MJV

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RETAIL BOOKLET

LET **MJV** **INNOVATE** YOUR **BUSINESS**

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A BRIEF **HISTORY** OF **MJV**

Over 25 years ago, MJV was founded to help corporations overcome the challenges brought on by the Information Age, such as computerization and data processing.

Since then, MJV has expanded its capabilities to include not only technology but also service and interaction design to better help corporations on the path to full business transformations.

With a global network of 1300+ experts, including designers, engineers, anthropologists, data scientists, developers, and marketers, MJV's squads integrate teams in the U.S., Europe, and LatAm, to guarantee the best specialist fit for every project.

Our five business pillars are:

Business Innovation

Design & Experience

Technology & Data

Agile & Cultural Transformation

Sustainability & ESG Transformation

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We are people transforming business

MJV is a global technology and innovation consulting firm that leads tailor-made transformation for some of the biggest players in retail & CPG via end-to-end projects — from ideation to IT implementation, by bringing together Design, Data, AI, ESG Practices, and an Agile Mindset to provide cutting-edge business outcomes.

— + x

20	**15**	**500**
years of experience in the CPG and Retail industry, actively living its transformation.	Client companies from the CPG and Retail industry.	delivered projects, from inception to implementation, combining strategy, design, data, and technology.

Scan the QR Code to learn more about our solutions!

www.mjvinnovation.com

Discover our Hub

MJV has a retail industry hub for you to stay up-to-date with our content, resources, and news: **The CPG & Retail Hub.**

Click here and access our exclusive content.

SOME OF OUR CPG AND RETAIL CLIENTS:

Coca-Cola   SOLAR BR Coca-Cola   COSTA COFFEE   Coca-Cola ANDINA   Coca-Cola FEMSA

iff   Kimberly-Clark   NESPRESSO   Unilever   TWININGS   L'ORÉAL

DANONE ONE PLANET. ONE HEALTH   DUFRY   essilor   reckitt

MEET OUR PARTNERS...

mx mendix
Low-Code No-Code Development Platform

Informatica
Leading Cloud Data Management tool

snowflake
Data Warehousing

OUR CULTURE

MJVers are passionate about change.

We do anything but business as usual, unless it's to transform it.

PEOPLE TRANSFORMING BUSINESS

We firmly believe that true innovation is a result of diversity and collaboration: different minds working together towards a common goal.

We also believe the purpose of our work is largely guided by humans and society, which will ultimately be impacted by the solutions we create.

COMMITTED TO THE PLANET

Sustainability involves taking care of the planet, people and our future.

We promote environmental responsibility by developing and implementing positive impact solutions. By considering every aspect of the entire ecosystem, and by respecting individual and social rights.

INNOVATION EVERYWHERE

We constantly promote and enable change within any organization or group.

We see change as a fundamental part of evolving and it's change that pushes us forward.

We don't see anything as 'finished work', we're always looking for ways to iterate and improve.

TECH DRIVEN

Technology has shaped nearly every aspect of our personal and professional lives, from enabling communication to allowing us to get access to information from virtually everywhere.

We leverage new technology to create great experiences for our clients, users and for ourselves.

SOME OF OUR
PUBLICATIONS

[click here](#)

Design Thinking: Business Innovation

The essential steps, techniques and tools to inspire you on your journey towards innovation, illustrated by genuine case studies. You will learn the stages of immersion, analysis, ideation and prototyping in detail.

[click here](#)

Gamification INC.

Recreating companies through games.

[click here](#)

Design Driven Data Science

Integrating Design Thinking with Machine Learning for Business Solutions.

[click here](#)

Agile Companies: A practical guide

Practical guidelines to implement agile methods and transform companies.

OUR WORK

BUSINESS IDEAS VALIDATION

- Creating and implementing new business and revenue models
- Concept testing of new features, products, and services with real audiences
- High-fidelity prototypes

EXPERIENCE & INTERACTION

- Customer journey mapping for websites, mobile, and e-commerce platforms
- Customer journey redesign
- Gamified platforms & strategies

DATA & SOFTWARE

- App and webapp development & software integration
- Data visualization dashboards for empowering decision-making
- Data governance
- Fraud detection & prevention
- Segmentation models for pop-up stores
- Data-driven optimized marketing funnels for conversion
- Marketplaces

CULTURAL TRANSFORMATION

- Scaling agile culture & practices
- Training innovation agents
- Change management

STRATEGIC DESIGN

- Innovation & business strategy
- Design sprints to map and solve complex problems
- Creating internal innovation labs

MJV & RETAIL

Main areas we have worked within the retail industry:

Beauty

Consumer-Packaged Goods

E-commerce

Fast-Moving Consumer Goods

Food & Beverages

Luxury

Challenges we have tackled in retail:

• Business strategy design & redesign (B2B, B2C, B2B2C, D2C)

• In-store experience design

• Loyalty & subscription-based business models

• Marketplace experience

• Franchise expansion

• Retail forecasting

• Product & inventory planning

• Supply chain traceability

CASE STUDIES

IN-STORE EXPERIENCE

Targeting models for pop-up stores

INDUSTRY: Insurance

CLIENT: Insurance Provider

CAPABILITIES: Data Science - Artificial Intelligence - GeoMarketing - Design Thinking

We cross-referenced a data-driven model with a customer database to find the ideal pop-up store location. In addition, we created a meaningful connection through a personalized sales journey, segmenting, and understanding customer demographics and locations.

THE CHALLENGE:

The challenge for MJV was to create a segmentation model that could cross-check data from the customer base with the census in order to deliver the best experience and customization according to the location of the stores.

![MJV logo](mjvinnovation.com)

With that, our team was expected to redefine both the sales space and the experience that brokers would promote, bringing high-quality leads. In addition, it allowed them to create hyper-customized journeys.

06   customer clusters and awareness stories

03   geo-location-based pop-up shop layouts

DIGITAL

Creating a D2C subscription-based e-commerce

INDUSTRY: CPG/FMCG

CLIENT: A Food & Beverage Company

CAPABILITIES: Business value proposition - Consumer research - Digital design & UX - Service maintenance

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MJV supported this FMCG company by testing a series of hypotheses considering the business, users, and feasibility aspects until we decided on the final, subscription-based model. By using the platform, users can create custom lunch options and set up recurring deliveries. PractiLonch is now live at: www.practilonch.com

THE CHALLENGE:

For over 8 months, we focused on the challenge of developing an online platform for parents to buy lunches for their children. We focused on iterating between different prototypes to prove the hypothesis provided by the customer and improve our business value in the market. In the end, we were able to develop an e-commerce solution with a subscription-based model.

THE SOLUTION:

- An e-commerce platform with a subscription model, with the possibility of migrating or rebranding the service for other clients.

- The biggest impact for the client was the change in their way of working and delivering projects; how agile squads developed tasks and allowed them to learn the "fail fast, learn fast" mentality.

- Development and testing phases from 5 prototypes to product.

Creating an Insurance Marketplace for Santander

INDUSTRY: Auto Insurance

CLIENT: Auto Compara, Santander's Latam automotive insurance marketplace, which gives customers the ability to find the best auto insurer for them.

CAPABILITIES: Business value proposition - Consumer research - Digital design & UX - Software development

Bureaucracy, lack of customization and autonomy, difficulty understanding plans, and few options are all common issues surrounding insurance selection. That's why Santander reached out to MJV, to assist them with Auto Compara's digital platform.

THE CHALLENGE:

Transform the insurance contracting process into a 100% digital journey, delivering a service platform that intends to be "the place to go" to compare benefits and proposals.

THE SOLUTION:

Our biggest insight for the project was to enable a 100% digital journey so customers could receive a quote without direct contact with brokers. Information should be accessible and clear, providing total user autonomy. As well as the option for online payments, which was new to online insurance at the time.

THE RESULTS:

50% increase in sales

100% routine structured

08 insurers participating in the marketplace

Digital Accelerator Lab

INDUSTRY: CPG/FMCG

CLIENT: A Food & Beverage Company

CAPABILITIES: Digital transformation - Emerging Technologies - Experimentation Model - Testing-as-a-Service

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MJV supported the client in the creation and operation of the Digital Acceleration Lab — a physical space for the client to explore opportunities in response to the ever-growing digitalization of sales points and shopping experiences.

THE CHALLENGE:

The scope of this project was to build a bridge between the beverage company's core business model and a new digital and entrepreneurial way of thinking. By utilizing Design Thinking and Lean UX as processes to build and validate prototypes of digital solutions.

DELIVERABLES:

● A physical room prepared to receive employees from across the business and their ideas, which if selected, could be used to build their digital experiments with support from the lab.

● MJV mentors provide 24/7 expert advice within the lab on rapid prototyping technologies and innovation processes to help grow ideas.

- Growth behaviors that are intrinsic to the company strategy.

- Culture of experimentation and failing fast.

THE IMPACT:

- The innovation lab opened the doors to new ways of engaging directly with 200 million known consumers and reinventing 1 million points of sale.

- 3 incubated projects

- 65+ lab consultations in first 3 months

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Crafting a B2B2C strategy for a hardware store franchise

INDUSTRY: Retail   **CLIENT:** A Hardware Store Franchise

CAPABILITIES: Service Design - Design Thinking - Franchise Expansion

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When it comes to adapting a business model for a new context, companies need to be sure they are shaping it to perfectly suit a new target audience.

MJV was tasked with assisting a hardware store franchise with executing a B2B2C strategy in a market where they already operated as a simple retailer.

THE CHALLENGE:

Test the potential of a business model already implemented by the company in the foreign market, and rethink the strategy and the business model to leverage sales.

THE RESULT:

- The MJV team developed the entire business and service plan with the client, making the physical and digital points of sale tangible in high-fidelity prototypes.

- The team chose to invest in services, to add value to the brand and open a new sales channel for its products. This resulted in the design of the entire service offered by this new model and high-fidelity prototyping of the experience inside the digital and physical store, carrying out tests for more than a month in a kiosk located inside a Rio de Janeiro mall.

- New B2B2C business model and service designed

- 1 High-fidelity prototype of the digital and physical store to test and validate the experience

Identifying territories for growth

INDUSTRY: CPG/FMCG

CLIENT: A Food & Beverage Company

CAPABILITIES: Innovation Portfolio - Strategy Growth - Category Marketing - Customer Insights

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A FMCG client wanted to identify and frame an important growth space and understand how their portfolio would achieve it. We break down the growth space through 11 actionable Jobs-to-be-done, show where the customer is already present, as well as the various quick wins to grow faster within it. The result was a springboard for a global project, for all divisions of the company.

THE CHALLENGE:

The project starts with understanding a particular growth territory, which is expected to become more relevant in the coming years. The client wanted to get a better understanding and explore the possibilities. MJV, through primary and secondary research, explored consumer behaviors and aspirations, framed them through the Jobs-to-be-done framework, and collaborated with Brand Managers in remote workshops, analyzing how the current portfolio would relate to the new territory.

DELIVERIES & IMPACT:

- A report with 11 Jobs-to-be-done that form the growth territory, 6 personas presenting the context of the consumer's life, the portfolio analysis, and a breakdown of what the products might look like for each JTBD.

- With the process, the client understood how they are already occupying the territory, and how to quickly occupy it better

- +50 products found with potential for better use within the mapped growth territory

- €25bi is the global size of the territory. The 11 Jobs-to-be-done present a clear vision of how to grow within it and where the long-term opportunities are.

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The Future of Retail

INDUSTRY: Retail & Logistics

CLIENT: A Global Shipping & Logistics Company

CAPABILITIES: Strategic Innovation - Business Design - Design Thinking - Co-creation & facilitation

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MJV guided, inspired, and collaborated with the company's team to generate "outside-the-box ideas" about the retail experience of the future.

As part of the process, a multidisciplinary team was chosen to explore new solutions and provide stronger, in-depth recommendations for the Leadership team.

THE CHALLENGE:

The team wanted to uncover innovative ideas for the future of retail. A strategic foresight approach and facilitation of ideation sessions helped the team to develop solutions to the challenges and opportunities predicted for 2031 while adding value to the business today. This was done by looking at the potential impact that changes can have on customers, competitors, technology, and the environment, as well as resources and capabilities.

THE SOLUTION:

01
integrated global concept for small businesses

12
drivers of change that helped us see the future

The Future of Nutrition

INDUSTRY: CPG/FMCG

CLIENT: A Food & Beverage Manufacturer

CAPABILITIES: Innovation - Portfolio - Growth Strategy - Category Marketing

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The project culminated in a 5-day sprint called "The Dream Week". Participants envisioned the future of nutrition by studying the impact of future dynamics on consumer behavior (personas).

Then, the participants generated ideas to anticipate the demand, defining the New Consumer Needs related to nourishment, which allowed us to identify business opportunities and understand their viability on 3 horizons. The most relevant ones were refined into an implementation plan (Business Canvas).

THE SOLUTION:

"Dream Week" was a way to bring together those responsible for all areas of the company in one place to encourage them to innovate, discuss, and decide on future strategies and reinforce collaboration through thoughtful co-creation activities, facilitated by MJV.

THE RESULTS:

The MJV team orchestrated a 5-day sprint using various tools (canvas, traveling gallery, lectures, sharing and feedback session, live drawing) according to the client's needs in an environment designed to inspire (banners, posters, flexible workspaces) and allow participants to innovate in the best conditions.

THE IMPACT:

- By including feedback and sharing moments, Dream Week allowed participants to constantly improve their solutions while refining their arguments to convince people of their relevance.

- +30 employees from around the world come together in one place to innovate

- 44 opportunities identified

- 12 refined and ready-to-deploy solutions

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(**BUSINESS AGILITY**)

Agile boosts conversion rates of a loyalty program by 115%

INDUSTRY: Retail

CLIENT: Air Miles Reward Company

CAPABILITIES: Strategic Innovation - Business Design - Design Thinking - Co-creation & facilitation

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Agile Marketing is a marketing management approach that draws inspiration from agile software development. It incorporates a mindset focused on driving growth through frequent releases and shorter experimentation and planning cycles.

During the 4-week period, 12 of the client's employees were immersed in this project, going through Design Sprints and prototyping cycles. One of the key elements was to assemble a multidisciplinary squad in a war room - free from their usual tasks - focused on very specific challenges.

They started with a two-day design sprint focused on uncovering customer pain points, behavior patterns, and defining personas. The following weeks were devoted to testing several different campaigns using a sample database of 1.5 million contacts out of a total of 8 million.

By the end of the project, the team was able to achieve a 115% higher conversion rate. This was done by using this sample database of 1.5 million contacts, as opposed to testing on all 8 million. In addition to objective results, the team also showed higher levels of productivity and greater work engagement.

TECHNOLOGY

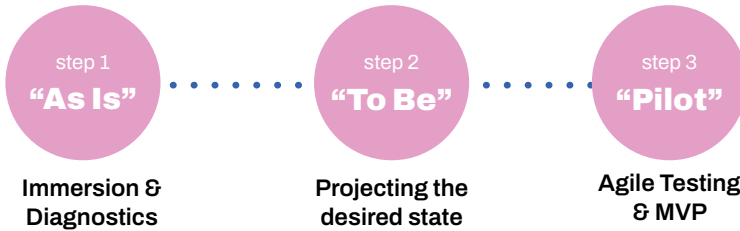# Automated lead management system

INDUSTRY: Insurance   **CLIENT:** Insurance Provider

CAPABILITIES: Data Science - Artificial Intelligence - Geo-Marketing - Design Thinking
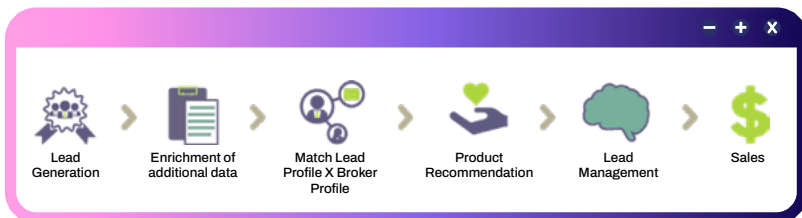
Data-driven lead segmentation to maximize sales.

THE CHALLENGE:

step 1
"As Is"

step 2
"To Be"

step 3
"Pilot"

**Immersion &
Diagnostics**

**Projecting the
desired state**

**Agile Testing
& MVP**

THE PROCESS:

Build a Data-Driven Leads Integration Tool

Lead Generation   Enrichment of additional data   Match Lead Profile X Broker Profile   Product Recommendation   Lead Management   Sales

Creating an integrated planning tool for supply chain

INDUSTRY: Flavors and Fragrances company

CLIENT: Global corporation that produces flavors, fragrances, and cosmetic active ingredients

CAPABILITIES: Software and dashboard development

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Our client had developed a 6-step methodology to identify constraints and maximize profits. The company wanted to optimize asset utilization and improve pricing strategies.

After realizing that it would be infeasible to apply this methodology in all factories, they tasked MJV with developing a new multi-faceted IBP tool to replicate their methodology. They also wanted to include customized training for staff members and a forecasting simulator.

THE CHALLENGE:

Develop a margin optimization tool to enhance production allocation considering the plants' capabilities, profitability, lead times, and freight costs.

THE PROCESS:

The project involved understanding the business rules, collecting data from multiple sources, building an SQL database, as well as software and dashboard development. In addition to creating an optimization model capable of

replicating the supply chain production, the team also designed a user interface to provide real-time impacts on dashboards from the user inputs via automated calculations.

THE SOLUTION:

By combining SQL database with Power BI direct query and real-time updates, the dashboards allowed for high-level analysis with the latest data for stakeholders to make the best possible decisions.

THE RESULTS:

1,600

SKUs analyzed and optimized

09

production plants implemented the new IBP tool

SUSTAINABILITY

Creating an electronics reverse logistic startup

INDUSTRY: Reverse Logistics

CLIENT: Circoola

CAPABILITIES: Circular Design - Social Innovation - Design Thinking

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Circoola is MJV's new business venture to support people in the generation of more sustainable habits. Today, the startup performs the reverse logistics service for electrical and electronic equipment in Rio de Janeiro, Brazil, combining the practicality of free at-home waste collection and socio-environmental responsibility, allowing for the correct disposal of equipment.

THE RESULTS:

+20
tons of electronic waste collected in 7 months

+1,700
contacts received in 7 months

Tracking acai's value chain in the Amazon

INDUSTRY: Agriculture   **CLIENT:** NGO

CAPABILITIES: Design Thinking - Value Chain Analysis - Social Innovation

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Pro-Natura was in search of a partner that could help them design and develop a digital tool that will support their successfully established sustainable development model: the Shared Value Platform (SVP).

The model, implemented in several communities within the Amazon Rainforest, needed technological scalability. MJV was hired to ideate the solution, which it did completely free of charge.

Scalability through D&I

INDUSTRY: CPG/FMCG

CLIENT: Organization of Public Interest

CAPABILITIES: Strategy - Organizational Design - New Ways of Working

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THE CHALLENGE:

The project's challenge is to collaborate with strategic alignment and rethink organizational structure and the team's ways of working to co-create the necessary conditions for the program's sustainable scalability.

THE RESULTS:

- 6 pillars for an exponential institute
- 5 consolidated and scalable value propositions
- 25 employee profiles analyzed

THE IMPACT:

- Definition of vision, purpose, values, and strategic pillars
- Co-creation of hypotheses to guide the strategy's implementation
- Mapping of employee profiles and prospects development (skills, talents, non-technical competencies, values, and fears)

- Consolidation of new structure, roles, routine functions, and best practices

- Clear vision of the current situation and understanding of future needs and gaps

- Co-creation of organizational structure and redirection of internal team functions, applying tools to increase assertiveness and motivation

- Consolidation of guidelines to achieve the desired future state and bring security to the team

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