

# Not Your Ordinary Rebrand.

Driving customer obsession at Best Buy



**Jamie Kaspszak**  
Strategy & Operations



**Sara Asche Anderson**  
Experience Design & Research

# Experience Team Charter

## Our Purpose

Lead Best Buy's relentless focus on customers and employees by influencing the enterprise to consistently deliver value.

## Our Core Values

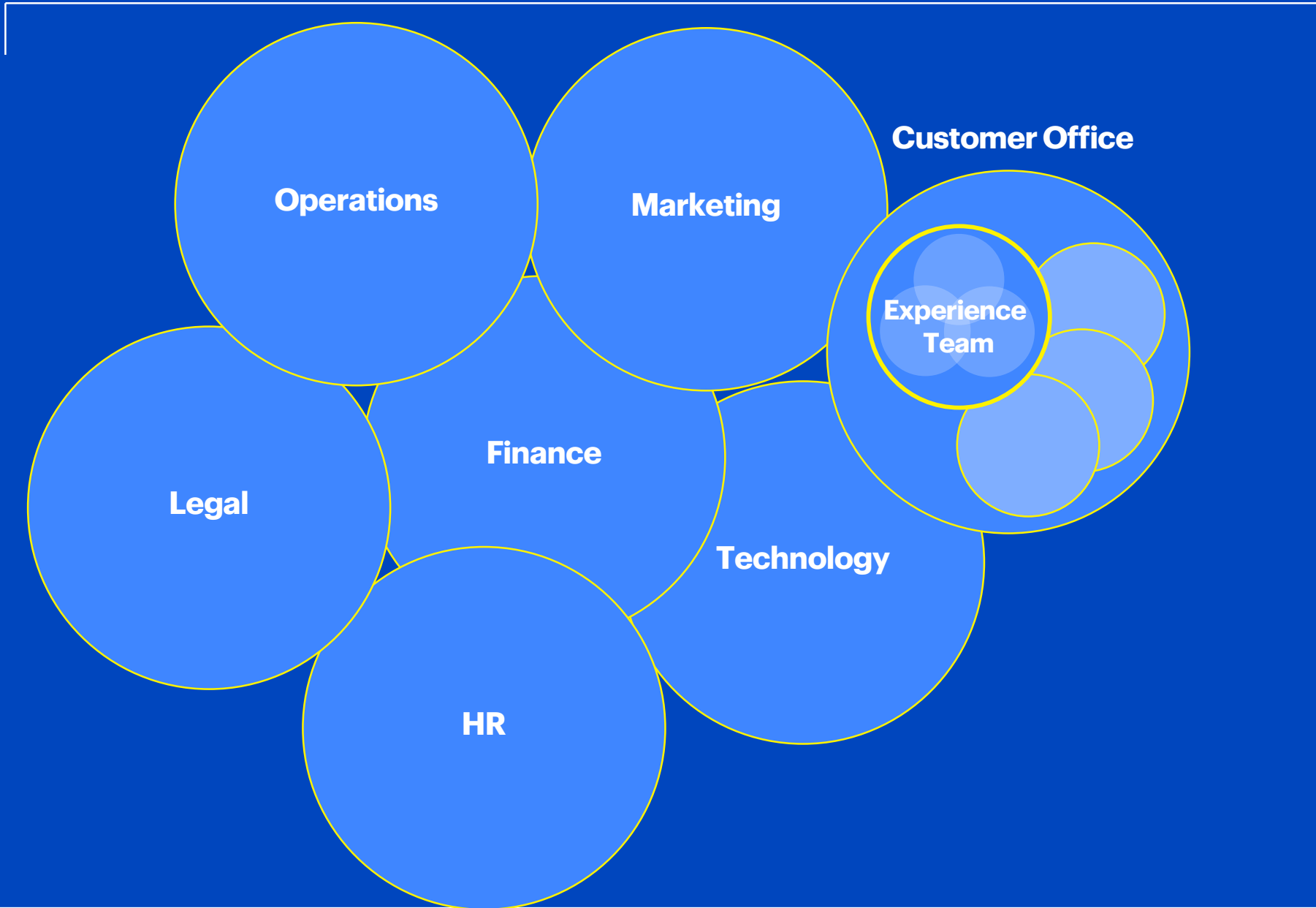
**Empathy Focused**  
By keeping customers and employees top of mind, and providing human-centered design expertise for the enterprise to create loveable experiences

**Impact Oriented**  
By coming together as one team to deliver powerful experiences that drive positive and tangible change for customers and employees

**Future-Driven**  
by utilizing our knowledge and expertise about our customers and employees to anticipate their needs



**CEO**



# Experience Team: Capabilities

Ri

## Research & Insights

We discover and synthesize primary and secondary data from customers and employees regarding their experiences.

Pm

## Project Management

We lead teams towards the successful completion of an initiative by placing an emphasis on people and providing structure with a purposeful plan.

Cd

## Capability Development

We provide strategic guidance for development of the Experience capability rooted in customer and industry trends to evolve the maturity of our Experience practice and maximize impact.

St

## Strategy

We create a vision and a plan to deliver a desired experience.

Op

## Operations

We align, design, and deliver efficient and effective processes, resources, and technologies according to the overall strategy and service offerings to perform as intended.

Ec

## Enablement & Culture

We help individuals and teams put the customer at the center of everything they do and create shared customer-centered values and behavioral expectations that focus employees on delivering great customer experiences that fulfill our purpose.

De

## Design

We generate ideas, prototype, and test with customers and employees to deliver the experience vision.

Em

## Engagement Management

We create and foster relationships with partners and stakeholders across the enterprise to understand their business objectives and ensure the experiences envisioned, defined, and delivered meet the needs of the customer, employee, and business.

# Experience Team: Capabilities

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## Enablement & Culture

We help individuals and teams put the customer at the center of everything they do and create shared customer-centered values and behavioral expectations that focus employees on delivering great customer experiences that fulfill our purpose.







“In the last couple years we’ve gotten very clear on our purpose, and that is to **enrich people’s lives with technology.** That purpose is not about what we think is best, it is about what our customers really need and want in order to make their lives better.”



## Competitor A

Friends with everyone,  
knowledgeable about a  
range of things...  
*but* lacks depth

“

A little too hyper at times,  
but they're always helpful.  
They could be more down  
to earth though.

Gen Pop, Orlando

## Competitor B

Hip trendsetter who has  
all of the latest things...  
*but* tries a little too hard  
and can come off as  
pretentious

It's the hipster whose  
parents are really paying  
for everything.

Gen Pop, Minneapolis



Nerdy, approachable,  
honest, reliable...

***but not someone I'd  
want to hang out with***

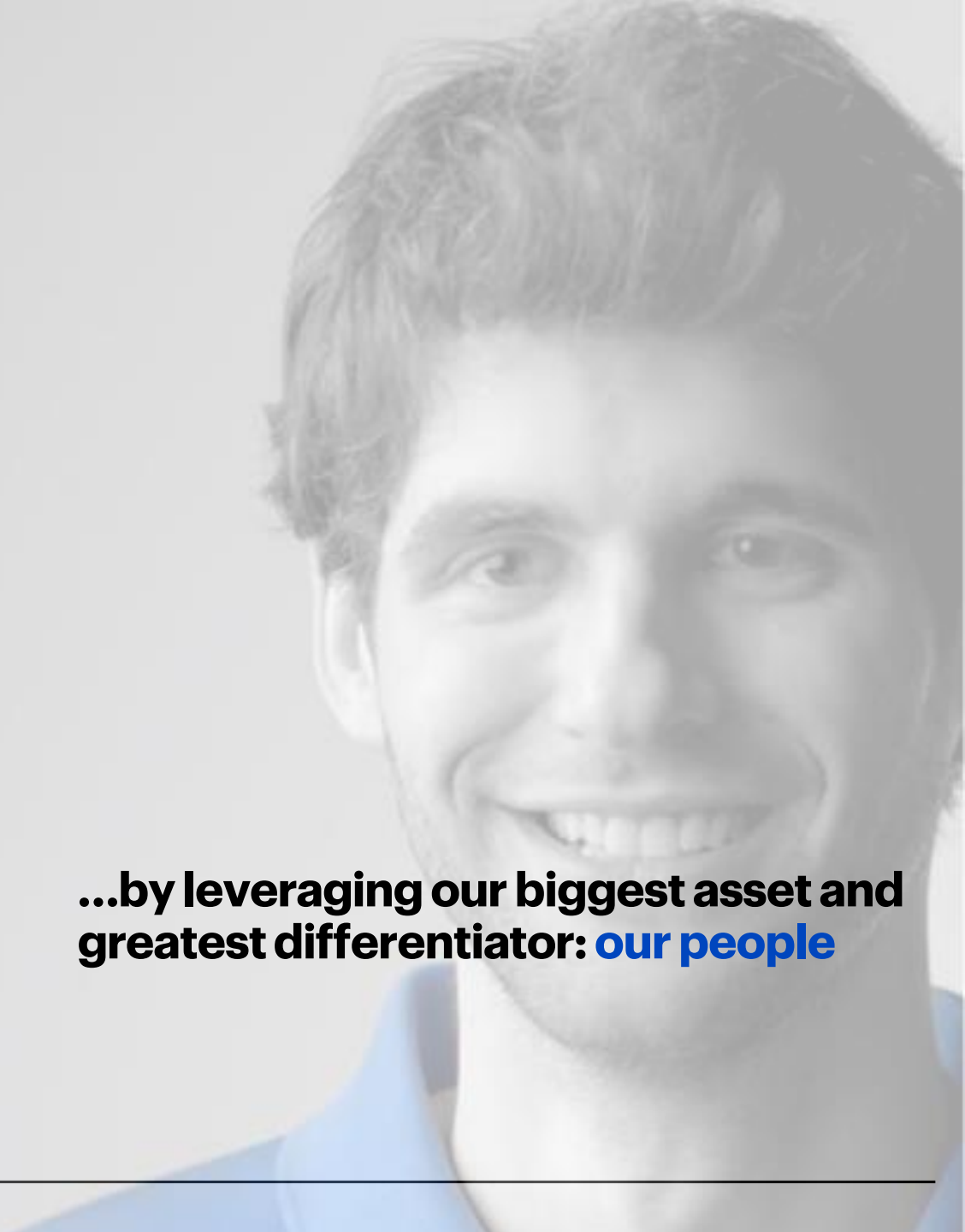
Boring and **stale but also  
nice and reliable.** You  
know they'll be there.

Gen Pop, Minneapolis

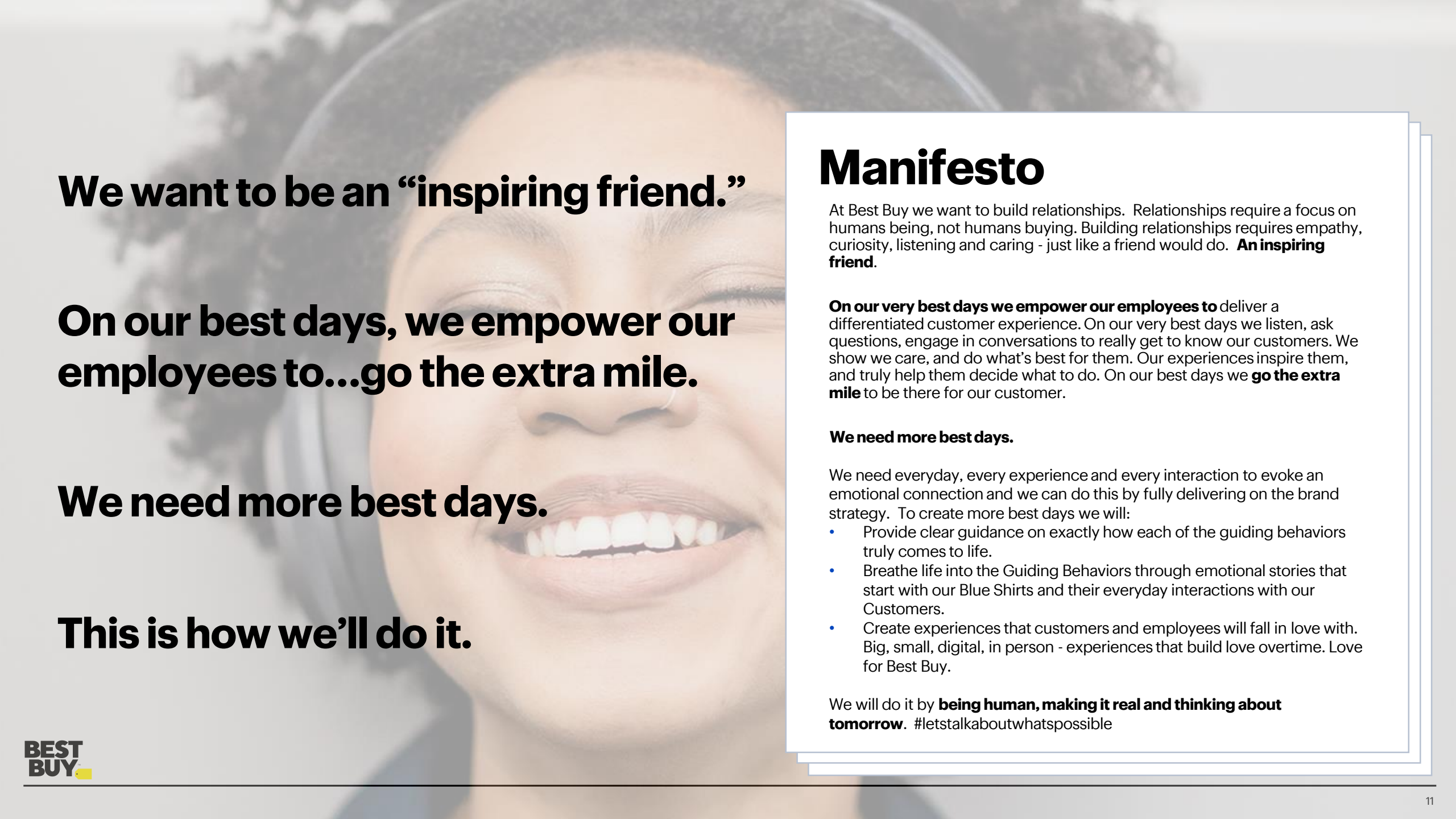
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**The Rally Cry + Guiding Behaviors are an opportunity to bridge the emotional disconnect between employees and consumers...**



**...by leveraging our biggest asset and greatest differentiator: **our people****



**We want to be an “inspiring friend.”**

**On our best days, we empower our employees to...go the extra mile.**

**We need more best days.**

**This is how we’ll do it.**

## **Manifesto**

At Best Buy we want to build relationships. Relationships require a focus on humans being, not humans buying. Building relationships requires empathy, curiosity, listening and caring - just like a friend would do. **An inspiring friend.**


**On our very best days we empower our employees to** deliver a differentiated customer experience. On our very best days we listen, ask questions, engage in conversations to really get to know our customers. We show we care, and do what’s best for them. Our experiences inspire them, and truly help them decide what to do. On our best days we **go the extra mile** to be there for our customer.

### **We need more best days.**

We need everyday, every experience and every interaction to evoke an emotional connection and we can do this by fully delivering on the brand strategy. To create more best days we will:

- Provide clear guidance on exactly how each of the guiding behaviors truly comes to life.
- Breathe life into the Guiding Behaviors through emotional stories that start with our Blue Shirts and their everyday interactions with our Customers.
- Create experiences that customers and employees will fall in love with. Big, small, digital, in person - experiences that build love overtime. Love for Best Buy.

We will do it by **being human, making it real and thinking about tomorrow.** #letstalkaboutwhatspossible



An actionable expression  
of friendship

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**Let's talk about  
what's possible.™**

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Inspiration that spans the  
extraordinary and the practical.





# Be human.

Put people before all else

# Make it real.

Bring the extraordinary into the everyday







# Think about tomorrow.

Account for what comes next, it makes all  
the difference

# Our journey from a rebrand to customer obsession

**Be human.**

# ob • sess

*verb*

Past tense: **obsessed**; past principle: **obsessed**

preoccupy or fill the mind of (someone)  
continually, intrusively, and to a  
troubling extent



A close-up photograph of two women smiling warmly. The woman on the left has dark hair and is wearing a black headband with white polka dots. She is holding a baby wrapped in white, crinkled paper. The woman on the right has blonde hair and is wearing a blue denim shirt. The background is dark with soft, out-of-focus light spots.

**Why**  
**Customer**  
**Obsessed?**

# Rising customer expectations means continuously obsessing over the customer and anticipating their needs



**Transaction  
Focused**



**Customer  
Aware**



**Customer  
Obsessed**



**FROM**

**TO**



**Solving for Current Needs**

**Anticipating Future Needs and Goals**



**Measuring Satisfaction Today**

**Measuring Long Term Benefits**



**What the Customer is Doing**

**Why the Customer is Doing it**



**Reactively Solving for Pain Points**

**Preparing for what Comes Next**

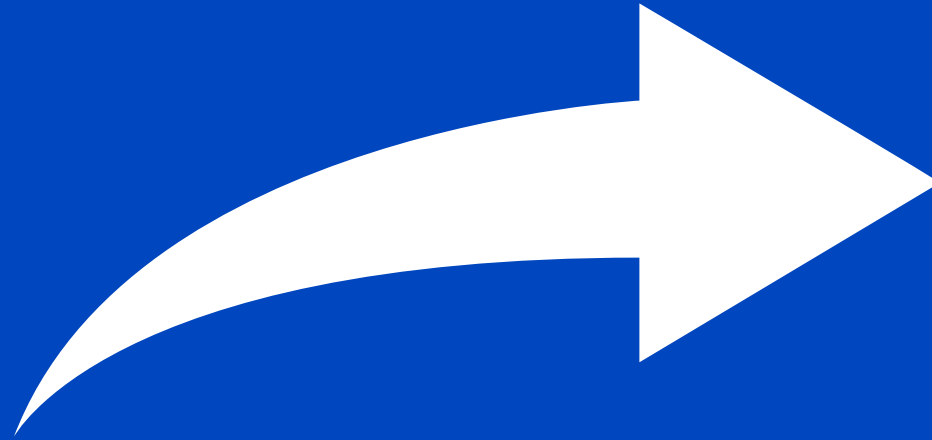


**Focused on Financials**

**Focused on End to End Experiences**



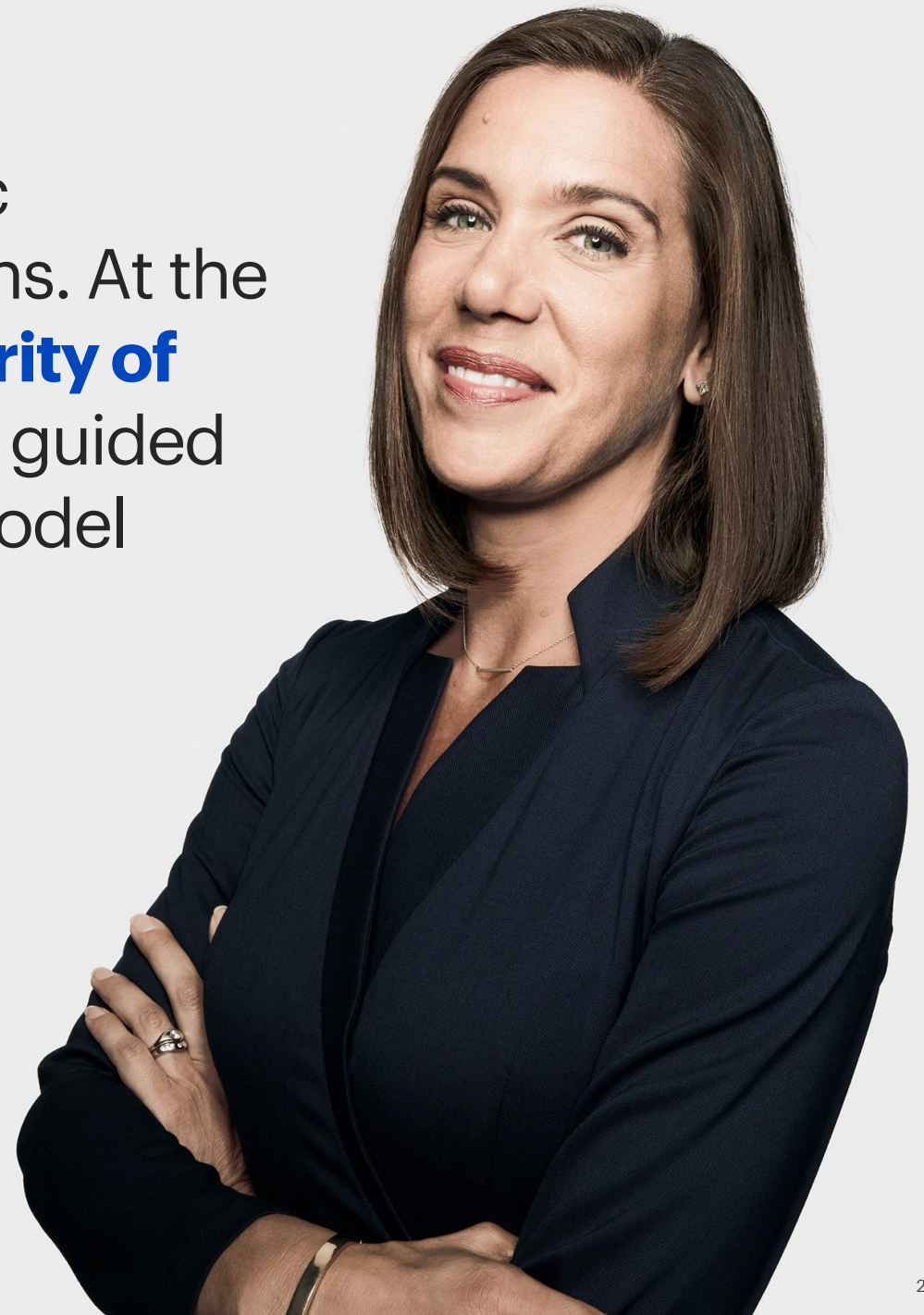
When we focus on the **development and engagement** of our employees,



We enable **better experiences** for our customer

“Clearly, we are still operating in a dynamic environment, and much uncertainty remains. At the same time, **we are encouraged by our clarity of purpose and our momentum**, which have guided and will continue to guide our operating model changes and investments.

Our purpose to **enrich lives through technology is more relevant than it has ever been**, and we are confident regarding our execution, adaptability and the opportunities ahead.”



**Make it real.**



**Culture**

**Vision**

**Prioritization**

**Research**

**Design**

**Measurement**

**Enablement**

**Culture**

**Audience**

**Behaviors**



**Change  
Commitment**

**Engagement  
Ability**



**A “Why” for Change**



**Leader of Change**



**Set the Vision**



**Vision**

**Education, Skill and Tools**



**Reinforce Behaviors**



**Measure and Track**



**Enablement**

# Set the Vision



**Guiding  
Behaviors**

**Employee  
Actions**

**Customer  
Feelings**

# Education, Skill and Tools



Videos

Tools and  
Guides

Live Events

Online  
Courses

Custom  
Support

CX Leadership  
Cohort

Leadership  
Meeting

Brand  
Champions

Retail Leader  
Network

Personal  
Commitments

**Think about tomorrow.**





The average CX transformation takes 5 years







**“People don't believe their way into new actions; they act their way into new beliefs.”**

- Sam Stern, Forrester (2019)



# The leading indicators of cultural change

**1** Employees know what their company's intended experience vision

**2** Employees know how to perform their jobs in support of building a customer-obsessed company

**3** Observe and measure employees for consistent and sustained performance of customer-obsessed behaviors

**4** Produce improvements in customer and business metrics



# The journey isn't over...and we are still learning

**“Slow down” to speed up**

**Simplification of messages**

**EX cannot take a backseat to CX**

**Enrich lives through technology.**

**Be human.**

**Make it real.**

**Think about tomorrow.**

**Thank you.**