Digitas

RFP Response
Whole Foods Market
Web Experience
08. 24.18

Dear Whole Foods Market,

We are thrilled to have this opportunity to re-engage. We love working with you. We are fierce Whole Food enthusiasts. We believe in your mission to nourish people and the planet.

But above all, we're built for this very ask: "Bring ideas to the table that only Whole Foods Market can pull off—work you would not bring to others."

We thrive on bold ideas that change behaviors, get results, and leave others saying, "Damn, I wish we'd thought of that." From Taco Bell's *Blackout* to American Express's *Outside In* to JennAir's *Bound by Nothing*, we're at our best when the desired outcomes are most ambitious.

And we're fully equipped—and excited—to deliver those ambitious outcomes for Whole Foods Market. Here's why:

We're a full-service agency with expertise in creating radical connections across consumers, brands and channels.

We get you, Whole Foods. We share your brand values, and we know the ins & outs of digital. We can nail the basics, yes, and bring the magic. We drive loyalty—we helped Dunkin' Donuts achieve a 315% increase in their DD Perks memberships. We drive traffic—our overhaul of Goodyear's digital presence resulted in a 73% increase in site traffic. And we design and build responsive experiences that get results—for Eureka, a Johnson Outdoors brand, our mobile-first e-commerce experience drove a 12% revenue increase and 174% increase in conversion rate.

We truly understand what people do, not just what they say they do.

We know that data is just people in disguise—and we've always examined what people actually do, not simply what they say they do. With the ability to leverage the Amazon stack, we can deconstruct these behaviors with even more nuance to create the most on-point user-centric digital journeys. We're relentless about testing and learning—continuously iterating to improve efficiency across audiences and geographies. This helps us effectively put the right content in front of the right people at the right time and place.

We deliver flawless work at speed.

On average, we produce 20–30 prototypes a month, deliver technology to complete over 250 commerce & CMS installs, and create beautifully designed experiences that set our clients' brands apart from the competition. We go fast — from sketches to prototypes in 10 days or less — with lean, nimble teams that complement yours. When we redesigned Stoli's website that focused on daily content, it was up and running in less than 3 months—in agile speak, that's just 6 sprints!

We're already fired up thinking through ways to make your digital experience more magical and more impactful. We look forward to talking with you further.

Sincerely,

Alyse Schwartz
Relationship Lead

Andrew Carlson
Chief Creative Officer

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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, CVS, 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*

Follow our journey on our private Instagram account @FollowTheWFMTeam.

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.

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 the cultural mark of your brand once the work is done.

Ambitious Brands we Work with

2. Core Capabilities

Our *Core Capabilities*

Strategy
Fueled by real human behavior

Creative/Experience Design
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

A highly personalized and elevated service experience for Dunkin' Donuts customers.

Challenge

Dunkin' Donuts had brand affinity—but it needed to reinforce brand preference. They called on us to create and introduce DD Perks—a highly personalized loyalty program that we could deliver at scale. The efficacy would be measured through 4 objectives:

1. Improve retention
2. Collect customer level data
3. Create a channel for more targeted offers
4. Exceed customer expectations for digital touchpoints

Solution

We designed DD Perks not simply as a loyalty program—but as a way to impact Dunkin' Donuts entire customer experience, including site, email, app, social, and POS. Our solution works across a national footprint of 8,000 stores, many of them franchises.

Real-time data is at the core—giving us nuanced visibility into behaviors so we can create a highly personalized and elevated service experience. We develop personal portraits of customer behavior and their unique preferences to inform each targeted multi-channel campaign.

Anchored by these underlying consumer portraits, we strategically addressed the role of each channel in the consumer journey.

DUNKIN' DONUTS®

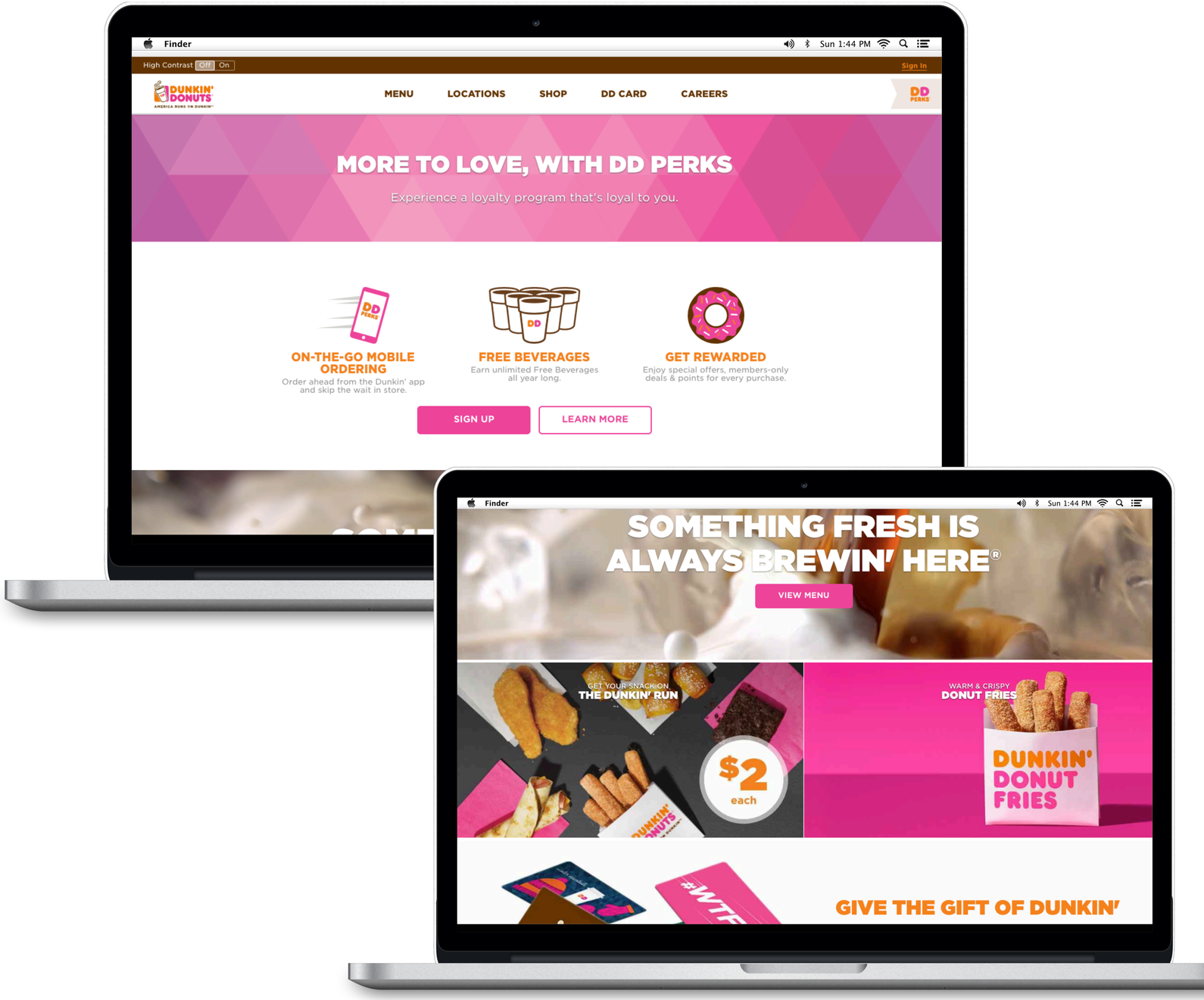
"I need my DD fix & I love my DD Perks."

DD Perks Member, Regular Customers

	The night before		Morning		Noon/Afternoon/Evening				
Doing	**Planning for the next day**	**Start the day/ heading to work**	**Stop by the store**	**Order breakfast/ coffee**	**At the office**	**Out of the office**	**Afternoon slump**	**Stop by the store**	**Order coffee/items**
Thinking	I am going to be busy tomorrow. I need to start my day right and efficiently.	I need my coffee already! I have to wake up and start the day.	Why is there always a line and why does it take so long to get my morning usual? Do I want to try new items instead of my usual? What's good?	I wish I can skip the line and just go on with my life.	I am focused on getting things done for the day including both professional and personally.	I am thirsty/hungry, I could use a drink or snack. Where should I go? What is good in this area?	I am dragging from the day. I could use a pick me up. Let me see if my co-workers or friends want to join.	What am I in the mood for as an afternoon pick-me-up?	I'm tired but happy to be heading home. A pick-me-up will help energize me.
Research	Consumers will be more apt to order digitally, via text messages and mobile apps, both of which have posted strong growth in 2017.	Collect data around who they are, how often they eat at your establishment, and what they order. Restaurants can then use this data to target customers with incentives that drive future orders.	NPD forecasts that in 2018, foodservice consumers will be more strapped for time, given that the demand for convenience is growing exponentially.	Customers today expect flexibility with their ordering and dining options. Extend your POS across mobile, web and in-store to offer your customers easier ways to order, pay and dine.	Our research says that there are two overwhelming reasons that people do not join the loyalty programs of the restaurants they visit: They believe that the restaurants do not offer such programs or they are unaware that they do one way or the other.	You must establish the unique benefits you are offering your customers. The program should provide incentives and reward customers for dining at your restaurant and for sharing their dining experience with their friends and family.	More than 40% of Gen Y consumers are swayed by their friends, which is nearly twice the level of any other age group.	More than one-quarter of the Young Adult respondents said they had at least one QSR app on their phone. 7% said they had multiple apps.	Once a customer signs up, you can collect data around who they are, how often they eat at your establishment, and what they order. Restaurants can then use this data to tar get customers with incentives that drive future orders.
Opportunities	Learn about the ease-of-use DD app and its convenience factors: Email on app and it's benefits Download app Notification to encourage advance ordering Check balance and reload DD cards Customize my favorite items	Be reminded why they should head to DD: Automated Email with offers Notification on DD perks rewards Personalized morning content Pre-order and pick up at the store	Facilitate fast & easy ordering: Look up and email offers for order Favorite items Browse menu	Make the checkout and pickup process easier and faster: Present email coupon at checkout Redeem DD perks rewards Mobile pay	Opporunity to communicate tasks oriented DD activities: Solicit her feedback & advice DD perk online registration Manage DD cards such as registering, reload fund, etc.	Give a reason to find and stop-by the store easily: Notifcation on Regional offers through app Find a store based on current location	Relevant promotional offer to stay on-top-of-mind: Notification with personalized offers Personlized offers Buy a coffee for a friend email	Additional items to explore while in store: Explore menu Recommend products and/or personalized offer	Make the checkout and pickup process easier and faster: Present email coupon at checkout Redeem DD perks rewards Mobile pay
Feeling									

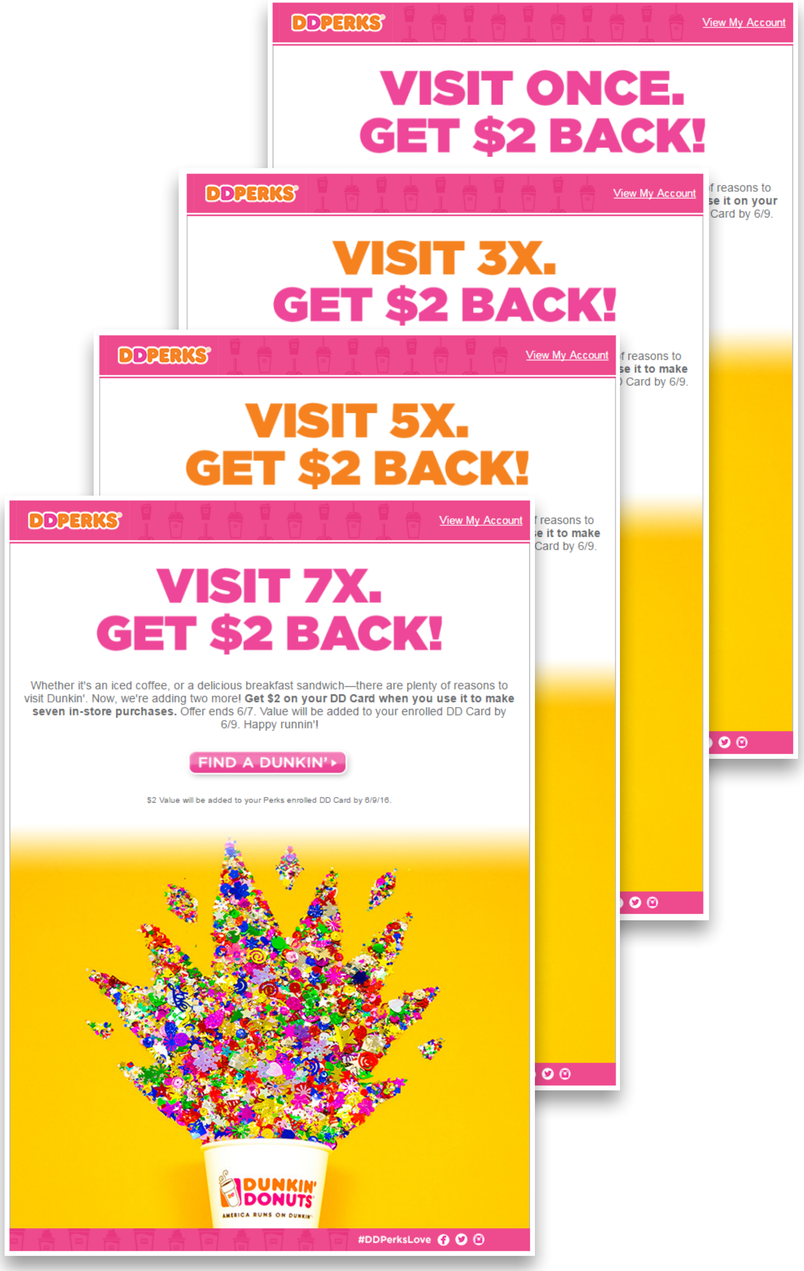
Site

Thanks to our end-to-end work, the new DunkinDonuts.com delivers a compelling, relevant and easily navigable user experience for visitors. It's mobile-first and modular, serving up the best experience regardless of the visitor's device. It offers localized content, so a visitor will receive specific offers, promotions and products based on their geography. To accommodate menu updates and ever-changing business needs, we implemented an Adobe AEM CMS system that enables the Dunkin's site to stay flexible and up-to-date. For responsiveness, no detail went unnoticed —we addressed every breakpoint to create a highly fluid, well-planned user experience. Our research showed that hover-based navigations consistently frustrate users, particularly those on touch-screen devices, so we created a click-based global navigation that provided a cleaner, more user-friendly interface across devices. To fine-tune the experience and upsell visitors, the site is consistently customized based on purchase behaviors over time.



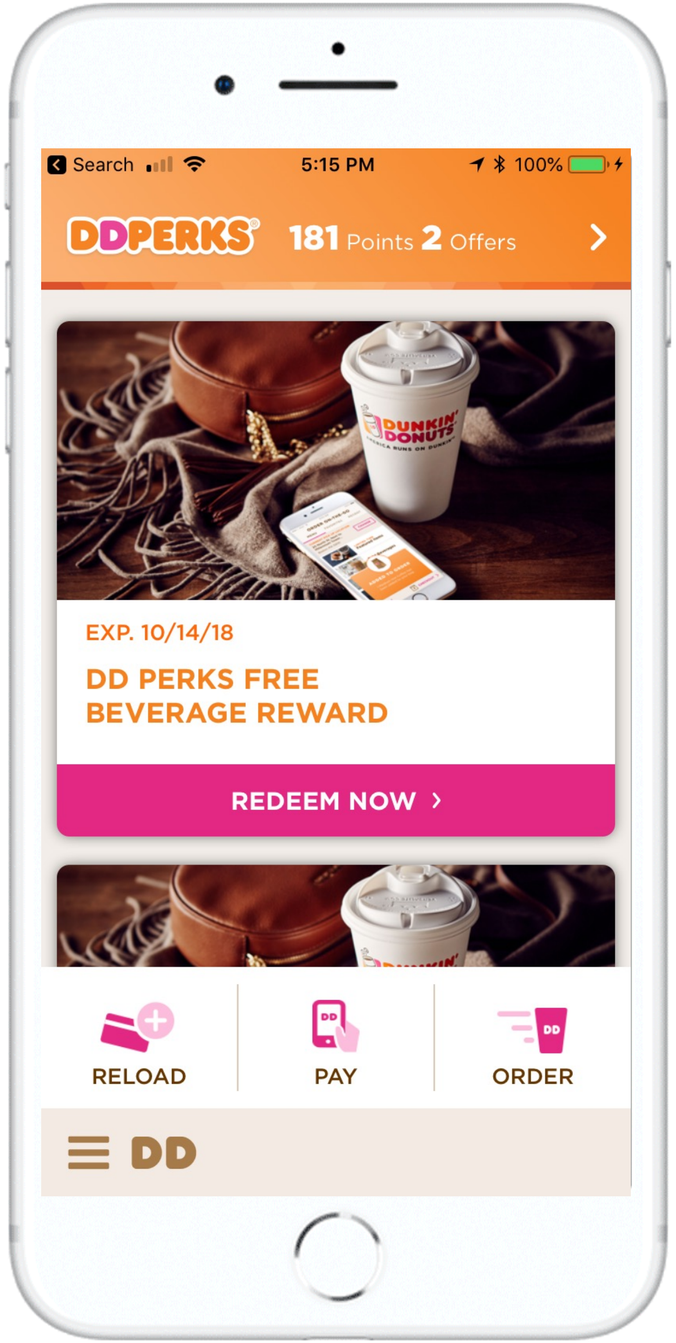
Email

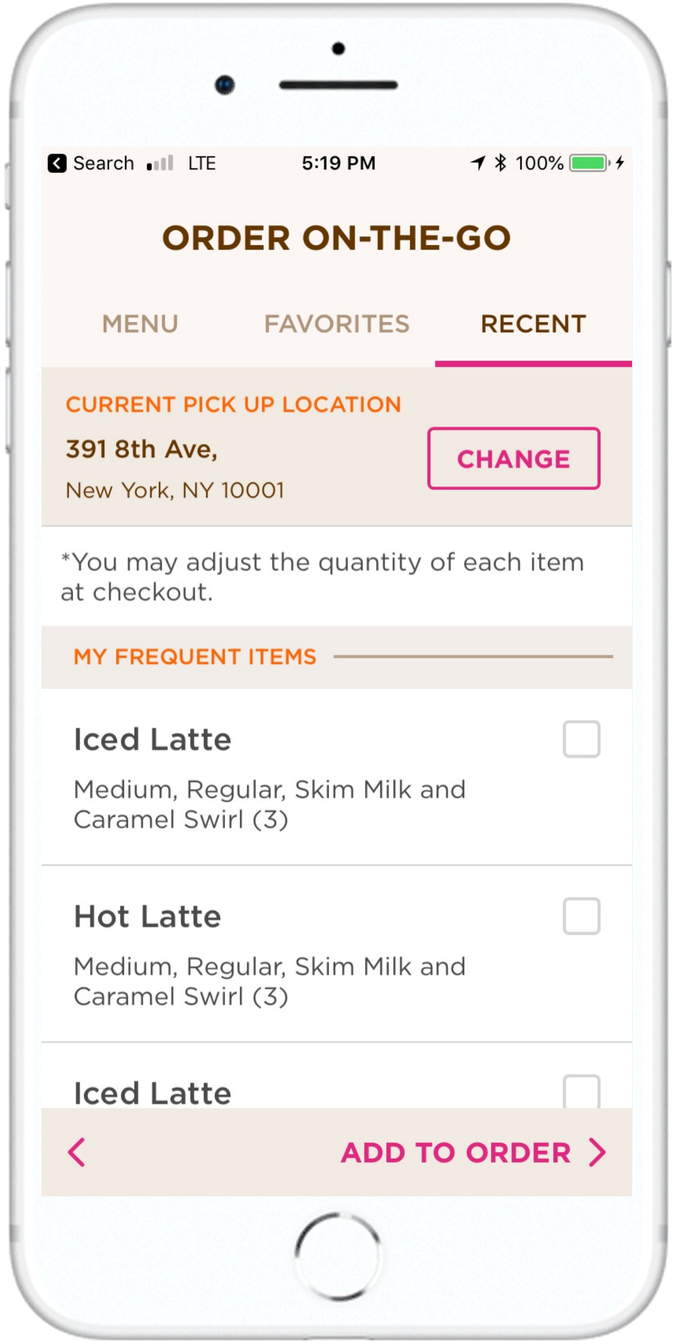
We push customer segments to the Salesforce Marketing Cloud, sync them with the loyalty database, and deliver targeted and customized offers accordingly. We then send behavioral data back into the platform to inform the paths of individual customer journeys. We use Movable Ink, a technology partner, to make emails feel delightfully personalized—for example, we can pull as many as nine data points into the top section of an email to show a subscriber's personal purchase history. We added whimsical branded touches—including animated GIFs—and transformed each "zero" to resemble a donut with sprinkles. We also partnered with Scratch-It to tease offers, driving significant lifts in email engagement and loyalty enrollment.



Mobile App

We designed and built Dunkin's "On-the-Go" mobile app to make the Dunkin' experience a natural extension of consumers' lives. The app allows users to place a mobile order up to 24 hours in advance—then they simply show up at the store, skip the line and grab their order. Payment is done through the app in advance. For added convenience, the app saves customers' favorites, which they can then edit as desired. The app also has built-in smart functionality to provide users with personalized content based on the time of day and their ordering behavior, and a dynamic rewards tracker shows the points they've earned and their progress towards earning the next free beverage.





Results

- 8 Million active DD Perks members in under 3 years
- 315% increase in active DD Perks members from 2015 to 2018
- 12% of annual sales made through the On-the-Go mobile app in 2018
- 3,566 unique personalized product recommendations
- Improved in-store operations with time saved with app users

4. Our Approach

Lean-Agile

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

The following section illustrates how we'll customize our process for Whole Foods Market.

Phase 1: Nail the basics in 2018

Pitch Input

Planning

Sprint

Phase 2: Go big in 2019

Strategy

Envision

Plan & Sprint

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

invision

skype™ For Business

slack

Office 365 Planner

Jira

Realtime Board

box

Phase 1

We plan on jump starting your engagement by building upon the designs created for the pitch. Here's how it works…

For Phase 1, the goal is clear—nail the basics. We need to redesign core page types and build the foundation of your new site first, delivering on customer needs and business values—as soon as possible.

Our "Pitch" creative is real work, built to serve as a springboard for what we will actually design. We will plan for a week at the beginning of the project to collect feedback from you on the creative, with the intent that we will address feedback in our upcoming sprints.

We will then go immediately into Sprint 0, a two-week series of collaborative working sessions where we capture and prioritize requirements with you, write user stories, and align with your team on a roadmap for your first release, second release, and beyond.

We will also plan for tech discovery work sessions so that we may better understand what the impact of the re-platforming will have on design and functionality.

Within three weeks, we are ready to sprint.

Pitch Feedback	Sprint 0
Week 1 9/17 - 9/21	Week 2-3 9/24 - 10/5

Pitch Input & Planning Activities:

- Collect feedback on pitch creative
- Conduct Sprint 0 workshops in Austin
- Conduct Technical Discovery work sessions
- Develop Jira product backlog, write and size user stories
- Develop product roadmap
- Align on sprint cadence
- Align on release goals

Phase 1

Pitch Input | Planning | Sprint

We work in agile.

This methodology allows us to quickly bring the new site designs to life, enables close collaboration with your product owner, and provides transparency to key stakeholders.

The Jira backlog created in Sprint 0 will operate as our repository of all requirements, serving as the guide for all sprint activity. A dedicated Digitas scrum master will run the project and be the main point of contact for your product owner and team.

Knowing that you are a collaborative and consensus based organization, we are recommending that each sprint be three (3) weeks in duration, rather than a typical two-week sprint. Our reasoning is that this approach will allow for a solid two (2) weeks of creative development, plus one (1) week of refinement and revisions, as part of each sprint. This will more easily allow us to achieve approvals by affording time for feedback we receive during sprint demos, and any post-demo stakeholder reviews.

An outline of our sprint ceremonies is included on the following page.

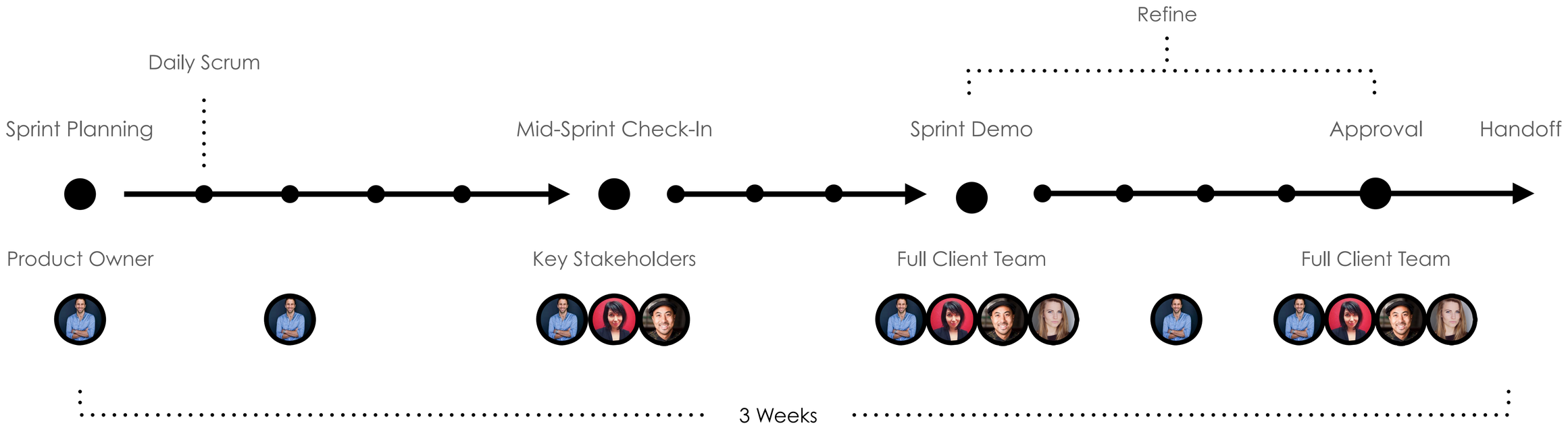
Sprint 1	Sprint 2	Sprint 3*	Sprint 4*	Sprint 5	Sprint 6
10/8 - 10/26	10/29 - 11/16	11/19 - 12/14	12/17 - 1/11	1/14 - 2/1	2/4 - 2/22

Sprint Activities:

- We currently estimate 6 sprints to design the templates and sections included in the inventory in your RFP. We assume roughly 10-12 templates. These assumptions will be confirmed during Planning.
- Activities include UX & visual design, copy writing, and SEO recommendations, analytics consultation & support
- Sprint ceremonies include planning, mid-sprint check-ins, sprint demo, approvals and hand-off (see details on the following page)

* Assumes additional days during Sprint due to holidays

Sprint Ceremonies



Sprint Planning
Here, 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 yesterday, what they will be working on today, and identifies any impediments. A WFM product owner 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 WFM 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 Demo & Sprint Approval
All work conducted during the previous three weeks will be presented to the full client team during Sprint Demo. Following the sprint, there will be opportunity for feedback, and that will be integrated into the creative for final approval. Any feedback that is beyond the capacity of the team will be planned for future sprints as prioritized by the product owner.

Handoff
Our final deliverable in each sprint will be the handoff of creative files in Sketch, user stories and requirements, and any necessary functional annotations to the WFM tech team.

Phase 2

We appreciate and agree with your approach to nail the basics in Phase 1 before tackling the bigger picture in Phase 2.

In order to reimagine the WFM digital experience, and deliver on the business goals to redefine the future of food retail, we will engage an Experience Strategy work stream in early 2019.

We will build on our evolving library of knowledge about WFM using an approach that dives deep into the grocery category and the associated consumer behaviors. Grocery shopping contains a unique set of challenges that current e-commerce experiences do not solve for. Understanding the behavioral differences in how consumers grocery shop versus other forms of commerce will be key in delivering an effective digital experience. To accomplish this, we will focus on researching and documenting consumer segments and the moments that matter to them over their shopping journey. We do this by carefully reviewing and analyzing their behaviors across the ecosystem and identifying ways to better connect to the customer before, during, and after their grocery shopping experience. This knowledge will shape the way WFM engages with the customer so that each encounter accommodates for their individual needs and desires.

As part of this phase, we are committed to working together to form the hypotheses that will guide the overall strategy and work. We will form an agile, integrated strategy team able to assess the WFM experience holistically and develop meaningful benchmarks for engagement.

Phase 2 Strategy	Phase 2 Envision	Phase 2 Sprinting
January 2019	February 2019	March 2019 —>

Strategy Activities:

- Review existing research, stakeholder interviews and brand assessment
- Analyze context – competitor evaluation, performance evaluation of Phase 1 early releases (if available) and 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

Phase 2

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

The final Northstar serves to align all stakeholders on the proposed evolution of the Whole Foods Market digital experience, focusing on solutions that'll drive business impact. It also provides a method for you to socialize the vision more broadly within your organization.

Following the Northstar, we will participate in that socialization with you, and help refine it into an executable creative vision for the next one-to-two years of design and development.

Phase 2 Strategy	Phase 2 Envision	Phase 2 Sprinting
January 2019	February 2019	March 2019 —>

Envision Activities:

- Map user journeys
- Explore design directions
- Concept the greater vision and feature set
- Evaluate content opportunities
- Explore advanced technical solutions available through new platform
- Recommend opportunities for innovation through new technologies and channels

Phase 2

Once the Phase 2 Strategy and Envision phases of work have been completed, we re-engage as we did at the start of Phase 1.

For Phase 2 Sprint 0, we will assess the future vision from the Northstar and break it into achievable epics, requirements and user stories. We will also work closely with you to define realistic goals for launching this experience, and outline a 1-to-2 year product roadmap. It will be important to balance the excitement of the new work with the realities of developing it.

As this future vision is less defined at this time, we cannot definitively say how many sprints will be required to achieve the vision—but we can assure you that it'll be a similar team and process to what's described in the Sprint section above.

Phase 2 Strategy	Phase 2 Envision	Phase 2 Sprinting
January 2019	February 2019	March 2019 —>

Planning Activities:

- Conduct Sprint 0 workshops
- Develop Jira product backlog, write and size user stories
- Develop product roadmap
- Align on release goals
- Align on required number of sprints and Phase 2 scope

Sprint Activities:

- Sprint activities will follow the same methodology described for Phase 1 Sprints

5. Resources & Bios

Your Digitas Team

Core Scrum Team:

Min Chung- Creative Director

Lauren Liberg- Lead Visual Designer

Eric Leighton- Lead Visual Designer

Jared Fancy- Lead UX Designer

Clay Nicholas- Copywriter

TBA- Account Director

TBA- Scrum Master

Leadership Team:

Alyse Schwartz- Relationship Lead

Andrew Carlson- Chief Creative Officer

Jeff Jackson- Project Management

Courtney Duane- Project Management

Brian Sherwell- Experience Strategy

Supporting Team:

Mike Bauer- Data & Analysis

Michael Doerman- SEO

Alyse Schwartz

Relationship Lead

Alyse will be Whole Food Market's Relationship Lead. With more than 20 years of experience in strategic planning and account management, her expertise has driven powerful results for clients that include Publix Super Markets, BlackRock, L'Oréal, Coca-Cola, Jim Beam, Russell Athletic, Reebok, 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.

Grocery Item She Can't Live Without: Manchego cheese and Bananas
Her Perfect Dinner Party Scenario: My favorite 6 people, a bonfire and cocktails to end the night.

Andrew Carlson

Chief Creative Officer

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, Dunkin' Donuts, Pitney Bowes, CVS, JennAir, Whirlpool and Teladoc, whose app won a One Show Gold Pencil and Merit awards for Consumer Utility and Experience.

Grocery Item He Can't Live Without: Strong Coffee. Stumptown preferred.
His Perfect Dinner Party Scenario: A picnic table by a cabin with my wife and dog.

Min Chung

Creative Director

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.

Grocery Item He Can't Live Without: Avocados
His Perfect Dinner Party Scenario: Authentic Szechuan hotpot party with friends.

Lauren Liberg

Lead Visual Designer

Lauren is known as a creative leader and a thoughtful designer—and with her background in fine art, she will bring astute perspective to the Whole Foods Market experience. When crafting digital solutions for brands, Lauren fuses traditional print elements such as typography and color with interactive design to create innovative products and experiences. She has worked on brands including American Express, MacDowell Colony, Pitney Bowes, T-Mobile and The New York Stock Exchange.

Grocery Item She Can't Live Without: Cashew butter
Her Perfect Dinner Party Scenario: A summer rooftop dinner, set on some lovely blankets and pillows, lots of wine, tapas style with lots of dips and breads.

Eric Leighton

Lead Visual Designer

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'll 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.

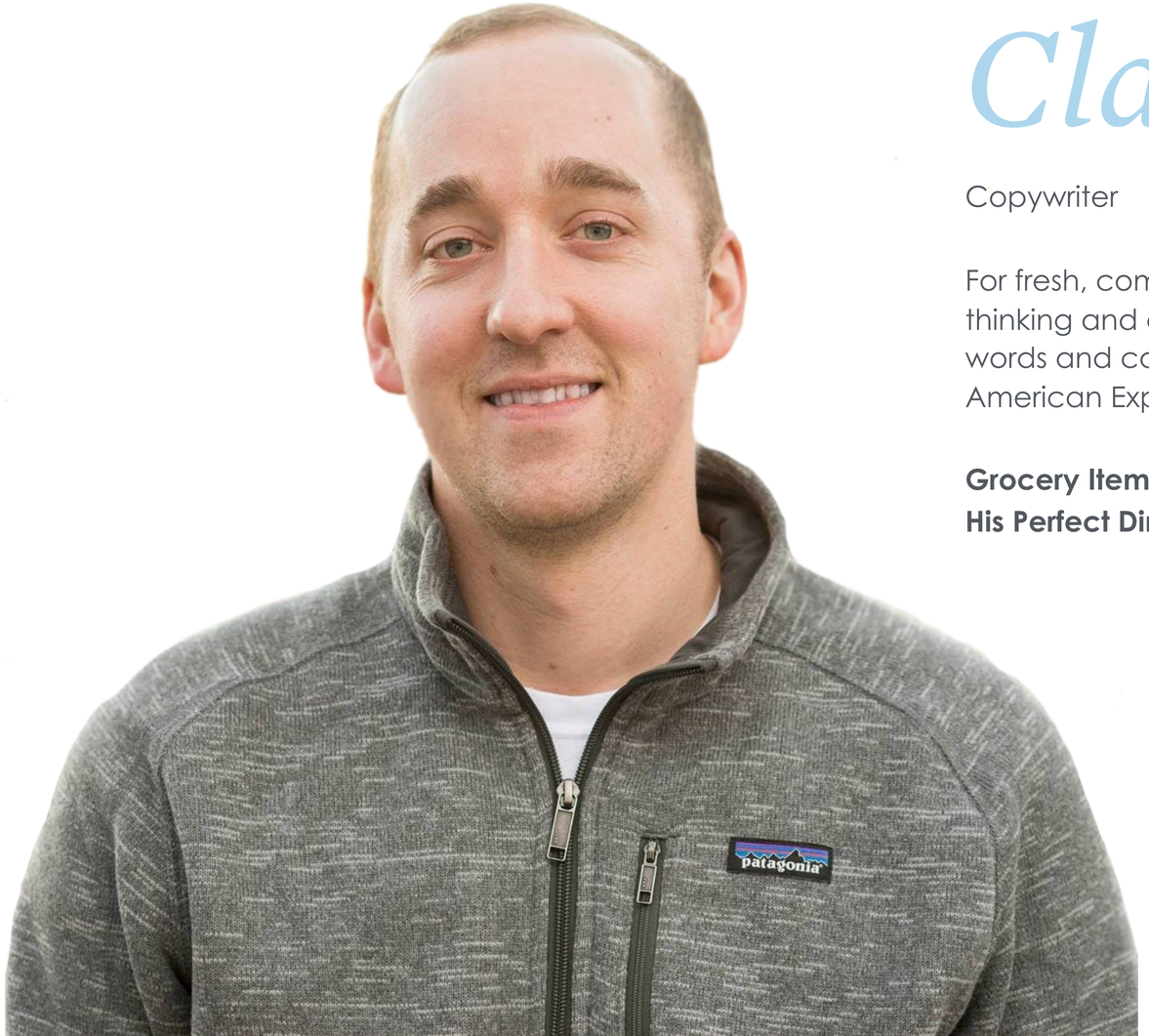
Grocery Item He Can't Live Without: Avocados, just like Min
His Perfect Dinner Party Scenario: It's all about the apps—an assorted cheese tray (cue cheddar, brie and manchego), with bonus points for a few dips and high quality finger foods.

Jared Fancy

Lead UX

Jared creates useful, intuitive, user centered designs from concept through execution. His day-to-day responsibilities include producing quality site maps, wireframes, prototypes, user flows and annotations with high attention to detail- all backed by research activities such as competitive analyses, heuristic reviews and usability testing. For the past 2 years at Digitas, Jared has worked on numerous brands such as American Express, FIS and Pitney Bowes to name a few.

Grocery Item He Can't Live Without: Club soda
His Perfect Dinner Party Scenario: Hanging out on my patio with friends listening to live music, eating grilled hamburgers and hotdogs.



Clay Nicholas

Copywriter

For fresh, compelling copy, Clay's your guy. He has deep experience in developing conceptual thinking and executions in branding, experiential and promotional advertising. His mastery of words and can-do attitude makes him a favorite of clients including JennAir, Pitney Bowes, American Express and BlackRock.

Grocery Item He Can't Live Without: Seltzer. Any flavor.
His Perfect Dinner Party Scenario: Grilling out. Friends and family. Music bumping.

Brian Sherwell

Experience Strategy

Brian's an expert-of-all-trades when it comes to strategic planning—he has a background in digital design and user experience, and deep expertise in qualitative and quantitative research, ethnography, content strategy, CRM strategy, brand planning and digital development. He has led successful strategies for brands including Whirlpool, Verizon, L'Oreal, American Express, and Coca-Cola, and his work has been recognized with multiple creative and marketing effectiveness awards including Grand Prix Lions, Gold Effies, and a Warc Strategy Grand Prix.

Grocery Item He Can't Live Without: Eggs
His 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 a specialized swat team that integrates 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.

Grocery Item He Can't Live Without: Good garlic
His Perfect Dinner Party Scenario: 6 people at my dining room table making homemade pizzas.

Courtney Duane

Project Management

Courtney will partner with your executives and team members to plan, scope and produce the magical work you've tasked us with. She is always identifying best practices and developing new systems, processes and tools for complex integrated client work. Her client fan club includes American Express, Pitney Bowes, Nielsen, New York Stock Exchange, and the Dorchester Collection.

Grocery Items She Can't Live Without: Bananas, Spinach and Almond Milk (for my morning smoothies!)
Her Perfect Dinner Party Scenario: Close friends and family, great food and drinks, lots of laughs.

Michael Doerman

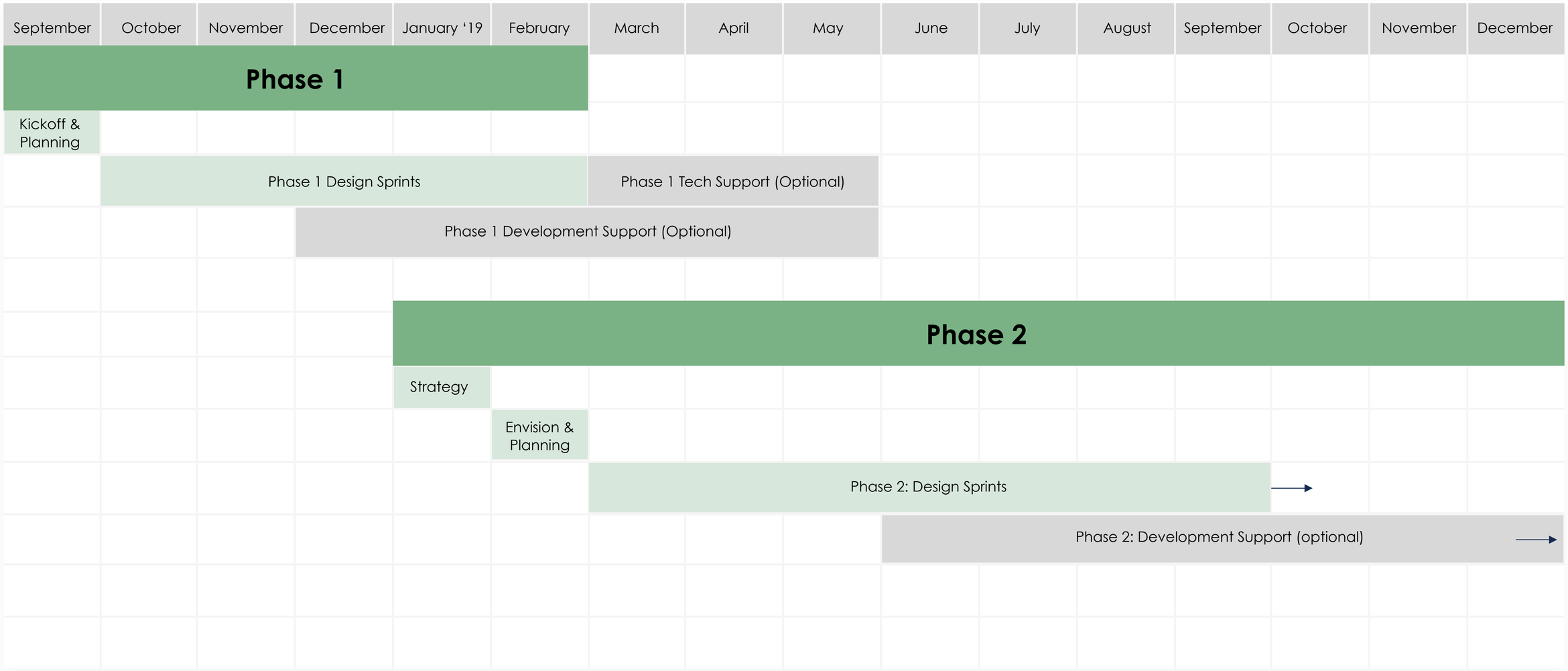
SEO

As a Search Engine Optimization Analyst, Michael plays an integral role on the brand team by providing insights that inform clients' online marketing strategy. Michael has been with Digitas for over 2 years leading SEO for a number of clients including Nissan, Infiniti, American Express, Pitney Bowes, T-Mobile, FIS, Dow, DaVita, & more.

Grocery Items He Can't Live Without: Fuji apples
His Perfect Dinner Party Scenario: Close family and friends gathered around the BBQ.

6. Timeline

Phase 1 & 2 Roadmap



*Optional workstreams are not in scope, but have been estimated

Phase 1 Detail

Week of	Sep 10	Sep 17	Sep 24	Oct 1	Oct 8	Oct 15	Oct 22	Oct 29	Nov 5	Nov 12	Nov 19	Nov 26	Dec 3	Dec 10	Dec 17	Dec 24	Jan 7	Jan 14	Jan 21	Jan 28	Feb 4	Feb 11	Feb 18	
Project awarded to Digitas																								
Whole Foods gathers feedback																								
Sprint 0																								
Sprint 1																								
Sprint 2																								
Sprint 3																								
Sprint 4																								
Sprint 5																								
Sprint 6																								

7. Pricing

Phase 1 Cost Estimate

We are including three pricing options for your consideration:

- **Lean Design Team:** A smaller creative team (2.5 dedicated creative team members); we would move at a slower velocity in each sprint (less work would be completed than we anticipate is required).
- **Recommended Design Team:** 3.5 dedicated creative team members; we are confident this team could accomplish what we anticipate is required.
- **Larger Design Team:** 4.5 dedicated creative team members; we would accommodate a higher level of design support with more custom design requirements including more templates or custom iconography.

Our estimate is broken out by phase. For Phase 1, we will start with 2 weeks of planning (Sprint 0) and then begin Sprint work. The Sprint estimate is based on a fixed cost per Sprint (calculated by the team cost) multiplied by number of sprints (6). We are estimating 6 sprints, but this estimated number of Sprints will be validated with you in Sprint 0 by capturing all requirements in a prioritized backlog. We will align together on the Release 1 plan.

PHASE 1 PRICING OPTIONS: (Q3 2018 - Q1 2019)	Leaner Design Team	Recommended Team	Larger Design Team
Planning (Sprint 0)	$88,972	$88,972	$88,972
Sprints (6)	$811,584	$937,584	$1,117,584
Cost Per Sprint	*$135,264*	*$156,264*	*$186,264*
Total	***$1,035,820***	***$1,182,820***	***$1,392,820***
Optional: Design Support during Development	$144,840	$165,840	$195,840

Phase 2 Cost Estimate

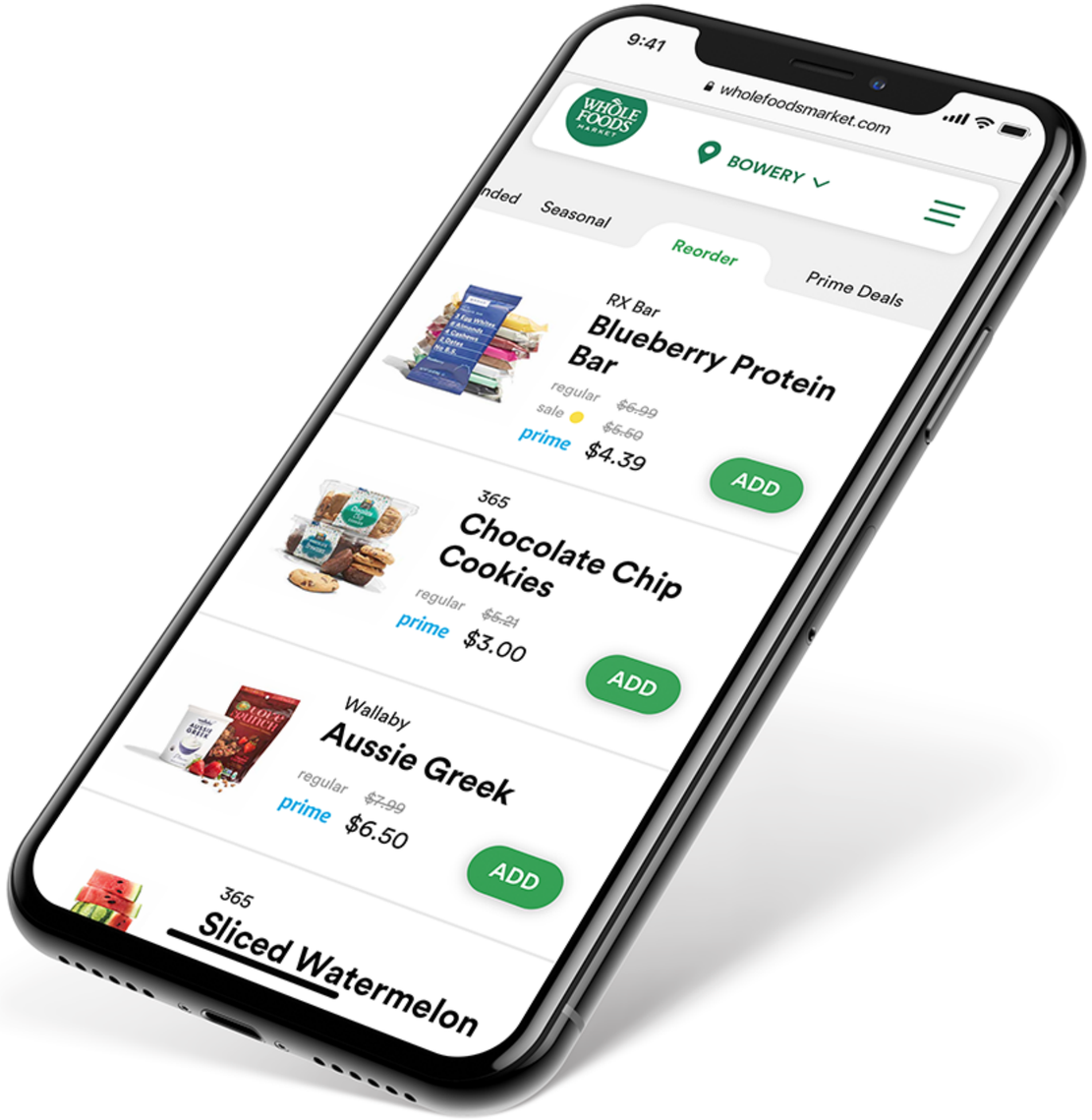
Because Phase 2 is less defined, we are providing estimates based on what we know today. We are not including a recommended number of sprints because we don't know enough about what we might want to accomplish but the same pricing philosophy from Phase 1 exists:

- The sprint estimate is based on a fixed cost per sprint (calculated by the team cost) X number of sprints (6).

We expect to refine this estimate when we get closer to the Phase 2.

PHASE 2 (Q1 2019 - *TBD* Q4 2019)	
Strategy	$113,720
Northstar	$150,552
Sprint 0	$88,972
Cost per Sprint	$156,264

Thank you!

We look forward to sharing more.

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