

Stop Talking to Customers

Start listening To People

A Story



A Story



Joyce C. Hall



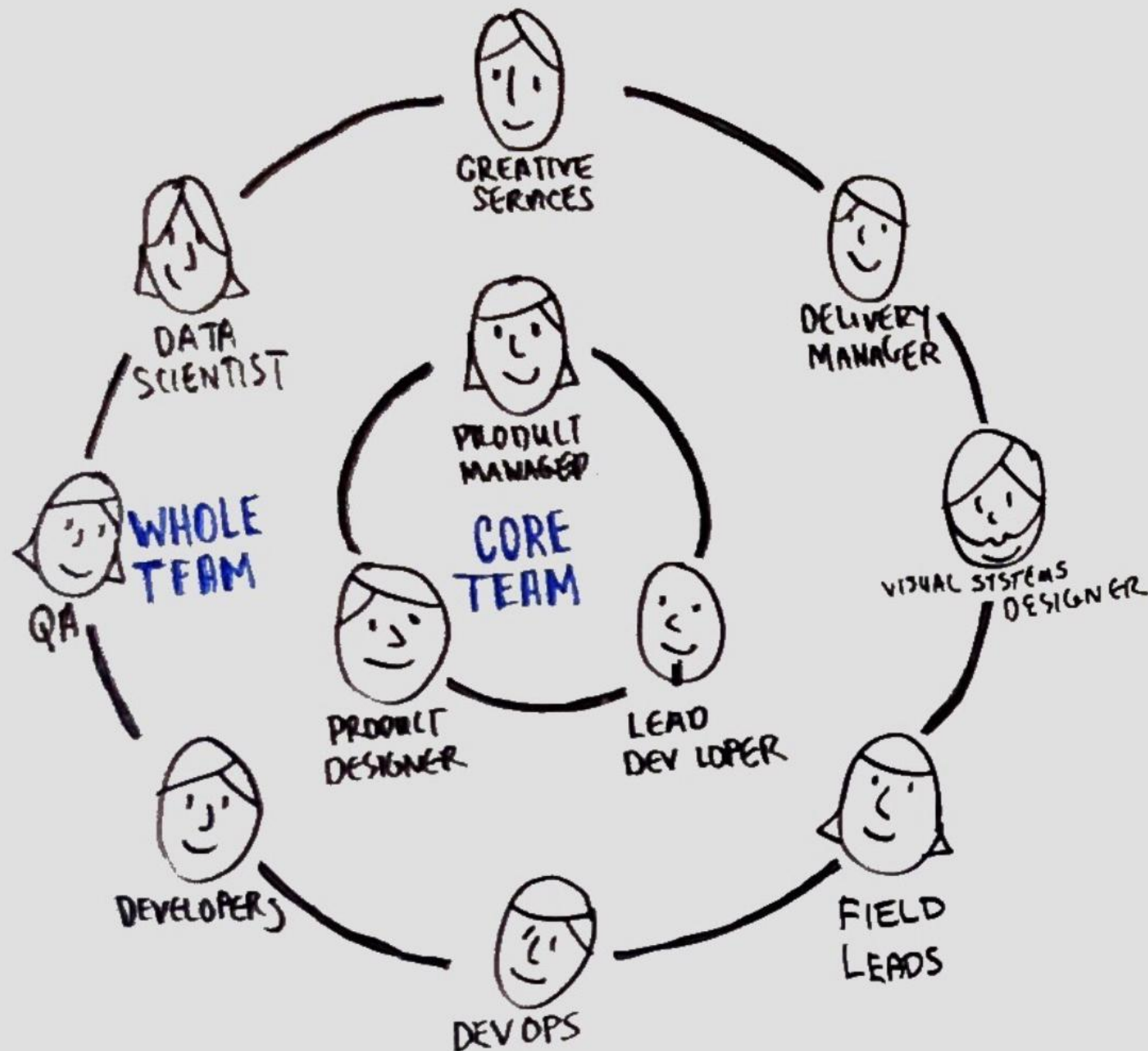
Hallmark Cards

The CarMax Story



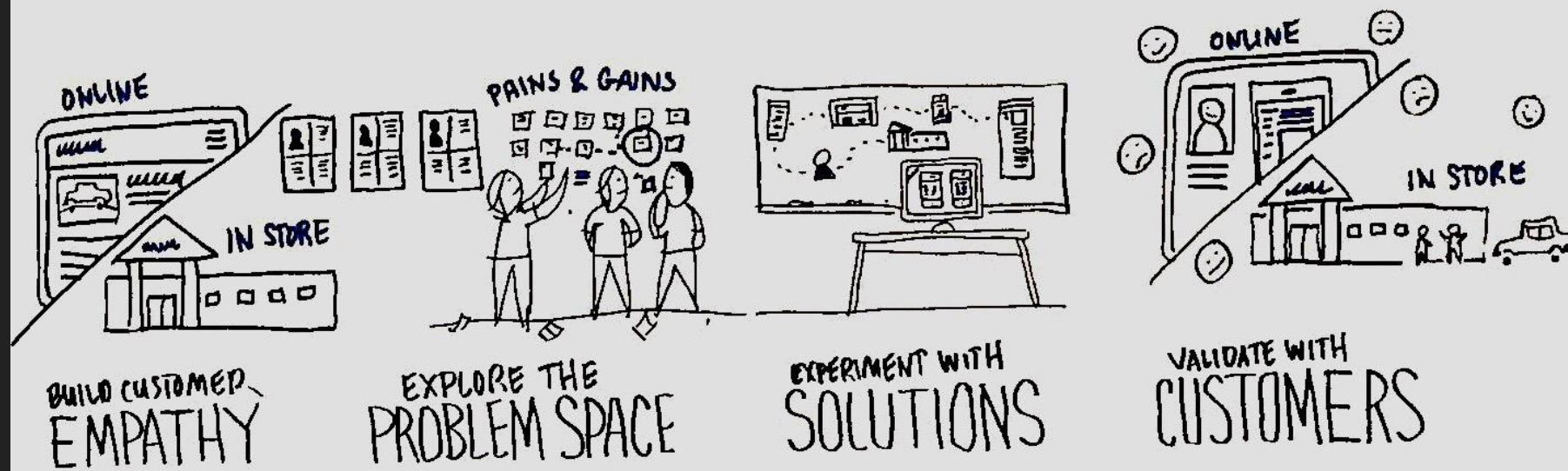
Core Teams

Durable – Empowered – Dedicated



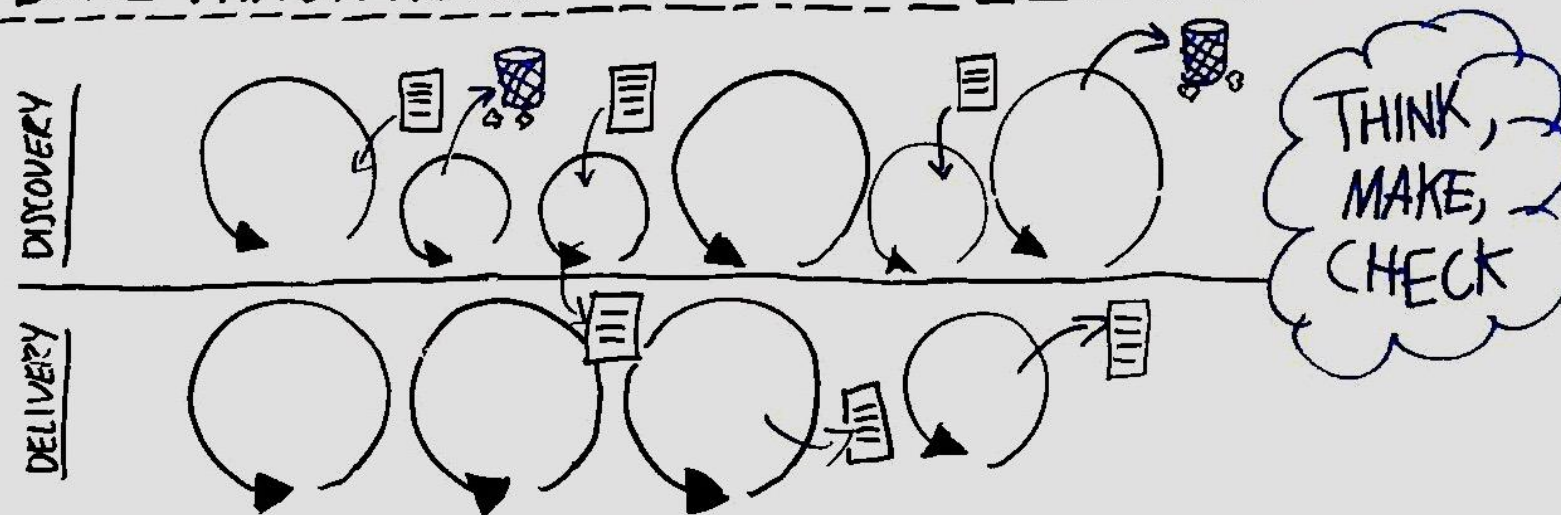
The Carmax Story

PROCESS



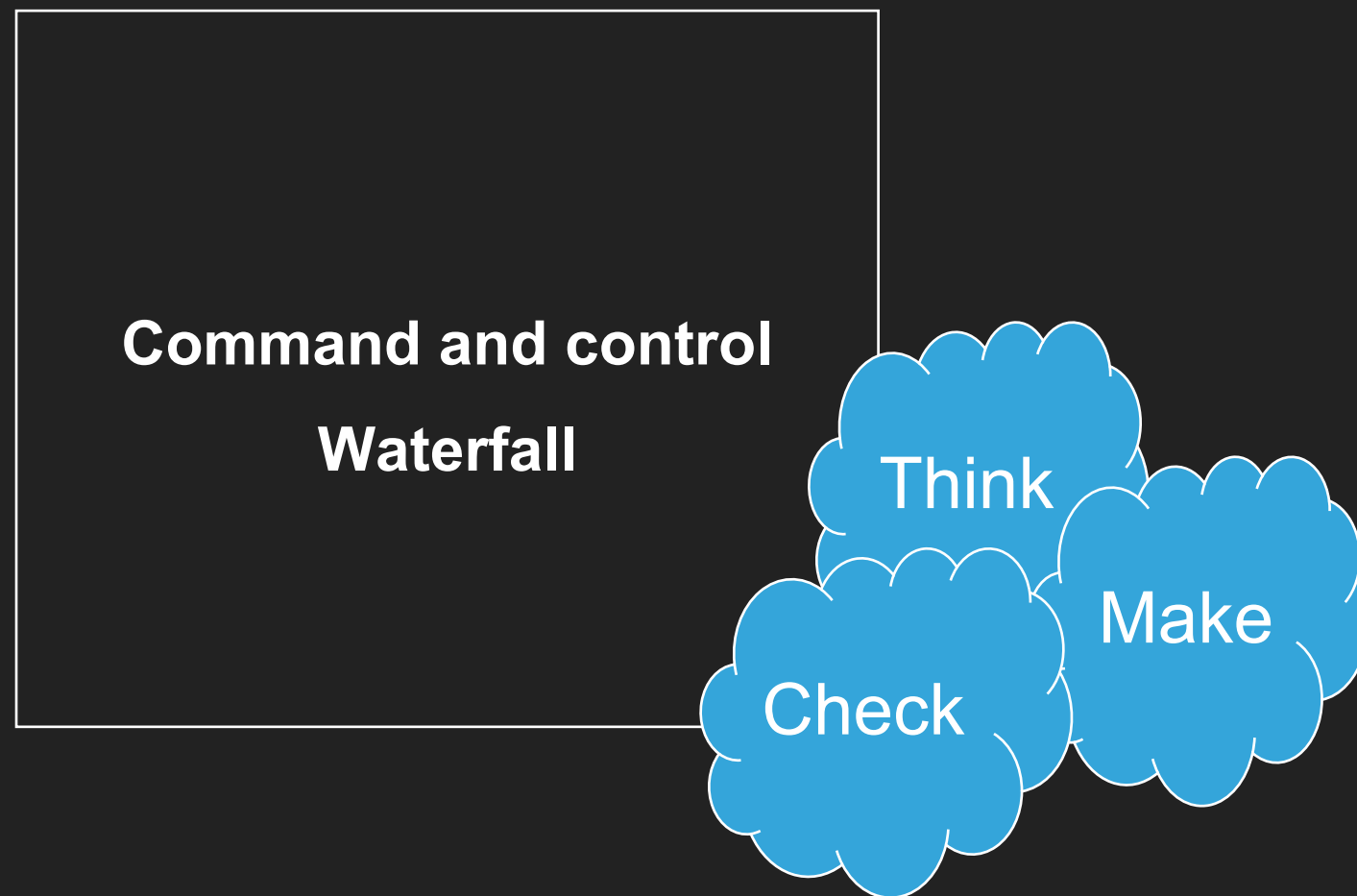
DUAL TRACK AGILE

CONTINUOUS DISCOVERY ALONGSIDE DEVELOPMENT



The Carmax Story





The Listening Lab Idea

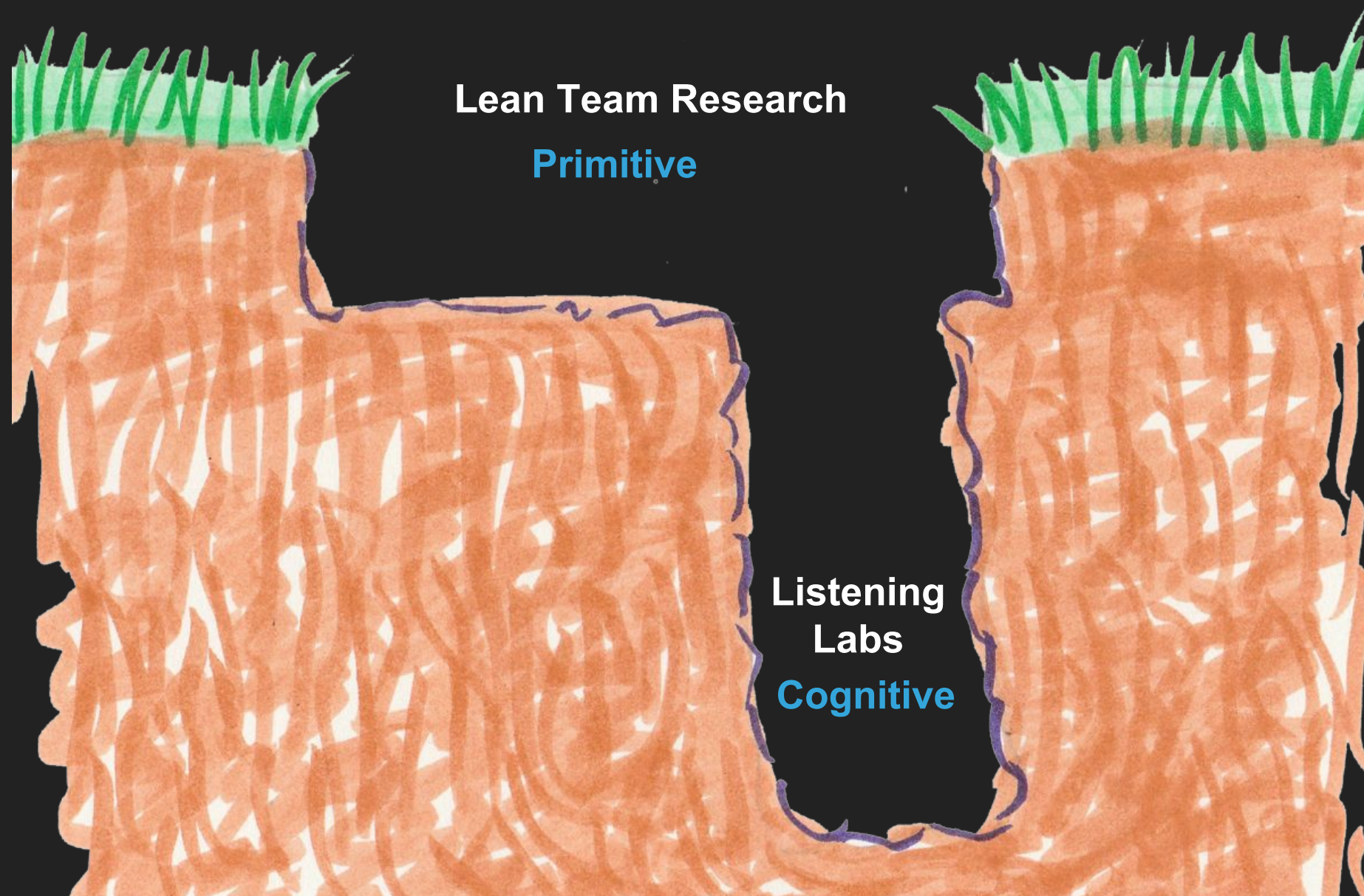


Mark Hurst



Indi Young

The Listening Lab Idea



Balanced Empathy

Cognitive

Rational understanding
The ability to take someones
perspective

Primitive

Emotional connection
Being able to feel what they feel

Building Empathy



Listening Labs



Listening Lab Agenda

11:00 - 12

Intro To Empathy

12 – 1:00

Lunch

1:00 – 2:00

Listening Session 1

2:00 – 2:30

Story Re-telling

2:30 – 3:30

Listening Session 2

3:30 – 4:00

Story Re-telling

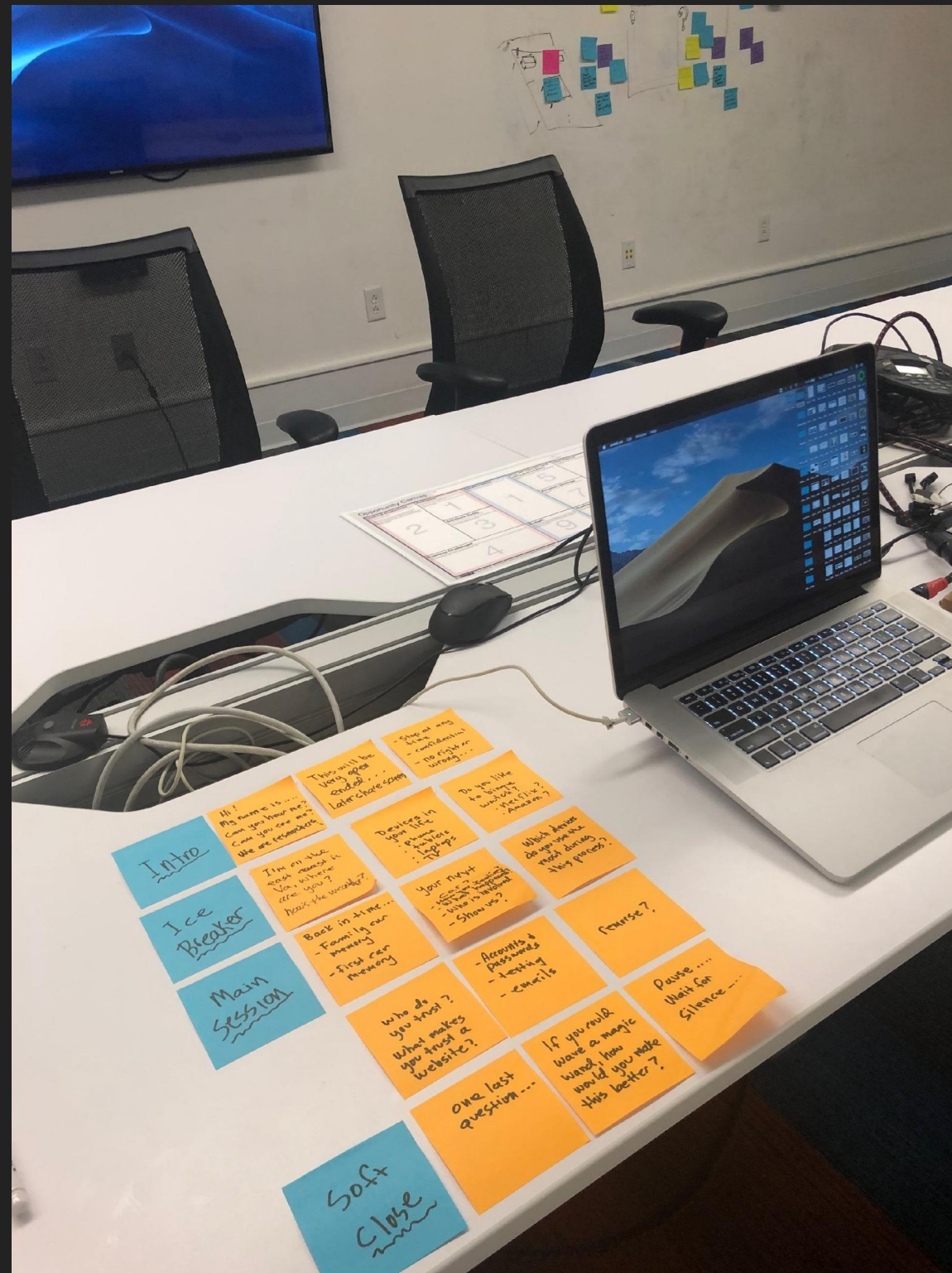
Facilitator's Mindset

- ▶ Not an expert
- ▶ Become the student
- ▶ Be curious
- ▶ Don't over prepare
- ▶ 10% or less of the talking

Taking The Tour



Set Up



Set Up

<u>Intro</u>	Hi! My name is Can you hear me? Can you see me? We are researchers.	This will be very open ended... Later share screen	- Stop at any time - confidential - no right or wrong...
<u>Ice Breaker</u>	I'm on the East coast in Va, where are you? how's the weather?	Devices in your life - phone - tablets - laptops - TV	Do you like to binge watch? - Netflix? - Amazon?
<u>Main Session</u>	Back in time... - Family car memory - First car memory	Your next car? - How you feeling? - What happened? - Who is involved - Show us?	Which devices do you use the most during this process?
	who do you trust? What makes you trust a website?	- Accounts & passwords - texting - emails	Remorse?
<u>Soft Close</u>	one last question...	If you could wave a magic wand, how would you make this better?	Pause Wait for Silence...

Look For Doorways

“Tell me about the last time you bought a car.”

What
Made It
Painful?



Who Is
'we'?



“It was painful. We're glad it's over. It took about 2 weeks to recover once it was over.”



What Does
Recovery
Mean?

The Listening Session



The Listening Session

OUR VALUES

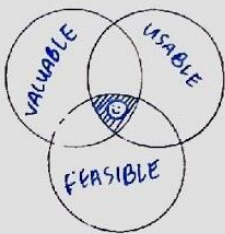
MISSIONARIES OVER MERCENARIES

OUTCOMES OVER OUTPUT

THE TEAM IS THE PRODUCT

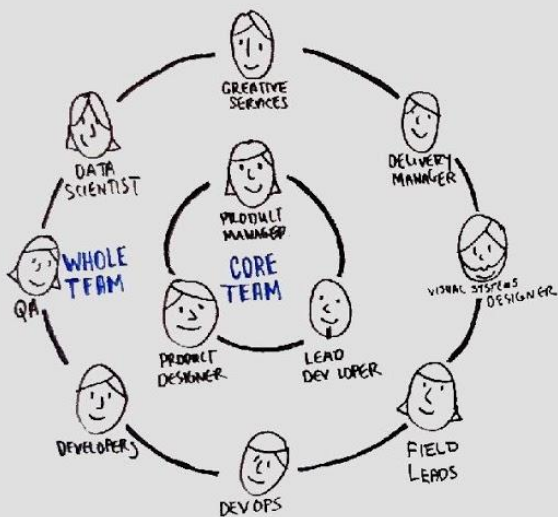
LEADERSHIP IS A LESSON IN HUMILITY

HAVE FUN EVERY DAY



CORE TEAMS

DURABLE • EMPOWERED • DEDICATED



WE'RE ALWAYS LOOKING FOR TALENT!

Digital Marketing: PERFORMANCE DISPLAY MANAGER • SEO MANAGER
PAID SEARCH MANAGER • DIGITAL MARKETING TECHNOLOGY MANAGER
DESIGNER • DIRECTOR OF PRODUCT

ENVIRONMENT

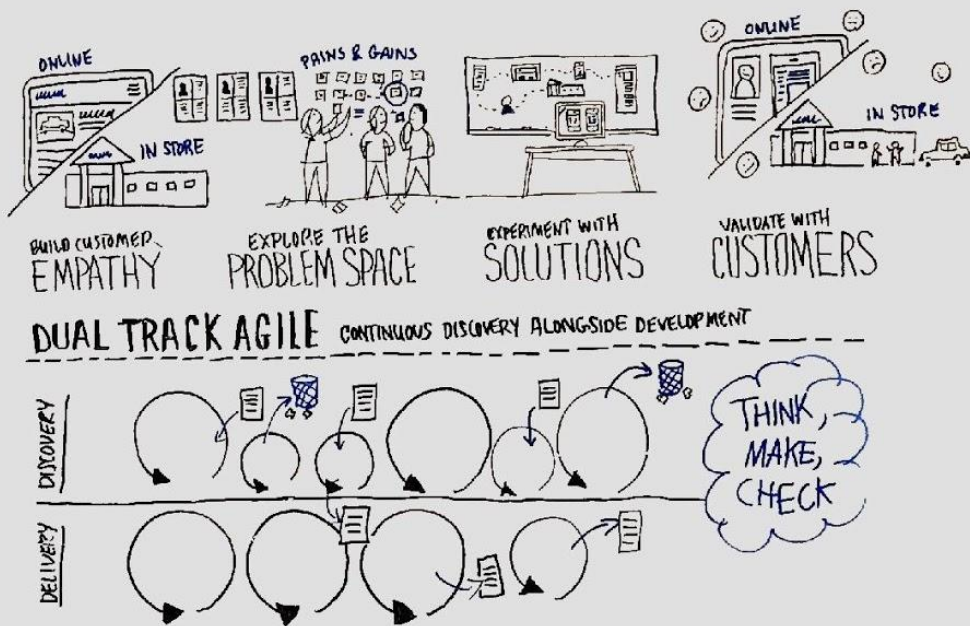
CO-LOCATION FOR EXTERNALIZING
OUR THINKING AND SHARED
UNDERSTANDING!




STRETCH
goals

OUTCOME & IMPACT
for CUSTOMER → BUSINESS \$

PROCESS



The Listening Session



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FINANCING

RESEARCH

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car buying and selling.

Find the right car for you.

FIND YOUR CAR >

SELL YOUR CAR >

Search All Cars By Make, Model, or Keyword

Q

OR


MAKE/MODEL ▼





TYPE ▼


PRICE ▼

FEEDBACK

The Listening Session



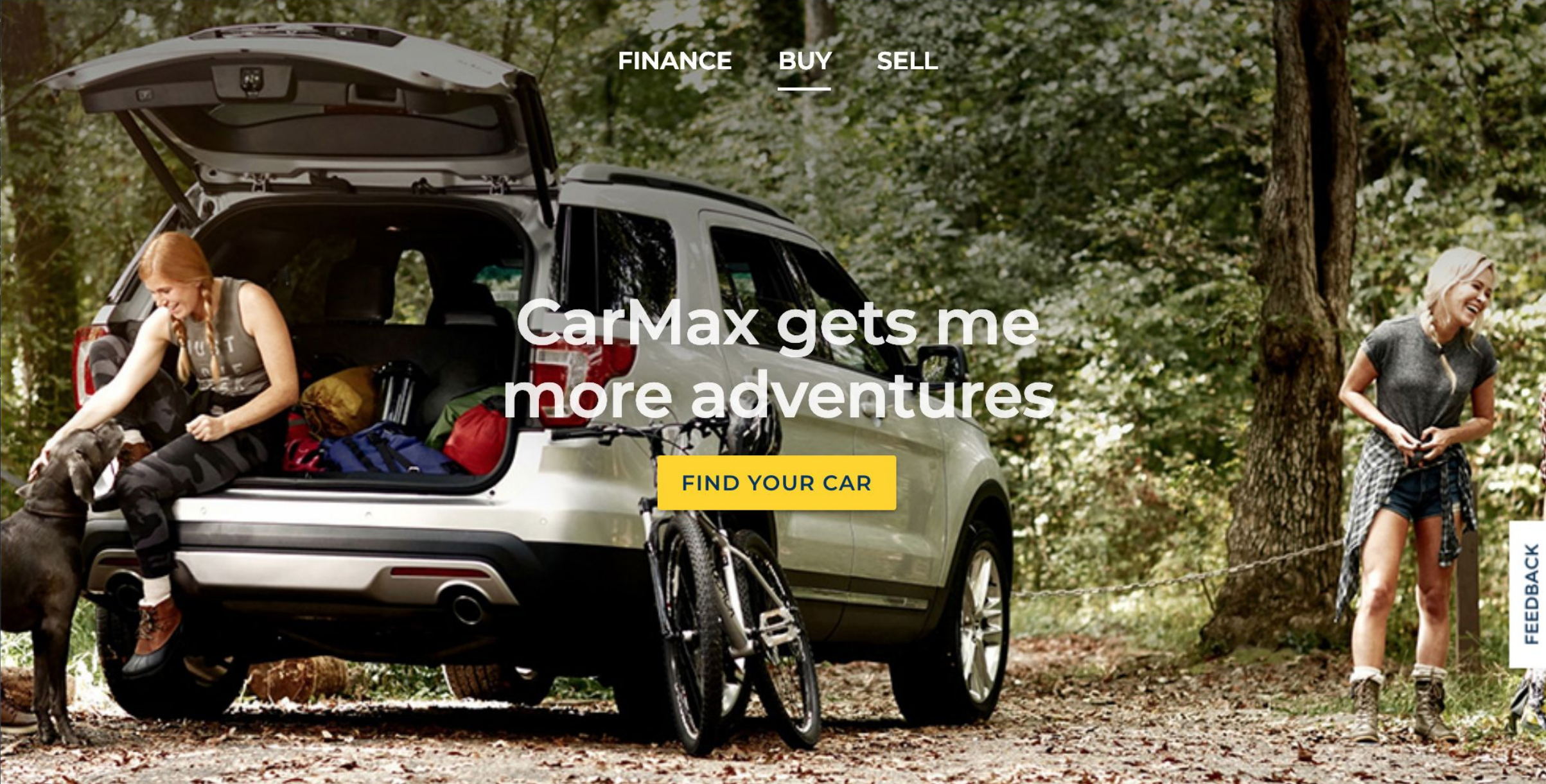




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CarMax gets me more adventures

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[FEEDBACK](#)

Thank You And Happy
Listening

@archiemiller