# Pierre Foucart's portfolio 2020

**Featured projects:**

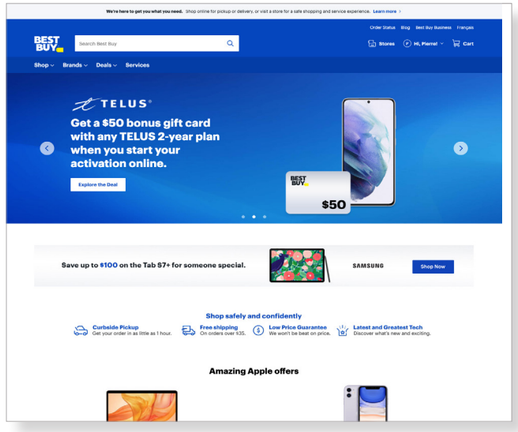
- **Best Buy Canada** Scaling Merchandising Solutions • 2019-2020
- **BDC** Client Space Redesign • 2017-2018
- **Breather** Homepage Optimization • 2016
- **La Capitale Insurance** Mobile Web Optimization • 2015
- **Tourisme Québec** Co-designed Information Architecture • 2014
- **Energie Cardio** User Centered Redesign • 2013

# Best Buy  Scaling Merchandising Solutions

I was asked to design the CMS output to manage merchandising content.

As a promotional retailer, merchandising is essential to Best Buy Canada's business.
Merchandising is used throughout the website to:

- Support sales events
- Support vendor funding
- Educate customer on new services and products.




## Initiative goals

For our customers:

- Navigate a consistent experience that would behave as expected.
- Be offered the most relevant content at all times.

For the business:

- Be able to deliver vendor experience faster.
- Be able to manage the site experience with reduced headcount.

## An expensive strategy

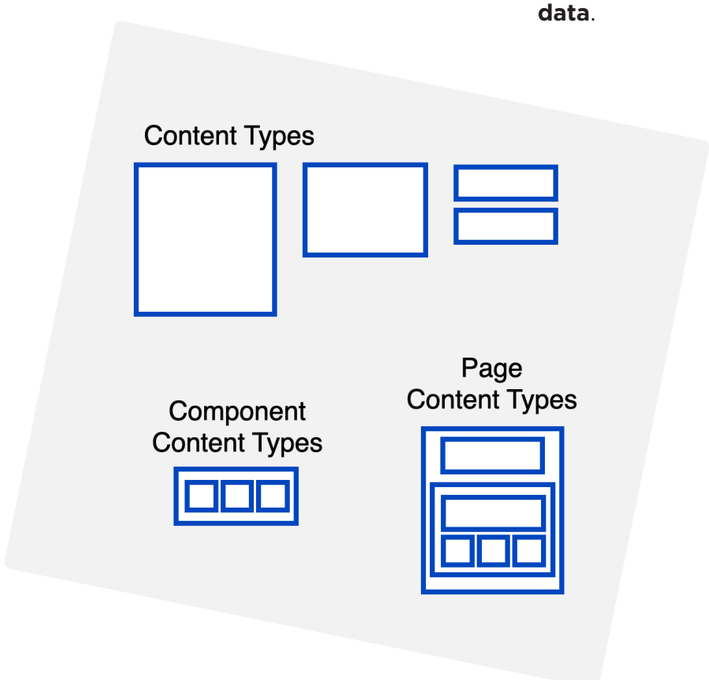
The CMS project had already started when I joined Best Buy. The strategy was to reproduce, within the CMS, each section of the website and enable merchandising of each business case by using the CMS.

It did not provide flexibility, as each business change required new development. It was ultimatly **moving the labour cost from webmasters to full-stack developpers**.

## Resetting the implementation strategy

To succeed we had to **realign our strategy with our business goals** and solve for our stakeholders objectives:

- The Director of eCommmerce wanted to be able to update the website more often with a smaller team.
- The VP of Technology had 3 quarters to switch the ecommerce platform from the current platform, to the one under development that would be powered with the CMS.




We had, 3 quarters to build the foundation of a solution solving current and future business needs while requiring less resources to update the website.

We switched the strategy to **build a CMS blind to business needs** that would enable to merchandise content on the website while **delivering a responsive experience following industry best practices** and enabling **interface patterns expected by our customers**.

The headless solution that had been choosen to support the website was perfect for that.

Rather than copy entire experiences, we built **a framework of content types** that merchandisers could later assemble like lego blocks to create the experiences they want customers to interact with and vendors to advertise.

Therefore, **each new component** we were delivering was **nimble enough to solve multiple problems at ones for multiple business units**. Merchandising teams were also able  touse assets in multiple areas of the website making for efficiency gains.

## Tactics

- Each page type has been recreated in the CMS (homepage, category pages, product details page, ...) as a  page content type.
- In-page components have been made universal component content types to **enable consistency, facilitate team training, allow retargeting, reduce development cost**.
- Vocabulary has been aligned across business units enableing teams to share learning and resources.
- Rules on page presentation was not set by technology so that merchandising teams could define their own playbooks to create templated experiences to **evolve based on real world data**.

## Responsabilities

My responsabilities evolved with the project from defining the interaction design of CMS patterns and components to:

- Define the overall strategy, content strategy of the CMS architecture, information architecture, interaction design and patterns to develop.
- Become the bridge between Technology and Merchandising teams.
- Solve how merchandising and vendor funding experience was created on the website.

## Result

The entire merchandising effort now relies exclusively on the CMS. It allows a **consistent experience** accross all customers viewports. This project has led to the creation of a product that is consistently iterated on.

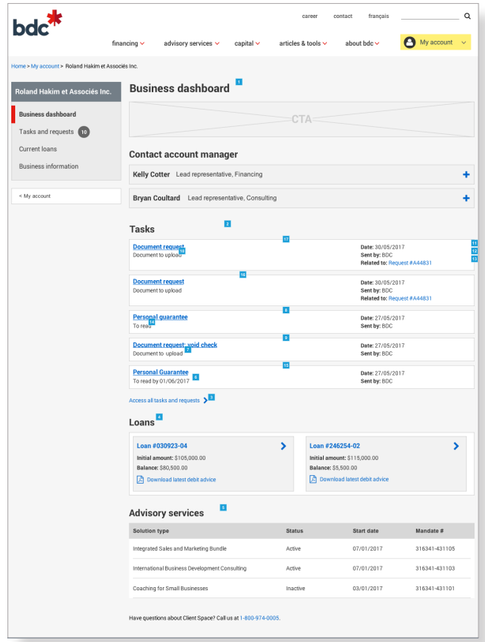
The business no longer hire contractors in busy seasons, while the **depth of sale events** and the **velocity of merchandising teams** has never been so high.

# BDC Client space redesign

I was hired by BDC (Business Development Bank of Canada) to redesign the user experience of their client space and help the marketing team by defining and supervising the user experience of their digital projects.

Over 18 months this led me to:

- Design, with the help of another UX designer, the user experience of a 30 million dollars project
- Add **remote user testing** to the bank's testing tools
- **Educate multiple departments on User Experience** and define solutions with customers in mind
- **Coach the UI team** to transition from Photoshop to Sketch and **implement a design system** used by the entire organization




## Artifacts and methods

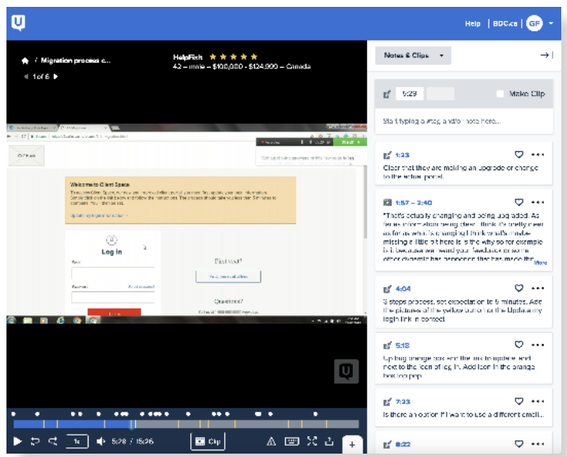
- Wireframes
- Usability testing
- Design system
- User behavior analysis

## Using user data to craft the product vision

The client space project was driven by technologists, business units and deadlines rather than user studies and problems to solve.

With the help of a lead business analyst, we added users in the mix by **analyzing users behaviours** on the previous platform. It informed new process and **what problems we would solve**.

This led in particular to the creation of an account hub page and a user dashboard that were very well received by stakeholders and users that we tested it with.




## Implementing remote usability testing

BDC initially planned to only test the final product in a lab. I evangelized for earlier and regular tests. The adoption of a remote usability testing tool allowed us to **validate designs ahead of development and avoid rework**.

It allowed to **test and iterate** mobile interfaces, loan detail screens, marketing projects and UX copy.

## Getting head count for UX writing

Being able to test our design, copy and flows with real Canadian entrepreneurs allowed us to have **real world feedback that challenged our assumptions**.

We found an important **disconnect between the bank and customers language**. This led to a global discussion on tone and vocabulary used with customers.

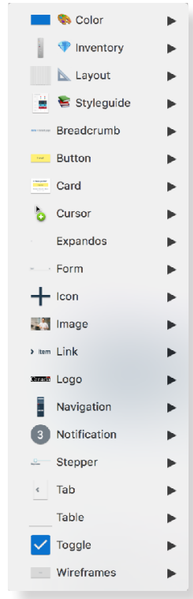
Following this discovery, a copywriter was assigned full time to project.

## Changing design tools to facilitate iterations

Customer and stakeholders feedback led to many iterations. So many, that the UI designer did not had time to update her designs as fast as the wireframes were changing. To avoid doing the work twice, I suggest to move the entire team to Sketch rather than use Axure RP for wireframes and Photoshop for UI.

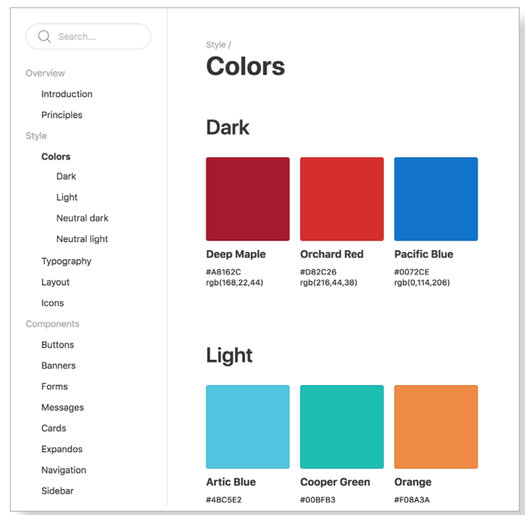
Using a single tool, the UI designer concentrated her energy creating new graphic assets while we, UX designers, were now using these assets to deliver pixel perfect deliverables. This was possible by the **creation of a design system and well specified Sketch library**. In parallel, we **added Zeplin to our toolbox** to optimize our work flow with front-end developers.

We went from a waterfall process to a seamless collaboration between UX and UI designers and front-end developers.




## Results

The project was delivered in July 2018.
In September 2020, BDC recognized this project as the **foundation of its digital transition**.



# Breather Homepage Optimization

As Design lead of the **growth hacking team**, I led the redesign of the homepage of the meeting room booking service.

Breather's homepage had not changed in almost a year. The content and design was focused on registration and was converting really poorly.

## Goals of the project

- Get a better understanding of user needs, questions and expectations.
- Make a **significant change in conversion from first visit to first booking**. Account creation was a vanity metric while booking is how the company makes profit.

## Artifacts and methods

- Heatmap / clickmap
- User behaviour tracking
- Usability testing
- A/B test
- User experience map

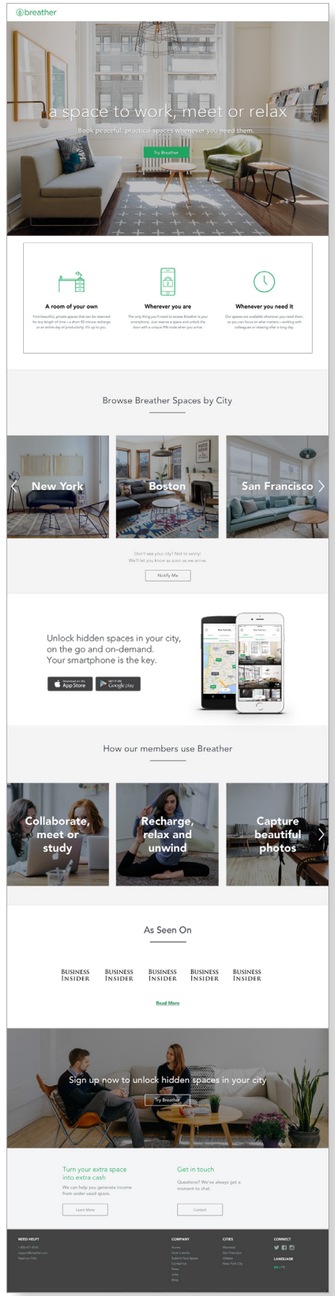
## User resarch and customer behavior analysis

Usability tests I conducted showed that the homepage was not **solving customers jobs to be done**.

Users wanted to browse meeting spaces right away. They did not care about the company mission or the space concepts.

At that point, customers did not wanted to understand how the service worked, download our mobile app or understand how it works.

Research showed that users where using our service mainly for business use while our marketing material was featuring personal use.




## Iteration 1 - Remove unnecessary information

With this new information in hand, we updated the homepage content to feature our product promises and how it solved customer needs.

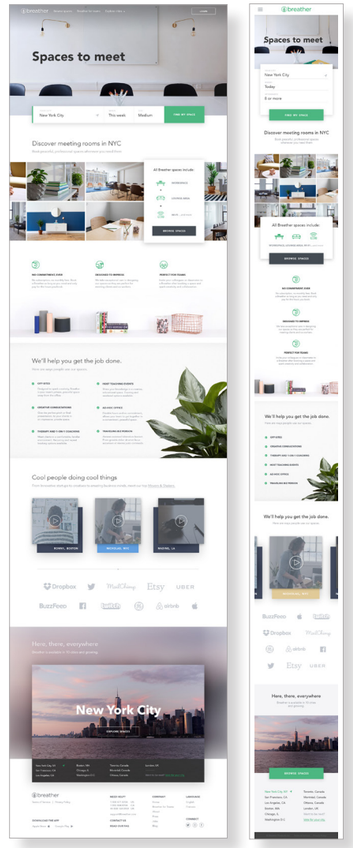
### Results

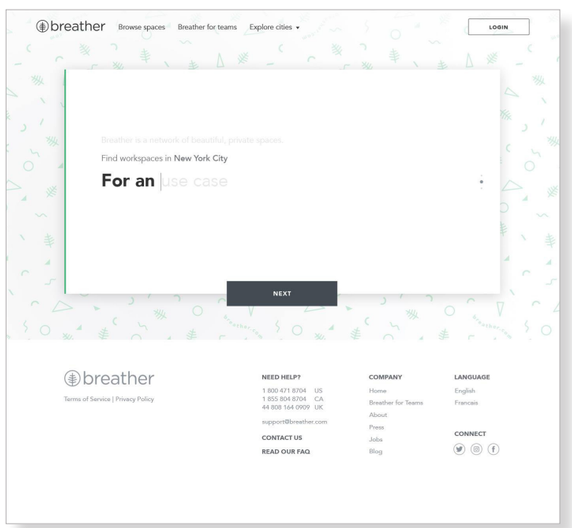
This iteration performed poorly:

- We only had a 1% increase in bookings which did not allow to reach statistical significance.
- Aligning copy with customer problems was not enough to increase engagement

But we were getting closer:

- Reducing the content allowed to validate that users wanted to browse right away.
- Removing mentions of the mobile app and "How it works" section had no negative impact on app download and conversion.
- It revealed that users were booking far in advance making our  the default search parameter irrelevant.




## Iteration 2 - Focus on job to be done

With this second iteration we decided to remove all the content and focus exclusively on delivering the main product promise: finding meetings spaces in the user city.

To that end, I designed an engaging 3 steps search process that relies on users IP address or phone location to preselect their city and then guide them to select criteria matching their needs.

### Results

- Homepage bounce rate dropped by 26%
- Conversion from the homepage to search results increased by 15%
- We learned that transaction was not a reliable metric as other parameters impacted it.

# La Capitale Insurance Mobile Web Optimization

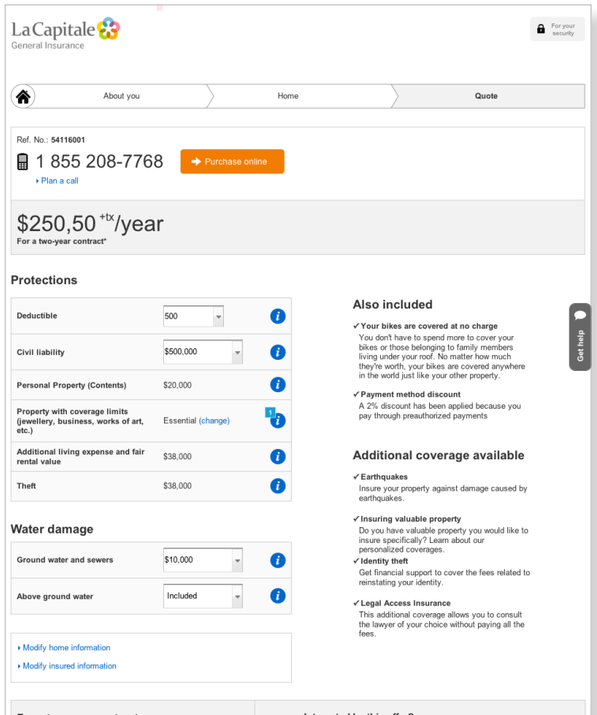
La Capitale Insurance had a dated platform that was only optimized for desktop browsing.

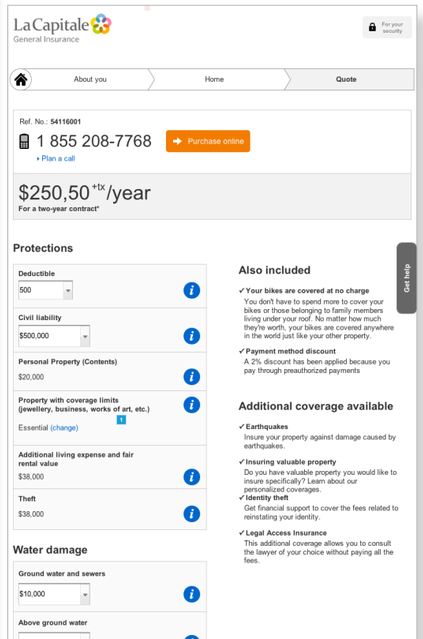
They contracted me to define a **mobile friendly solution** that would have a **minimal technical impact**.
They only had a few months to make their website mobile friendly before Google would roll out an algorithm update impacting their business reach.

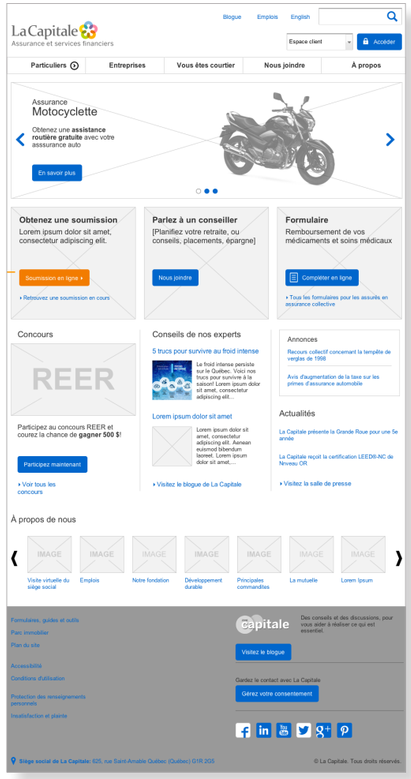
I had to redesign the experience of two platforms: their corporate website and their online quoting tools. Each platform had its own technology stack and was managed by a different team.

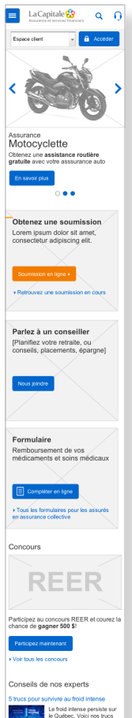
## Tools and methods

- User behaviour tracking
- High fidelity wireframes
- UX training
- Interactive and responsive prototypes
- Remote usability testing

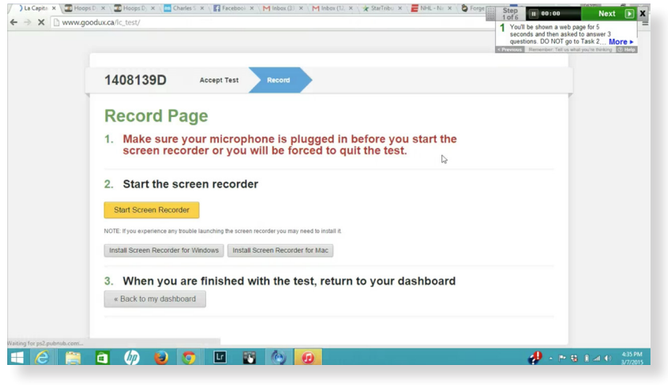


## The online quoting tools




This platform was managed by the marketing team which role was to optimize the conversion of quoting tools. Therefore we had a lot of data to work with.

This led to:

- **Audit** the UX of 10 different insurance quoting tools,
- **Manage a team** of 2 UX designers to redesign the flow and information hierarchy of all quoting tools,
- Create **interactive prototypes** of the proposed redesign and conduct over 50 user test sessions to iterate to the optimal solution.

Because of Canadian insurance regulations, we had to make sure that every displayed price was clear and that all options were understood and visible. User tests allowed us to do that.

## The corporate website

Maintained by the company's IT team, the corporate website was powered by an ancient CMS. I had to learn the constraints of their technical platform to find ways to make it mobile-friendly in a record time.

Through my involvement I was led to:

- Break down the website in components and how they would behave on each breakpoints states,
- **Coach the IT team** on design principles and mobile web best practices to implement an adaptive solution.

## Results

We **met a very tight deadline without compromising the user experience** and the business metrics.
This was a great achievement since these teams usually take years to roll out major updates.

# Tourisme Québec  Co-designed IA

Tourisme Québec - a provincial corporation - wanted to update its digital platform to improve findability of touristic activities.

## Tools and method

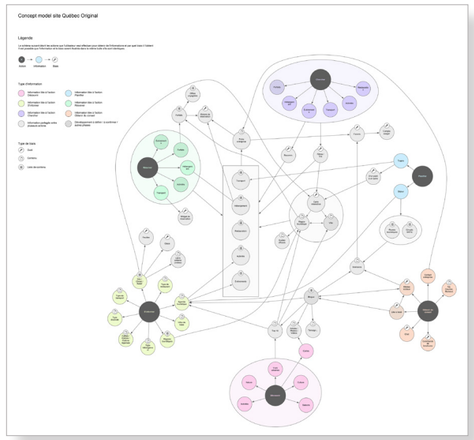
- User interviews
- Personas
- Card sorting
- Concept map
- Information architecture / site map
- Responsive wireframes

## Stakeholder management and involvement

Stakeholders were foreign to UX.
I **evangelized the UX practice** to the client so they would  understand how my work was going to ensure that the final product would solve customers needs.

Each phase of the **UX process** was carefully planned and presented to ensure stakeholder buy in and involvement.

I also brought the client along in **customer analysis and content inventory exercices** as they were not used to work with external firms and were risk averse.




## Reorganizing a massive database

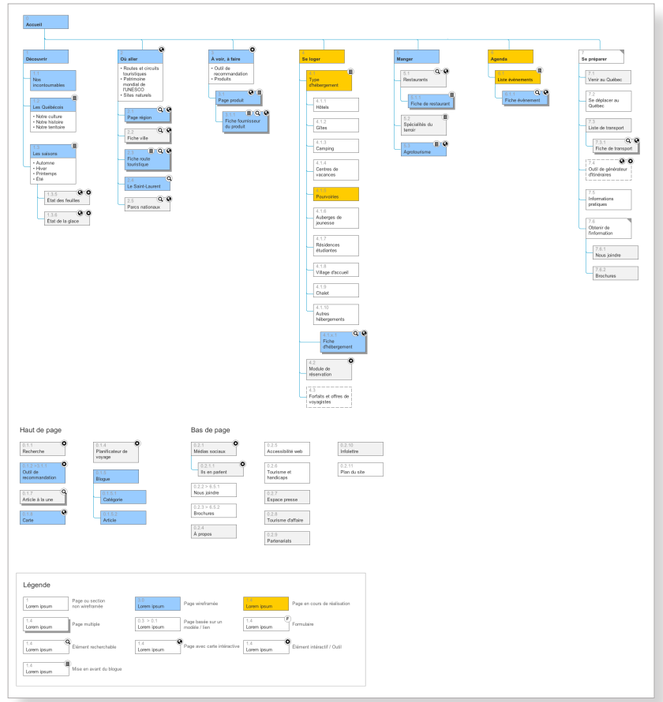
Tourisme Québec had a database of 15,000 professionals distributed over 260 categories.

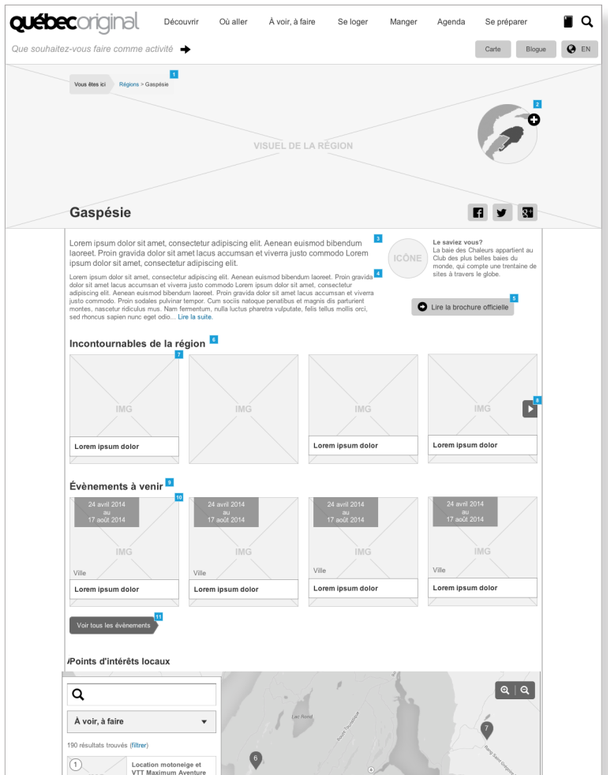
The specifity of the categories was counter productive as it did not solve for all **mental models** and complexified navigation.

I used **card sorting** with multiple subjects and stakeholders to redefine categories.

A matrix was created with seasons and themes to allow users to find activities based on their interests. This matrix allowed us to built a powerful recommendation tool aligned with our **personas**.

The new architecture was reduced to 22 categories.




## Documented deliverables

Because government entities need to justify budget spending, each step of the **UX process** was documented from planning to deliverables.

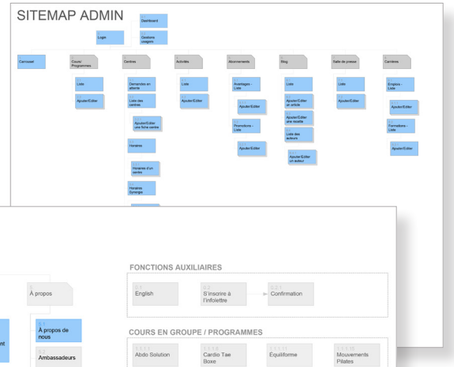
**High fidelity wireframes** were created for each screens, states and viewports of the website experience.
An Interation Design Document made sure that technical partners had all the necessary information to develop the intended experience.

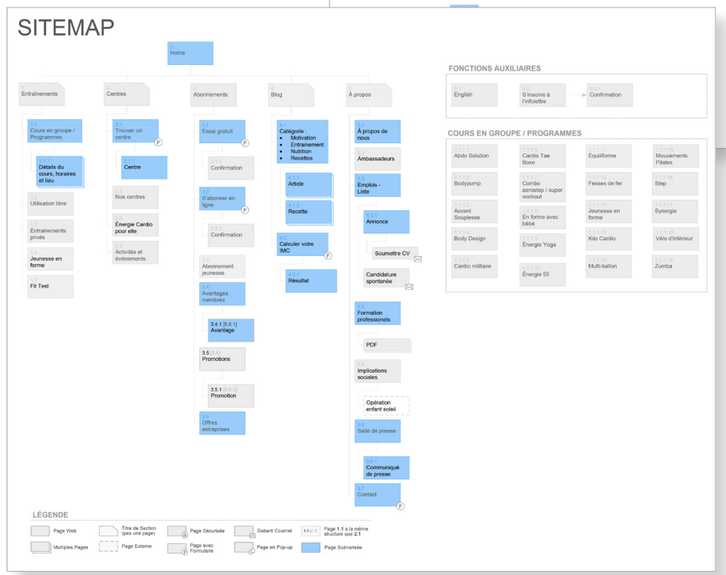
# Énergie Cardio User Centered Redesign

Énergie Cardio web platform was no longer providing value for the business.

It was no longer bringing leads to franchisee and missing information critical to customers.

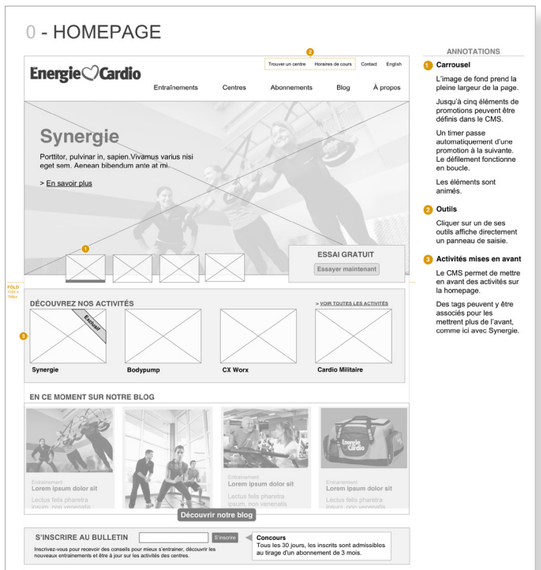
Our mandate was to redesign the website, create more leads to free trials and create new tools to find clubs, classes and schedules.




## Tools and methods

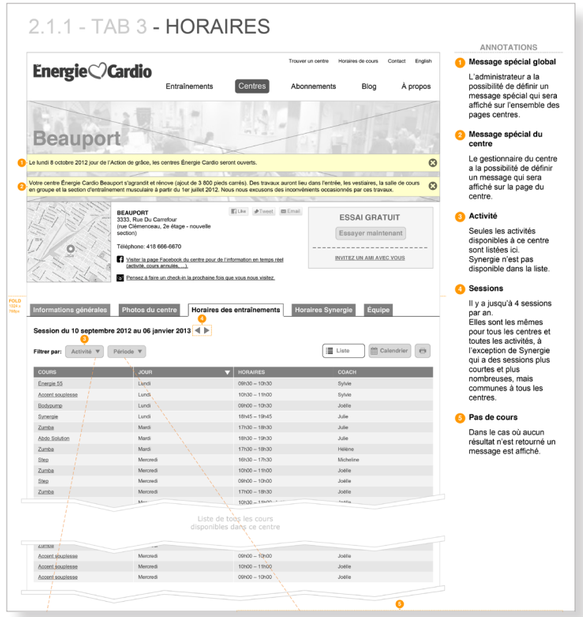
- User interviews
- Information architecture
- High fidelity wireframes
- Creative direction

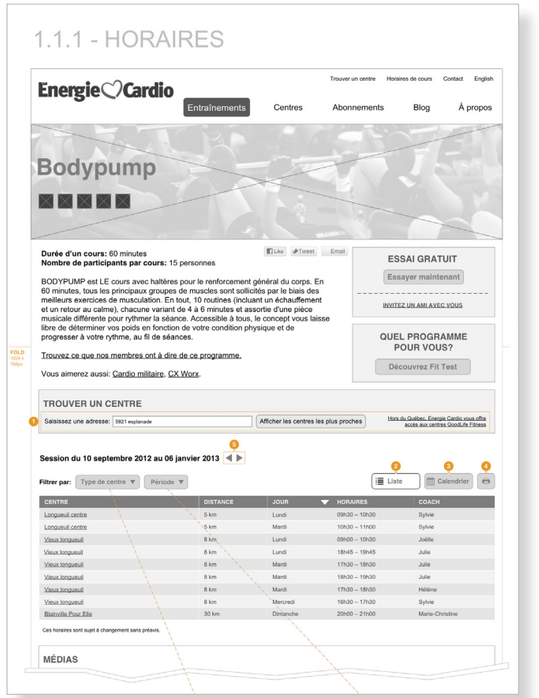



## Less is more

The client had a print mentality where everything has to be shown and available at foresight. We challenged that mentality by only displaying information that users needed the most.

We conducted **user interviews** to know which information were the most important and used it prioritize deliverables and define **information hierarchy**.




## A new back end interface

Because Énergie Cardio is a franchise model most of the information on their website is entered by local branches. To facilitate this process, we developed a new CMS based on local owners feedback.

This new CMS had to 2 goals:

- Provide an intuitive interface that gym managers and trainers would use to updated classes, trainer biographies and schedules.
- Support a process which allows Énergie Cardio's headquarter to validate sensible information and maintain consistency.

## Results

- Users are now able to find classes based on their fitness goals (building mass, cardio, ...), find clubs near them and print a training calendar based on their classes and favorite trainer.
- The overall website content was updated more frequently and had a higher completion rate.