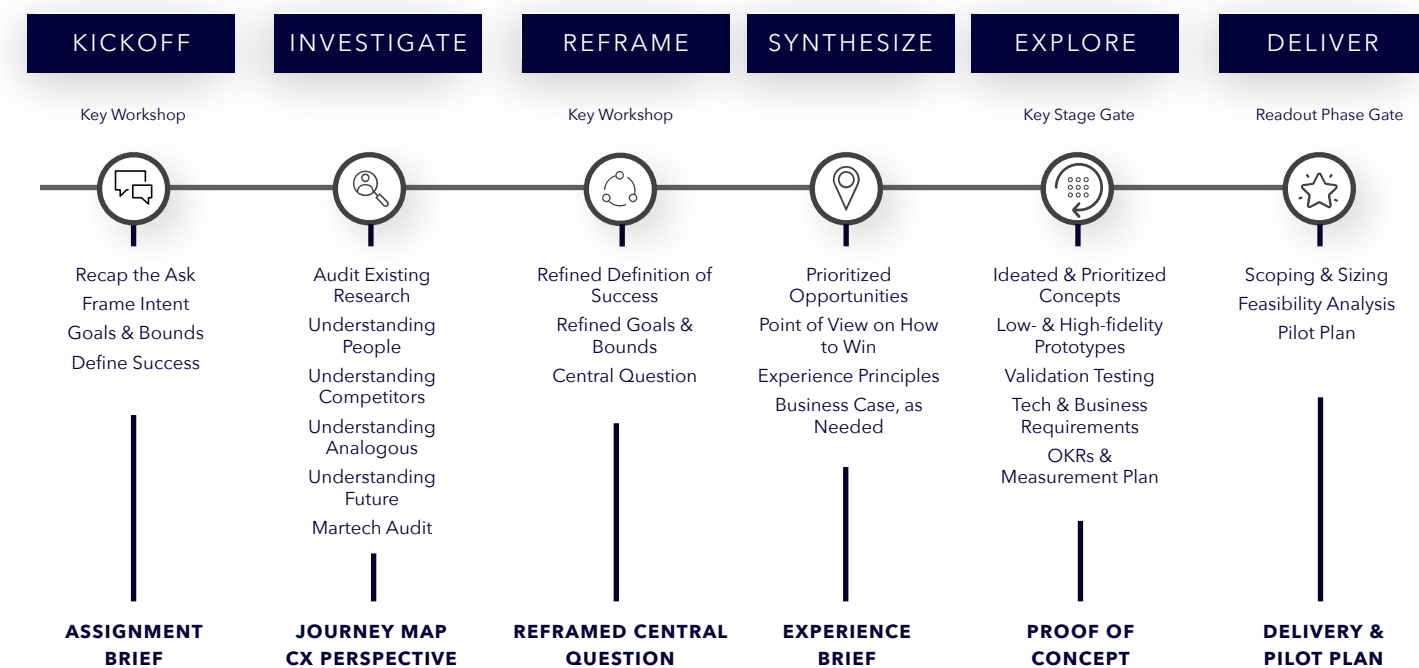
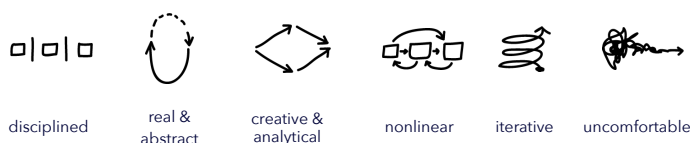**MEANINGFUL VALUE FOR PEOPLE** •-------------------• **SUSTAINABLE VALUE FOR BUSINESS**

VMLY&R has enhanced the model using elements of game theory, behavioral economics, and applied experience:

- Emphasis on [Value for People] + [Value for Business] has roots in game theory, which demonstrates that win-win strategies generate more total value than win-lose strategies
- Our use of feasibility recognizes that technology and manufacturing are less often barriers than human factors like culture, capacity, and commitment. This is consistent with both behavioral science and VMLY&R experience.

KICKOFF	INVESTIGATE	REFRAME	SYNTHESIZE	EXPLORE	DELIVER
Key Workshop		Key Workshop		Key Stage Gate	Readout Phase Gate

Recap the Ask Frame Intent Goals & Bounds Define Success	Audit Existing Research Understanding People Understanding Competitors Understanding Analogous Understanding Future Martech Audit	Refined Definition of Success Refined Goals & Bounds Central Question	Prioritized Opportunities Point of View on How to Win Experience Principles Business Case, as Needed	Ideated & Prioritized Concepts Low- & High-fidelity Prototypes Validation Testing Tech & Business Requirements OKRs & Measurement Plan	Scoping & Sizing Feasibility Analysis Pilot Plan
ASSIGNMENT BRIEF	**JOURNEY MAP CX PERSPECTIVE**	**REFRAMED CENTRAL QUESTION**	**EXPERIENCE BRIEF**	**PROOF OF CONCEPT**	**DELIVERY & PILOT PLAN**

AND EMPLOYS SIX CONSTANT QUALITIES

disciplined   real & abstract   creative & analytical   nonlinear   iterative   uncomfortable

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IDEA CULTIVATION

Sample Brainsteer Plan

DELIVERABLES

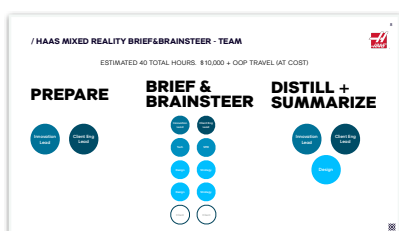### Sample POC Plan

BRAINSTEERING

The innovation process at VMLY&R allows for a workflow that include strategy and planning all the way through prototype and scoping. This includes programs similar to Brainsteering for Rapid Innovation Workshops and Design Thinking Sessions.

Innovation Process at VML helps to focus on future or forward thinking ideations. By establishing thought leadership and proof of concept work for our clients, we can better understand the changing marketplace and position clients to be leaders in their respective digital ecosystems.

While traditional approaches to brainstorming include thinking out of the box and with absolutely no constrains, brainsteering encourages people to think inside a very carefully defined box. This will still lead to a divination of ideas leading to future potential roadmaps, but will be driven to a fine point based on the challenge statement or problem presented.

BUILDING A CONCEPT

The outcome of all ideation should amount to some form of quality deliverable. Ideally, just generating a slew of ideas could be valuable, but whenever possible we will look to take the exercise a step further by driving towards:

- Insightful Business Validation

- Estimates for Level of Effort to achieve goals

- Scoping exercises for cost estimates

- Team Sizing or building to determine scale of idea

- Initial creative designs or wireframes

- Prototyping

- Point of views or white papers to support concepts

- Patents and Copyrights

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DESIGN SPRINT

Targeted design efforts, with a defined duration, focused on creating low-fidelity prototypes for testing.

| MAP | SKETCH | DECIDE | PROTOTYPE | TEST |

Executed Design Sprint
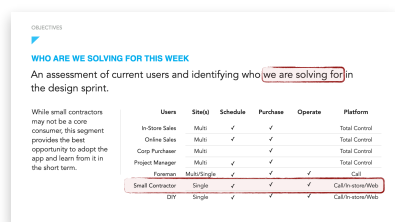
PROBLEM DEFINITION
A defined problem space that the prototype will address.

PRIORITIZED CONCEPTS
Sketches will be generated and then prioritized.

LOW-FIDELITY PROTOTYPE
The sprint team will take prioritized concepts and build a prototype.

USER VALIDATION
The developed prototype will be tested with representative users.

PRODUCT ROADMAP

Once we understand the authority we have with the user, the opportunity to make the user's life simpler and help the business benefit, we have our vision and execution plan ready to go.

These docs include customer input, industry input, ideation, design/development timing, touch point opportunities and ownership checklists.

Executed Roadmap

CUSTOMER INPUT
Surveys, reviews, current analytics and interviews with the target audience

CUSTOMER DIGITAL BEHAVIOR
What digital touch points the target audiences frequent, setting their baseline for expectations

EXECUTION PLANS
Outline feature, user and business benchmarks to outline expectations and opportunities.

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FROM MANUFACTURER → **TO** MOBILITY

AUTOMOTIVE: FORD

SUPPORTING FORD GLOBALLY AS THEY REDEFINE FROM VEHICLE MANUFACTURER TO MOBILITY COMPANY

CHALLENGE

Everything we do for Ford is centered on the entire customer journey – from shopping and buying through ownership and beyond. Our goal is for Ford to help consumers at every moment of their journey.

SOLUTION

Our approach centers on humans and brings design thinking to the forefront whereby putting the customer at the heart of everything we do. Each of our disciplines – creative, technology, experience design, development, strategy, data, analytics – strives to connect with Ford customers. We're earning trust and loyalty as we attract, convert, and retain Ford customers with a valuable and engaging experience.

1.2M+
FordPass Members

80%
Have engaged with Chat

150%
Increase in NA shopping leads

VMLY&R