CASE STUDY · FEDEX.COM · 2023–2025

One dashboard for 85 million shippers.

FedEx's logged-in homepage treated every customer identically. I led the design of the Control Center — the personalised dashboard that replaced it — from proof of concept to 85% of US users.

ROLE	TIMELINE	TEAM	CONTEXT
UX Lead	Jan 2023 — 2025	1 designer, 1 illustrator	Via Wipro Digital, embedded with FedEx IDUX

SCAN 01 · MANIFEST

Where it landed.

91.5
UX-Lite score (n=200), FY25 Q1

84%
of exposed users returned within two months

5.5s → 2.4s
page load, against a sub-3s target

~90%
of clicks land on the three tiles we prioritised

Two numbers missed their target — they get their own section. All metrics from internal FedEx research and analytics programmes, presented as recreated aggregate findings. No internal artefacts are reproduced.

SCAN 02 · THE PRODUCT

The logged-in front door of fedex.com.

Control Center is what every FedEx customer sees after signing in — the single place to track shipments, schedule pickups, pay bills and manage an account.

It is not a marketing page and it is not an app. It is the surface that decides whether a shipper can answer "where is my package?" in one glance or in five clicks.

85M+
unique users every month

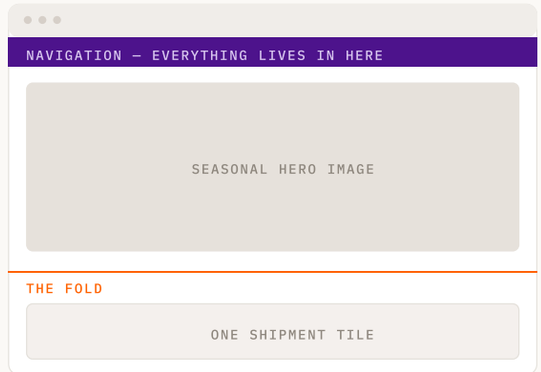
Fewer than 1% saw anything personalised.

SCAN 03 · THE PITFALLS

The fold was spent on a photograph.

When a FedEx customer logged in they landed on a page that did not know them. An AEM content page: a seasonal hero image, one shipment tile, and everything else buried in navigation dropdowns.

- **The hero consumed the entire fold**
  Pushing the number-one user task — tracking — below it.
- **Contrast failed as imagery rotated**
  Marketing swapped the photograph seasonally; WCAG did not survive every swap.
- **5.5 seconds to load**
  Against a sub-three-second target.
- **Research kept returning one word**
  “Overwhelming.” It appeared in verbatims across every round.



Recreated schematic — not a reproduction of fedex.com

SCAN 04 · THE REQUIREMENT

A proof of concept had already earned the budget.

In November 2022, before I joined, a POC went to 3% of whitelisted FedEx IDs. Task-oriented tiles brought those users back 2.5 additional times. That number unlocked the investment. I was onboarded in January 2023 to take a validated concept to full capability — every tile, every state, every breakpoint.

INHERITED

A validated concept, a persona set, and a three-column layout that broke every time a tile was added.

OWNED

End-to-end dashboard design, 14 tracked full-page versions, and the approvals pipeline.

ACCOUNTABLE FOR

Making it real at full scope — desktop, tablet and mobile — inside AEM and the 1DX design system.

SCAN 05 · THE USERS

Two people who needed different rooms.

Not rearranged furniture — different rooms. The dashboard renders by account state.

MICHAEL

Account holder · SMB on a shared FedEx account

- Billing always visible
- Exceptions surfaced, not hunted
- Admin one click away
- Rates, pickups and reporting

MARY

Non-account recipient

- Tracks, occasionally redirects
- Will not create an account for the privilege
- No billing, no rates, no admin
- One task, done fast

KEY DECISION

The Billing tile mirrors the exact figures in the Billing Online application — balance, past due, disputes.

Dashboards die when users stop trusting their numbers. A summary that disagrees with the system of record is worse than no summary at all.

SCAN 06 · TECHNICAL REALITY

Nothing shipped on my say-so.

The dashboard was built in AEM against the 1DX design system — components only, no snowflakes. Every design then passed five sequential gates, and I owned shepherding it through all of them.

01
1DX
Design-system compliance. Components only, no snowflakes.

02
WCAG
FedEx accessibility team — contrast, touch targets, keyboard navigation.

03
CONTENT
UX writing review of every string, on every state.

04
BRAND
Colour, type and voice compliance.

05
LEGAL
One question: are we promising anything we do not deliver?

It changed how I design. You learn to pre-clear decisions with gatekeepers before the review, not after the rejection.

SCAN 07 · LENS 01 · BUSINESS

A dashboard is a scarcity system.

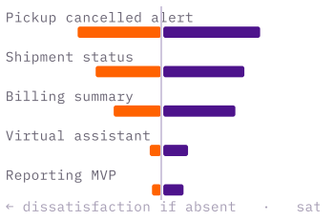
One screen, dozens of candidate features. Every addition taxes every user who does not need it. Three instruments decided admission.

FEATURE DESIRABILITY

CONTENT COMPASS

PERSONALISATION DOCTRINE

16 features scored on satisfaction-if-present against dissatisfaction-if-absent.



Recreated from internal research. Deferred over stakeholder enthusiasm — data as tiebreaker.

Six content types. Weighted to two.

- Navigational
- Informational
- ✓ Transactional
- ✓ Insightful
- Promotional
- Educational

Promotional content never needed a debate. It was outside the compass.

Personalisation ~90%

FedEx proactively adapts to the user.

Customisation ~10%

The user adapts the surface themselves.

Permissions

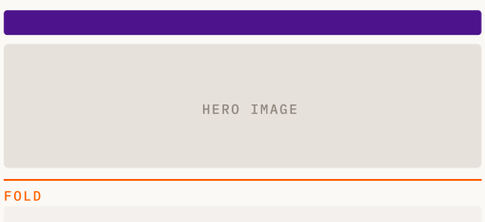
Admins decide what some users never see — ship-only users never see rates.

SCAN 08 · LENS 02 · USABILITY

Kill the hero image.

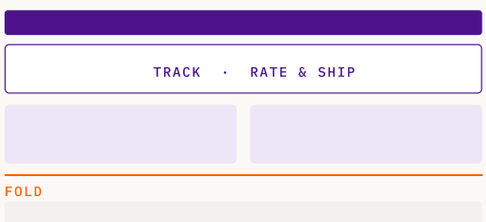
The hero carried brand warmth — and consumed the fold, failed contrast as imagery rotated, and pushed the number-one task below it. Analytics were unambiguous: tracking dominates logged-in intent, later measured at roughly two-thirds of all clicks.

BEFORE



Brand photography owns the fold. Tracking sits below it.

AFTER



A compact tracking-first header. Three tiles clear the fold.

KEY DECISION

Replace the hero with a compact tracking-first header holding Track and Rate & Ship.

Trade-off — Brand presence, exchanged for task efficiency.

Brand moved out of a photograph and into the system — colour, type, components. You do not decorate a tool people open to answer “where is my package?”

A dashboard of live tiles fails in pieces.

So every tile got a designed failure — five copy variations per failure family, each approved through the content gate.

BEFORE

We can not load this data right now. Please try again later.

REFRESH

AFTER

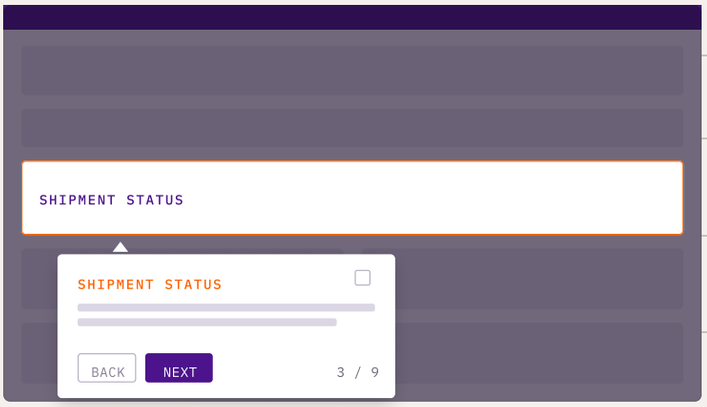
Your shipping information isn’t loading right now. You can view all of your shipments or refresh this content.

REFRESH VIEW ALL SHIPMENTS

Refresh retries the tile. The second action routes around the failure.

Nobody asked for a tour. Everybody needed one.

We replaced a page people had used for years with a surface that reorganised everything they knew about it. The research verbatim that kept coming back was the same one from the start — overwhelming. A dashboard that has to be discovered is a dashboard that gets abandoned, so I designed the discovery.



SCRIM
Everything but the anchor drops back.

ANCHOR
The live tile, lifted above the scrim — not a picture of it.

POPOVER
401px, fixed width. The tail points at what it explains.

ACTION BAR
Back, Next, a step counter, and Close on every step.

Recreated schematic — not a reproduction of the production interface.

Nine steps, one sentence each.

Every step follows the same shape — the tile's name, then what it does for you. Predictability is what makes a nine-step tour survivable.

01	Welcome	A modal, not a coach mark. Sets the frame before anything is pointed at.
02	Welcome tile	Profile, nearest FedEx location, account access and discount sign-up.
03	Quick Links / Delivery Manager	Top tasks on fedex.com, plus the delivery tools.
04	Shipment status	Visibility of every incoming and outgoing shipment.
05	Pickup status	View pickups and schedule new ones in one place.
06	Billing	Account snapshot, current balance, and pay bills.
07	Rewards	The shipping rewards programme.
08	Sustainability	Carbon footprint insights.
09	ShopRunner	Partner benefits — shown only where the entitlement exists.

ANCHORED, NOT A CAROUSEL

A full-screen carousel teaches a product in the abstract and leaves the user to map an illustration back onto a layout. A popover tied to the thing it describes teaches it in place.

ESCAPABLE AT EVERY STEP

Close on every popover, and a secondary action beside every Next. A tour you cannot leave is a modal wearing a costume.

IT RENDERS BY ACCOUNT STATE

The same doctrine as the dashboard. An account holder gets the Billing and Rewards steps; a non-account user is never shown a step for a tile they do not have. Two tour configurations, one component set.

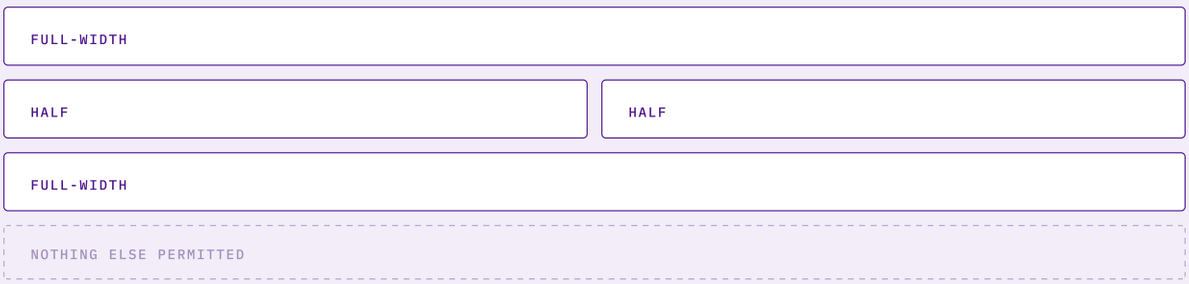
What I don't have is a completion rate.

The tour shipped without instrumentation on step-through or skip rate, so I can argue the reasoning but not the result. It is the same lesson as the Sustainability tile, learned twice: instrument before you design, not after you launch.

SCAN 10 · LENS 03 · VISUAL DESIGN

Redesign the grid before the UI.

The proof of concept used a three-column layout that broke whenever a tile was added — inconsistent sizes, orphaned white space, and constant friction in the AEM and 1DX build environment.



Two tile sizes. Tier placement by usage priority.

KEY DECISION

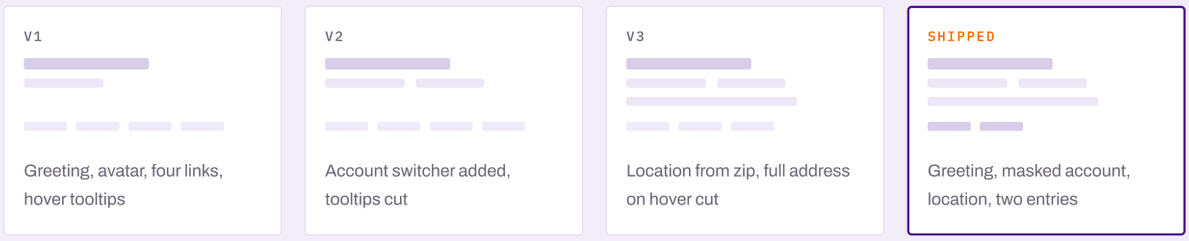
A two-column grid with exactly two tile sizes — full-width and half-width.

Trade-off — Layout freedom, exchanged for scannability, development speed and durability.

Production data closed the loop: the exact modules placed in Tier 1 capture roughly 90% of all interactions.

The most-iterated component in the project.

The Welcome tile resolves per user: greeting, masked account number with switching, nearest physical FedEx location from a zip code, and profile and admin entry points. Sixty-plus tracked variants across desktop, tablet and mobile, over three specification rounds.



"The tile's core value — FedEx knows who and where you are — survived every cut. That's how I knew the cuts were right."

SCAN 11 · VALIDATION

Testing comprehension, not preference.

A four-stage programme — Qualtrics V1 → V2 → CHEX benchmark → V3 — with 200 participants: 150 FedEx customers and 50 non-customers. I shaped what we tested. Not “do you like it”, but “do you understand it, and will you come back”.

COMPREHENSION

Nearly all users correctly read late packages from the Shipment Status tile alone.

n = 200

EXPECTATION

Asked where to change an address, 138 of ~200 said “View my profile.” We put the pathway where users already believed it lived.

138 / ~200

RETURN INTENT

123 of 150 customers said they were very likely to return.

123 / 150

> **“A nice little all-in-one spot if you are shipping a lot of packages.”**

> **“A little overwhelming, but generally, quite good.”**
>
> This one drove another density-reduction pass.

SCAN 12 · DELIVERED

What the data said after launch.

91.5

UX-Lite score

n = 200, FY25 Q1

4.72 / 5

Usefulness

Post-task rating

4.6 / 5

Ease of use

99% of the internal target

84%

Returned within two months

And came back 2.5 additional times

125%

Of the tile re-engagement KPI

5.36% against a 5.24% goal

85% / 67%

US and global rollout

Page load cut from 5.5s to 2.4s

SCAN 13 · EXCEPTIONS

And the two numbers that didn’t move.

1.93%

against a 3.39% goal

Reach missed its target — 1.93% of fedex.com pageviews. Depth exceeded targets; reach did not. We made the room excellent for the people who entered it. The pathways into the room were owned elsewhere and under-leveraged.

0.0%

107 clicks in a month

The Sustainability tile. A stakeholder priority I designed three states for and carried through all five gates. Users had no recurring task behind it.

> “A tile without a recurring user task isn’t a feature. It’s furniture.”

SCAN 14 · PROOF OF DELIVERY

What I’d do differently.

01 Fight for the front door, not just the room

Arrival is part of the experience. I optimised the destination and treated the pathways into it as someone else’s remit. Reach was the number that proved it.

02 Apply the task test before design effort is spent

Every stakeholder tile must name its recurring user task. Three states and five gates went into a tile that answered no question anyone was asking.

03 Instrument before designing

Production data taught me the most and arrived last. The click distribution that validated the Tier 1 grid could have shaped it instead.

DELIVERED

FedEx Control Center · 2023–2025

ROLE

Ashhar Shams — UX Lead, via Wipro Digital, embedded with FedEx’s IDUX team.

All metrics from internal FedEx research and analytics programmes (Qualtrics, CHEX, production analytics), presented as recreated aggregate findings. No internal artefacts are reproduced. Brand is referenced through colour only.