Lead with Digital
Sprint 2 – Taxes
Executive Summary

LwD goals

Create a portfolio of future ideas based on RIG goals utilizing design thinking in order to gain funding for 2017.

Document the design thinking process. How can it be a repeatable process?

Talk to people in-home to gain a better understanding of how they feel, and drive solutions from a user-centered perspective (empathy).

Opportunity

Increase client satisfaction and reduce client effort for tax related "journeys."

Story

Vanguard overstaffs during tax season in order to handle additional phone calls. Investor needs are not being met in the digital space, as evidenced by the high volume of tax-related phone calls.

Scenario

Retiree:
It's the middle of the year and I'm wondering whether I'm going to need to file estimated taxes this quarter. I'd also like to see if there's anything else I should be doing tax-wise.

Preretiree and accumulator:
It's the beginning of the year, I'm preparing my taxes, and I have to figure out what I need to do regarding my investments for:

A) Tax filing

B) Tax optimization (asset location, maximizing contributions, etc…)

Sprint goal

Refine the tax center to make the interface as intuitive, simple and easy as possible. We want investors to think “this looks easy” when arriving and “that was easy” after using it.

Sprint questions

- How can we make the Tax Center easy to use for all clients, both complex and simple accounts?
- How do we best organize content between Tax Center and My Accounts?
- How effective is the “My Tasks” feature in terms organizing and consolidating tax content? Will it encourage better tax strategy?
- Is it technically feasible to build the Tax Center?
- Can we create usable pathways to PAS that produce qualified leads?

Sprint map

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Asking the experts

We conducted interviews with Vanguard crew from IT, CXG and PAS. While conducting the interviews, the sprint team captured notes in the form of "How Might We" questions that were later voted on based on relevance to our sprint goal and then applied to our sprint map.

HMW determine what information should be brought into the tax center from the "holdings" area of secure site?

HMW progressively disclose help features from low cost to high cost solutions?

HMW be proactive with offering help to those users who might need it?

HMW present one entry point (rather than four choices) and step users through what help options we offer?

HMW focus on topics like saving money, tax efficiency, and broad problems needing a wholistic solution to position PAS?

HMW leverage personalization technology such as Unica Interact to serve investors relevant content based on their accounts?

HMW make the relationship between calendar, tasks, and forms clearer.

HMW think of the relationship between My Tax Calendar vs. My Tasks? because they're related.

HMW make the interface feel less overwhelming?

HMW lead with my forms and not make it feel overwhelming?

HMW make the cognitive load less for users since they have to read the legend and correspond back to the boxes?

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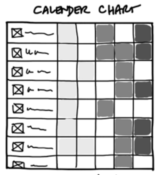
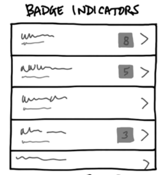
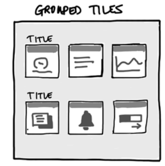
Competitive analysis ideas

CALENDER CHART

EAT SEASONALY

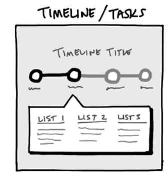
TILES

FITBIT

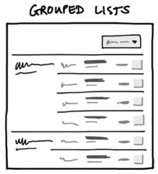
BADGE INDICATORS

SAFARI BOOKS

GROUPED TILES


METRO DASHBOARD

TIMELINE / TASKS


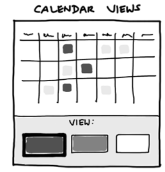
TIAA

GROUPED LISTS

GROUPED LISTS

DAY / WEEK LIST VIEWS


TOGGL

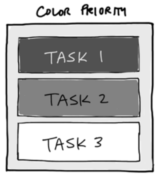
GROUPED TASK LISTS


CALENDAR VIEWS


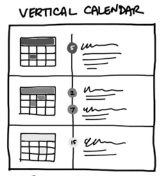
EAT SEASONALY

LATEST ACTIVITY


MINT

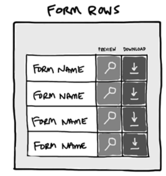
COLOR PRIORITY


CLEAR TASKS

VERTICAL CALENDAR

BETTERMENT

SUPPORT CENTER


SQUARE

FORM ROWS


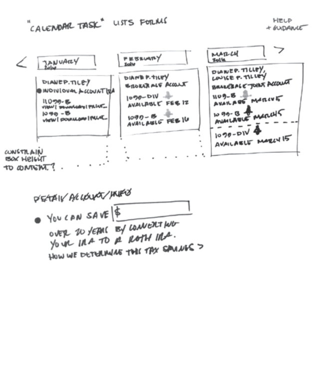
DISCOVER

CALENDAR TILES

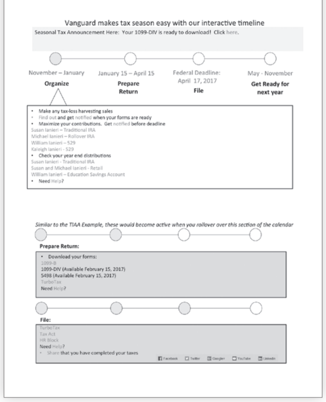

DONUT

Solution sketches

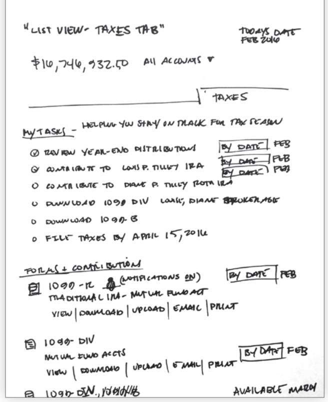
Calendar task



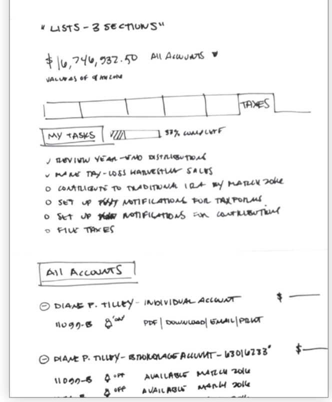
Interactive timeline



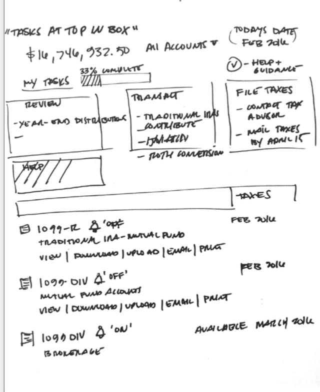
List view - taxes tab



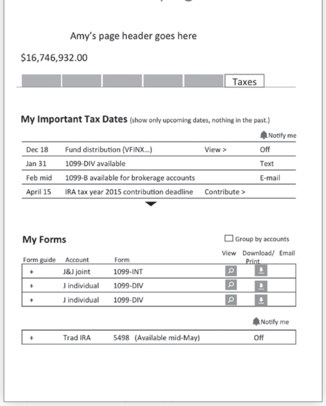
Lists - 3 sections



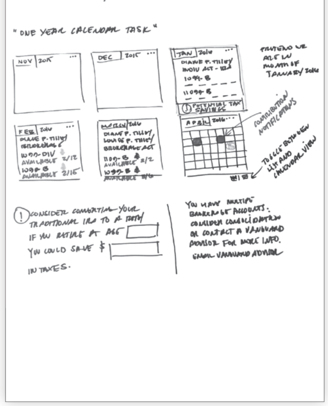
Tasks at top in box



One pager

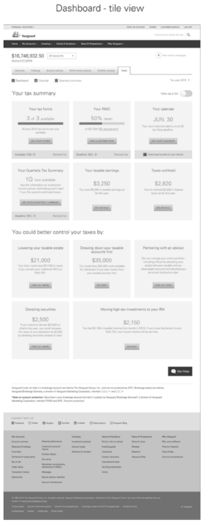


One year calendar task

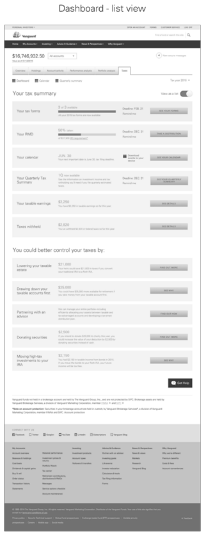


Tiles

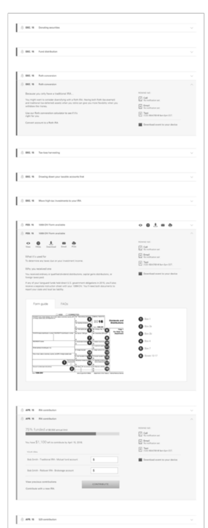
Dashboard - tile view



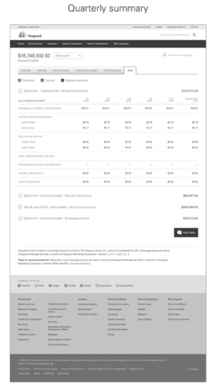
Dashboard - list view



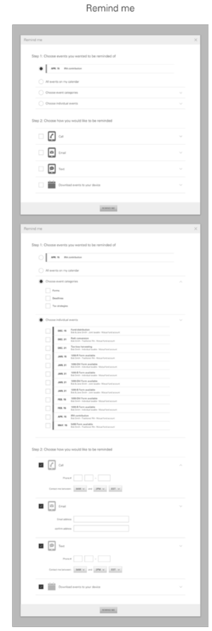
Tax dates



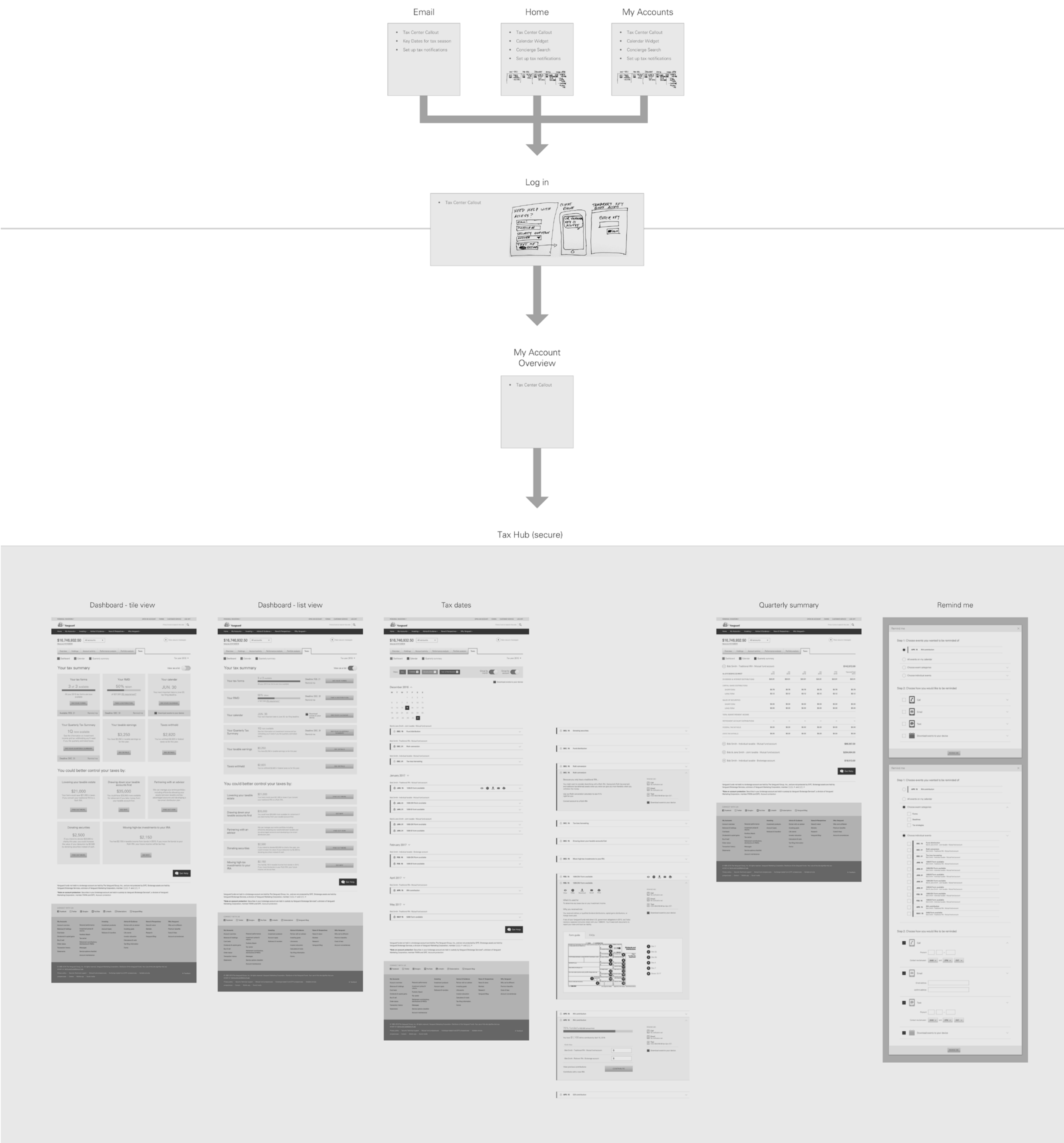
Quarterly summary



Remind me



Prototype story board

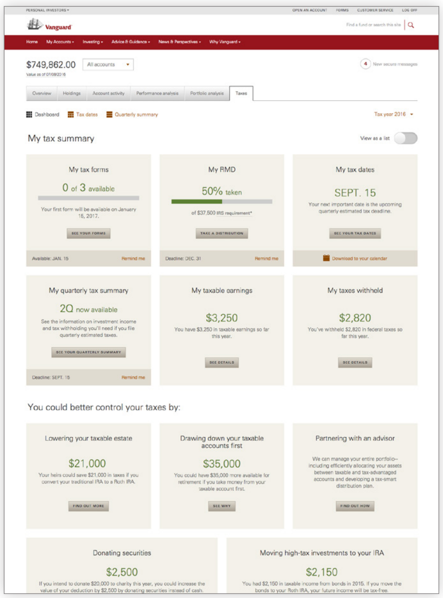


Prototype: dashboard – tile & list views

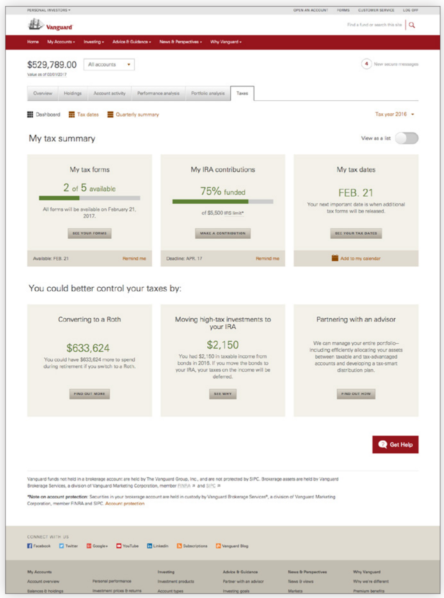
Retiree: http://vanguard-lwd-taxes-sprint-2-retiree.webflow.io/my-accounts-taxes-dashboard

Pre-retiree: http://vanguard-lwd-taxes-sprint-2-pre-retiree.webflow.io/my-accounts-taxes-dashboard

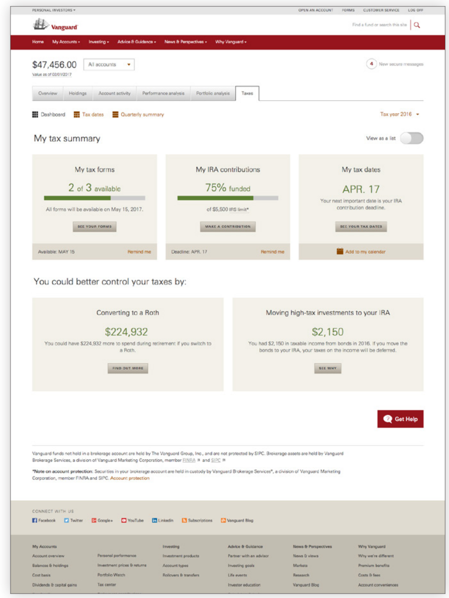
Accumulator: http://vanguard-lwd-taxes-sprint-2-accumulator.webflow.io/my-accounts-taxes-dashboard



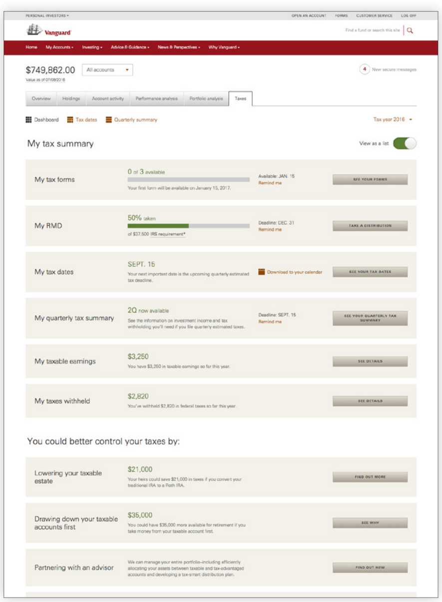
Retiree: dashboard – tile view



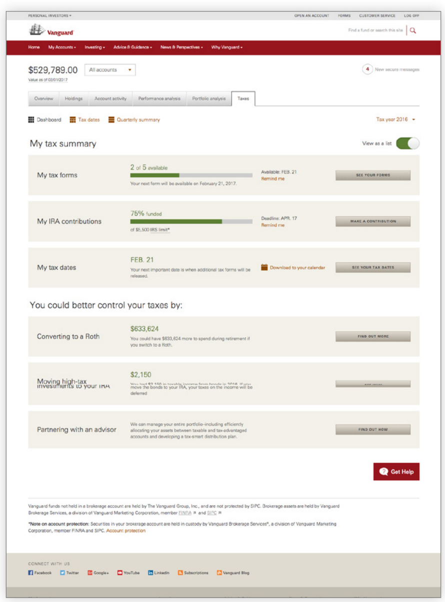
Pre-retiree: dashboard – tile view



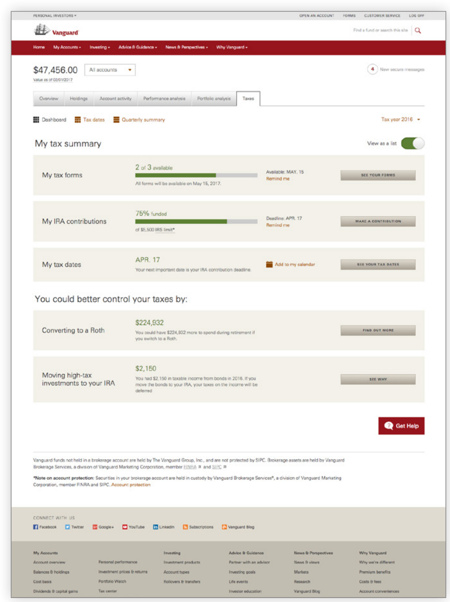
Accumulator: dashboard – tile view



Retiree: dashboard – list view



Pre-retiree: dashboard – list view



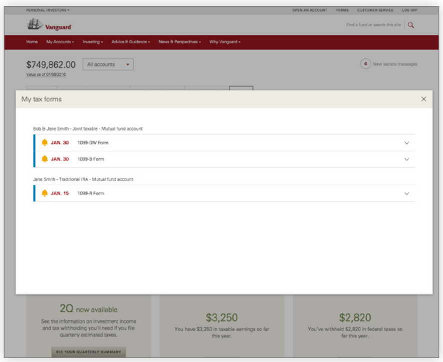
Accumulator: dashboard – list view

Prototype: dashboard – layers & accounts dropdown menu

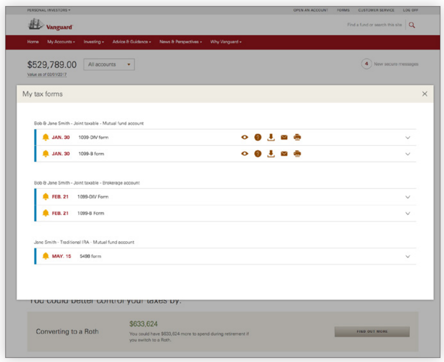
Retiree: http://vanguard-lwd-taxes-sprint-2-retiree.webflow.io/my-accounts-taxes-dashboard

Pre-retiree: http://vanguard-lwd-taxes-sprint-2-pre-retiree.webflow.io/my-accounts-taxes-dashboard

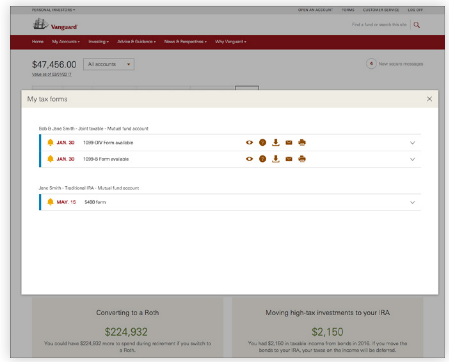
Accumulator: http://vanguard-lwd-taxes-sprint-2-accumulator.webflow.io/my-accounts-taxes-dashboard



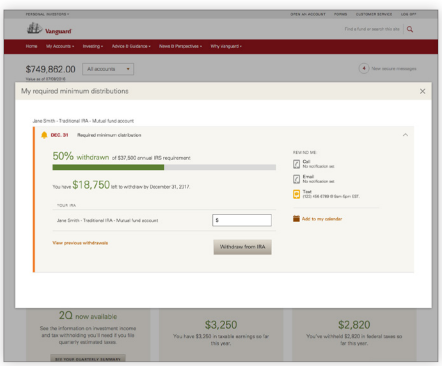
Retiree: dashboard – forms layer



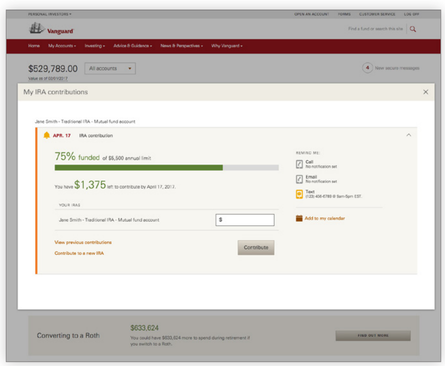
Pre-retiree: dashboard – forms layer



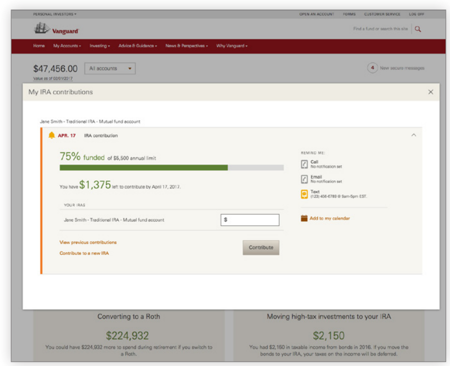
Accumulator: dashboard – forms layer



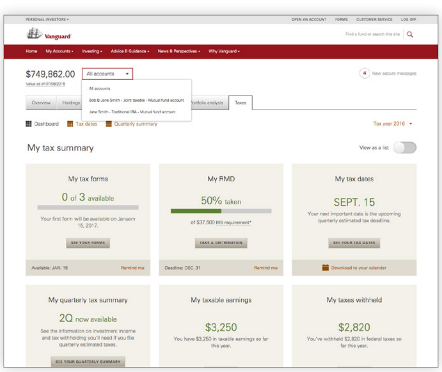
Retiree: dashboard – contributions layer



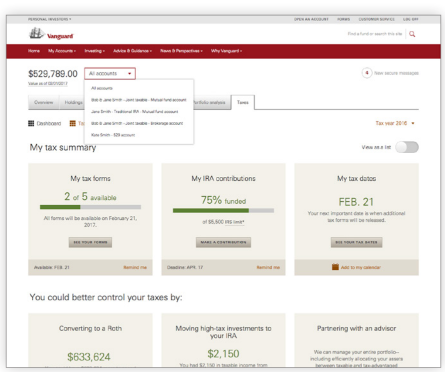
Pre-retiree: dashboard – contributions layer



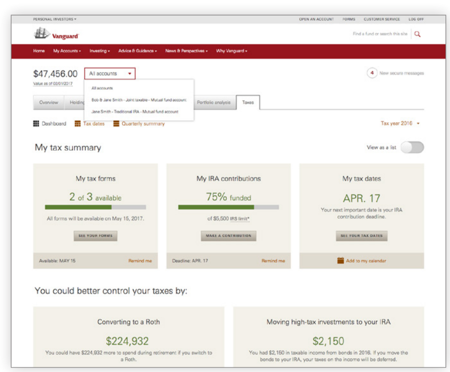
Accumulator: dashboard – contributions layer



Retiree: dashboard – accounts dropdown



Pre-retiree: dashboard – accounts dropdown



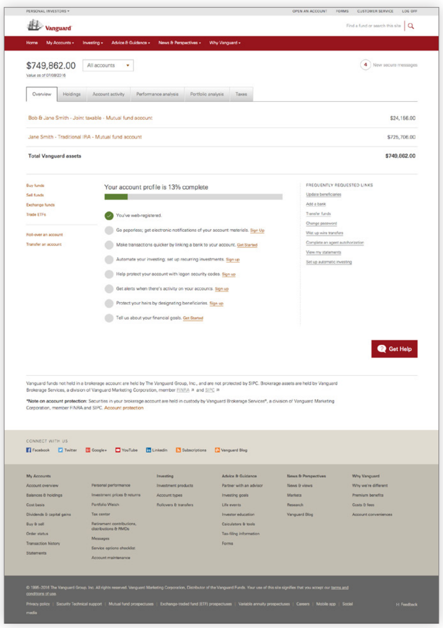
Accumulator: dashboard – accounts dropdown

Prototype: secure overview

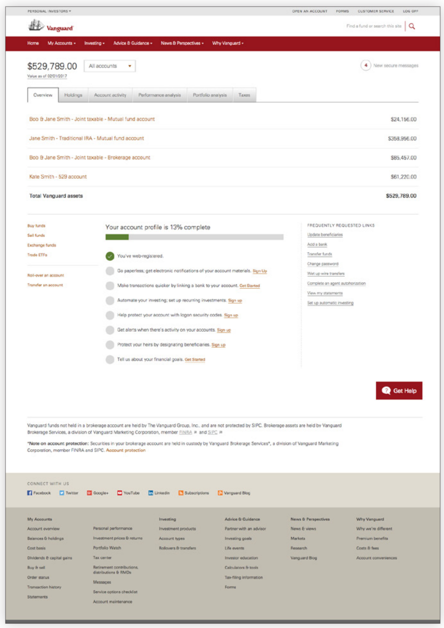
Retiree: http://vanguard-lwd-taxes-sprint-2-retiree.webflow.io/my-accounts-taxes-dashboard

Pre-retiree: http://vanguard-lwd-taxes-sprint-2-pre-retiree.webflow.io/my-accounts-taxes-dashboard

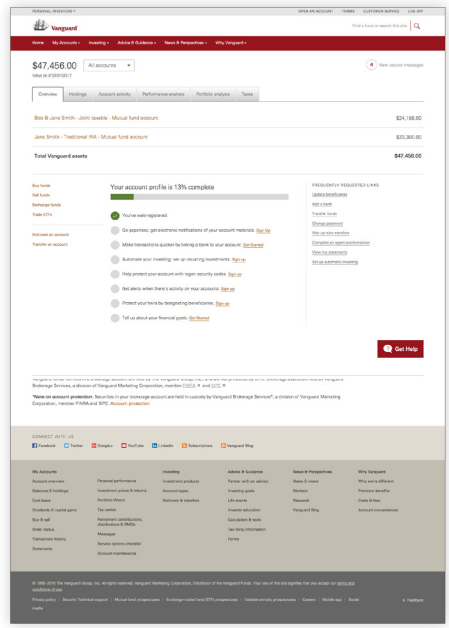
Accumulator: http://vanguard-lwd-taxes-sprint-2-accumulator.webflow.io/my-accounts-taxes-dashboard



Retiree: secure overview



Pre-retiree: secure overview



Accumulator: secure overview

Prototype: tax dates

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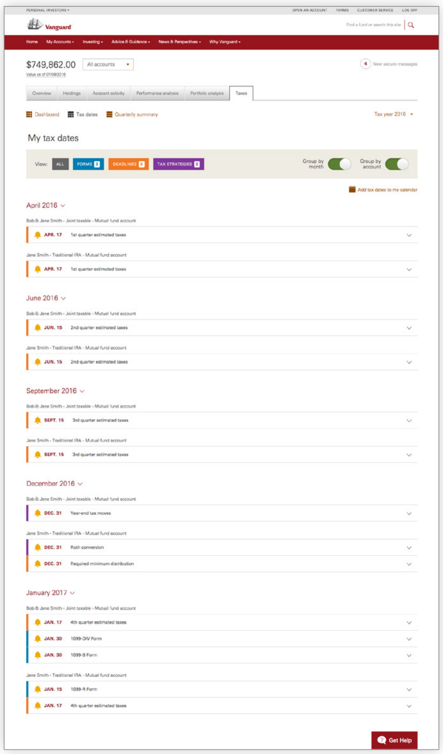
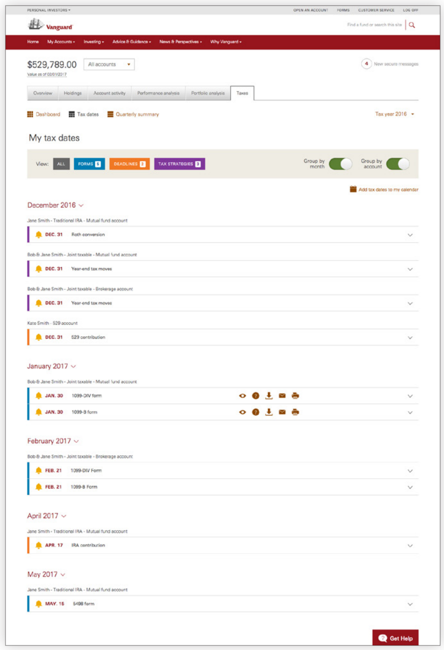
Pre-retiree: http://vanguard-lwd-taxes-sprint-2-pre-retiree.webflow.io/my-accounts-taxes-tax-dates

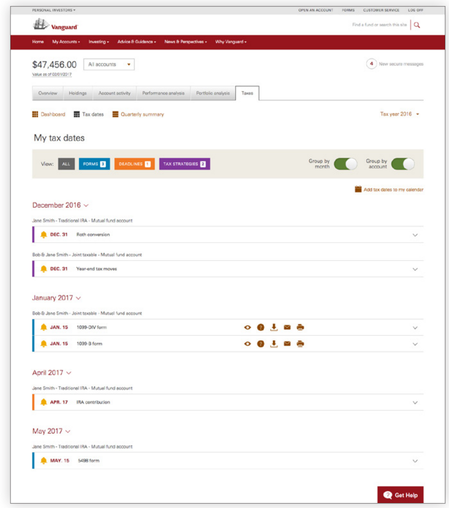
Accumulator: http://vanguard-lwd-taxes-sprint-2-accumulator.webflow.io/my-accounts-taxes-tax-dates



Retiree: tax dates



Pre-retiree: tax dates



Accumulator: tax dates

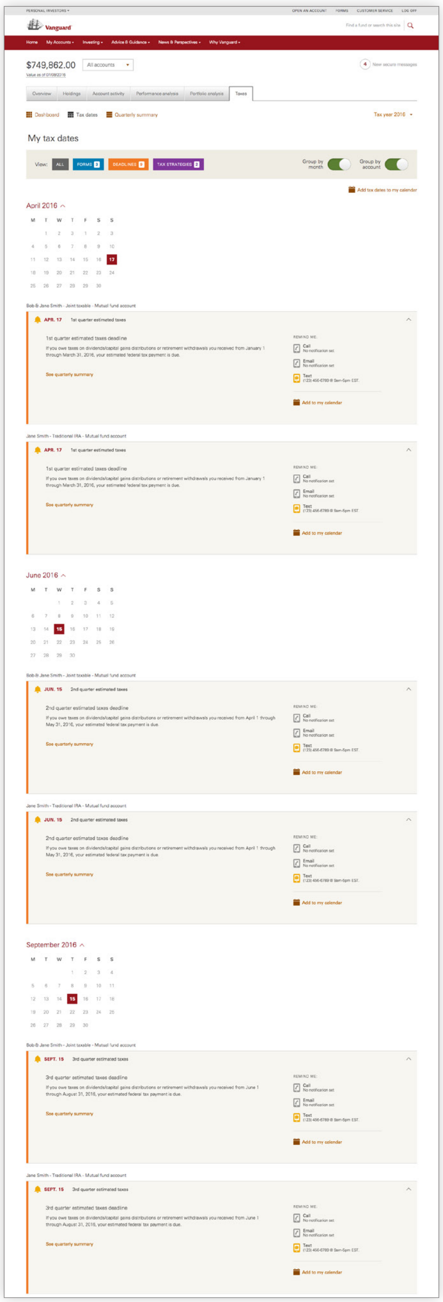
Vanguard

Prototype: tax dates – open accordians

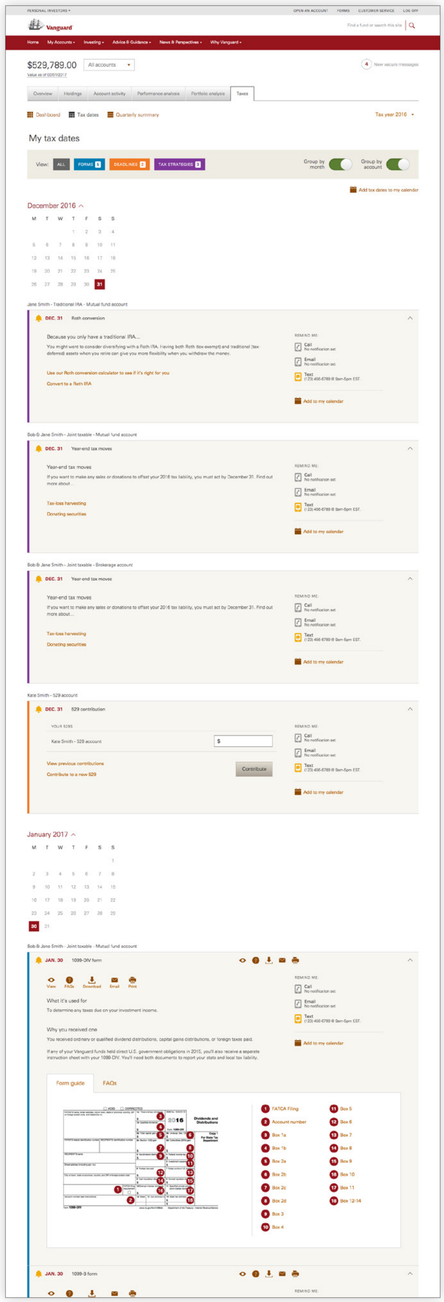
Retiree: http://vanguard-lwd-taxes-sprint-2-retiree.webflow.io/my-accounts-taxes-tax-dates

Pre-retiree: http://vanguard-lwd-taxes-sprint-2-pre-retiree.webflow.io/my-accounts-taxes-tax-dates

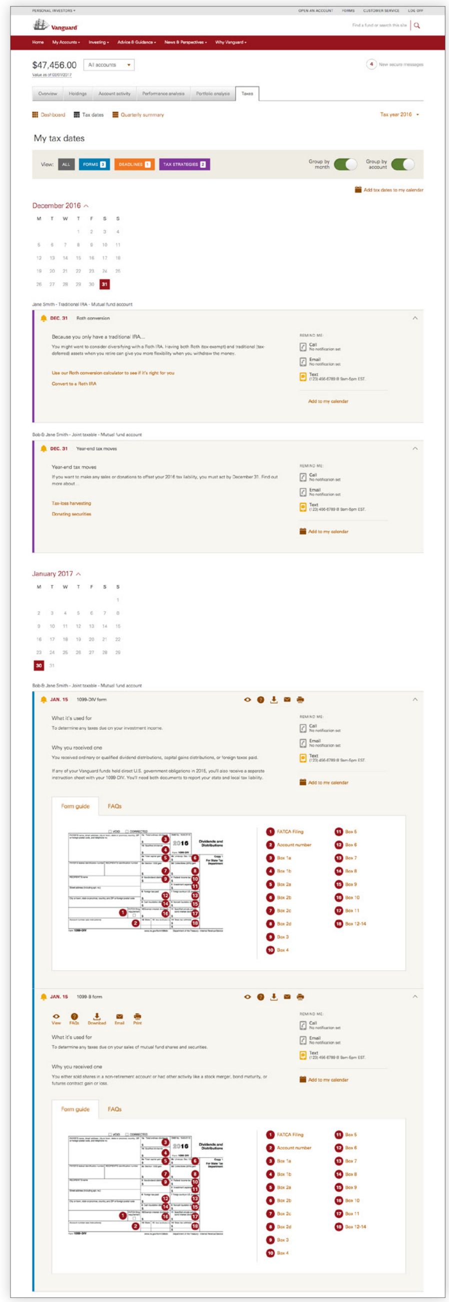
Accumulator: http://vanguard-lwd-taxes-sprint-2-accumulator.webflow.io/my-accounts-taxes-tax-dates



Retiree: tax dates - open accordians



Pre-retiree: tax dates - open accordians



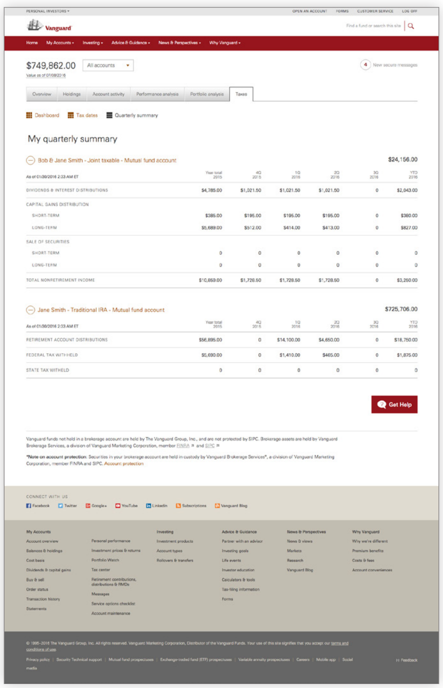
Accumulator: tax dates - open accordians

Prototype: quarterly summary

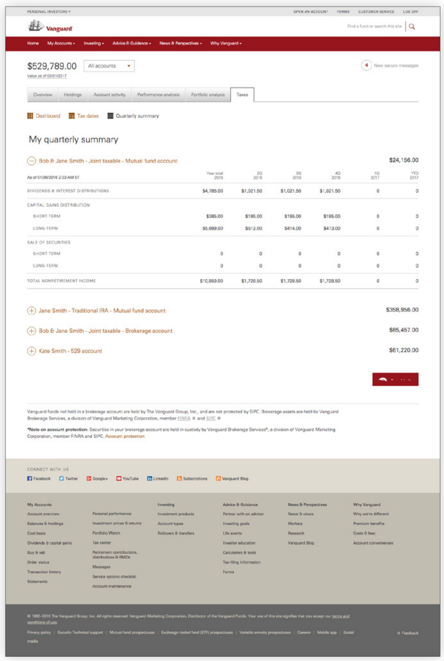
Retiree: http://vanguard-lwd-taxes-sprint-2-retiree.webflow.io/my-accounts-taxes-quarterly-summary

Pre-retiree: http://vanguard-lwd-taxes-sprint-2-pre-retiree.webflow.io/my-accounts-taxes-quarterly-summary

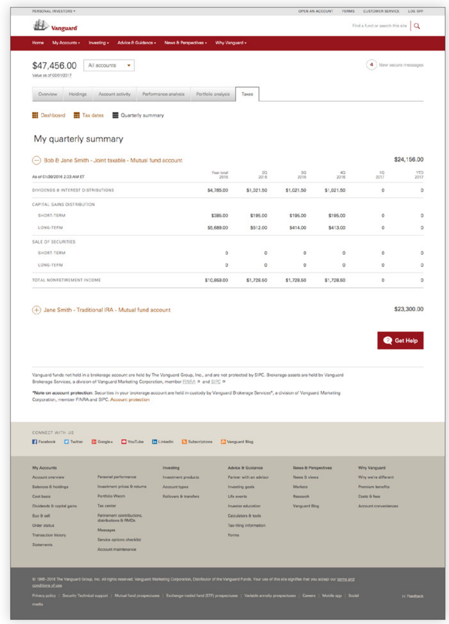
Accumulator: http://vanguard-lwd-taxes-sprint-2-accumulator.webflow.io/my-accounts-taxes-quarterly-summary



Retiree: quarterly summary



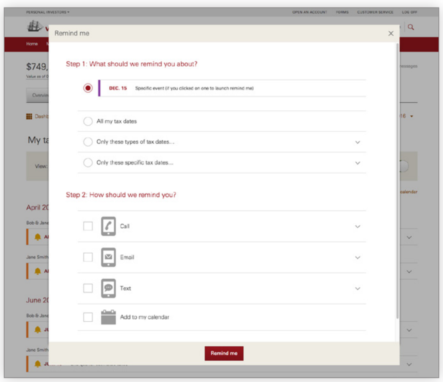
Pre-retiree: quarterly summary



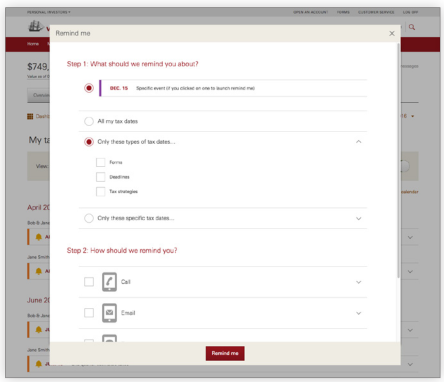
Accumulator: quarterly summary

Prototype: remind me

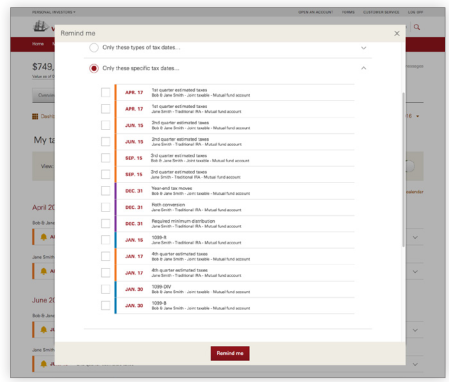
Click on any remind me link on all pages to launch user experience.



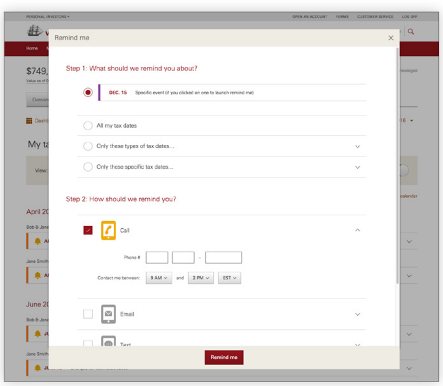
Remind me: specific tax date



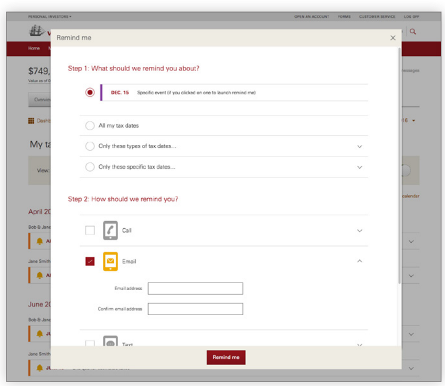
Remind me: choose tax dates categories



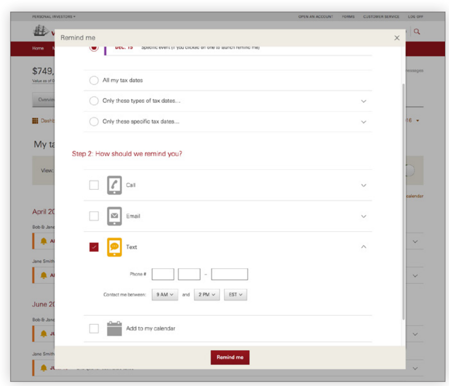
Remind me: choose individual tax dates



Remind me: remind me by call



Remind me: remind me by email



Remind me: remind me by text

Vanguard

User testing objective & methodology

Objective

Gather client feedback on Tax Center concepts from Sprint 2. The prototype included:

- "Dashboard" view, with links to forms and IRA contributions.
- "My Tax Dates" showing important tax dates based on one's accounts.
- "Quarterly Summary" page.

Approach

- One-on-one in-person 60-minute interviews. One session was conducted remotely via phone and Adobe Connect.
- Ask user to explore the "Taxes" area on their own first, followed by answering questions on what they thought of each feature.

User characteristics

- 5 clients were recruited, per *Sprint* book by Jake Knapp.
- Ages 29, 52, 62, 72, and 73.
- 2 women; 3 men.
- All web-registered. Logged onto vanguard.com ranging from 1-2 times a month, to twice a day.
- Had called Vanguard about a tax topic between January and April 2016.
- 3 of 5 used a tax accountant to file their taxes.

User testing

Summary

Overall, clients liked the Tax Center because information appeared easier to find and they liked seeing “everything at once.”

> “*Keeping me up to date on what I’ve done tax-wise.*”

> “*Gives me a lot of information right in front of me, without looking for it.*”

> “*The different options, seeing everything on one screen. Knowing there are key dates for withdrawals.*”

> “*Seems pretty easy to navigate.*”

Some tiles were more relevant than others. A 62-year-old who takes RMDs on an inherited IRA would benefit from “My RMD” tile intended for a retiree. A retiree who doesn’t make quarterly tax payments would find “My Quarterly Tax Summary” intended for a retiree less meaningful. To make sure the tiles are useful to each client, we would need to ask for additional information, such as whether they were retired, or whether they made quarterly estimated tax payments.

User testing

Dashboard

Retiree: http://vanguard-lwd-taxes-sprint-2-retiree.webflow.io/my-accounts-taxes-dashboard

Pre-retiree: http://vanguard-lwd-taxes-sprint-2-pre-retiree.webflow.io/my-accounts-taxes-dashboard

Accumulator: http://vanguard-lwd-taxes-sprint-2-accumulator.webflow.io/my-accounts-taxes-dashboard

CLIENT OBSERVATIONS

Clients generally liked the dashboard view, particularly the calendar view because they could see all the options available.

> *"Most of the time, I'd go into the first box [My tax forms]."*

> *"Gives me a quick overview of where I was, where I am now. I also like my taxable earning, my taxes withheld [shown for retirees]. Gives me a feel that it's all right in front of me. I don't have to search."*

> *"[My RMDs] reminds me how much I need to withdraw this year. I like that."*

Some clients noticed the view toggle, some did not. 4 of 5 clients preferred the "tile" view because the format was more visually appealing, and also because most of the items fit on the page without scrolling.

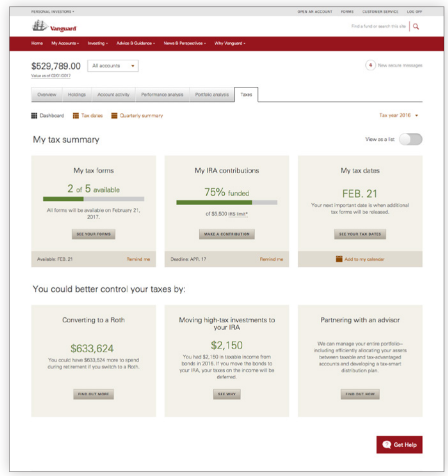
> *"These are all separate issues. When you view as a list [list view], it doesn't make me want to read [them]. The [tile] view explains it quicker to the eye."*

One client preferred the "list view", as the deadlines appeared more noticeable, and more items appeared to fit the screen [pre-retiree view].

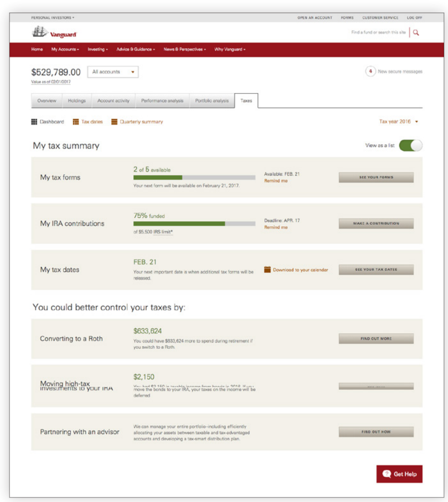
The items under "You could better control your taxes by" were perceived as either advice or suggestions, which clients said that they liked seeing.

> *"I like it because it'll motivate me to find out more about it, [especially] when you show dollars in green."*

> *"I'd look at it. 'See why'. That's important, the benefits."*



Dashboard: tile view



Dashboard: list view

User testing

Dashboard

Retiree: http://vanguard-lwd-taxes-sprint-2-retiree.webflow.io/my-accounts-taxes-dashboard

Pre-retiree: http://vanguard-lwd-taxes-sprint-2-pre-retiree.webflow.io/my-accounts-taxes-dashboard

Accumulator: http://vanguard-lwd-taxes-sprint-2-accumulator.webflow.io/my-accounts-taxes-dashboard

CLIENT SUGGESTIONS

Add a breadcrumb to indicate where in the site the page was.

Add the tax year to the IRA contribution tile.

SME FEEDBACK

"I didn't think you could make taxes sexy, but you did."

"Dashboard makes it easy. I will have an inherited RMD soon and it makes my head spin. Having something like this is really helpful."

"Be specific on what tax year for IRA contributions tile."

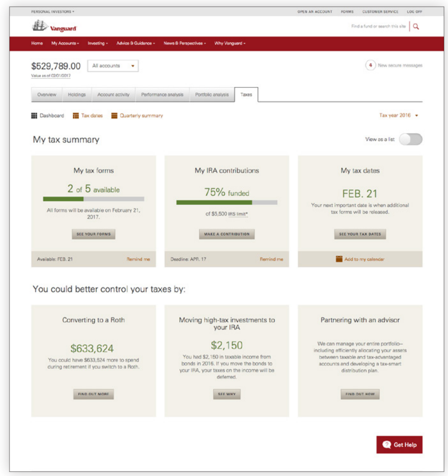
"Love tax forms. 2 of 5 available. My IRA contributions. Front and center."

"Compared to the first design from sprint one this is perfect now."

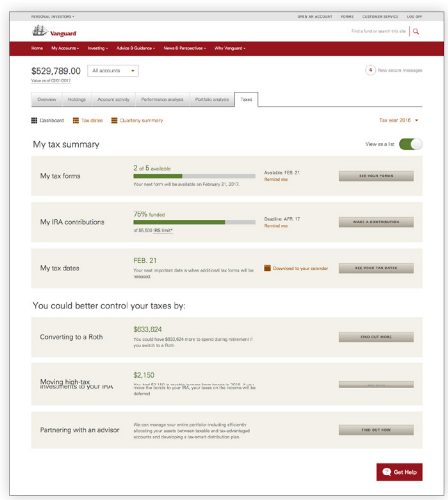
STAKEHOLDER FEEDBACK

"Makes it as good as Taxes could possibly be. From must-haves (forms) to delighters."

"Looks awesome! When I think about taxes in our current system this makes it accessible, different scenarios, must haves, get your tax forms. Delighters-Roth. All looks great!"



Dashboard: tile view



Dashboard: list view

User testing

Prototype: tax dates

Retiree: http://vanguard-lwd-taxes-sprint-2-retiree.webflow.io/my-accounts-taxes-tax-dates

Pre-retiree: http://vanguard-lwd-taxes-sprint-2-pre-retiree.webflow.io/my-accounts-taxes-tax-dates

Accumulator: http://vanguard-lwd-taxes-sprint-2-accumulator.webflow.io/my-accounts-taxes-tax-dates

CLIENT OBSERVATIONS

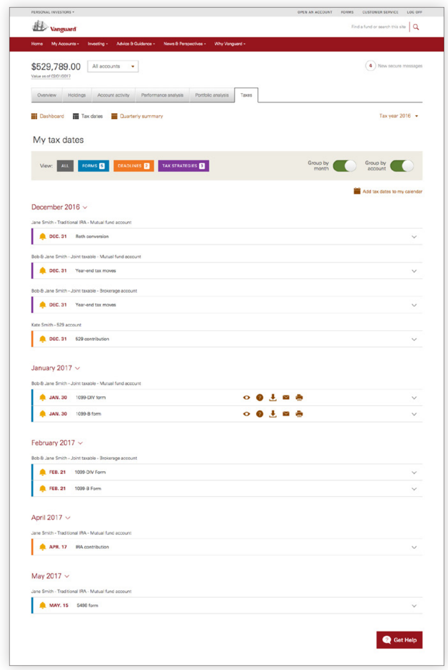
Clients generally thought the dates were helpful to know, even though some clients delayed filing taxed until near the deadline.

> "*For what I do, it's helpful. I like that the dates are there. Some of them are not applicable now, but may be in the future.*"

> "*Looks pretty easy and comprehensive.*"

View filters:
Because the prototype was not fully functional, some clients didn't realize that the colored buttons were filters, but rather, thought the buttons would take them to PDFs for all forms, or all deadlines. One client, for example, did not know that the "View" area affected the rest of the page, because of its shaded background.

Although some found the expandable calendar showing days of week helpful, some clients preferred a more condensed view without month and account headers (turning off grouping by month or accounts).



My tax dates

CLIENT SUGGESTIONS

Add a brief description of the purpose. For example, "This page can help you with tax dates..."

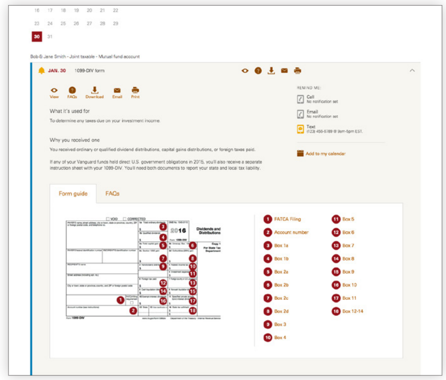
SME FEEDBACK

> "*Color filters, having numbers makes it feel actionable.*"

User testing

Remind me

Click on any remind me link on all pages to launch user experience.



Remind me links from opened form accordian

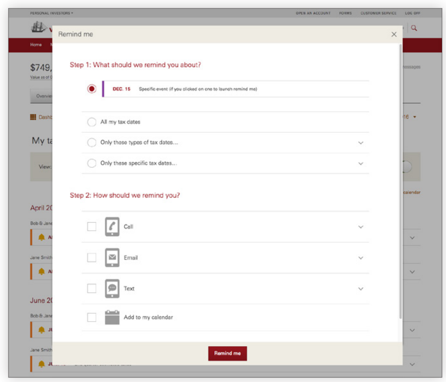
CLIENT OBSERVATIONS

A few clients mistakenly thought the “Remind me” area showed ways to get help from Vanguard, either because they focused on the icons and did not notice the “Remind me” header, or they thought “No notification set” was due to prototype.

4 of the 5 clients said that they would set up a reminder, mostly via e-mail, and a few also via call or text.

> “*[It would] enable me to not log on to the site as much.*”

All understood what “Add to my calendar” meant, although all five said they would not do so, either because they didn’t use a personal calendar online, or they were concerned about security if their iPhones were stolen. To them, getting the reminder directly from Vanguard was sufficient.



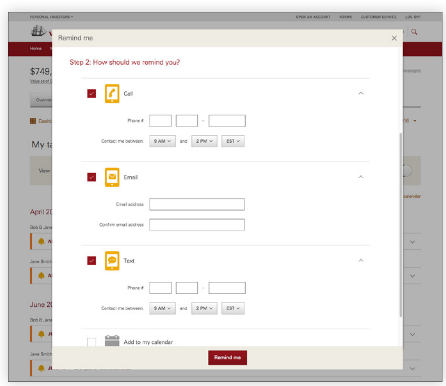
Remind me layer

CLIENT SUGGESTIONS

Make the “Remind me” header more prominent.

SME FEEDBACK

“Add to my calendar” could be separated from “Remind me,” because you can add something to a local calendar without an alert.



Remind me notification channels

User testing

View forms

Dashboard:
Click on the form tile / list button to launch form layer.

Tax dates:
Click on form event row to open accordian.

CLIENT OBSERVATIONS

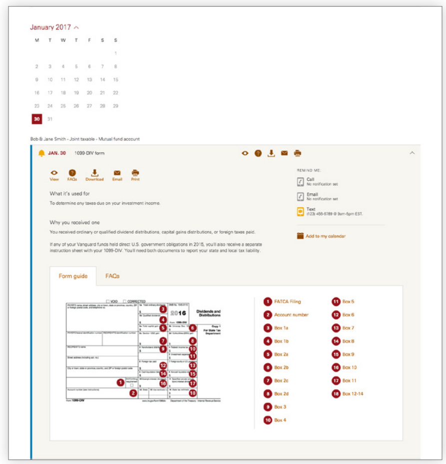
All clients were able to navigate to the tax forms area.

Some clients wondered why the form showed blank values. One client, for example, wondered if she should fill out the form boxes. These clients needed to be told that the form would be filled out once it became available.

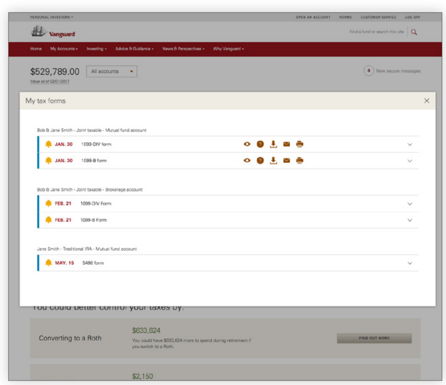
One client wondered if the red circles on the right side were redundant, and expected to hover each red circle on the left to see an explanation. One older client thought the form boxes were too small to read.

After viewing forms, some users had difficulty returning to the original "dashboard" page because they did not know to click "Dashboard" to return to the initial Taxes page, or clicked the My Accounts "Overview" tab, instead.

When the form was opened in a layer, some had difficulty returning to the base page because they used the Back browser button instead of the closing the layer via 'X.'



My tax dates form



Dashboard form layer

User testing

Prototype: quarterly summary

Retiree: http://vanguard-lwd-taxes-sprint-2-retiree.webflow.io/my-accounts-taxes-quarterly-summary

Pre-retiree: http://vanguard-lwd-taxes-sprint-2-pre-retiree.webflow.io/my-accounts-taxes-quarterly-summary

Accumulator: http://vanguard-lwd-taxes-sprint-2-accumulator.webflow.io/my-accounts-taxes-quarterly-summary

CLIENT OBSERVATIONS

Those who made estimated quarterly tax payments found this information useful.

> *"Gives an idea of what you may owe if you do your taxes quarterly. Clear and straightforward."*

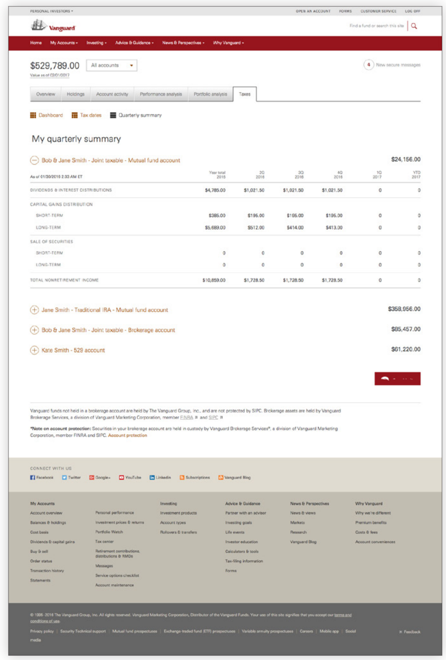
Those who did not file quarterly taxes, especially younger investors, wondered why this information was important.

CLIENT SUGGESTIONS

Tell them what the page was for. For we could explain (via a question mark icon hover, for example) that quarterly estimated tax filers would find this information useful.

Link to a calculator that can prompt for the client's tax bracket and calculate estimate taxes to be paid.

In addition to totals for each account, total the amounts across all taxable accounts.



My quarterly summary

User testing

Accounts dropdown menu + help & guidance

CLIENT OBSERVATIONS

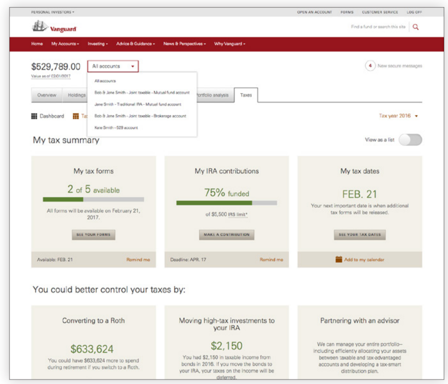
Accounts dropdown menu:
Seeing tax information for one account, as opposed to all accounts, was not important for most clients. On the other hand, one client thought this feature was "definitely important", because he would like to see tax information for himself, his wife, and his three children separately.

When asked to show tax information for only one account, some noticed the dropdown right away. Others navigated to the Holdings tab first to zoom in on an account, and expected to click a "Taxes" link from there.

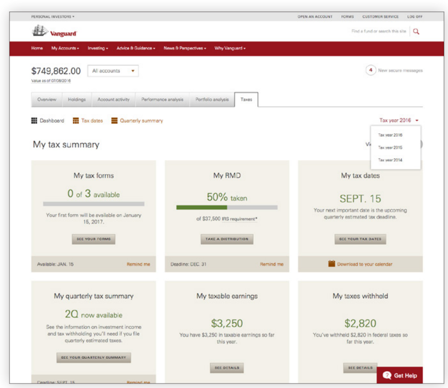
One client was concerned about selecting the dropdown to see one account while on "Holdings" or "Performance analysis", and navigating to the "Taxes" tab, and forgetting that the dropdown was still "in effect".

One client suggested making the dropdown bolder, since there were several navigation elements on the top of the page.

Help & guidance:
The button was found easily by some clients. A few clients first looked near the top of the page, or selected "customer service" in the utility bar.



Accounts dropdown menu



Help & guidance anchored to browser bottom