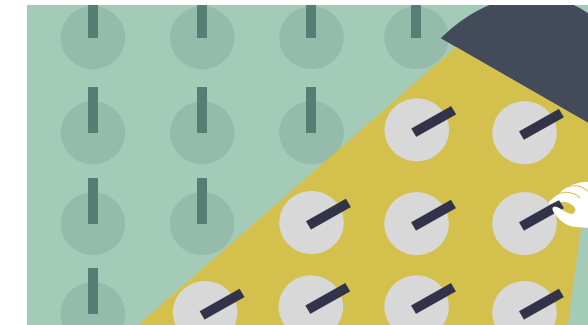


## Process

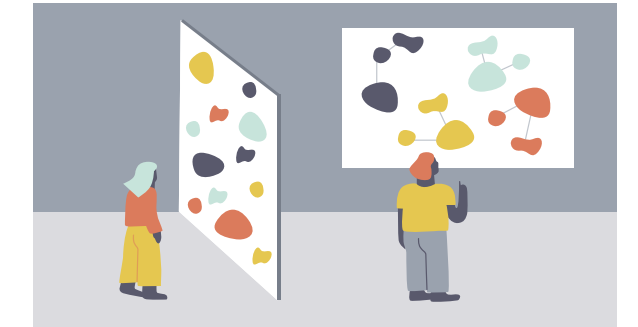
**SPRING RESEARCH INSIGHTS** Our spring of research identified that great buyers approach their job differently: they see stories where others see only numbers, they stack the deck in their favor by leveraging their negotiating skills and maintaining strong partnerships with their vendors, and they are constantly reflecting on their past buys to make each subsequent buy better. All of these activities are hard work, and the tools that buyers have at their disposal, while they may be powerful, are often generic data analysis tools that have been repurposed to facilitate these strategic activities. But what would a tool designed specifically for buyers look like? We believe that such a tool would reduce the amount of non-productive work buyers need to do to be great at their job, which will result in happier buyers making better buying decisions.



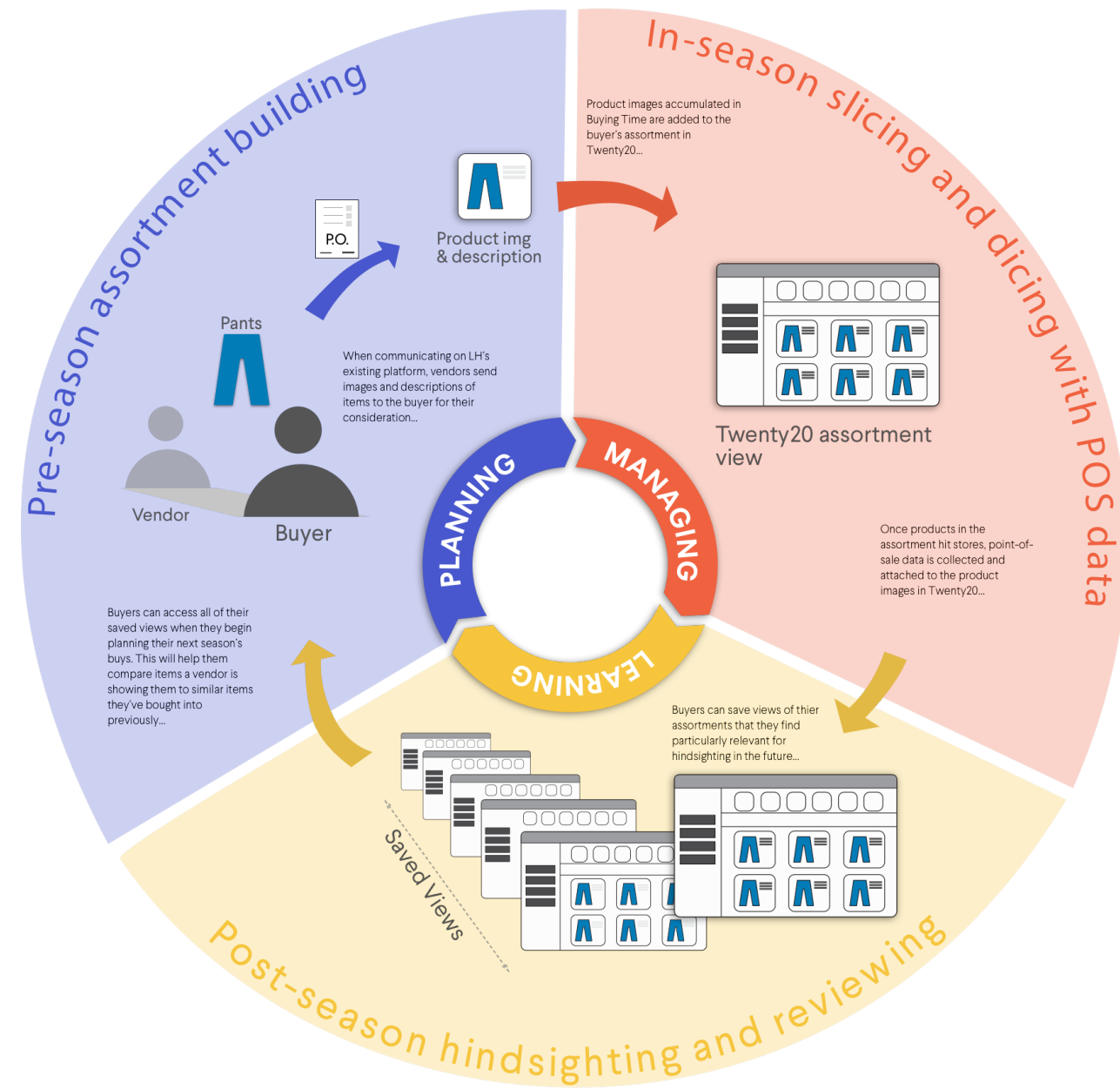
*“Great buyers know that spreadsheets don’t change minds, stories do.”*



*“Great buyers stack the deck in their favor, creating more opportunities for every buy to become a great buy.”*



*“Great buyers continuously improve their decision-making model by connecting the dots to see the whole picture.”*



## It's a Cycle

Putting Twenty20 into the context of a buyer's workflow

Just as on Amazon, where the products you've purchased are saved in your 'purchase history,' so too are the products buyers have selected in Buying Time: they are moved from a PO worksheet (shopping cart) into an assortment. This assortment lives on our platform in the form of an 'assortment view' with product tiles laid out in a quickly scannable grid format. From here a buyer can monitor product performance by all the metrics they are used to, while never losing sight (quite literally) of every one of their SKUs. Furthermore, attached to every product "card" is metadata about that item, including static data such as style attributes and purchase price, and dynamic data such as AUR, margin, inventory levels, etc. This allows the items in an assortment to be "sliced & diced" in all the ways buyers are used to in order to sniff out trends and identify top and bottom sellers within a single season or across multiple seasons.

# User Testing

22 Participants

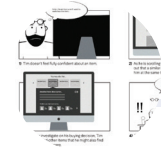
Including DMMs, Senior Buyers, Associate Buyers, Assistant Buyers, and Planners

From retailers ranging from TJX to DICK'S to Macy's.

## Prototyping Process

### Sprint One

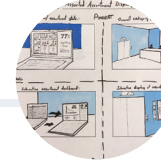
We took concepts from our visioning session and prototyped across a breadth of ideas to be generative in our approach.



ASSORTMENT ANALYSIS TOOL  
COMPUTER VISION  
AMBIENT DISPLAY

### Sprint Two

Based on the user testing feedback, we identified questions we needed to answer in order to further evaluate the value of the concept to buyers.



Do buyers want a visual display of assortment?  
What are buyers looking for when they access their assortment at meetings and tradeshows?  
Do buyers need access to assortment outside the office?

### Sprint Three

We narrowed concepts based on user testing feedback and LH's feedback on the potential for the concepts to create value within LH's unique business advantage (referenced the value to LH and breakdowns 2x2 matrix from the spring).



VISUAL ASSORTMENT  
ML FOR ASSORTMENT  
INDIVIDUAL PRODUCT PAGE

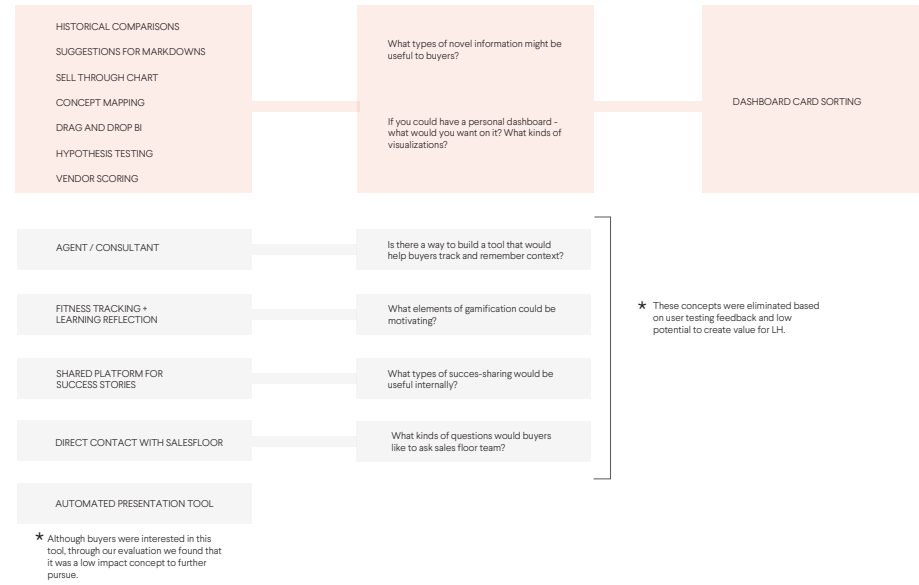
### Sprint Four

We narrowed our focus to the visual assortment concept as it applies across the buyer's activities. This concept received overwhelmingly positive feedback across each sprint and is the strongest fit with Buying Time. During this sprint we examined constraints and found more blockers for the dashboard concept.

How do buyers want to use a visual assortment tool at various stages of their buying activities: pre-season, in-season, and hindsight?

### Sprint Five

We created specific user flows and scenarios to design.



# Product Roadmap

## Near-term: adding data and context

We propose connecting Twenty20 to the financial plan that their planners create, which buyers use to compare their performance against. Every week a buyer looks at their performance versus to plan, and we see this value add being used for several new features:

**IMPORT PLAN** When building assortments on Twenty20, a buyer can see their open-to-buy amount and the margins they're expected to hit for an upcoming season. This may help them make fiscally smarter decisions.

**COMPARING PERFORMANCE** When using Twenty20 to browse other categories or zoom out to the store-wide assortment, a buyer could compare how different parts of the store are performing with their own. This could serve as a motivational force and encourage healthy team dynamics.

**PLACEHOLDERS** If a buyer has access to the financial plan for an upcoming season, when they start building their assortment they can create 'placeholder items' that would make it easier to manage their dollars when at market.

## Long-term: automation and predictive analytics

As more buyers start using this tool to slice and dice their data, patterns may start to emerge which could serve as the base for a predictive engine to start offering suggestions to buyers pre-emptively. However, in order to be effective, the quantity of data collected needs to be quite large, which is why we see this as a long-term goal.

**AUTOMATED ALERTS** Based on the metrics most frequently used to set alerts and the context for those alerts, Twenty20 could start providing alerts to buyers BEFORE they have even been set manually.

**API INTEGRATION** By connecting Twenty20 to other external APIs, such as a weather service or a national trend service like Nielsen, the depth of the labelled data sets will grow and allow the system to provide even more accurate recommendations.

## Why these features?

We've designed a tool that will discover WHAT information buyers are looking for at specific times during their workflow. If there's one thing we've consistently heard from all the buyers we've talked to, it's that they are proud of their own process for pulling insights from their assortments' performance metrics. Therefore, we want to preserve the buyer's agency over their data by giving them a more intuitive way to slice and dice as they see fit. We also found that being able to save certain types of filters and assortment views would have a significant benefit to buyers and retailers while having a relatively low development cost to LH. Finally, adding alerts to sub-category-level metrics is a low-cost substitute for complicated machine learning algorithms. The feedback we received for these alerts was incredibly positive (over predictive analytics), partly because it is more transparent than ML and partly because it would relieve some of the burden of tracking items that might otherwise be overlooked.