



## CASE STUDY

# MR PRICE JDE

## THE PROBLEM



### RESEARCH METHODOLOGY

#### FORMATIVE RESEARCH

- ★ was conducted where **qualitative** and **quantitative** data was collected namely;
- ★ Iterative design process
- ★ Small sample size
- ★ Extensive discussions of likes and dislikes
- ★ 20-60min sessions
- ★ Design recommendations

#### SUMMATIVE RESEARCH

- ★ Production equivalent devices
- ★ Primary operation functions
- ★ Usability goals & acceptance criteria
- ★ Large sample size

#### TEST SIZE

- ★ Around 8 participants
- ★ Desktop prototypes

#### RESEARCH SHOWS

- ★ 5 - 8 participants will uncover 85% of usability problems



#### **Background and research objectives:**

*The Mr Price Group requested DVT to facilitate a three-day design sprint in their Durban head office in KwaZulu-Natal for the retail modernisation project. The Mr Price Group was looking to design a dashboard/portal that would assist their merchants with replenishment forecasting for the Group.*

#### **Key Challenges:**

*The Mr Price Group merchants need to use various inhouse systems, data pools and tools to do demand forecasting and seasonal trend. Forward demand planning is crucial for the business as having too much or too little stock equates to a loss of revenue and also potentially negative impacts on customer experience (by not having enough stock). In addition to this, the merchants are required to do a lot of extra manual work that could potentially be automated based on previous seasonal data trends. Another contributing factor is that each region and individual stores vary in their trends and stock required based on diversity and demographics.*





# MR PRICE JDA UX RESEARCH

Product Designer and Design Sprint Facilitator  
(UX / UI)  
(My role on the team)

## AS-IS-PROCESS

Understand the current state by mapping out the as-is flow. We were able to analyse where the breaking points were and how the as-is flow affected various customers.

### SOME OF THE INSIGHTS

- ★ Merchants need to make use of various systems to do forecasting
- ★ Currently a manual process
- ★ Various regions require different demographic information for forecasting
- ★ Currently no centralised data pool
- ★ Extensive time required for shipping from China

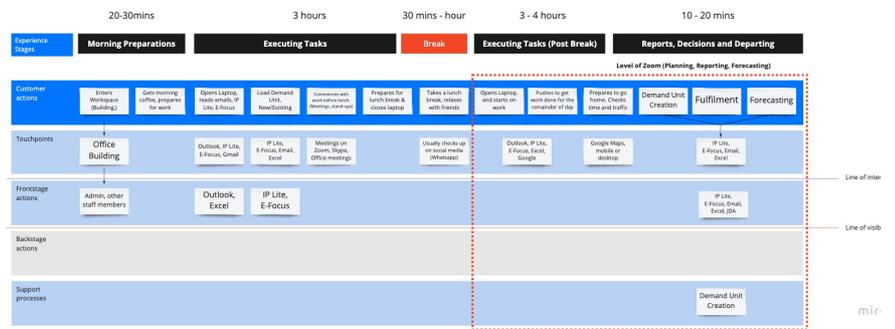
## OPPORTUNITIES

We created one Journey map. The current experience map depicts a Mr Price merchant's journey around various inhouse systems to do demand forecasting. We mapped out the current experience and areas of frustration and potential room for error in the current manual process..

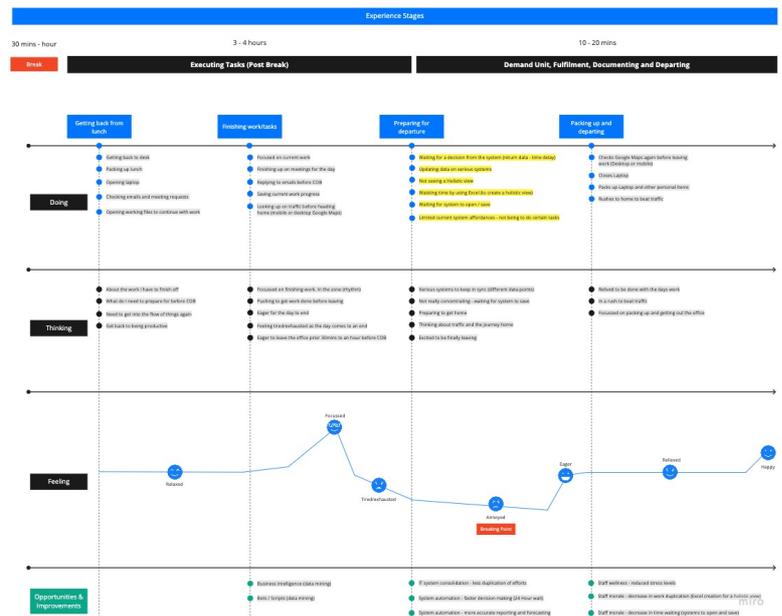
### SOME OF THE INSIGHTS

- No centralised data pool. Manual process
- ★ Various inhouse systems in play
- ★ Manual calculations
- ★ No centralised data pool
- ★ No data visualisations based on previous seasonal demand

## SERVICE BLUEPRINT



## EXPERIENCE MAP



## CONVERSATION STARTER

DrawToast workshops are a great way to get groups to think freshly about mental models. In just 3 minutes, each person sketches a diagram of how to make toast. When comparing diagrams, people are shocked at how diverse the diagrams are, revealing a wide range of models of what's important in making toast. It's a great launchpad for drawing out what's important to the group.

### SOME OF THE INSIGHTS

- ★ An Introduction to Systems Thinking and Wicked Problem Solving™
- ★ Credit: Tom Wujec
- ★ <https://www.drawtoast.com/>

## USER PERSONAS

We used two user personas that the Mr Price team created before I arrived at their KwaZulu-Natal office for the three-day design sprint facilitation workshop.

The current personas best represent the demand-replenishment forecasting merchants that would most likely represent the Mr Price merchants.

### SOME OF THE INSIGHTS

- ★ New to demand forecasting merchants require an intuitive onboarding experience
- ★ Experienced merchants require speed-on-task and advanced feature affordances
- ★ Various regions in South Africa will make use of this system – onboarding experience of utmost importance
- ★ \* I recommended they make use of photography in future to build empathy around the user personas rather than animated illustration characters

## HOW TO MAKE TOAST ICE BREAKER EXERCISE

Credit: <https://www.drawtoast.com/>

### There are 8 Simple Steps to the DrawToast Exercise:

#### Step 1 Prepare

Get the ingredients: felt markers, thick paper stock, sticky notes or index cards, and masking tape. Stage your room with tables, chairs, and a clear wall where you can post your work. It's important to have enough room for all participants to see everyone's creations.

#### Step 2 Invite

In your invitation, set expectations that your meeting will focus on building a systems model of an important challenge - clarifying your vision, improving cash flow, figuring out the next bold challenge. Begin with a simple design exercise.

#### Step 3 Conduct

Run the meeting informally. Hand out markers and paper to everyone and **ask people to draw a picture of how to make toast.**  
**Give them 2-3 minutes.** You may want to play toast-making music...

#### Step 4 Reflect

Have each person hold up their drawing for all to see. (Let the laughter start) Have the group place their drawings on a large wall space and comment on the drawings; pointing out which are simple and complex, which have people and which don't.

#### Step 5 Video

Play the **TED.com DrawToast video** and let it explain the big ideas about systems thinking. After it plays, ask the group how many nodes they drew and what kind?

#### Step 6 Draw Your Challenge

Have people draw a picture how to improve what they are working on as a group. This can include almost anything, strategic or tactical. See 'Draw Questions' for inspiration. Make sure people draw individually and in silence.

#### Step 7 Share

Have people work at tables, showing and explaining their diagrams. Compare and contrast the diagrams and see what is similar and different between them. What links and nodes are common?

#### Step 8 System

If you have the time, have the group develop a systems diagram of the challenges using sticky notes and drawn links. Building on the previous individual diagrams, have groups of 4-6 people create nodes and links to solve the challenges.

## PERSONAS

### Personas



#### Peter : "The New planner"

#Coffee\_is\_Life



#### Details

- 24 years old
- Lives in Morningside, Durban
- Studied a BCom in business management
- Extrovert
- Just finished studying and has been working for MRP for 2 years

#### Goals

- Wants to travel
- Find and focus on their priorities
- Feel like they are progressing
- Have fun at work
- Wants to feel like they are making a difference

#### Behavior

- Uses Facebook and/or Instagram regularly
- Prefers shopping online for most products
- Goes for drinks with colleagues on Fridays after work
- Gets to work early to order coffee

#### Served by

- Simplicity and minimalism to avoid confusion
- Being able to see progress
- Quickly recover and correct mistakes

### Personas



#### Susan : "The Super User"

"The devil is in the details"



#### Details

- 36 years old
- Lives in Durban North, Durban
- Studied a BCom in Economics
- Has worked at Mr Price for 12 years.
- Introvert
- Understands Statistical Forecasting

#### Goals

- Maintain a healthy work life balance
- Advance their career
- Try to be more efficient

#### Behavior

- Excel is the go-to application
- Buys tech products online but clothing in store
- Meticulous about the quality of her work
- Dislikes ambiguity

#### Served by

- The flexibility to fine tune
- Automation of large and/or repetitive tasks
- The potential to optimise and innovate

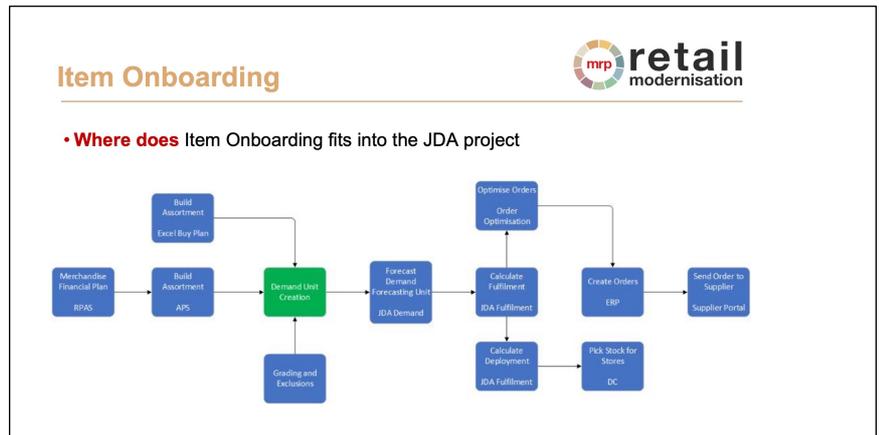
## USER FLOW

### SOME OF THE INSIGHTS

- ★ Various data pools currently in play
- ★ Various systems currently in use
- ★ No centralised view for demand fulfilment
- ★ Current manual process
- ★ Merchants are required to use Microsoft Excel to calculate costs
- ★ Currently no data visualisations
- ★ Currently no data driven recommendation

## USER FLOWS

The user flow from a design perspective allows a designer to visualise how a merchant would enter the site/app and then complete a task to fulfil a demand order placement. The Mr Price team completed the below flow before I arrived for the design sprint facilitation session.

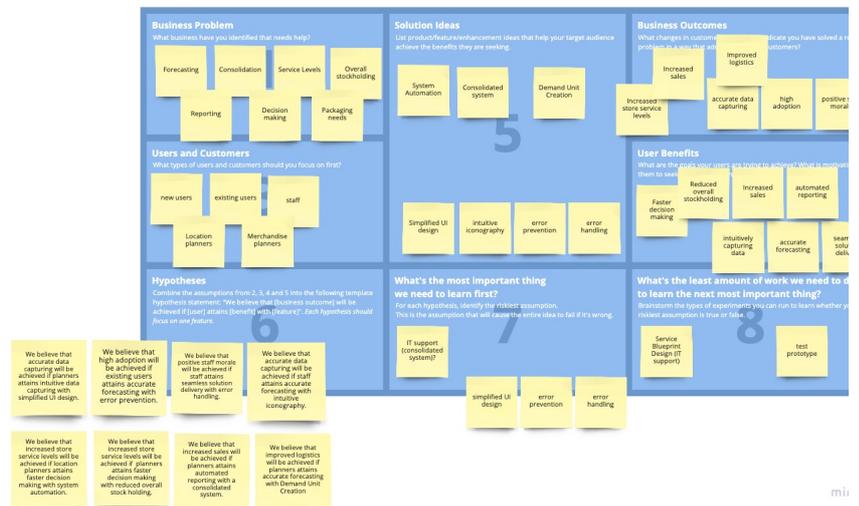


## WHAT ASSUMPTIONS?

We made use of the Lean UX Canvas.

The Lean UX Canvas is a tool to help visualise and document your problem space, similar to the Business Model Canvas. The Lean UX Canvas helps teams frame their work as a business problem to solve, rather than a solution to implement.

## LEAN UX CANVAS



## ⚙️ THREE-DAY FACE-TO-FACE

We conducted a three-day design sprint that incorporated various Design Thinking and Human Centred Design methods. The workshop assisted in determining what the MVP should be as well as establishing what the backlog order should be. The agenda highlights the workshop exercises that was covered.

### DESIGN METHODS COVERED

- ★ Brainwriting
- ★ As-is Experience Map
- ★ Mind Map
- ★ Customer Journey Map
- ★ Service Blueprint
- ★ Best Practices
- ★ Mind Map
- ★ Competitor Analysis
- ★ Personas
- ★ Problem Statement
- ★ To-be-Journey Map
- ★ How Might We's?
- ★ Storyboarding
- ★ Wireframes
- ★ Prototype
- ★ Testing

## DESIGN SPRINT

### Map Sketch

Experts



# discover

- 1 Expert Interviews  
HMW?
- 2 Long-term goal  
Sprint questions
- 3 Map (4-part)
- 4 Lightning demos
- 5 Sketch

### Decide Storyboard

Experts



# ideate

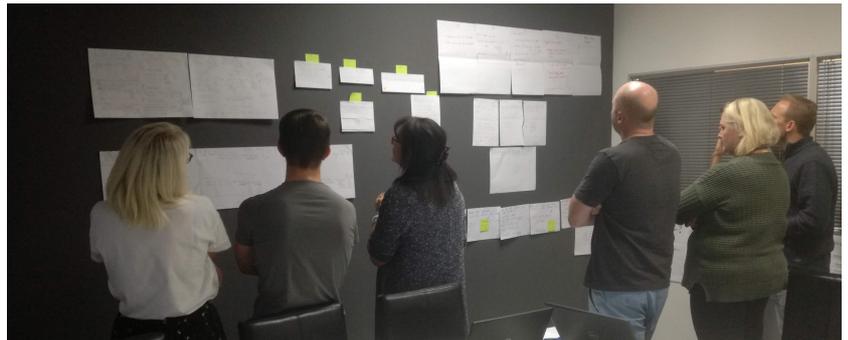
- 1 Heat map voting
- 2 Solution present
- 3 User test flow
- 4 Storyboarding (8)

### Prototype



# prototype

- 1 Prototype



## FINAL RESULTS OF RESEARCH

What we've learned and how we intend to improve

### LEARNINGS AND NEXT STEPS

- ★ No centralised data pool to assist merchants with demand forecasting and ordering decisions
- ★ Various internal IT systems currently with no automated integration between it
- ★ Merchants are currently required to do manual calculations by making use of Excel
- ★ Current systems and processes prone to user error
- ★ No data visualisations or data driven insights to assist in decision making and demand placement
- ★ Scope for automation of demand ordering

### OVERALL TESTING THEMES

- ★ Intuitive onboarding for new merchants of proposed wireframe process
- ★ Advanced features for experience users
- ★ Automation of demand order placement
- ★ Approvals of automation placements
- ★ Prospective customers might interpret the current design as a security risk by not conforming to the Standard Bank design

### NEXT STEPS (SUMMARISED)

- ★ Clickable InVision prototype supplied for further user testing and observation
- ★ Zeplin exports provided to assist the development team in setting up functional Proof of Concept
- ★ Further iterative enhancements and feature affordances on completion of the 1<sup>st</sup> MVP

*By the time I left the Mr Price office the team had a clear direction on who we were solving for, what we were solving for.*

*They also had a clickable prototype to take back to their business stakeholders and received some valuable UX artefacts on some of the finding made during my time there. The Mr Price developers that were going to build an MVP solution received a Zeplin file that contained all the required CSS, images and layout to make their task at hand much easier.*

*And, ultimately, the Mr Price team was able to prioritise their sprint backlog and potential future releases based on the design sprint votes during the various exercises.*

## THE RESULTS (OUTCOMES)



mrp JDA Demand Unit Creation

Notifications 19 Logout

**Demand Unit** New  Existing Demand Unit

What Item? What to Buy? How to Order it? How to get it there?

Demand Unit Description

Continue

Help (How-to-vids)

Footer Items | Disclaimer | Links | Sitemap Other

mrp JDA Demand Unit Creation

Notifications 19 Logout

**Demand Unit** Existing Demand Unit

Where are we delivering it to?

| Order Group Desc   | Item No. | Item Desc          | Supplier     | Manu Lead Time | MOQ  | Picking | Delivery | EFF Date       |
|--------------------|----------|--------------------|--------------|----------------|------|---------|----------|----------------|
| Fleece Shorts Navy | 22249105 | Fleece Shorts Navy | Plat Sun Ltd | 60 Days        | 1000 | Yes     | DC       | 2019 / 12 / 31 |
| Group A            |          |                    | Supplier B   |                |      |         |          |                |

How to get it there?

Back Submit

Help (How-to-vids)

