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Delivering at Scale

Making traction with resistant partners

Knowledge Depot

You will learn...

- ▶ Home Depot History
- ▶ The Problem(s)
- ▶ Building Trust + Gaining Traction
- ▶ The Payoff



But First...

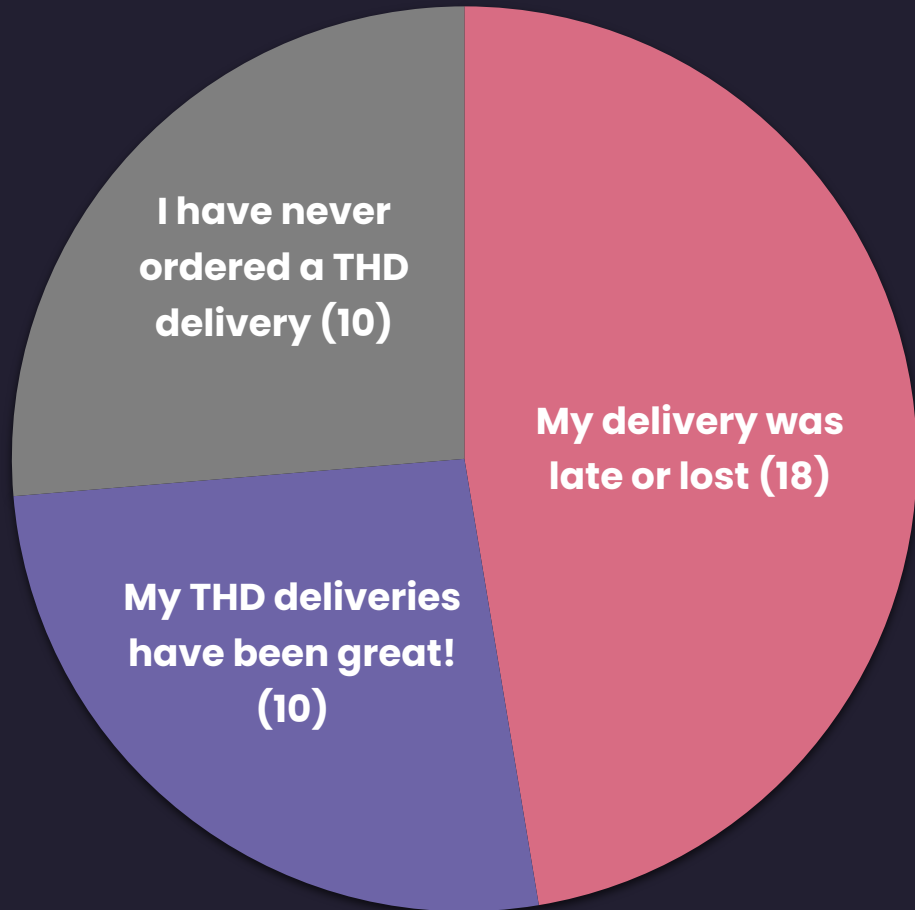
Some stats and a quick anecdote

- ▶ **THD is the 6th largest private company in the US. The company has 505K employees.**
- ▶ **Q1 Earnings of 2022 are enough to be ranked 81st on the Forbes 100 List for all of 2021.**
- ▶ **THD is #17 on the Fortune 500 list.**



But First...

Some stats and a quick anecdote



n = 38

VIKES

So, Why?

What's happening here?

Why is such a large and profitable company “delivering” such a disjointed fulfillment experience for our customers?



Home Depot History



Home Depot History

▶ 2017

Home Depot executive leadership team allocates \$1.2 billion over 5 years to create the fastest, most efficient delivery in home improvement

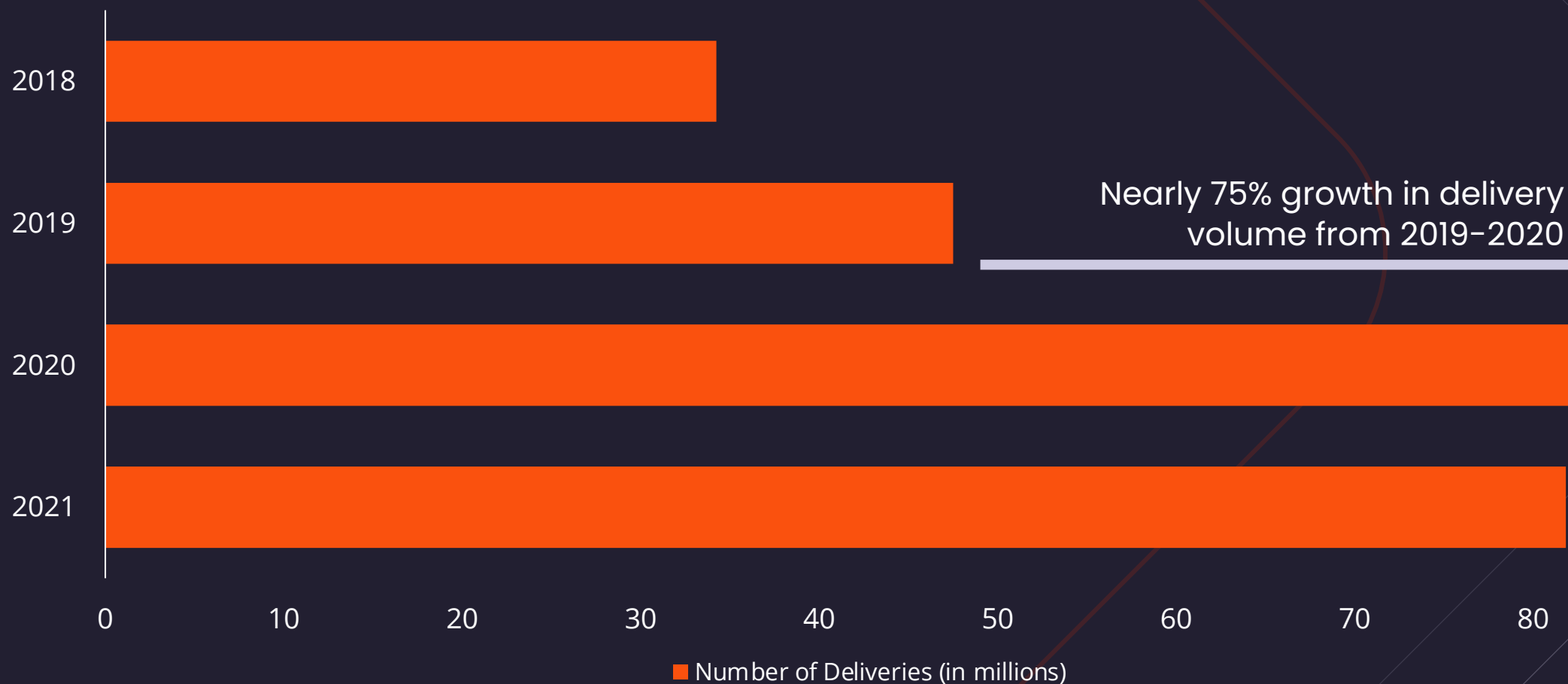


The Problem(s)



The Problem

Unprecedented growth



The Problem

FOUR business teams



- Analysts
- Systems
- Technology
- Product



- Analysts
- Systems
- Technology
- Product



- Analysts
- Systems
- Technology
- Product



- Analysts
- Systems
- Technology
- Product

ONE Deliveries UX Team

Tackling The Problems

What did we do?

▶ Built Trust

From the ground up by developing expertise in the technical and business context

▶ Gained Traction

By understanding your teams' motivations and facilitating their success



Building Trust

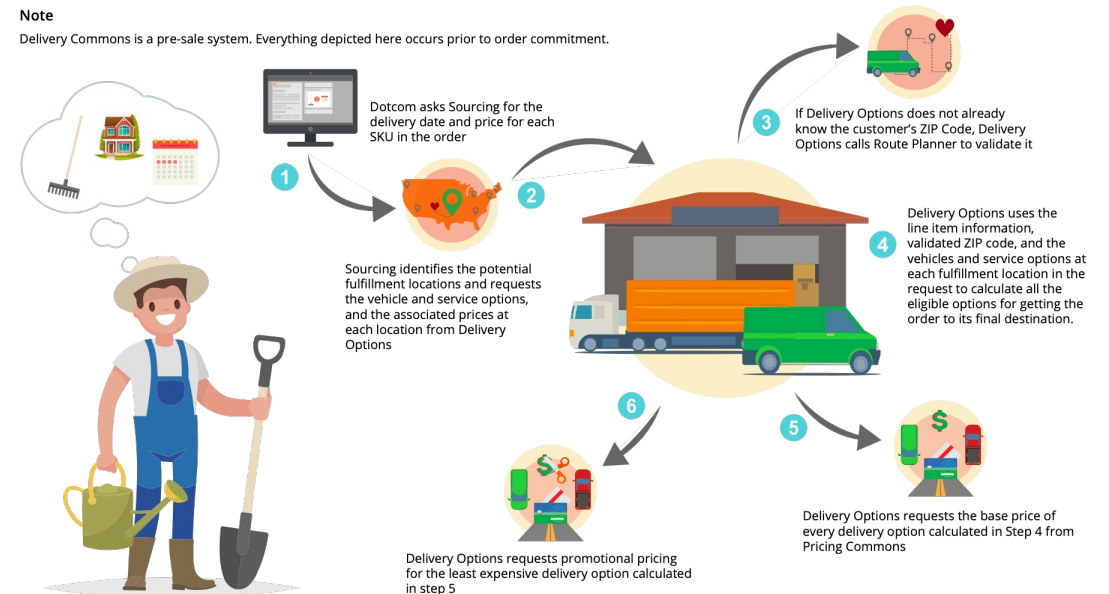
Invest in your team

▶ Meet your team where they are

Delivery Options for Unscheduled Deliveries to Customers

Note

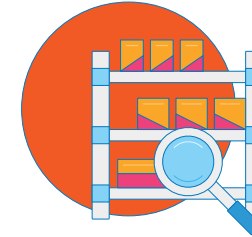
Delivery Commons is a pre-sale system. Everything depicted here occurs prior to order commitment.



Building Trust

Understand your business

▶ User impacts behind business asks



PRODUCT AVAILABILITY

PRO Account Sales Associate Needs

A guide to the product availability information that Home Depot PRO Account Sales Associates (PASAs) need to help PRO customers grow their businesses.

On the importance of knowing product availability:

“It’s like life and death”

PASA, Store #1755

THE PROBLEM

**THE ONLY AVAILABILITY THAT USERS
EVER SEE IS CARRYOUT AVAILABILITY
AT THEIR CURRENT LOCATION**

WHAT IS AVAILABILITY?

SUPPLY – DEMAND – ERROR

The number of units we can confidently promise customers can purchase through their preferred fulfillment method and on on their desired fulfillment date.

AVAILABILITY DEPENDS ON...

Fulfillment Method

Delivery Options

Gaining Traction

The work

▶ **Moving from Passive to Resistant**

▶ **Persuasion Shortcuts**

Consistency
Consensus



**Special thank you to Nancy Dickenson from the Conference 'The Art and Science of Influence and Persuasion' with NN/g*

Gaining Traction

The work

▶ Communication Types

Telling vs. Asking

▶ Redefining Empathy

Moving from problem-based empathy to solution-based empathy



Gaining Traction

The Recipe

▶ Stop Spinning your Wheels

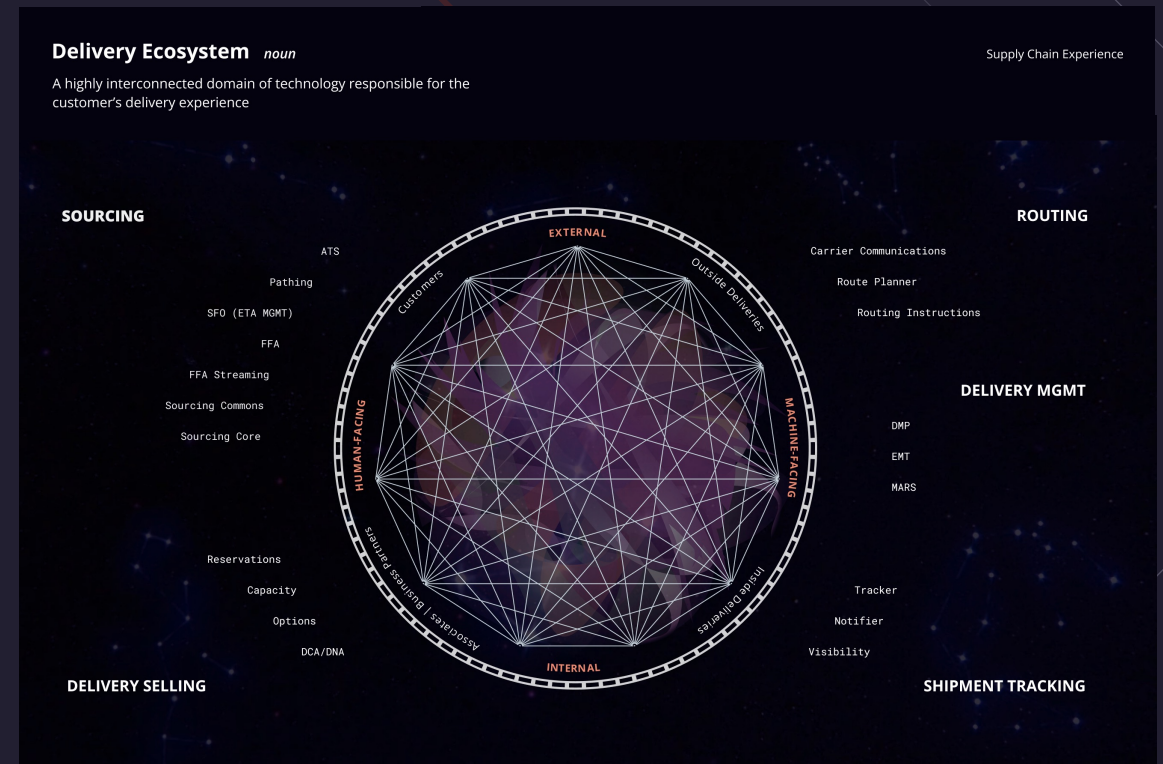
Figure out how to tweak your golf swing

▶ Think Outside of Workstreams

Fixing siloed thinking

▶ Involve your Partners

Tell me and I'll forget, **Show** me and I may remember, **Involve** me and I will understand



The Payoff

Consolidated tools

▶ A Single Source of Truth

Consolidated 10+ configurable tools into one

▶ Dedicated Experience Team

Comprising UX (4) Product (2) and Engineering (6) that is focused on creating a deliveries experience that centers associate capabilities and customer needs



The Payoff

Cross-communication

▶ Engineers

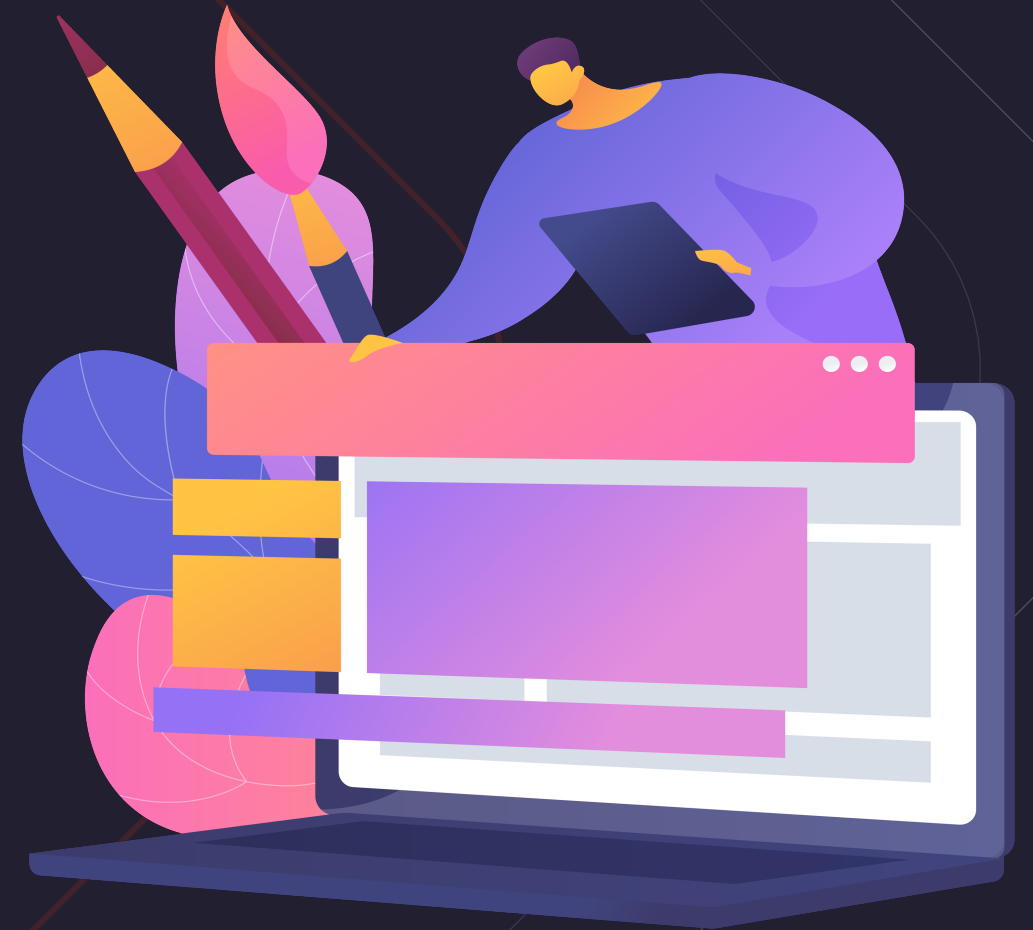
Better questions and more informed technological design decisions

▶ Product Managers

More effective discovery via partnership with UX

▶ Business Partners

Greater emphasis on the customer and associate experience



The Payoff

Communication between the channels



ONE Deliveries UX Team

Thank you!

