



Design at Scale

by Rosenfeld

@Design\_at\_Scale #DAS2022

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THEME 2: Design Processes for a New Normal curated by Lada Gorlenko



# Delivering at Scale: Making Traction With Resistant Partners

ANAT FINTZI

Staff UX

RACHEL MINNICKS

Manager, Enterprise UX

The Home Depot  
Deliveries Experience

TELL me → I FORGET

SHOW me → I REMEMBER

INVOLVE me → I UNDERSTAND

## THE HOME DEPOT: STATS

- 6th LARGEST PRIVATE U.S. COMPANY
- 505,000 EMPLOYEES
- Q1 2022 EARNINGS ALONE Merit #81 on Forbes 100 for 2021
- #17 on the FORTUNE 500 list

You would think a company like this would be GREAT at DELIVERY.  
Uhhh... NOT SO MUCH!

~65% DELIVERIES Late or Lost  
VIA CUSTOMER ANALYTICS TEAM  
WHY?

## OUR SUPPLY CHAINS HISTORY

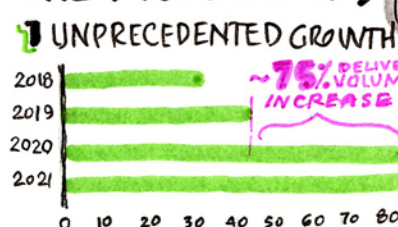
- 1979 THE HOME DEPOT IS FOUNDED
- 2001 BEGINS OFFERING UNSCHEDULED DELIVERY FOR ONLINE PRODUCTS 8-10 BUSINESS DAYS
- 2005 AMAZON BEGINS 2-DAY PRIME DELIVERY
- 2011 OFFERS BUY ONLINE, PICK UP IN STORE STORES AS MINI-WAREHOUSES
- 2012 EXPANDS APPLIANCE FULFILLMENT THROUGH G.E. SUPPLY CHAIN
- 2014 ENABLES SCHEDULED DELIVERIES FOR ONLINE ORDERS
- 2017 EXECUTIVE LEADERSHIP TEAM ALLOCATES \$1.2 BILLION OVER 5 YEARS TO CREATE THE FASTEST, MOST EFFICIENT DELIVERY IN HOME IMPROVEMENT

Upstream capabilities are doing GREAT (HOW WE MOVE GOODS INTO WAREHOUSES + STORES)  
How we're fulfilling customer orders needs work  
→ Need to consolidate 4 different channels for  
SCALABILITY, RELIABILITY, ACCURACY and COMMUNICATIONS  
Simplify complexity in supply chains

AVAILABILITY = SUPPLY - DEMAND - ERROR  
of PRODUCT

THE NUMBER (QUANTITY) WE FEEL COMFORTABLE TELLING CUSTOMERS WE HAVE

## THE PROBLEM(S)



- 2 FOUR BUSINESS TEAMS arguing about priorities
- ONLINE ORDERS
  - IN-STORE PICKUP
  - APPLIANCE DELIVERY
  - SCHEDULED DELIVERY
- EACH WITH THEIR OWN Analysts, Technology, Systems and Product partners
- ONE Deliveries UX Team

## TACKLING THE PROBLEMS

- Build Trust** Anat worked FROM THE GROUND UP BY DEVELOPING EXPERTISE IN THE TECHNICAL AND BUSINESS CONTEXT with her individual contributors across work streams while Rachel worked with senior leadership. PRO TIP: These I.C.s become leaders in time so are primed. TRUST + CONTEXT
- Gain Traction** BY UNDERSTANDING TEAMS' MOTIVATIONS AND FACILITATING THEIR SUCCESS. We looked for partners, too.
- INVEST IN YOUR TEAM** MEET THEM WHERE THEY ARE (mine were all back-end people) Stakeholder Interviews SERVICE MAPS
- UNDERSTAND YOUR BUSINESS** USER IMPACTS BEHIND BUSINESS ASKS Field visits (with the team) UNDERSTAND WHY? BONUS: MAKE HELPFUL COUNTER PROPOSALS. pain points

## THE WORK

- MOVING PEOPLE FROM PASSIVE TO RESISTANT gain access to fears + motivations TO MAKE IT ABOUT THEM
- PERSUASION SHORTCUTS consistency consensus
- COMMUNICATION TYPES Telling vs. Asking
- REDEFINING EMPATHY Problem-based → solution-based

## THE RECIPE

- STOP SPINNING YOUR WHEELS Figure out how to "tweak your golf swing"
- THINK OUTSIDE OF WORKSTREAMS Fix silo'd thinking with systems
- INVOLVE YOUR PARTNERS plus customer journey

## THE PAYOFF

- CONSOLIDATED TOOLS
- SINGLE SOURCE of TRUTH 10+ CONFIG. TOOLS → ONE
- DEDICATED EXPERIENCE TEAM: 4 UX 2 PRODUCT 6 ENGINEERING
- \*creating a DELIVERIES EXPERIENCE that centers customer needs and associate capabilities