

CASE STUDY

MAZDA NORTH AMERICA

Role: Research; Strategy; UX/UI Design; Art Direction

Challenge: MNAO saw the idea of interactive screens as a key component to a “Retail Evolution” occurring at new and redesigned dealer show rooms. They looked to use an interactive touch screen to enhance the dealership experience, elevate the Mazda brand, and assist in the sales process with measurable ROI.

Process: I worked with the client to obtain and analyze a customer journey map that outlined the car-buying experience, performed competitive analysis, and conducted stakeholder interviews and observational research that led to personas that represented the average user. These personas, and the user challenges that were identified, were key in creating the mindmap and wireframes that would drive the design.

Outcome: After several iterations, the screens now serve as a brand standard component to all new dealerships, and will be implemented at existing dealerships over time. Post-implementation observation and interviews revealed additional improvements that may help to make the screens even more valuable, but customers, dealers and sales representatives express great satisfaction in the interface, achieving the original goals set out by MNAO Corporate.



PROJECT OVERVIEW

- Interactive screens as key component to "Retail Evolution"
 - Enhance dealership experience
 - Elevate Mazda brand
 - Assist in sales process
 - Complement existing video wall screens



INITIAL RESEARCH

- Customer Journey Map
- Competitive Analysis
- Brand Standards Review
- Mood boards
- Personas
- UX Studio

Vanessa



AGE 35

OCCUPATION Service Manager

LOCATION

TIER

ARCHETYPE

PERSONALITY

Extrovert	Introvert
Sensing	Intuition
Thinking	Feeling
Judging	Perceiving

GOALS

- Show success in her role and as a team
- Get through her days with minimal stress and incident
- Find opportunities to expand and grow

BIO

Vanessa is a working mother of two who started at the Minneapolis Mazda dealership as a receptionist, and is now managing the team in the business center. She loves to read and travel.

Gary



AGE 53

OCCUPATION General Manager

LOCATION Capistrano, CA

TIER Sales Executive

ARCHETYPE Goal Driven

PERSONALITY

Extrovert	Introvert
Sensing	Intuition
Thinking	Feeling
Judging	Perceiving

GOALS

- Reach sales and income numbers
- Enable team members to grow and see achievement
- Maintaining top standing within organization

TECHNOLOGY

IT & Internet	Software	Mobile Apps	Social Networks
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FRUSTRATIONS

- Not having enough hours in the day
- Technological glitches that stand in the way of profit
- Inaccuracies in numbers and marketing

MOTIVATIONS

Incentive	Fear	Achievement	Growth	Power	Social
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MAZDA BRAND
DIGITAL STYLE GUIDE
2016

OBJECTIVE
THESE GUIDELINES DEFINE MAZDA'S VISUAL IDENTITY

They are the...

Mazda Owner Experience Map

RESEARCH AND EVALUATION

CHALLENGE 1	CHALLENGE 2	CHALLENGE 3	CHALLENGE 4
1.4%	39%	7.4%	70%
1.3%	60%	78%	30%
25%			75%

OVERVIEW OF VISUAL IDENTITY

MAZDA'S VISUAL IDENTITY IS THE STANDARD FOR ALL VISUAL REPRESENTATION OF THE MAZDA BRAND.

By applying it to every customer touch point, we ensure that our brand always is clear and consistent.

VISUAL ELEMENTS / COLOR / PRIMARY COLORS

PRIMARY COLORS

The primary colors are used for brand logo, headings, main component background and other functional actions.

Red should be used in critical before and/or to indicate action.

VISUAL ELEMENTS / UI COMPONENTS / PRIMARY AND SECONDARY BUTTONS

PRIMARY AND SECONDARY BUTTONS

After initiation, the interactive Block should be pointing of the left margin of the Block to allow an easy background.

All buttons turn red on hover to indicate an interaction.

The primary button has a clear stronger visual weight over the secondary button. The size spans the user towards that action.

Handwritten notes on a sticky note:

- Being built in a browser
- as web page a couple
- popups lead to mis-t...
- site is only "responsive" in...
- sizes the whole thing.

Handwritten notes on a sticky note:

- Better running total of enabled items (show how many pgs?)

STAKEHOLDER INTERVIEWS

- Corporate leadership
- Dealers
- Sales Representatives
- Customers

How familiar are customers with the Mazda brand when they step in the dealership?

Very familiar. Awards,

How often are they already driving a Mazda? About half the time they are repeat customers.

How do you think about a video showing the features of a vehicle of interest? Short video comparison, customers have more patience for a video than text.

Does the typical customer come in with a car already picked out, research completed, etc? Half and half. Many find a car that they want online and others are just browsing. Many of them shop other Mazda dealerships and try to get them to compete with each other.

What tools do you use currently to present initial options and educate customers on the available models? Website and then print comparisons; "It would be nice to have the current models on the interactive screen."

What are the most common competitor advantages (either real or perceived) that you must overcome with customers? Price, incentives, media features, trendy features, luxury

Do you keep competitors' pricing and comparable vehicle specs on hand to compare and contrast with Mazda's offerings? If so, how do you usually review these with customers? They use comparison tool on website. It's not incredibly user-friendly though, and cannot be sent to the client in a way that makes it clear for them. They generally send them a link to the comparison page and then give directions on how to get what they need. Would be really helpful to have a tool in the dealership that they could then provide customers with a to-go reference.

When all sales representatives are busy with other customers, what happens if someone else walks in the door? How are they usually greeted and how do they usually fill their time until a representative becomes available? A manager generally greets them and either sets them up with a test drive or tells them that someone will be with them soon.

Which part of the process do you feel is the most impactful in leading the customer to decide to buy a Mazda vehicle? (website search, product demo and vehicle evaluation, test drive, product information at dealership, quote/financing) Test drive. All the way.

How do you generally present extras/accessories and upsell the customer? Usually they suggest things based on things the customer asked about, or things that seem important to them (i.e. they mentioned skiing or travel, so offer the all-weather floor mats, roof rack, etc.); usually presented with the quote (on mazdausa.com and print it out so that it can be included in the quote)



OBSERVATIONAL RESEARCH

- Current dealership experience
- Context of use
- Material analysis

When a customer arrives at the dealership, they may have an appointment or be a walk-in. If an appointment is made, an appropriate sales rep greets them and has information ready based on customer's needs, previous visit, etc. If no appointment is made, reps take turns greeting walk-in customers. If no rep is available, a floor manager greets them and either says someone will be right with them or proceeds directly through the sales process.

While we observed, most reps were either on the phone or working on research for customers, but there are times when all reps are with at least one customer and are often multi-tasking through simultaneous sales processes.

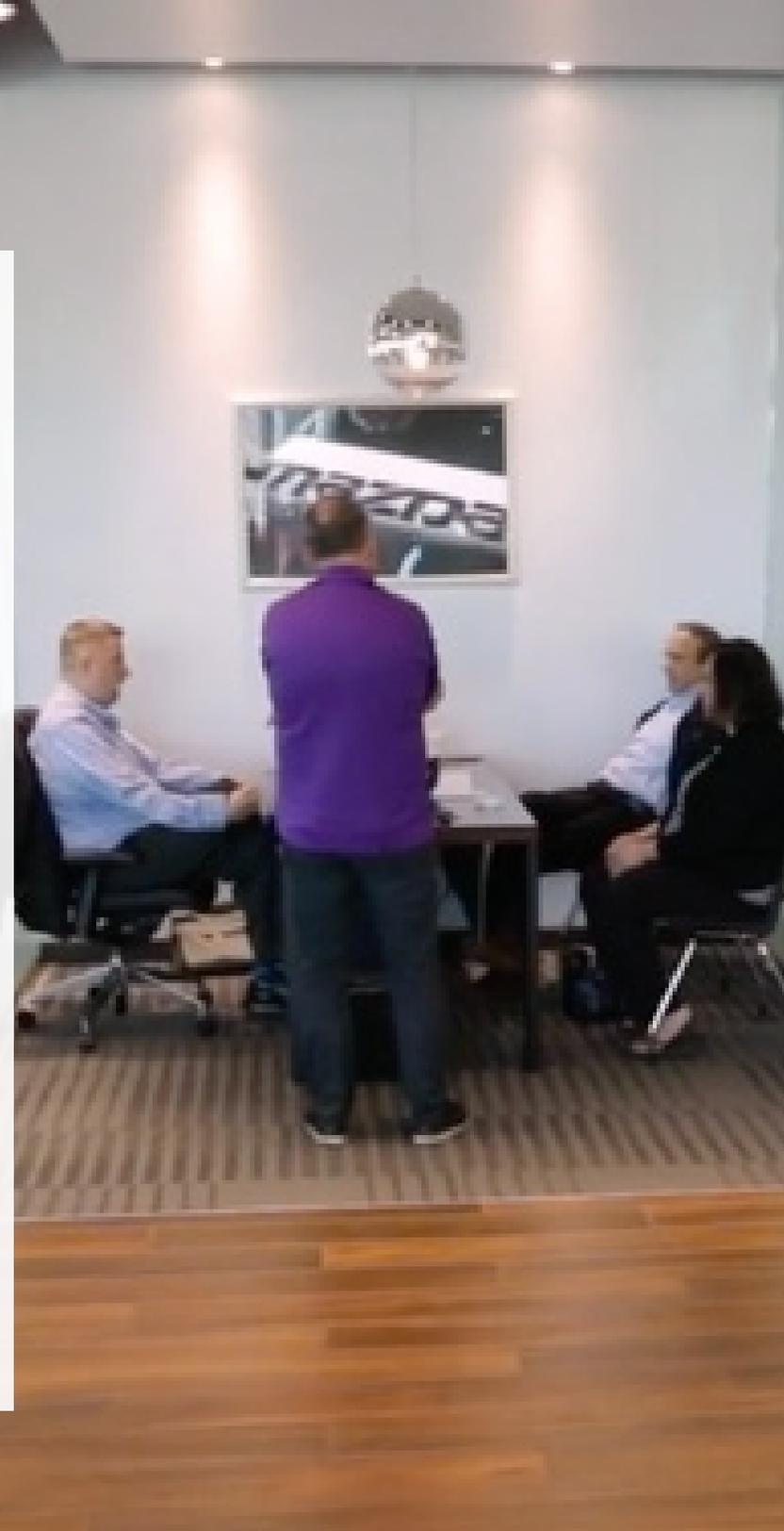
The customer journey starts with a conversation in the showroom, either sharing collected research or collecting more based on customer's needs, showing them comparisons, etc. Some viewing of showroom floor models may occur. The ultimate goal at this stage is to get customers out onto the lot and into a car for a test drive. Reps claim that the test drive is the single most important step in the process of selling a vehicle. Is there a way to include available vehicles on the lot to select and virtually set up a test drive? Would this make it less overwhelming/daunting to secure a test drive?

After a test drive of one or more cars, the customer and rep return to the showroom to discuss more features. This is the point at which the interactive digital sign might be employed to highlight specific features of the vehicles driven. If the "virtual test drive" noted above had been employed, could these vehicles be automatically populated with features available, comparisons, etc.?

When the customer has made his/her decision to buy a Mazda vehicle, the rep provides information on the model selected, including available upgrades. This is done mostly on handheld tablets used by every sales person, and printouts of the screens they show. Is there anything we could do with the digital signage to tie in with the tablets?

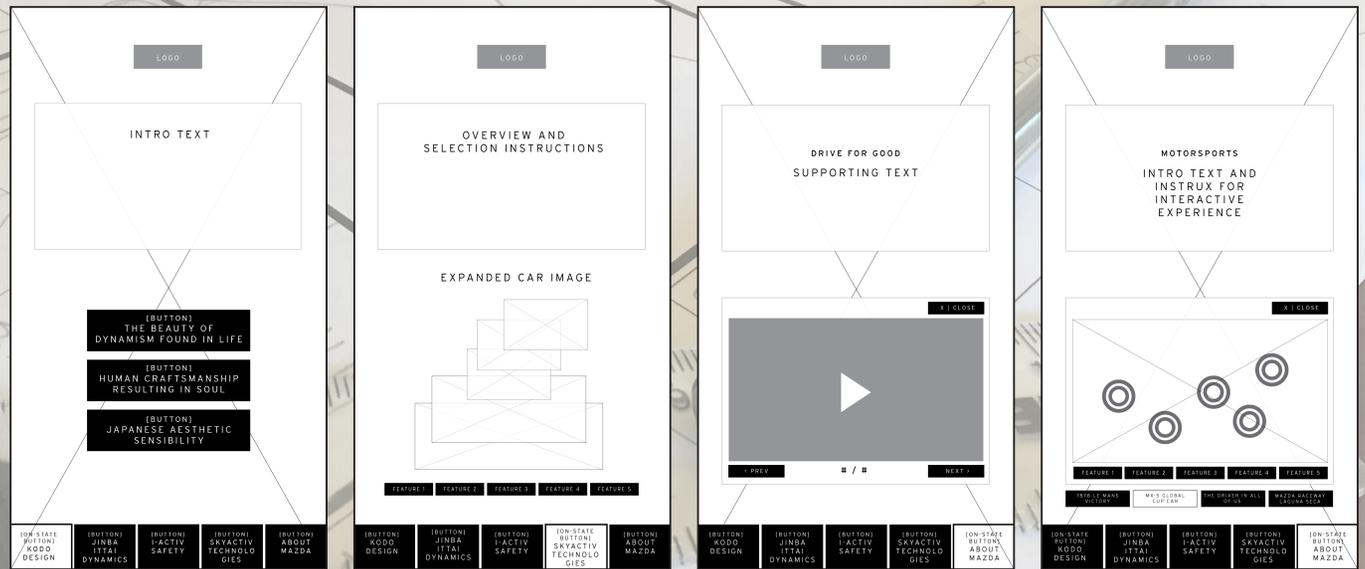
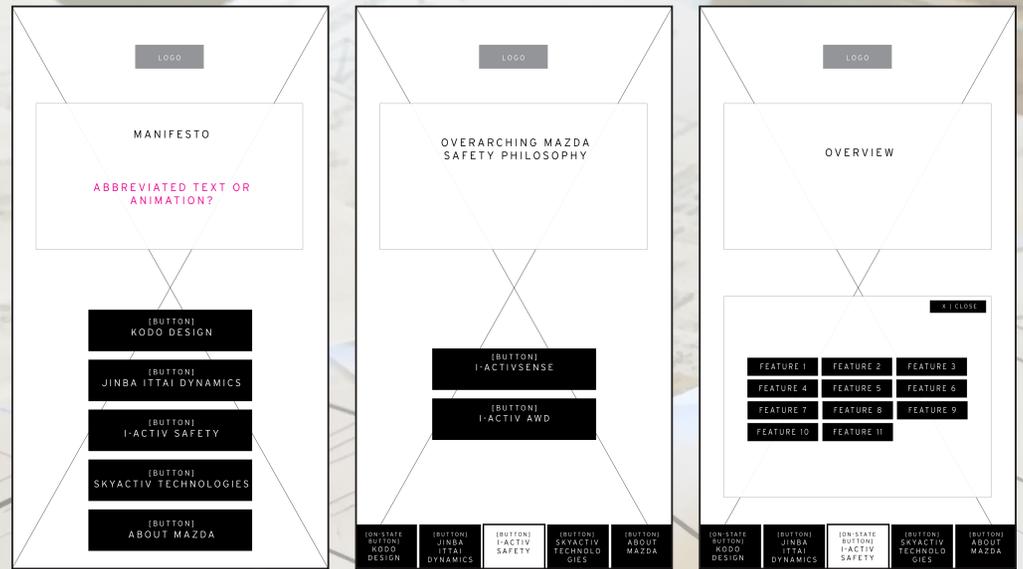
Customers are often left alone for some time (I estimated about 10-15 minutes based on observations) while the rep is working with the dealer on pricing and financing. Sometimes the dealer visits to work on the negotiations. This time period feels tense and customers (especially those who come in with family members and friends) seem to spend the time discussing the decision amongst themselves. Is there anything we can do to better fill that time, and reinforce the decision to buy a Mazda vehicle?

Once the paperwork has been signed, the customer may receive the vehicle. We didn't actually observe any customers receiving their vehicle as the ones they chose were not available that day and had to be prepared.



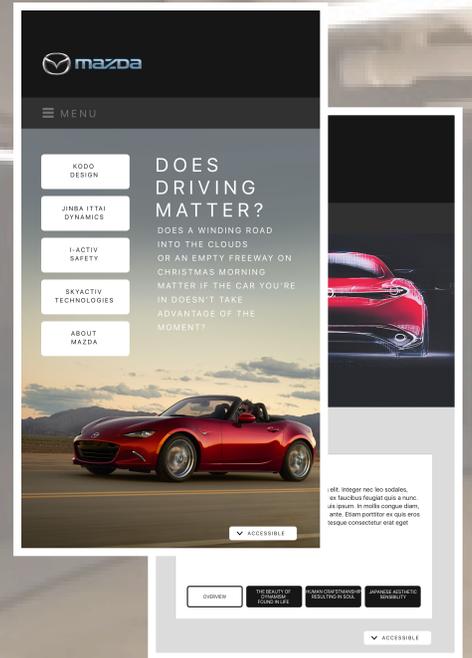
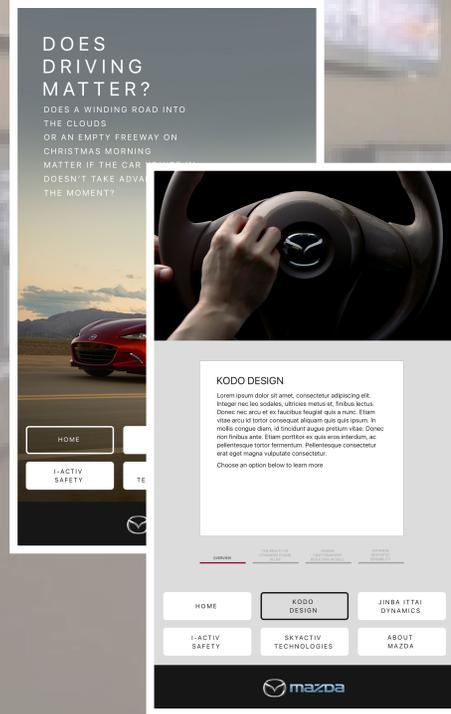
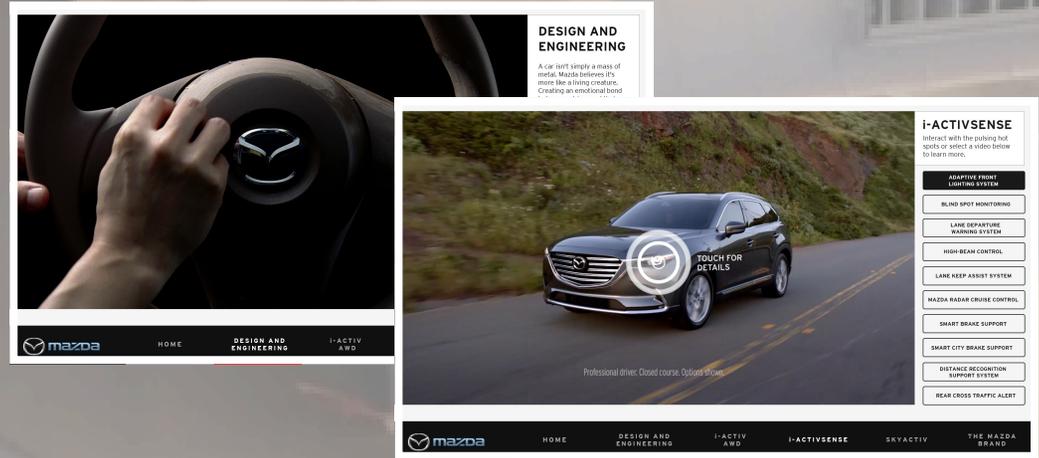
WIREFRAMES

- Initial sketching
- Technical assessment
- Key features proposal
- Client review



PROTOTYPES

- Built in Invision
- Many iterations
- Active testing
- Key challenges:
 - Hardware changes
 - Screen orientation
 - Budgetary constraints
 - Content hurdles
 - Constantly evolving brand



FINAL DESIGN

"I think the displays are critical to the retail evolution. It helps fulfill all the senses when a customer comes in... It really helps enhance that customer experience... It gives us a tool that allows us to visually demonstrate it to a Mazda customer instead of just telling them about it."

– Mazda Dealer





DOES DRIVING MATTER?

DOES A WINDING ROAD INTO THE CLOUDS OR AN EMPTY FREEWAY ON CHRISTMAS MORNING MATTER IF THE CAR YOU'RE IN DOESN'T TAKE ADVANTAGE OF THE MOMENT?



TOUCH TO BEGIN

KODO DESIGN

JINBA ITTAI DYNAMICS

I-ACTIV SAFETY

SKYACTIV TECHNOLOGIES

ABOUT MAZDA



I-ACTIV

I-ACTIV AWD

OVERVIEW

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I-ACTIV SAFETY

I-ACTIV ENGINE

I-ACTIV AWD

KODO DESIGN

JINBA ITTAI DYNAMICS

I-ACTIV SAFETY

SKYACTIV TECHNOLOGIES

ABOUT MAZDA



SKYACTIV

THE STORY BEHIND SKYACTIV

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SELECT A FEATURE ABOVE TO LEARN MORE

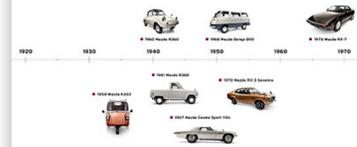
KODO DESIGN

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SWIPE LEFT AND RIGHT TO EXPLORE

ABOUT MAZDA

HERITAGE

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HIROSHIMA SPIRIT

HERITAGE

MAZDA DRIVE FOR GOOD

MOTORSPORTS

KODO DESIGN

JINBA ITTAI DYNAMICS

I-ACTIV SAFETY

SKYACTIV TECHNOLOGIES

ABOUT MAZDA



I-ACTIV

SAFETY OVERVIEW

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I-ACTIV SAFETY

I-ACTIV ENGINE

I-ACTIV AWD

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SKYACTIV TECHNOLOGIES

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SKY-ACTIV

SKY-ACTIV ENGINE

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2.5

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KODO DESIGN

JINBA ITTAI DYNAMICS

I-ACTIV SAFETY

SKYACTIV TECHNOLOGIES

ABOUT MAZDA



ABOUT MAZDA

HERITAGE

1970 MAZDA R10 SAVANNA

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HIROSHIMA SPIRIT

HERITAGE

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ABOUT MAZDA

FOLLOW-UP

- QA Testing
- Additional observational research
- Post-implementation stakeholder interviews
- Recommendations for 2.0



LEARNINGS

- Recommend A/B testing
- More in-depth user analytics
- Data to support design
- More intensive initial UX discovery studio
- Involve more business groups

