

The LA Phil logo is positioned in the top right corner of the page. It features the letters 'LA Phil' in a white, sans-serif font. The background of the entire page is a dark blue gradient with a pattern of thin, white, curved lines that resemble the architectural structure of a modern building or a large-scale art installation.

# Bringing **ART** to Life—Online

A Collaborative Vision for LA Phil with SH/FT

Submitted Nov 27, 2024 by

**SH/FT**  
A business & growth partner

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# We'd Like To Start Off By Saying Thank You.

We understand you are currently exploring and evaluating research partners for the redesign of the LA Phil, Hollywood Bowl, and The Ford websites. We are honored and excited to be considered as a part of this transformative initiative.

SH/FT's mission is rooted in solving complex, invisible challenges that hinder performance, while fostering alignment across every level of an organization. Our strength lies in driving impactful results through data-driven insights and actionable recommendations. This approach enables us to deliver not just research, but strategic solutions that ensure every digital touchpoint resonates with your audience.

In your RFP, you highlight a critical objective:

*"Gather actionable insights from diverse audiences to guide the structure & design of each new site, ensuring the redesigned sites meet user needs & preferences."*

**These objectives are the foundation of our approach.** We're passionate about helping organizations like the LA Phil reimagine their digital experiences to elevate audience engagement and accessibility. Whether it's the world-class performances of the LA Philharmonic, the iconic summer nights at the Hollywood Bowl, or the vibrant cultural programming at The Ford, each of these venues deserves a digital presence that amplifies their unique contributions to the arts.

Through our partnership, we commit to working hand-in-hand with your teams to ensure our research and recommendations align seamlessly with your organizational goals. We aim to support your vision of creating user-centered, innovative websites that celebrate the richness of LA's cultural landscape, while also providing clear, actionable insights to guide every phase of your redesign journey.

Should you have any questions or require further information, please don't hesitate to reach out. We sincerely appreciate the opportunity to collaborate with the LA Phil on this critical project and look forward to transforming this vision into a reality.

**Together, we'll harmonize digital innovation with your world-class artistry.**



ELIZABETH ROSS, CEO

SECTION 01

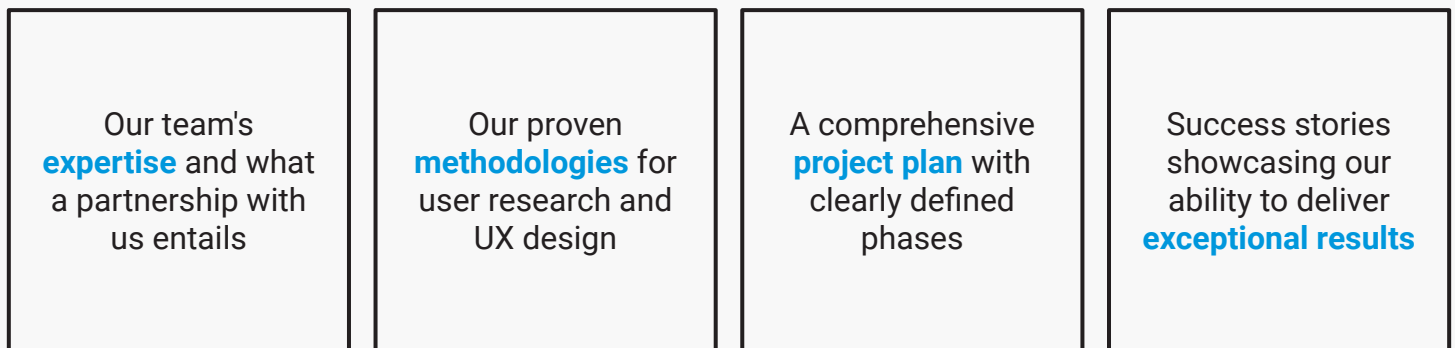
# Executive Summary

# An Approach Designed Uniquely For the LA Phil

This proposal outlines a tailored approach to elevate the LA Phil's digital presence through user-centered design and research. We'll demonstrate how our strategy will address your specific needs, resulting in measurable improvements in user engagement and online experience across all LA Phil websites.

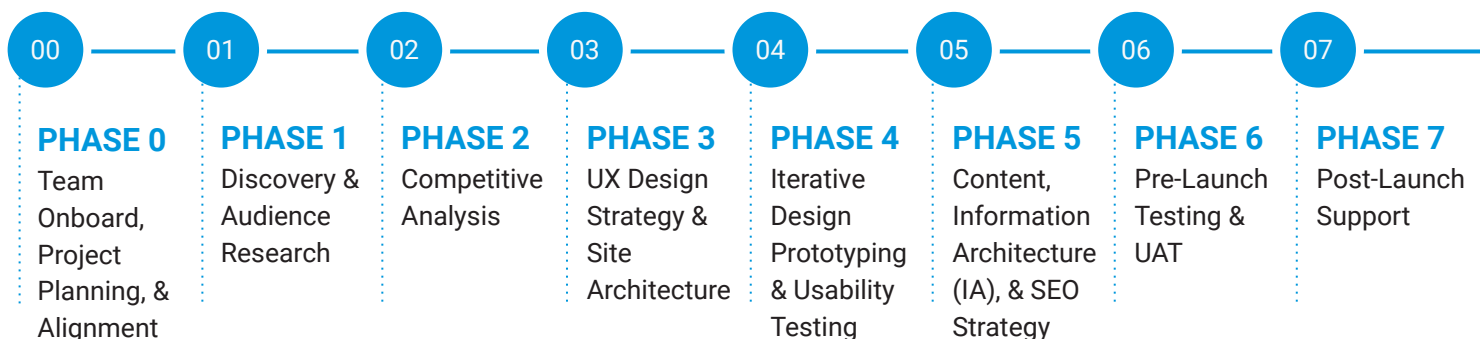
## Summarized Approach

Our approach is built on collaboration, user insights, and a deep understanding of the LA Phil's goals. This proposal details:



## Project Plan Summary

Within the project plan summary you'll also see a multi-phased approach outlining the collaboration with you, the team, and the agency who will be developing and designing the end-user experience effectively. Those stages are:



SECTION 02

# Getting to Know Us

# Your Experience & Growth Partner

SH/FT is an agency that accelerates growth for marketing and product teams. We align technology, data, automation, and AI to meet your specific business needs. Partner with SH/FT to unlock the full potential of your marketing technology and accelerate growth.



## **Global Reach, Local Impact**

Our 200+ global team members operate remotely across the United States, Canada, and India, bringing diverse perspectives and localized insights to every engagement.

## **Proven Digital Marketing Expertise**

With over 4,000 marketing automation implementations under our belt, we have decades of combined experience in MarTech, UX, data, and marketing strategy.

## **Extensive Certifications**

Our team proudly holds well over 250 certifications across leading technology ecosystems like Adobe, Salesforce, and Braze, ensuring we stay at the cutting edge.

## **Client Satisfaction**

Our average NPS score of 8.75 out of 10 reflects our commitment to delivering tangible results and exceeding client expectations.

# Why Partner With SH/FT?

We are more than just a vendor—we are a strategic partner invested in the success of the LA Philharmonic's user-centered transformation.

We're dedicated to bringing your vision to life, ensuring each of your iconic venues delivers a best-in-class digital experience that resonates with your diverse audiences.

## Here's why you should choose us



### More Than a Research Firm

We are experts in translating research findings into actionable strategies and seamlessly integrating those strategies with technology. This means we bridge the gap between user needs and technical implementation, resulting in a user-centered website that is both functional and engaging.



### Deep Expertise

We have a proven track record of conducting successful audience and user-based research projects for complex web and application solutions across a multitude of industries, which we will leverage for this effort.



### Cross-Agency Collaboration

We have extensive experience collaborating with agencies to support our clients' needs. We often act as both an agency of record (AOR) and support agency. To ensure seamless collaboration, we utilize tools like Slack, a centralized project management system like Jira, and maintain consistent communication to achieve your vision.



### Commitment to Quality

Your investment in research provides a solid foundation that will be of value well beyond the scope of this project. We focus on delivering human-centered insights, driven by user behaviors, that can be leveraged to amplify your brand. We adhere to the highest research standards to provide reliable and valid data with trusted methodologies. This ensures the integrity of our findings, giving you confidence in your decisions.



## Measurable Client Results

Our team has collaborated with top-tier organizations, empowering them to achieve growth, dismantle silos, and enhance operational efficiency by leveraging cutting-edge marketing technologies.

Here are some of the results we've been able to achieve together with key clients, centered around **improving and activating user-centered experiences, guided by data-driven research.**

WebMD

455%

click through rate increase through user-centered personalization

ResMed

\$5M

existing patient purchase lift via targeted programs

AMERICAN EXPRESS

10X

increase in bookings due to 1:1 personalization at scale

## Organizations We're Proud to Serve

CSL Plasma

WSAudiology

MCKESSON

MAJOR FOOD GROUP

AARP

BD

Walmart  
Canada

CAA

Chick-fil-A

moderna

Wawanesa  
Insurance

Boston Symphony  
Orchestra

KAISER  
PERMANENTE

First American  
Home Warranty

Heart&Stroke

FANDUEL

LinkedIn

ATLASSIAN

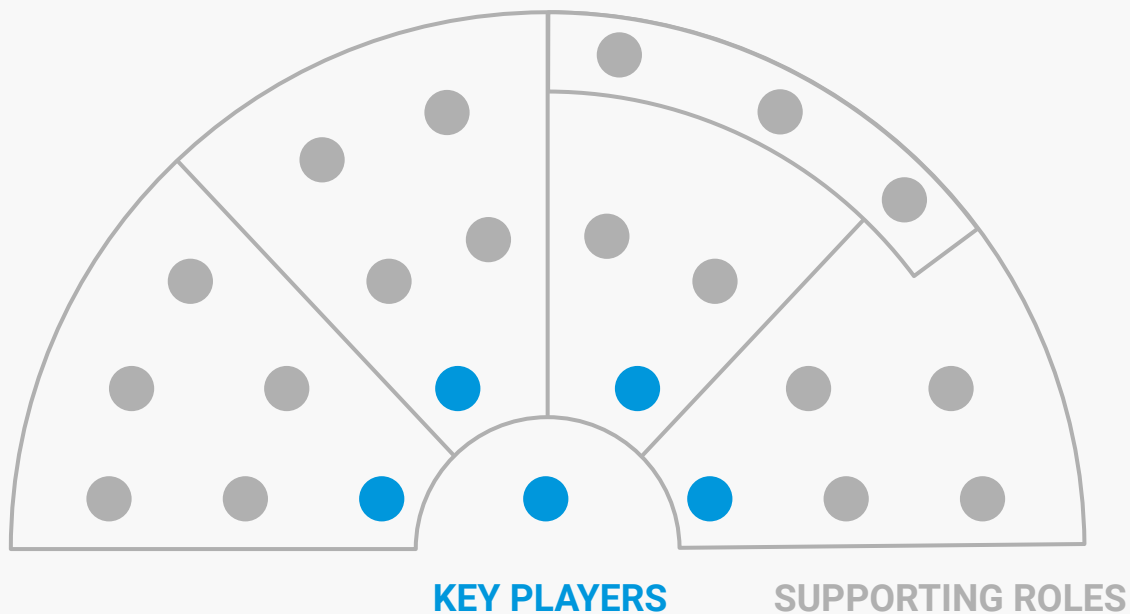
Fairstone Bank

# Our Collaborative Approach: A Symphony of Expertise

**We believe in the power of collaboration.**

To achieve the LA Phil's digital goals for this project (and ideally beyond), we will assemble a cross-functional team of specialists who work in harmony with your internal teams and other agency partners.

This integrated approach ensures we address every facet of the user experience, from research and design to technology and content.



## Working in Concert

Our team is committed to working collaboratively with the LA Phil and your existing agency partners. We believe that by combining all of our expertise and collective insights, we can create a digital experience that truly resonates with your audience and achieves your strategic objectives.

# A Symphony of Expertise

## Key Players

Your go-to SH/FT team members—these are some of the roles you will interact with on a daily basis.

### UX Researchers

Conducts user interviews, usability testing, & ethnographic studies, designs surveys, conducts A/B testing

### Client Success Manager

Provides proactive communication, strategic guidance, relationship management, project oversight

### Project Manager

Provides detailed project planning, timeline management, budget tracking, risk mitigation, communication, stakeholder management

### Product Owner

Drafts critical requirements, provides strategic direction, supports UX research and analysis as needed, leads on-site facilitation efforts as needed

### Research Analysts

Delivers data analysis, website traffic analysis, user behavior analysis, competitive benchmarking, reporting

### Content Strategists

Conducts content audits, provides content hierarchy recommendations, content strategy development, web copy optimizations

### Quality Assurance Specialists

Conducts testing, identifies defects, provides quality control, cross-browser compatibility, performance testing

# A Symphony of Expertise

## Supporting Roles

We also have access to a wider network of specialists that may be tapped for both this project and future ones.

### UX Designers

Craft intuitive & engaging user interfaces (UI) that delight users & achieve business goals

### Data Visualization Experts

Transform complex data into clear & compelling visuals that reveal insights & drive decision making

### Web Development

Build & maintain website functionality & front-end structure (HTML, CSS, JS) & CMS, ensuring a seamless & engaging user experience

### Back-End Engineering

Develop & maintain the server-side logic & infrastructure that power websites & applications

### Integration Specialist

Connect disparate systems & technologies, ensuring seamless data flow & optimal performance

### Digital Marketing Strategist

Develop & execute data-driven marketing campaigns that reach target audiences & achieve business objectives

### SEO Specialists

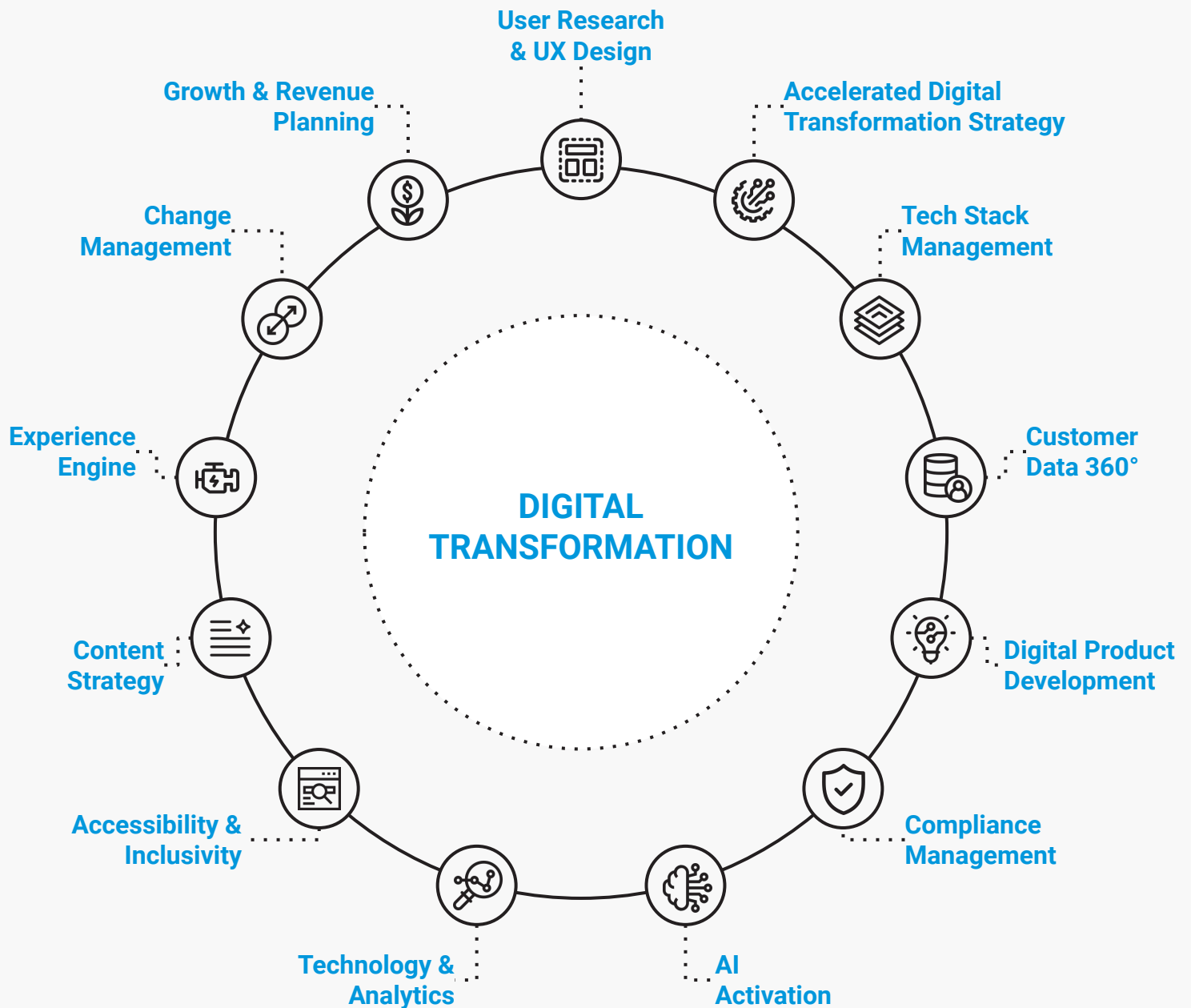
Optimize websites & content to improve search engine rankings, driving organic traffic & increasing visibility

### Accessibility Specialist

Ensure websites & digital products are accessible to all users, including those with disabilities, by adhering to accessibility standards & best practices

# Extensive Service Capabilities

SH/FT offers a comprehensive suite of tailored services designed to elevate the LA Phil's digital presence and achieve growth, while driving the right levels of efficiency to hit your strategic objectives. As shared, we're not just a research firm, our capabilities extend beyond user research and UX strategy and research, encompassing a **holistic approach to digital transformation**.



# Extensive Service Capabilities

## Core Capabilities & Methodologies

	<b>User Research &amp; UX Design</b>	Conduct in-depth user research to understand audience needs & behaviors, translating those insights into intuitive & engaging user experiences.
	<b>Accelerated Digital Transformation Strategy</b>	Develop data-driven digital strategies aligned with the LA Phil's goals, focusing on audience engagement, revenue generation, & brand building.
	<b>Tech Stack Management</b>	Ensure seamless tech integration & leverage the latest features across leading platforms like Salesforce, Adobe, & Braze, enabling quick ROI measurement.
	<b>Customer Data 360°</b>	Combine data analytics, machine learning, & customer research to craft rich profiles, enabling personalized experiences that build trust & drive long-term loyalty.
	<b>Digital Product Development</b>	Guidance through every step of launching new digital products, from concept to launch, ensuring they are innovative, secure, & market-ready.
	<b>Compliance Management</b>	Proactively manage compliance & regulatory challenges, providing guidance & support to ensure your business stays ahead of evolving regulations.
	<b>AI Activation</b>	Help to leverage AI in your existing platforms or with custom solutions to transform data into automated processes & smarter decisions.
	<b>Technology &amp; Analytics</b>	Leverage technology & data analytics to optimize website performance, track key metrics, & measure the impact of your digital efforts.
	<b>Content Strategy</b>	Create compelling & informative content that resonates with your target audience and drives meaningful interactions.
	<b>Accessibility &amp; Inclusivity</b>	Ensure digital experiences are accessible to all users by adhering to accessibility standards & best practices.
	<b>Growth &amp; Revenue Planning</b>	Optimize your organization to generate revenue & improve margins, driving qualified leads for all types of organizations.
	<b>Change Management</b>	Guidance through organizational change, helping you navigate growth & stay focused on your core objectives.
	<b>Experience Engine</b>	Elevate cross-channel customer experiences with AI-powered campaign development, designing engaging multi-channel assets.

SECTION 03

# How We'll Partner

# Proven Practices Delivering Audience- Centered Solutions

At SH/FT, we leverage a wide array of research and design frameworks tailored to meet the needs of cultural institutions like the LA Philharmonic, Hollywood Bowl, and The Ford.



**Guided by actionable data and insights, we prioritize optimizing the user experience across all digital touchpoints.**

Our process begins with comprehensive audience research to inform key design decisions. We then develop user-focused strategies, implement them through iterative design and prototyping, and provide ongoing support to ensure seamless integration and functionality.

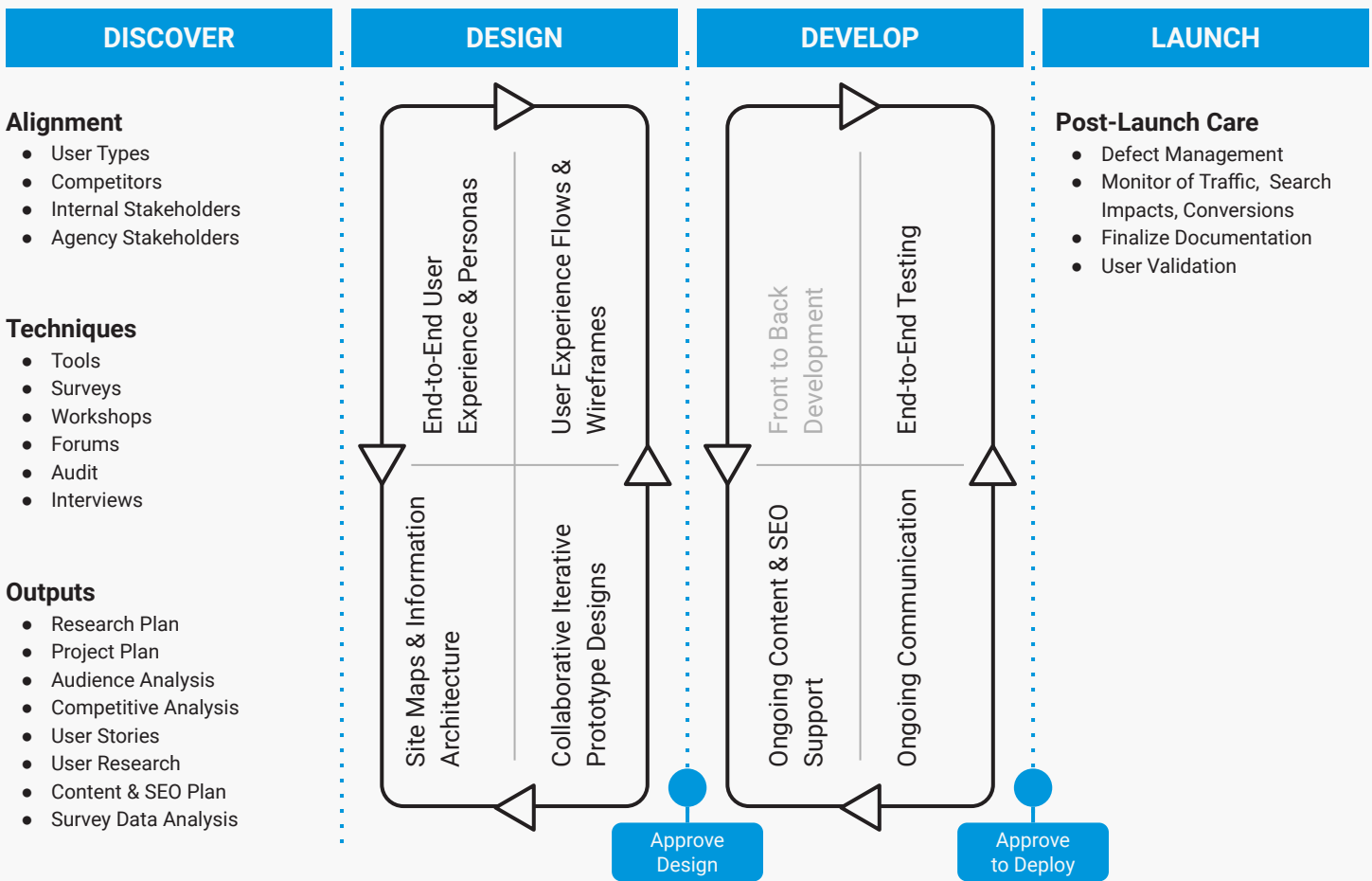
Over the following pages, we'll showcase the methodologies and frameworks we'll bring to your website redesign project—ensuring that each site delivers an engaging and inclusive experience for your diverse audiences.



# Our End-to-End Process: A Symphony of Development

At SH/FT, we orchestrate a seamless end-to-end process for web and product development, ensuring every step harmonizes with your vision and goals. This process lays the foundation for our other key frameworks, guaranteeing a cohesive and successful outcome.

## Our End-to-End Approach Includes Four Key Stages



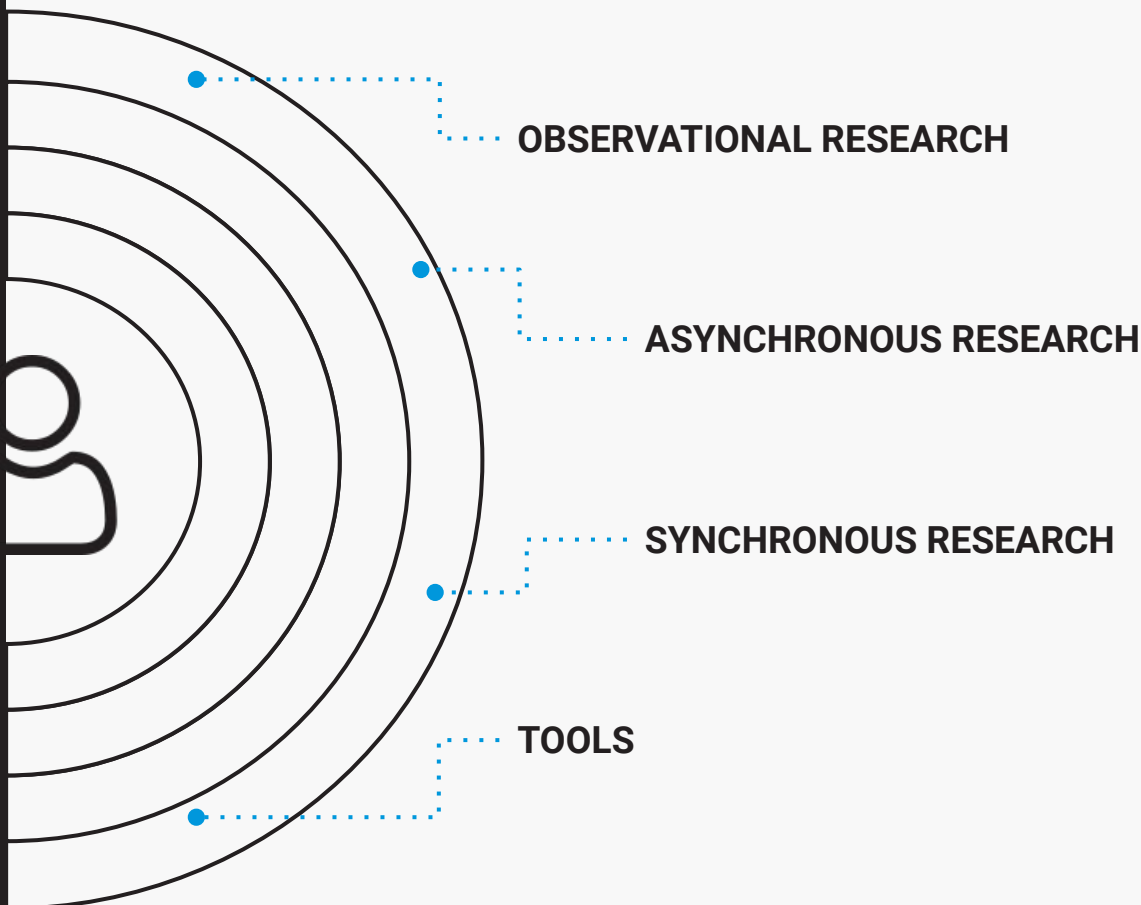
This end-to-end process ensures a structured and collaborative approach to web and product development, resulting in high-quality digital experiences that achieve the LA Phil's goals and delight its audiences.

# User-Centered Research

Unearthing user needs to drive digital success.

We believe that understanding your audience is paramount to creating digital experiences that resonate. Our user-centered research methodologies delve deep into the minds of your users, uncovering their needs, behaviors, and motivations. This allows us to design websites and products that are not only visually appealing but also intuitive, effective, and truly valuable to the LA Phil's audience.

To achieve this, we employ a **blended approach to research**, encompassing observational, asynchronous, and synchronous tactics.



# User-Centered Research

## Our Blended Approach

### OBSERVATIONAL RESEARCH

These techniques analyze user behavior, predictive analytics and AI, along with rich data without direct interaction, providing key insights into how users interact with your digital platforms.

A/B testing analysis • Communication analysis (calls, email, chat, SMS) • Heat map analysis • Funnel & journey analysis • Traffic & volume analysis • Source analysis

### ASYNCHRONOUS RESEARCH

This approach gathers direct feedback from users at their own pace, offering flexibility and scalability.

Surveys • Forums • Unmoderated user testing • Feedback forms (SMS or email) • Digital card sorting

### SYNCHRONOUS RESEARCH

This involves live interaction with users to gain real-time insights and foster deeper understanding.

User interviews • Live remote & in-person focus groups • Moderated user testing • Moderated visual research tools with prototypes • Design studio facilitation (covered in the Experience Blueprint section) • Moderated usability testing

### TOOLS

We utilize a diverse set of tools to conduct effective research, including, but not limited to:

User interview guides • Heuristic evaluation checklists • Nielsen Norman Group guidelines • Qualtrics • CX Panel • Hotjar • Google Analytics • SEMrush • Visual research tools (e.g., Maze, Miro, Figma) • Journey management tools (e.g., Miro, TheyDo) • Communication analysis tools (e.g., Chorus) • User recruitment platforms (e.g., UserTesting, LoopPanel)

# Experience Blueprint

Mapping the user journey for seamless experiences.

We want users to help forge the next generation of your digital experiences. This is where the experience blueprint comes in. An Experience Blueprint is a visualization of the entire user experience, from initial awareness to post-purchase behavior. This comprehensive map helps us understand all the touchpoints a user has across LA Phil, the Hollywood Bowl, and The Ford site properties, both online **and** offline, and identify opportunities to improve the overall experience.

The structure of this work will include a breakdown by brand, by relevant persona in the following categories:





# Web Persona Development


## Bringing your audience to life.


After taking a review of a subset of your data, along with the research we'll facilitate through early user testing, we'll begin to form profiles for key users. Those profiles are, of course, web personas. We create data-driven web personas that represent key segments of the LA Phil's audience. These personas go beyond basic demographics, providing rich insights into user behaviors, motivations, and goals. This helps us design websites and digital experiences that truly resonate with your target audiences.

This process uses the following components:

	<b>DATA COLLECTION</b>
Gathering data from user research, website analytics, and stakeholder interviews	

	<b>PERSONA IDENTIFICATION</b>
Identifying key user segments based on shared characteristics and needs	

	<b>PERSONA DEVELOPMENT</b>
Creating detailed profiles for each persona, including demographics, psychographics, technographics, goals, and frustrations	

	<b>PERSONA VALIDATION</b>
Testing the personas with stakeholders and refining them based on feedback	

# Competitive Analysis

Knowing your landscape to stay ahead.

We conduct thorough competitive analyses to understand the strengths and weaknesses of the LA Phil's competitors and identify opportunities for differentiation. This ensures that your digital presence stands out in the crowded online landscape.

DIRECT COMPETITORS	IDEAL COMPANIES	SIMILAR PERSONAS
Organizations offering similar products or services in the same market e.g., other orchestras, performing arts centers	Organizations admired for their exceptional digital experiences & user-centricity, regardless of industry e.g., leading eCommerce sites, innovative content publishers	Organizations outside the LA Phil's direct market, but sharing similar target audiences e.g., museums, cultural institutions, streaming services

## Our Framework

We, together, will select 3-5 organizations per category and analyze them across the following dimensions:

- 1 Competitor Identification**  
Clearly identify key competitors in each category
- 2 Data Collection**  
Gather comprehensive data on competitor websites, marketing materials, content audit, channel alignment, conversion points, mobile vs desktop experiences, overall online presence, and user experience
- 3 Analysis & Evaluation**  
Conduct an analysis for each competitor
- 4 Industry Benchmarking**  
Compare your digital performance across each domain to industry benchmarks and best practices

# Prototyping Methodologies

From ideation to innovation with interactive prototypes.

To understand user behaviors and deliver exceptional experiences, we utilize a highly iterative prototyping process. We leverage Figma to design interactive prototypes, progressing from low-fidelity wireframes to high-fidelity mockups that closely resemble the final websites for the LA Phil, Hollywood Bowl and The Ford.

By testing these prototypes with internal stakeholders and live users, we refine design concepts **before development begins**—ensuring alignment and minimizing costly rework.

## THIS APPROACH ALLOWS US TO

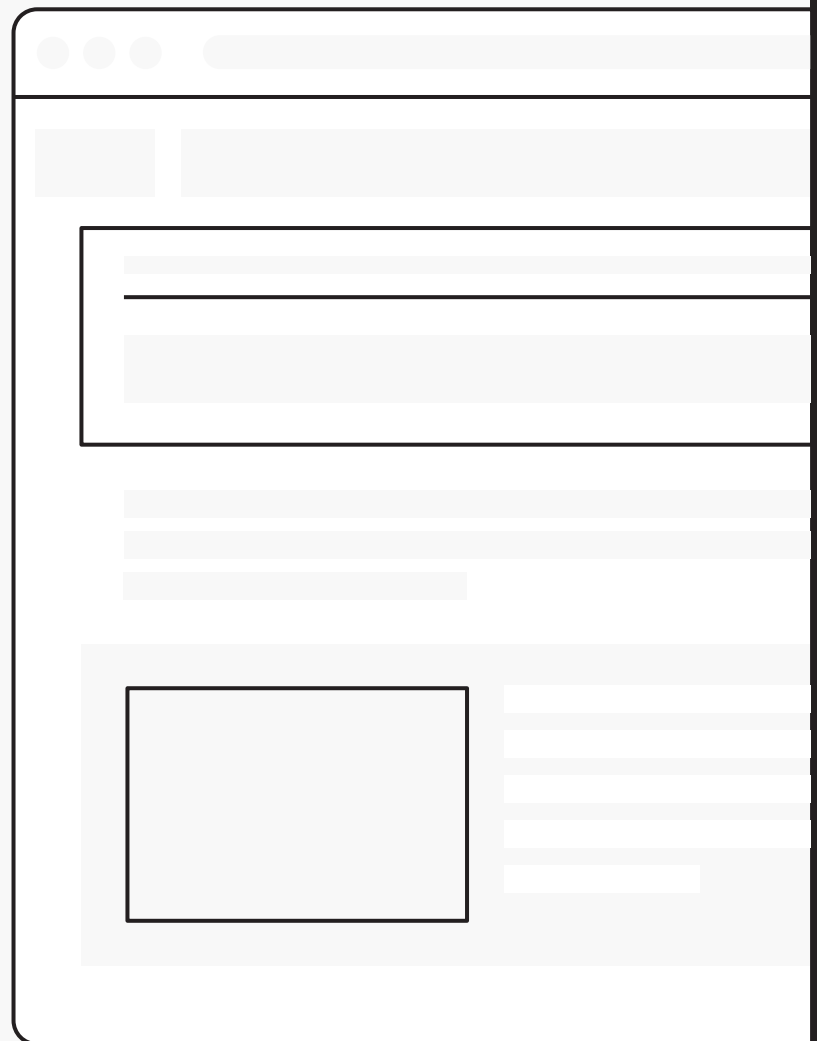
Gather feedback early & often

Validate design decisions with users

Reduce development costs

Keep projects on track

Deliver user-centric solutions



# Prototyping Methodologies

## Our Framework



### 01 | Align on Sitemap

Define the website's structure & user navigation flow

### 02 | Cluster Relevant Experiences

Group related pages or features for focused testing & feedback

### 03 | Define Objectives

Clearly outline the goals for each prototype & the pages being tested

### 04 | Set Testing Focus

Establish clear objectives for each testing session to gather targeted user feedback

### 05 | Select Fidelity

Determine level of prototype detail (low, mid, high) based on the project stage & goals

### 06 | Design Prototypes

Create interactive prototypes in Figma, incorporating key interactions & user flows

### 07 | Conduct Testing

Gather user & stakeholder feedback through usability testing & other research methods

### 08 | Note Improvements

Document user feedback & insights to guide iterations & refinements

## Iterate & Refine

We continuously refine the prototype based on feedback, cycling through steps 5-8 until it meets the defined criteria and receives stakeholder approval. Then we focus on handing off the details to your development team.

## Collaboration

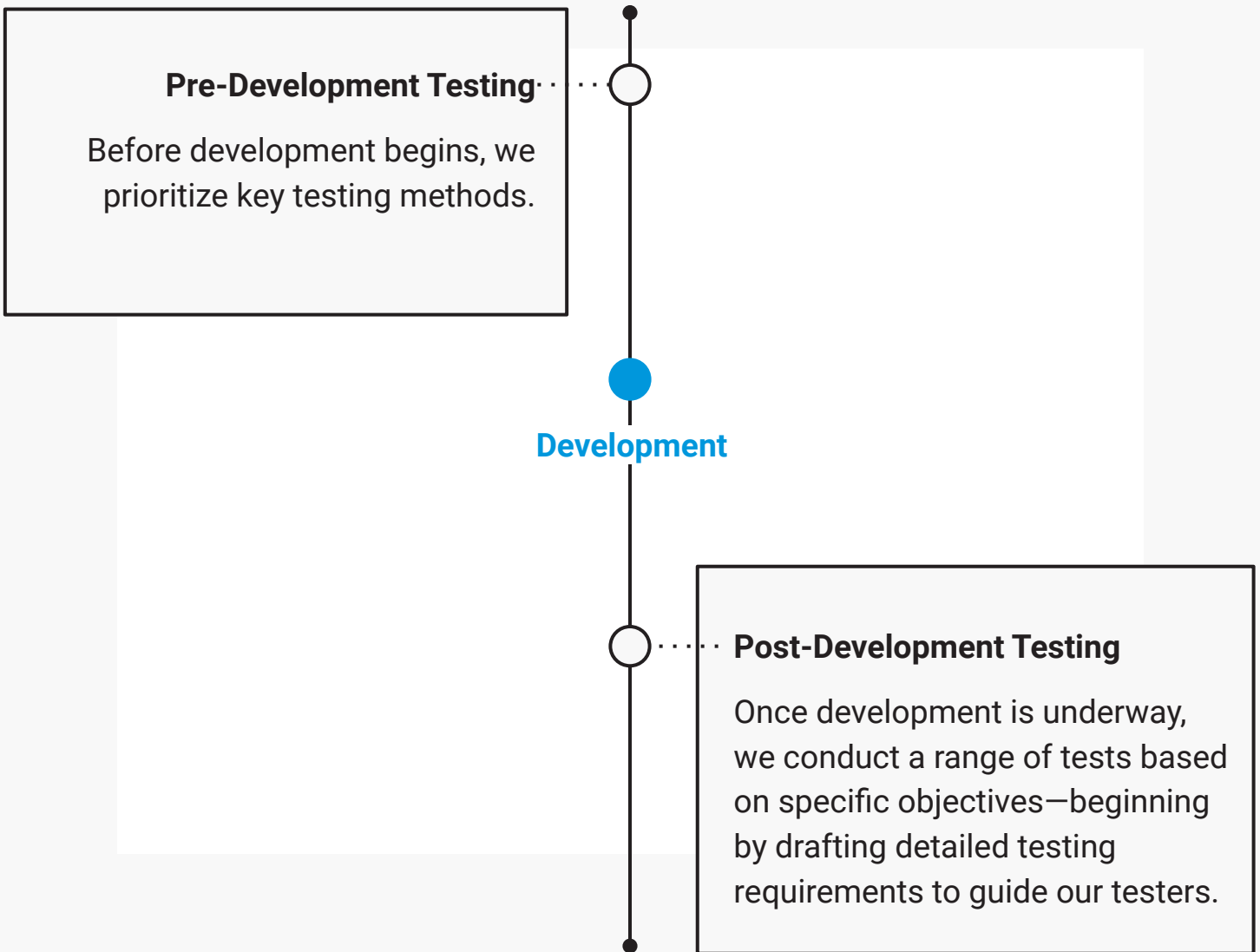
We're very flexible in our approach! We can manage the entire prototyping process end-to-end, **OR** collaborate with your design team—where they would lead step 6—providing support as needed.



# Testing Capabilities

Ensuring quality through rigorous testing.

We believe in delivering flawless digital experiences. To achieve this, we employ a variety of testing methods throughout the development lifecycle, ensuring your websites and products meet the highest standards of quality, functionality, and accessibility.



# Testing Capabilities

## Our Methodologies

### PRE-DEVELOPMENT TESTING



#### Usability Testing

We evaluate the ease of use and effectiveness of your website's design to ensure it's intuitive and enjoyable for your target audience



#### A/B Testing

We compare different versions of design elements to determine which options resonate best with users and drive optimal results

### POST-DEVELOPMENT TESTING



#### Accessibility Testing

We meticulously check for compliance with accessibility standards (WCAG) to make your website usable for everyone, including people with hearing or vision impairment, in alignment with ADA standards for those with disabilities



#### Cross-Browser and Cross-Device Testing

We test your sites across a wide range of browsers using tools (like BrowserStack) and devices to guarantee a consistent experience for all users



#### Functional Testing

We verify that all features and functionalities of the website work as intended



#### Performance Testing

We assess website speed, responsiveness, and stability under different conditions



#### User Acceptance Testing (UAT)

We involve your team in the final stages of testing to confirm that the product meets your specific requirements and expectations




# KPI Planning & Reporting

————— **Measuring success & driving continuous improvement.** —————

We believe in data-driven decision-making. That's why we work closely with the LA Phil to define and track key performance indicators (KPIs) that align with your business goals. This allows us to measure the success of our efforts, demonstrate the value we deliver, and identify areas for continuous improvement.

## Connecting KPIs to Prototyping and Early User Testing

Throughout the project, we connect KPI measurement to our prototyping and testing efforts. For example, if a key objective is to increase online ticket sales, we'll:

 <b>DURING PROTOTYPING</b>	 <b>DURING TESTING</b>	 <b>POST- LAUNCH</b>
Design user flows and calls to action that optimize the purchase path	Conduct A/B testing on different versions of the ticket purchase process to identify the most effective design	Track conversion rates for online ticket sales and analyze user behavior data to identify areas for improvement

This integrated approach ensures that our design and development decisions are directly aligned with the LA Phil's business goals and that we can demonstrate the value of our work through measurable results.

# KPI Planning & Reporting

## Our Structured Framework

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### 01 | Define Objectives

Just as we shared in the prototyping process, we collaborate with the LA Phil to clearly define your business objectives, and how digital initiatives will contribute to them. This includes revisiting the goals outlined earlier, such as:

<b>Increase Online Engagement</b> Drive deeper connections with audiences through user-centered design & compelling content	<b>Optimize Conversion Rates</b> Improve online ticket sales, donations, & other key performance indicators	<b>Enhance Brand Perception</b> Strengthen LA Phil's brand identity & reputation through a cohesive & engaging online presence	<b>Expand Reach</b> Reach new audiences & broaden access to the LA Phil's programs & events
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### 02 | Identify KPIs & Set Measurable Targets

We select relevant KPIs that directly measure progress towards those objectives and align on realistic metrics for each. This may include metrics like:

<b>Website Traffic</b> Unique visitors, search engine rankings, pageviews, bounce rate	<b>User Engagement</b> Time on site, pages per session, scroll depth	<b>Conversion Rates</b> Ticket sales, donations, email sign-ups	<b>Accessibility</b> Accessibility compliance score
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### 03 | Set Up Reports

Using key technologies like Google Analysis or Adobe Analytics along with relevant BI tools such as Looker or PowerBI, we'll set up dashboards to allow you to regularly track and analyze KPI data to monitor performance, identify trends, and uncover insights.

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### 04 | Report & Optimize

Should we continue to work together after launch, we would provide regular reports, analysis, and recommendations based on data to the LA Phil team. This includes clear visualizations and actionable recommendations for optimization. This encompasses tying KPI performance back to the prototype testing objectives we set earlier, demonstrating how our design and development decisions directly impact your desired outcomes.

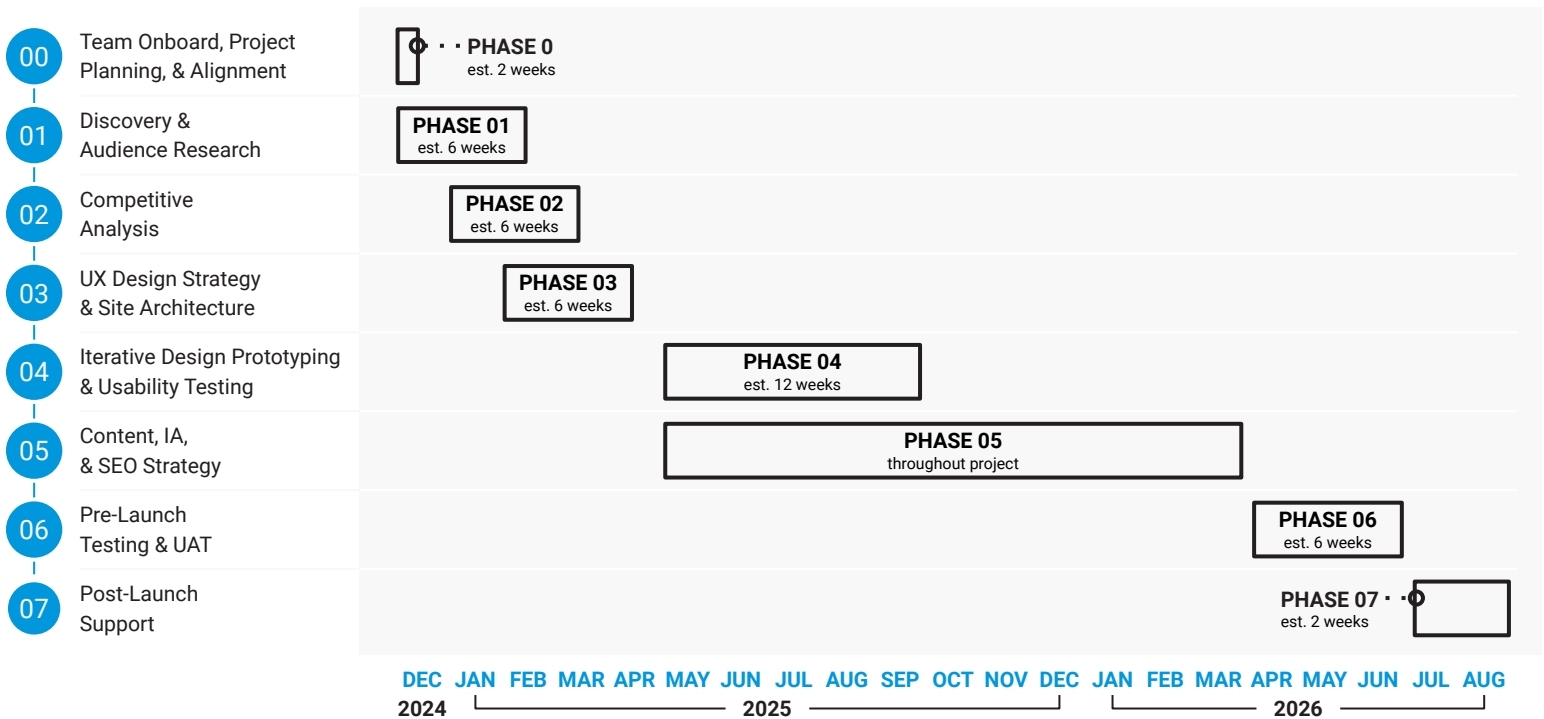
SECTION 04

# How We'll Deliver

# How We'll Deliver Actionable Insights For Your Redesign

Based on the key methodologies we covered in the previous section, we'll apply best practices throughout each phase of this project.

Our approach is designed to be iterative, collaborative, and user-centered, ensuring we create a website that truly meets your users' needs. To maximize efficiency, some phases will overlap, allowing us to work on multiple aspects of the project simultaneously. In the following pages, we'll provide a detailed breakdown of each phase, including key activities, deliverables, and timelines.



# Aligning On Your Key Needs

To ensure we're on the same page before diving into our process, we've summarized the key needs you shared in the RFP and our subsequent call.

## Our Objective

Improve the overall user experience of the LA Philharmonic, Hollywood Bowl, and The Ford websites. The sites should be user-centric, modern, and accessible to a wide audience, ultimately driving greater conversions and ticket sales.

## The Opportunity

The areas of opportunity to improve these site properties are based on three factors:

**01**

**Audience  
Research**

**02**

**Usability &  
Experience**

**03**

**Competitive  
Positioning**

# Aligning On Your Key Needs

## Areas of Opportunity

### 01 | Audience Research

Currently, there's **limited segmentation** and insight into key audience types (subscribers, single-ticket buyers, and prospects).

#### IMPACT

This lack of understanding may result in less tailored content and design, potentially leading to gaps in audience engagement strategies for acquiring and retaining users.

Additionally, the absence of real-time feedback mechanisms makes it challenging to continuously improve the website experience post-launch.

### 02 | Usability & Experience

The current websites (LA Phil, Hollywood Bowl, The Ford) present **usability challenges**, with some content difficult to find or navigate.

Key user journeys, such as event planning and ticket purchases, are **inconsistent and cumbersome**, potentially leading to frustration and drop-off at critical moments.

#### IMPACT

This could negatively impact engagement and revenue. Furthermore, the lack of optimization for distinct venue experiences may lead to inconsistent branding and user satisfaction.

### 03 | Competitive Positioning

The LA Phil seeks to benchmark itself not only within the performing arts sector, but also against adjacent industries—offering **best-in-class digital experiences**.

#### OPPORTUNITY

By analyzing how other industries leverage innovative design and functionality, the LA Phil can position itself as a leader in digital innovation within the performing arts and beyond.

## Applying our Expertise

With a deep understanding of these needs and extensive experience in web projects and user experience optimization, **we've tailored our approach to address your specific challenges**. Throughout each phase of this project, we've incorporated key recommendations that we believe will help the LA Phil exceed its objectives for these site optimizations.



# Phase 00

## Team Onboard, Project Planning, & Alignment

### What We'd Do

Our primary objective in this initial phase is to establish alignment and set a solid foundation for the work ahead. It's essential that we start on the right foot, ensuring clarity and collaboration. Here's how we will achieve this:

1. Assemble the project team (researchers, designers, developers, stakeholders)
2. Hold onsite kickoff and collaboration session
3. Define project scope, KPIs, goals, and objectives
4. Meet with your existing agency
5. Meet with your selected stakeholders internally and externally
6. Establish roles and responsibilities
7. Set communication protocols and project management tools
8. Gain access to key data and tools within LA Philharmonic's organization
9. Set initial objectives for testing methods and prototypes
10. Develop a preliminary project timeline and budget

### Key Deliverables

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1. **Project Charter**
2. **Kickoff Playbook**
3. **Communication Plan**
4. **Slack Channel**
5. **Email Alias**
6. **Initial Project Timeline**
7. **Initial Research Plan**

# Phase 01

## Discovery & Audience Research

### What We'd Do

In this phase, we'll dive deep into understanding the core of the user experience by conducting comprehensive research to uncover user needs, behaviors, and pain points. This stage will feature a mix of activities, including:

1. **User Surveys:** Design and distribute surveys to gather quantitative data from a large sample of users. Analyze survey responses to identify trends, preferences, and areas for improvement
2. **Focus Groups with Target Audiences:** Facilitate moderated discussions with groups of users representing key segments (subscribers, single-ticket buyers, prospects). Gather qualitative insights into user needs, expectations, and pain points
3. **Site Monitoring Data:** Using a blend of tools, review user traffic, source, heatmaps, U-turns, and experience data directly from current domains to help inform analysis
4. **User & Stakeholder Interviews:** Conduct one-on-one interviews with users to gain an in-depth understanding of their experiences, motivations, and challenges
5. **Analyze Research Data:** Synthesize data from all activities to identify key insights, patterns, and opportunities. Develop a deep understanding of user needs, behaviors, and preferences

### Key Deliverables

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1. **Finalize Research Plan:** An outline of the research methodology, participant recruitment strategies, and timeline. (This would be delivered within the first 1-2 weeks of this phase)
2. **Audience Research Report:** A comprehensive report summarizing key findings from the user interviews, surveys, and tool-based data reviews. This will also include prioritized, actionable recommendations from the research. This report will cover key findings, user needs and pain points, and opportunities
3. **Web Personas by Site:** Detailed personas representing key user segments for each website. These personas will include demographic information, behaviors, needs, and goals
4. **End-to-End Experience Blueprint by Site:** Visualizations of the user journey across touchpoints at a high level (website, social media, email, etc.) for each site. These blueprints will help identify key moments in the user experience and opportunities for optimization

# Phase 02

## Competitive Analysis

### What We'd Do

This phase is focused on understanding the landscape, then taking that understanding and applying it to the future sites. As shared in our methodology for competitive analysis reviews, we don't just review direct competitors, we also review ideal companies and companies with similar personas to you. The key activities we'd facilitate throughout this process include, but are not limited to:

1. **Competitor Identification:** Collaboration with LA Phil to identify a range of competitors for analysis
2. **Holistic Evaluations:** Perform evaluations of the selected competitors, reviewing:
  - a. **Website experience:** Desktop and mobile usability, design, content, and functionality
  - b. **Social media integration:** How they use social media to engage audiences and drive traffic
  - c. **Conversion processes:** Effectiveness of their online ticket sales and other conversion funnels
3. **User Comparison Testing:** Conduct user testing sessions where participants compare their experiences on competitor websites with the current LA Phil websites. This will provide valuable insights into user preferences and areas for improvement
4. **Analysis and Synthesis of Findings:** Analyze all gathered data to identify:
  - a. **Strengths and weaknesses:** Of each competitor's digital presence
  - b. **Best practices:** Successful strategies and tactics used by competitors
  - c. **Areas for application:** How these insights can be applied to improve the websites

### Key Deliverables

---

1. **Competitive Analysis Report:** A detailed report summarizing our findings, including:
  - a. Overview of the competitive landscape
  - b. Evaluation of competitor strengths, weaknesses, and best practices
  - c. Specific recommendations for the LA Phil websites based on competitive insights
2. **Usability Testing Report:** A report documenting the user comparison testing, including key findings, and user feedback

# Phase 03

## UX Design Strategy & Site Architecture

### What We'd Do

In this phase, we'll lay the foundation by providing strategic recommendations for the site structure. Closely tied to the ongoing research efforts, this phase leverages user insights to shape key decisions. Collaboration with the design and development teams is critical during this stage, ensuring alignment in creating a seamless, data-driven experience for these sites.

### Key Activities & Deliverables

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#### 1. Information Architecture (IA):

- a. Define the structure and organization of information on the websites
- b. Create a clear and intuitive hierarchy for content, ensuring easy navigation and findability
- c. Develop a consistent labeling system for website sections and content categories

#### 2. Sitemaps

- a. Visualize the overall structure of the sites, showing the relationships between pages and sections
- b. Ensure the sitemaps align with the defined information architecture and journey flows

#### 3. User Journey Flows

- a. Layout individual journeys and tasks on each site (e.g., purchasing tickets, finding event information, planning a visit)
- b. Identify potential pain points and areas for improvement in the user experience
- c. Use user flows to inform the design of wireframes and prototypes

#### 4. Wireframes:

- a. Create low-fidelity representations of key pages and templates
- b. Focus on the layout and structure of content, navigation, and interactive elements
- c. Use wireframes to explore different options and gather feedback before moving to prototyping

#### 5. Early Design System:

- a. Begin to define core UI elements and styles (e.g., buttons, forms, typography, color palette)
- b. Ensure consistency and efficiency with cross-agency collaboration

# Phase 04

## Iterative Design Prototyping & Usability Testing

### What We'd Do

In this phase, we'll begin to transform strategic concepts into tangible interactive designs and prototypes with your design team. This iterative process ensures that the prototypes reflect user needs and business goals while undergoing usability testing to validate and refine the designs. Gathering feedback from real users allows us to identify pain points, improve functionality, and optimize the overall user experience.

### Key Activities & Deliverables

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- 1. Interactive Prototypes:** Working hand-and-hand with your design and development team, we'd together build dynamic prototypes, starting with low-fidelity wireframes (in the previous phase) and evolving into high-fidelity interactive models, simulating user journeys and key features
- 2. Usability Testing:** Execute multiple rounds of testing with various user types to evaluate the prototypes for usability, navigation, and intuitiveness
- 3. User Feedback Analysis:** Collect, organize, and analyze user feedback to pinpoint challenges and opportunities for design refinement. The by-product of this work will ultimately be brought into a **Usability Report** that we'll continue to evolve as we iterate
- 4. Design Iteration and Refinement:** Update prototypes based on feedback, ensuring a continuous improvement cycle that incorporates user insights and business requirements. Continue to bring the refined prototypes to users for validation of improvements
- 5. Revisions to Sitemaps and User Flows:** Updated and optimized user flows and sitemaps reflecting design iterations will also be iterated upon during this process as we continue to gain feedback from users and stakeholders

# Phase 05

## Content, Information Architecture, & SEO Strategy

### What We'd Do

This phase focuses on analyzing your current content structure through a comprehensive audit and crafting a robust content strategy. We'll optimize the website's information architecture (IA) to ensure clarity, usability, and alignment with user needs and business goals. Our aim is to create a logical, user-friendly structure that facilitates easy navigation and content discovery. By focusing on content mapping, labeling, and SEO, we'll ensure the site is accessible and optimized for search engines.

### Key Activities & Deliverables

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- 1. Content Audit:** Take a detailed inventory of all existing website content, including pages, documents, media, etc. This also includes:
  - a. Analysis of each piece of content for relevance, accuracy, quality, and SEO effectiveness
  - b. Identification of content gaps, redundancies, and opportunities for improvement
- 2. Content Strategy & Style Guide:** Define a clear and actionable strategy to guide web copy and site content organization. This includes:
  - a. Ensuring alignment with both user needs and business objectives
  - b. Outlining content types, target keywords, and editorial guidelines for tone, voice, and formatting onto each site
- 3. SEO Strategy & Recommendations:** Outline key SEO recommendations and best practices for each site, including:
  - a. **Keyword Research and Mapping:** Conduct thorough keyword research to identify relevant search terms with high search volume and map them to specific pages
  - b. **On-Page Optimization:** Optimize page titles, meta descriptions, headings, and content to incorporate target keywords naturally
  - c. **Content Structure:** Ensure content is well-structured with clear headings, subheadings, and bullet points to improve readability for both users and search engines
  - d. **Internal Linking:** Develop a strategic internal linking structure to guide users and search engine crawlers through the site
  - e. **Technical SEO:** Address technical SEO aspects like site speed, mobile-friendliness, and schema markup to improve search engine crawlability and indexing
  - f. **Accessibility:** Ensure content is accessible to all users, including those with disabilities, by following accessibility guidelines (WCAG)

# Phase 06

## Pre-Launch Testing & UAT

### What We'd Do

This highly collaborative phase is crucial for ensuring a smooth and successful launch. It involves testing from various perspectives to identify and address any issues before the sites go live.

1. **Ongoing User Validation:** Continue to conduct user testing throughout the development process as new features and sections are built. This iterative testing will help ensure that the websites remain user-friendly and meet user needs as they evolve
2. **Technical Testing:** Perform comprehensive technical testing to identify and resolve any bugs or errors. This includes cross-browser compatibility testing, performance and speed testing, and mobile responsiveness
3. **Accessibility Testing:** Conduct thorough accessibility testing to ensure the websites comply with accessibility standards (WCAG). This includes items like screen reader compatibility, color contrast, and recommending ALT text for images
4. **SEO Migration and Content Support:** Support for the migration of existing SEO elements (e.g., redirects, meta descriptions) to the new websites. Assistance with final content optimization to ensure all content is properly formatted and uploaded
5. **End-to-End Use Case Testing:** Conduct end-to-end testing to simulate real user scenarios and ensure all website functionalities work together seamlessly. This includes testing user flows such as:
  - a. Purchasing tickets
  - b. Finding event information
  - c. Filling out a Contact Us form
  - d. Creating an account
  - e. Donating to the LA Phil
6. **User Acceptance Testing (UAT):** Facilitation of UAT sessions with your team to allow them to test the websites in a real-world environment and provide feedback. This will ensure the websites meet your specific requirements and expectations

### Key Deliverables

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1. **Testing Reports**
2. **Accessibility Audit Report**
3. **Launch Readiness Checklist**

# Phase 07

## Post-Launch Support

### What We'd Do

Launching the new websites is a major milestone, but it's not the end of the journey. This phase provides ongoing support and maintenance to ensure the websites continue to perform optimally and meet the LA Phil's evolving needs.

#### Launch Documentation & Remedies

- **Bug Fixes and Updates:** Promptly address any bugs or technical issues
- **Post-Launch SEO Optimizations:** Test and recommend redirects not accounted for pre-launch. Review search and content quality post-launch
- **Comprehensive Website Documentation:** Update documentation reflecting any website changes or updates (e.g., sitemap or SEO impacts). This includes user guides or updated sitemaps post-build

#### Analytics and Reporting

- **KPI Reports:** Post-launch report building to measure the goals and KPIs outlined at the project's start. This aids in monitoring performance
- **Website Analytics:** Track key website metrics (e.g., traffic, engagement, conversions) to measure performance and identify trends
- **Data Analysis:** Analyze website data to identify optimization opportunities and make data-driven decisions to improve effectiveness
- **Performance Monitoring:** Continuously monitor website performance, including uptime, page load speed, SEO lighthouse score, and server response time
- **Monthly Performance Reports:** After initial setup, deliver monthly reports covering conversions, areas for improvement, and overall performance

#### User Feedback and Support

- **Ongoing User Feedback Collection:** Continue to interview users and stakeholders to surface anything new.
- **User Feedback Analysis:** Collect and analyze user feedback as needed
- **Bi-Monthly Feedback Reports:** Data summarizing user feedback and suggestions for improvement



SECTION 05

# Success Stories

# Enhancing Personalization & Engagement: A Competitive Analysis for FanDuel

FanDuel aimed to stay ahead in a rapidly evolving market by understanding how competitors leverage marketing technology and personalization. Our objective was to uncover insights that could inform FanDuel’s strategy, ensuring they deliver a superior customer experience and drive engagement.

## WHAT WE UNCOVERED

### Gaps in Competitor Personalization

- Limited personalization in paid social and push notifications
- No significant use of user activity data to tailor marketing content
- Missed opportunities in onboarding and user journey customization

### Competitive Technology Landscape

- Most competitors are heavily reliant on third-party MarTech solutions
- Bet365 stands out by utilizing an all-encompassing platform (GiG) and processing over 1B data points daily for AI-driven insights

COMPETITIVE INSIGHTS | DIRECT COMPETITORS

### Examples of AI in marketing.

**DRAFTKINGS**

Ad targeting on Facebook

Personalization of the contests people want to see

Generative AI usage including copy and image generation, image manipulation

Retargeting audiences based on learning

**Fanatics**

Machine learning for early stage problem gambling predictions

The ability to suggest bets aligned with users past actions and other contextual data using AI/ML

**bet365**

Bet365 claims to process over 1B data points daily to refine AI-driven recommendations

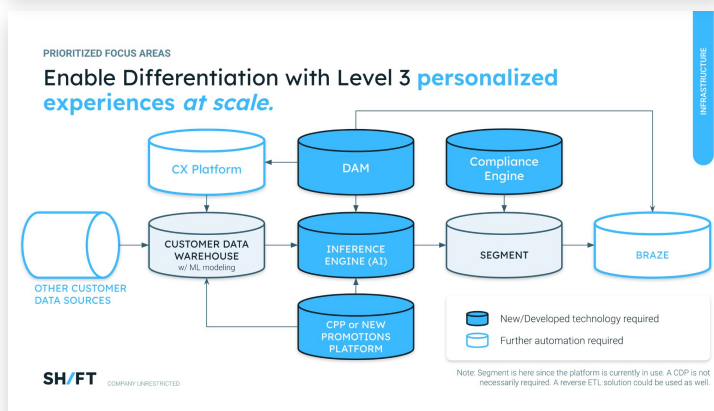
- 28% increase in user retention
- 40% increase in app downloads
- Increased average bet size by 15%

This AI-driven personalization was not readily observable in testing.

Almost all players in this space have access to the AI tools embedded in **Optimove** and **Braze**, or **SFMC**.

SH/FT COMPANY UNRESTRICTED

CAPABILITIES | EXPERIENCE



## WHAT WE DID

### Data Collection Tools

Leveraged platforms like BuiltWith Pro, eDataSource, & Wappalyzer to analyze competitors’ tech stacks

### Primary Research

Conducted direct testing of competitor platforms across various user demographics & regions

### Marketing Analysis

Reviewed public case studies, PR articles, job postings, & word-of-mouth insights to validate findings

### Collaborative Insights

Integrated industry knowledge from FanDuel’s team to deepen contextual understanding

# ResMed's New Product Launch Generates \$5m+ Through Tech, Data-driven Campaigns, & Market Research

Customer research suggested that a smaller CPAP device would drive skyrocketing sales. The problem? The new, smaller device was not hitting the anticipated revenue targets.

“SH/FT is an invaluable partner, guiding our organization with expertise in Marketo implementation, data-driven personas, journey maps, and ongoing campaigns. Their support has been instrumental in our digital marketing success.”

**Kristin Diiorio** | Former Sr. Director, Digital Marketing US Region

## THE RESULTS

**3500+ customer reviews**

leveraged to further optimize campaign efficacy

**Over \$5M in revenue**

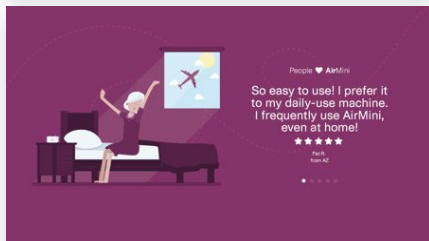
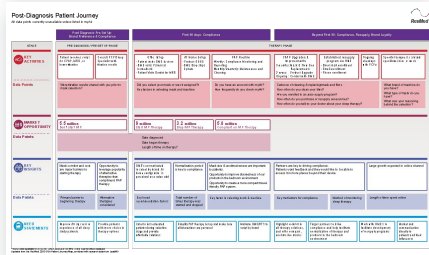
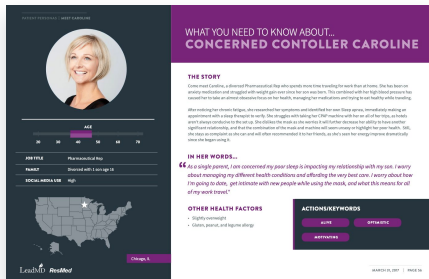
generated within one month of campaign launch

**Increased NPS score to 9.5**

from an overall Net Promoter Score of below 7

**Uncovered critical HSA/FSA need**

enabling collaboration with legal team to secure necessary approvals



## WHAT WE DID

Our goal was to boost sales of the device that fell short of revenue targets. To achieve this, we launched a direct-to-consumer (DTC) awareness campaign targeting existing CPAP users, leveraging audience intelligence, market analysis, and omni-channel product launch campaigns.

### Audience Intelligence

Engaged with customers, partners, dealers, physicians, and influencers to gather firsthand insights, developing accurate audience personas

### Market Intelligence

Extensively dove-in to study sleep industry trends, competitors, and consumer behavior to offer a comprehensive understanding of the market landscape

### Product Launch Campaign

Carefully crafted digital campaigns (Email, Paid Media, Social Media, Web) to generate excitement and promote the AirMini product, along with add-ons and incentives

# Informed UX Transformation: Driving MySignia's eCommerce Growth

MySignia faced significant challenges across its eCommerce and loyalty platforms, including poor user experience, limited system integrations, and high operational costs. Our mission was to conduct in-depth research to uncover root causes affecting performance, and deliver data-driven recommendations to enhance UX, streamline operations, and drive profitability.

## WHAT WE UNCOVERED

### Design and Integration Issues

- Complex navigation and unintuitive design elements hindered user adoption
- Lack of seamless integration between eCommerce and loyalty systems increased operational inefficiencies

### Customer Impact

- Poor UX and data inaccuracies led to heightened costs and missed revenue opportunities
- Manual processes delayed critical customer interactions, impacting satisfaction

### Strategic Insights

- Streamlined user onboarding with research-backed automation opportunities
- Enhanced loyalty program engagement with targeted recommendations based on behavioral analysis

**Activity Tracking**

**How it works:**

- Helps visualize the data with color gradients showing warmer and colder engagement
- Notifies administrators of problems on the site in real-time from rage clicks and other signals
- Tracks user behavior and sessions for UI/UX
- Identifies geographic patterns by plotting data points on maps using colors to show areas of high density or intensity like a population map
- Versatile applications across various fields such as website analytics, geographic information and market research can be sourced from a tool like this as well.

**Creating a Positive Customer Experience at Every Stage and at Every Moment**

	AWARENESS	CONSIDERATION	ACTION	LOYALTY	RETENTION			
<b>Identification of Needs</b>	<b>Research and Discovery</b>	<b>Evaluation and Comparison</b>	<b>Decision Making</b>	<b>Purchase and Contracting</b>	<b>Implementation and Delivery</b>			
<b>Customer Relationship Management (CRM) system to track customer interactions and needs</b>	Conduct thorough research to assess business options from hearing and manufacturers. Ensure they align with the specific needs of my patients and practice.	After gathering information, evaluate and compare different hearing aid options based on factors such as effectiveness, quality, pricing, and the level of support provided by the manufacturer.	Based on my evaluations, make a decision on which manufacturer to partner with. Consider factors like the quality of products, reliability of their services, and their commitment to supporting my clinic's success.	Once I've chosen a manufacturer (partner) to establish, I work closely with the manufacturer to negotiate pricing, materials, support services, and product delivery are essential.	With the partnership established, I work closely with the manufacturer to seamlessly integrate their hearing aids into my clinic's offerings.	Once my clinic is established, I consider several factors or monitoring product based on the manufacturer's performance, product advancements, and the changing needs of my patient population.		
<b>Easy to navigate website with informative product pages</b>	Customer Relationship Management (CRM) system to track customer interactions and needs	Easy to navigate website with informative product pages	Online reviews and ratings for products. Clearly define pricing models and product availability.	Secure checkout process with multiple payment options. Clear product shipment estimates.	Accurate order tracking and product delivery notifications.	Automated equipment scheduling for follow-up services.	Access to FAQs and troubleshooting guides.	Subscription options for automatic product refills.
<b>Personalized offers based on past purchases and preferences</b>	Customer Relationship Management (CRM) system to track customer interactions and needs	Easy to navigate website with informative product pages	Online reviews and ratings for products. Clearly define pricing models and product availability.	Secure checkout process with multiple payment options. Clear product shipment estimates.	Accurate order tracking and product delivery notifications.	Automated equipment scheduling for follow-up services.	Access to FAQs and troubleshooting guides.	Subscription options for automatic product refills.
<b>Personalized offers based on past purchases and preferences</b>	Customer Relationship Management (CRM) system to track customer interactions and needs	Easy to navigate website with informative product pages	Online reviews and ratings for products. Clearly define pricing models and product availability.	Secure checkout process with multiple payment options. Clear product shipment estimates.	Accurate order tracking and product delivery notifications.	Automated equipment scheduling for follow-up services.	Access to FAQs and troubleshooting guides.	Subscription options for automatic product refills.

## WHAT WE DID

### Platform Design Analysis

- Conducted a detailed review of MySignia's eCommerce and loyalty platform design
- Identified gaps in navigation and usability that caused friction in the customer journey

### System Integrations Assessment

- Mapped out existing data flow across disparate systems
- Pinpointed inefficiencies and inaccuracies caused by manual processes and disconnected systems

### Customer Journey Mapping

- Leveraged data from interaction analytics to map critical customer touchpoints
- Highlighted specific moments where poor UX led to reduced engagement and operational inefficiencies

### Stakeholder Discovery Sessions

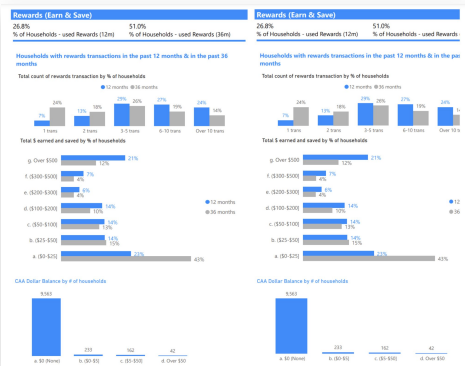
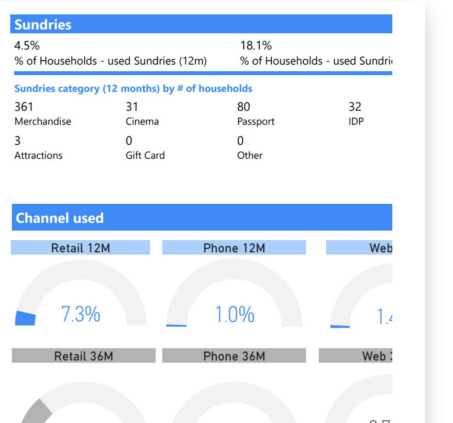
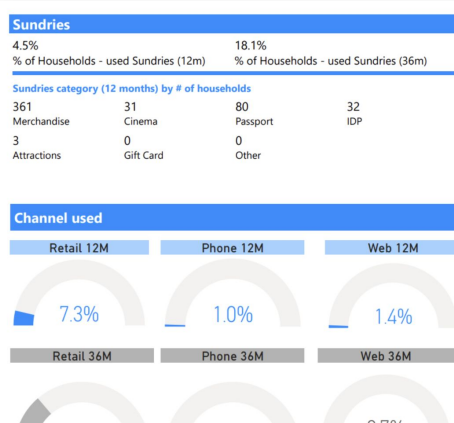
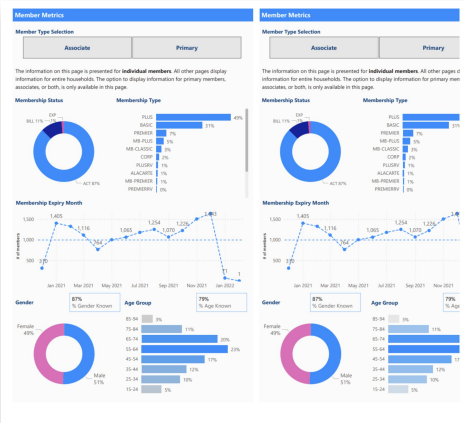
- Facilitated virtual workshops with MySignia and partner teams to align on goals
- Collected qualitative input on pain points and opportunities for system and UX improvement

# Leveraging Analytics to Support a Member-Centric Evolution for CAA Club Group

CAA's diverse business units (Membership, Travel Insurance, Home and Auto Insurance, Travel, Retail Store, Rewards Program, etc.) independently targeted their respective members, causing disconnected messaging and missed opportunities.

## HOW WE'VE SUPPORTED CAA

- Analytics Roadmap & Technical Recommendations
- Member Analytics Database
- Customer Segmentation
- Customer Engagement & Value Scoring
- Next-Best-Action Framework
- Loyalty Recommendations Engine
- Campaign Sizing Tool



Channels for orders of Travel insurance, Travel, Sundries, Publications, and TripTiks. Channels for purchasing membership and P&C are not included. Web channel does not include Publications and TripTiks

Channels for orders of Travel insurance, Travel, Sundries, Publications, and TripTiks. Channels for purchasing membership and P&C are not included. Web channel does not include Publications and TripTiks

**"Your team has been instrumental in helping us to organize our data, understand our data, discover insights through analytics and present practical recommendations on how to apply those learnings to meet our strategic objectives."**

**Rhonda English** | Chief Marketing Officer

# Moderna's Marketing Evolution: How A Multi-Channel Blueprint Streamlined Global Operations

Moderna experienced high growth during the onset of the COVID-19 pandemic, but their rapid external expansion outpaced their internal capabilities. This created a complex and chaotic web of email and campaign operations globally.

## THE RESULTS

### Reduced tech costs by 25%

Streamlined the stack—this included the implementation of more relevant & scalable modern technology

### Increased sales volume by 20%

Revamped their go-to-market strategy, focusing on health systems/governments, & created a "rep-less" sales model for new territories

### Improved efficiency by 37%

Increased operational efficiency in global marketing teams through the development of a standard Center of Excellence for all staff

The collage includes several key components:
 

- THE KEY TO PROGRAM INNOVATION? EFFICIENCY.** A diagram showing 'ABOVE THE LINE DRIVE GROWTH' (Strategy, Creative, Audience, Personalization) and 'BELOW THE LINE DRIVE EFFICIENCY' (Deliverability, Data Integration, Templates, Automation).
- CAMPAIGN FRAMEWORK.** A process flow from Planning & Content to Digital Execution to Optimization & Testing, with sub-steps like Audience, Campaign Launch, Reporting, and Feedback Loops.
- Email examples.** Three email templates for Moderna in English, French, and Japanese, showing localized content and branding.
- Digital Assets.** Various banners and infographics, including one titled 'WILKOMMEN IN DER MODERNA COMMUNITY!' and another 'DIE ZAHL DES MONATS 2021'.

## WHAT WE DID

Moderna needed to optimize marketing and increase lead conversion across global markets. That's where SH/FT came in—we were called upon to course correct and streamline their operations for greater efficiency and success, developing a scalable & predictable method for audience engagement.

- Campaign planning
- Marketing operations
- KPI framework
- Channel selection strategy
- Global & local feedback loop
- Testing planning
- Campaign optimization
- Knowledge sharing portal
- MarTech optimization
- Modular email templates
- Guideline documentation

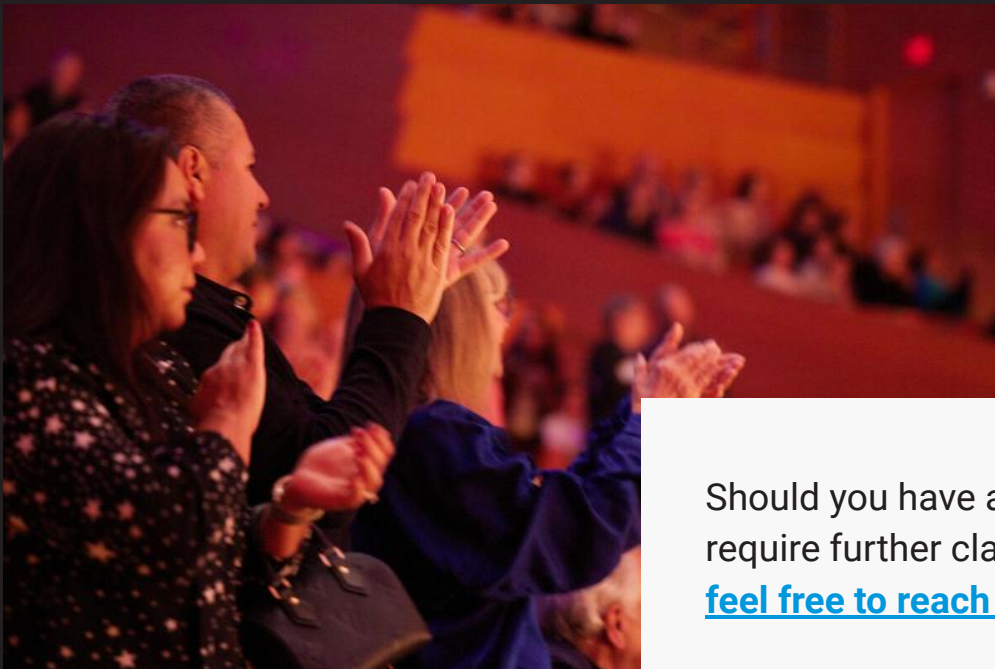
SECTION 06

# Investment

# We Believe Our First Engagement is an Opportunity to Invest in our Partnership

And, transparency is foundational to our partnerships. For your convenience, the [detailed investment breakdown](#) has been provided in a separate interactive document.

This allows for a comprehensive review of the itemized pricing associated with all components outlined in this RFP.



Should you have any questions or require further clarification, please [feel free to reach out](#).



SECTION 07


# In Closing

## References

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# Where We Typically Go From Here

We know that it's critical to get Phase 1 completed in order to start optimizing and making the necessary changes that will allow the LA Phil to start moving the needle forward.

## Next Steps Timeline

With this in mind, we've outlined a timeline for the evaluation process that will enable us to get to work as soon as possible

STEP	OWNER	ACTIVITIES	TIMING
Submit RFP	SH/FT	Share approach with the LA Phil team	11/27
Proposal review/ Fine tune approach	LA Phil & SH/FT	Answer any questions, adjust proposal if needed	Week of 12/02
SOW & MSA	LA Phil & SH/FT	<ul style="list-style-type: none"> <li>Award RFP Engagement</li> <li>Finalize contracts/legal</li> </ul>	12/09 - 12/20
Onboarding & Kickoff	LA Phil & SH/FT	<ul style="list-style-type: none"> <li>Internal alignment</li> <li>Kickoff &amp; meet teams</li> <li>Set firm project plan &amp; timelines for work</li> <li>Begin discovery process</li> </ul>	12/30 - 1/10

## Thank you.

From all of us at Shift Paradigm, **THANK YOU** for considering us as a partner in this transformative project. We're thrilled about the opportunity to collaborate with LA Phil, Hollywood Bowl, and The Ford to create world-class digital experiences that resonate with your diverse audiences.

We're confident that our research-driven approach and collaborative spirit will help bring your vision to life, and we're grateful for the chance to support your mission.

## Let's Connect

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Please don't hesitate to reach out to our team below with any questions or for further discussions. We look forward to partnering with you!

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