How insights from the e-commerce giant Zalando are pushing DNB’s Digital Sales and Service team further

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Personal Market
### Zalando Statistics

<table>
<thead>
<tr>
<th>Category</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Active customers</td>
<td>&gt; 27 million</td>
</tr>
<tr>
<td>Visits per month</td>
<td>&gt; 300 million</td>
</tr>
<tr>
<td>Employees</td>
<td>&gt; 14,000</td>
</tr>
<tr>
<td>Brands</td>
<td>&gt; 2000</td>
</tr>
<tr>
<td>Countries</td>
<td>17</td>
</tr>
<tr>
<td>EUR in 2018</td>
<td>&gt; 5.4 bn</td>
</tr>
</tbody>
</table>
What do the companies of yesterday need in order to stay relevant in the world of today?

1. If you are staying still in today’s digital world, you are actually moving backwards; others will be moving ahead, leaving you behind.

2. Launch, run, learn, iterate; fail fast, learn faster

3. WOW
   Change is constant, start your agile journey today
• Main KPI’s in Display campaigns:

<table>
<thead>
<tr>
<th>Revenue</th>
<th>Cost</th>
<th>CSR %</th>
<th>NC %</th>
<th>CAC</th>
<th>CPO</th>
<th>AOV</th>
<th>Visits</th>
<th>CPV</th>
<th>CR %</th>
</tr>
</thead>
<tbody>
<tr>
<td>x</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>x</td>
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</tbody>
</table>

Different levers for campaign optimization:

- Formats
- Placements
- Creatives
- Targeting (eg. Sociodemographic, time etc.)
- Delivery / Frequency cap (max 5 impressions per week / one user)
Digital Sales and Service’s Agile journey

DSS creates an operating model that supports the agile manifesto

Let’s do things differently!

Let’s go agile!

Agile and Digital sales and service’s agile teams with the help of agile coaches.

The team experimented and learned to better understand their own work process, and committed to work together with stakeholders.

Sprints were started, stand-ups conducted and retrospectives embraced.

Together the team decided on three major priorities to start by. All decisions are based on collaboration, and first anything we do.

After a few months of sprints, bottle necks were identified in a retrospective session.

The character of DSS’ tasks and external dependencies made it difficult to keep doing Scrum.

Time boxed sprints didn’t fit the teams as expected. DSS needed to adjust and find a new agile method to work by.

The team chose Kanban methodology as this seemed like a better fit for their reality, but they unfortunately lost speed during the winter months since the methodology wasn’t put into practice immediately.

The team chose Kanban, and learned about the new method in an intro session with FeatureBan.

After a few months everybody missed the structure and was motivated to start working agile once again.

The team took time to reflect upon their learnings, revisited their purpose and agreed on key principles to live by in a Kanban kickoff.

Team Kickoff to make sure everyone work together towards common goals and principles.

Team Kickoff 2019
The Future of Work?

What is Hive?

Hive Helsinki is a new kind of coding school that prepares you to launch your future-proof career through collaborative, project-based learning. No previous coding experience is required. Tuition is free!

Coding is a high demand skill with endless possibilities. Our 9-month higher-education level program is designed to unlock your potential, whether you aspire to work in top tech companies, solve big problems in the world or create your own products and services.

More about Hive

How does it work?

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- Peer-to-peer learning
- Project-based learning
- 24/7 campus in Helsinki
- No tuition fees!
- No experience or degrees required
- 3 years full-time study
- Standardized curriculum

More about studies
Thank you. Questions?