

Hello 🙋

This portfolio covers key pieces of work from my time at Target that are now publicly available.

About me



- I'm from... all over 🇦🇷 🇩🇰 🇺🇸
- I have a PhD in Comparative Literature 📖 🧐
- (and a Masters of Science in Information, specializing in HCI)
- I love product design because I enjoy being in the space between tech and people. And because it requires both creative and analytical skills
- Fundamentally, I want to build tools that serve people. Especially mobile apps.

Portfolio

- 1. Augmented Reality**
- 2. Payments**
- 3. Cart and Checkout**
- 4. Design Leadership**
- 5. More Info About Me**

Don't have much time?



Here are just **3 things** to focus on:

1. Augmented Reality Case Study
2. Financing
3. Design Leadership



**To help all families
discover the joy of
everyday life.**

Augmented Reality

Augmented Reality

- 1. See it in your space**
- 2. See it on you**
- 3. See it in 3D**

Be At Target squad 🦇

**“When I can’t be at a Target,
help me answer my questions
and have confidence ordering
online.”**

Be At Target team

- Senior Product Designer (me)
- Lead Product Owner
- iOS and Android engineers
- Lead Content Designer (aka UX writer)
- Accessibility consultant
- Partners: Design system team/ animator; 3D modeling team; digital merchants

We had 3D models of items, and we had tech from Apple and Google.

What was the guest need and the business case?

Research process

- Store intercepts to learn about pain points of shopping for large items
- Technical research (ARKit and AR Core)
- Prototype testing in stores and usability lab

Guest & business problem

Guest problem: limited store inventory for furniture

Business problem: lower sales of furniture items and higher return rates

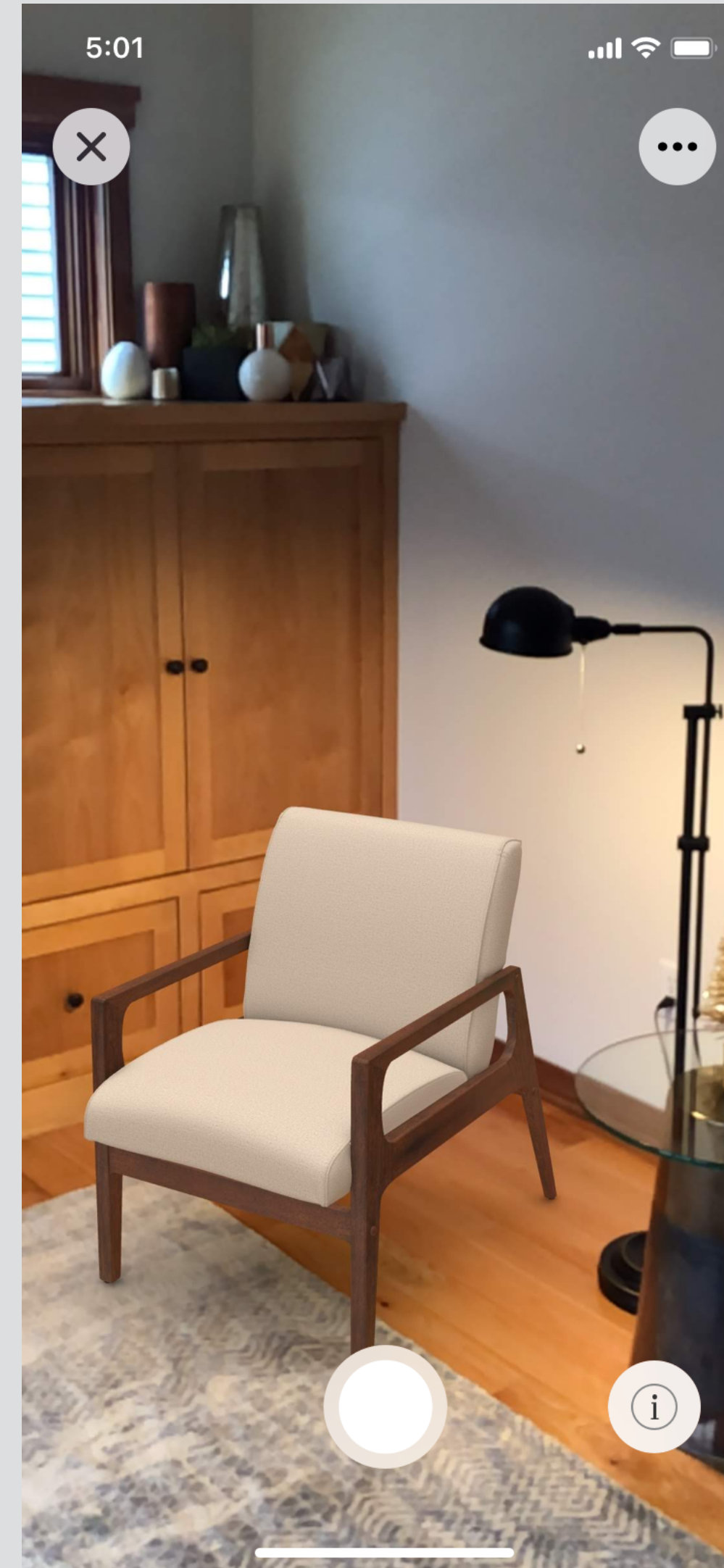
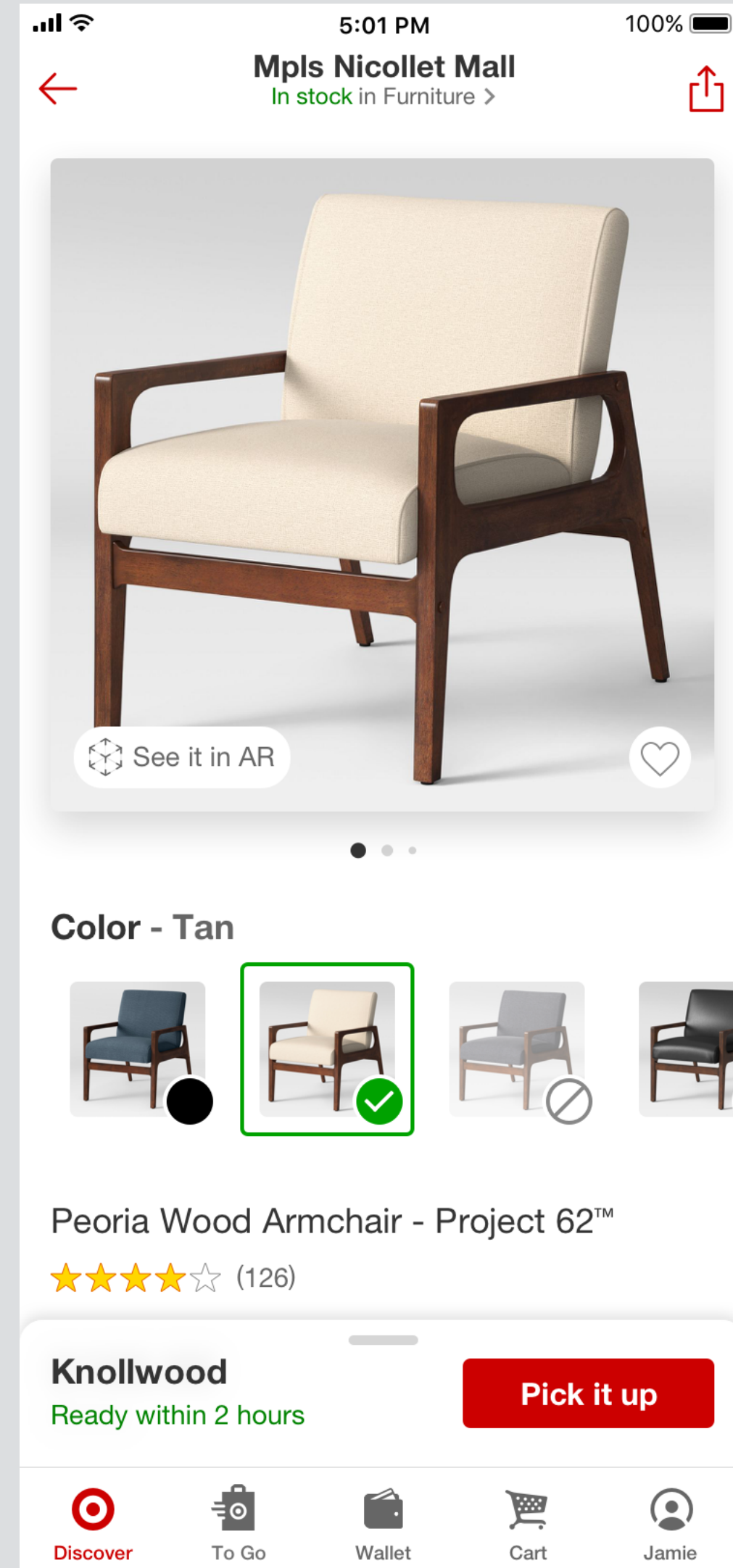
Hypothesis

By launching an AR experience, we will see:

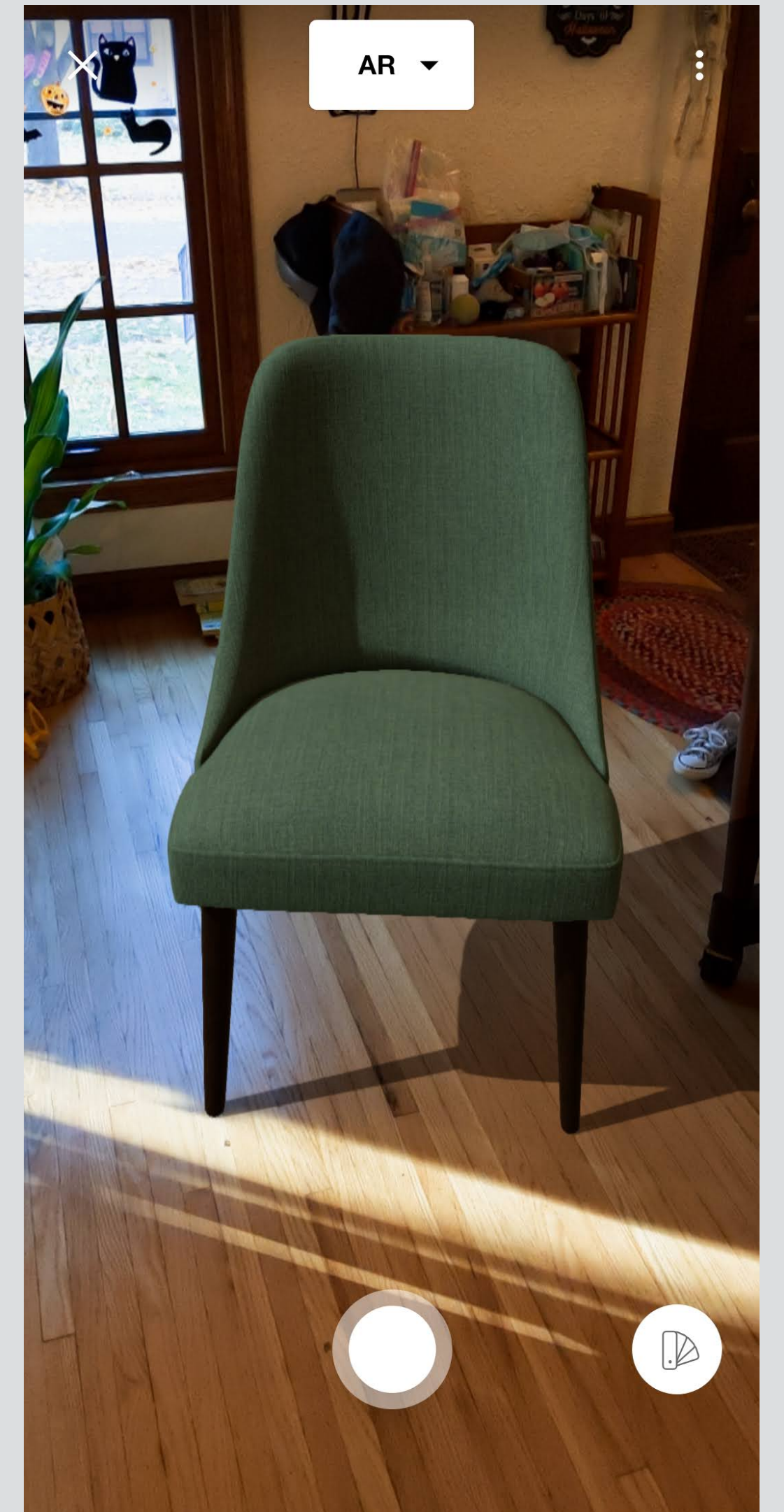
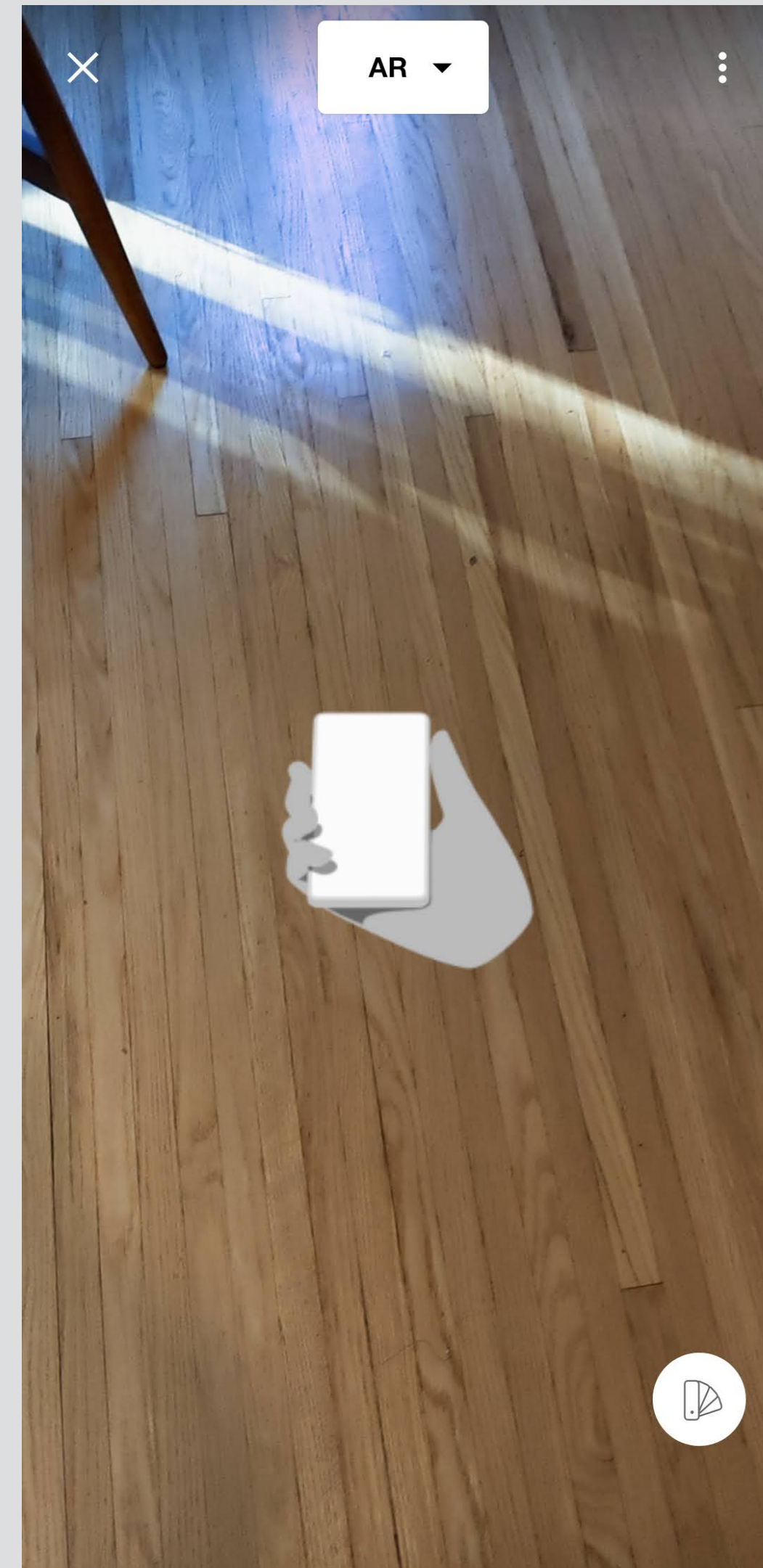
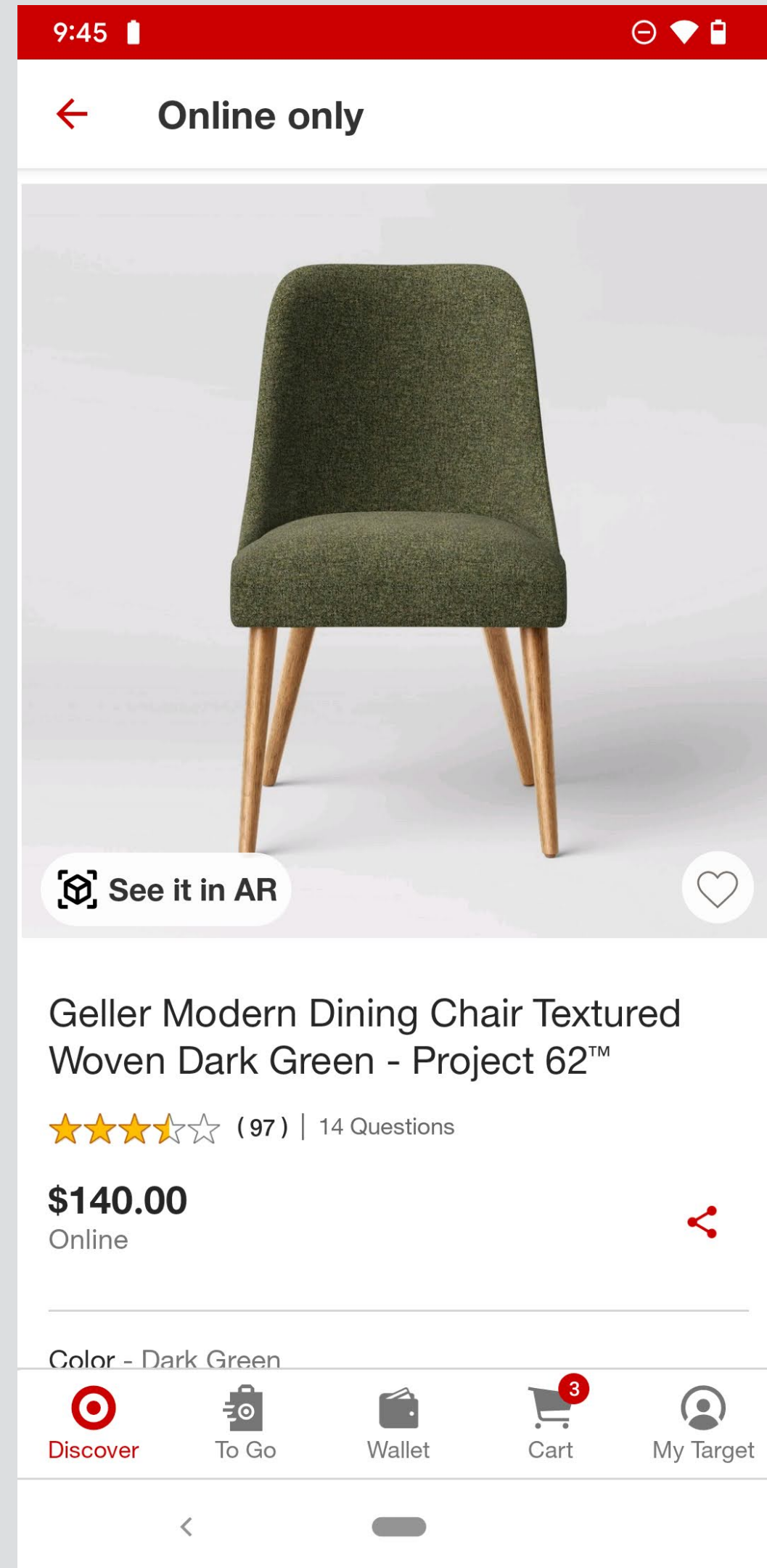
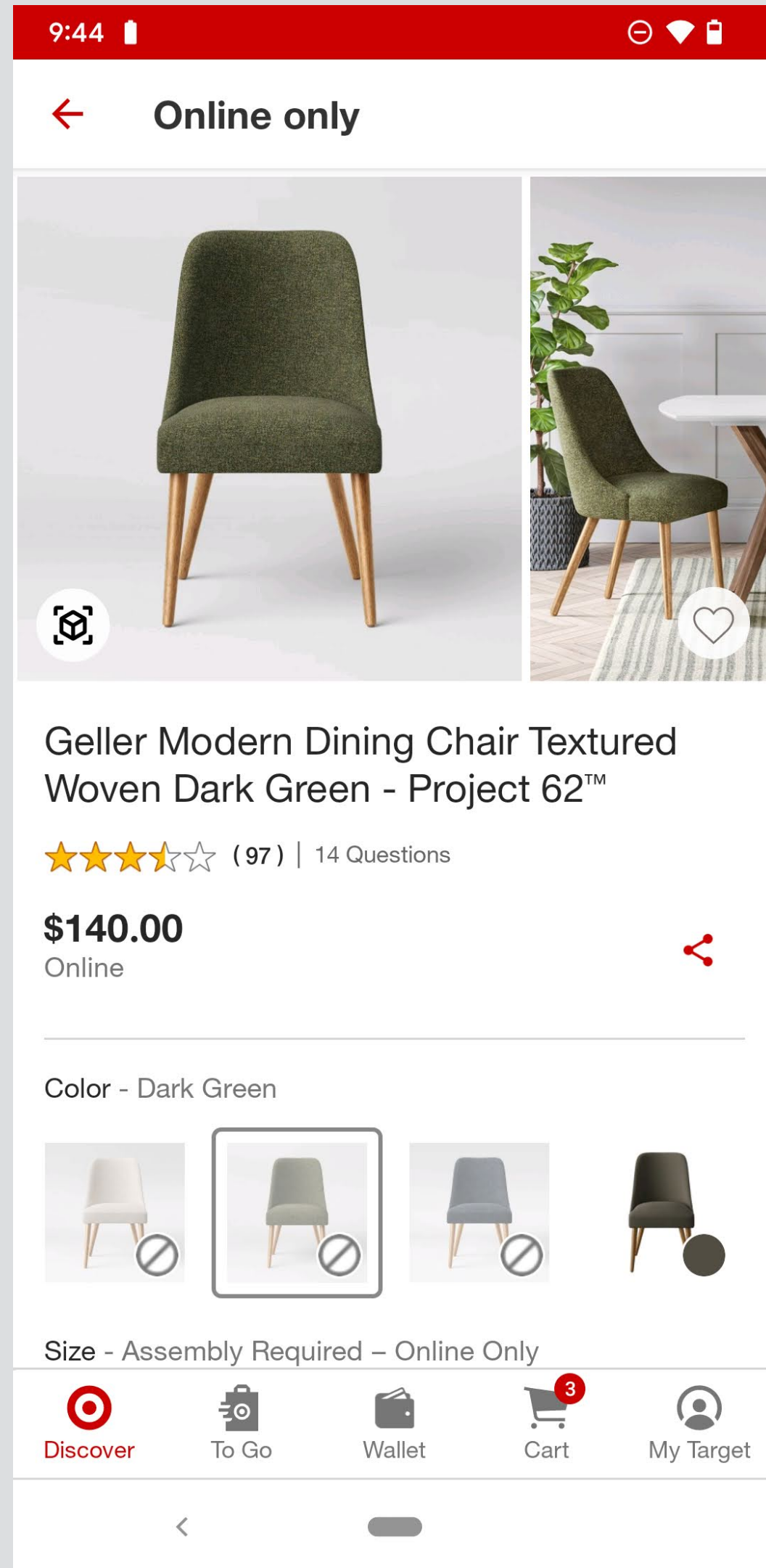
1. an increase in conversion rates
2. a decrease in return rates

See it in your space on iOS app

Video demo
available [here](#)
(214 MB)

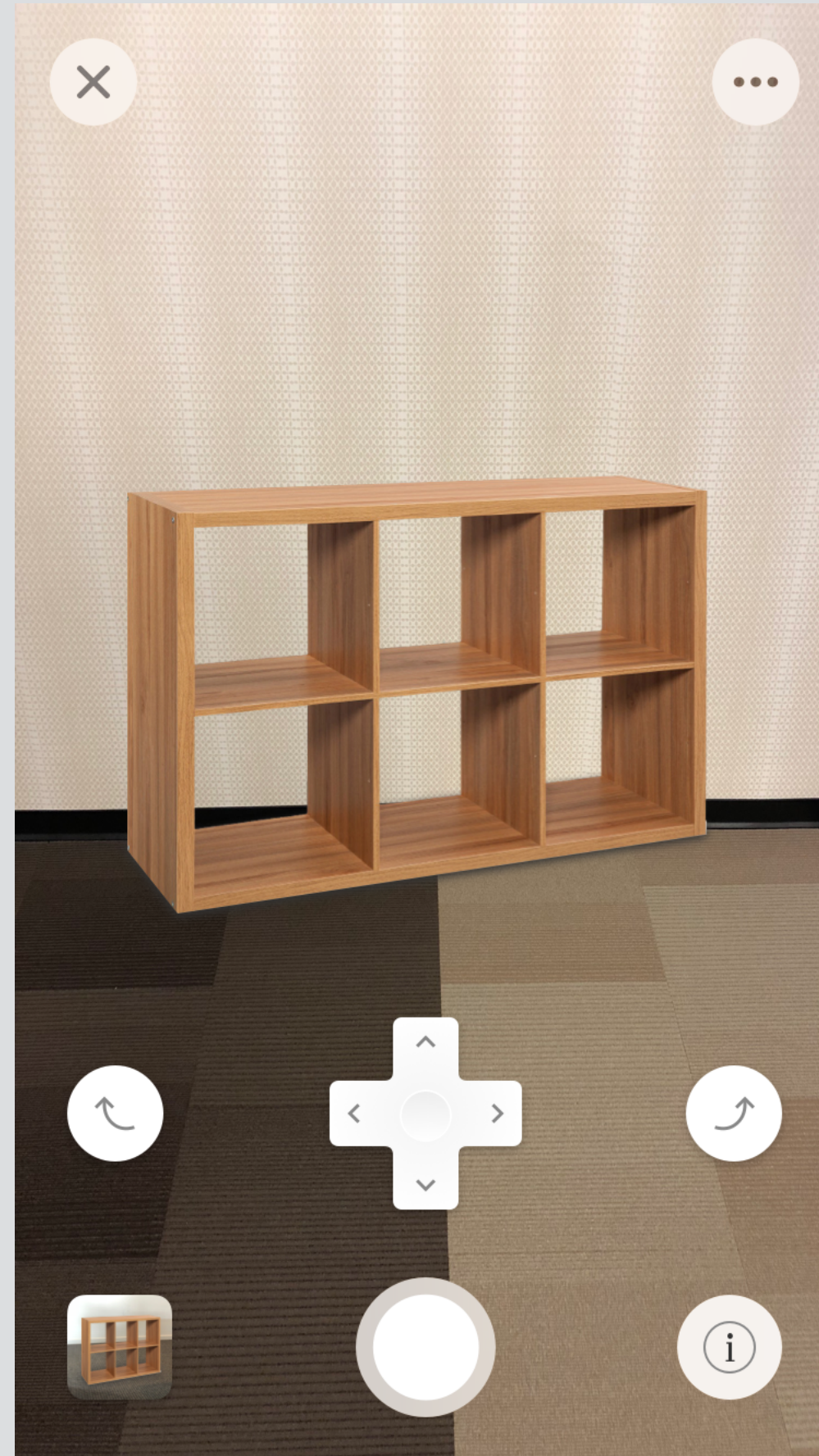


See it in your space on Android app



See it in your space

We made it
accessible for
people with
limited
movement or
motor control
limitations



AR was (and still is) a new technology for most people. Plus guests brought with them a mental model rooted in 2D experiences.

How could we help them use this feature?

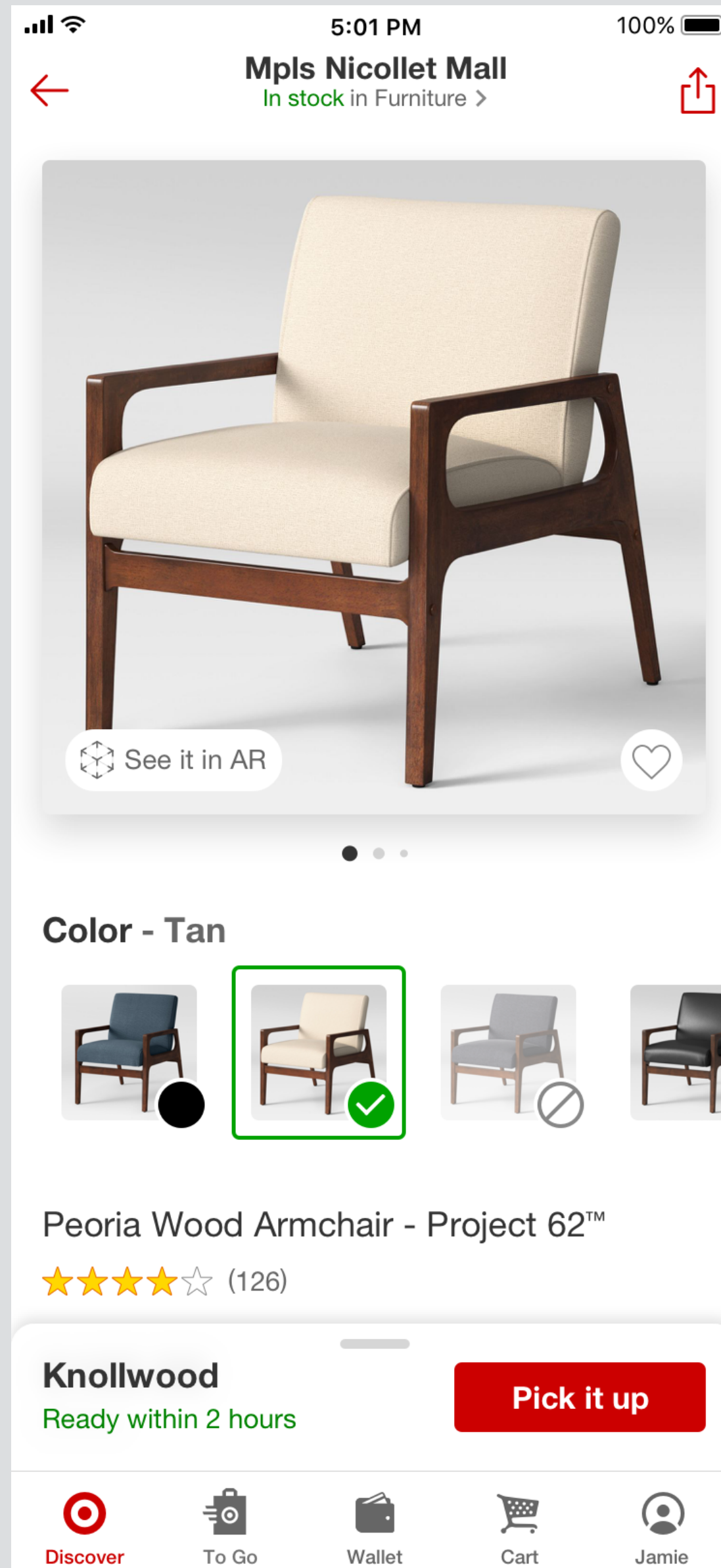
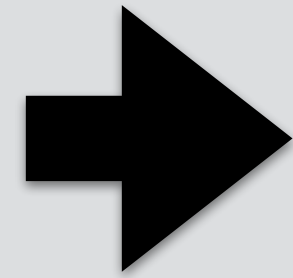
Usability Testing (Jan 2019)

- Some awareness of AR, not much clarity on what it actually is
- Surface detection process is hit-or-miss
- People are reluctant to get up and move around
- 3D model needs to be as realistic as possible
- Feature perceived as valuable for furniture items:
“This would be why I would start being more comfortable with buying furniture over the Internet”



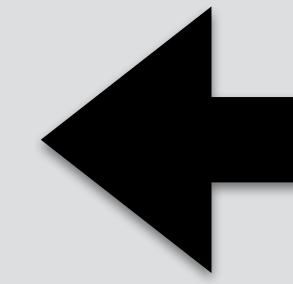
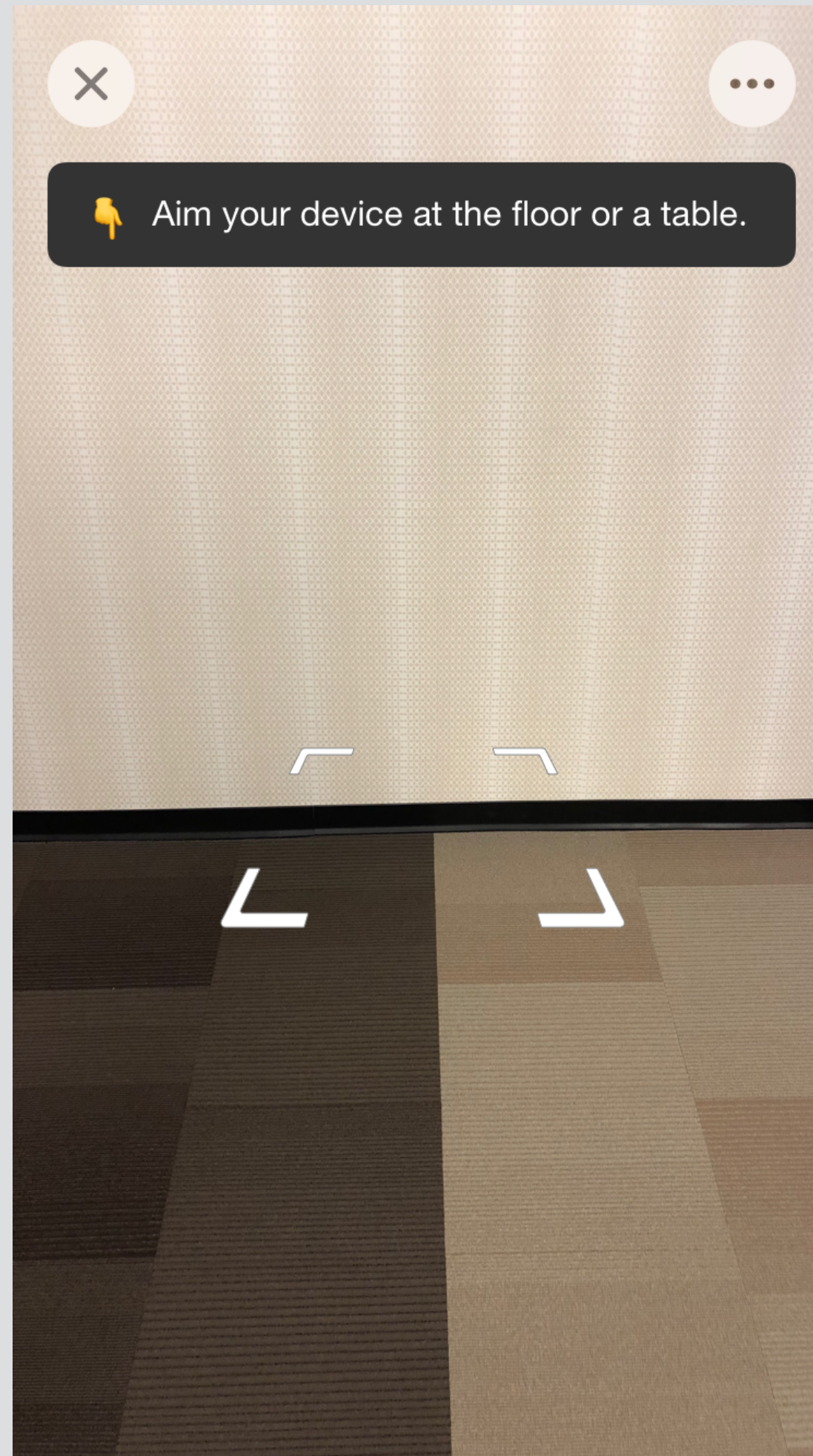
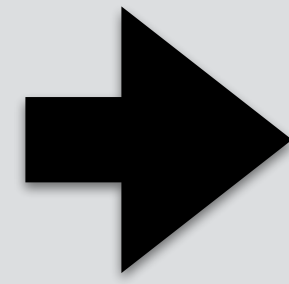
What changed?

Made the button
label into a
phrase rather
than just saying
“AR”



What changed?










Moved these messages to top of screen rather than bottom






Simplified language & removed slight translucency

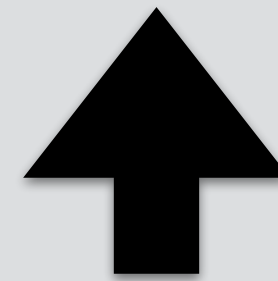
What changed?

Pre-placement messages:

-  Aim your device at the floor or a table.
-  Aim your device at the wall.
-  Now move your device side to side.
-  Move your device a little slower.
-  More light is needed.
-  Let's get back to it! Rescan the surface.
-  Downloading item...
-  Tap to make the item appear.
-  Hmm, it's not working. [Get help](#)



First-run messages:

-  Here is the item at its full scale!
-  Use one finger to move the item. ✕
-  Use two fingers to rotate the item. ✕



Added new messages to encourage movement & emphasize true scale

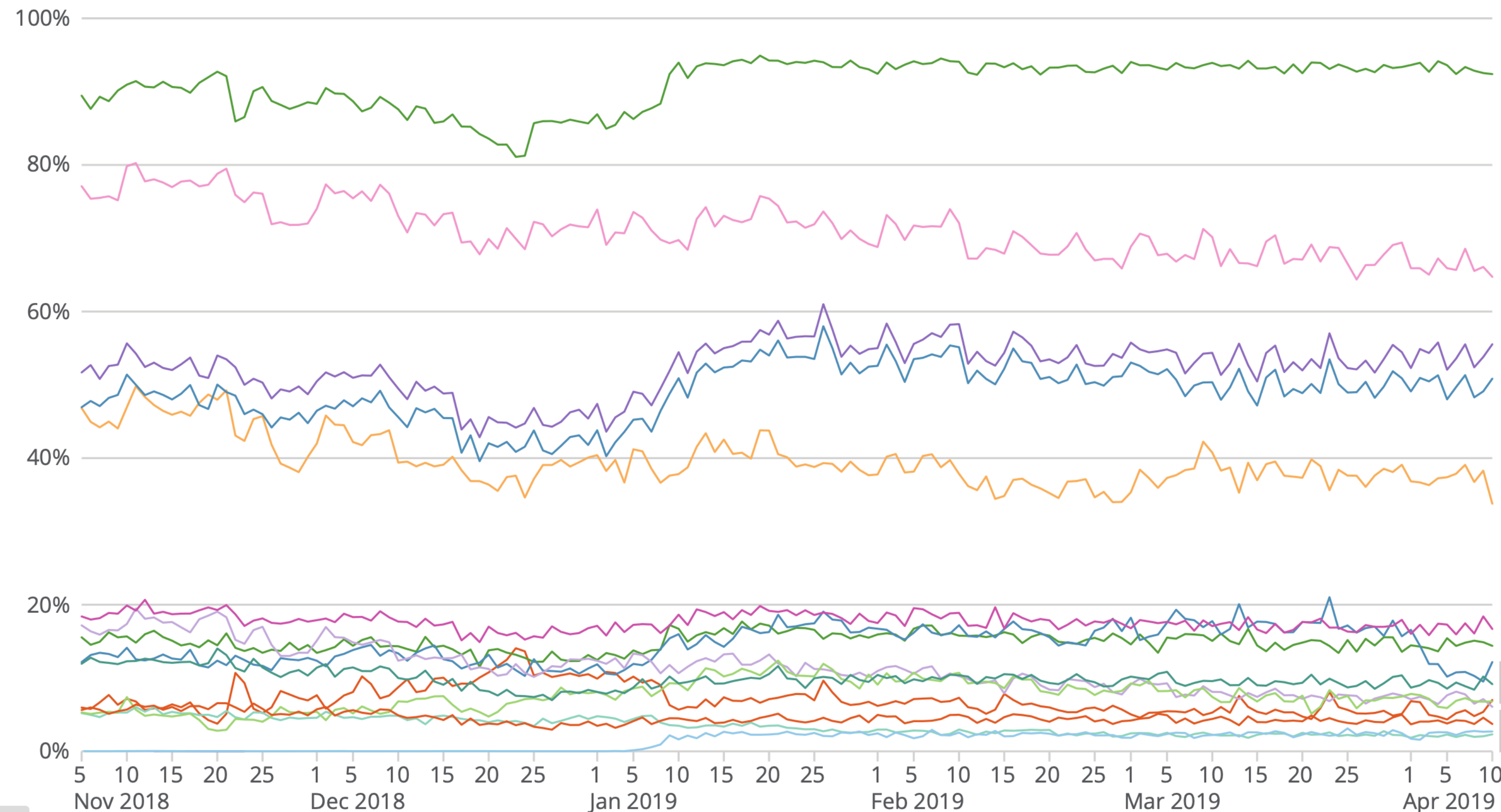
Condition-based post-placement messages (displayed for 5 seconds)

-  Sorry, that option cannot be viewed in AR. We've selected another one.
-  You're inside the item!

Measuring impact of changes

We saw higher object placement success rates after January.

AR Visitors Experience: Funnel View Nov 5, 2018 - Apr 10, 2019, by Day ▾



ly a menu

DOMC

Guest Feedback



Easy to use

Easy to use app. Great deals. Love the AR application to see how furniture fits in my rooms.



MRS

I really liked the see in my space app:)



AR

The AR feature of the app is extremely cool and cutting edge tech



It keeps getting better

Now that they've integrated Cartwheel and payment into one barcode, the app is pretty great. The new 3D functionality for home goods is great! I'm just impressed.

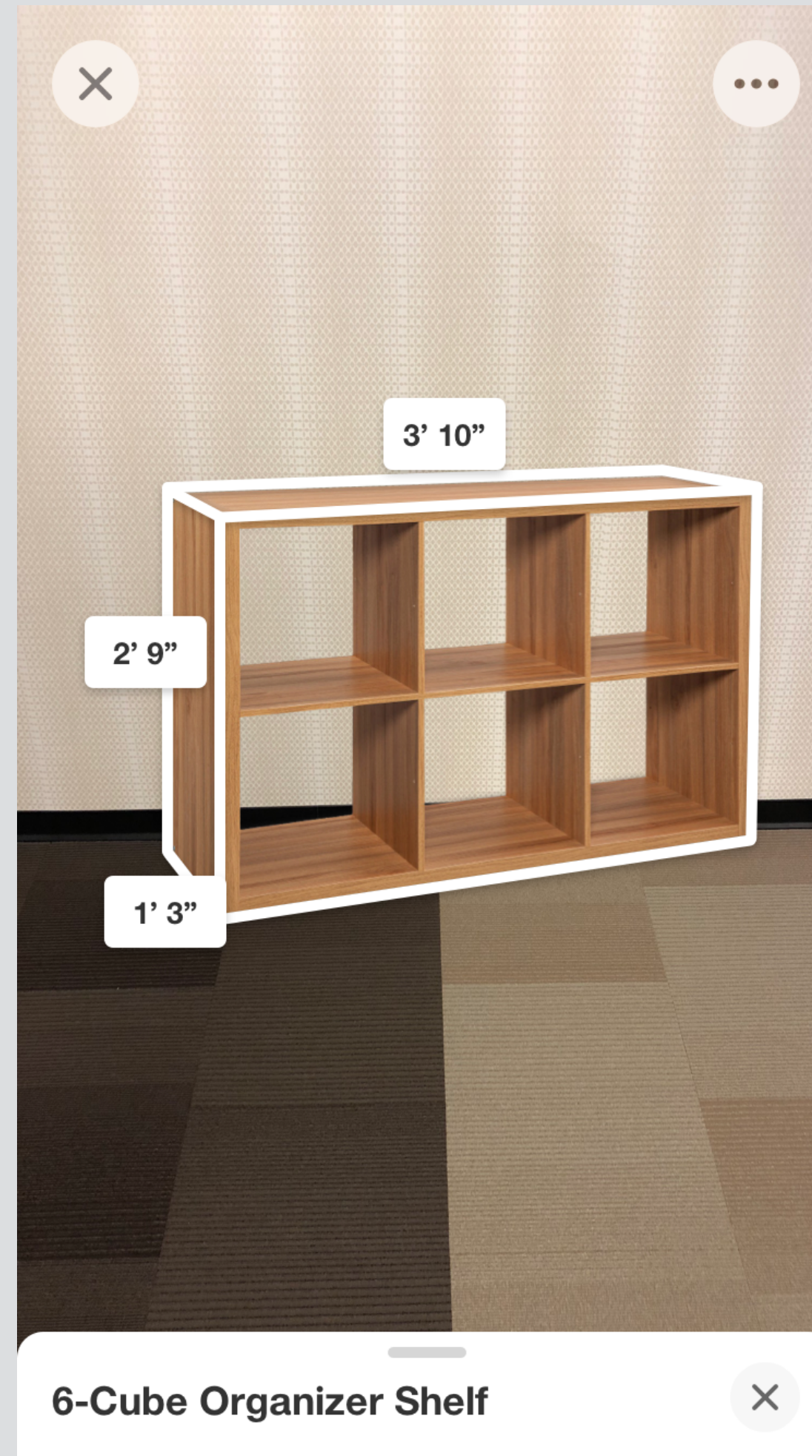
Guest Feedback

“We have been looking to get a bigger Christmas tree to fill up our room a little bit better in her living space. We want to get that this season. And I figured to be a good time for me to use the Target app to try to shop around and see what we have available.

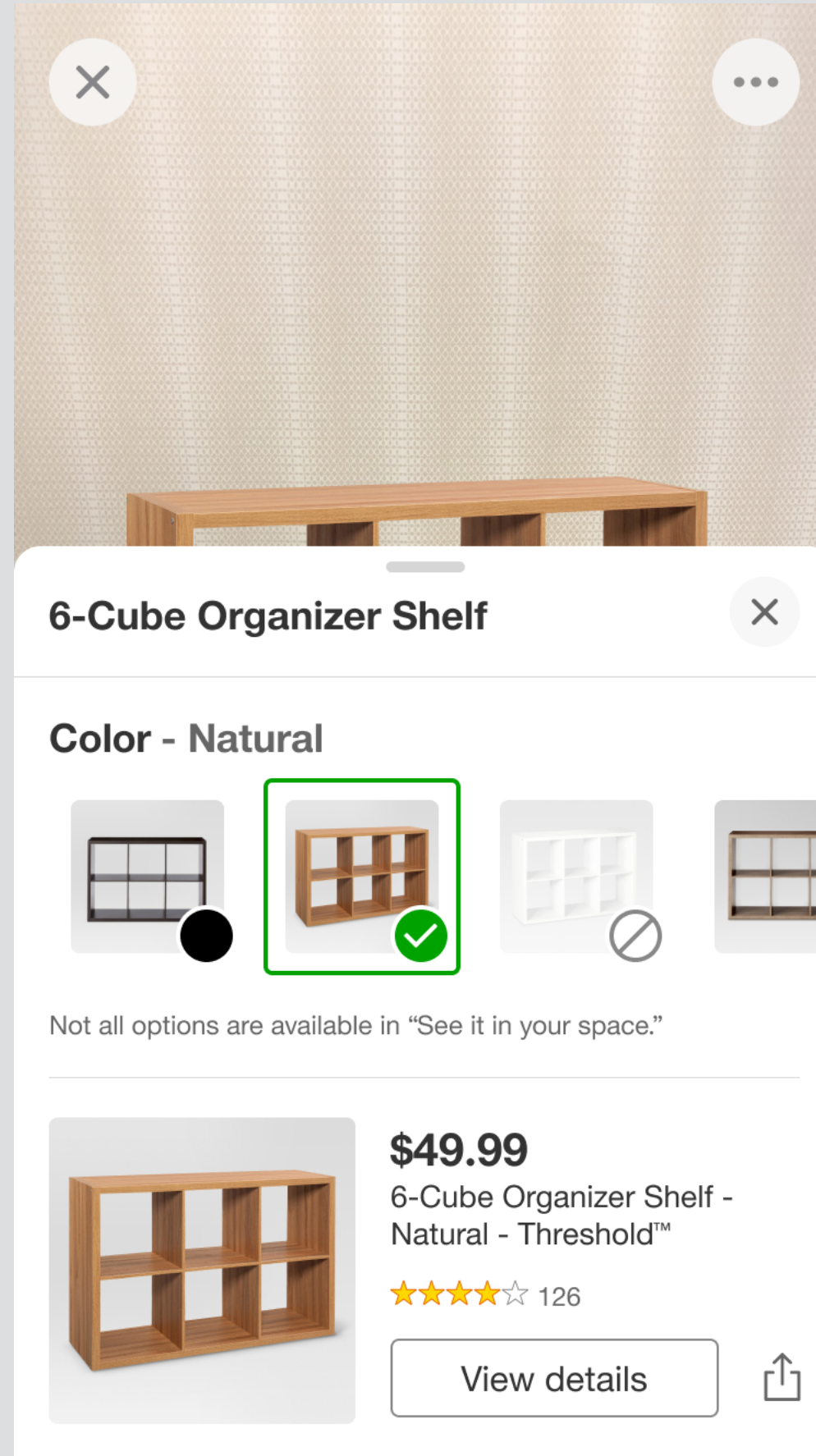
What I was not expecting was that the Target app added a feature that I could use augmented reality on my phone to get an idea of how big the tree was and how it would fit in this space in my room. And I just thought that was a really cool feature. So I decided to try it out. I found a tree that I thought more or less would fit in the space. I use the augmented reality feature to set it up and **I realized that I was going to need a much bigger tree to really fill up the space.** So I wasn't going to have to buy a tree put it and set it up and then realized that it was wrong but I could just get a general idea from the app which was a really cool feature that I was not expecting.”

Future feature

Feature to show dimensions overlaid on item



Future improvements



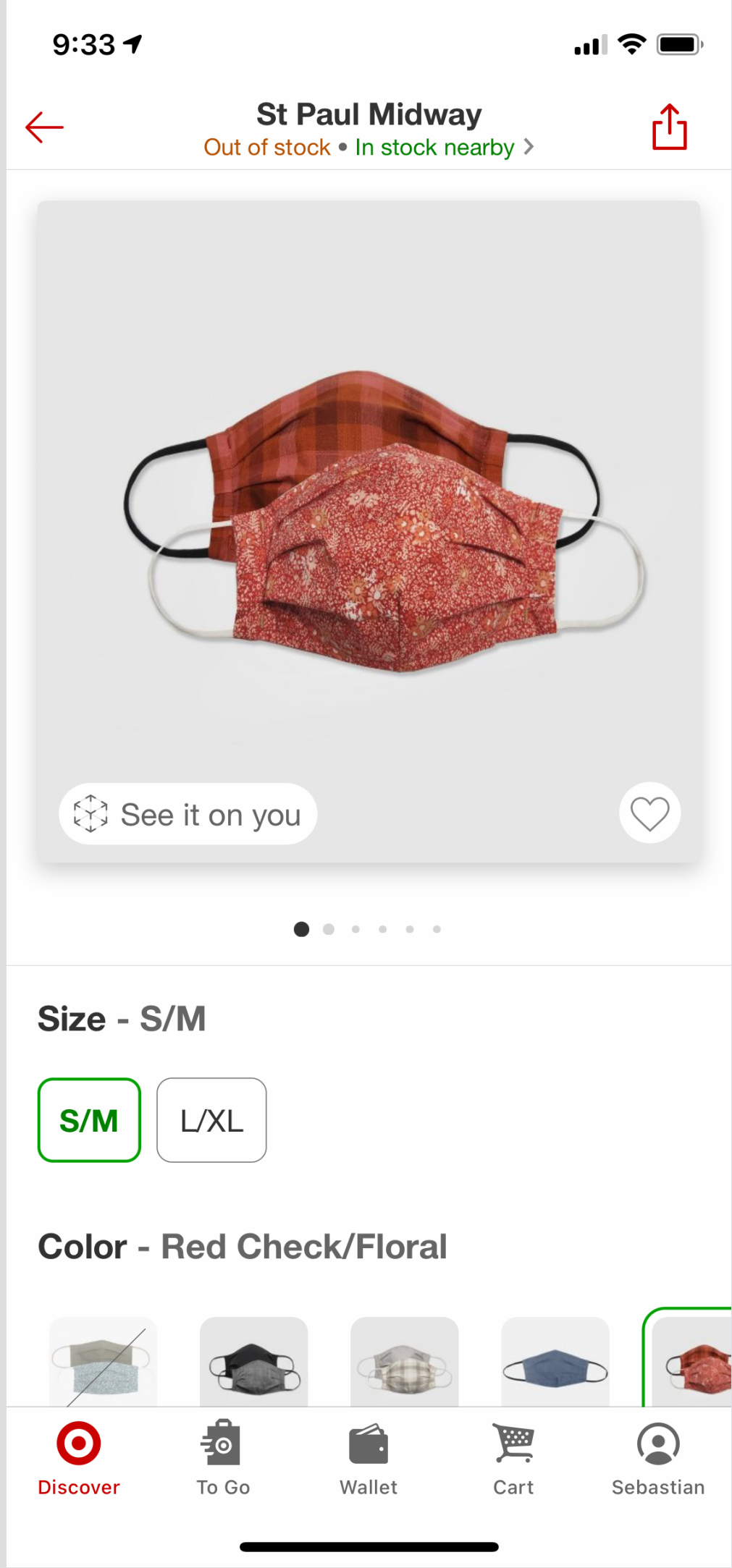
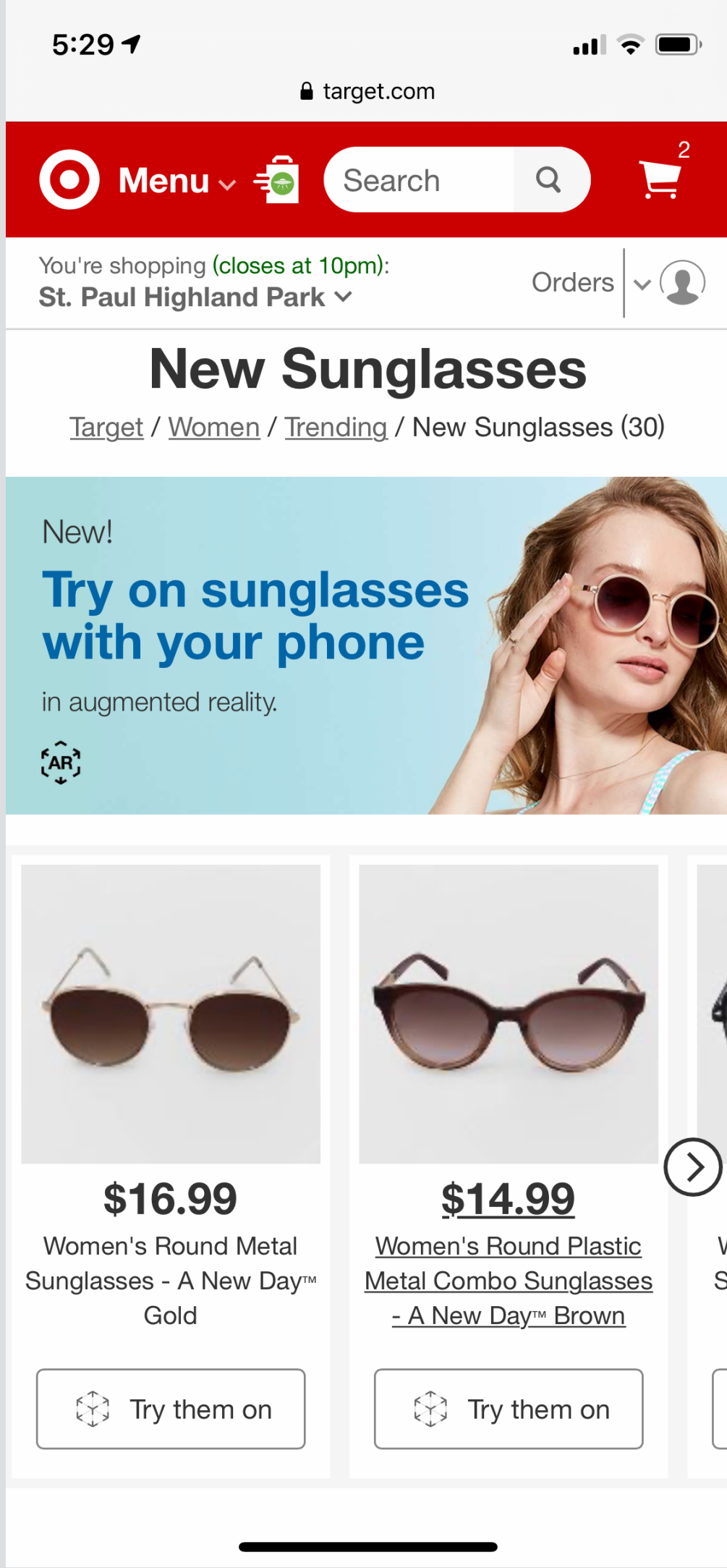
Info sheet
updates

Business impact

- Conversion rate up when guests use feature
- Returns rate down (in single digits) for items with 3D models

“See it on you” is an AR feature that came to life in 2020 for sunglasses and masks, after I initiated discussions with Merchandising and Target Creative in 2019.

See it on you on web and app



While AR can be useful in certain contexts, it requires a lot of work from the guest. “See it in 3D” lets the guest easily see an item from all angles without having to use their camera or move around and find an open space.

See it in 3D on iOS app



Augmented Reality takeaways:

- Extensive collaboration with engineering
- Thorough research and testing leading to iterative improvements
- Shift from adopting design system patterns to expanding it for this unique use-case
- Taking the lead in establishing product roadmap and connecting with digital merchants
- Taking ownership of the returns rate impact

Payments

Payments

- 1. Financing (Affirm and Sezzle)**
- 2. SNAP EBT**

Enhanced Convenience squad 🚀

“Help guests enjoy purchases faster and with more confidence by simplifying payment, activation, & installation.”

Enhanced Convenience team

- Lead Product Designer (me)
- Lead Product Owner
- Web, iOS, and Android engineers
- Lead Content Designer (aka UX writer)
- Accessibility consultant
- Partners: Finance team; Digital Merchants; Cart and Checkout

Payments

Financing

(Affirm and Sezzle)

Financing

In 2019 Target had launched an initial MVP for Affirm on the website that involved a simple placement of the financing offer on product detail page (PDP).

But we knew that the ideal state would involve a more integrated experience of Affirm within Checkout. I led the research and design for that integrated experience, along with the new launch of Sezzle, a short-term financing partner.

Goals and metrics

- Attract new guests to Target
- Provide existing guests with more payment options for large purchases
- Drive incremental sales in targeted categories
- Reach x% penetration of all orders

Research insights

- Financing is not necessarily about providing more access - you still need a good credit score
- Buy Now Pay Later provides peace of mind through transparency
- It's about making larger purchases more palatable
- Seeing that low monthly price is a key driver of purchasing behavior

Affirm MVP on Web PDP

(prior work)

Target.com PDP for a TCL Roku TV. The page features a red navigation bar with 'Menu', 'Search', and a shopping cart icon with '3' items. Below the navigation bar, it says 'My store (open until 12am): Knollwood'. The product image shows a TCL Roku TV with a red interface displaying various streaming services like Netflix, Hulu, YouTube, HBO Now, ESPN, and Pandora. A red heart icon is visible below the product image. The price is listed as '\$129.99 Sale' with a note 'Reg: \$159.99 Save \$30.00 (19% off)'. There are 214 reviews and 1 question. A promotional banner offers 'Save 20% on a Sanus TV mount with TV purchase'. Another banner offers 'Save 5% every day with RedCard'. The Affirm MVP banner is at the bottom, stating 'Starting at \$11.75/month on \$100+ orders with affirm' and includes a 'Learn more' link. A quantity selector shows '1'.

Affirm MVP banner with the Affirm logo. The text reads: 'Make easy monthly payments for your Target.com purchase'. Below this, it states '\$14.46/month based on a purchase price of \$XX at 0% APR for 12 months. Rates from 0%–30% APR for orders over \$50.' The banner features three icons: a checkmark in a circle, a hand holding a card, and a hand holding a card with a checkmark. The text 'Quick & easy' is accompanied by the checkmark icon, and 'No hidden fees' is accompanied by the hand holding a card icon. The final line of text says 'By clicking "Apply with Affirm," you will be leaving Target.com and entering...'

Affirm Upgrade on Web PDP

(my work)

Target.com PDP for a TCL Roku TV. The page features a red navigation bar with 'Menu', 'Search', and a shopping cart icon with '3' items. Below the navigation bar, it says 'My store (open until 12am): Knollwood'. The breadcrumb trail is 'Target / Electronics / TVs'. The product title is 'TCL 65" Roku 4K UHD HDR Smart TV' with a 'Shop all TCL' link. The product image shows the same TCL Roku TV as in the previous screenshot. The price is '\$599.99' with 214 reviews and 1 question. A promotional banner offers 'Spend \$50 get \$15 gift card'. Another banner offers 'Save 5% every day With RedCard'. The Affirm Upgrade banner is at the bottom, stating 'Pay as low as \$53/mo. With Affirm' and includes an information icon.

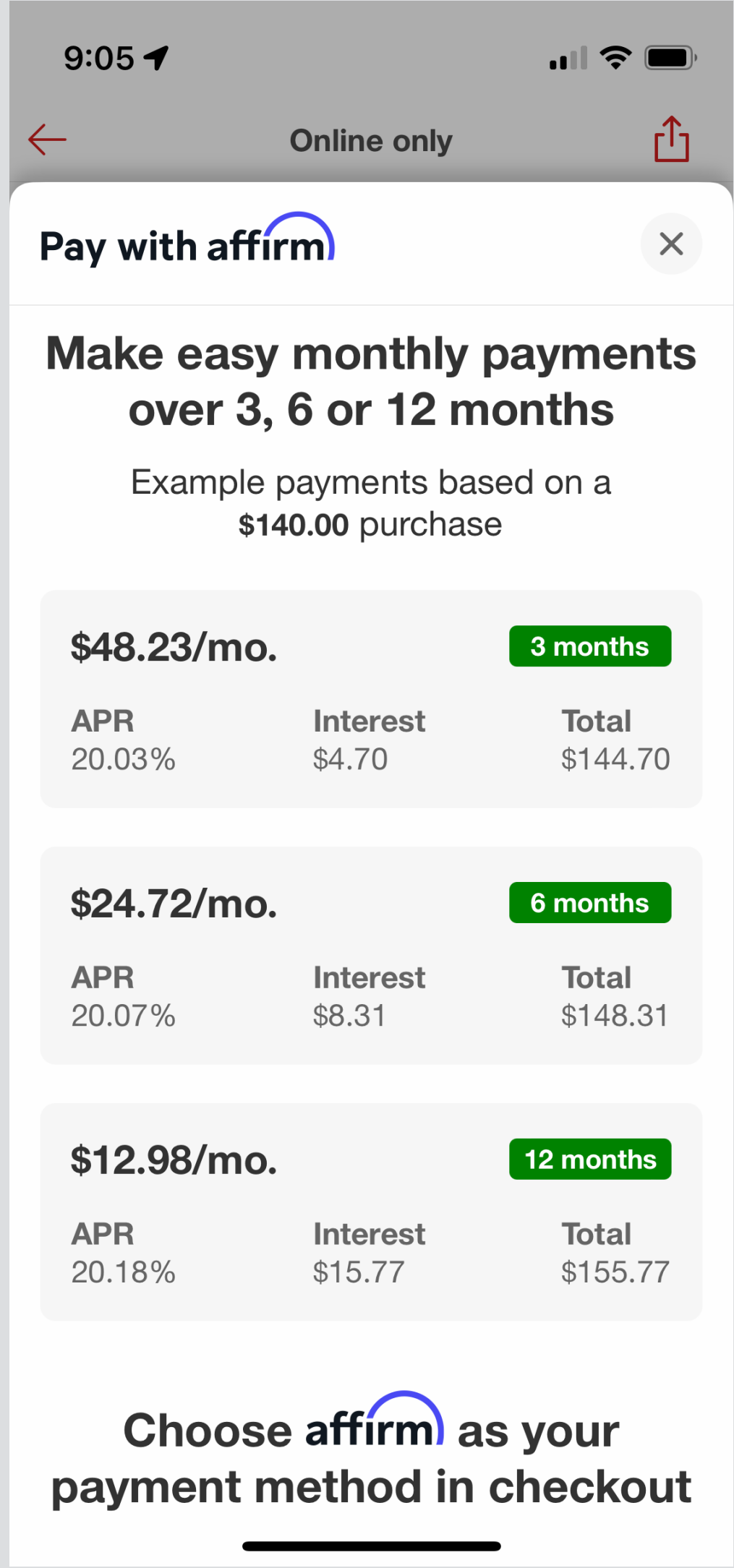
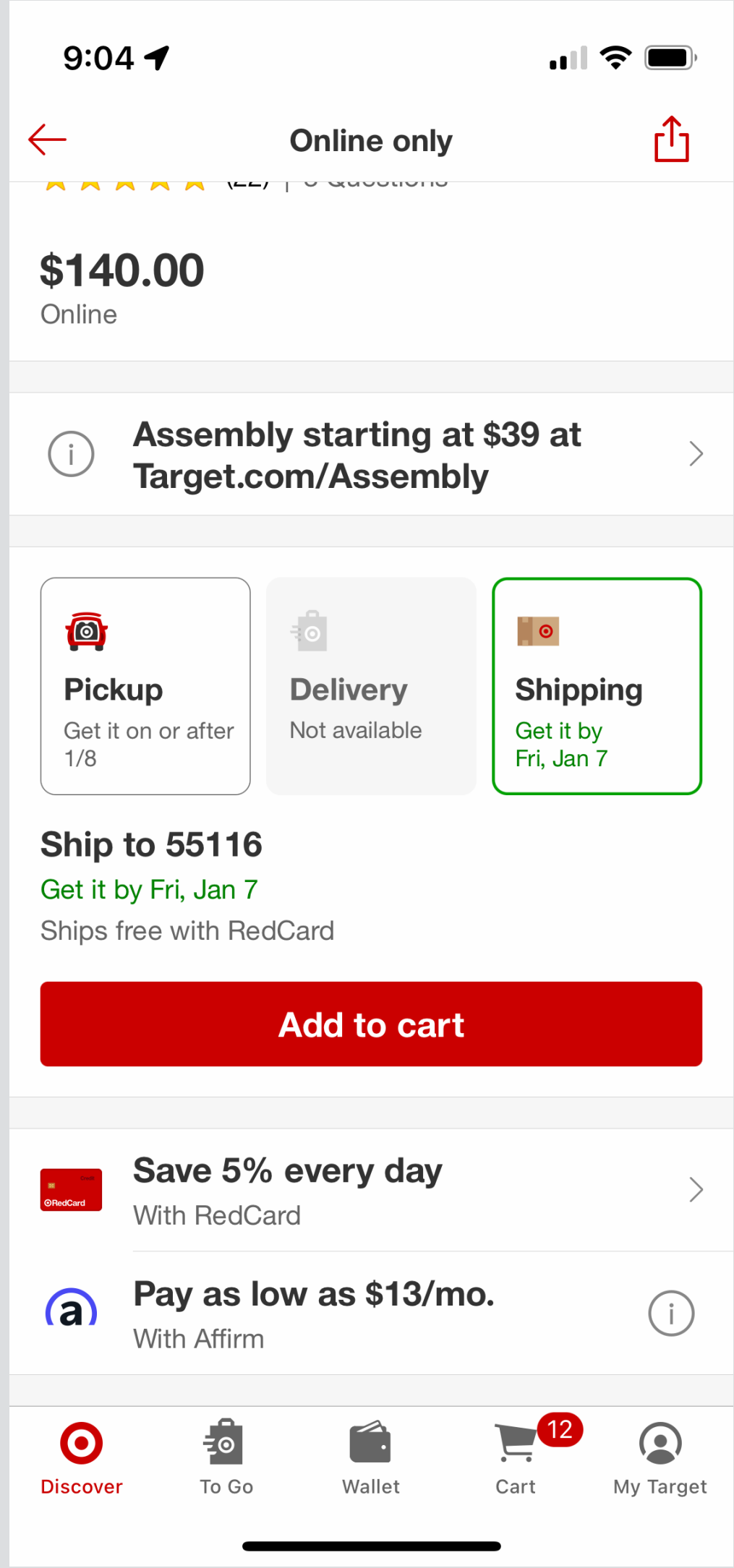
Affirm Upgrade banner with the Affirm logo. The text reads: 'Pay with affirm'. Below this, it says 'Make easy monthly payments over 3, 6, or 12 months'. An example is provided: 'Example payments based on a \$599.99 purchase'. Three payment options are listed in a table format:

Monthly Payment	APR	Interest	Total
\$203.08/mo. (3 months)	20.00%	\$10.24	\$609.84
\$102.81/mo. (6 months)	20.17%	\$17.86	\$616.86
\$52.70/mo. (12 months)	20.25%	\$33.40	\$632.40

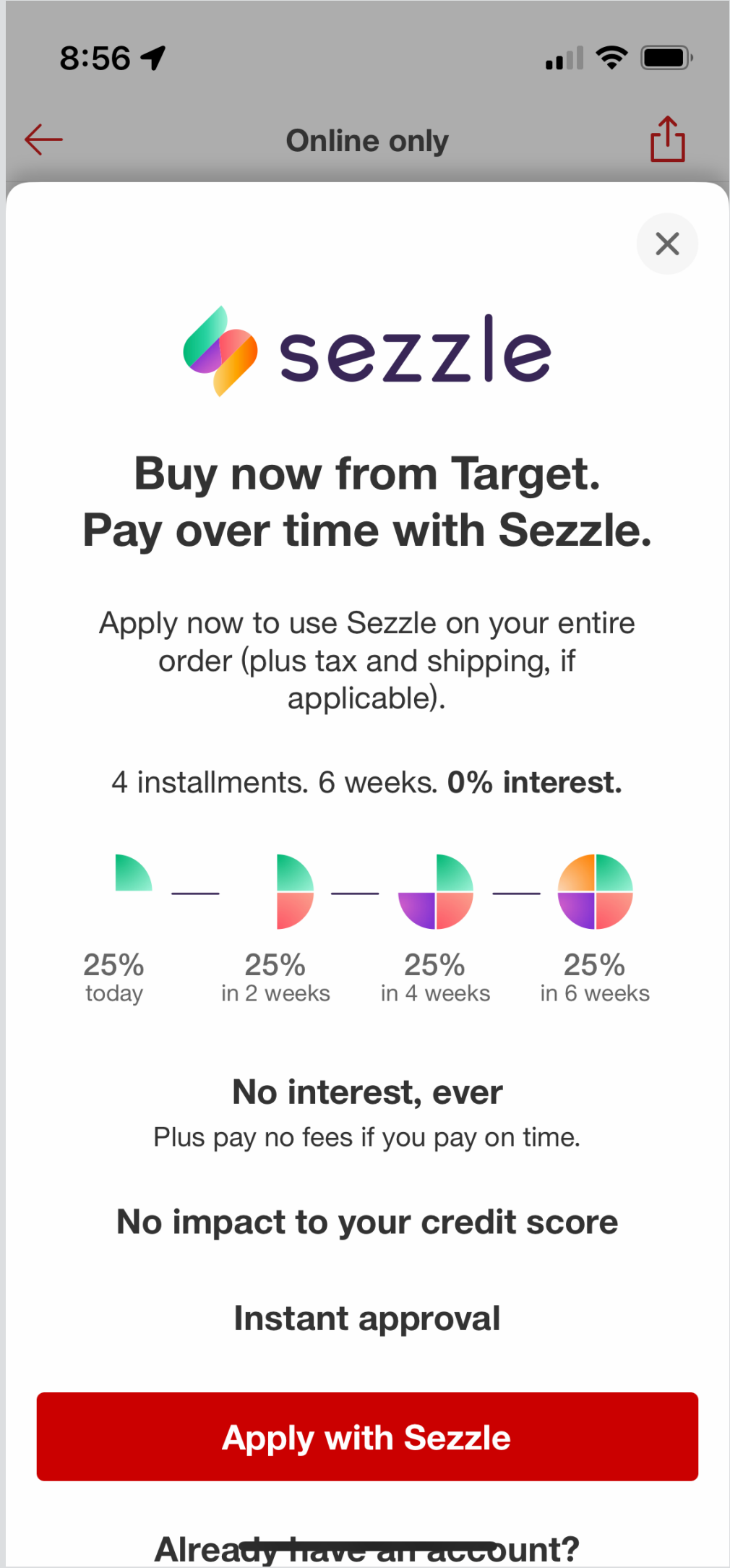
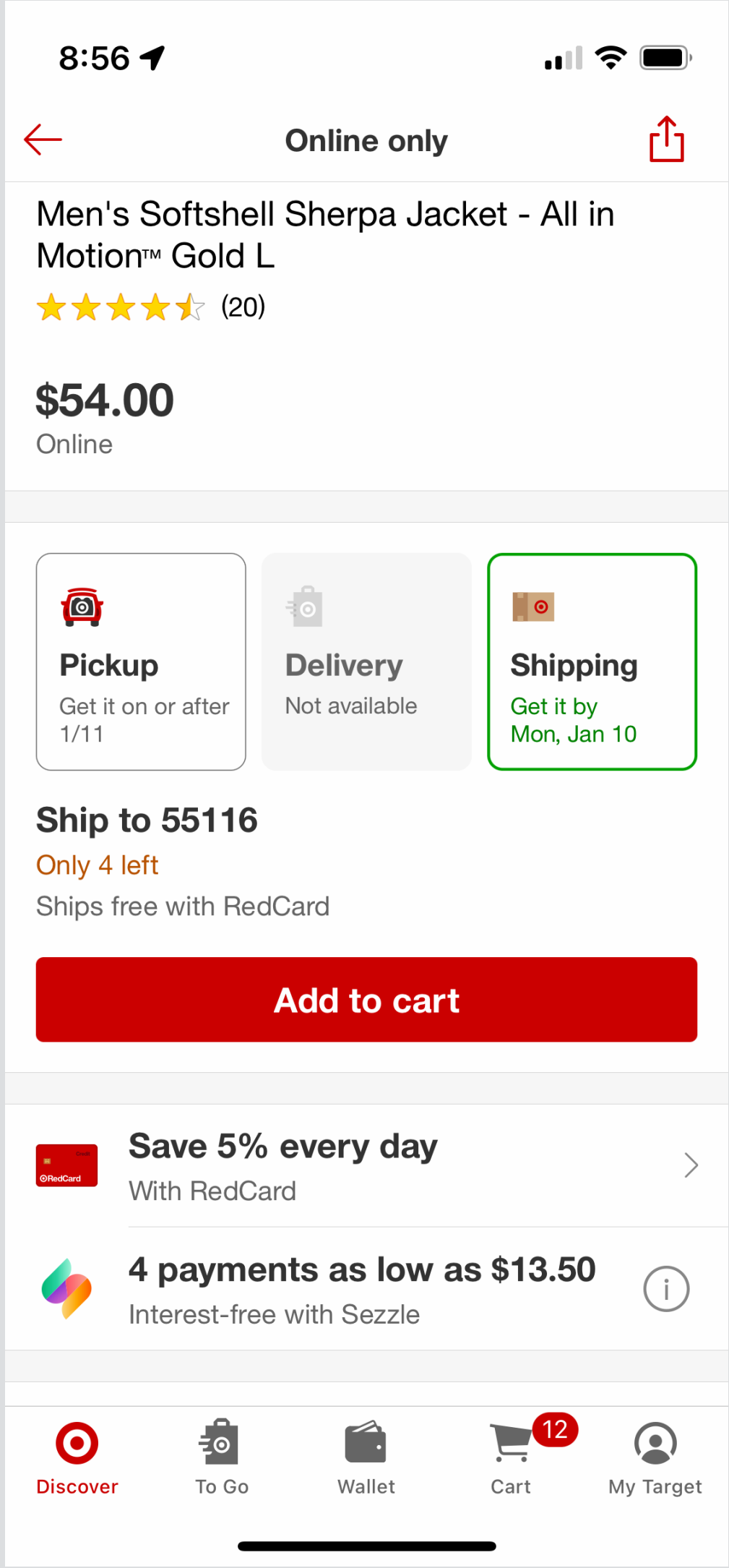
Below the table, it says 'Choose affirm as your payment method in checkout' and includes a 'See if you qualify now' link. The final line of text says 'Checking your eligibility won't affect your credit score.'

Affirm Product Detail Page on App

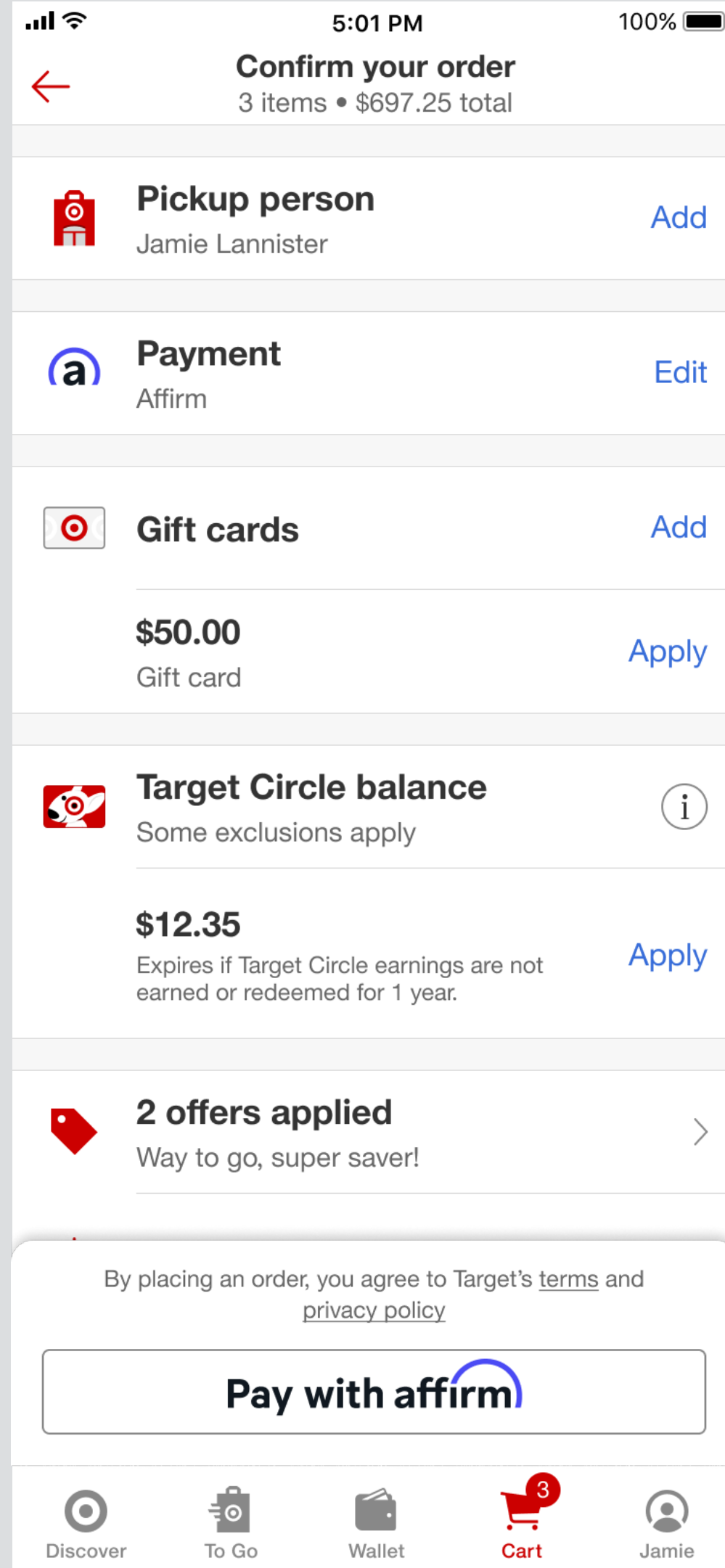
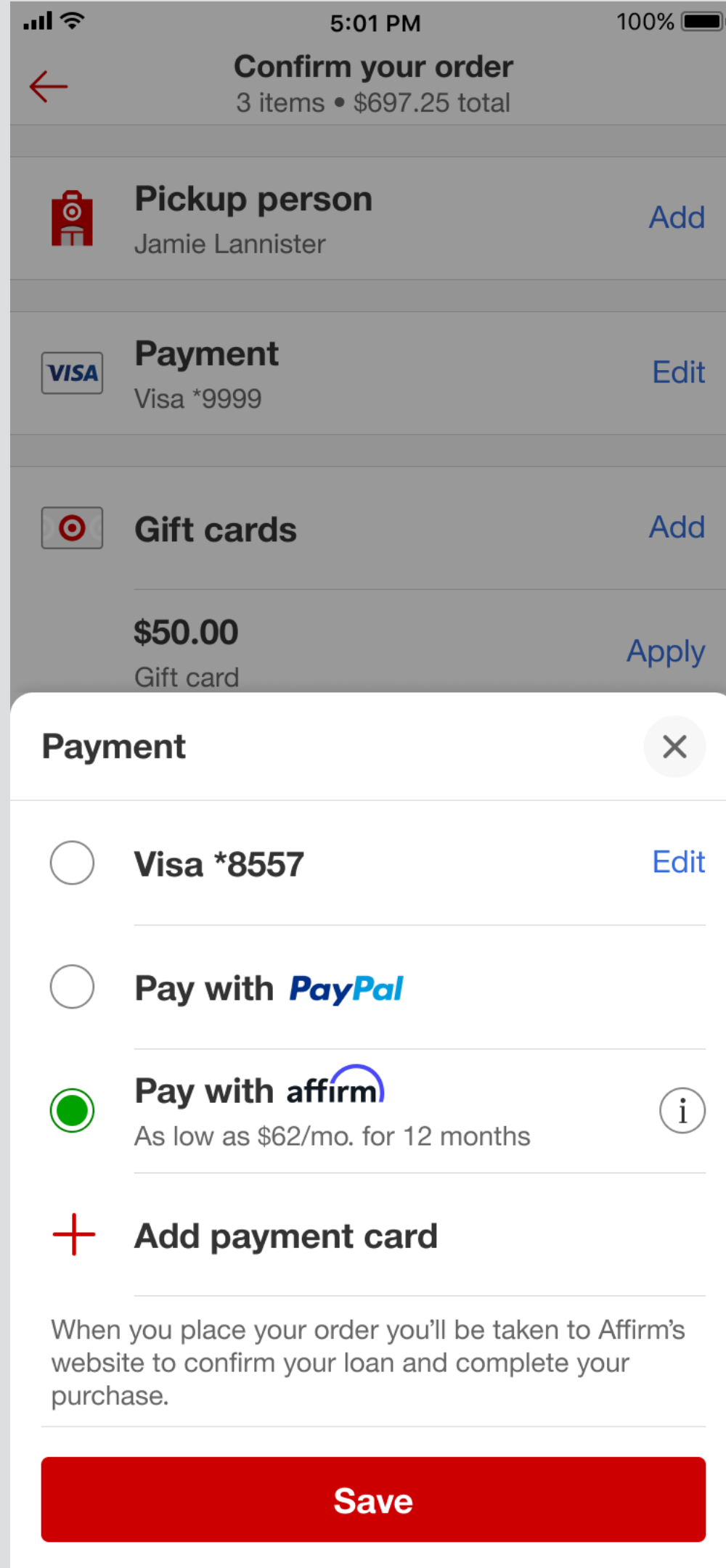
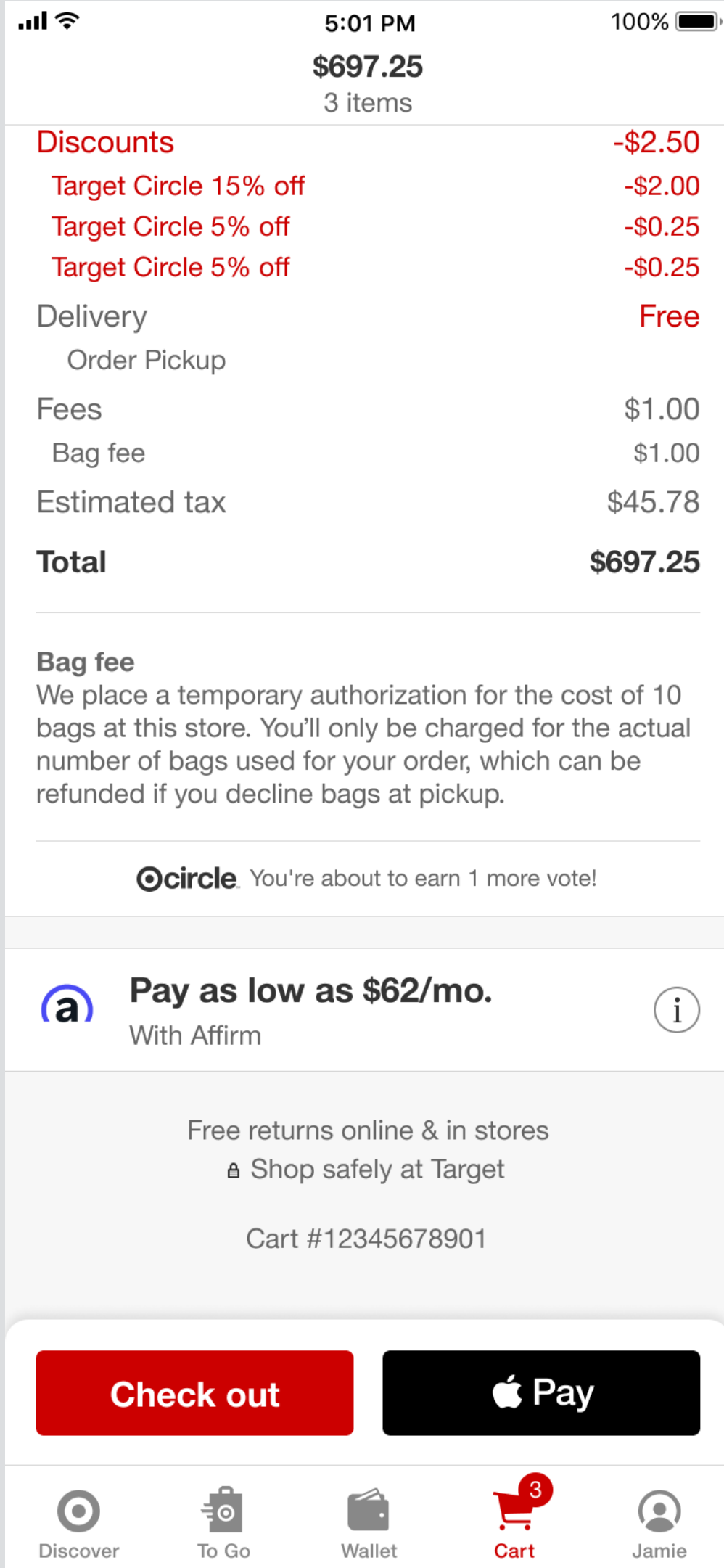
Where to place the financing price was a major debate - ask me about it! 😊



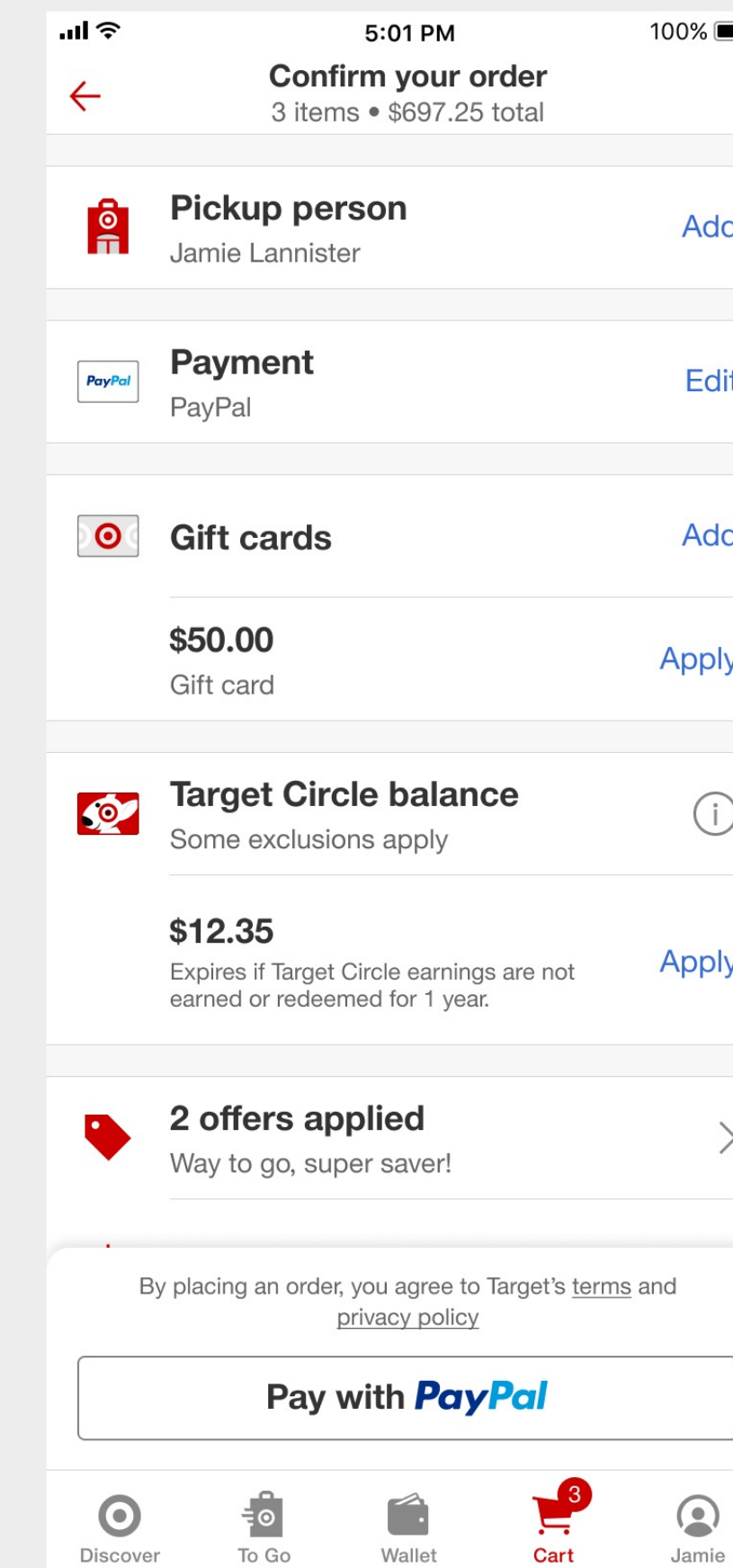
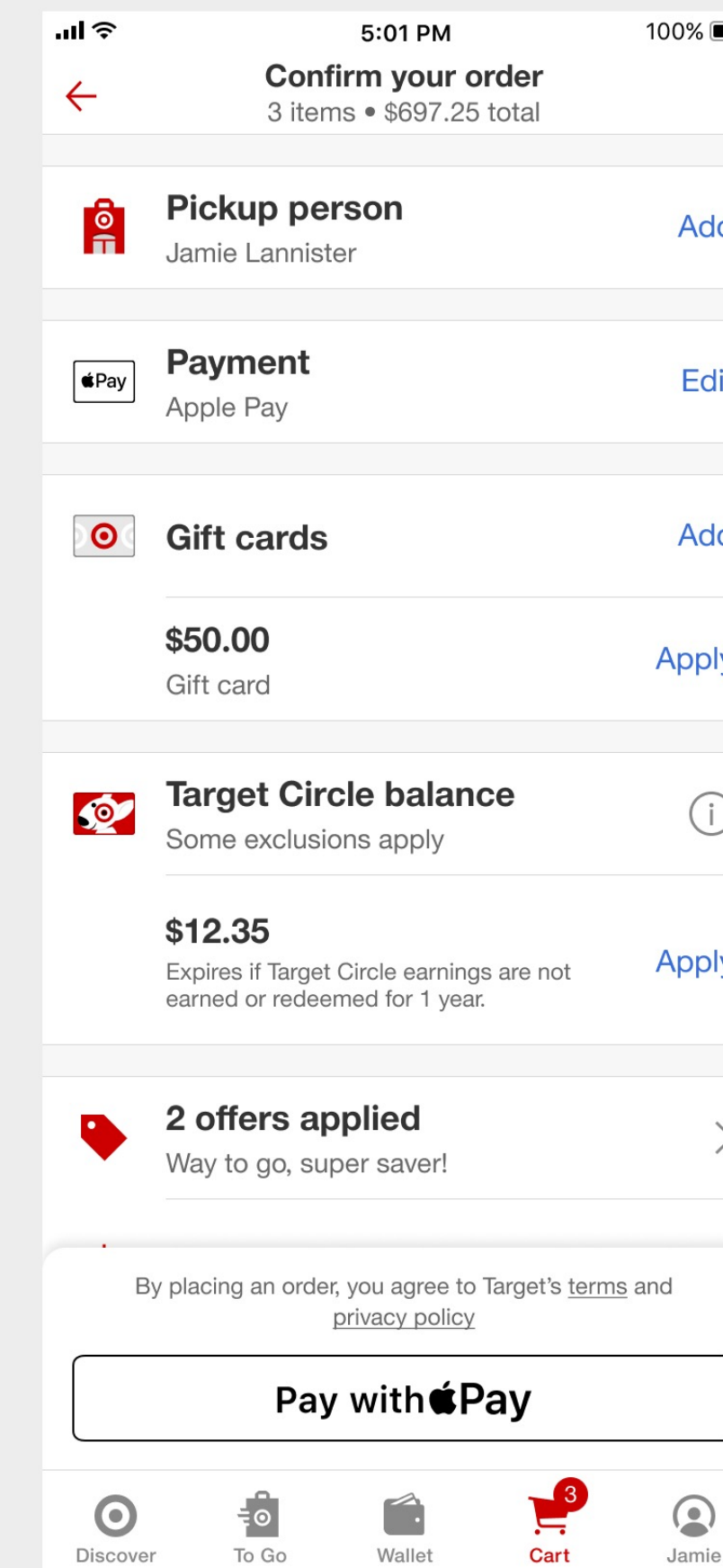
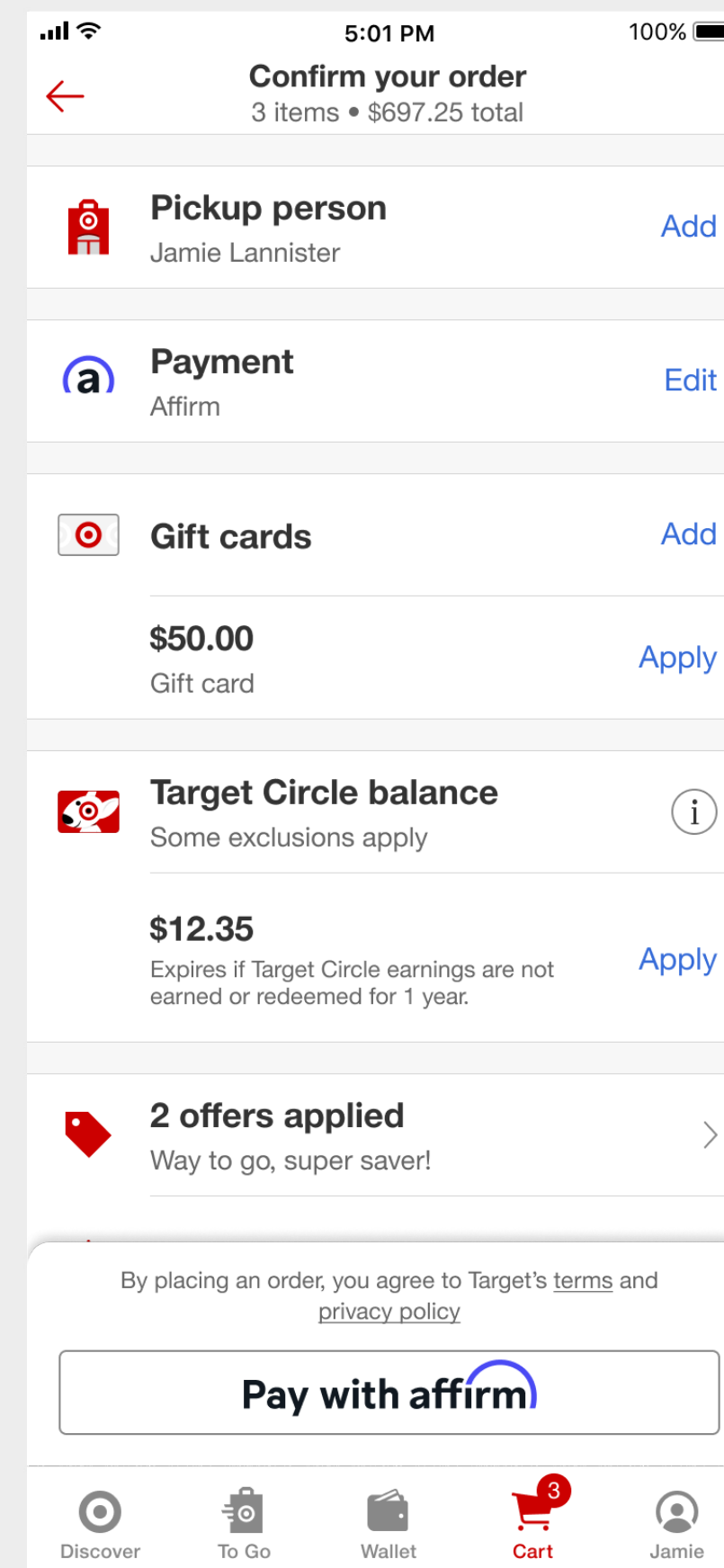
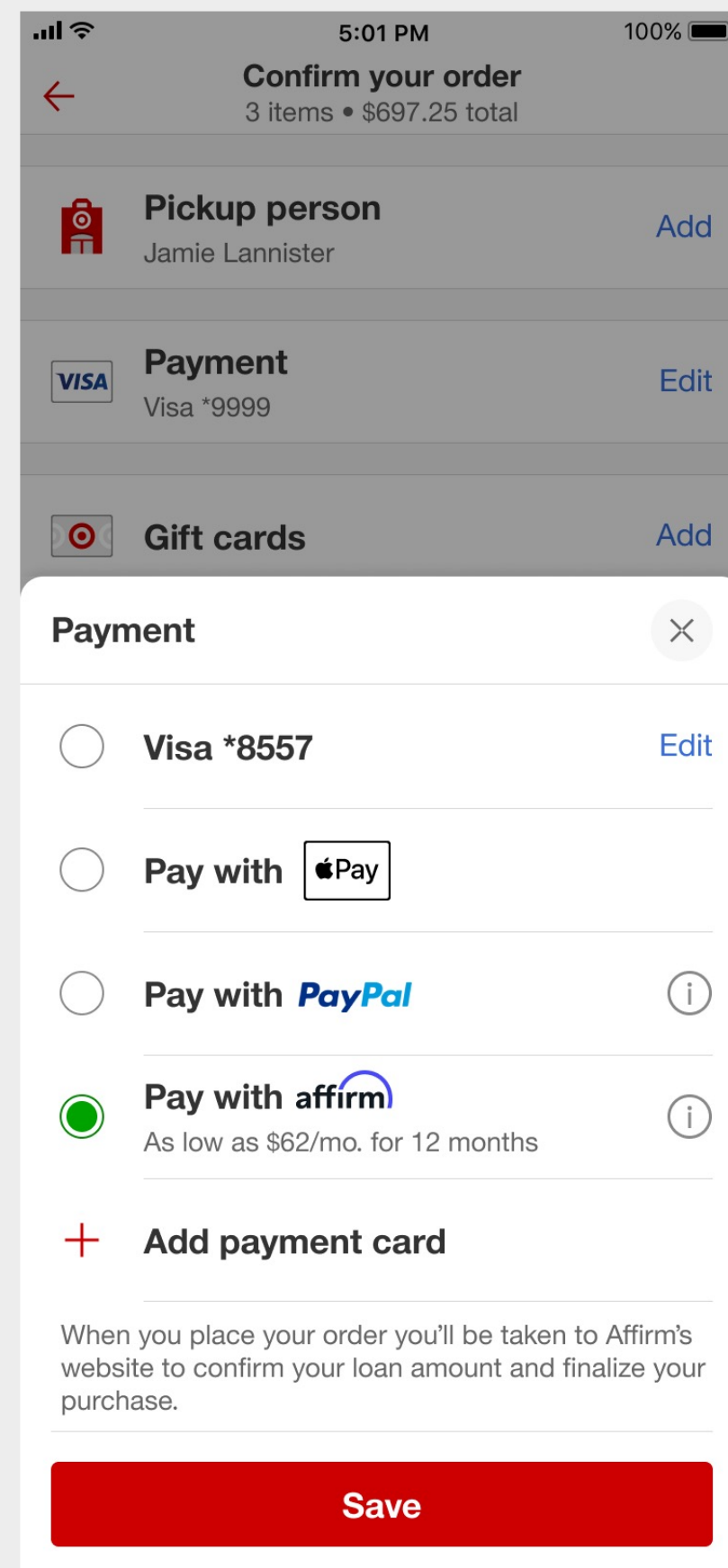
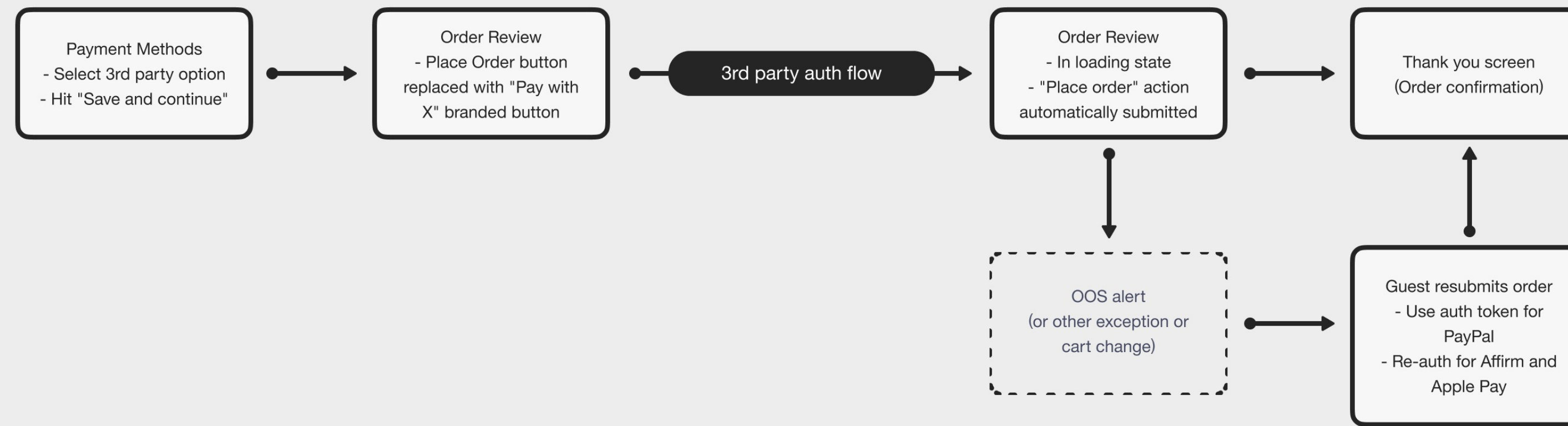
Sezzle Product Detail Page on App



Affirm in Cart and Checkout on app



How Affirm work informed all 3rd-party payment flows



Payments

SNAP EBT

SNAP EBT

SNAP (Supplemental Nutrition Assistance Program) is a federal benefit program administered by states that provides households with money to purchase food items.

That money is loaded into the SNAP balance of an EBT (Electronic Benefits Transfer) card every month to qualifying households.

Only recently have retailers started accepting EBT cards online. Target just publicly announced that EBT will be available online soon.

Goals and metrics

- Provide equitable access to our digital shopping experiences
- Increase grocery marketshare among low-income guests

Research insights

- 41M people / 21M households in 2021 have SNAP benefits
- \$216 average monthly benefit per person
- Most guests want to spend their SNAP money prior to using other forms of payment
- Competitors have different needs for messaging eligibility of items

SNAP Cart design

5:01 PM 100%

\$78.84 subtotal
11 items

Total savings

✓ **You'll save \$3.71** with 3 deals >

Order summary

Subtotal	\$78.84
Discounts	-\$3.71
Target Circle 15% off	-\$2.00
Target Circle 5% off	-\$0.25
RedCard 5% Discount	-\$1.46
Delivery	Free
Order Pickup	
Fees	\$1.00
Bag fee	\$1.00
Estimated tax	\$2.29
Total	\$78.89*

SNAP-eligible total \$43.34 ⓘ







Check out **Apple Pay**

Discover To Go Wallet **Cart** 11 Jamie

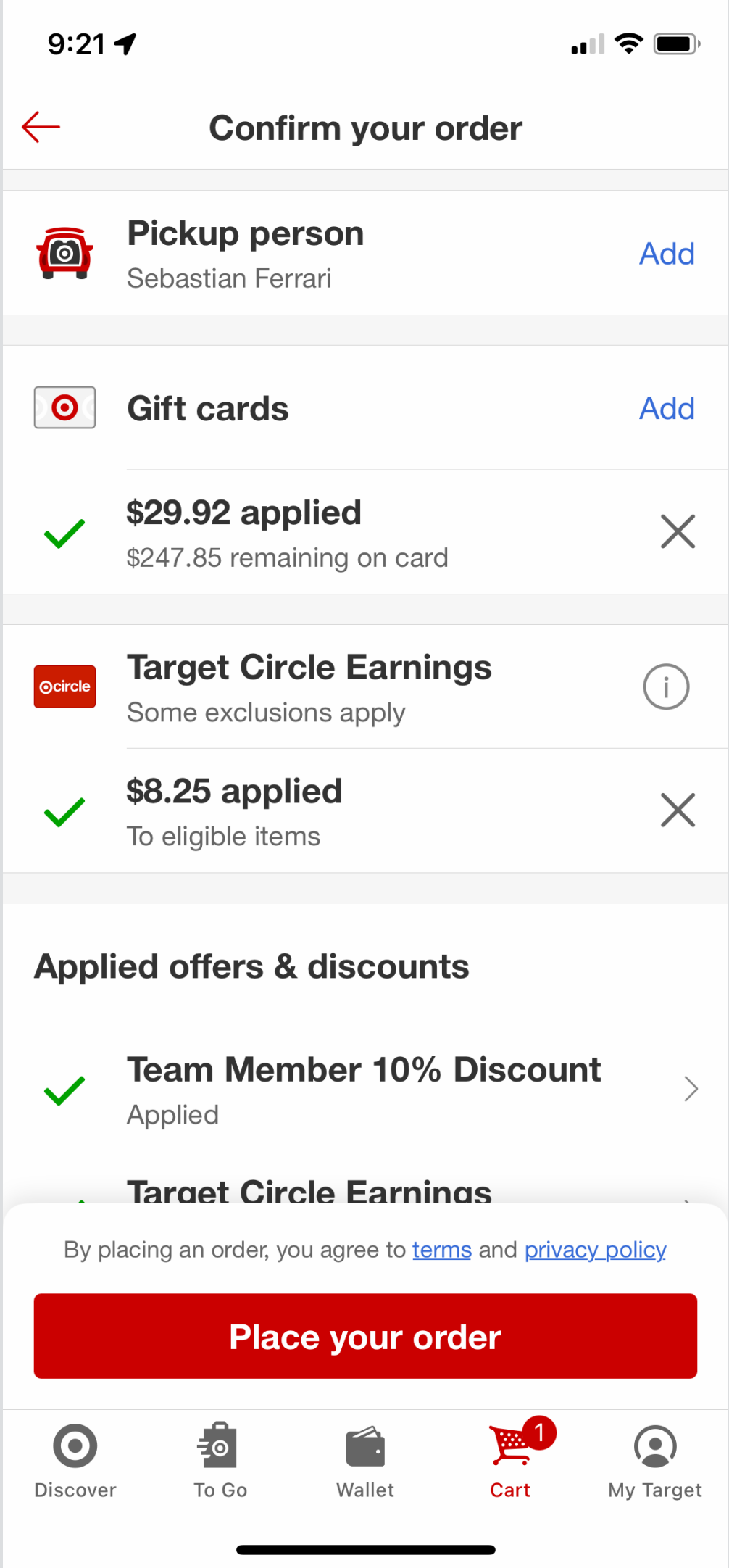
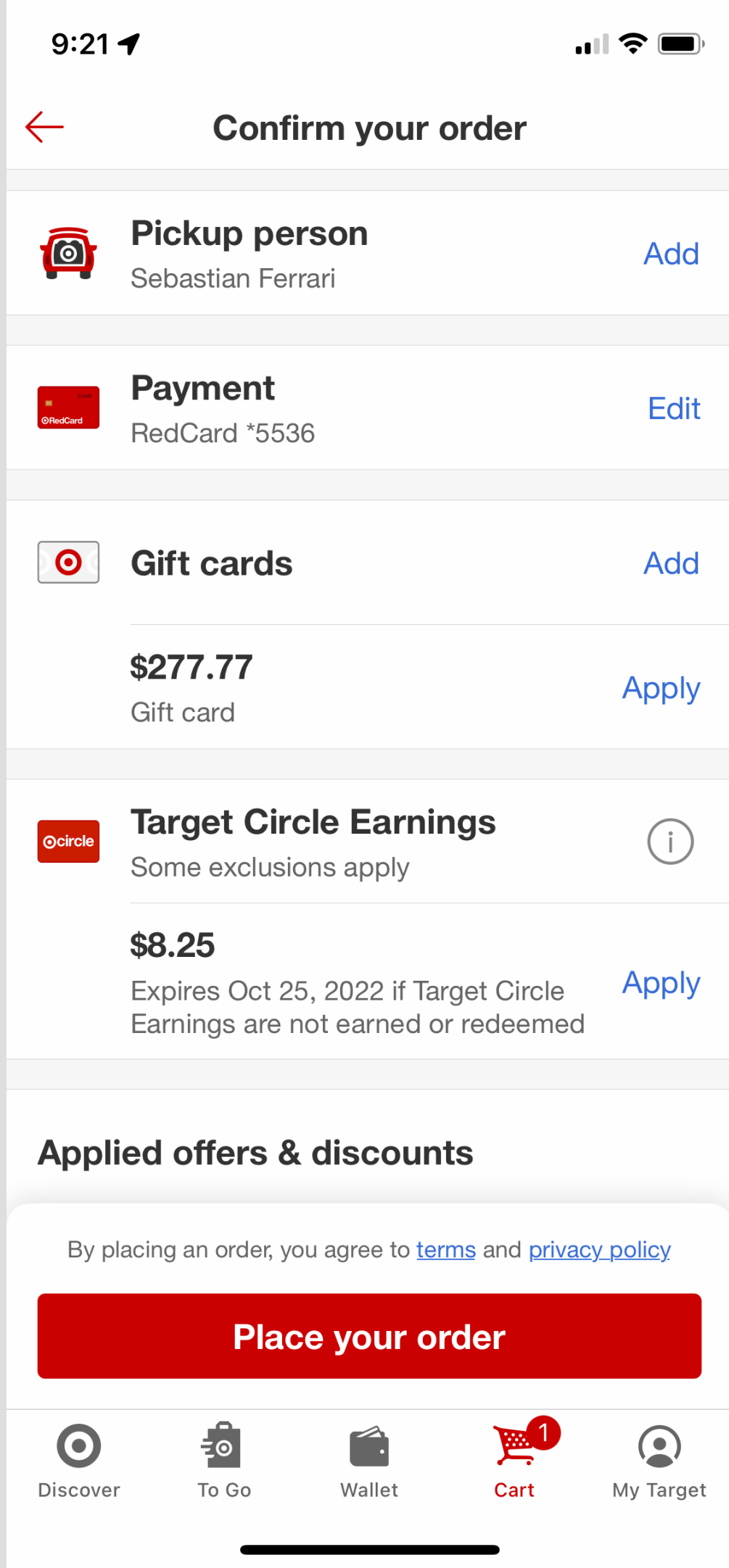
5:01 PM 100%

\$78.84 subtotal
11 items

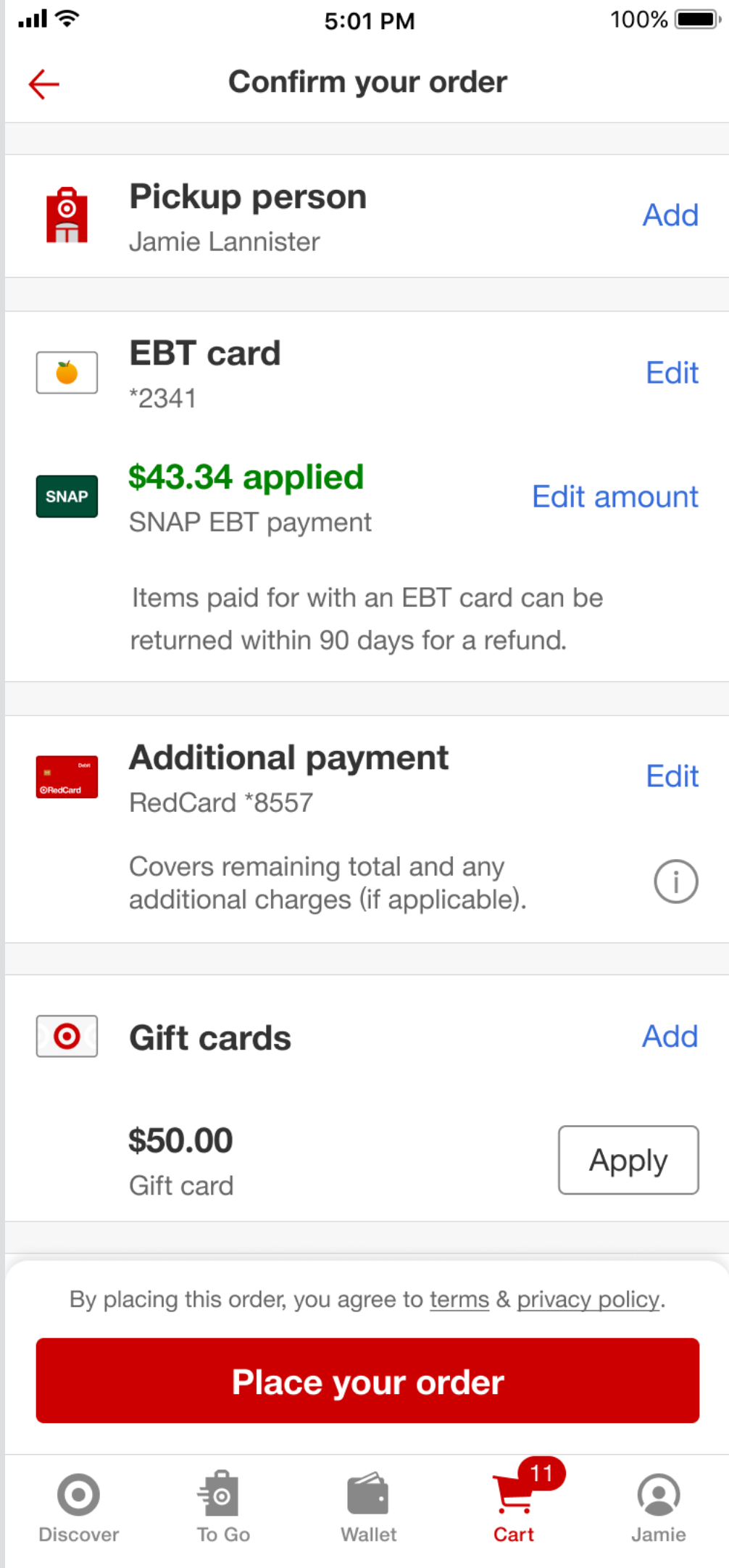
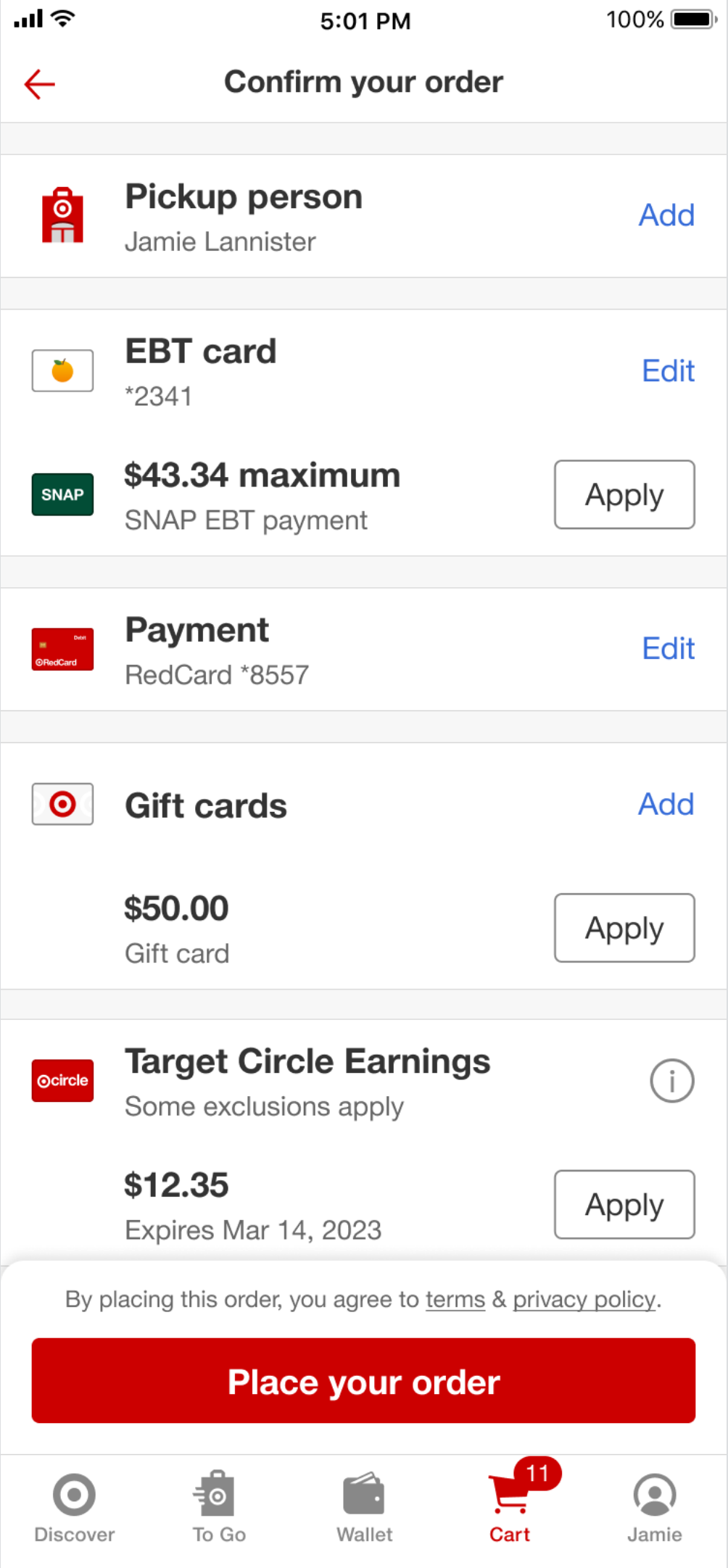
SNAP-eligible items ✕

-  **\$23.84 max price** (\$1.49/lb)
Final price based on weight
Butterball Premium All Natural Young Turkey - 22-24lbs - priced...
-  **\$2.79**
Vitamin D Whole Milk - 1gal - Good & Gather™
-  **\$3.99**
KIND Peanut Butter Banana Dark Chocolate Protein Bars - 4ct
-  **\$8.99**
Organic Strawberry & Banana Frozen Fruit Blend - 32oz - Good & Gather™
-  **\$2.29**
Pompeian Red Wine Vinegar - 16 fl oz
-  **\$3.69**
Organic Cage-Free Fresh Grade A Large Brown Eggs - 12ct - Good & Gather™

Additional payment **Current design**



Additional payment **Future design**



Payments takeaways

- Collaborating with business partners on finance offerings, but also playing the long-game to ensure the best guest experience
- Ensuring through research and testing that SNAP EBT payment aligned with guest expectations on how it's used as a form of payment
- Creating long-term vision for an ever-evolving and complex payment functionality

Cart and Checkout

Confirm and Buy team 🚀

“Empower the guest to complete their purchase quickly, easily, and with confidence.”

Confirm and Buy team

- I help guide the 2 other designers on the Cart and Checkout team (1 Senior, 1 Product Designer)
- Lead Product Owner
- Web, iOS, and Android engineers
- Senior Content Designer
- Accessibility consultant
- Partners: Backend team

Confirm and Buy: Change auto-scrolling

- I made the recommendation to change how we landed guests in Checkout on mobile web
- *Trying* to be helpful, we were auto-scrolling guests to the “right step” in Checkout
- I thought this could be disorienting to guests and advocated we disable this auto-scrolling behavior
- Based on an A/B test, this change will drive a **\$xM*** increase in annual demand (based on FY 2020 total demand)

* where x = many multiples of my total comp 😂

Confirm and Buy: Always show gift eligibility

- Target only offers guests the ability to write a gift message on items shipped by Target
- More and more orders don't qualify for gift messaging because they use our same-day services
- But we weren't messaging this fact, which led to support contacts
- **Solution:** provide content in Cart to let guests know why they can't write a gift message
- **Measurement plan:** analyze YoY trend in contacts related to “gift message”

Confirm and Buy


**Cart visual refresh on
target.com**



Cart on .com Previous design

My store (closes at 10pm):
St Paul Midway ▾

Registry Weekly Ad RedCard Gift Cards Find Stores Orders  ▾ More

Cart: \$45.48 (5 items)

 St Paul Midway (2)  Shipping (3)

 Order includes a gift 

Order summary

[Add promo code](#)

Team Member: 000074131202 ✕

Subtotal (5 items) \$51.36

Discounts **-\$7.45**

Team Member 10% Discount

RedCard 5% Discount

Delivery **Free**

Estimated tax \$1.57

Delivery & tax for 55116

Total \$45.48

[Check out](#)

Order Pickup

2 items at St Paul Midway



LEGO Disney Bruni the Salamander Buildable Character
43186

Qty 1 ▾

Save for later

Standard shipping
Get it by Thu, Dec 2

Same Day Delivery with Shipt
Get it as soon as 1pm today
[Learn more](#)

Order Pickup
Ready within 2 hours at St Paul Midway [Change](#)

\$10.39
Reg \$12.99
Sale



LEGO BrickHeadz Star Wars The Mandalorian & The Child
75317

Qty 1 ▾

Save for later

Standard shipping
Get it by Thu, Dec 2

Same Day Delivery with Shipt
Get it as soon as 1pm today
[Learn more](#)

Order Pickup
Ready within 2 hours at St Paul Midway [Change](#)

\$11.99
Reg \$19.99
Sale




Shipping



Cart on .com Refreshed design (and more updates are still coming 🤔😊)

My Store • Closes At 10pm
East Lake Street and Hwy 55 ▾

Registry Weekly Ad RedCard Target Circle Find Stores


Categories Deals What's New Pickup & Delivery Search Sign in 

Cart

\$324.98 subtotal • 3 items  Mpls Nicollet Mall (1)  Shipping (2)

Order Pickup

1 item at Mpls Nicollet Mall



Mario Kart 8 Deluxe - Nintendo Switch

Qty 1 ▾ Save for later

Add a backup Add

2 Year Video Games Protection Plan (\$18-\$49.99) - Allstate Plan **\$5.00** [See plan details](#)

2-day shipping
Get it by Sun, Oct 16
when you order by 12:00pm today

Same Day Delivery with Shipt
Get it as soon as 10am today
[Learn more](#)


Order Pickup
Ready within 2 hours at Mpls Nicollet Mall
[Change](#)

\$49.99
Reg \$59.99
Sale

✕

Shipping

2 items [Edit items](#)




Apple AirPods Pro True Wireless Bluetooth Headphones (2nd Generation)


Standard shipping
Get it by Wed, Oct 19

Order Pickup


\$249.99 ✕

Order summary

 Order includes a gift

 Promo code [Add](#)

Subtotal (3 items)	\$324.98
Delivery	Free
Fees	\$0.50
Bag fee**	
Estimated tax	\$24.57
Delivery & tax for 55407	
Total	\$349.55

 Pay as low as \$33/mo. With Affirm [i](#)

[Sign in to check out](#)

****Estimated bag fee:**
Bag fees are required by law in your area. This estimated bag fee is for the cost of 10 bags at this store. You'll only be charged for the bags used for

Confirm and Buy takeaways:

- Leading and organizing work and team of designers (non-management role)
- Strong need for both information architecture and visual design skills to make the UI as digestible/scannable as possible
- Staying closely connected to guest pain points to drive improvements

Design Leadership

Design Leadership

- 1. Team Leadership**
- 2. Metrics**
- 3. A Designer's Guide to JTBD**
- 4. Mentorship**
- 5. Inclusive Name Fields**

Team Leadership

- I help guide the 2 other designers on the Cart and Checkout team (1 Senior, 1 Product Designer)
- I am known for my collaborative nature: I help connect designers across workstreams, and am always available to provide feedback (and seek it out as well!)
- I have built and contributed back new components to the design system
- I provide guidance on research and testing best practices

Metrics

I care deeply about using metrics to influence product design in my work and the work of others.

I led an effort to create a centralized Confluence hub and Slack channel for all our many different guest metrics. The goal of this effort was to provide designers, researchers, and others with an easier way to access and understand metrics that can help influence the direction of work in a way that both helps guests and helps the business grow.

A Designer's Guide to JTBD

When we re-organized our product teams in early 2019, I put together a deck that served as an introduction to Jobs To Be Done for designers. I've always enjoyed JTBD as a model for understanding people's motivations and needs, as I think that's the best way to build satisfactory (and extraordinary!) products.

We know this as designers (or should) but JTBD puts it into a framework that others sometimes glom on to more easily.

Mentorship

I make a point of always maintaining at least one mentorship relationship going at any given time of the year. These include both relationships internally at Target and outside.

I love guiding people along their individual paths, but I also find it to be mutually-beneficial: it offers me a moment to reflect on my own progress.

I also always seek out a mentor of my own to help my development.

Inclusive Name Fields

I am leading an effort to make name fields more inclusive by allowing guests to use letter modifiers like é and ñ. This work includes wrangling POs and engineers from at least 29 different teams to help make this a reality across all our guest-facing touchpoints (web, apps, email, SMS, push notifications, shipping labels) and Team Member tools (ePick, Pickup, Ship to store, etc.).

(still there? 🙌💪)

More Info About Me

[More Info About Me](#)

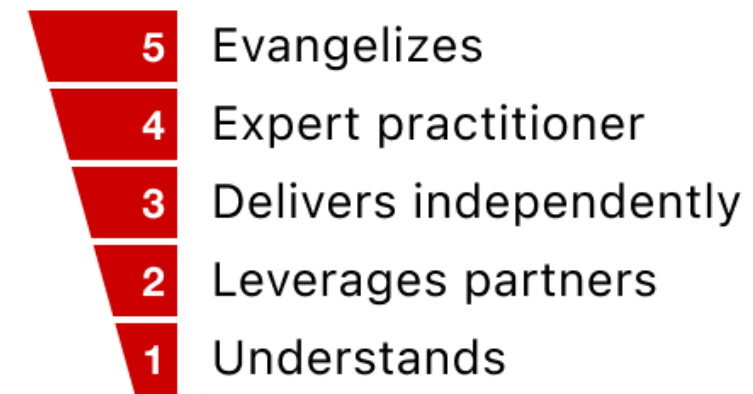
- 1. Skills Matrix**
- 2. StrengthsFinder**
- 3. Communication Style**
- 4. Enneagram**

Skills Matrix

LEGEND

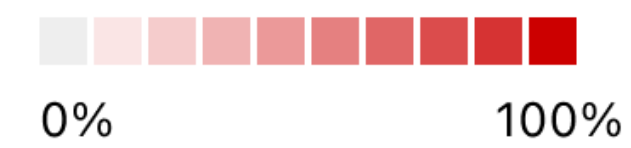
Rating Scale

What is your level of mastery?



Progress

How far along are you at this level?



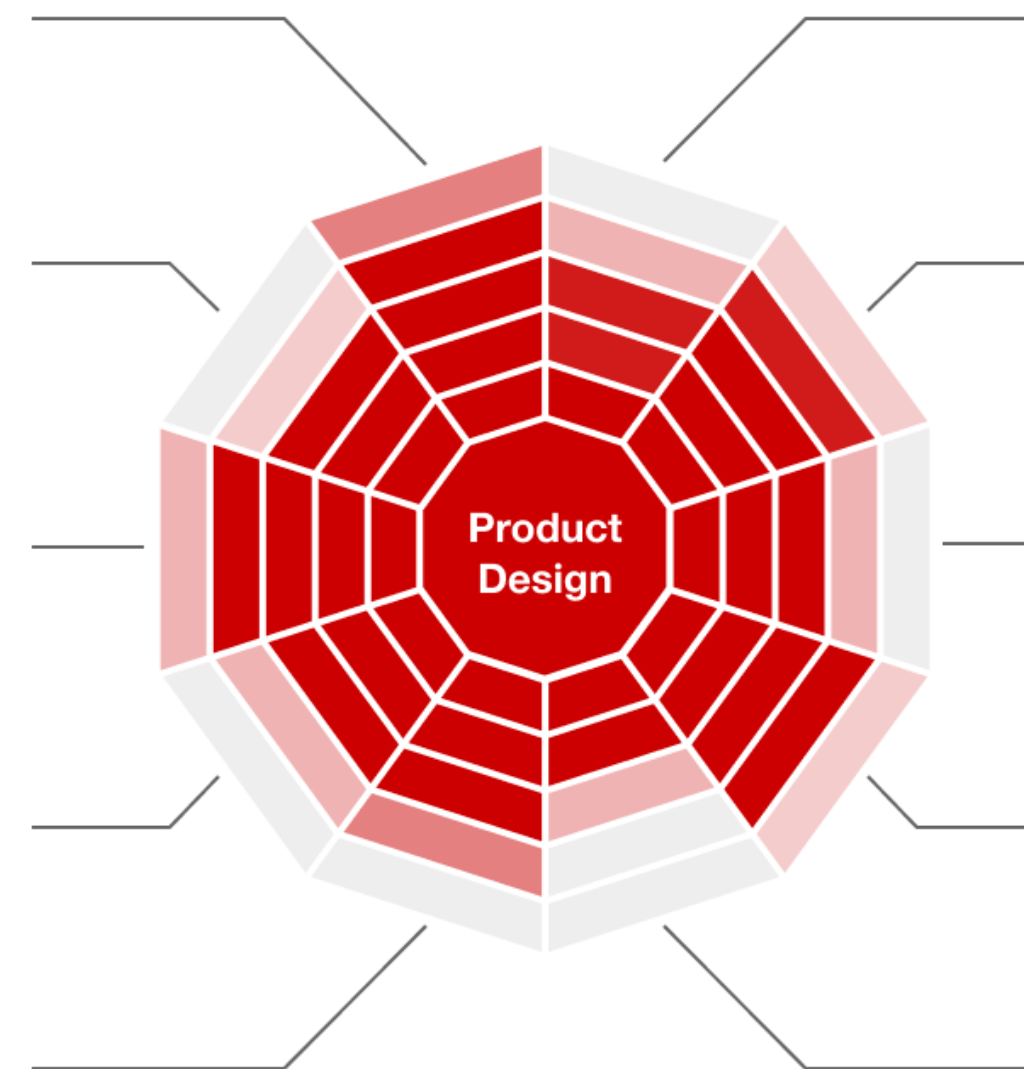
Areas of Focus

Which area do you want to build on?

- ☆ Current strength
- ⊕ Interest

SKILLS MATRIX

- Information Architecture** ☆
Wireframing, flows, systems thinking, taxonomy, site maps, navigation.
- Facilitation** ⊕
Workshops, collaborations, shareouts, design thinking, documentation.
- Research** ☆
Usability study, data synthesis, inquiry, methodologies, interviews.
- Service Design**
Journey maps, process, organizational planning, service blueprints.
- Strategy** ⊕
Business partnering & prioritization, communication, direction, big picture.



- Design Systems**
Governance, consistency, patterns, atomic approach, library management
- Prototyping** ☆
Interactive high-fidelity prototypes, usability testing, micro-interactions.
- Visual Design**
Attention to details, conceptual, layout, elegance, future state, typography.
- UI Specification** ☆
Collaboration with engineers, validation, acceptance criteria, accessibility.
- UX Writing**
Strategic content planning, voice, brand, taxonomy, guidelines.

StrengthsFinder

2018

Learner

Input

Intellection

Context

Individualization

2014

Learner

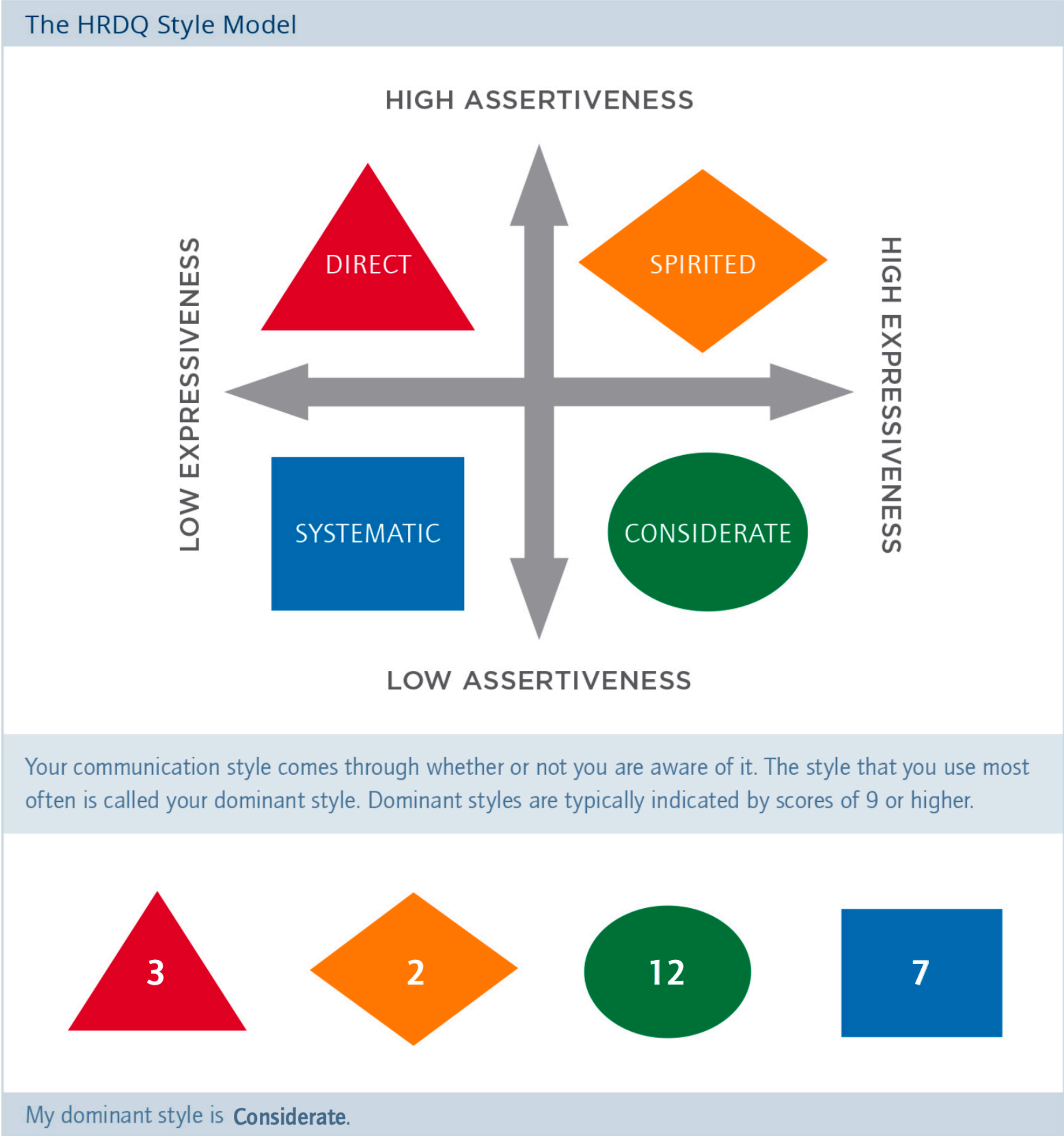
Relator

Individualization

Input

Strategic

Communication Style



Enneagram type 9: Adaptive Peacemaker

Agreeable: You are easy to get along with. Others experience you as open, receptive and peaceful.

Understanding: Listening to multiple perspectives, you synthesize and find common ground within difference.

Patient: You do things in a calm, sustainable way, trusting the natural rhythm and timing of projects.

Supportive: Others feel accepted, heard and understood in your presence as you accept and see their potential.

Genuine: You are unpretentious and authentic - what you see is what you get. Others can be at ease with you.

Enneagram type 9: Adaptive Peacemaker

On the flip side...

- You may review things repetitively before acting.
- The extent to which you dislike conflict means that you downplay, ignore and avoid conflict and other difficulties.
- At times you go along with others on the surface, while actually disagreeing.
- You easily disconnect from your own needs and preferences.
- Your belief that the world is a place where you cannot fully assert yourself means that at times you hold back in groups, removing yourself from the focus of attention or becoming missing in action

