



The Future of Retail: Macy's

Researching the retail landscape and the current Macy's experience

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Overview of the Project

Exploring the current landscape and looking to innovate



Macy's and the Retail Experience

The fabric of American culture

Macy's is one of the world's most iconic retail brands. Their influence extends beyond the walls of the department store- it has become part of the fabric of American culture. Every Thanksgiving Day, the nation invites Macy's into their living rooms as millions tune in to the annual parade. But in this digital era of personalization and convenience, Macy's needs to reinvent itself to continue providing magical moments in the years to come. What will the magic of Macy's look like 5 to 10 years from now?

Macy's is seeking a solution to solve the problem of dropping sales by asking us to help design new experiences that will bring consumers to the brick-and-mortar stores in years to come. We seek solutions that focus on the customer experience and utilizes the resources and opportunities that only Macy's has.

Our service design team has conducted thorough research looking into Macy's and

what has led to its current state.

This document includes an overview look at:

- Stakeholders and corporate policies
- Financial data
- Retail trends and customer psychology
- Macy's branding and corporate vision
- Personas and in-store customer journeys

By the end of this document we will have covered how Macy's got to where they are, what troubles they face in the future, what experience a consumer in their store might encounter today, and what we plan to do moving forward.

Background Research

Financial reports, articles, social media, corporate structure



Macy's Branding

A look at the history and direction of Macy's



Key Takeaways

Macy's is a long-standing company which views itself as an innovator and an affordable luxury retailer, however this vision is not currently being conveyed to consumers through their in-store experience.

Macy's Star of Success

Founded in 1858, Macy's has quickly grown to become a name brand and has spent their money on acquiring other department stores in the nation to spread influence. It was only in 2005 that the department store giant decided to rebrand all its stores under one

name: Macy's. They launched this rebranding with a new corporate and brand vision:

- Macy's Inc. is a premier omnichannel retailer with iconic brands that serve customers through outstanding stores, dynamic online sites and mobile apps.
- We are Macy's, America's department store. We are our customer's first choice for fash-

ion and affordable luxury.

Ever since, Macy's has focused on launching many in-house brands accounting for 20% of sales, while also bringing in outside brands. Despite Macy's vision of itself as premier and luxurious, it is not reflected in the customer in-store experience.

Trends amongst other retailers that directly impact Macy's



Quality, transparency, & sustainability

To include more information about products

These days, shoppers are no longer content not knowing everything about the products they're purchasing, becoming more interested in where their money's going rather than simply what it's buying. Thus, it's not enough for retailers to only sell high-quality products, they also need to provide more information on the backstories of the products.

Personalization

To provide more personalized shopping experience

According to an Accenture Interactive study, "56% of consumers are more likely to shop at a retailer in store or online that recognizes them by name." Personalization will become increasingly important to consumers. Retailers need to provide more personalized shopping experience by targeting customers with content tailored to their preferences. This is a powerful method to differentiate from competitors and build customer loyalty.

Omnichannel

To provide seamless experience across channels

Omnichannel is now the standard. Retailers will continue to invest in their omnichannel strategies to provide seamless and consistent experience across channels. Retailers use Instagram to sell goods, and they're increasingly taking advantage of apps like Snapchat to give customers behind-the-scenes looks at their operations and to build loyal followings.

Data

To apply data to every part of the retail process

Data will continue to be a significant component of retail success. More retailers will apply data to every part of the retail process, from the supply chain all the way to the post-purchase stage of the buyer's journey. Data will also be powerful to forecast demand and to make important stock-control decisions.

Trends amongst other retailers that directly impact Macy's



Shopping is social

To play an active role in the creation of word-of-mouth content

Customers are talking about products and services in highly visible places all over the Web, and these conversations are playing a role in consumers' purchasing decisions. Retailers have to play an active role in the creation of this word-of-mouth content, such as integrating experience stories, ratings and reviews, questions and answers into the online and in-store shopping experience.

Specialty stores

Specialty stores are more productive than department stores

Specialty stores tend to provide better in-store experiences than department stores with more knowledgeable staff, better prices, and more personalized service. And they're generally considered trendier than old-school department stores as fast-fashion is becoming mainstream. Department stores need to create a more unique shopping experience to compete with specialty stores.

Retailtainment

To incorporate lifestyle elements into the stores

Retailtainment will pervade the industry, which is the fusion of retail and entertainment. Retailers will make efforts to provide customers with fun, unique experiences that elevate shopping above anything it's previously been. Customers are more likely to engage with retailers who incorporate lifestyle elements into their stores, such as boutique coffee shops or virtual reality experiences.

Macy's Financial Trends

Sales, operative income, and market shares decreased in 2016



Sustained decrease

Macy's lowest total sales and operative income since 2011

Total sales

Macy's experienced a decrease in total sales and operative income in 2016.

Third quarter

Total sales: \$5.626 million
Decrease of 4.2% compared to previous year.

First three quarters of 2016

Total sales: \$17.263 million
Decrease of 4.2%

Closing stores affected year-to-year sales

Closing of 41 underperforming Macy's stores at the end of the 2015 fiscal year

Operative Income

Third quarter

2016: \$107 million (1.9% of sales)
2015: \$258 million (4.4% of sales)
Decrease of 58%

First three quarters of 2016

2016: \$830 million (4.8% of sales)
2015: \$1.214 billion (6.7% of sales)

Long term debt

Macy's reported a long term debt of \$6.5 billion that represents savings of \$500 million compared to previous year related to the aggressive real estate strategy announced in 2016.

Holiday season and market shares drop

Macy's holiday season use to be their strongest quarter, representing 30% of their yearly sales. Nevertheless, the 2016 holiday season was unexpectedly low, affecting all retailers, and generated a share value drop.

January 2017, NYSE Macy's reached the lowest share value in the last 5 years (\$29.11) with a 14% drop in holiday sales.

Share value recovered in February after news about interest in a \$16 billion acquisition by potential buyers.

Macy's Strategy

Reduce operational costs, optimize resources, and expand portfolio



Macy's is diverging

The department store is adopting new strategies in real estate, online, and resources optimization

Closing stores

The closure of 68 stores and the reorganization of the field structure that supports the remaining stores reinforces the strategy of fewer stores with better customer experience.

These store closures are part of the approximately 100 closings announced in August 2016.

Pursuing value from real estate

Macy's, Inc. continues to make progress toward its goal of creating value from its real estate assets

Announced in 2016, Macy's is returning to real estate to capitalize, selling iconic places like:

- Union Square Men's building in San Francisco for \$250 million
- Portland, OR building for \$54 million
- Brooklyn, NY building for \$65 million

Since the beginning of 2015, Macy's has

announced or completed asset sales with anticipated proceeds exceeding \$800 million.

Restructuring Macy's

Focus resources on strategic priorities, improving organizational agility and reduce expenses.

This strategy represented \$550 million savings in 2016 enabling Macy's Inc to invest in different strategies.

Growing digital business

Omnichannel strategy continues growing with an increase of Macy's technology platform, social media presence and online conversions.

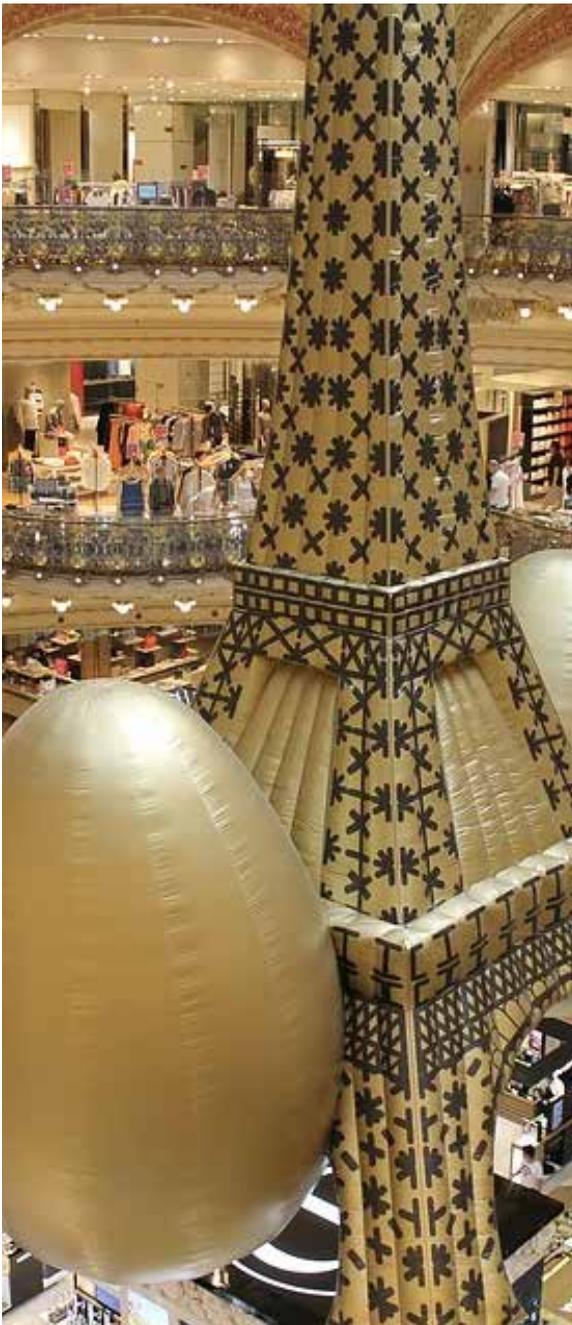
Expanding the brand

Bluemercury luxury beauty products and spa service retailer acquisition.

Opening of new strategic Macy's, Bloomingdales, Macy's Backstage stores, and expansion to China market.

Competitive Analysis

How Macy's competitors engage customers



More Open Spaces

Temporary booths or stalls are built to sell a smaller line of products or services

In open spaces, temporary booths or stalls are built to sell a smaller line of products or services. There are other, different uses of store space that focus directly on selling experiential services.

Brand Arrangement

Mixing brands together rather than keeping them segmented

In Macy's, clothing and other items are typically separated by brand. The immediate area is designed to reflect brand identities, rather than the store's. At other retailers, such as Nordstrom, there is greater mixing of brands. The idea is to create areas that speak to certain styles and functions, rather than specific brands. Today's shopper wants to feel that their style is the main event, not a particular company. Grouping in more style-focused ways also creates environments that feel more consistent and welcoming.

Kids' Area

If a child is entertained in their own place, their parents can take their time to investigate and explore the retail space in depth. Competitors such as Von Maur have a designated play area. IKEA has a supervised playground for children.

Decoration

Refined brand presentations, new layouts and store amenities, and architectural styles that bring the outside in

Department stores have been labeled as a catch-all, but this also comes with a connotation that they provide nothing special. There is a huge opportunity for stores to look back at what made them popular originally and apply those strengths in new, innovative ways. For example, an environment with natural light creates a more enjoyable experience and encourages customers to stay longer.

Some department stores also pay special attention to common areas, using unique materials, furniture or decorative screens to

set the scene, like motorcycles on the wall, which makes the area very distinct. These artifacts also help communicate a style vision to consumers.

Music

Clients are looking for specific songs, or moods using music and musak conditioned environments. They change the mood, expectations, and behavior of customers in retail settings. Familiar, interesting, and upbeat music can be a powerful force to impact mood and encourage sales.

Magic of Macy's

How Macy's competitors engage customers



Happy Employees, Happy Customers

On the Macy's Careers page, they say:
"We talk a lot about the magic of Macy's - and with good reason. It's an energy you feel when you walk in the door - a special connection and a sense that good things are happening, whether it's in one of our stores, a distribution center, call center, or our corporate offices."

Instituted in 2010, MAGIC is an internal employee sales initiative. "The M is for meet and make a connection; the A, ask questions and listen; G, give options and give advice; I, inspire to buy; and C, celebrate the purchase," according to Chief Financial Officer Karen Hoguet.

Macy's offers competitive benefits and a robust training program for all of their employees. "We never send anyone out into the field without preparing for them," they say in the Macy's Careers Video.

Macy's prides itself on being a collaborative and supportive environment. Employees are tasked with being proactive to listen to what

the customer wants and to find solutions for them by working both with each other and the customer.

Customer Experience Experts

At Macy's, every employee has a role, but employees are charged with being flexible and thinking about the whole customer experience.

Within every store, opening procedures involve managers, sales associates, the visual merchandising team, engineers, and the housekeeping team. There are lots of aspects to keep everything running. Then, there's the Macy's corporate and dotcom employees who work offsite to keep the company operating.

Dress Code

Sales associates are required to wear all black, unless in certain circumstances. Leggings are not allowed for women. Accent colors are only allowed if it reflects the trends in the specific department.

Code of Conduct

- Diversity and equal opportunity

- Treat coworkers with dignity and respect - Zero tolerance to any form of harassment.
- Conflict of interests: associate/associate's family having business relationships with a business partner or competitor.
- Dismissal and corrective action policy.

Consumer Experience in the Peer-Reviewed Literature

It's all about being intentional



Smell

Aroma is a powerful, inexpensive motivator

Pleasant, intentional aromas are very important elements of the in-store environment. Research has substantiated the role of ambient scents as being an inexpensive yet effective way to positively affect consumer psychology and behavior, even contributing to a desire to return to the store. It is important that such smells, however, must differentiate and are selected so as to appeal to target audiences. This seems to be a partial consideration in the Macy's environment. The cosmetics section, obviously, has a pleasant aroma. The restrooms also use vanilla scent (one of those mentioned in the research), but there is no sort of distinct Macy's aroma.

Sound

Sound can amplify subconscious cues or detract from them

A carefully selected soundtrack is another important aspect of the in-store experience

for customers. It can positively affect the customer experience, increase satisfaction as well as impulse buying, and can positively affect customer attitudes towards salespeople. Unfamiliar music led to customers shopping for a longer span of time. Music that is too distracting, however, is not preferable. Many studies examine the interplay of music and scent, and the heightened capabilities of both when they are congruent in terms of arousing qualities. When these cues are at odds with each other, satisfaction and impulse buying decrease. The Macy's soundscape was varied, generic, and unmemorable - sometimes it supported the mood of the displays, but was mostly independent of them.

Physical Cues

Keep it orderly and intentional, not arbitrary

Environmental cues have a varied effect on the customer. As with the other qualities mentioned here, an intentionally developed environment with target customers in mind is supported by the literature as positively affecting experiences. A messy

environment can actually increase instances of norm-violating behavior (shoplifting, etc.). Conversely, sparse displays can give the signal that other customers have purchased from (and thusly trust) the retailer. One consistent observation during our Macy's visits were the disorder of displays, especially in the sale section. An interesting phenomenon mentioned in the literature is our brain's tendency to subconsciously process images in our left visual field, and how this can be used (by presenting profitable, sparse displays on the left) could maximize impulse purchases. Lastly, task-oriented shoppers prefer spacious environments and recreational shoppers prefer high-arousing in-store environments. Macy's walkways were the narrowest of the department stores we examined, and were often blocked with displays and other obstacles. This not only reduces the enjoyment for task-oriented shoppers, but also proved difficult for families with strollers.

Psychological Cues

Loyalty is rooted in emotional experiences

It is important to engage the customer,

Consumer Experience in the Peer-Reviewed Literature

It's All About Being Intentional



behaviorally and emotionally. Finding ways for interaction is mentioned in the literature as an effective way of accomplishing this: the goal is to create the perception of a one-on-one relationship between the brand and each customer. One study suggests having customers experience a store while using eye tracking and other biometric data collection methods in order to gain deeper insights in the performance of an environment and its effects on consumer psychology. Macy's has an application for use while in store, it is unclear if it is set to collect any sort of customer experience data, though it does strive for some level of personalization with the ability to create a wish list. Other personal touches throughout the experience would likely heighten the customer experience. Lastly, emotional dissonance was studied as having a positive relationship with returns (liberal return policies were not found to be correlated with higher return frequency). To deal with this dissonance, studies suggest increasing the amount of information related to items' uses as well as greater levels of customer service when it comes to conveying

product information to customers. Macy's furniture section may not have an issue with this, as many associates were observed engaging with customers there. However, in other sections of Macy's, associates were difficult to find, which may contribute to emotional dissonance on the part of customers.

Female Customers

Embrace variety

The experience of female customers, specifically, has also been examined in the research. Plus-sized female customers account for 28% of all apparel purchasing power, yet they report neither being understood nor supported by retailers. Clothing availability, environmental ambiance, and mannequins were studied as having a significant effect on the experience of plus-sized female customers. Macy's environment did not fare well with respect to these findings, with the plus-sized female department being located in the basement level. Additionally, mannequins did not reflect diverse body types (though this was an issue at all observed retailers). Female

perceptions of fast fashion have also been studied, and higher turnover in merchandise contributes to customers' urge to purchase due to perceived scarcity.

Online Experience

Use the internet to reinforce brand trust

The online experience of a retail brand is crucial for reinforcing the customer experience. Qualities examined in the literature include usability, security and privacy, and product information quality are all shown to increase perceptions of trust in a brand. This is important as it leads to positive consequences, notably increases in purchases. The aesthetics of a brand's online experience have also been examined. Just as the in-store experience, thoughtful, intentional visuals can also have positive effects on consumers. It is important that these visuals are consistent with the brand, especially when a customer is using such an online tool in the retail environment.

In-Store Research

Ethnographic Observation and Informal Interviews



Customer Habits and Pain Points

Key findings from observation and in-store research



Lost in a Maze

Finding the right size or the help of a sales attendant is time consuming and frustrating.

Today's customers seek a shopping experience that is convenient and targeted. In a store the size of Macy's, particular attention must be paid to helping shoppers navigate and locate items. Our observational research found that customers had trouble getting the necessary help and finding items in their size. Associates are assigned to specific areas and brands independent of the current store needs, causing many idle employees near empty checkout stations, underutilized. Huge stacks of clothing on tables, racks, and shelves make it difficult to sort through size and style options. With limited organization, particularly in the casual clothing sections, customers are unable to confidently browse through options. Customers likely must search through multiple, large folded piles in order to find the right pair of jeans. This perpetuates the mess, making the process even more difficult for the next customer.

Without a Helping Hand

The shopping experience is impeded by the items, gadgets, and bags that must be carried throughout the store

It takes a free hand to grab products from the rack. With coffee, cell phones, bags from Macy's and other stores, and other items in hand, customers are not able to easily gather items to try on and evaluate. It's not uncommon to see a customer with both hands full and products draped over their shoulders and arms. It's not a comfortable experience. Shoppers should feel light and unencumbered as they shop, free to try as many items as possible. Some tasks require both hands, like filtering through folded stacks of clothes on tables. This means that customers must constantly shift their belongings around to interact with products. For many shoppers, touch is one of the most compelling reasons to come into the store. The tactile quality of clothing is a major factor in deciding what to try on. Without a free hand, the shopping experience becomes a burden, a frustrating and constant reorganization of objects.

Shopping is Social

Customers shop in small groups. Cell phones are used for sharing pictures and researching clothes.

Customers are not making their shopping decisions alone. They seek feedback on their selections by shopping with friends, family, and partners. Groups of shoppers want to travel the store in packs, but it's not very easy to stay together and keep all parties engaged. Departments are far apart, causing some groups to get separated. In other situations, shoppers accompany their group into areas that don't apply to them or wait in waiting areas that have little to no opportunities for activity. These forces fracture the collective dynamic, pushing groups out of the store. Customers use their cell phones to investigate products and prices. For feedback, shoppers send pictures of items on the rack or in the dressing room to people whose opinion they trust. To evaluate the price and value of a given item, shoppers use cell phones to search other sites and reviews online. Shoppers want validation that they are getting great value and a great look.

Issues with the Store Environment

Key findings from observation and in-store research



Stimulus Overload

Stores are overloaded with touchpoints and stimuli, leaving customers disoriented and easily exhausted

Macy's offers an incredible variety of items, which can be exciting and compelling to shoppers. However, an overabundance of stimulus is a burden that negatively impacts the shopping experience. Rather than crafting specific messages that address certain types of customer, sections lack definition and a directed message. Advertisements are so densely packed in all shapes and sizes throughout the store that they are unable to make an impact. With so many signs, navigation is a challenge and finding the right section is time consuming. Clothing options are displayed without adequate free space, which adds to confusion and creates too much competition for attention. Ultimately, it is difficult for shoppers to separate the signal from the noise, so they cannot easily find items that speak to them. Exploring the store quickly becomes tiresome, causing people to leave the store or avoid the location entirely.

A Lack of Order and Purpose

Densely packed clothing displays, messy areas, and scattered sale opportunities are pushing customers away.

Presentation is key to an engaging shopping experience. Narrow aisles and clothing racks jammed with items overwhelm customers, compromising their perceptions. Folded items on tables are quickly made messy, preventing easy identification and pushing customers away. Associates must spend long periods of time rearranging instead of helping customers. Many areas are organized by brand rather than style, making it difficult for customers to find styles that fit their personal needs. As a result, associates assigned to less popular areas simply stand by their checkout station instead of assisting customers. Kiosks located throughout the store don't have a defined purpose and are left unused. Rather than assist shoppers, they contribute to the clutter found throughout the store. Together, the mess and lack of assistance creates a frustrating shopping experience that does not communicate the luxury and quality expected of a department store.

Unclear Identity

Customers crave items that are unique and a shopping experience that reflects their personality.

Customers want an experience that is directed at their individual needs. Currently, the layout of Macy's does not cater to this demand. Amongst the vast options offered in the store, it is difficult to determine which customers are being targeted. By attempting to appeal to everyone at the same time, the message sent to consumers is one of uniformity and ambiguity. Today's shopper wants a story behind their purchase representative of their unique identity. Directed messages towards specific customer styles are not well developed. A great shopping experience rests on attention to detail, but many aspects of the Macy's experience come across as uninspired or ignored entirely. Dressing rooms are stark, lit by a jarring fluorescent light, without music, and typically unattended. Adjacent sections appeal to completely different personality types, causing them to feel disjoint. Brand-specific decorations may be compelling on their own, but together, contribute to clutter and confusion.

NCR's Perspective on Macy's & Retail

Takeaways from our conference call



Key Takeaways

Macy's customer experience is not where they want it to be.

It needs to be revised from entry to exit, off- and online to create a more seamless omnichannel experience.

Overwhelming

Stores can be overwhelming from the amount of merchandises and brands.

An improved experience should not limit itself to added technology but also look at store layout and better merchandising.

"Macy's needs to be put back into the modern world"

Macy's IT systems are a decade old and vertically integrated, making them less flexible and slower to adapt to rapidly changing market trends.

Capitalize on loyalty

Macy's loyalty program is one of its successes and should be capitalized upon to gain more in-store traffic.

Improve checkout mobility

Associates should move from behind the counter to the shop floor to improved presence and their ability to respond to customer needs.

From reactive to innovative

To move Macy's out of their reactive approach to customer experience, we need to consider what retail will be like in 5 years and create a vision that helps them get there.

Clashing mindsets

Too many Macy's employees have been around for decades. There is a need for fresh blood, which Macy's is only starting to realize.

Brick-and-mortar is not dead

At least 30% of online purchases are returned compared to only 8.9% for brick and mortar stores. People still want to go in-store for the benefits of trying items on, feeling materials, but they need a step-up in the experience to be convinced of doing so.

Insights from the Mall of Georgia

Inspired by a store that innovates already



Immediate Differences

The Mall of Georgia Macy's immediately stands out as a store that's ahead of the curve. Many of the problems we noticed in the Perimeter Mall and Lenox stores were less visible or not evident at the Mall of Georgia. For instance, the Mall of Georgia Macy's is less cluttered, more polished, and less messy.

Events

The Mall of Georgia Macy's coordinates events with local businesses to bring in excitement for customers. For instance, when Clinique released a new fragrance called "Gelato" the store connected with a local gelato place to give away samples. The makeup section was very popular that day. Sometimes they bring in local fitness instructors to teach a yoga or aerobics class in the sportswear section.

Technological Innovations

Many associates, especially in the specialty locations, have an iPad or iPod Touch to view product info and conduct checkouts. Through this, associates can instantly look up the customer's information and access that to

make a more personalized transaction.

In the shoe section, they include price tags that display the price and can instantly update when there are sales.

Room for Improvement

While there are many interesting innovations in progress, we feel that they are more incremental in nature and can be pushed farther. For instance, including these price tags on other merchandise besides shoes. Even though the dressing rooms were recently remodeled, they still are lacking in comfort, lighting, and space.

We noticed that the price check kiosks are distributed well throughout the store, but the price is already listed in those areas so they're more useful for checking if an item is on sale.

Personas

A glimpse into the many guests that shop at Macy's



 <p>Michelle, 33 The Casual Browser</p>	 <p>Carol, 52 The Bargain Seeker</p>	 <p>David, 29 The Bored Companion</p>
<p><i>"I'm just looking around for something that catches my eye"</i></p>	<p><i>"I'm always on the hunt for great deals"</i></p>	<p><i>"I'm here with someone else and I can't wait to leave"</i></p>
<p>Shopping is just something I love to do. I don't always need new things (nor do I always have the money to spare), but I have a great time imagining myself in different looks.</p>	<p>When I find something that I like, the first thing I do is check if it's on sale. I've found some great stuff, so I'm always hesitant to pay full price. It's really exciting when you find something special at a great discount.</p>	<p>I don't like being in department stores. I came to the mall with my girlfriend to check out the new electronics, but she wanted to look at clothes. Now, I'm following her around, just holding on to her stuff, itching to leave.</p>
<p>APPROACH I'm not looking for anything specific. I just like to come into the store, walk around, have a coffee, and see what new things are available.</p>	<p>APPROACH If you're willing to look around, there are great bargains to be found. I generally walk in and go right for the Clearance/Sales signs.</p>	<p>APPROACH Shopping here can take a really long time. It can be a frustrating and dull experience. Eventually, all I want is for us to leave the store.</p>
<p>STORE APPEAL I come to the store because it's a fun place to look, touch, and imagine the potential things I could buy.</p>	<p>STORE APPEAL I search for deals online, too, but the store allows me to test things first. If there are coupons, I'll bring those with me.</p>	<p>STORE APPEAL I don't love it here. There's nothing to do while I wait for someone else to shop.</p>
<p>OBSTACLES Sometimes, I find something I really like but don't want to buy right now. I don't always remember what it was later on.</p>	<p>OBSTACLES It's disappointing when I find something great, but not in my size. I also wish there was a way to find out when specific items were on sale.</p>	<p>OBSTACLES Getting bored and tired, holding things, spending too long in the store. I'm here to be good company, but it's exhausting.</p>
<p>INFLUENCES The things that catch my eye might be from a commercial or something a friend wore. Also, sometimes a great deal is too good to pass up.</p>	<p>INFLUENCES Price is the ultimate indicator. I like knowing that I'm getting something for less than cost. I'm more likely to shop during sales seasons.</p>	<p>INFLUENCES I'm here for someone else. I might be drawn towards a display if it's interesting or interactive.</p>
<p>ENJOYMENT SHOPPING</p> <p>STYLE CONFIDENCE</p> <p>NEED FOR ASSISTANCE</p> <p>BRAND LOYALTY</p> <p>USE OF ONLINE SHOPPING</p>	<p>ENJOYMENT SHOPPING</p> <p>STYLE CONFIDENCE</p> <p>NEED FOR ASSISTANCE</p> <p>BRAND LOYALTY</p> <p>USE OF ONLINE SHOPPING</p>	<p>ENJOYMENT SHOPPING</p> <p>STYLE CONFIDENCE</p> <p>NEED FOR ASSISTANCE</p> <p>BRAND LOYALTY</p> <p>USE OF ONLINE SHOPPING</p>

 <p>Kevin, 48 The Focused Shopper</p>	 <p>Stacy, 35 The Social Shopper</p>	 <p>Diane, 64 The Surrogate Shopper</p>
<p><i>"I only came here to buy a few specific items"</i></p>	<p><i>"My friends and I love to walk around and shop together"</i></p>	<p><i>"I'm shopping for someone who's not at the store with me"</i></p>
<p>I'm a busy guy. I work, have a wife and two kids, and would rather be golfing than at the mall. I come to the store because I need my suits tailored, but I just want to get in and out.</p>	<p>The mall is a great place to spend a weekend afternoon with your friends. We chat, eat lunch, try on fancy clothes, and share our opinions about fashion items. We end up walking all over the place.</p>	<p>I love buying gifts for the people I care about, especially my grandkids. The thing is- I have no idea what young kids wear these days, so I struggle with what to pick out. I just want to make them smile.</p>
<p>APPROACH I know the type of things I want to buy, so I try to locate those sections and get started. I don't usually want to spend a long time in here.</p>	<p>APPROACH Me and my friends come to the store to look around, so we usually roam throughout the entire store, stopping near interesting items.</p>	<p>APPROACH I try to imagine what that person normally wears and I look for items that I think will fit that style.</p>
<p>STORE APPEAL I know what looks good on me, but often not until I try it on. Also, I either need the items now or don't want to get lost searching online.</p>	<p>STORE APPEAL It's fun to explore with your friends. It's easier to feel confident about new looks when you have your friends' input.</p>	<p>STORE APPEAL It's hard buying for someone else, seeing it in person and asking for advice helps. I might also find a little something for me, too!</p>
<p>OBSTACLES I want to be quick, but some items are jammed together, others are spread across sections, areas can be messy, finding my size is hard.</p>	<p>OBSTACLES Distractions, coordinating, getting split up into different sections, group flow, and limitations on risk-taking when your friends are watching.</p>	<p>OBSTACLES Finding the right size, feeling confident about selections, trying not to spend too much, limited time allocated for this purpose.</p>
<p>INFLUENCES I want to look good. I pay attention to trends and am influenced by great ads that capture the image I want to project.</p>	<p>INFLUENCES My friends, of course! Advertisements, social media, entertainment, and fashion trends also play a role.</p>	<p>INFLUENCES The person I'm buying for, the sales associate that helps me, price, time pressure to finish an errand.</p>
<p>ENJOYMENT SHOPPING</p> <p>STYLE CONFIDENCE</p> <p>NEED FOR ASSISTANCE</p> <p>BRAND LOYALTY</p> <p>USE OF ONLINE SHOPPING</p>	<p>ENJOYMENT SHOPPING</p> <p>STYLE CONFIDENCE</p> <p>NEED FOR ASSISTANCE</p> <p>BRAND LOYALTY</p> <p>USE OF ONLINE SHOPPING</p>	<p>ENJOYMENT SHOPPING</p> <p>STYLE CONFIDENCE</p> <p>NEED FOR ASSISTANCE</p> <p>BRAND LOYALTY</p> <p>USE OF ONLINE SHOPPING</p>

 <p>Bruno, 36 The Novice Shopper</p>	 <p>Stephy, 39 The Fashionista</p>	 <p>Heather, 28 The Assistant</p>
<p><i>"I need new products, but I have trouble finding what I want"</i></p>	<p><i>"I know what I like and I know how to find it"</i></p>	<p><i>"I'm here with someone else because they need my help"</i></p>
<p>I dread shopping. There's so many options and I don't have a clear idea of what I like. I just want to be comfortable and feel like myself. I don't really understand what people enjoy about this process.</p>	<p>Fashion is a big part of my life. When I find the right look, it makes me feel great. Plus, image is important to me- I like to send a message with what I'm wearing. I try to stay current and dress in a unique way.</p>	<p>If I didn't help my boyfriend shop, he'd come home with sweatpants or nothing at all. It's not that he doesn't like looking nice, he just doesn't know how to shop. I'm here to make sure he looks great.</p>
<p>APPROACH I never know exactly what to do. I usually find the right area and wander around awhile before finding an associate to help me.</p>	<p>APPROACH I like to explore and get drawn in by great products. The search is part of the fun. I just dive right in.</p>	<p>APPROACH I balance what I want him to wear with his own style preferences. I have him try on a lot of clothes and point out the ones I like.</p>
<p>STORE APPEAL I don't know brands that I like and I'm not great at finding things for myself. It usually comes down to fit and a little external support.</p>	<p>STORE APPEAL I love fashion and I feel comfortable here. I try things on and imagine myself in different outfits. I like leaving with something new to wear.</p>	<p>STORE APPEAL I want to be able to see him in the clothes before giving my opinion. Plus, being here forces us to shop and update his wardrobe.</p>
<p>OBSTACLES Locating clothes, finding an associate, trusting their advice, feeling unsure about selections, a history of bad purchases/experiences.</p>	<p>OBSTACLES My taste often exceeds my budget. Other times I feel like sales staff is being too aggressive.</p>	<p>OBSTACLES Differences in opinion, finding items that I don't normally buy, convincing him to try new things, time/patience demands.</p>
<p>INFLUENCES Feedback from sales associate, feeling "right", the desire to just find things and be done with shopping.</p>	<p>INFLUENCES Fashion trends, my own personal vision, and looking fresh. I want to be perceived a certain way.</p>	<p>INFLUENCES My vision for what he should wear, his idea of what he should wear, ads, his friends, his desire to leave the store, brand identities.</p>
<p>ENJOYMENT SHOPPING [Progress bar: 20%]</p> <p>STYLE CONFIDENCE [Progress bar: 10%]</p> <p>NEED FOR ASSISTANCE [Progress bar: 80%]</p> <p>BRAND LOYALTY [Progress bar: 70%]</p> <p>USE OF ONLINE SHOPPING [Progress bar: 20%]</p>	<p>ENJOYMENT SHOPPING [Progress bar: 80%]</p> <p>STYLE CONFIDENCE [Progress bar: 90%]</p> <p>NEED FOR ASSISTANCE [Progress bar: 10%]</p> <p>BRAND LOYALTY [Progress bar: 60%]</p> <p>USE OF ONLINE SHOPPING [Progress bar: 80%]</p>	<p>ENJOYMENT SHOPPING [Progress bar: 30%]</p> <p>STYLE CONFIDENCE [Progress bar: 50%]</p> <p>NEED FOR ASSISTANCE [Progress bar: 90%]</p> <p>BRAND LOYALTY [Progress bar: 40%]</p> <p>USE OF ONLINE SHOPPING [Progress bar: 70%]</p>

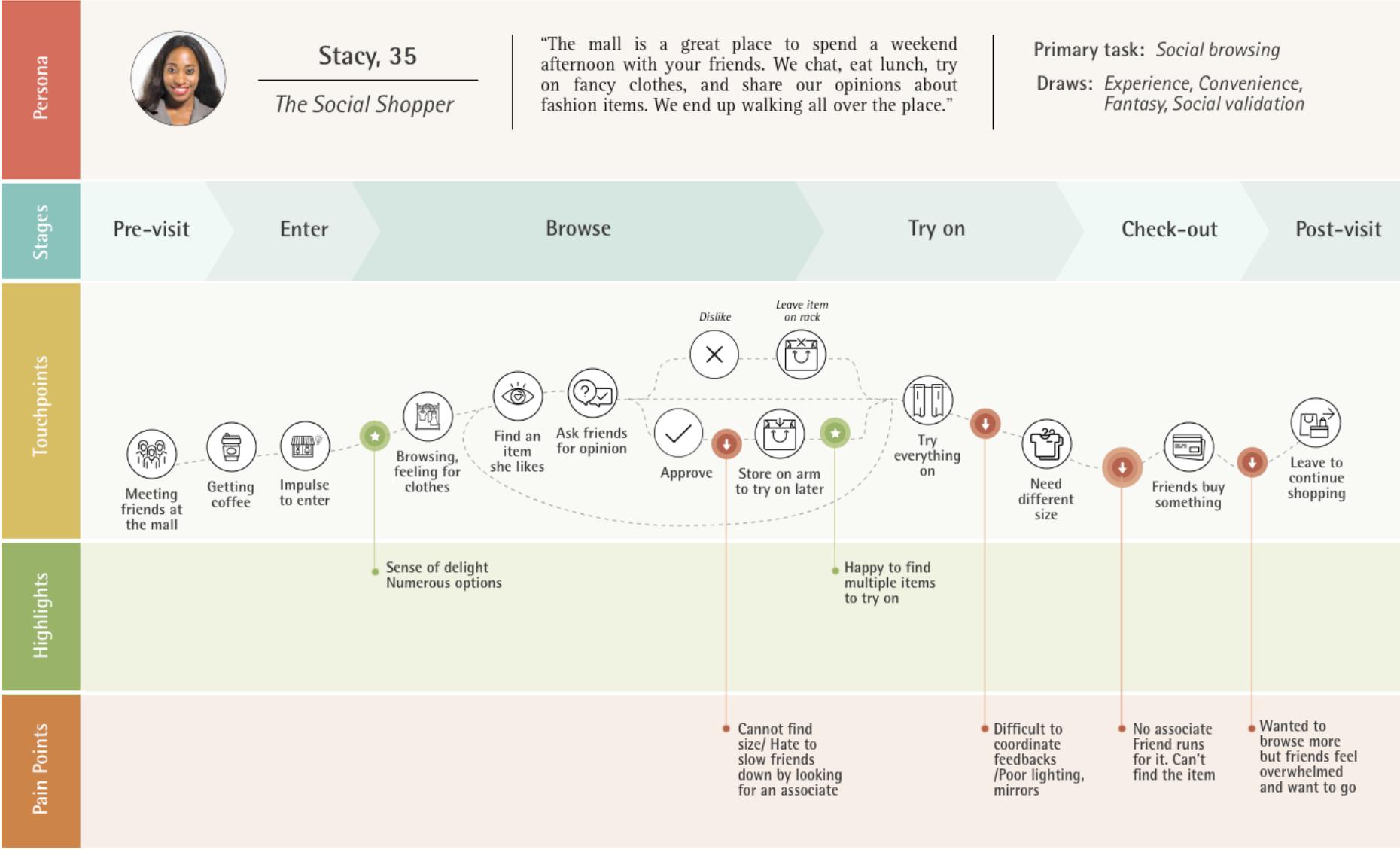
Customer Journeys

Current customer experience



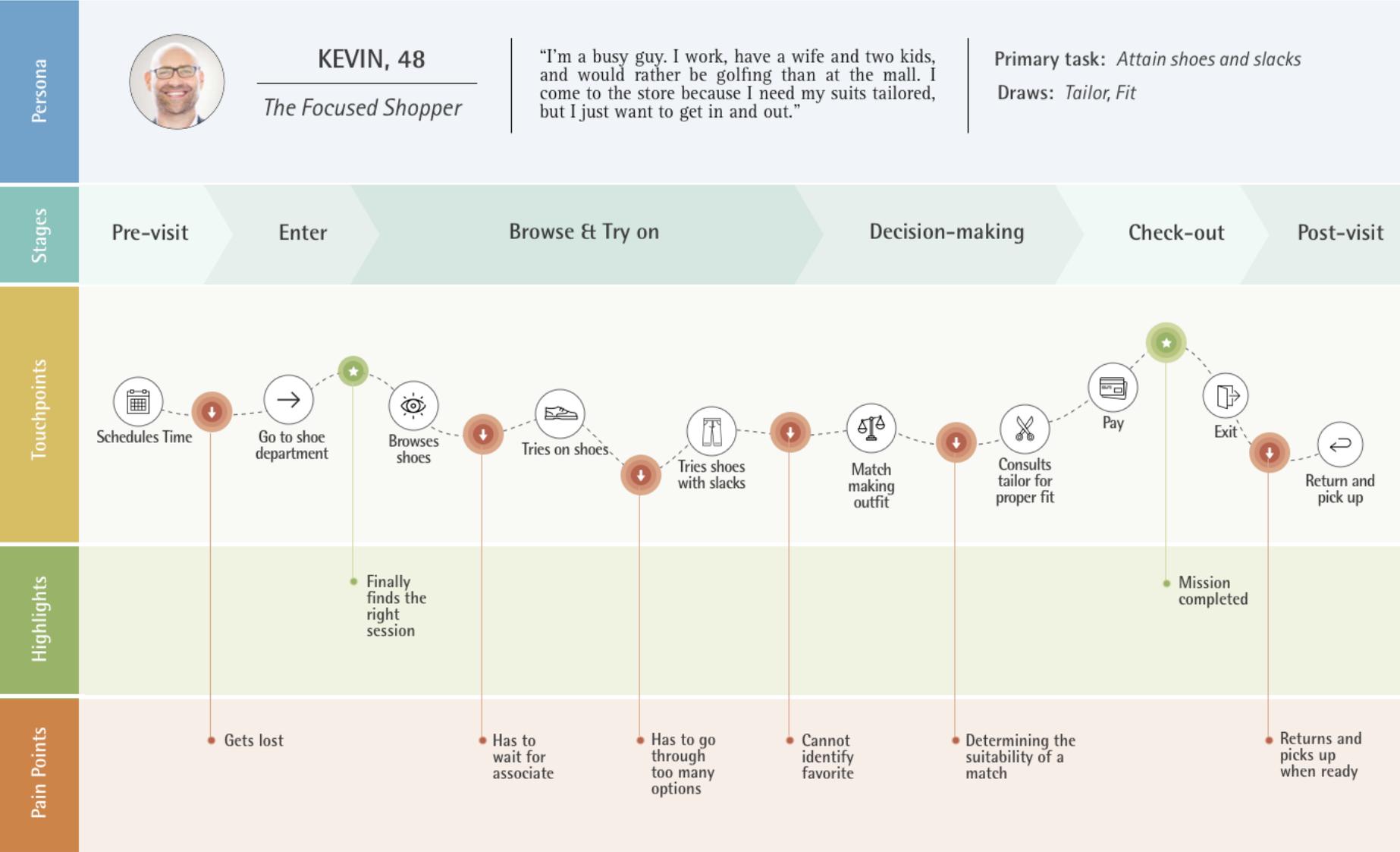
Customer Journeys

The Social Shopper



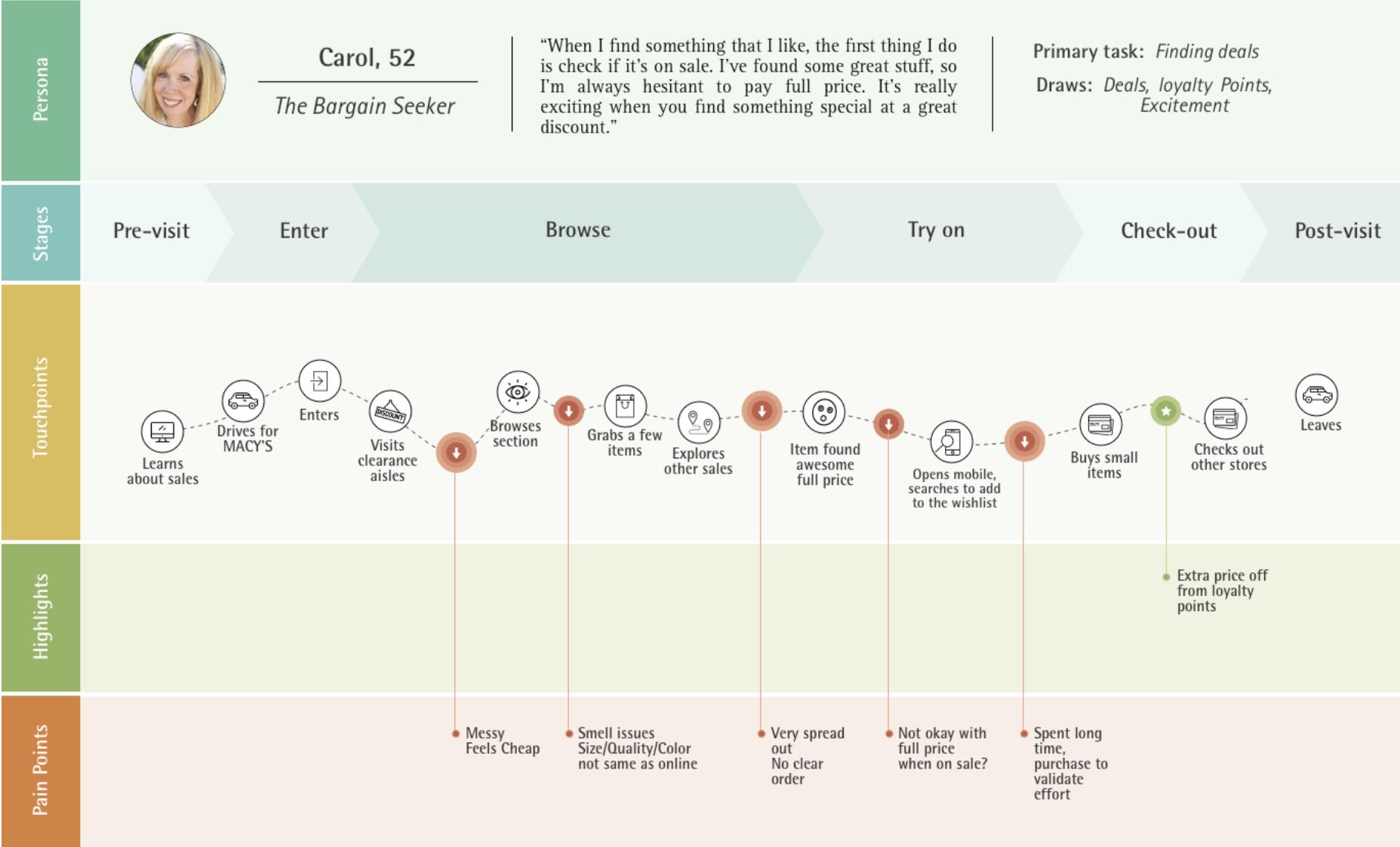
Customer Journeys

The Focused Shopper

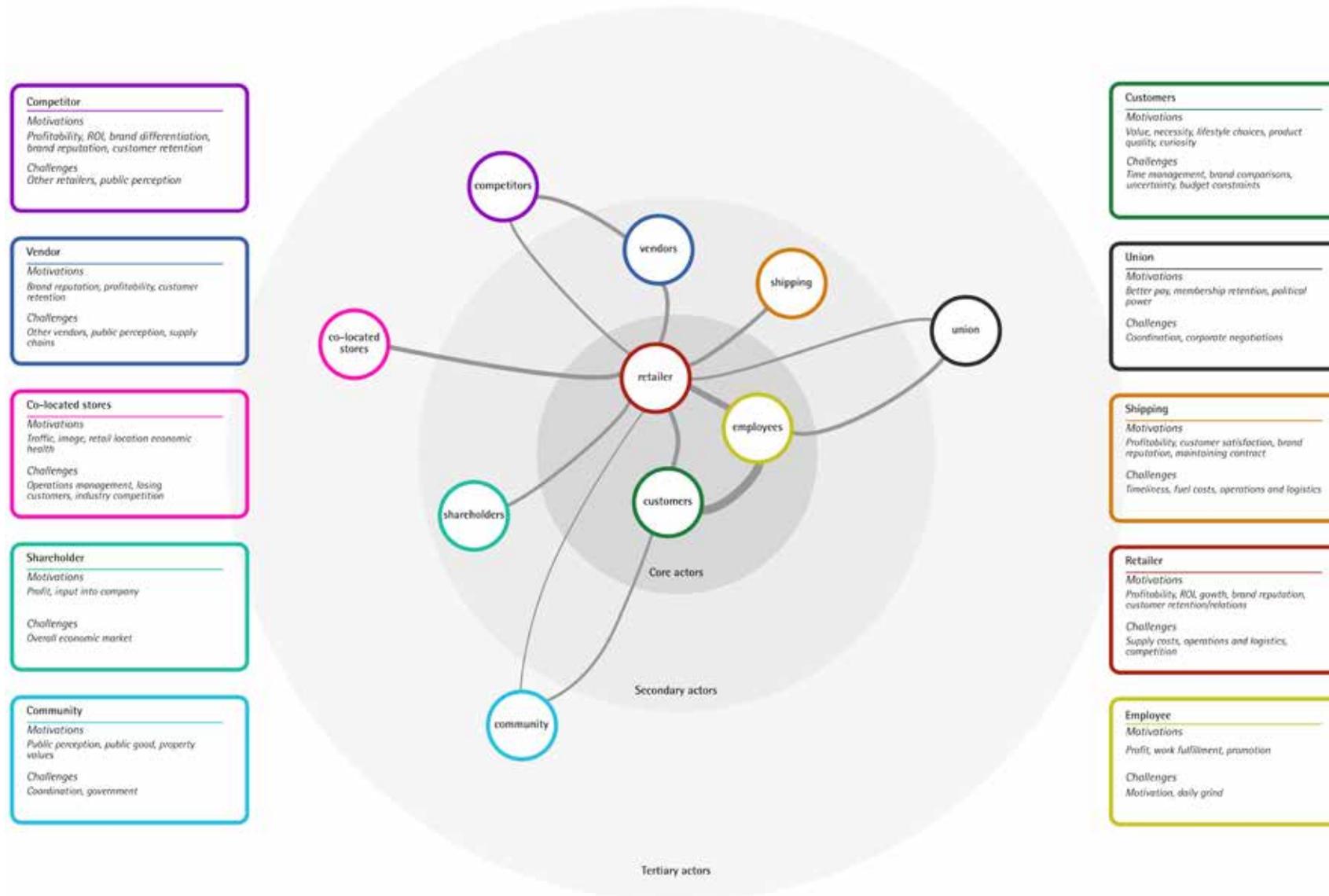


Customer Journeys

The Bargain Seeker



Stakeholder Map



Conclusion

Based on these findings, each sub-group has developed an innovation to create a richer Macy's experience overall.

