



Digitas

# Dear Whole Foods Market,

We are beyond thrilled to have the opportunity to re-engage with you. We are unapologetically Whole Food enthusiasts and loyalists. We believe in your mission to nourish people and the planet and now with the power of Amazon there is the opportunity to do it with more efficiency and constancy.

**A full-service, like-minded agency that will bring radical connection and expertise to each of your needs.**

We share your brand values and we know the ins and outs of digital. We will seamlessly and smartly stitch together all the different pieces to deliver an incredible customer experience that builds on your brand love, driving in-store visits and online sales. To drive store visits, you need a digital experience that entices people to want to see what's in-store by romancing products while minimizing the friction of simply getting to the store. Our relentless focus on understanding customers needs while surprising and delighting them throughout the experience will drive online sales and immersion in the brand. We've delivered this effectively with other clients including Dunkin Donuts, with a 315% increase in loyalty memberships. We overhauled Goodyear's digital presence resulting in a 73% increase in site traffic and have seen an increase in brand love with CVS through the redesign of their site.

**We bring a unique, data-driven ability to truly understand people.**

Data is people in disguise and with the ability to leverage the Amazon stack to further inform we will be able to decode what customers do from what they say they do. This can be the difference between winning and losing their brand loyalty. Using a

foundation of data we will continuously iterate and test design to improve efficiency, while keeping an eye on disrupting the category through innovation.

**We deliver flawless work at speed.**

We have perfected an agile approach to all the work that we do. On average, we produce 20–30 prototypes a month, deliver technology to complete over 250 commerce & CMS installs, and create beautifully designed experiences that make our clients' brands stand apart from the competition. Success requires both driving continuous improvements in market, and planning and building innovation for the future. At Digitas, we pride ourselves on being both innovative and pragmatic while redefining our clients business.

**We thrive on bold ideas that change behaviors, get results, and leave others saying, "Damn, I wish we'd thought of that."**

We've always broken the boundaries of what's possible for our clients—Taco Bell's Blackout, American Express's Outside In, JennAir's Bound by Nothing—and we're at our best when the desired outcomes are most ambitious.

We could not be more excited to share our passion for the business and deliver beyond best in class design that will not only build on your momentum, but redefine the food retail experience with you as our partner.

Sincerely,

Alyse Schwartz- Relationship Lead

Andrew Carlson- Experience Design Lead

## Table of Contents

1. Company Culture & Values
2. Core Capabilities
3. Case Study
4. Our Approach
5. Timeline
6. Resources
7. Bios
8. Pricing

# 1. Company Culture & Values

# — The *connected* Marketing Agency

Digitas is the Connected Marketing Agency, relentlessly focused on finding better ways for brands to connect with people.

We service more than 70 clients in North America of different scopes and sizes—including American Express, Comcast, Delta Air Lines, Dunkin' Brands, Johnson Outdoors, L Brands, Pitney Bowes, and Whirlpool.

We have 3,300 employees across 24 countries and 40+ markets. In North America, 2,000+ astonishingly talented people work in our Atlanta, Boston, Chicago, Detroit, Los Angeles, New York, San Francisco, and Seattle offices.

Across the globe, we set out to achieve ambitious outcomes every day through Truth, Connection, Wonder—connecting the dots across brands, consumers, culture, technology, retail, and media channels to create communications and experiences that open eyes and win hearts.

Our work earns many accolades, including Titanium Lions, Gold Pencils, and Effies. We've been named a "Best Place and Company" to work for by the National Association for Business Resources every year since 2004. But what energizes us most are the people we work with, the clients we work for, and the never-ending challenge that confronts us: producing amazing work day after day.

# — Our Culture & Values

Our work is rooted in Truth, Connection and Wonder:

**TRUTH:** Our truth based on facts, integrity and real human behavior.

**CONNECTION:** We create experiences that connect with people's needs and emotions—and that carry them through the desired actions.

**WONDER:** We bring imagination and a sense of what's possible to create ideas that open eyes, excite and move people in transformational ways—our most ambitious outcomes aren't simply about KPIs; they're about cultural mark of your brand once the work is done.



Follow our journey on our private Instagram account @FollowTheWFMPitch. This account will give you a chance to get to know the Digitas team a bit better, learn how we do work, and follow the process from beginning to end.

# Ambitious brands we work with



Angie's list



POLARIS



COMCAST

DELTA

SCHOOL  
OF  
ROCK

dunkin'  
brands

FIS

Glidden

STARZ

GM

Hewlett Packard  
Enterprise

JENN-AIR



lyft



pitneybowes



VICTORIA'S  
SECRET



Whirlpool

## 2.Core Capabilities

# — Our Core Capabilities



## Strategy

*Fueled by real human behavior*



## Creative

*186 billion 1:1 interactions a year*



## Data & Analysis

*Largest team in the industry*



## Technology

*Technologists driving connected, personalized experiences*



## Media

*Number 1 buyer of digital media in the world*

## **Strategy**

Creative work is only as good as the insight behind it—and our kick-ass strategy team is unbeatable when it comes to ferreting out unique, actionable insights. They explore the consumer—what motivates them, what makes them tick, what are their needs and desires? They examine the category—what's happening in the grocery space? With retail at large? And they dive into culture—what is the bigger ethos at play in America, and how does the Whole Foods Market brand fit within it? Our strategy team is well-versed in retail—and makes sure that all insights and creative ladder up to a cohesive strategy. Our strategic capabilities include Brand & Creative Strategy, Connections Strategy, Experience Strategy, and Market Research.

## **Creative / Experience Design**

Our Experience Design team delivers elegant product, service, and interface solutions that meet user needs and exceed their expectations. Our user-centered design techniques drive the creative process so that brand experiences are engaging and intuitive, and differentiated from your competition.

We go fast — from sketches to prototypes in 10 days or less — with lean, nimble teams that complement yours. And we work together with strategy, technology and analytics teams to guarantee that what we create can be built, measured and will deliver on your business goals and consumer needs.

## **Data & Analysis**

Whole Food Market's success is going to be directly tied to what you know about your customers and prospects. Worldwide, our analytics group is the largest in the industry, crunching more than a petabyte of data each month and optimizing 8,000+ campaigns every year. They are our clairvoyants—giving us visibility across the whole customer journey and channels (old and new) so we can connect the dots and create an indispensable customer ecosystem.

## **Technology**

Our Technology team is equipped to handle full lifecycle development, as well as assignments that go beyond web sites and mobile apps. We focus on three areas: Enterprise tech, such as CMS, commerce, and CRM implementations; Experiential tech, where we look at emerging technology, such as AI and machine learning; and Foundational tech, covering data engineering. Additionally, we've been building on Amazon AWS almost from the start for both IaaS and PaaS. Many of the customer solutions we build are on AWS as well as many of the products built by Publicis Groupe such as PeopleCloud- our proprietary intelligence tool. Because of this background, we are an Advanced Partner with AWS ([learn more here](#)).

## **Media**

As a top agency media buyer, our network places one in every five dollars in the marketplace—as a result, our clients get unparalleled access to exclusive partnerships, ideas, products, and technologies. Our Media practice includes insight-driven connections strategy, media planning, and audience activation across all channels.

# — Other Capabilities

## **Account Management**

Our account managers are business leaders—people who will champion Whole Food Market's needs and deeply understand how you operate. They are big-picture thinkers who bring strategic guidance as well as a keen ability to navigate internal teams through the devilish details—so that we can deliver innovative ideas to WFM with flawless execution, maximum efficiency, and a healthy dose of humanity.

## **Project Management**

You need flawless, quality executions that are on time and on budget—from start to finish. Our Project Managers ensure just that. For Whole Foods, we will assign a dedicated Scrum Master to drive the Agile process, oversee and coordinate all Sprint ceremonies, perform time-tracking and cost management, review project scopes, and administer a formal change-control process.

## **SEO**

Our solutions focus on clean and crawl-able structure, relevant and optimized content, analytics that track, and inbound links, which are the lifeblood of SEO. This emphasis on improved site performance has led to a more collaborative and seamless engagement with search engine marketers across large organizations—and we anticipate it will do so for WFM as well.

## **Content**

As the founder of the Digital Content NewFront, Digitas is leading the industry in content strategy, creation, and distribution. Our content arm unlocks competitive advantage for brands through storytelling that engages audiences and drives business results. We have strong relationships with the world's greatest storytellers across every platform—Vice, Vox, and Mashable to name a few. And we truly get retail—our content team will keep a pulse on what's happening in the industry, identify impactful ways to stay contextually relevant, and make sure that every piece of creative that goes out the door is timely, product-accurate, and meaningful to the consumer.

# — Other Capabilities

## **Search Engine Marketing**

Our Search specialists are consistently received industry recognition at OMMA, SES, ad:tech, SMX, and CIMA. We quantify our impact at the most granular level of impact—individuals' intent—but we also recognize that search is just one behavior among many, so we optimize growth on multiple fronts.

## **Social Strategy**

Our dedicated Social Strategy team is the public voice of our clients' brands, whether that's building brand ambassadors through community management or determining which social platforms fit with the brand mission. We use data and social listening at every turn to best inform our approach, and we run user-level modeling to predict social's business impact.

## **Asset Production**

Video is a powerful mechanism to display Whole Food's products, and our asset production team is flawless. Already this year, they've created more than 400 videos for our clients. They can expertly bring any creative concept to life—handling production, post-production, and business affairs for digital, TV, mobile video content, interactive components, and more.

## **Corporate Communications**

The best clients we work with aren't just marketers—they're thought leaders. Our Corporate Communications team helps shape and evangelize that thought leadership—conducting original research, writing compelling white papers, and building provocative campaigns around it. They are experts at parlaying those assets into favorable press to give our clients earned media that reinforces brand values and drives awareness and favorability.

# 3. Case Study

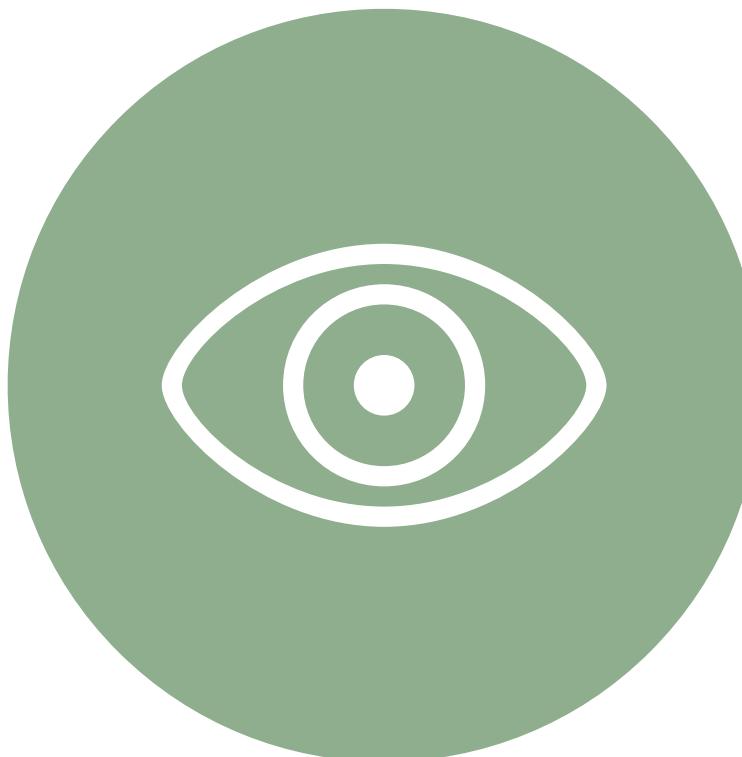
# 4. Our Approach

# Lean-Agile

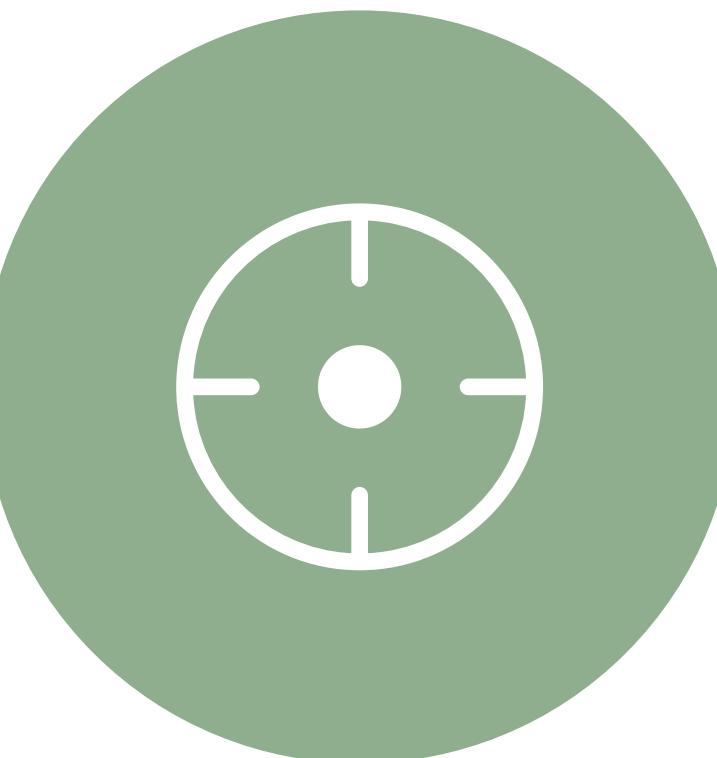
At Digitas, we're always focused on getting products and services into market as quickly as possible, with a rich plan for ongoing optimization. We're known by our clients to be flexible, nimble collaborators who lead with behavioral hypotheses and validate rapidly. We build lean teams and adopt an agile process, which takes us quickly from insight to action.



Discover



Envision

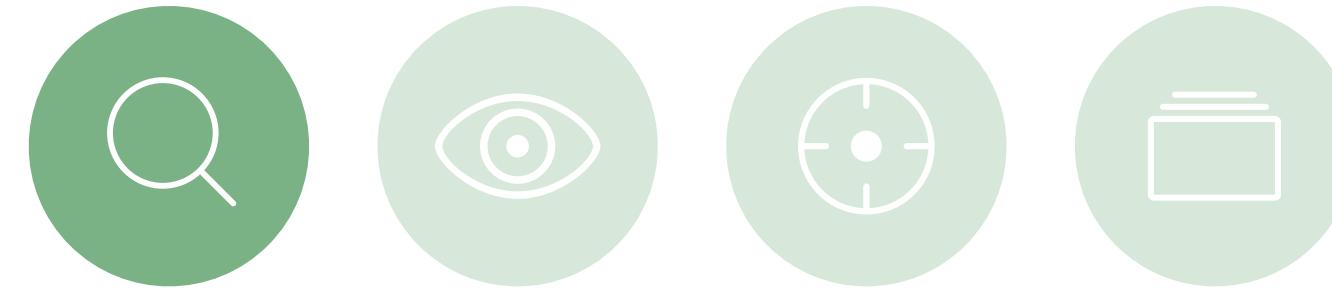


Plan



Sprint

# Discover



Our Discovery phase is designed to build an evolving library of knowledge about individuals, groups of individuals, and the moments that matter to them over time. This knowledge will shape Whole Food Market's experiences so that each encounter for a customer is more poignant than the last.

We do this by carefully reviewing and analyzing customer behaviors across the ecosystem and looking for ways to better connect customers to the content they want.

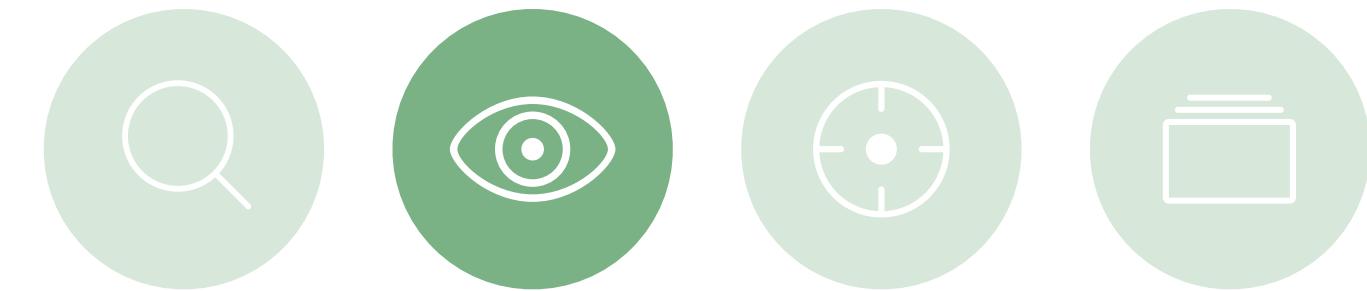
As part of the discovery process we commit to learning as much as possible as well as forming hypotheses that will guide the overall strategy and work. We will form an agile, integrated strategy team able to assess the Whole Foods Market experience holistically and develop meaningful benchmarks for engagement.

The team is comprised of Experience Strategy and Design, Content, Analytics, Technology, and of course you, our clients.

## Plan Activities:

- Review existing research, stakeholder interviews and brand assessment
- Analyze context – competitor evaluation, evaluation of current experience journey
- Workshop hypothesis definition
- Validate quant-based exploration and qual-based investigation
- Define strategy and brief team
- Assess current content situation
- Discover and evaluate technology implications

# Envision: North Star



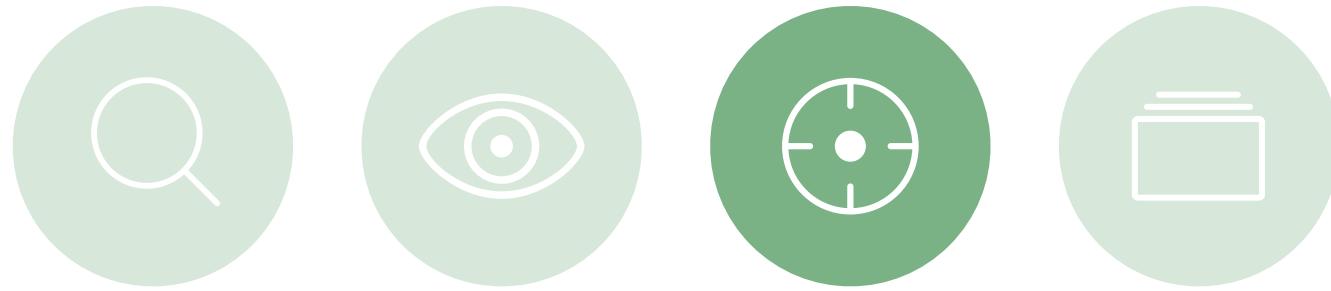
With the strategy and behavioral insights complete, we articulate the creative vision in a North Star—high-level concepts that detail design directions, and articulate the creative strategy through key moments in the user journey.

The final North Star serves to align all stakeholders on the proposed evolution of the Whole Foods Market digital experience. It also provides a method for you to socialize the vision more broadly within your organization.

## Envision Activities:

- Map user journeys
- Explore design possibilities
- Explore tone possibilities
- Concept the greater vision and feature set
- Organize new content structure
- Define the learning agenda
- Begin architecture design

# Plan



With the North Star complete, we will conduct in-person workshops with your team to capture and document all project requirements.

Our team will then translate requirements into epics and user stories, leveraging JIRA as a backlog. Then, through further collaboration with you, we will prioritize and organize the epics to determine sprint cadence and to determine the Whole Foods Market EFP, exceptional first product.

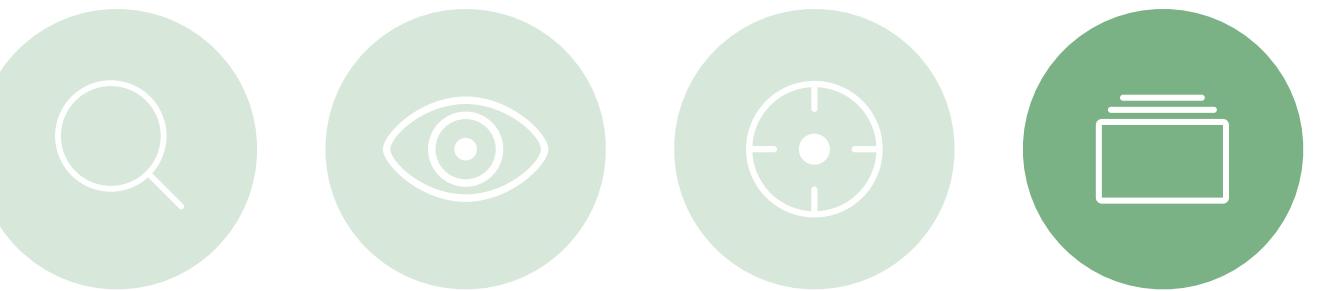
As this point, we do a deeper scoping exercise estimating the level of effort to deliver on your most important priorities. The initial release plan will deliver against Wholefoodsmarket.com, realizing this is the highest priority property.

Also part of this planning process is development of a Digital Blueprint that defines a two- to three-year roadmap, aligning strategic initiatives with business, technology, and customer milestones. Priorities are reassessed regularly so that we can continually deliver on items that add the highest business value.

## Plan Activities:

- Prep backlog by defining existing stories from North Star
- Identify key work streams (design, content, dev, etc.)
- Kickoff Sprint 0 with Whole Foods Market
- Write product vision statement
- Write, organize and prioritize backlog items based on value and perceived complexity
- Size items in the backlog
- Define EFP
- Determine team velocity
- Develop release plan
- Set up infrastructure

# Sprint



We will structure our work using an agile framework in collaboration with your product owner and key stakeholders. This will allow us to bring the new site vision to life while bringing your team up to speed for the eventual code takeover. The JIRA backlog created in Sprint 0 will operate as our repository of all requirements. Each sprint will be three weeks in duration and will include several key touchpoints with the Whole Foods Market team to ensure collaboration and alignment.

## Sprint Planning

During sprint planning, we review user stories to be assigned during the sprint, ensure that requirements are clearly documented, and that acceptance criteria have been created and agreed upon by your stakeholders. The stories are sized for effort to ensure that the team is assigned an achievable amount of work for the sprint. Each story will be prioritized in collaboration with your team.

## Daily Scrum

Every day, the core team will meet briefly to conduct a scrum, whereby each team member states what they worked on the day prior and what they will be working on today, and identifies any impediments to their work. A Whole Foods Market product owner (or an agency proxy in the absence of Whole Foods Market bandwidth), will be invited to these meetings, typically only 15 minutes long. This ensures transparent understanding of what is being worked on, and gives opportunity to course correct in real time.

## Mid-Sprint Reviews

As we work, there may be questions or road blocks. Mid-sprint reviews will be scheduled with necessary Whole Foods Market stakeholders to resolve them. This meeting also provides an opportunity to show work in progress to a broader cross-section of stakeholders (other than just the product owner) so that the final sprint demo is more of a check-in than a "big reveal."

## Sprint Reviews

Our final moment in each sprint will be the sprint demo, where all work conducted during the previous three weeks will be shown either in a presentation deck, or as functioning code. Following the sprint, there will be opportunity for you to provide feedback within several days, and that feedback will be woven into future sprints as prioritized by the product owner.

## Sprint Activities

- Lead rituals (planning, stand-ups, demos, retrospectives, etc.)
- Complete detailed design through a series of design sprints
- Code front-end templates through a series of dev sprints (staggered with design)
- Stand up the CMS
- Integrate systems with third-party partners
- Develop test plans and execute testing
- Develop tagging workbook and implement tags on site
- Deliver stories that meet acceptance criteria and definition of done

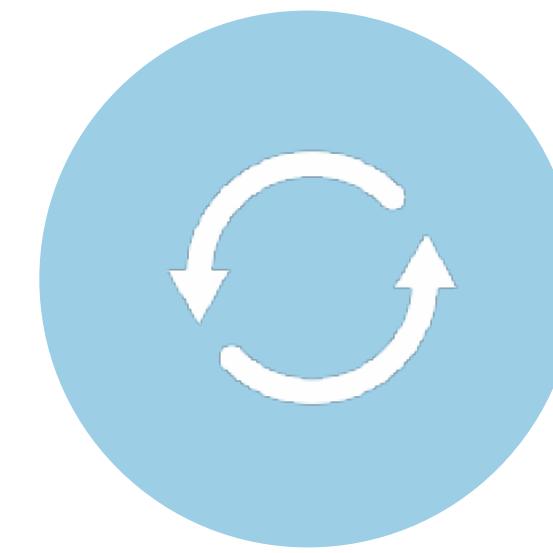
*Technical tasks performed in partnership with Whole Foods Market Tech team.*

# Measure and Optimize

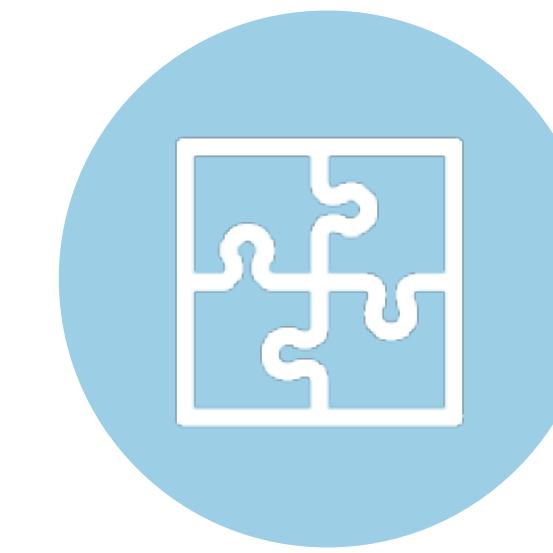
Parent on a robust and iterative testing strategy to inform future site optimizations and content best practices



Recommend detailed approach for evaluating success of the new site



Iteratively test and learn to optimize the site post-launch



Better understand end-to-end quality of prospects and recruits through connection of Whole Foods Market systems

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## SHORT TERM OBJECTIVES

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## LONG TERM VISION

# Collaboration

We use a variety of tools for formal and informal communication, tailored to fit a specific engagement, such as Google Hangouts, In Vision, Skype for Business, Slack, Office 365 Planner, Jira, Realtime Board and Box.

The specific format will depend on the collaboration software elected at the start of the project.



Google Hangouts



# 5.Resources

# 6.Bios



# Alyse Schwartz

## Relationship Lead

Alyse will be Whole Food Market's Relationship Lead. With more than 17 years of experience in strategic planning and account management, her expertise has driven powerful results for clients that include L'Oréal, Coca-Cola, Jim Beam, Russell Athletic, Reebok, AT&T, and FIS. Alyse is the mastermind behind the redesign for FIS and the FIS Rise Program, an innovative thought leadership series in the B2B space.

**Guilty Pleasure:** XOXOX Dark Chocolate, Sea Salt and Almond Bars

**Grocery Item You Can't Live Without:** Manchego cheese and Bananas

**Perfect Dinner Party Scenario:** Group of 6- food theme and everyone brings something to build on, like on seasonal veggies and a bonfire and cocktails to end the night.



# Andrew Carlson

## Experience Design Lead

Andrew is masterful at developing novel, compelling solutions to complex problems—finding the sweet spot across design, technology and culture. He leads a 80-person team of talent in creating stunning, award-winning digital products, services and experiences for clients like American Express, Pitney Bowes, CVS, Jenn Air, Whirlpool and Teladoc, whose app won a One Show Gold Pencil and Merit awards for Consumer Utility and Experience.

**Guilty Pleasure:** Two bite brownies

**Grocery Item You Can't Live Without:** Strong Coffee. Stumptown preferred

**Perfect Dinner Party Scenario:** A picnic table by a cabin with my wife and dog.



# Min Chung

## Experience Design

Min is one of our greatest creative visionaries—he'll deliver eye-catching, game-changing digital creative ideas to Whole Foods Market, each one carefully crafted and strategically rooted in data and insight. He'll lead the design and development through agile engagement, working quickly and efficiently with a small, nimble team of creatives—including design, UX, UI, IA and overall strategy—to find better, smarter and more creative ways to engage consumers and drive success. Past client experience includes American Express, CVS, Pitney Bowes and New York Stock Exchange.

**Guilty Pleasure:** Ice Cream

**Grocery Item You Can't Live Without:** Avocados

**Perfect Dinner Party Scenario:** Authentic Szechuan hotpot party with friends.



# Eric Leighton

## Experience Design

With a keen eye for design, Eric has helped envision new experiences for brands such as Stoli, JennAir, CVS and many others. He'll develop compelling ideas that will bring Whole Food Market's products and services to life. His work has won "Site of the Day Awards" and most recently "Best in Show" for a physical/digital space at the Architectural Digest Design Show.

**Guilty Pleasure:** Mac and Cheese

**Grocery Item You Can't Live Without:** Avocados

**Perfect Dinner Party Scenario:** I think a high quality dinner party all comes back to the apps. I personally enjoy an assorted cheese tray, including but not limited to Cheddar, Brie and Manchego cheese. Plus ups and bonus points for a few dips and high quality finger foods.



# *Lauren Liberg*

**Experience Design**

XXX

Guilty Pleasure:

Grocery Item You Can't Live Without:

Perfect Dinner Party Scenario:

# *Jared Fancy*

**Experience Design**

XXX

Guilty Pleasure:

Grocery Item You Can't Live Without:

Perfect Dinner Party Scenario:

# *Clay Nicholas*

**Copywriter**

XXX

Guilty Pleasure:

Grocery Item You Can't Live Without:

Perfect Dinner Party Scenario:



# Brian Sherwell

## Strategy

Brian has built his career developing marketing strategy and creative experiences for a diverse set of brands like Whirlpool, Verizon, L’Oreal, American Express, and Coca-Cola. He brings a unique perspective to the planning profession with a background in digital design and user experience and a diverse skillset covering qualitative and quantitative research, ethnography, creative direction, content strategy, CRM strategy, brand planning, and digital development. His work has been recognized with multiple creative and marketing effectiveness awards including Grand Prix Lions, Gold Effies, and a Warc Strategy Grand Prix.

**Guilty Pleasure:** Taco Bell hardshell tacos

**Grocery Item You Can't Live Without:** Eggs

**Perfect Dinner Party Scenario:** Vietnamese spring roll party with a griddle in the middle of the table so everyone can cook their ingredients and plenty of side dishes and toppings.



# Jeff Jackson

## Project Management

Jeff leads the Experience Design Project Management team, a specialized swat team who integrate into accounts to deliver complex UX and tech projects, such as enterprise level web sites, mobile apps, data platforms, and content management systems. With a background in engineering and traditional media production, Jeff has 20 years of experience leading the production of digital products, campaigns and platforms for a broad range of industries and clients, including American Express, Verizon, Viacom, and Dr. Pepper Snapple Group.

**Guilty Pleasure:** Cheese!

**Grocery Item You Can't Live Without:** Good garlic

**Perfect Dinner Party Scenario:** 6 people at my dining room table making homemade pizzas.



# Courtney Duane

## Project Management

Courtney develops and implements executional strategies for our digital products and services clients. She partners with clients, executives and team members to plan, scope and produce great work. She is always identifying best practices and developing new systems, processes and tools for complex integrated client work. Courtney has experience working on clients in many verticals such as American Express, Pitney Bowes, Nielsen, New York Stock Exchange, and the Dorchester Collection.

Guilty Pleasure:

Grocery Item You Can't Live Without:

Perfect Dinner Party Scenario:

# 5.Timeline

# 6. Pricing

Thank you