



# Wireless Project Kickoff



August 21, 2018

# Agenda

- Background and Opportunity
- Wireless Goals and Vision
- Customer Segment
- Key Contacts
- Workstreams
- Proposed Release Plan and Scope
- Decision Tree
- Proposed Sprint Plan
- Q3 Goals
- Action Items & Hiring Plan

# Wireless Background + Business Opportunity

## Postpaid Background:

- In FY2018, Postpaid Store business earned \$228M in revenue, up from \$165M in FY2017
- The category is projected to make \$514M in FY2019 and \$836M in FY2020
- Market Share:
  - **Walmart Current:** 1.1%; **Walmart Projected:** 4%
  - **Competition:** Best Buy market share is 12% in store and 11% online

## Prepaid Background

- Walmart has #1 position in Prepaid Wireless across stores and Walmart.com
- Current Walmart Prepaid business is around \$3.9B (broken down to \$2.6B in airtime and \$1.3B in prepaid devices)
- Current market share is 28.8%, down from about 32%
  - Every year, we lose \$200M per year year in real time replenishment because carriers offer this solution, whereas Walmart does not

## Total Omnichannel Opportunity (Full Scope): \$1.2B

*Walmart Wireless market share is projected to grow due to a focus on **creating an omnichannel solution for wireless AND** due to a commitment from stores to ramp up from **560 to 2,450 stores with specialized Wireless Sales Providers (WSPs).***

# Why Now?

- Able to leverage work already done by the WARP team for Samsclub.com
- Wireless devices continue to be the #1 consumer electronics gadget, with Postpaid eligible devices accounting for 80% of the US consumer Wireless market
- Deployment of capability online would not only drive dotcom sales but also bring incremental traffic into our stores and drive PUT sales
- Drives customer retention for Prepaid customers
- Captures additional market share
- Amazon doesn't do this...yet.

# Wireless Goals

## Postpaid Wireless:

- Create an omnichannel solution for postpaid
- Grow the postpaid business and play catch up
- Gain market share

## Prepaid Wireless:

- Expand omnichannel solution for prepaid
- Win customers back and gain credibility
- Keep market share

# Wireless Vision

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*“To build a comprehensive and easy to navigate prepaid and postpaid wireless experience for Walmart customers, both online and in stores.”*

# Who is this experience for?

For Walmart customers, who want to ***purchase a new phone*** and/or ***a corresponding carrier service plan***, the Wireless project is intended to be the ***end-to-end*** experience that will allow customers to ***begin and complete such transactions online***. Unlike Amazon, Walmart will be able to provide an ***omnichannel*** solution for prepaid and postpaid customers.

# Key Contacts

| Team                     | Contact                                                   |
|--------------------------|-----------------------------------------------------------|
| <b>Sponsors</b>          | Greg Foran, Jordan Sweetnam, Darren MacDonald, Dave Comer |
| <b>Product</b>           | Jessica Williams                                          |
| <b>Business</b>          | Caitlin Ryan                                              |
| <b>Tech Lead</b>         | Eytan Daniyalzade                                         |
| <b>Supply Chain Tech</b> | Matthew George                                            |
| <b>WARP</b>              | Jay Dawar                                                 |
| <b>Retail Core Tech</b>  | Ravi Tata                                                 |
| <b>Returns</b>           | Maheer Manmohan                                           |
| <b>UX</b>                | Andy Rivera                                               |
| <b>Creative</b>          | Heidi Ware                                                |
| <b>Store Ops</b>         | Allen Henrie                                              |
| <b>PUT</b>               | Mark Matthews                                             |
| <b>Marketing</b>         | James Cho                                                 |
| <b>Ads</b>               | Jeff Clark                                                |
| <b>Warranties</b>        | David Croudace                                            |
| <b>Warehouse</b>         | Steven May                                                |



# Workstreams

| Workstreams                      | Teams                                                                                                 |
|----------------------------------|-------------------------------------------------------------------------------------------------------|
| <b>Discovery/Pre-Transaction</b> | Homepage, Search/Browser, Item Catalog/Setup, Category Page, Listing Page, Item Page, Cart, IRO, WARP |
| <b>Post-Transaction</b>          | Checkout, OMS, IMS, Returns, Supply Chain, Email, Stores, WARP                                        |
| <b>UX</b>                        | Research, Design, Creative                                                                            |
| <b>WARP</b>                      | Carrier Integration                                                                                   |
| <b>Marketing</b>                 | Develop marketing strategy to communicate launch to customers and drive strategy                      |
| <b>Ads</b>                       | Develop ad strategy to drive additional traffic                                                       |
| <b>Legal</b>                     | Ensure Walmart and Carrier compliance                                                                 |
| <b>Partner Management</b>        | Contract Negotiation, product offerings                                                               |
| <b>Analytics</b>                 | Reporting                                                                                             |

# Proposed Release Plan (in Phases)

| Phase | Area of Focus                               | Line of Business                       | Capabilities                                                                                                                                                                                                   | Deployment Date |
|-------|---------------------------------------------|----------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|
| 1     | Core Postpaid Online + Capability Extenders | Omnichannel Upgrades                   | <ul style="list-style-type: none"> <li>• <b>Channel:</b> S2H, S2S, PUT</li> <li>• <b>LOBs:</b> Upgrades w/ Gift Card Bundles + Apple Care</li> <li>• <b>Key Carriers:</b> AT&amp;T, Verizon, Sprint</li> </ul> | Q1 FY2020       |
| 2     | Capability Extenders                        | Prepaid Auto Top-up + "Instant" Refill | <ul style="list-style-type: none"> <li>• <b>LOBs:</b> Prepaid Activation, Auto Refill Enrollment, Top-up</li> <li>• <b>Key Carriers:</b> Trac (ST, TW, WFM) / AT&amp;T, Boost, Verizon</li> </ul>              | Q2 FY 2020      |
| 3     | Core Postpaid Online                        | New Lines                              | <ul style="list-style-type: none"> <li>• <b>Channel:</b> S2H, S2S, PUT</li> <li>• <b>LOBs:</b> New Lines, Apple Care, Walmart Financing</li> <li>• <b>Key Carriers:</b> AT&amp;T, Verizon, Sprint</li> </ul>   | Q3 FY2020       |

# Phase 1

# Phase 1: Omnichannel Upgrades

## Pre-Identity Verification

When a customer is on Walmart.com, they will be able to:

- **Search and Browse** for postpaid eligible devices
- **Category Page:** View and select postpaid contract eligible devices that will take them to the cell phone Item Page.
- **Item Page:** Make postpaid phone device variant selections (2+ variants) for postpaid devices.
- **Delivery Method:** View whether phone is available for Ship to Home, Ship to Store, or Pickup Today
- **Pricing:** View multi-level device pricing for the different carrier service plans.
  - Monthly “starting at” price [Plan 1]
  - Monthly “starting at” price [Plan 2]
  - Total Price equivalent
- **Upgrade:** Once an item is added to cart, existing customers can check the Upgrade Eligibility of their postpaid account and will be prompted to complete an **Identity Verification**

## Post-Identity Verification

Once the customers’ identity has verified and their upgrade eligibility confirmed, the customer can:

- **Upgrade Options:** Select an upgrade option that best fits their needs (monthly payments or pay in full)
- **Payment Plan:** Customers can select a payment plan offered by the carrier
- **Delivery Method:** Select **Ship to Home** or **Pickup In Store** based on item availability
- Before checking out, customers should be able to select:
  - **Warranty Plan:** Select desired Warranty Plan for phone (Apple Care, Standard Warranty, Samsung Protection Plan)
  - Bundle Gift Cards with special awarding rules
  - Add-on accessories
- **Checkout:** begin and complete full transaction online

# Phase 1: Omnichannel Upgrades

## Post-Purchase

After the customer has completed their purchase, the following actions should and will occur:

- **Post-Purchase:** Customers will receive a post-purchase email with:
  - Order Number and full purchase details
  - Return policy details (return to Walmart within 15 days)
  - Contact information to reach dedicated Wireless Customer Service for shipment tracking and device support
  - Store Map
  - Add-on accessories
- **Activation Ready:** Regardless of selected delivery method, phone should be “*activation-ready*” when the customer receives the phone.
- **Reporting:** Capture Transaction Price vs. Device Value to enable reconciliation with Carrier for GMV/Commissions Reporting

# Phase 1: Omnichannel Upgrades

## Enhancements

- Migrate Warranty Plans to Walmart platform from WARP
- **Ship to Store:** Enable Mobile Desk Integration for S2S, so Stores can schedule appointments with Customers who choose “Live Help” option during Checkout
- **Pickup Today (PUT):** Enable Mobile Desk Integration for PUT, so Stores can schedule appointments with Customers who choose “Live Help” option during Checkout

## Phase 2

# Phase 2: Prepaid Auto Top-up & “Instant” Refill

## MVP

Phase 2 of the Wireless project enhances the Prepaid Wireless experience online for customers.

- **Instant Refill:** Enable Instant Refill for prepaid customers returning to the site to buy Minutes/Prepaid Plan Card.
  - Eliminate the need for a “PIN” code to be sent to customer email address
  - Allow addition of minutes, that show up immediately, by linking directly to the customer’s account through Incomm
- **Easy Reorder:** Enable Easy Reorder for monthly prepaid customers
  - Enable customer option to set a reminder generated every 30 days (including CC encryption)
  - Allow customers to use their Credit Card to sign-up for monthly **Auto Top-up** of Minutes/Prepaid Plan (Trac)
    - Capture customers who sign-up for monthly Auto Top-up (with periodic validation from carrier on account status), to enable reconciliation with Carrier for ongoing GMV/Commissions Reporting
- **Monthly Reminders:** Generate follow-up communication, via Email, to Prepaid customers reminding them to sign up for monthly Top-up.



# Phase 2: Prepaid Auto Top-up & “Instant” Refill

## Enhancements

- Extend Auto Top-up to all Prepaid Carriers
- Enable customers to activate Prepaid Phones online at time of purchase so they can also sign up for monthly Auto-top up of their Prepaid Plan

## Phase 3

# Phase 3: New Lines

## Pre-Identity Verification

Customer facing experience for Phase 3 will be identical to Phase 1 prior to 'Add to Cart'

Phase 3 focuses on **New Lines** of service for Postpaid customers. There are three types of **New Line** classifications we'll zero in on:

- **New Customers:** New Account with Carrier
- **Existing Customers:** New Line added to an existing account
- **Existing Customers:** Transfer service from one carrier to another

**Fraud & Security Check:** Customer and identity verification, inclusive of a credit check, will need to be completed by integrating with carrier through WARP

## Post-Identity Verification

Once the customers' identity has verified, the customer can:

- **Payment Plan:** Select a payment plan offered by carrier
- **Voice/Data Plan:** offered by Carrier
- **Delivery Method:** Select **Ship to Home**, **Pickup In Store**, or **Ship to Home** based on item availability
- Before checking out, customers should be able to select:
  - **Warranty Plan:** Select desired Warranty Plan for phone (Apple Care, Standard Warranty, Samsung Protection Plan)
  - Bundle Gift Cards with special awarding rules
  - Add-on accessories
- **Checkout:** begin and complete full transaction online

# Phase 3: New Lines

## Post-Purchase

After the customer has completed their purchase, the following actions should and will occur:

- **Post-Purchase:** Customers will receive a post-purchase email with:
  - Order Number and full purchase details
  - Return policy details (return to Walmart within 15 days)
  - Contact information to reach dedicated Wireless Customer Service for shipment tracking and device support
  - Store Map
  - Add-on accessories
- **Activation Ready:** Regardless of selected delivery method, phone should be ***“activation-ready”*** when the customer receives the phone.
- **Reporting:** Capture Transaction Price vs. Device Value to enable reconciliation with Carrier for GMV/Commissions Reporting

# Phase 3: New Lines

## Enhancements

- Migrate “Reserve Online” to PUT
- Support multiple lines in one transaction/order
- **Ship to Store:** Enable Mobile Desk Integration for S2S, so Stores can schedule appointments with Customers who choose “Live Help” option during Checkout
- **Pickup Today (PUT):** Enable Mobile Desk Integration for PUT, so Stores can schedule appointments with Customers who choose “Live Help” option during Checkout

# Decision Tree

# Proposed Sprint by Sprint Plan

|           | Sprint          | Dates                           | Deliverable                             |
|-----------|-----------------|---------------------------------|-----------------------------------------|
| Q3 FY2019 | Sprint 1        | August 21 – September 5         | <i>Discovery + Requirement Building</i> |
|           | Sprint 2        | September 6 – September 19      | <i>Discovery + Requirement Building</i> |
|           | Sprint 3        | September 20 – October 3        | <i>Discovery + Requirement Building</i> |
|           | Sprint 4        | October 4 – October 17          | --                                      |
|           | Sprint 5        | October 18 – October 31         | --                                      |
| Q4 FY2020 | <b>Sprint 6</b> | <b>November 1 – November 14</b> | <b>Code Freeze</b>                      |
|           | Sprint 7        | November 15 – November 28       | Black Friday                            |
|           | Sprint 8        | November 29 – December 12       | --                                      |
|           | Sprint 9        | December 13 – December 26       | Christmas                               |
|           | Sprint 10       | December 27 – January 9         | New Year's                              |
|           | Sprint 11       | January 10 – January 23         | --                                      |
|           | Sprint 12       | January 24 – February 6         | --                                      |

# Where do we want to be at the end of Q3?

1. Discovery
  - Alignment of Scope: Internal and Carriers
  - Final UX flows
  - Documented system architecture
  - Documented E2E requirements for all teams
2. High level Sprint-by-sprint plan in JIRA with estimated story points and owners
3. Teams to be fully staffed and resources hired
4. Begin Dev Work
  - Build out core Electrode components
  - Align on service contracts
    - › Including sample API response from BE/Services so that FE can begin work
5. Identified dependencies
6. Revised estimates
7. Finalize Supply Chain Plan
8. Identify key launch dates



# Action items to help us get there

- Individual workstream Deep Dive meetings to be scheduled
  - **Purpose:** Align and refine end-to-end requirements
  - Scheduling to occur within the next few days
- Milestones and Timelines calendar to be created for Q3 and Q4 Deliverables
- Outline Hiring Plan

## Helpful Documents

- **Wireless Confluence Board:** <https://confluence.walmart.com/display/CEENT/Wireless>
- **JIRA Board:** <https://jira.walmart.com/secure/RapidBoard.jspa?rapidView=10595&view=planning.nodetail>
- **Box Link:** <https://walmartglobal.ent.box.com/folder/52338221343>



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