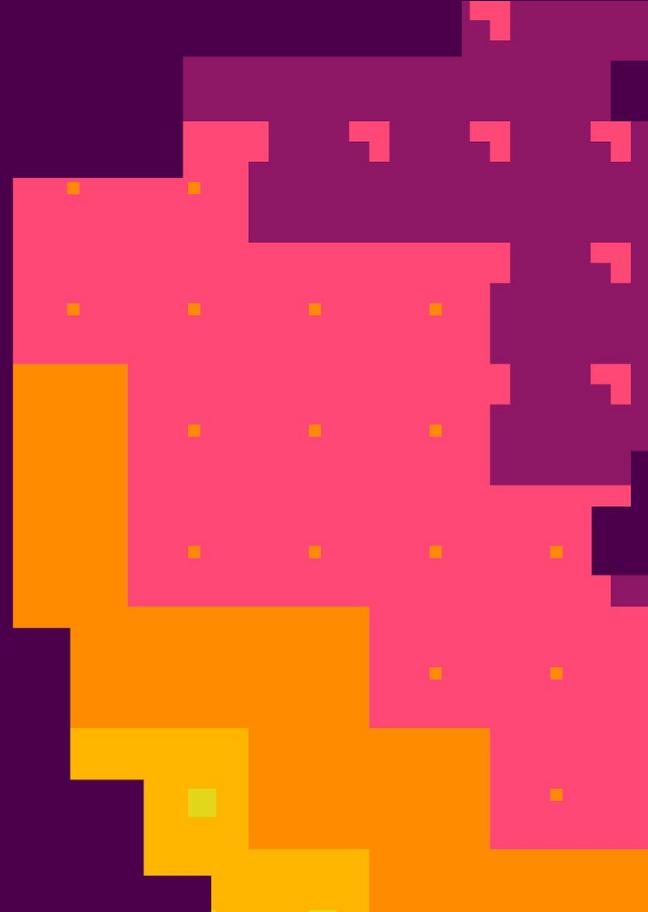


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**From brick and mortar
to software:**

Accelerating digital
transformation in a
traditional business





*For LinkedIn connects

Jesse Erdal

Director of Product Management,
The Home Depot

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Director of Product Management

- Payments & Technology Enablement (Current)
- Pricing and Merchant Experience



Sr Product Manager Director of Product Management

- Best Buy Mobile and Activations



Senior Solution Architect, Service Delivery Management

The Home Depot

- ✓ World's largest home improvement specialty retailer
- ✓ #17 on the 2022 Fortune 500
- ✓ Operate 2,324 retail stores across the US, Canada, and Mexico
- ✓ 475,000 associates
- ✓ Fiscal 2022 sales of \$157B
- ✓ Q1 2023 sales of \$37.3B



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Agenda

- Driving force for change
- What are the challenges?
- Best advice

What's changed in retail?



Customer expectations!

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Customers expect frictionless experiences!

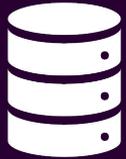


VS



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What does it mean to have a frictionless customer experience?



Customer is at the forefront of every decision we make

- Omni-channel experiences that are connected
- Data-driven decisions are no longer “nice to have”



Customer expectations of a retailer couldn't be higher

- Fast delivery speed □ Ship from Store, regional distribution centers
- Meaningful personalized experiences

Customer expectations are forcing retailers to change and transform



Demand for Product Management and UX skills are at all-time highs



Required that we all pivot away from “developers” to “software engineers”



Shift to the cloud first



Realization of the power of data being one of the most valuable assets we have



First to market typically gains share





Is it really that hard to transform?



It *can* be

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Some common challenges faced



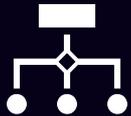
Prioritization, prioritization, prioritization



Investing in the ability to *LEVERAGE* the data assets we have



Are we funding teams or initiatives?



Where does product sit in the organization?

Top down to customer backed

Customer



Pivot from “years of experience” and “this is what we shall go and do by this date”

Tech Team



TO



Data backed + customer feedback roadmaps
+ shared OKRs



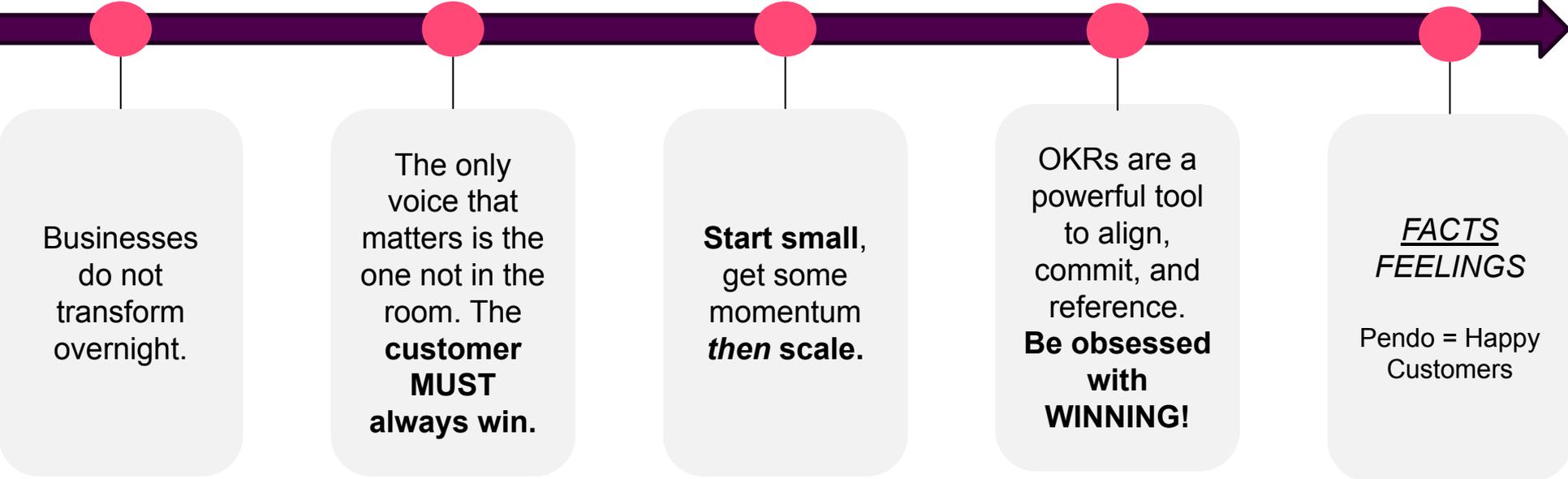


Guidance for those transforming now

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Looking back, what advice would you give?

What are the key takeaways to remember?



Businesses do not transform overnight.

The only voice that matters is the one not in the room. The **customer MUST** always win.

Start small, get some momentum *then* scale.

OKRs are a powerful tool to align, commit, and reference.
Be obsessed with WINNING!

FACTS
FEELINGS

Pendo = Happy Customers



Q&A



Thank you!

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*For LinkedIn connects



Jesse Erdal



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Director of Product Management
Payments & Technology
Enablement, The Home Depot

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**PENDO
MONIUM
2023**