

## WEB Management

### Launch of First Ever LEGO e-commerce site

**Task:**

Design from the ground up an international and bilingual web site that will sell LEGO products directly to consumers. Must tie into the current back end systems of the direct to consumer catalog business.

**Teams directly managed or co-managed:**

Web Producers  
 IT database team from LEGO (US and EU)  
 In House Design Team  
 Outside Design Agency  
 Compaq consultants  
 Translation Agency

**Teams collaborated with:**

Consultant from Eccometry (Back end order fulfillment system)  
 Marketing Teams from LEGO  
 In House legal.

**What was done:**

- Designed a wire frame of the user experience to be approved by the marketing team and IT teams. Managed expectations between teams on what was desired and what was feasible to come out with a working wire frame model that was the basis of the web site.
- Managed the in house designers to convert over a thousand LEGO products into web ready presentations.
- Created all the user interface elements in English and German.
- Interfaced with outside design agency on the development of the look and feel to be placed on the wire frame blueprint.
- Reviewed layouts for maximum usability and synergy with existing LEGO look and feel.
- Worked with the legal team on the particular issues involved with selling a child's product online and the COPPA regulations that applied to that business.
- Developed best in class functionality - including:
  - o Anonymous checkout;
  - o Online account creation;
  - o wish list;
  - o Pay by phone;
  - o Invoicing;
  - o Persistent mini cart;
  - o Advanced Search
  - o Catalog Quick Order.
- Delegated maintenance responsibilities to web producers.

**Final Result**

Launched the web site on time and under budget. Web site launched in 14 countries and two languages. First year – doubled LEGO's direct to consumer business. Now continues to grow and accounts for over 70% of LEGO's overall direct to consumer sales.

## First Redesign of LEGO e-commerce site

### Task:

After a year and a half we took another look at the site and wanted to address some of the usability issues that we heard about from our customers through our contact center.

### Teams directly managed or co-managed:

Web Producers  
In House Design Team  
Translation Agency

### Teams collaborated with:

Web Builders  
Web Architects

### What was done:

Addressed issues that were either “quick wins” or would have a significant impact on the user experience.

- Checkout was redesigned to be quicker and easier to use (down from 6 steps to 3 steps).
- Navigation was changed from using images to XML text so that the navigation would load much quicker on slower machines (and easier to update).
- Category pages were adjusted to have a “Thumbnails off” feature that would make page load times faster for slower users.
- Homepage was “freshened up” and slightly tweaked to allow marketing to advertise marketing programs up front.
- Added email Wish List functionality and email a friend functionality.
- Converted the whole web site to French as well making it a trilingual web site.

### Final Result

Conversion rates increased. Fewer abandoned carts. Fewer calls to call center about web site. Sales continued to increase.

## Second Redesign of LEGO e-commerce site

### Task:

After another year of user feedback there was a need to “fill in the holes” in the navigation of the shop. The problem with the current navigation was that there was no sense of where the user was in the site because the navigation would “jump” them to their location. Needed to set up a more detailed organizational trail. Also needed to add more marketing functionality to the site while cleaning up the look and feel. Finally – one of the largest complaints that we had at the time was the size of the images being shown on the site – people wanted bigger images to see more details.

### Teams directly managed or co-managed:

Web Producers  
In House Design Team  
Translation Agency  
Rich Media Vendor

### Teams collaborated with:

Web Builders  
Web Architects

### What was done:

- Created Tabbed navigation that organized the products into logical groupings. The user could then drill down these groupings and always know where they were.
- Side navigation now reflected the structure of the site to reinforce where the user was in the site and give them a visual clue on where else they could go.
- Intermediate pages were created to mirror the new navigational structure, thereby reinforcing the structure of the navigation and giving the user a solid indication of where they were in the site and what could be found there.
- Homepage was redesigned to be simpler and only feature 1 to 3 items on the page while making more room for relevant marketing and service messages to the user.

- All product images were redone from scratch to be a larger size on the page and a much larger size in the “enlargement” window. While getting all the files resized – a large “Master” file was created to minimize the amount of work in the future should this process need to be done again.
- Worked with a Rich Media vendor to add 360 spins and zooms to the product pages. Also designed an “open” framework to add more functionality to the pages in the future by use of “Demo” space and “Video” space.

**Final Result**

Increased sales. Products that featured Rich Media content got a bigger boost in sales. Navigation was easier to use and people complemented the new navigation (Call center reports and fan web site feedback)

## Summary of smaller tasks managed to enhance site

**Task: eBay Auctions**

There was an issue with people trying to sell our newer products as “one of a kind” products on eBay to unsuspecting users that might not be aware of our site. In order to curb this – we set up eBay Auctions and an eBay Store that utilized our existing checkout functionality

**Task: LEGO Mosaic**

Worked on the presentation of this “unique” product that allowed users to upload any picture that they wanted and then order a black and white “mosaic” of that picture made from LEGO bricks.

**Task: Train Configurator**

Worked with outside agency and in house database team to come up with a custom application that allowed people to order their own “custom” train from the LEGO assortment. This way – they could order the train configuration (how many engines and other cars – in what colors) from the existing LEGO assortment. The application would show availability of the pieces, price of the configuration and give the user a preview of the train set they were creating.

**Task: Added 4 more countries**

Worked with Designers – tech resources to add another 4 countries to the shop for a total of 19 countries serviced. Made the switch over to Euros as well.

**Task: Redesigned checkout for simpler look and feel and to add more functionality**

Worked with Web Architect and Marketing to add “Bill Me Later” to the checkout and CID verification (This added one step to the checkout process). Pages were simplified so that each page did not ask for too much information from the user and did not overwhelm the user.

**Task: Added Online Catalog**

Worked with Print Designers, an outside vendor and web architects to establish an “online” version of the print catalog. This version looked like the print catalog but was interactive in showing availability, product description and pricing. The user could still add to cart or add to wish list from this catalog.

**Task: respond to “last minute” marketing opportunities**

When the ABC show “Extreme Home Makeover” featured a “LEGO” room (with a team of LEGO employees helping to produce the room) – the marketing team wanted to quickly set something up to respond to this national exposure. Worked with Marketing and the model building dept. to come up with a product that looked similar to one of the features shown on the show – and then built a special page for the product and added it to the web assortment supported by the site. The product was available after the show aired and was a huge success.

**Task: Retail Store Integration**

Worked with Web Architect, Brand Retail and Marketing Departments to set up a “kiosk” web interface to our online store. This was set up in the LEGO brand retail store in Orlando Florida and in Europe to allow visitors to the stores to be able to “ship” products home if they did not want to carry them. Since this was not available before – we used our existing infrastructure from the web to supply this service. This project has been a great success.

**Task: Gift Certificates**

Worked with Web Architect, IT Database team and Marketing to create a way to redeem existing paper gift certificates through the web site and to also start offering “electronic” gift certificates through email. Project was completed on time before the busy holiday season and improved last minute sales in the site.

**Task: Improving Search**

Worked with Marketing and outside Search Engine Agency to use “guided” search on the site. This allowed users to take search results that may have resulted in hundreds of hits and be able to narrow them down based on age, price, or theme. Also worked on the coding of our pages so that they are more “Search Engine friendly” to outside search spiders. Moved our relevance up in the natural search results in many sites.

**Task: Marketing Landing Pages**

Worked with Design team and marketing team on various “one of a kind” pages to support marketing programs based on special offers (Free Shipping, Free Gift, Set for a Penny) or on seasonal events (Holiday gift Page, Halloween gifts, Easter, etc.)

**Task: Web Specials**

Worked with marketing, Web Architect and design team on coming up with a “web Specials” section to be able to sell off slow moving merchandise.

**Task: email campaigns**

Worked with marketing and design team to come up with an email campaign program. Emails were sent out to our own buyer lists on a weekly basis promoting special products, new launches or special deals available on the site. Results were tracked and the design of the emails adjusted to maximize their return on investment.

**Task: Safety Warnings**

Worked with Web Architect, Database team, and Designers to have the web site match the packaging in its display of safety “choking hazard” messages on the web site. Messages had to be prominent – but not so shocking as to scare off potential customers. Also the functionality was tied to the back end database and rules were set up to have the warning appear when certain criteria were met.

**Task: Administrator tool to update the web database**

Worked with Project Manager and Database resources on coming up with an administrator tool that would allow marketing to add products or modify existing products without the help of a database resource.

**Task: What's New functionality on the site**

Worked with Database, Web Architect, Marketing and designers to create a “what’s new” section on the web site.

**Task: What's Hot (Top 10)**

Worked with Web Architect and Marketing on the presentation of the top 10 products to be shown on the shop homepage. Then created a “landing page” that would showcase the top 30 products. This list was generated dynamically and would change every hour based on sales.

**Task: Retired Products**

Customers complained about our search results not showing “old” or retired products when the user entered in the appropriate item number. Worked with Web Architect and marketing to create a “retired” products page that was then integrated into the search results – so when a user searched on an old product – they would still get a result.

# Print Management

## Convert a traditional “Cut and Paste” art Department into the electronic Age

### Task:

Turley Publications is a newspaper publisher that works on local and collegiate newspapers. When I was hired they were still doing everything the “old Fashioned” way and would cut and paste all layouts and create film photographically. I was hired to change that and bring their “older” staff into the technological age.

### People worked with:

Owners of the business  
 “Older” design staff that was afraid of change.

### What was done:

- Computers were introduced gradually into the workplace.
- First only “Ads” were done electronically as this was easier to handle than laying out a complete newspaper.
- As time went by and people gained confidence in their new abilities, parts of layouts were addressed.
- Finally whole newspapers were created with the new computers.
- Worked both collaboratively and in a “mentoring” capacity to the employees there. Respected the age difference and potential fear of doing something unfamiliar.

### Final Result

By the time I left, the staff was comfortable with the computer and was creating both ads and whole newspaper layouts using the computers. Productivity and overall moral improved.

## Building Design Department from scratch for Pre-press house

### Task:

Vision Graphics was a pre-press house that was looking to expand their services to also include design. They needed someone to start that process, build their reputation and build their design team.

### People worked with:

Owners of the business  
 Sales Reps  
 Clients  
 New Designers

### What was done:

- Started by first establishing their reputation by designing several catalogs and sell sheets for their most prominent clients.
- Went on sales calls to help “pitch” the clients
- Once reputation was established and work was coming in, helped to hire a team of designers to support the business.
- Expanded design to interactive as well as print design.
- Established a job tracking system for the company using FileMaker Pro software. This was used to track and bill all jobs.

### Final Result

Increased sales and reputation of the pre-press house. By the time I left there was a four person design department doing both print and interactive work.

## **Brought Pre-Press capabilities to In House Art Department**

### **Task:**

The LEGO Art Department was using computers to layout their catalogs and magazines – but they were still relying a great deal on outside vendors to create their final files for print. Coming from a Pre-press background – I guided them in the process and purchases required to bring much of this functionality in house.

### **People worked with:**

Design Manager of Art Department  
Art Director  
Other Designers  
Marketing Clients

### **What was done:**

- Looked at the equipment they had and suggested upgrades. Although the equipment they had was good for design work – it was not good enough to work with high res files. The amount of money they spent on Prepress work would easily pay for the upgrades.
- Once the equipment was in – worked collaboratively with the other designers on “prepress” issues that came up when working with their designs. This gave the designers more creative freedom.
- Went on Press OKs to make sure that the new process gave the results that LEGO was accustomed to.

### **Final Result**

Before leaving the print department – all work was done up to final prep stage in house. This gave LEGO more flexibility in turn around times and creativity and also saved them quite a bit of money.