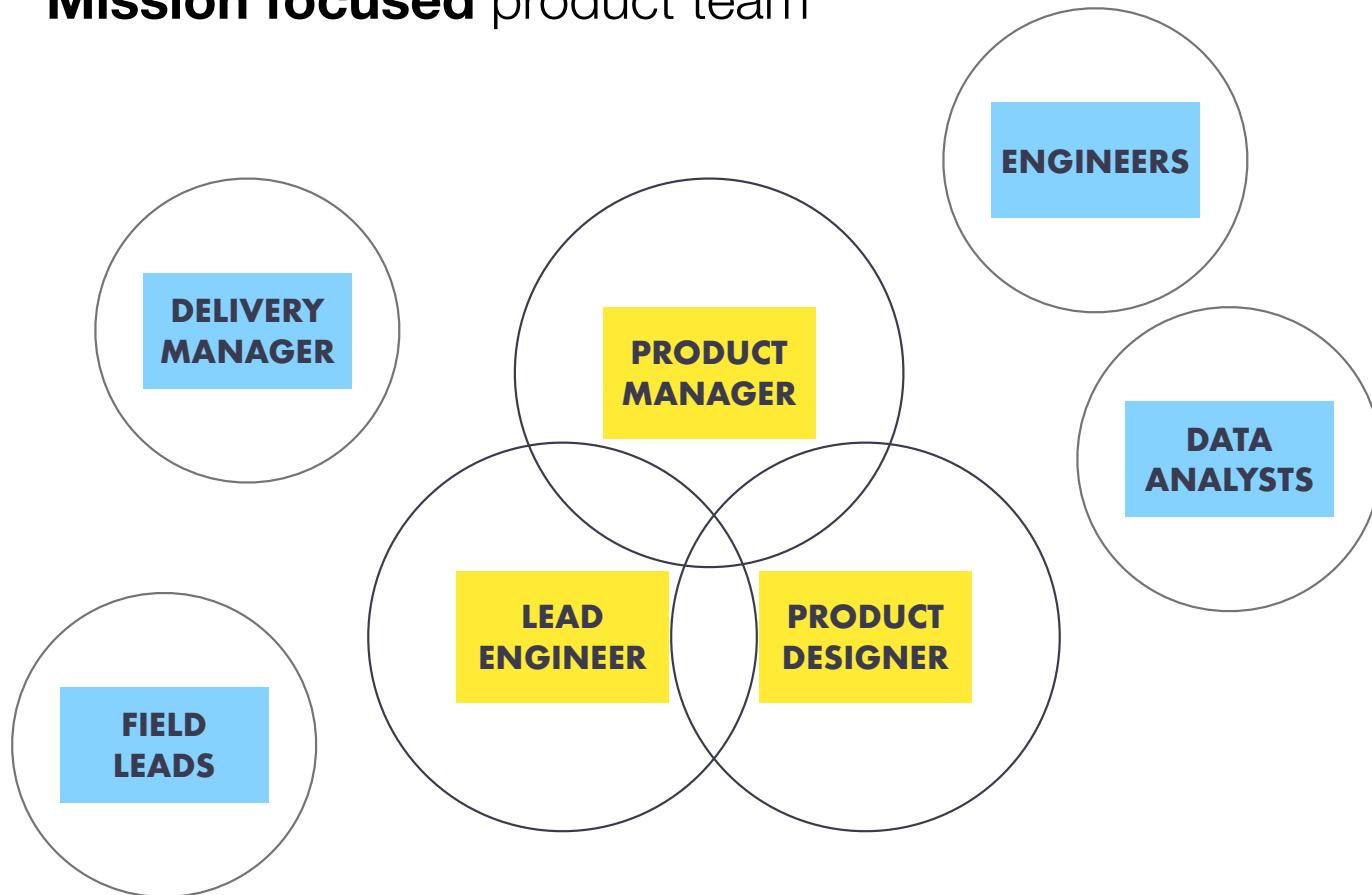
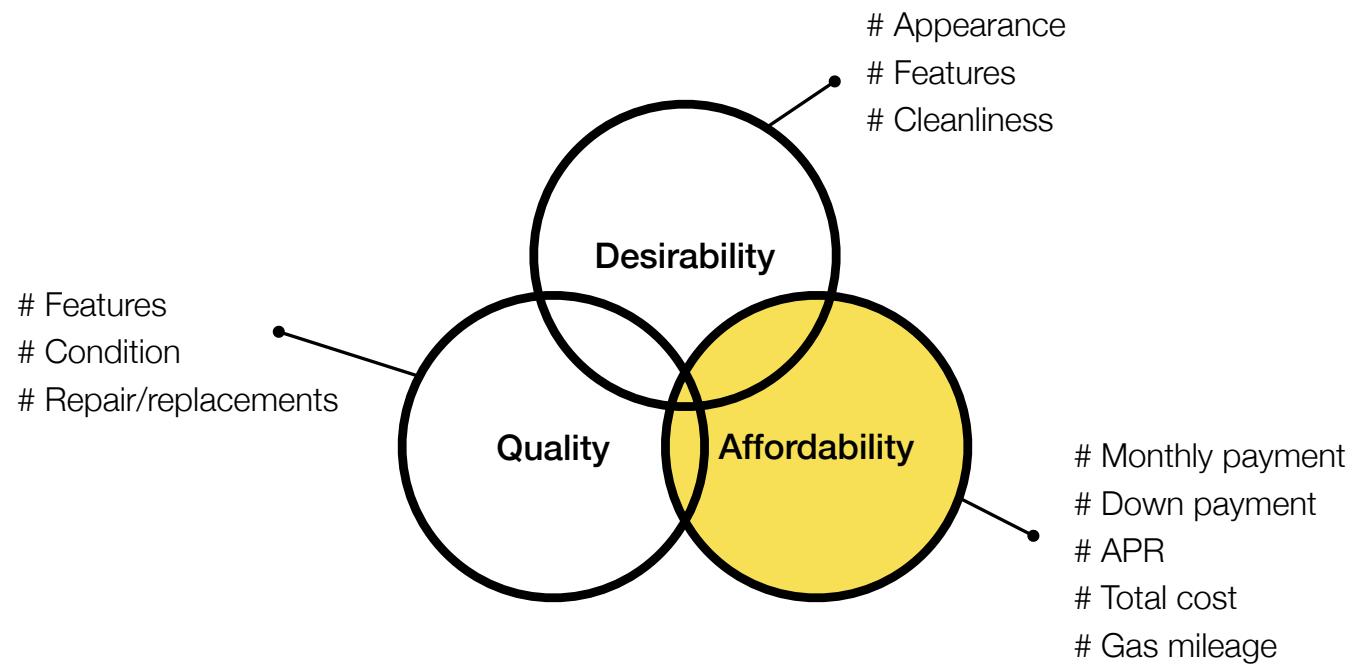


Mission focused product team







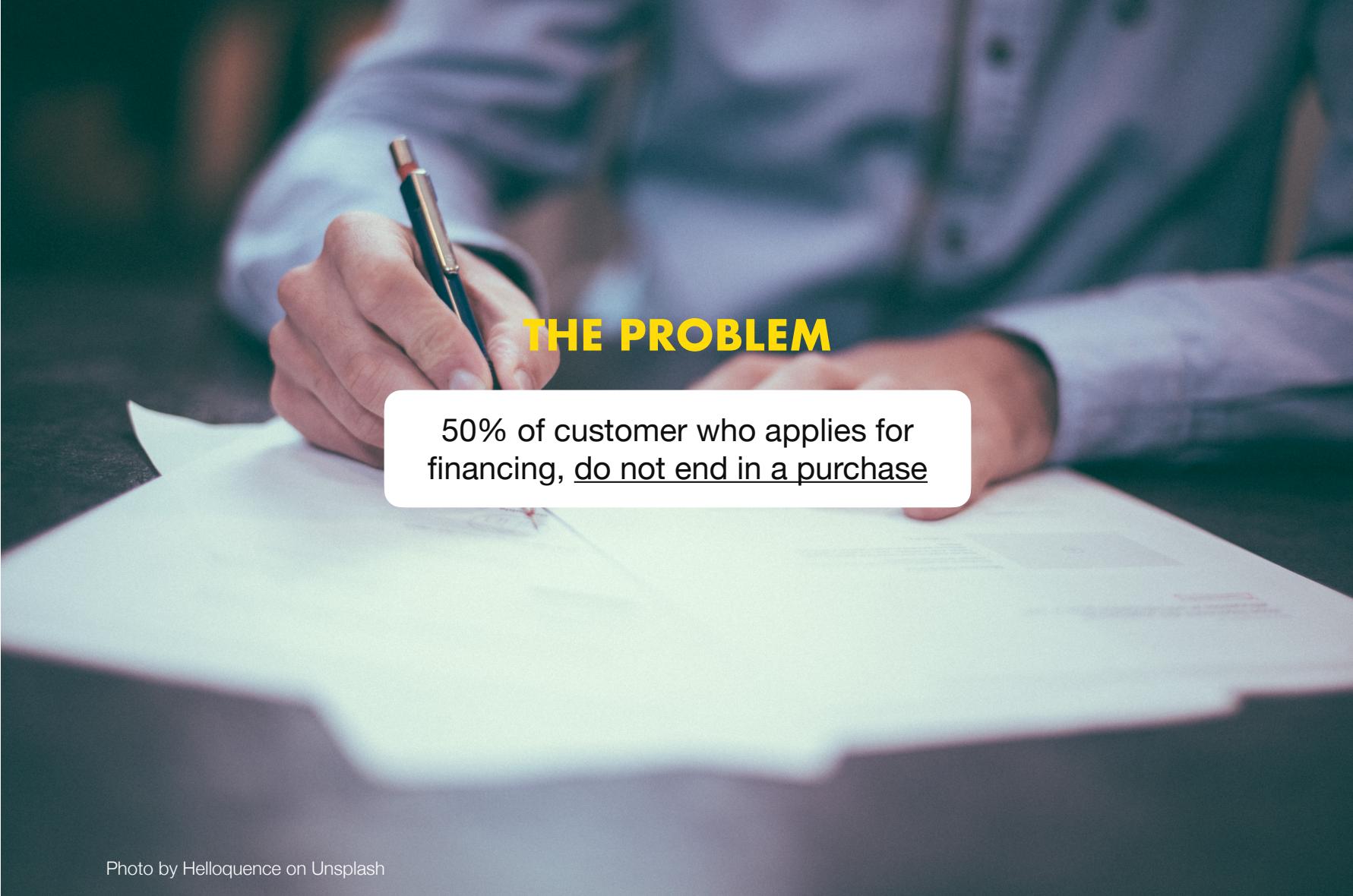
01 Unlocking Possibilities
with Financing

A close-up photograph of a person's hands holding two green apples. The background is blurred, showing shelves stocked with various grocery items like eggs and other produce. The lighting is soft, creating a shallow depth of field.

THE PREMISE

Financing during car purchase is a major hesitation for customers

Photo by Raquel Martínez on Unsplash



THE PROBLEM

50% of customer who applies for financing, do not end in a purchase

Photo by Helloquence on Unsplash



Store discovery with sales
associates and customers

Partnered with
field lead



Mapped out the associate and customer's journey with the team

Led the team

It can be challenging to **pivot** a customer once an application has been submitted. 🤔



Sales Associates

Without sufficient information as indication, it's like app-o-rama on every car. We just don't know what will come back.

The process feels too opaque.

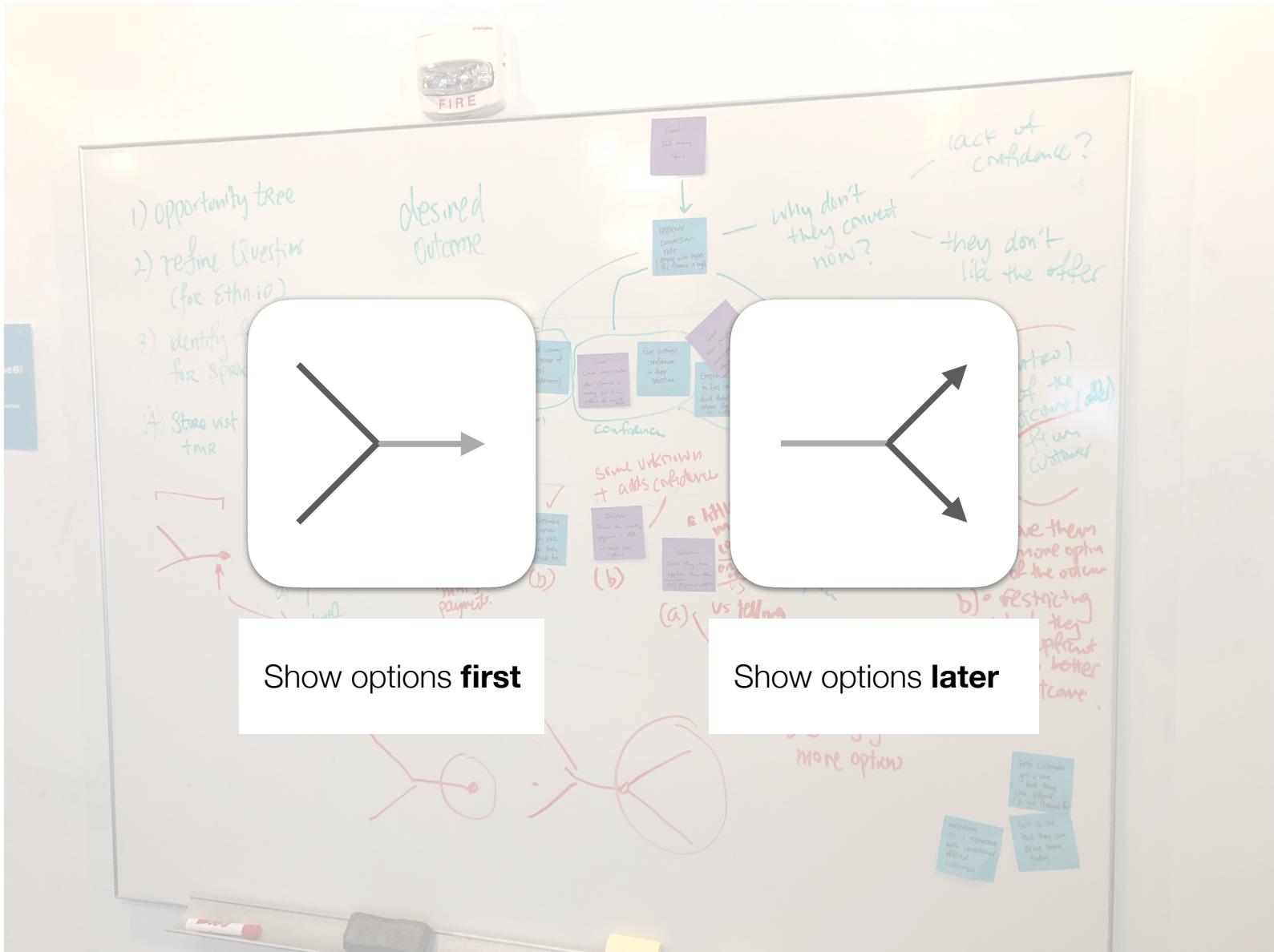
The finance application process **takes way too long!** 😞

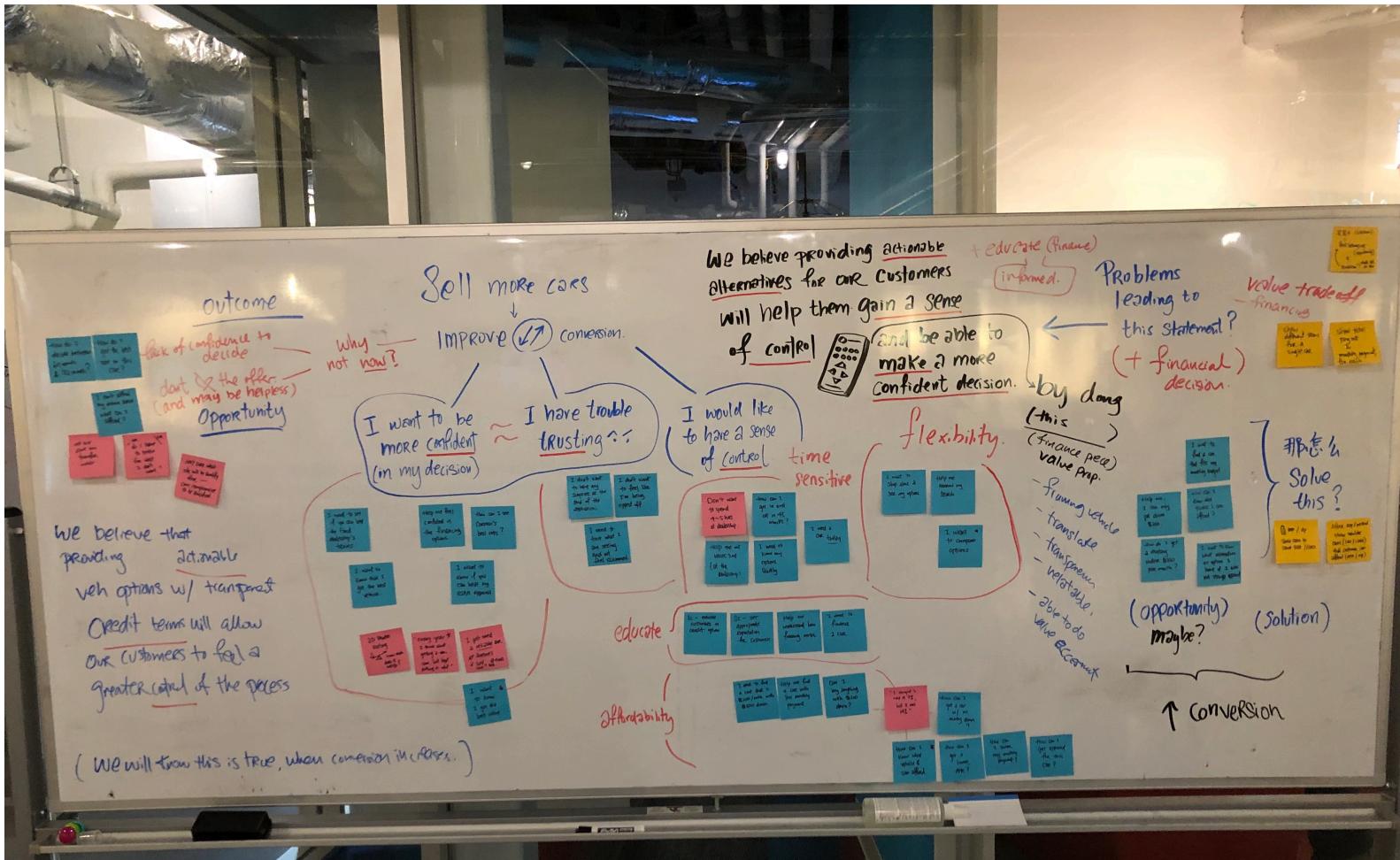
I feel like I have very **little control** in the process 🙏



Customer

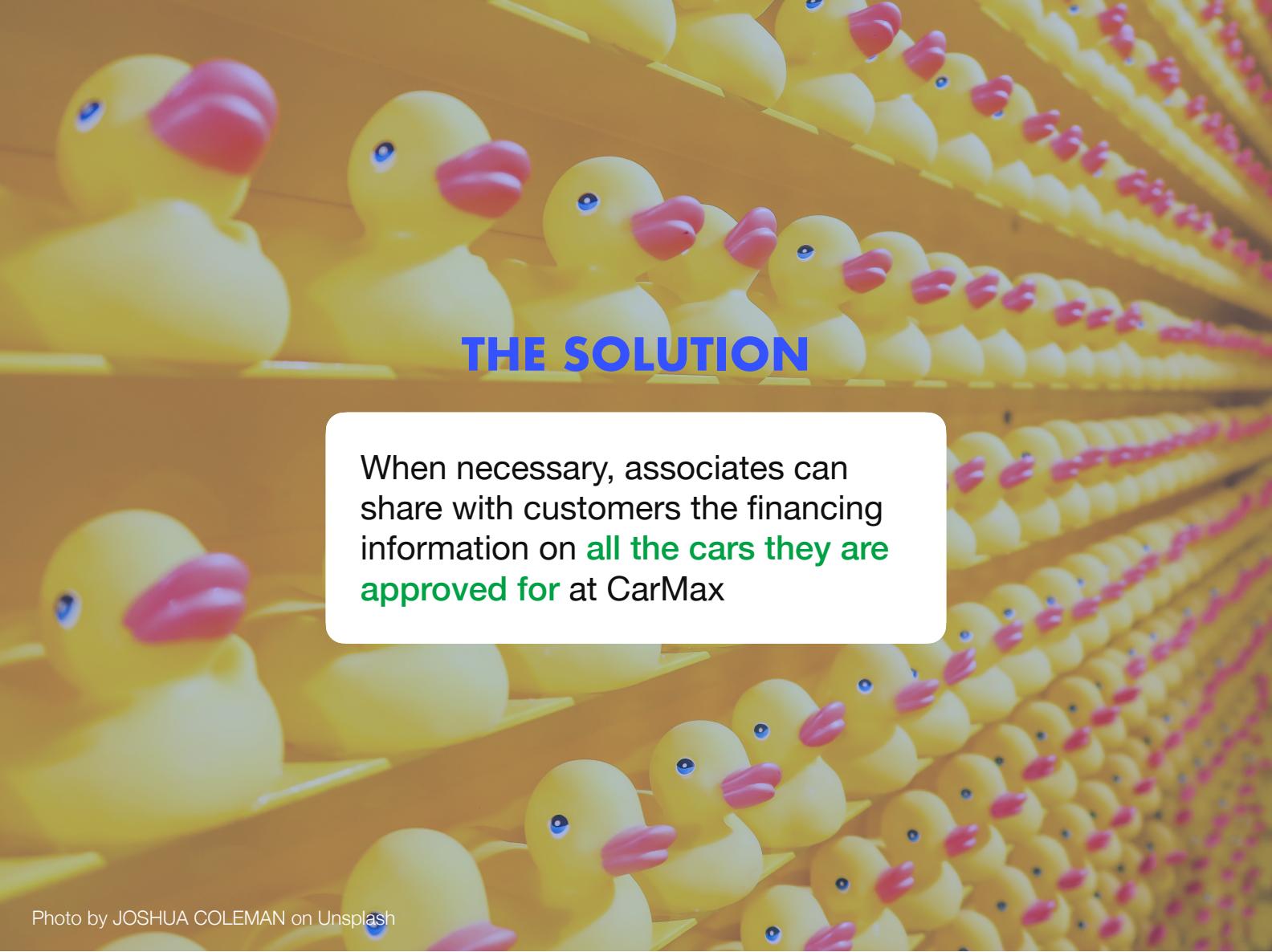






Formulating assumptions based off opportunity solution tree

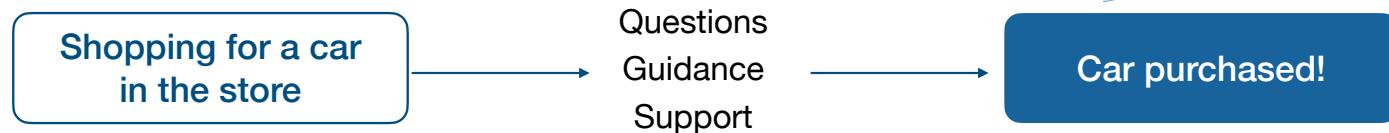
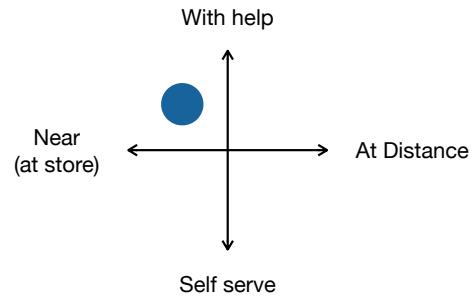
Led the team



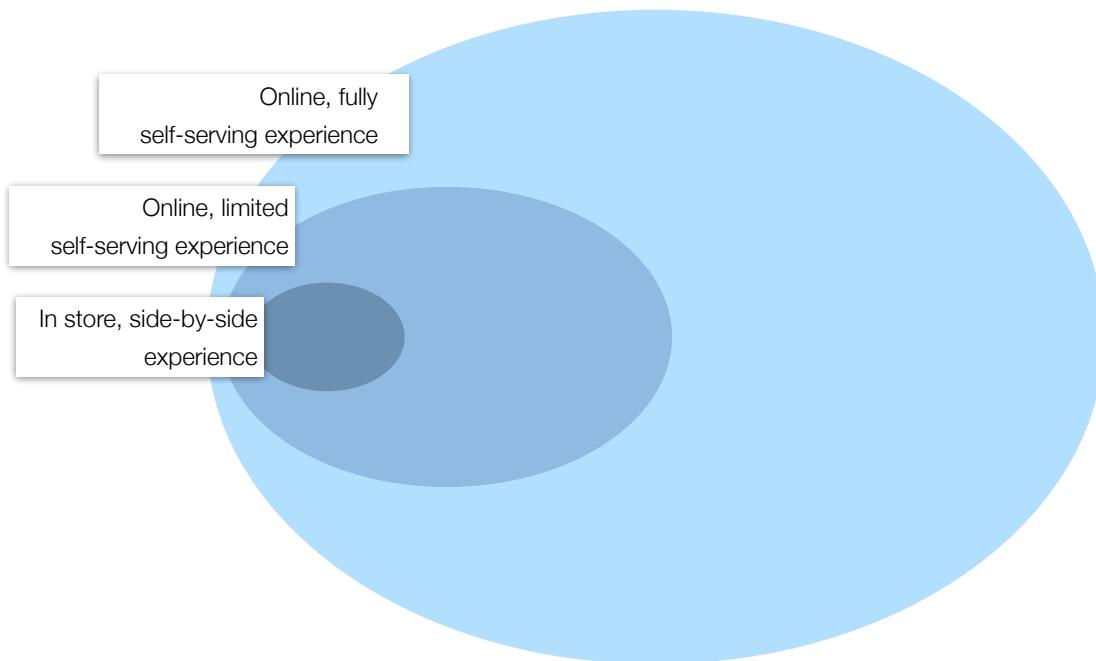
THE SOLUTION

When necessary, associates can share with customers the financing information on **all the cars they are approved for** at CarMax

Photo by JOSHUA COLEMAN on Unsplash



The not-road map Road Map of Scalability



Greetings

Sale Consultant: Luke Davidson

Customer: Choi Mai Guy

Session ID: FF 209913

Your Financial Decision

2015 Audi Q5 Premium
\$29,998



CarMax Auto Finance

Term (Months)	60
Monthly Payment	\$660
Down Payment	\$2,350
APR	21.5%

Adjust your selection Use these filters to fine-tune your selection.

Make: Pick a Make ▾ Monthly Payment _____

Model: Pick a Model ▾ Down Payment _____

We have found 5 great recommendations for you!

2015 Audi Q5 Premium
\$29,998



2015 Audi Q5 Premium
\$29,998



2015 Audi Q5 Premium
\$29,998



2015 Audi Q5 Premium
\$29,998



- Assumption: the system will provide recommendations based on the original application
- Card-based design to offer flexibility
- Includes all the information that are present in a finance application (terms, monthly payment, APR)

Find your car

Sales Consultant
Luke Stephenson

Customer
Tony Stark

Your Application



2015 Acura MDX
 \$29,998 • 44L • Midlothian, VA

Term (Months)	60
Monthly Payment	\$372
Down Payment	\$2,000
APR	17.25%

Stipulation required for this offer.
[View Stipulation](#)

Filters

Down Payment	\$2,000
Monthly Payment	\$380
Term	48 months
Make	Any Make
Model	Any Model

UPDATE FILTER

[View Original Recommendations](#)

[Logout](#)

Search By Stock #, Make and Model

Sort by
Lowest Monthly Payment

APPLIED FILTERS: Filter Applied Filter Applied Filter Applied

Recommended Vehicles i



2015 Audi Q7 Premium
 \$29,998 • 31K • Current Store

Term (Months)	60 / 72
Monthly Payment	\$372
Down Payment	\$5,000
APR	15.5%



2015 Jeep Grand Cherokee Altitude
 \$28,998 • 19K • West Broad, VA

Term (Months)	60 / 72
Monthly Payment	\$440
Down Payment	\$4,000
APR	14.25%



2015 Lexus RX 350 Crafted Line
 \$35,998 • 24K • \$999 Transfer Fee

Term (Months)	60
Monthly Payment	
Down Payment	
APR	



2015 Land Rover LUX
 \$31,998 • 49K •

Term (Months)	
Monthly Payment	
Down Payment	
APR	

[View more recommendations](#)

- Different layout in the cards for original application vs. recommended cars for better distinction
- Continue exploration of filters on the page
- Start to explore the interaction of multi-term approvals

Stepper 1: Start

Stepper 2: Select objection with app

Stepper 3: Select key feature

Result page

Stipulations

Stepper 1: Start – 1

Stepper 1: Start – 2

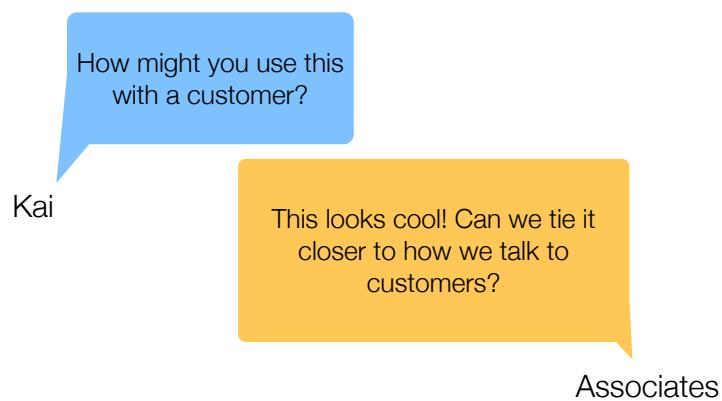
Stepper 1: Start – 3

Filter option 1 — overlay

Filter option 1 — disclosure

Prior to building out an interactive prototype using Axure, I leveraged Adobe XD to quickly turn screens into prototypes. These are put in front of sales associates to make the experience feel more ‘real’ during discovery.

Role-Playing using the Wireframes



Find your car
[Logout](#)

Sales Consultant
Luke Stephenson

Customer
Marcus Burton

Application ID
AGSD5022

Other Car Filters

[Placeholders text]

Car Type*
Sports Utilities

Years – from	Years – to
2015	2018

Make	Model
Acura	Select Model

Maximum Mileage	
40K Or Less	

[BACK](#)
Submit

- Finance filters
- Select your features
- 3 Other car filters**

Your Application



2015 Acura MDX
\$29,998 • 44K • Midlothian, VA

Term (Months)	60
Monthly Payment	\$372
Down Payment	\$2,000
APR	17.25%

Stipulation required for this offer.

[View Stipulation](#)

- Assumption: Associate will conduct discovery with customer prior to viewing the results
- Exploration of using stepper that maps to how the associates conducts discovery with customers to understand:
 - Their financial situation
 - The must-have features in the car

Find your car

[Logout](#)

Sales Consultant
Luke Stephenson

Customer
Marcus Burton

Application ID
AGSD5022

Your Application



2015 Acura MDX

\$22,998 • 44K • Virginia Beach, VA

Term (Months)

Understanding your needs

What is your objection for the previous application?

Monthly Payment too high

APR too high

I would like a different car

1 Understanding your needs

2 Car Filters

3 Car Features

4 MaxCare Options

Increasing your Down Payment will reduce your Monthly Payment and may lower your interest rate.

Down Payment

\$500

[BACK](#)

[NEXT](#)

The steppers continue to evolve as I gained better understanding of how associates relates to the customers.

APR

13.25%

Stipulation required for this offer

Find your car

Search By Stock #, Make and Model

Luke Stephenson

Your Application



2015 Acura MDX

\$22,998 • 44K • Virginia Beach, VA

Down Payment \$500

Amount Financed \$23,748

Term 60

APR 13.25%

Monthly Payment \$528

Stipulation required for this offer.

[View Stipulation](#)

Adjusting Payment

Adjusting the payments can have an impact on the financing terms of the recommended vehicles.

Down Payment

\$500

Monthly Payment

\$528

Appraisal Equity

The following verified appraisal equity has been added to the requested finance amount or down payment.

Appraisal Equity

Not Applicable

[BACK](#)

[NEXT](#)

1 **Adjust Finance Filters**

2 Select Car and Features

3 Select MaxCare Options

... as well as accommodating for complexities such as Negative Equities.

Find your car
Search By Stock #, Make and Model
Luke Stephenson

Your Application



2015 Acura MDX
\$22,998 • 44K • Virginia Beach, VA

Down Payment	\$500
Amount Financed	\$23,748
Term	60
APR	13.25%
Monthly Payment	\$528

Stipulation required for this offer.
[View Stipulation](#)

Car Filters

Use the car filters to narrow down your search.

Car Type
Sports Utilities

SELECTED	
<input checked="" type="checkbox"/> Acura	(41)
<input checked="" type="checkbox"/> Audi	(19)
<input type="checkbox"/> Land Rover	(2)
<input type="checkbox"/> BMW	(41)
<input type="checkbox"/> Dodge	(8)

Years – To
2018

Model
Any

Exterior Color
Any

Car Features Filters

- Bluetooth
- 4WD/AWD
- Sunroof
- 3rd Rear Seat
- Leather Seats
- Navigation System

[BACK](#) [Submit](#)

177 Match Within 250 Mi. of 23223 [i](#)

Adjust Finance Filters
2 Select Car and Features
3 Select MaxCare Options

UI wise, I continue to lean on the card component for its flexibility as I tested and learned how it complements other information as well as visually prioritizing them.

Find your car

Your Application Updated App



2015 Acura MDX
\$22,998 • 44K • Virginia Beach, VA

Down Payment	\$500
Amount Financed	\$23,748
Term	60
APR	13.25%
Monthly Payment	\$528

Stipulation required for this offer.
[View Stipulation](#)

Search By Stock #, Make and Model

Luke Stephenson

APPLIED FILTERS: SPORTS UTILITIES X DOWN PAYMENT: \$500 X 3rd Rear Seat X
MONTHLY PAYMENT: \$528 X Leather X 4WD/AWD X ACURA X Edit Filters

22 Match Within Any Distance of 23223

Top Vehicle you are Qualified for i

Sort by ≡

2012 Acura MDX
\$22,998 • 56K • Dulles, VA

Term	60
APR	12%
Monthly Payment	\$458
MaxCare (per month)	\$53.22

2012 Acura MDX
\$22,599 • 57K • Greensboro, NC

Term	60
APR	12%
Monthly Payment	\$458
MaxCare (per month)	\$52.11

2013 Acura RDX
\$23,499 • 57K • Dulles, VA

Term	60
APR	12%
Monthly Payment	\$660
MaxCare (per month)	\$66.11

Audi Q5 Premium
\$29,988 • 57K • Dulles, VA

Term	60
APR	12%
Monthly Payment	\$660
MaxCare (per month)	\$66.11

You've viewed 3 of 22 cars

[LOAD MORE CARS](#)

- The horizontal filter approach
- Retained the different layout of the cards for original application and other cars the customer is approved for
- Using infinity-scroll to incremental load more cars on the page

You've viewed 5 of 5 cars

Unlock cars by increase your Monthly Payment

Unlock 55 cars

+ Add \$20 / mo
to your Monthly
Payment

Unlock 112 cars

+ Add \$40 / mo
to your Monthly
Payment

Unlock 1,438 cars

+ Add \$80 / mo
to your Monthly
Payment

Unlock cars by increase your Down Payment

Unlock 135 cars

+ Add \$200
to your Down
Payment

Unlock 339 cars

+ Add \$400
to your Down
Payment

Unlock 516 cars

+ Add \$600
to your Down
Payment

Unlock cars by expanding the Search Radius

Unlock 49 cars

Free Transfer

Unlock 163 cars

+ \$99 Transfer Fee

Unlock 11,163 cars

+ \$999 Transfer Fee

Unlock cars by removing these features

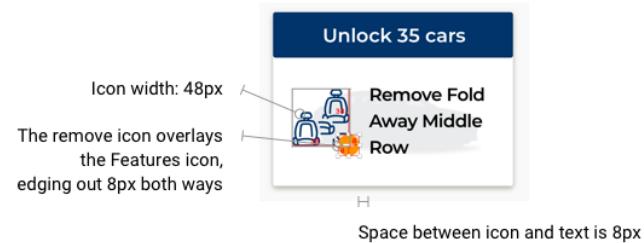
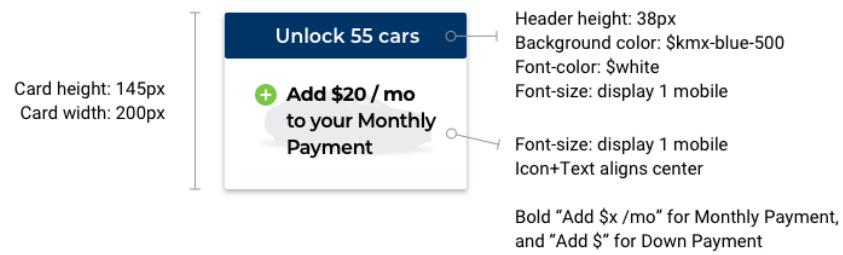
Unlock 9 cars



Unlock 11 cars



- Learning: associate have trouble pivoting from the results page when there are too few options available
- Solution: Using the '**'Unlock'** analogy to open up options for the customer through conversations





Conditionally Approved

2015 Chevrolet Impala LTZ

\$20,998 • 55K Miles

Oxnard • Stock: 17081918

Monthly Payment \$550

APR 9.45%

Term 60 66 72

Amount Financed \$13,999

Requested Down Payment \$500

Additional down \$6,999
required for this car

Approval Summary for Kai Wang

Hello Kai! This is a summary of the other cars you are approved for at CarMax based on:

- no additional down payment required, and
- your requested down payment of \$500

Approved cars at your current store (Virginia Beach): **61 cars**

Approved cars within the Free Transfer range: **471 cars**

Approved Sedans at your current store (Virginia Beach): **16 cars**

[Back](#)[NEXT](#)

- Learning: associate have trouble pivoting from the results page when there are too many options
- Solution: providing **an answer before the answer** to prep their exploratory conversations

[View Approval Summary](#)

Step 1 of 3

[CONTINUE](#)

For Approvals with Options

Approval Summary for Kai Wang

Hello Kai! You had a **requested down payment of \$500**. This is a summary of cars you are approved for at CarMax:

At your current store (West Broad): **29 cars**

Within the Free Transfer range: **71 cars**

Other sedans in your current store **16 cars**

Back

NEXT

1

2

For Approvals without options

Approval Summary for Kai Wang

Hello Kai! There are currently no approved cars with your **requested down payment of \$500**.

Increasing your down payment will maximize your search results, [Preview]

+ \$0 down payment + \$500 down payment

+ \$700 down payment

At your current store (West Broad): **0 cars**

Within the Free Transfer range: **0 cars**

Other SUV in your current store **0 cars**

Back

NEXT

Approval Summary for Kai Wang

Hello Kai! There are currently no approved cars with your **requested down payment of \$500**.

At your current store (West Broad): **0 cars**

Within the Free Transfer range: **0 cars**

Other SUV in your current store **0 cars**

We do have options for you with an **additional down payment of \$500** for a **total down payment of \$1,000**.

At your current store (West Broad): **0 cars**

Within the Free Transfer range: **4 cars**

Other SUV in your current store **0 cars**

Unlock What's Possible

Saved Favorites Luke Stephenson



Conditionally Approved

2015 Chevrolet Impala LTZ
\$20,998 • 55K Miles
Oxnard • Stock: 17081918

Monthly Payment	\$550
APR	9.45%
Term	60 66 72
Amount Financed	\$13,999
Requested Down Payment	\$500
Additional down required for this car	\$6,999

Down Payment Monthly Payment Type Features View All Filters

Down Payment: \$1000 Mo. Payment: \$550 Sedans Bluetooth

61 Matches found in Current Store Sort by: Lowest Payment



APPROVED

2009 Chevrolet Equinox LTZ
\$9,599 | 127K miles
CarMax Oxnard
Stock #: 16592884

\$223 - \$230 / 72 mo
\$1,000 down

Term Length 60 mo. 66 mo. 72 mo.

Estimated APR 13.50% - 15.50%

Optional Mo. MaxCare \$22.15 - \$48.98



APPROVED

2014 Chevrolet Equinox LS
\$12,999 | 100K miles
CarMax Oxnard
Stock #: 16592885

\$223 - \$230 / 72 mo
\$1,000 down

Term Length 60 mo. 66 mo. 72 mo.

Estimated APR 13.50% - 15.50%

Optional Mo. MaxCare \$22.15 - \$48.98

Link to prototype

- Card design for cars updated to better align with the card component in our design system
- Using the side panel to house additional filters
- The term with the lowest monthly payment was presented, with the ability to expand and toggle
- 'Applied Filters' row added for more



Ideation with the different product teams to modularize the product

Partner w/
other teams

Renee, you're approved!

We crunched the numbers and discovered with your current down payment of **\$1,000**, these are the cars you are approved for. Start exploring!



Down Payment
\$1,000

3 required documents

**Shop the 7 cars you are approved for from your store**

APPROVED
2009 Chevrolet Equinox
CarMax Oxnard
\$9,599 • 127 Miles
\$121 / 72 mo @ 12.75%



APPROVED
2010 Buick Enclave
CarMax Oxnard
\$13,998 • 100 Miles
\$207 / 72 mo @ 12.75%



2016 Kia Soul
CarMax Oxnard
\$14,998
\$222 /

7 approved cars available

HOLD SELECTED CAR

YOUR NEAREST STORE
WEST BROAD
11090 West Broad Street
Glen Allen, VA 23060
(804) 762-8052

Today's Hours:
10AM- 9PM

**Why finance with CarMax**

- You see the same rates we see. No games or hidden surprises.
- Our associates have no incentive to sell you a particular rate.
- Found a better offer? You've got 3 days to switch, penalty-free.

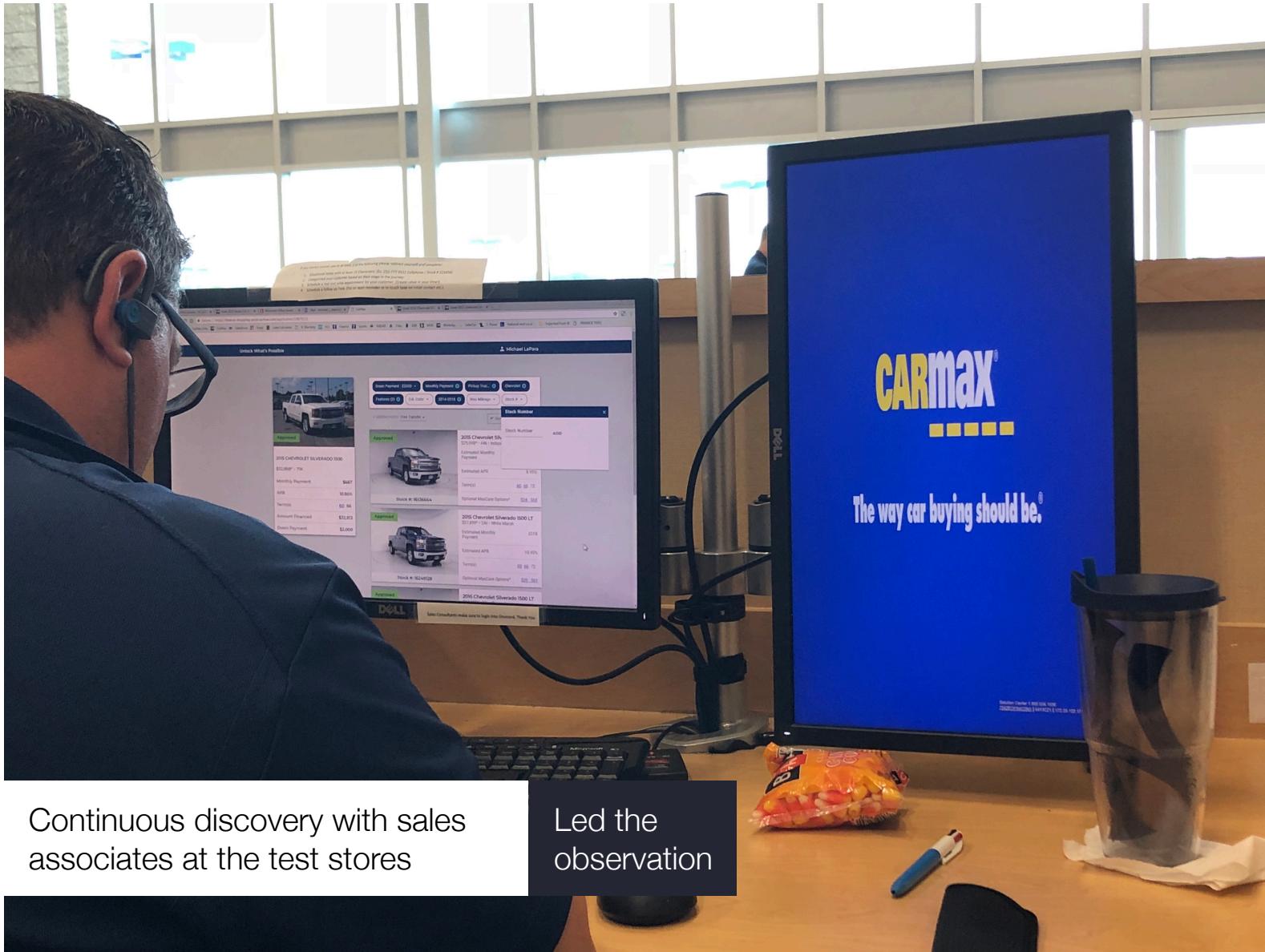


- Initial self-service experiment to scale the experience to a selected group of customers with limited functionality



Partnered with sales manager to
create test scenario for associates

Partnered
with store



Continuous discovery with sales associates at the test stores

Led the observation

How did we do?

- Statistically significant took 30 days
- Outcome: around **7% lift in sales conversion**; with a potential for a **\$140 million sales lift when scaled nationwide**
- Next step: scale to customer-facing experience

