



*“Where’s the cottage cheese?! I can never find it!”*

**ASDA**

Project: Navigation

Disciplines: Design | Strategy | Service Design | CX | Retail | Research | Customer Journey | Brand Experience | System Design | Business Improvement | Business Change | Intrapreneuring | Process Design | Procurement | Heuristics | Stakeholder Engagement

## THE PROBLEM

Customers could not find the products they were looking for. The existing navigation signage sat too high and went largely unnoticed.

## THE BRIEF

To bring the navigation messages lower, within sight-lines where they can be easily seen and read.

### Must Haves:

- Help customers navigate and find the products they are looking for more easily
- Work alongside marketing POS
- Clear 2m from the floor (health & safety requirement)

### Nice to Haves:

- Cheaper (target reduction: 10%)
- Simpler to install and update

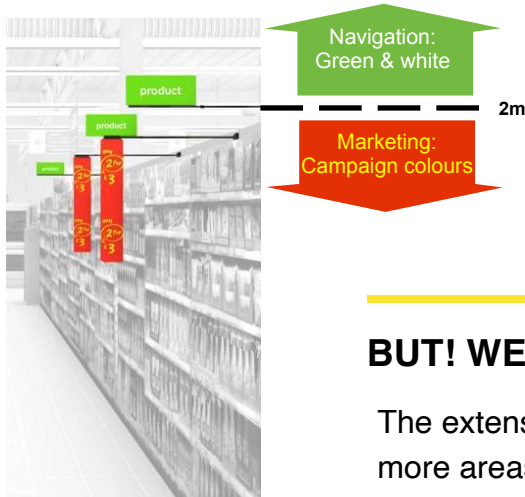
Existing navigation height

Target height reduction



## THE SOLUTION

After conducting several fact-finding deep-dives with stakeholders across the business, various designs were developed, prototyped & trialed until we arrived at **the winning invention**: a specifically designed gripper that held both navigation & promotional messages clearly separated.



## MET THE BRIEF...

- ✓ Signs easily seen, making it easier for the customers to shop
- ✓ Navigation side by side with promotional messages, giving each a home
- ✓ Arms clear 2m from the floor (health & safety)

## ...AND EXCEEDED IT

- ✓ Costs reduced by 75%
- ✓ Lighter components, easy for colleagues to move and update
- ✓ Reduction in the use of unsustainable materials

## BUT! WE FOUND THAT:

The extensive customer research we carried out during the project revealed two more areas for improvement:

- language: the frequent use of 'trade talk' terminology was not helpful
- products signed-posted were usually the 'obvious' instead of the 'hard-to-find's



*"I've no idea what mixables means"*

## SCOPE INCREASE:

Deep-dives with each of the stakeholders revealed numerous parallel work-streams throughout the business. Multiple owners & suppliers working in silos, each with its own ecosystem & layers of complexity, all unaware of the widespread gaps, duplication, inconsistencies & waste. We then redefined the project's scope, obtained sign-off from the CMO, and:

- Researched customers journey & priorities to establish an informed rationale for which products to flag
- Drew a new navigation strategy
- Translated the language to 'customer speak' & created a master library
- Put everything to the test
- Designed new processes
- Wrote guidelines, instruction manuals and documentation sets



## THE RESULTS *"...a million times better!" Judith Mckenna, CEO, Walmart International*

- Created a customer-centric, informed & objective process
- Delivered what customers needed, aisle by aisle, bay by bay
- Increased sales of 'hard-to-find' products...  
*"I didn't even know you sold frozen garlic!"*
- Created a consistent customer-facing tone of voice
- Cut through the silos, unified the business & linked departments, teams & suppliers to work together for the first time
- Met the needs of a multitude of end-users: customers, corporate & colleagues alike
- Obtained buy-in from all stakeholders, from C level to 'the guy with a spanner' on the shop floor & store colleagues on the front line

- ✓ Better for customers
- ✓ Better for sales
- ✓ Better for the planet
- ✓ Cheaper to operate
- ✓ Simpler for colleagues



## ...IT TAKES A VILLAGE

### STAKEHOLDERS, AGENCIES & SUPPLIERS

- Store colleagues
- POS team
- Product category teams
- Store design
- Store planning team
- Space team
- Merchandising team
- Legal team
- Installation team
- Refrigeration Engineer
- Health & Safety
- Insights team
- Procurement team
- VR team
- Fixture manufacturers
- Signage manufacturers
- Creative agencies
- Welsh Assembly (Translations)
- Installation suppliers
- Research agency
- Printers

### INFLUENCED ACROSS SILOS AND UPWARDS THROUGH THE RANKS AT EVERY LEVEL

- Obtained colleagues on secondment from other teams
- Increased the project's scope & budget significantly
- Negotiated the cost for each arm type
- Tendered
- Increased store planners scope of work going forward