

WRAY | WARD



Hello Mohawk Group

9/1/20 | **Proposal**

We're **Wray Ward**, and we construct inspired marketing solutions that position, grow and optimize brands in the home and building categories.

We're a team of more than 100 smart, passionate and creative problem solvers. An independent agency, we have the energy and enthusiasm of a startup along with the experience of our 40-year history. To help our clients meet every challenge, we thrive on generating wildly creative ideas and transforming them into real and measurable results.



Each task, project and entry on our to-do list is an opportunity to **think bigger** and deliver not just great work, but **better performing work.**

Our relationships with our clients — and each other — are open, honest and collaborative. And because of that, we're not afraid to embrace bold strategies or make tough decisions. We learn from failures, we stay humble in our success and we never, ever stop asking "what if?"



Our Promise

We help home and building category marketers find **innovative solutions** to their complex challenges while navigating and delivering **meaningful results** in our ever-changing, fast-paced, highly competitive, content-hungry and results-demanding world.





Our Understanding

Mohawk Group is rapidly pursuing an overhaul of its digital experience starting with commercial customers and working backward, and believes the optimal end-to-end experience for commercial flooring does not exist today.

Mohawk Group seeks to overhaul its commercial flooring digital experience and better understand how to provide an industry-leading experience by first focusing on uncovering key insights of customer needs.

The Goal

Define and prioritize a commercial digital experience road map and capability for the next two to three years.

The Objective

Mohawk Group aims to better define the road map and requirements to deliver the industry-leading digital experience for their commercial flooring segment.



Our **inspired marketing solutions** help solve complex challenges while delivering meaningful results.



Strategic
Foundation



Brand
Building &
Remodeling



Connections
Planning,
Activation &
Measurement



Creative
Campaign
& Content
Development



Trade
Love

Based on our understanding, we recommend the following solution:



Strategic
Foundation





Strategic Foundation

A strong strategic foundation based on *human insights* is vital for identifying unique experiences that stand for the brand it serves. To lay this foundation, we take an internal and external view of the brand and the current experiences they provide. We determine where the brand currently sits in the customers' mind and identify areas of opportunities for the brand to move forward.



Wray Ward recommends a collaborative research and consultative partnership that ultimately charts the ideal experience as a North Star and a road map to get there in the near term.

Key phases

1. Internal view of the company and key hypotheses of the experience and current solutions provided
2. External perspective of the experience and how it fits within key audience segments' lives
3. Blueprint for transformation efforts for MohawkGroup.com and Xchange





Phase 1 – Discovery | Internal Perspective

An internal perspective inclusive of understanding stakeholder hypotheses, perceived experience provided, and processes.

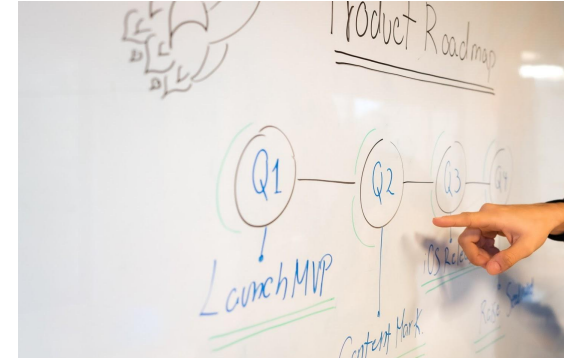
A touchpoint analysis is conducted to get a deeper inward look at your company and experiences.



Phase 2 – Research | External Perspective

An outward look and evaluation of the company and experiences currently provided.

The current and ideal states are mapped in this phase. This perspective is invaluable in unearthing true human insights - what moves the customer forward, what holds the customer back. We gain perspectives so we can design best-in-class digital experiences that exceed needs and wants.



Phase 3 – Experience Blueprint

An iterative and collaborative approach is taken to ensure solutions are actionable in the near term, while road mapping for the ideal long-term future state.

Armed with the rich information and insights gathered from Phases 1 and 2, we partner with Mohawk Group to determine and prioritize a realistic future state for the next 12–18 months.



Phase 1 - Discovery | **Internal Perspective**

Internal view, research and touch point analysis allows us to take an inward look at your company and customer experiences

- Scope and diagram alignment via a road map validation client session
- Host stakeholder mapping and hypothesis session
- Perform topline brand and competitive audit and analysis
- Conduct 1:1 stakeholder interviews
- Analyze and document touch points
- Assess MohawkGroup.com and Xchange experience and audit user experience
- Review all existing related documentation (e.g., customer survey results, balanced scorecard evolution, sales process, audience segments etc.)

Deliverables

- Road map validation alignment and detailed map scope
- Customer value chain visualization
- Hypothesized map
- Meeting and interview facilitation
- Discovery stakeholder interview summary

Phase 2 - Research | External Perspective

An outward look and evaluation of the company and experiences currently provided

- Audience/User Research (to be prioritized)
 - Behavioral experiences among key audience segments across the shopping and buying experience and how digital properties fit within the broader context of their experience with the company
 - Architects/Designers
 - Contractors/Dealers
 - End Users
- Multiple mapping sessions via group/segment format to ensure there is enough data per audience and across all key segments

Current state and ideal state experience blueprint session(s)

- Leverage initial touch point analysis coupled with audience behavioral research maps as the launchpad for ideation sessions
- Map current state and use that to develop ideal state experience

Deliverables

- Mapping facilitation
- Mapping summary of current state audience experiences with current touch points





Phase 2 - Research | **External Perspective**

Maps are artifacts, collaborative tools to be used to guide transformation efforts and reflect both cause and cure simultaneously.

Cause and cure can ultimately be visualized in one master map, so users of this artifact can always be thinking about the entirety of the consumer experience and how the company actually delivers that experience.

Once the current state is known from an audience behavior standpoint and existing touchpoints and experiences are documented, Wray Ward will move into ideation on the ideal state.

The intent of ideation is to design ideal state experiences, so we are always aiming and planning for the future while being mindful that a more realistic future state will be created. The ideal state is needed to determine the future state.

Key audience behavior and experience elements are customized to fit the experience that is being researched:

- Goals
- Emotions
- Actions
- Pain points
- Moments of truth
- Satisfaction
- Opportunities

Key experiences, touch points and process flows in juxtaposition to the audience's behavior:

- MohawkGroup.com
- Xchange
- Can also reflect key people and processes



Phase 3 - Experience Blueprint


Armed with the rich information and insights gathered from Phases 1 and 2, key team members come together and partner with Mohawk Group to determine what is realistic for the future state of moving the company forward in the next 12-18 months. An iterative and collaborative approach is taken to ensure solutions are actionable in the near-term, while roadmapping for the long-term ideal state future.

- Wray Ward develops ideal state recommendations, reviews with Mohawk Group and moves into future state (12–18 months) transformation ideation and strategic planning session
 - Use effort: impact matrix to help guide prioritization and feasibility
 - Leverage experience principles, agile roadmapping, and balanced scorecard to guide scope of transformation.
 - Build sequencing into the strategic plan to ensure Mohawk Group transitions from concept to action seamlessly
- Final CX blueprint presentation

Deliverables

- Experience blueprint with ideal state presentation and client alignment
- Final experience blueprint
 - Future state ideation and effort: impact matrix
 - Future state transformation roadmapping session(s)

Best Practices



Whether we use an experience map, journey map or service blueprint, ultimately it is a practice of choice. A practice in trade-offs between breadth and depth, what to include, what audience(s) to represent, how to represent it. In other words, **scoping is king**.

Scoping Is King

Determining the following will make or break the level of effort, insight and actionability

- Level of formality – individual, internal teams, client's department, client's organization
- POV
- Scope
- Focus – the boundaries of the experience and the granularity needed to tell a complete story
- Structure
- How the diagram will be used

Are you focused on a discrete problem or do you need a view of the entire system?

Diagrams that consider both current state and future state have the ability to demonstrate cause and cure simultaneously

Current state visualizes the existing experience and subsequent systems, people and processes that deliver that experience.

Envisioned future state products/services/solutions are generally seen as an added layer to these diagrams — by adding, we are able to show at a high level how we activate against the experience.



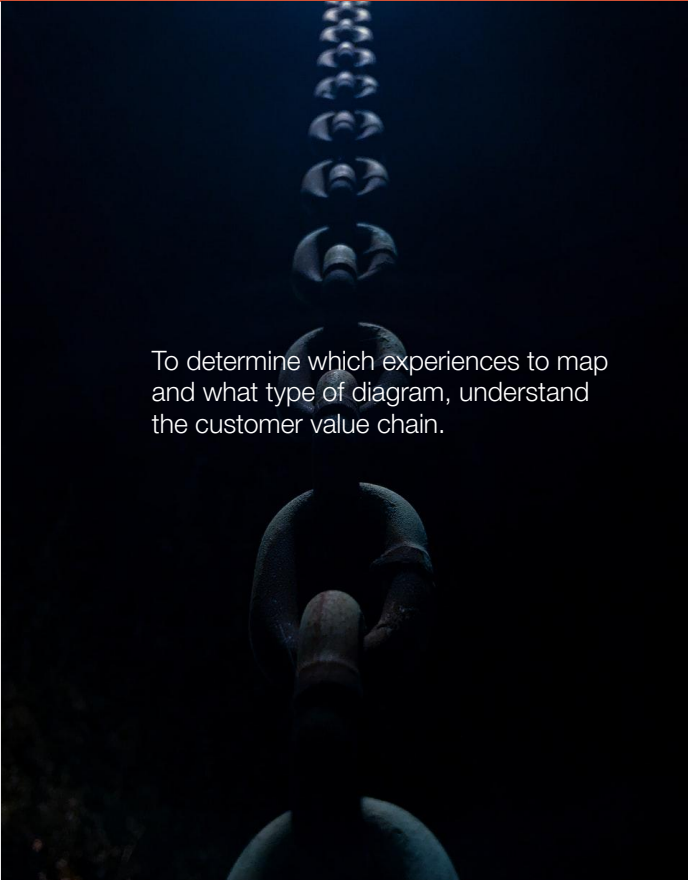
Best Practices

The customer value chain is an informal process and need not be time intensive, but it will aid in scoping the effort significantly.

Write a proposal, but it doesn't need to be fancy or arduous

Creating a written state of intent may not be required for an informal effort, but it can still add value in setting expectations and ensuring we are all operating from the same playbook.

- Motivation
- Aim
- Goals
- Attitudes
- Deliverables
- Milestones
- Scope (the experience you are mapping)
- Diagram type
- Assumptions
- Risk
- Constraints



To determine which experiences to map and what type of diagram, understand the customer value chain.



Mere inspection of existing touch points will not provide a complete picture of the customer experience. For that we need research with actual users.

Best Practices

Mapping touchpoints and processes after the initial framework for a diagram and documenting a strategic plan per stage are necessary and beneficial.

A few ways in that depend on what the client values:

- If statistical significance is high on the priority list and of high value to the company, beginning with a quantitative survey followed up with multiple qualitative mapping sessions with actual users is a common multi-touch method
- If statistical significance is not highly valued or needed, qualitative mapping sessions by audience/user segment are ideal
- If internal communication is complex and consists of multiple and varied clients/stakeholders, then journey mapping can greatly help in facilitation and alignment and be a catalyst for team interaction
- Benefits
 - Develops a common language shared by everyone that is dominated by no one
 - Increases team alignment and cross-functional collaboration
 - Breaks down departmental barriers and allows the larger group to think holistically and collaboratively

Week	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Phase 1 Discovery Internal Perspective														
Phase 2 Research External Perspective														
Phase 3 Experience Blueprint														

The above is a high-level project plan that represents an ideal workflow and duration. This high-level project plan does not take into account internal and external stakeholder availability and it will need to be adjusted for national holidays (e.g., Thanksgiving, Christmas and New Year's). A detailed project schedule will be provided at the project kickoff.

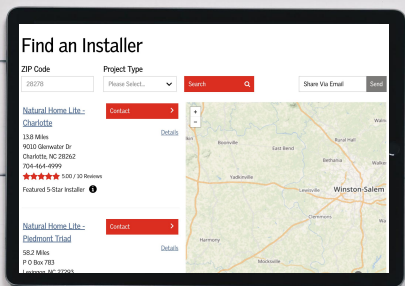
Proposed Investment Options

Strategic Foundation	BASELINE: Architects/Designers, Contractors/Dealers	ENHANCED: + End Users (adds 2-4 weeks)	COMPREHENSIVE: + End User Segments (adds 4-6 weeks)
Phase 1 Discovery Internal Perspective	<ul style="list-style-type: none"> Situation overview including Phases 1, 2 and 3 scoping, business goals, project objectives and success criteria based on 2 audiences. Road map validation alignment and detailed map scope Customer value chain visualization Hypothesized map Meeting and interview facilitation Discovery stakeholder interview summary 	Phases 1 activities including end users as a group	Phases 1 activities including end users as four individual audience segments
Phase 2 Research External Perspective	<ul style="list-style-type: none"> Mapping facilitation Mapping summary of current state for the Two audience experiences with current touch points 	Phases 2 activities including end users as a group	Phases 2 activities including end users as four individual audience segments
Phase 3 Experience Blueprint	<ul style="list-style-type: none"> Experience blueprint with ideal state presentation and client alignment Experience blueprint Future state ideation and effort:impact matrix Future state transformation roadmapping session(s) 	Phases 3 activities including end users as a group	Phases 3 activities including end users as four individual audience segments
Total	\$150,000	\$180,000	\$240,000

Key variables that impact pricing: deliverable style format (e.g., highly stylized/designed presentation vs. Word document), number of audiences segments and subsequent maps per audience segment. Once the Investment option is selected, a road map validation session with Mohawk Group is key to truly customizing the scope and deliverables based on where you'll gain the most value.



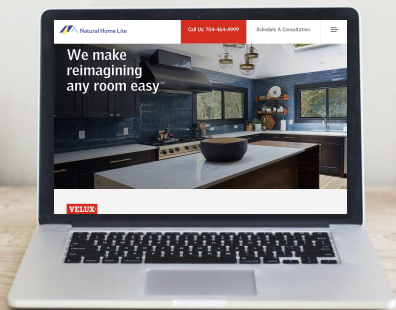
[whyskylights.com](https://www.whyskylights.com)



Situation | Prior to 2011, VELUX Skylights did not have a central destination for consumers to visit to handle the installation aspect of their shopping journey. While the brand had installer locators on their website, those would link to the businesses' webpage and not only resulted in an inconsistent representation of the brand and a poor customer experience, but also provided no visibility to the actions consumers were taking. We worked with VELUX to develop a network of installer websites that would deliver a branded experience during this pivotal conversion stage to reduce friction within the journey. Over time, usage varied, and before reimagining the installer microsite experiences in 2020, VELUX wanted to garner human insight to ensure experiences exceed expectations and needs.

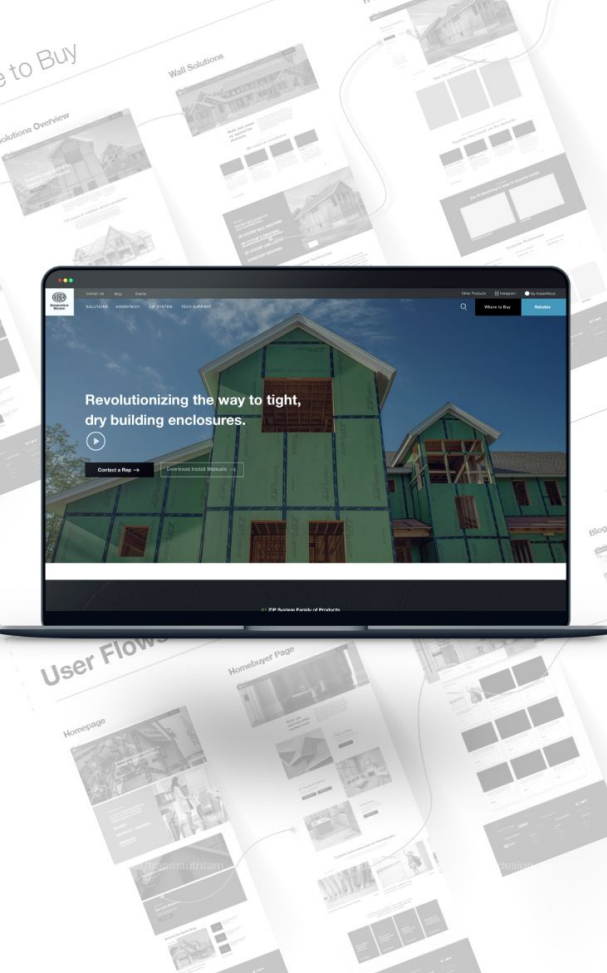
Solution | We conducted qualitative research among both installers enrolled in the VELUX program and VELUX sales representatives. By exploring current installer microsites, we were able to garner unaided and aided insight into why and how installers use the VELUX microsites, attitudes, perceptions, current usage, and experiences with the microsite, and barriers to usage.

Outcome | Insights garnered from the research has armed our team with a platform of behavioral, attitudinal, and experiential insights to aid in reimagining the future experiences on these installer microsites.





HuberWood.com



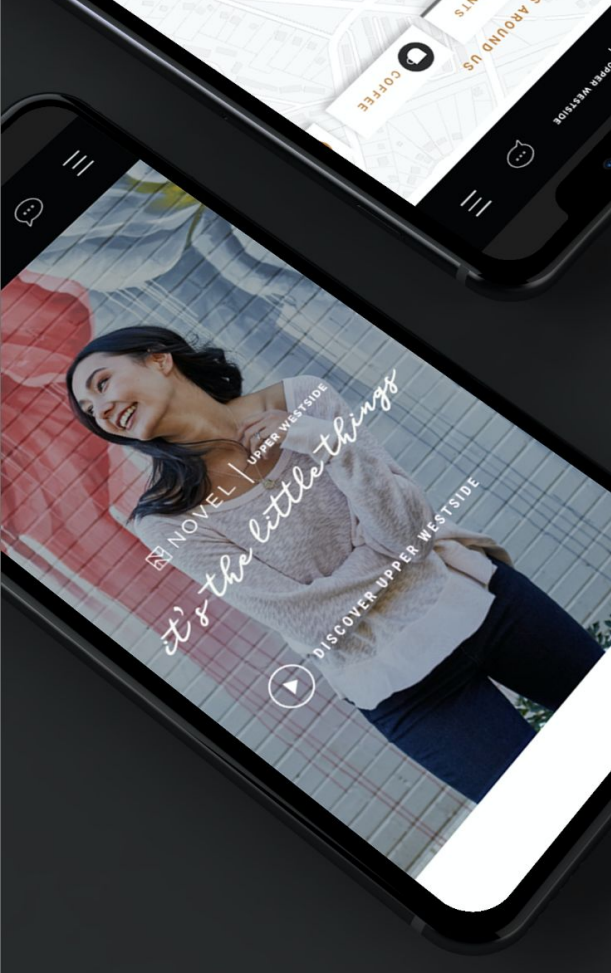
Situation | As an integral part of Huber Engineered Woods' marketing activity, we were challenged with overhauling and advancing Huber's digital presence to aggressively compete in an increasingly crowded market by effectively conveying their solutions and their brands' reasons to believe.

Solution | To uncover new search engine optimizations and user experience opportunities, we began with an extensive audit of Huber's SEO efforts and analyzed where their competitors were ranking for non-branded content and strategies they were employing. This audit led to a more focused strategy for ongoing content entry and future optimizations. In addition, we performed heatmap testing on the current website and landing pages to gather learnings on current user behaviors, which revealed key interactions and user flows.

Outcome | Based on these findings, we created a new digital experience that elevated Huber's brand, created clear paths to conversion for each of their target audiences, and provided a platform for them to capitalize on their content production efforts more effectively. We also implemented e-commerce best practices to create an experience that more closely aligns with users' expectations when browsing products online.



NOVELLucerne.com



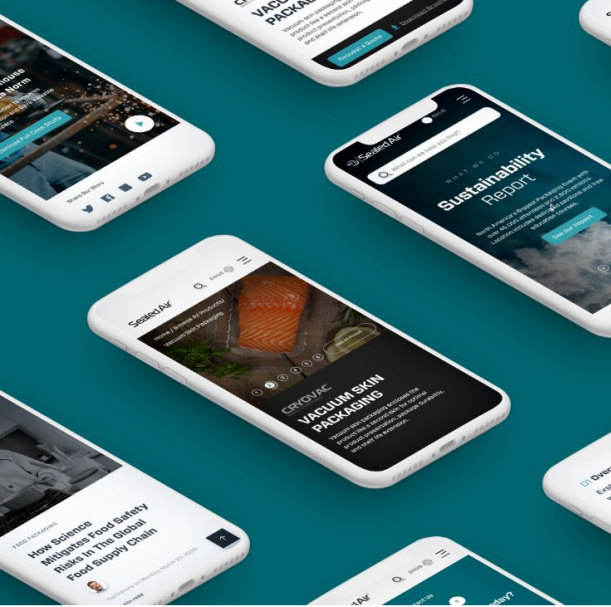
Situation | Crescent Communities was embarking on redesigning all of their NOVEL property website experiences in 2019. Prior to reimagining this overhaul, they wanted to ensure human insights were considered to ensure those experiences were differentiated and added value to the customer experience.

Solution | To garner insights directly from NOVEL's target audience to learn current needs and usage of the existing websites, we conducted qualitative focus groups centered on digital experience usability. Specifically, this usability research sought to learn how the website could be presented in an engaging and highly intuitive manner, and promote micro-conversions (schedule an appointment, chat, complete a form). Critical aspects for evaluation included navigation ease, intuitiveness, ease of use, key friction points, engagement, level of motivation to act (schedule a tour, contact us, chat), and the overall shopping experience.

Outcome | Based on the focus group findings, we created a website content strategy and architecture that more closely aligned with users' expectations. This architecture is now being applied across all current and future multifamily property websites.



SealedAir.com



Situation | Following the launch of a new corporate brand, Sealed Air leveraged their existing relationship with Wray Ward, engaging the agency to reimagine its website and build a design system that would sustain the scale of its global site. Over the years, Sealed Air had developed nearly 30 customer personas and was attempting to reach all of them through SealedAir.com, while, in actuality, they were not effectively communicating to any of them. On top of that, Sealed Air was unable to qualify segment leads from the website nor act upon them in a timely manner, leading to poor customer service and negative brand association.

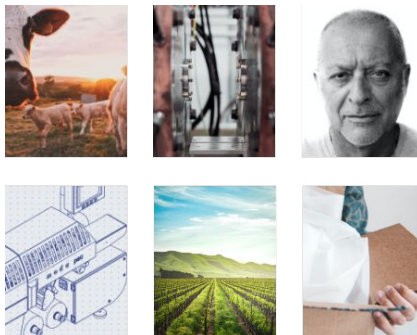
Solution | First, we immersed in the brand with an extensive discovery phase, digging into website performance and the competitive landscape and interviewing key Sealed Air stakeholders. We then refined the personas into five targeted segments that combined the most essential personas with similar traits. This established clear priorities and allowed us to develop strategies that more effectively served segments on the website. Throughout the design process, we conducted internal and external user testing to validate design decisions and ensure that we provided a positive user experience for each segment and innovative solutions for current issues facing SealedAir.com. This included creating contextually relevant forms with qualifying conditions to gather the appropriate information for all leads and distribute them to Sealed Air for further segmentation.

Outcome | Based on these clearly defined priorities, we created a new, modular website and design system that easily navigated each target segment through Sealed Air's solutions and introduced them to a new digital product catalog featuring faceted navigation for quick browsing.



Streamline
the Journey

+



Deepen Customer
Engagement

+



Improve
User Experience

We appreciate this opportunity to work with you and look forward to getting started.

In the interest of getting the project under way, we require your signature on this Authorization to Proceed.

Please sign in the space provided and email back to kpanther@wrayward.com if you are in agreement with all aspects of this proposal. We will follow it up with a detailed Scope of Work.

Of course, please feel free to call if you have any questions or would like to discuss in further detail.
Thank you.



Kent Panther
SVP
kpanther@wrayward.com
704-926-1345

Mohawk Industries, Inc.

Name

Signature

Title

Date

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