

KEYNOTE

# From Journeys → to Intent Systems



Designing for intent in a world of exploding entry points.

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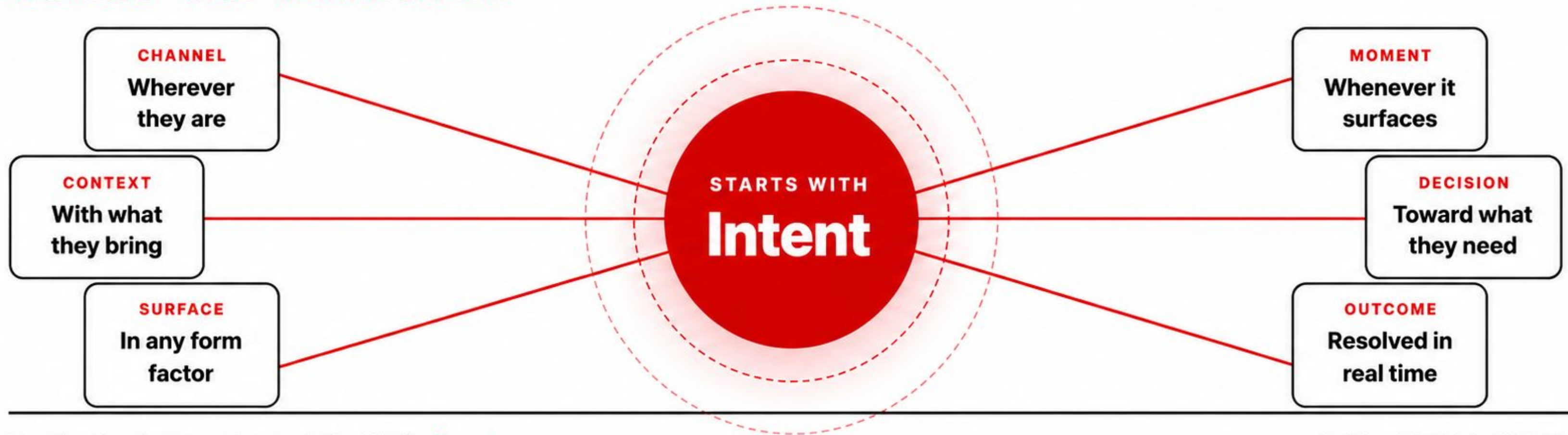


# The journey doesn't start with a destination. **It starts with intent.**

OLD MODEL · LINEAR PATH TO DESTINATION

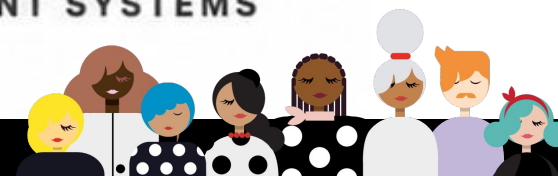


NEW MODEL · INTENT RADIATES OUTWARD



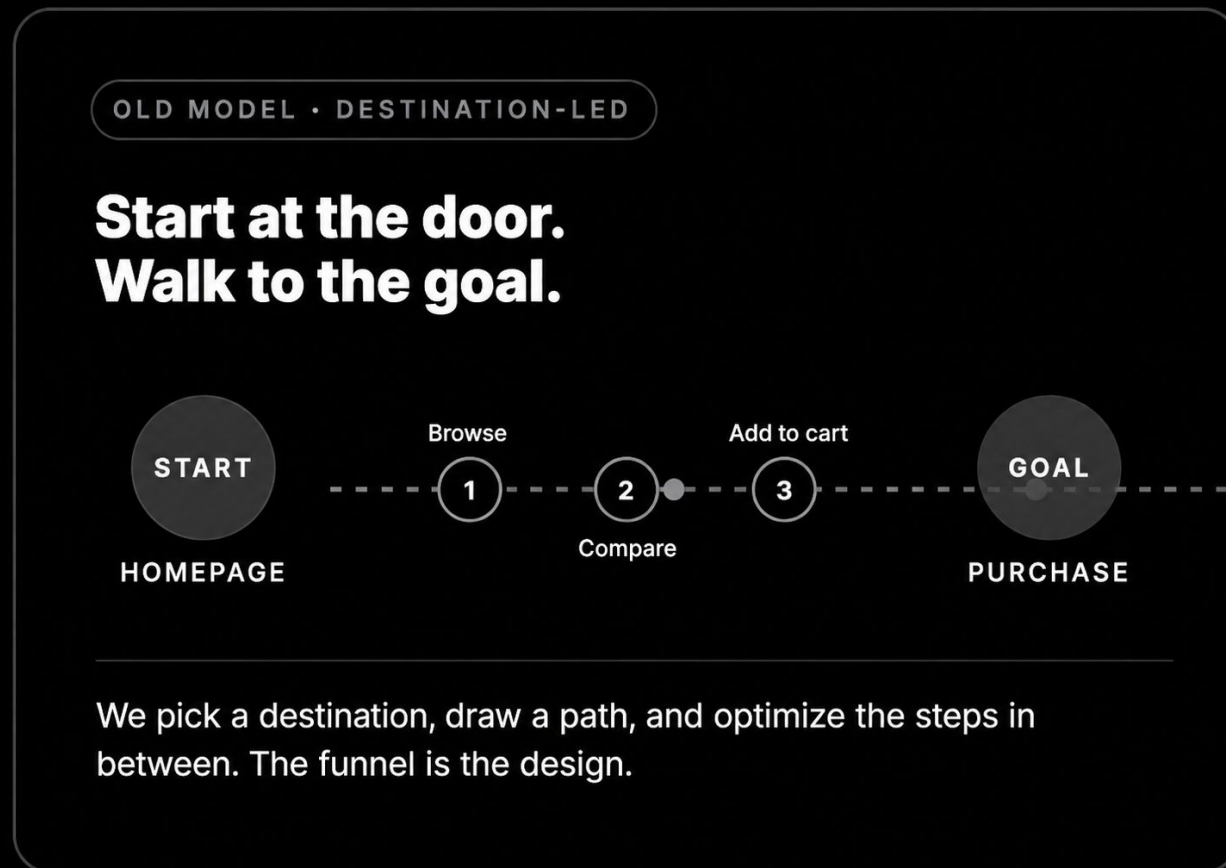
Destination is the **output**. Intent is the **input**.

UXDX · INTENT SYSTEMS



# What Changed

## From Channels → To Entry Points



### CHANNELS

Where customers show up — fluid, unpredictable, on their terms.

- ChatGPT
- Search
- Social
- App
- Web
- Store
- Email
- Creators



### MOMENTS

When and in what state — context shapes what they need.

- Discovering
- Comparing
- Deciding
- Buying
- Returning
- Re-engaging
- In-store
- Post-purchase



### INTENT

What they're actually trying to do — the meaning beneath the click.

- "Help me choose"
- "I'm ready to buy"
- "Soon, but worth it"
- "Inspire me"
- "Match my skin"
- "Reorder"

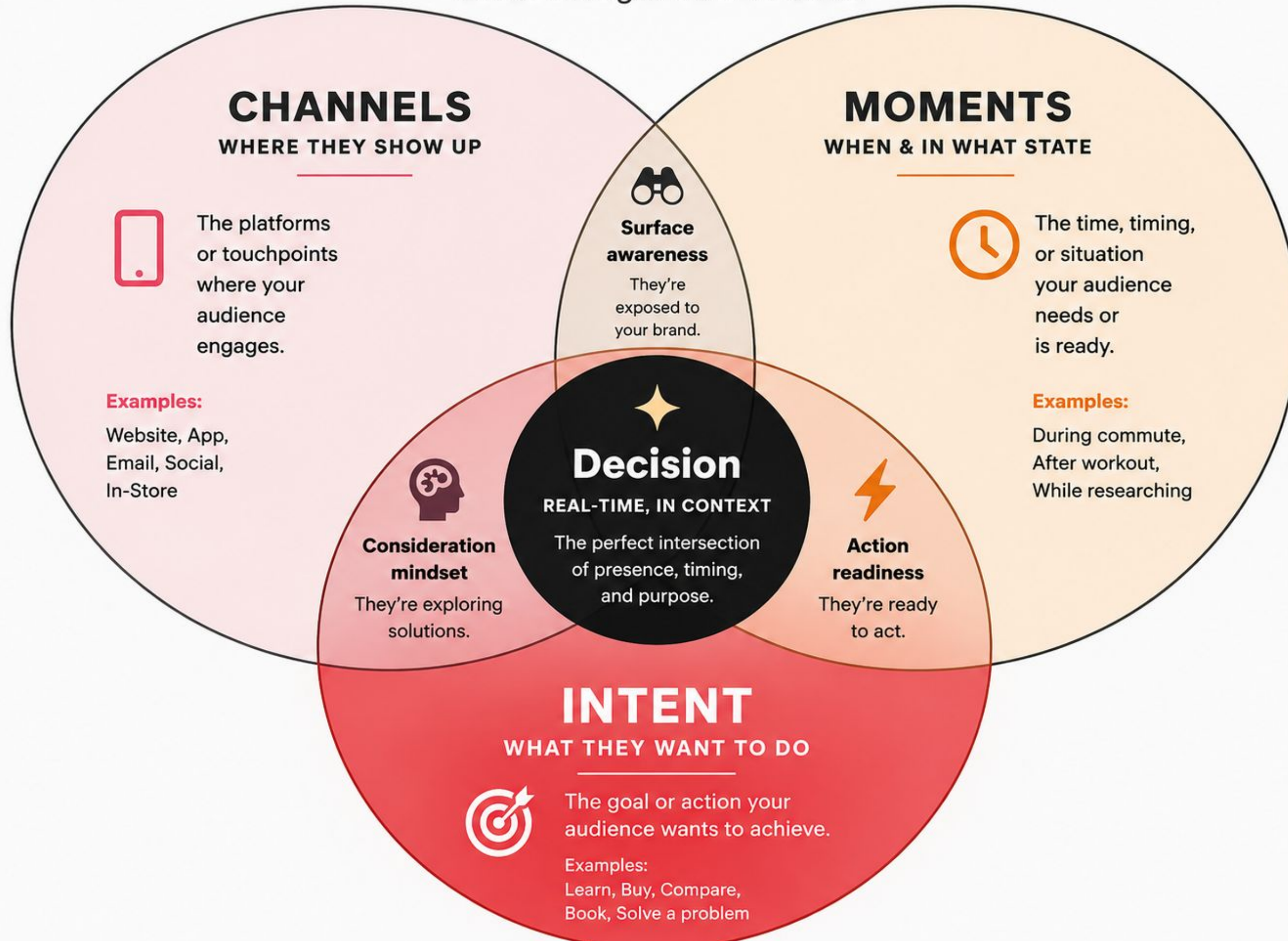
**Customers don't follow journeys. They enter wherever their intent begins.**

The explosion of entry points didn't just create complexity. It exposed fragmentation.



# Decisions happen at the intersection.

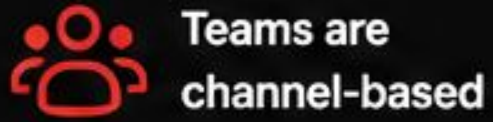
Intent emerges from context.



## WHY IT BREAKS

# The customer experiences one brand. The company behaves like **six systems**.

Our organizations are built for channels, not continuity.



**Teams are channel-based**

Silos own experiences end-to-end.



**Experiences reset**

Every handoff starts from zero.



**Context is lost**

Memory disappears across touchpoints.



**Data doesn't flow**

Systems don't talk. Signals don't connect.



**Decisions are fragmented**

Each channel decides in isolation.



**Measurement is incomplete**

We measure parts, not the whole.

## THE CUSTOMER JOURNEY (ONE CONTINUOUS MOMENT)



**Asks for help**  
in ChatGPT



**Browses**  
on mobile



**Checks out**  
on web



**Gets order**  
confirmation



**Picks up**  
in store



**Seeks support**  
after purchase

## BEHIND THE SCENES (FRAGMENTED REALITY)



AI / ASSISTANT TEAM



MOBILE TEAM



ECOMMERCE TEAM



MARKETING TEAM



STORE OPERATIONS



CUSTOMER SUPPORT



THE SOLUTION

# From Journeys → Intent Systems

Continuity becomes the product.



### Understand Intent

What is the customer trying to do?



### Carry Context

What do we already know?



### Decide in Real Time

What should happen next?

ENTRY POINTS



Search



ChatGPT



App



Store



Email



Creators



### Intent Orchestration Layer

Understands intent.  
Carries shared context.  
Coordinates the next best action in real time.



### Shared Context + Real-Time Decisioning

- Inventory
- Customer Data
- Fulfillment
- Promotions
- Signals

OUTCOMES



Seamless experiences



Faster decisions



Higher trust



Better conversion



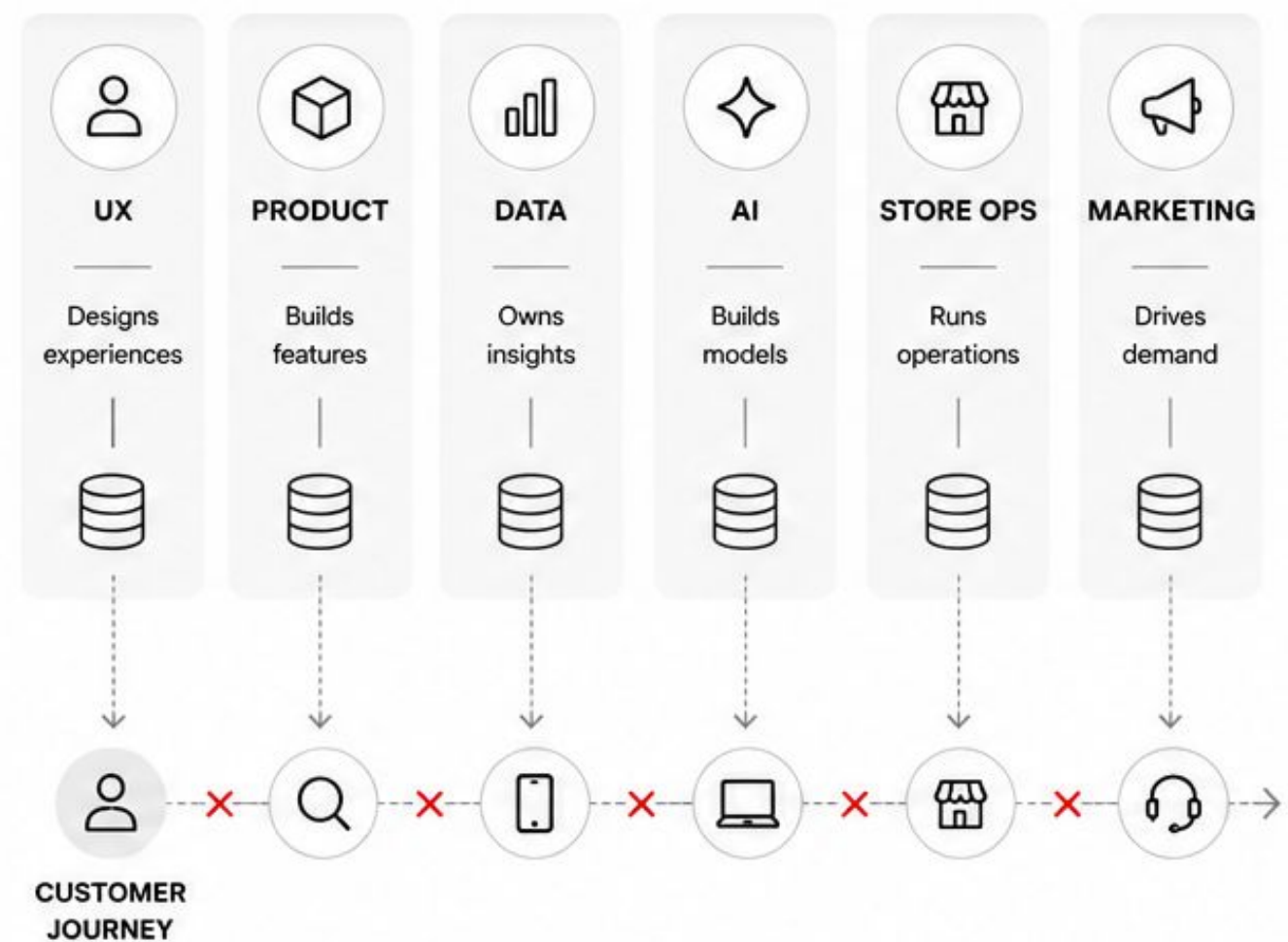
Intent creates continuity across every touchpoint.

# The organization has to become a system too.

You cannot build continuity with fragmented ownership.

## OLD WORLD | Optimize channels

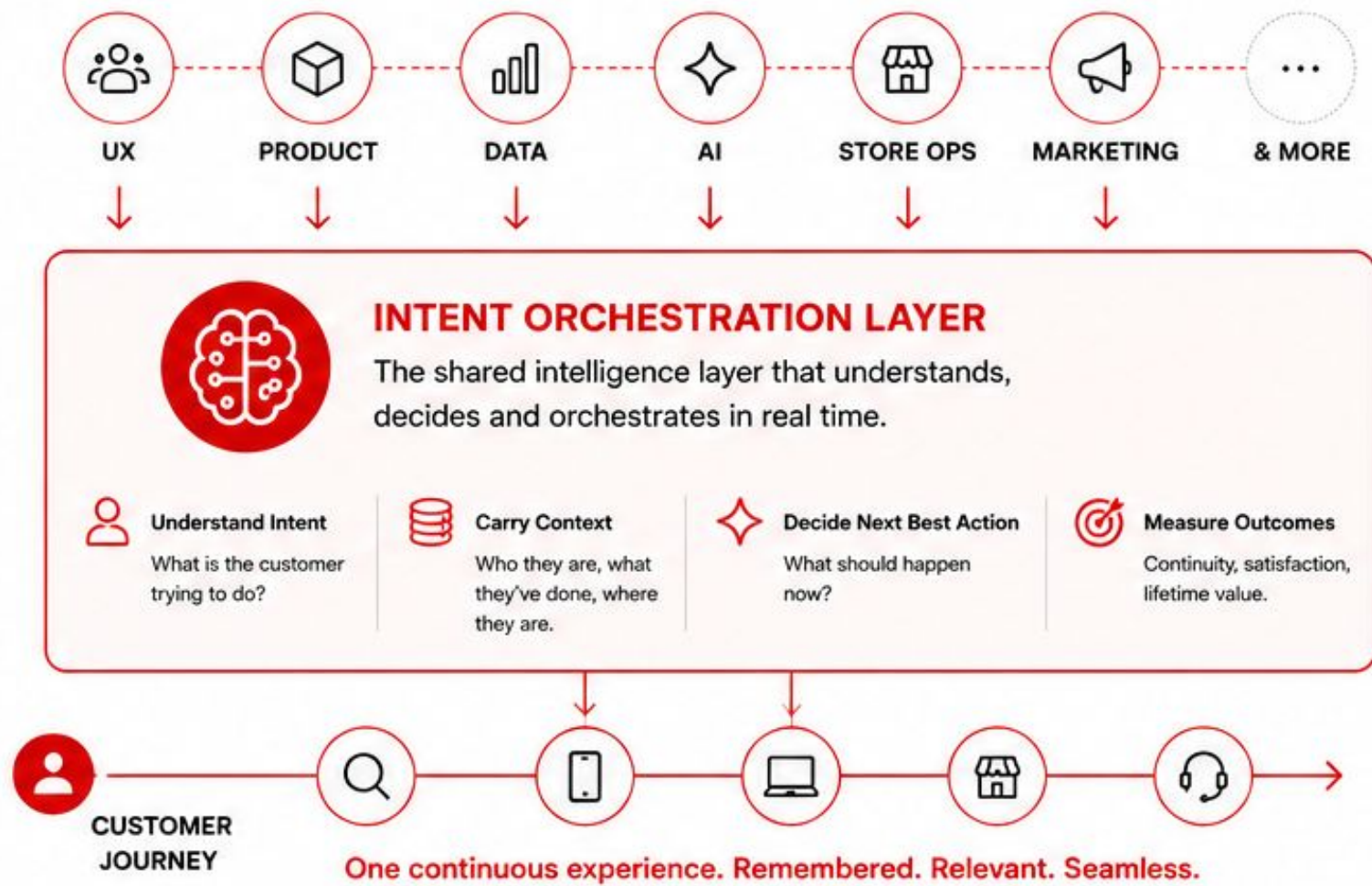
Siloed teams. Separate goals. Fragmented data.  
Every handoff creates a reset.



**Result:** Context is lost. Customers repeat themselves.  
The org chart shows up in the experience.

## NEW WORLD | Orchestrate continuity

Aligned around shared intent, context and outcomes.  
One system. One view. One customer.



**Result:** Continuity improves. Trust increases.  
Outcomes improve for both customers and the business.



**No channel owns the customer anymore. The system owns continuity.** Orchestration over ownership. Systems over silos. Outcomes over touchpoints.

# Three Shifts

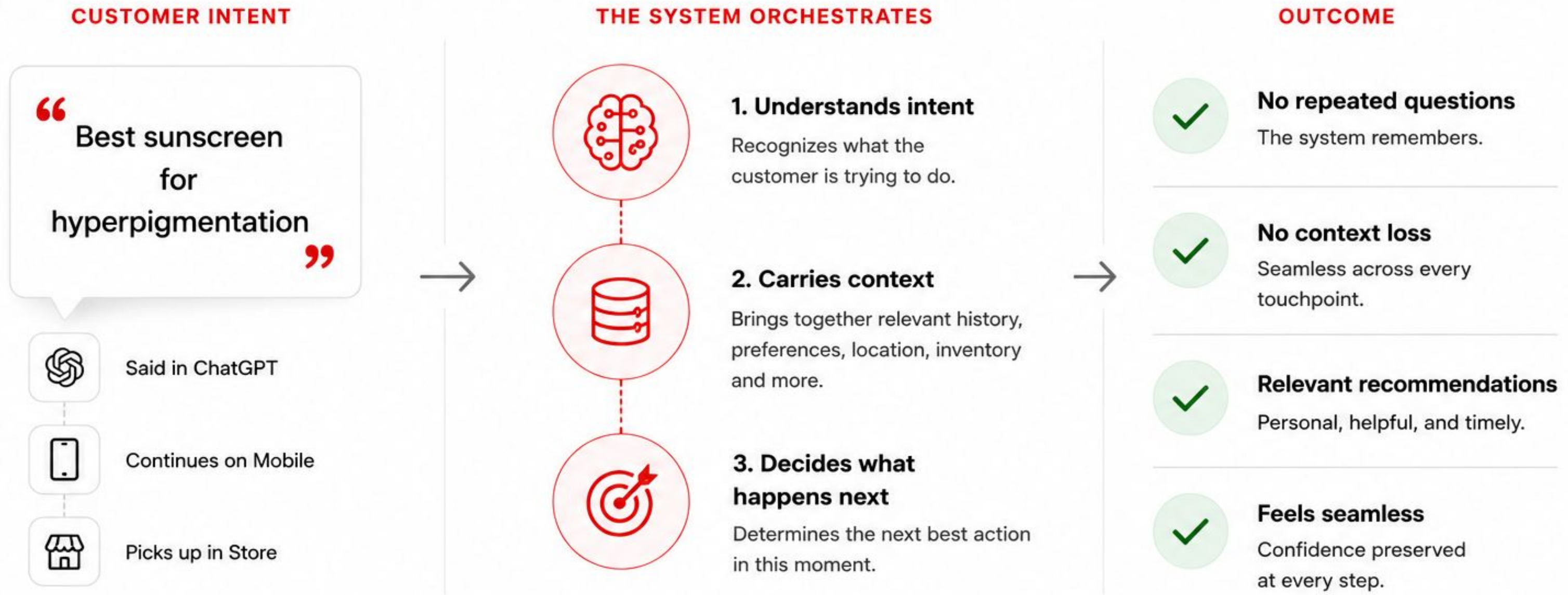
## Three shifts leaders need to make.

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- 01** From channel ownership → **to system ownership**  
Break the silos. Think in connected systems, not surfaces. Someone owns continuity end-to-end.
  - 02** From flows → **to decisioning**  
Design how decisions are made, not just the paths customers walk. Every major step answers: "What does the customer need now?"
  - 03** From UX → **to UX + AI + Data as one system**  
These are no longer separate disciplines. Seams are where trust leaks out. No handoffs where memory is lost.
-

# This is not a journey. It's a system responding in real time.

The customer expresses intent. The system understands, remembers, and acts.



The customer never sees the orchestration. **They only feel understood.**

PART TWO

# Six examples from the field.

Each one follows the same shape: an entry point, an intent, the context the system uses, a decision it makes, and the outcome it enables.

# Frictionless Checkout

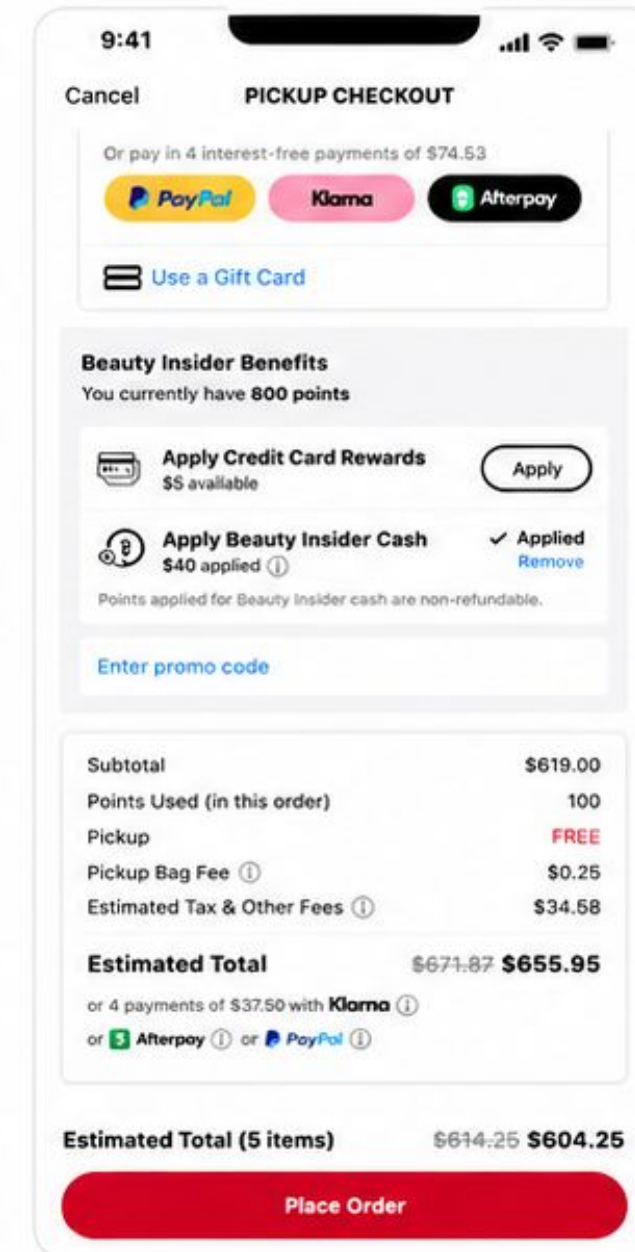
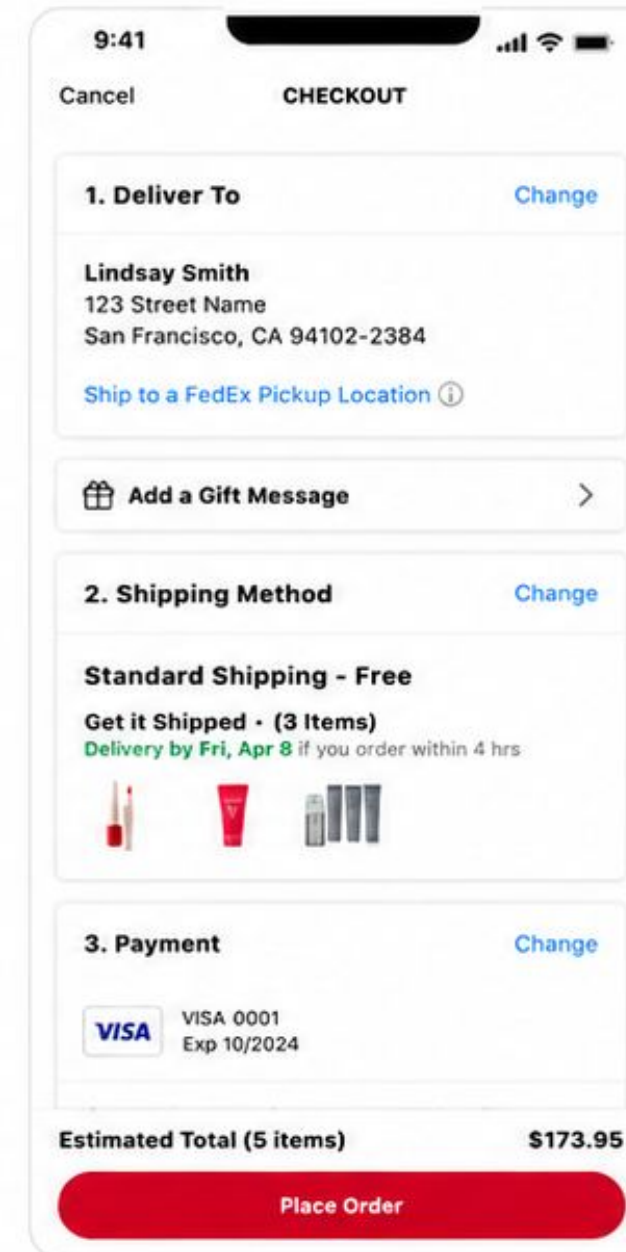
EXAMPLE 01 / 06

## Checkout isn't a screen. It's a **decisioning system.**

Once a client signals purchase intent, the system reduces friction and preserves confidence — instead of resetting the experience.



**RESULTS**  
**Double-digit ROI incremental**  
 from higher conversion and reduced drop-off



# Guided Selling

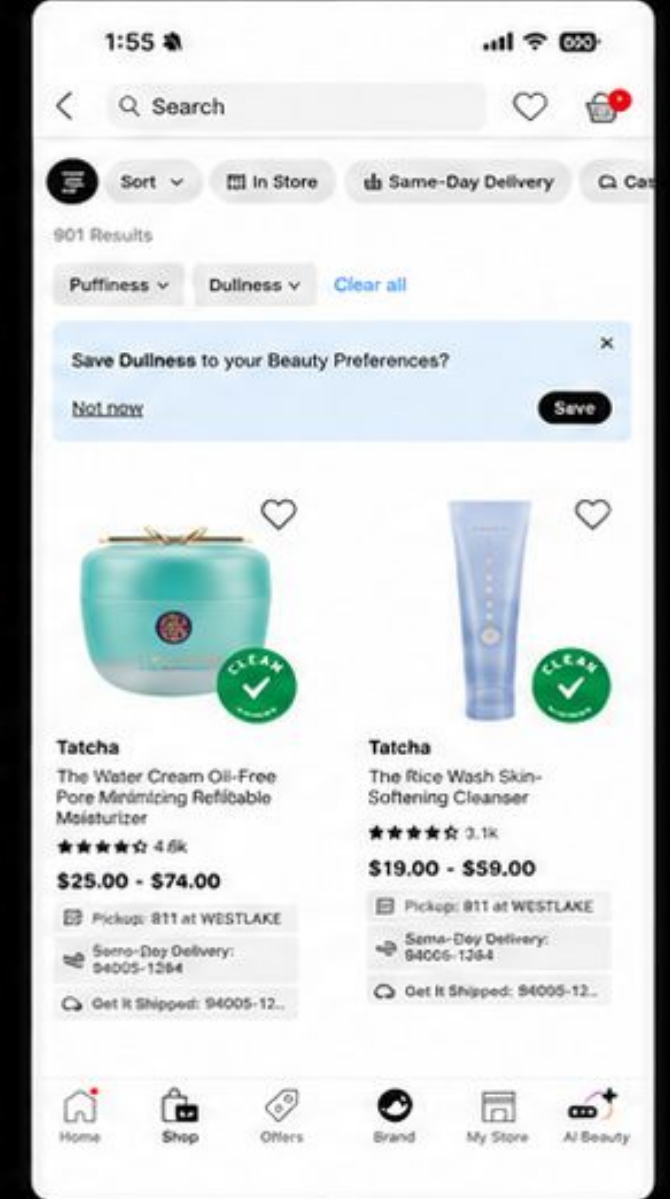
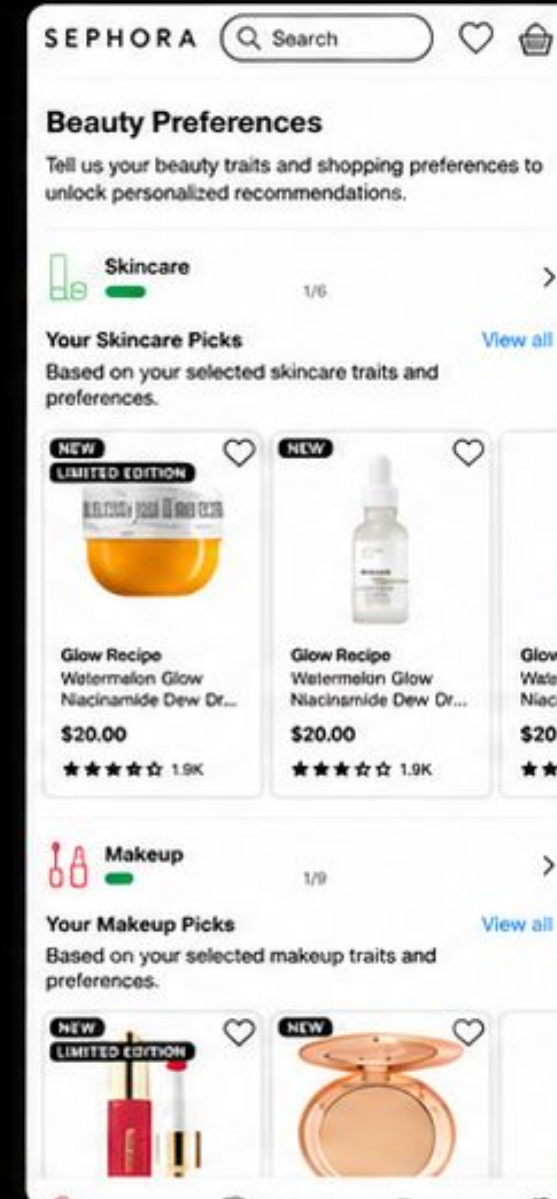
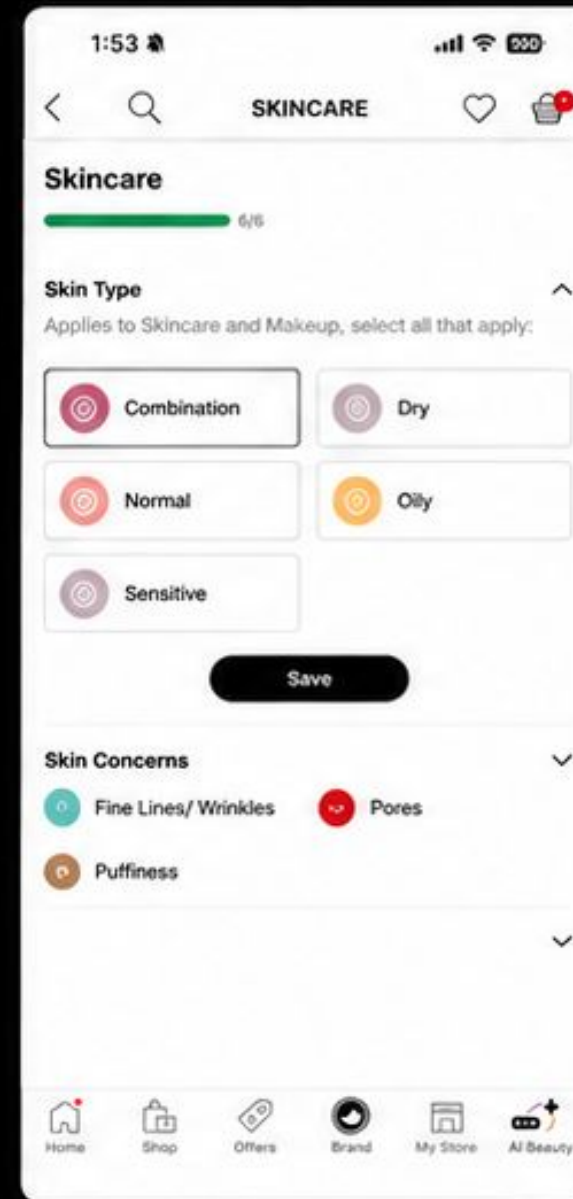
EXAMPLE 02 / 06

## Discovery becomes context-aware, not a set of filters.

The system recognizes “help me choose” as an intent and responds with guidance instead of a catalog.

Preferences are captured and saved along the shopping journey—making discovery more seamless and contextual.

INTENT • “HELP ME CHOOSE”



Category browse



“Help me choose”



Saved preferences



Tailored discovery



Higher conversion



RESULTS



**Faster discovery**

Customers find what's right, faster.



**Stronger intent match**

More relevant recommendations based on real preferences.



**Double-digit ROI incremental**

From more relevant, intent-aware discovery experiences.

# AI Beauty Chat meets customers where they are.

From a natural question to expert guidance, the experience adapts in real time—so customers can make the right choice with confidence.



### Have a real conversation

Customers ask naturally—about their skin, ingredients, or how to use a product.



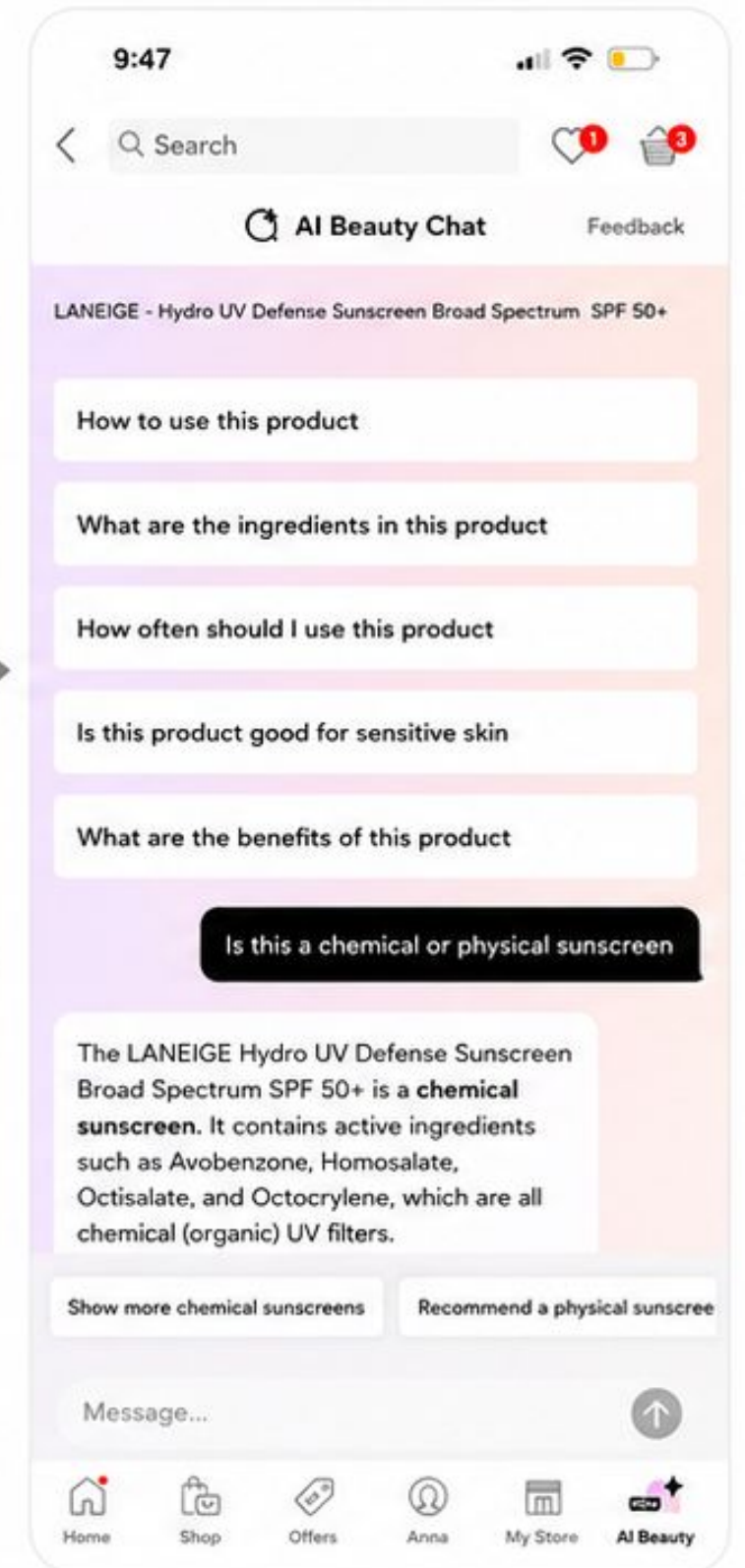
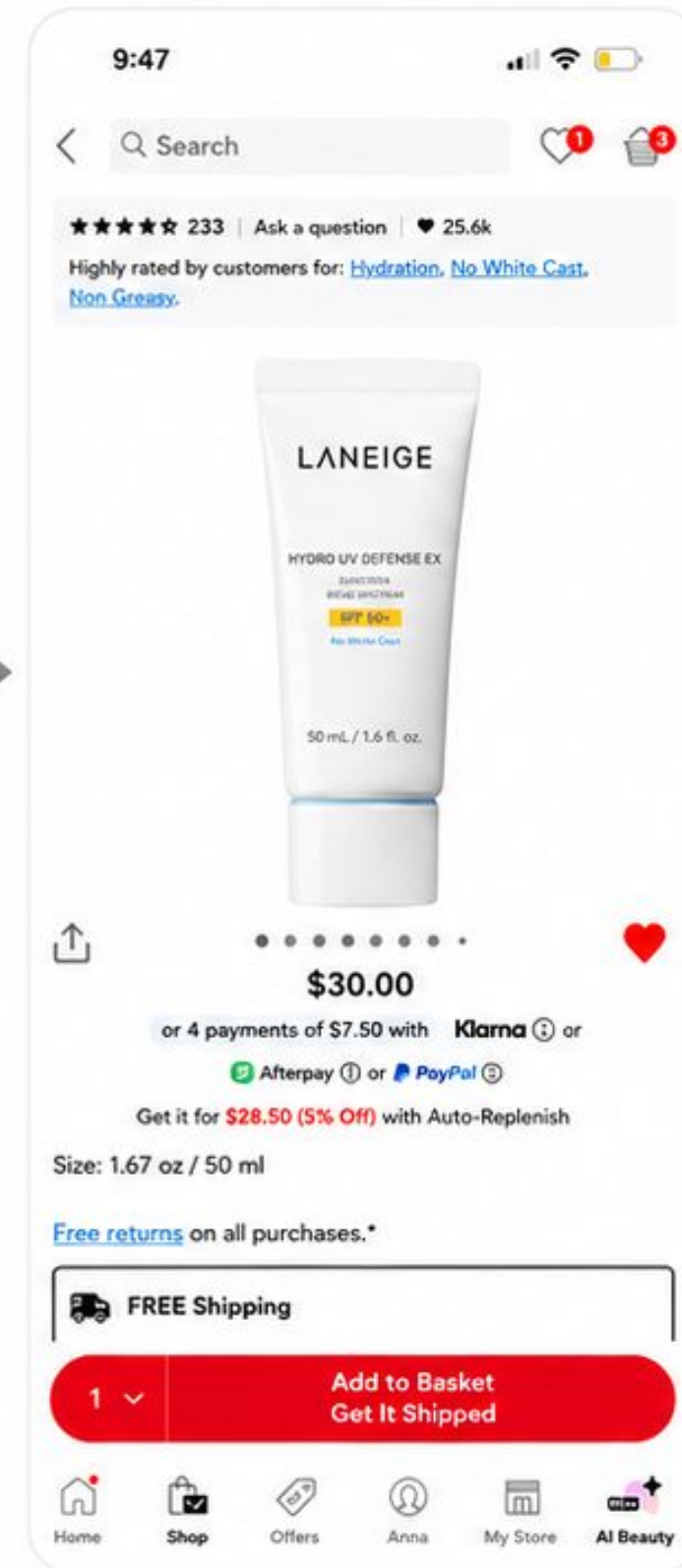
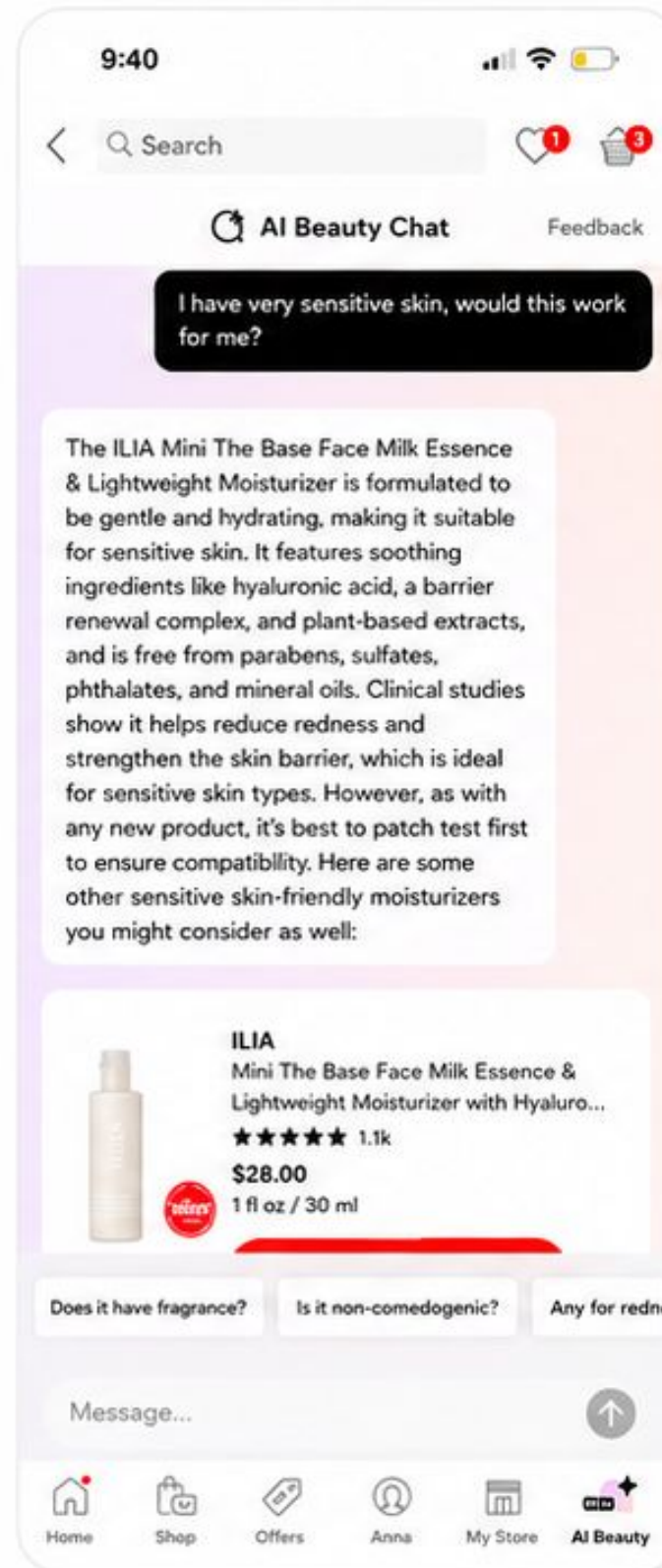
### Get expert guidance

AI understands intent and delivers personalized, trustworthy answers.



### Move forward with confidence

Guidance connects to the right products and next steps—without leaving the flow.



Be there with expertise, in the moments that matter. Helpful guidance. Relevant products. Seamless next steps.

EXAMPLE 05 / 06

# From discovery to doorstep or in-store pickup.

Customers choose how they want to receive their order—pickup or delivery—with real-time availability and seamless checkout, so they get it when it works best for them.



### Complete the purchase

Clear options for pickup or delivery at checkout.



### Real-time availability

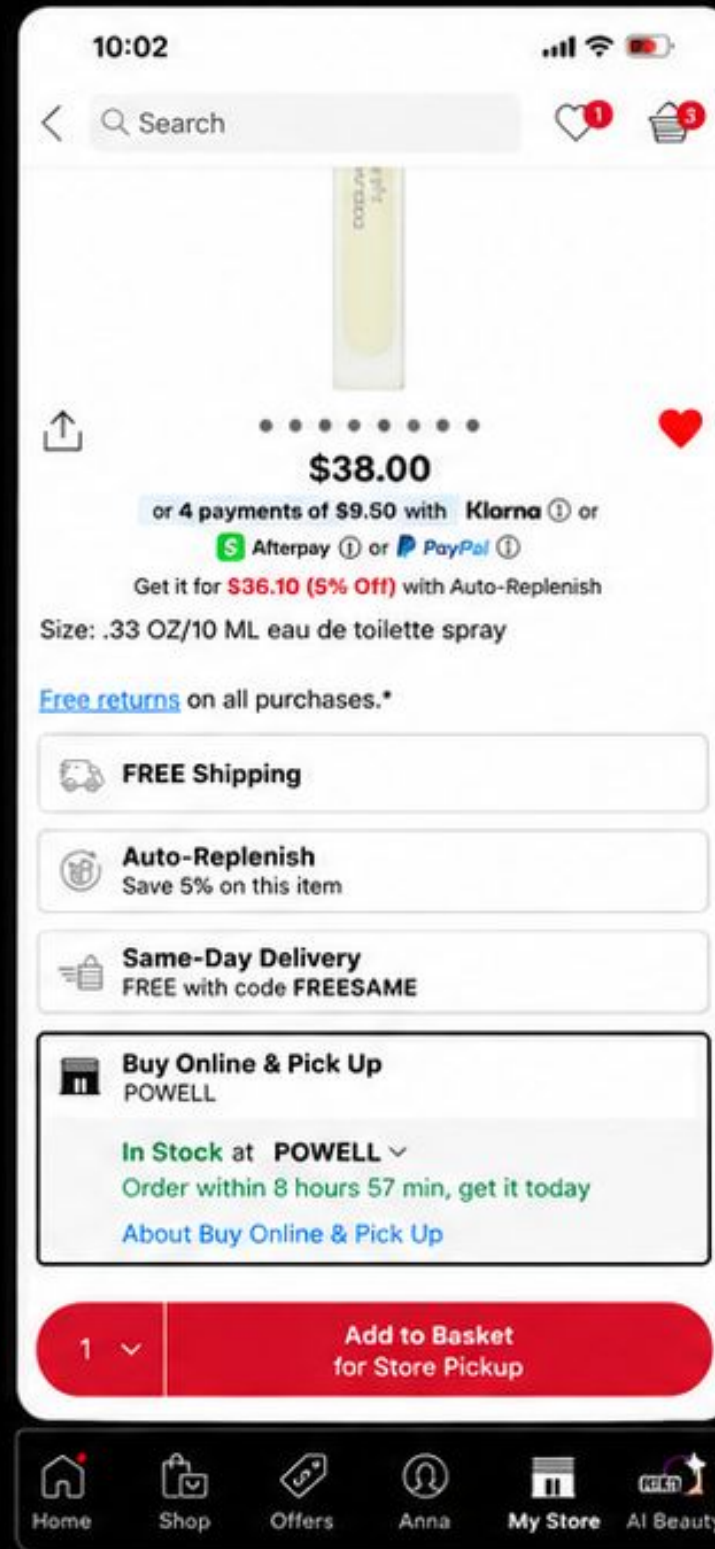
See what's in stock and when you can get it.



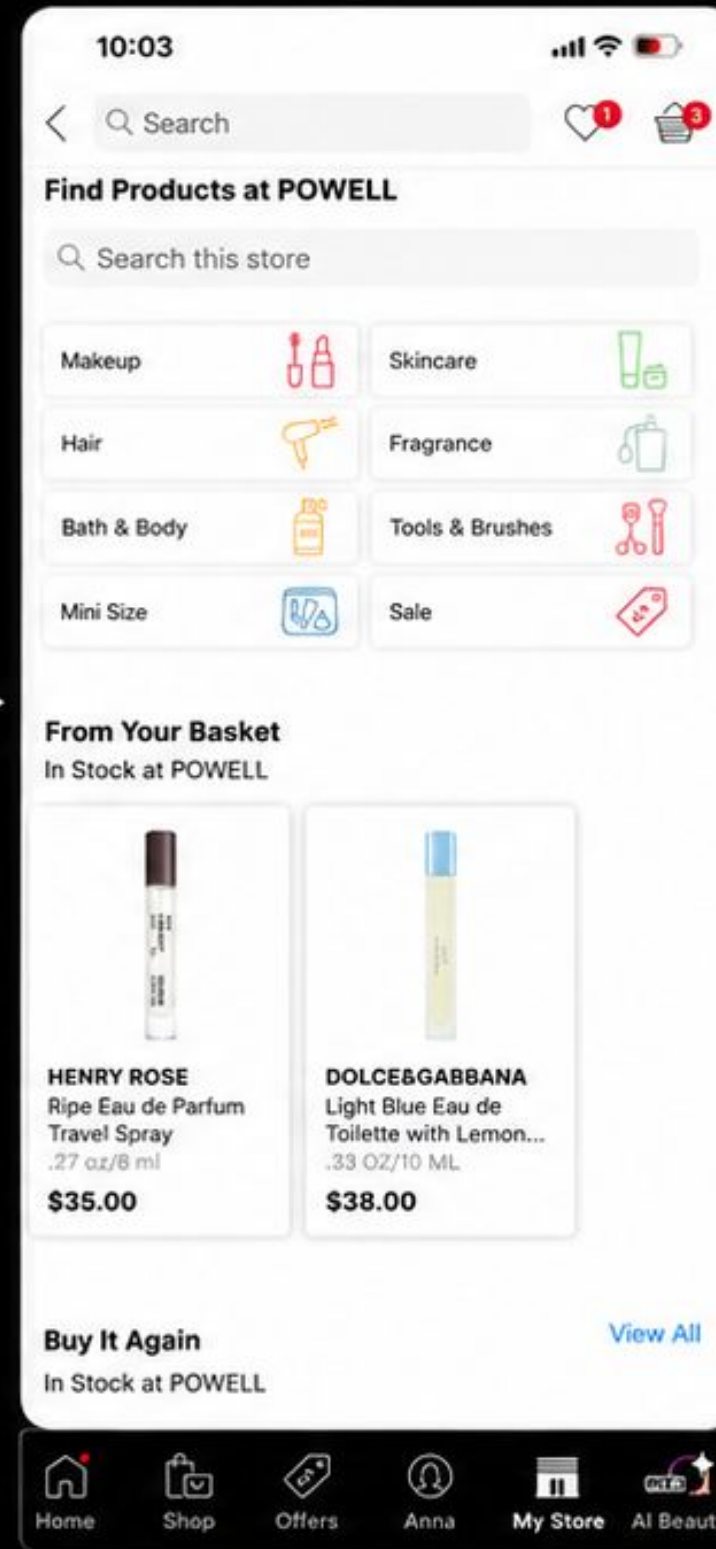
### Get it your way

Pick up in store or get it delivered—fast and easy.

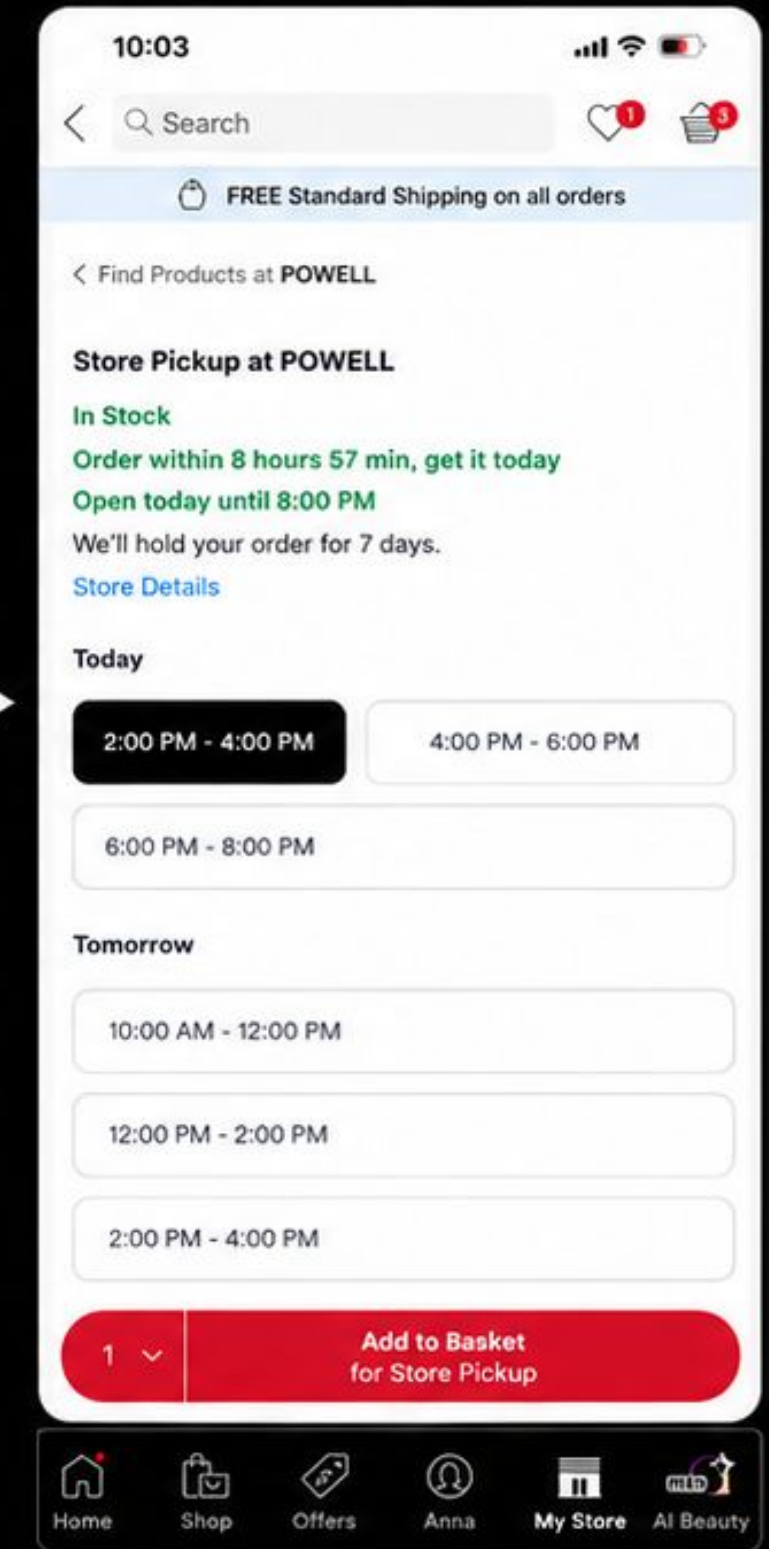
1 Choose pickup or delivery



2 See what's available



3 Pick up today or get it delivered



Built for real life.

Flexible options. Real-time availability. Getting it how and when you want it.

EXAMPLE 04 / 06

# Local intent. Seamless next step.

When customers are near a store, the experience connects online intent with real-world convenience—so they can shop, pick up, and get what they need, faster.



### Context-aware

Knows where you are and what's available at your local store.



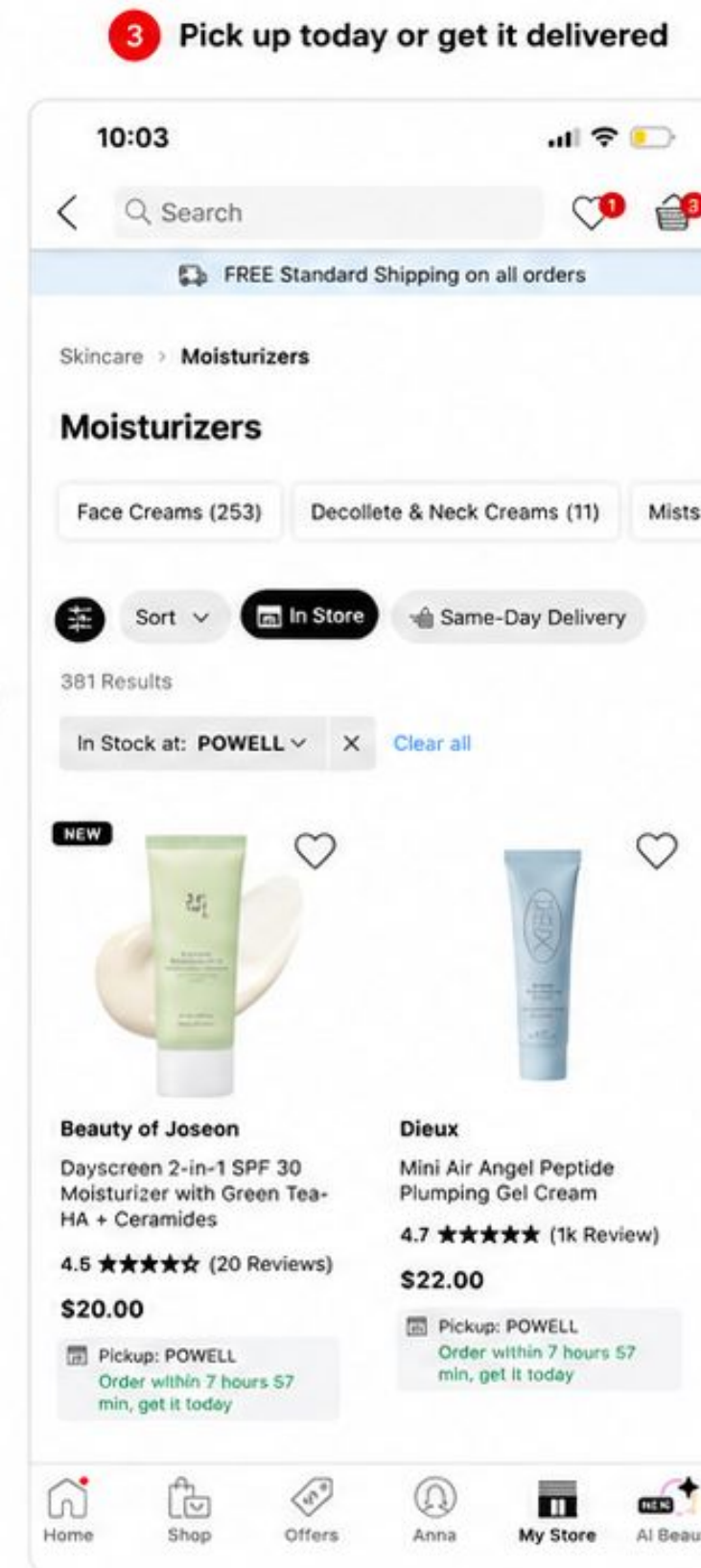
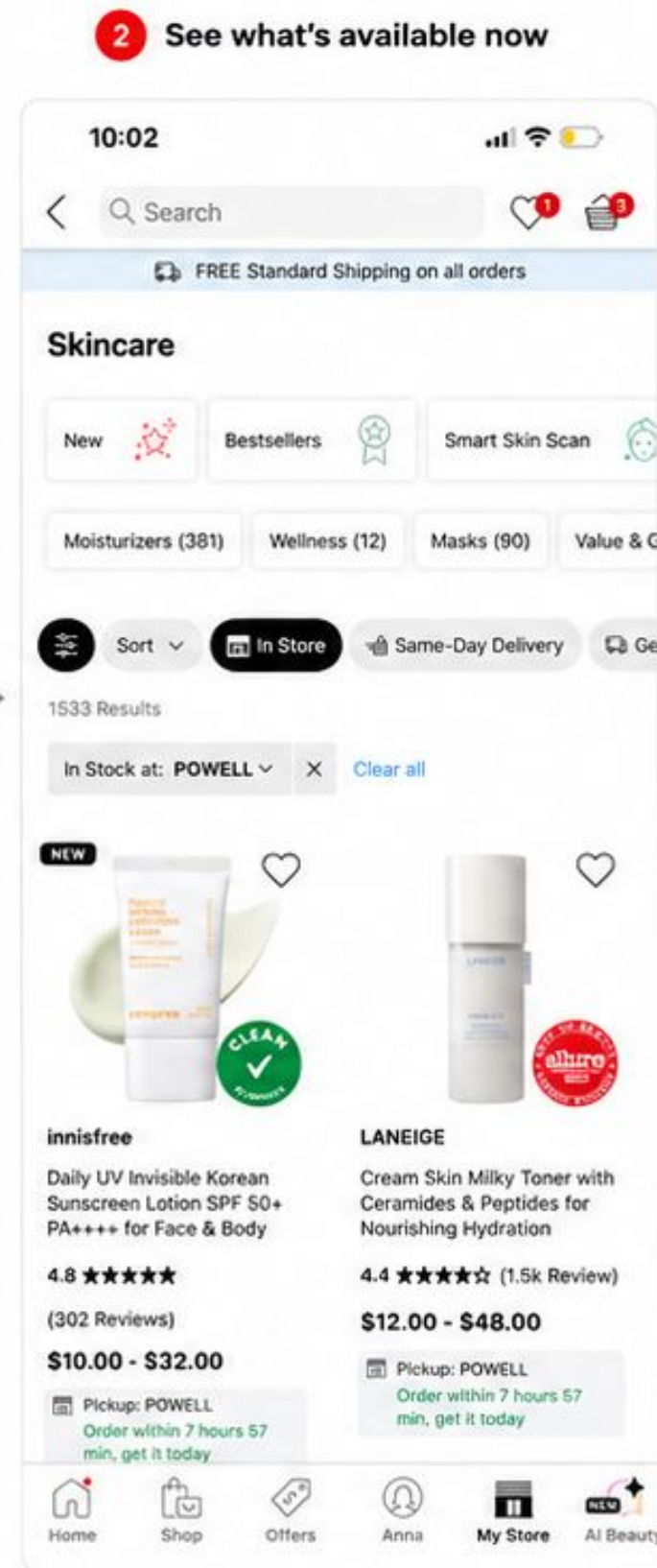
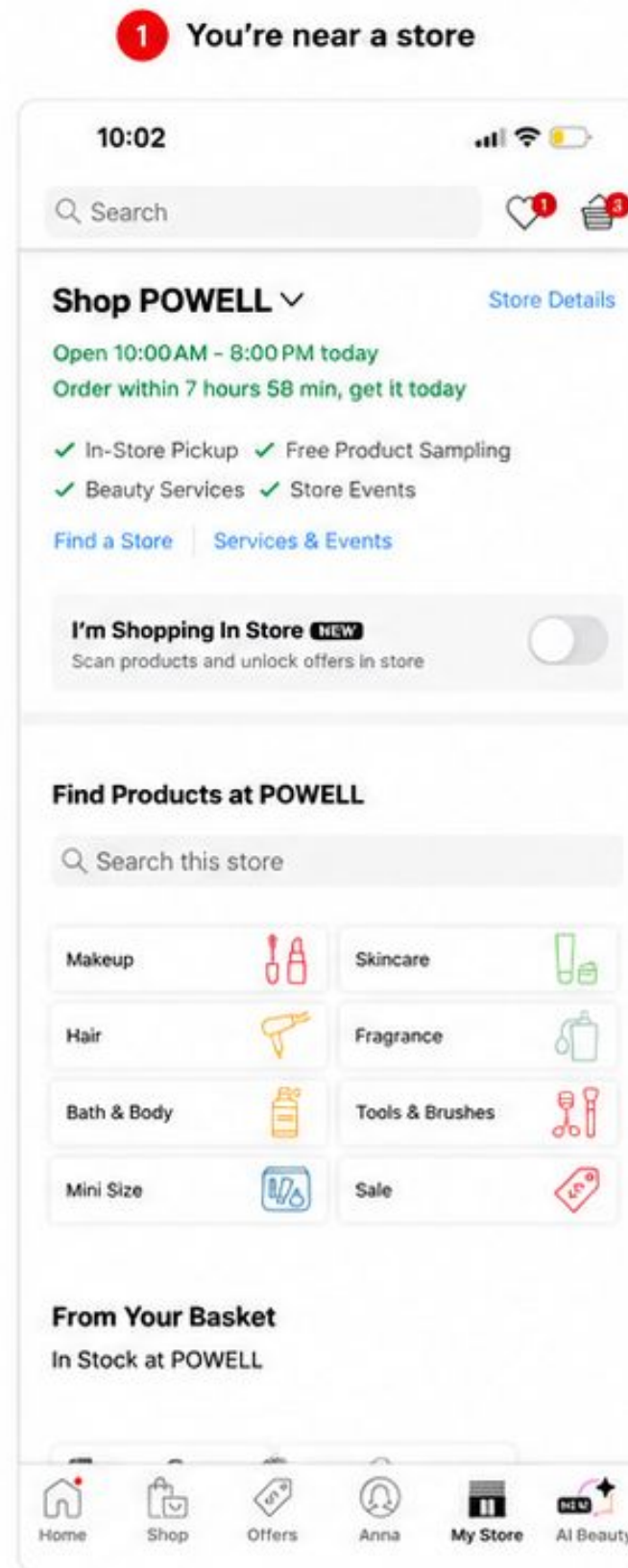
### Convenient & flexible

Choose how you want to shop—pick up today or get it delivered.



### Online meets in-store

Seamlessly connects digital discovery with local availability and services.



Bringing digital and physical together.

Right products. Right store. Right time.

EXAMPLE 06 / 06

# Our intent.

## Empower teams. Strengthen partnerships.

We build internal-facing tools that give Sephora teams the insights they need to make smarter decisions and give our brand partners the transparency they value—driving collaboration, efficiency, and long-term growth.



### Empower with actionable insights

Equip teams with centralized data and analytics to drive performance and make informed decisions.



### Strengthen brand partnerships

Increase transparency and consistency in how we share data—building trust and unlocking greater investment.



### Drive operational efficiency

Reduce manual work and streamline reporting so teams can focus on strategy, not spreadsheets.



### Built for our teams. Better for our partners.

Internal tools that enable transparency, efficiency, and long-term partnership success.

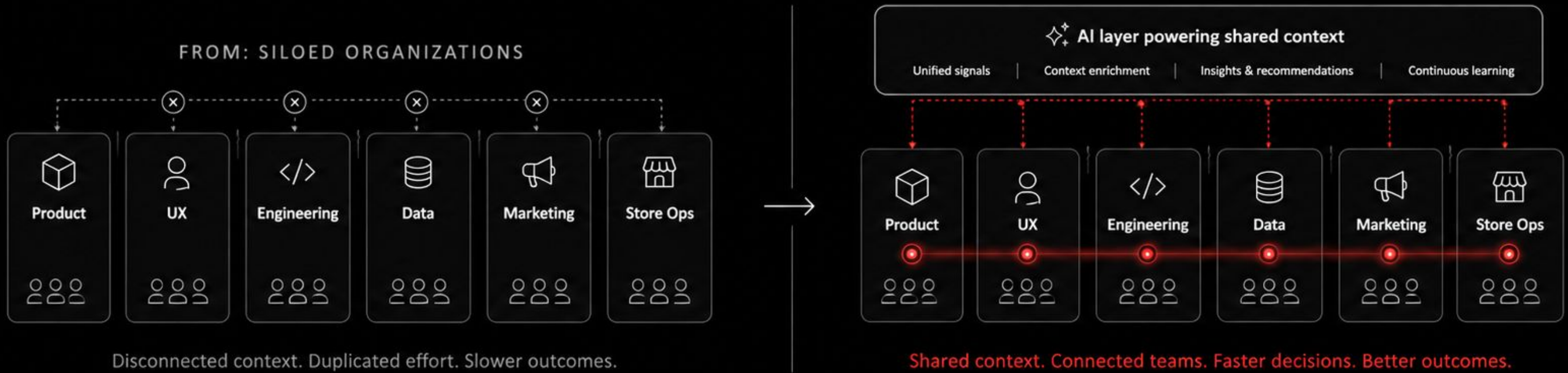


### Internal-facing. Built for impact.

Our tools are designed for Sephora teams to work faster, share smarter, and deliver more value to our brand partners.

# The org structure isn't changing. How we work is.

We're using AI to support shared context, connect signals across teams, and break down silos—so we can move faster, make better decisions, and deliver continuity at scale.



Same teams. New way of working. One system.

# In a world of exploding complexity, our job isn't to reduce it. It's to make it feel invisible.



We design around intent, orchestrate across touchpoints, and empower our teams with AI—so our customers feel one seamless experience, every time.

THANK YOU



## CUSTOMER-CENTRIC

We design around intent, not channels—delivering seamless, relevant experiences.



## SYSTEMS-DRIVEN

We orchestrate across touchpoints through shared context and real-time intelligence.



## AI-AMPLIFIED

AI augments our teams—surfacing insights, automating decisions, and unlocking scale.



## TEAM-ALIGNED

Same teams. New way of working. One system, one purpose.



## OUTCOME-FOCUSED

We measure what matters and align on outcomes that drive growth and long-term value.

