

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

DNB

Julia Paulsen  
Head of Digital Sales and Service  
Personal Market

**> 27 million**

Active customers

**> 300 million**

Visits per month

**> 5.4 bn**

EUR in 2018



**> 14,000**

Employees

**17**

Countries

**> 2000**

Brands

# What do the companies of yesterday need in order to stay relevant in the world of today?

1



**What you cannot measure  
doesn't exist**

2



**Launch, run, learn, iterate; fail  
fast, learn faster**

3



**WOW**  
**Change is constant, start your  
agile journey today**

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

A dense, repeating pattern of various fashion items in a light orange color on a white background. The items include shoes, boots, trousers, skirts, and accessories, all rendered in a simple, stylized line-art style.

**DATA**

FILTERS (1) | Date (09/17/2019 - 09/22/2019)



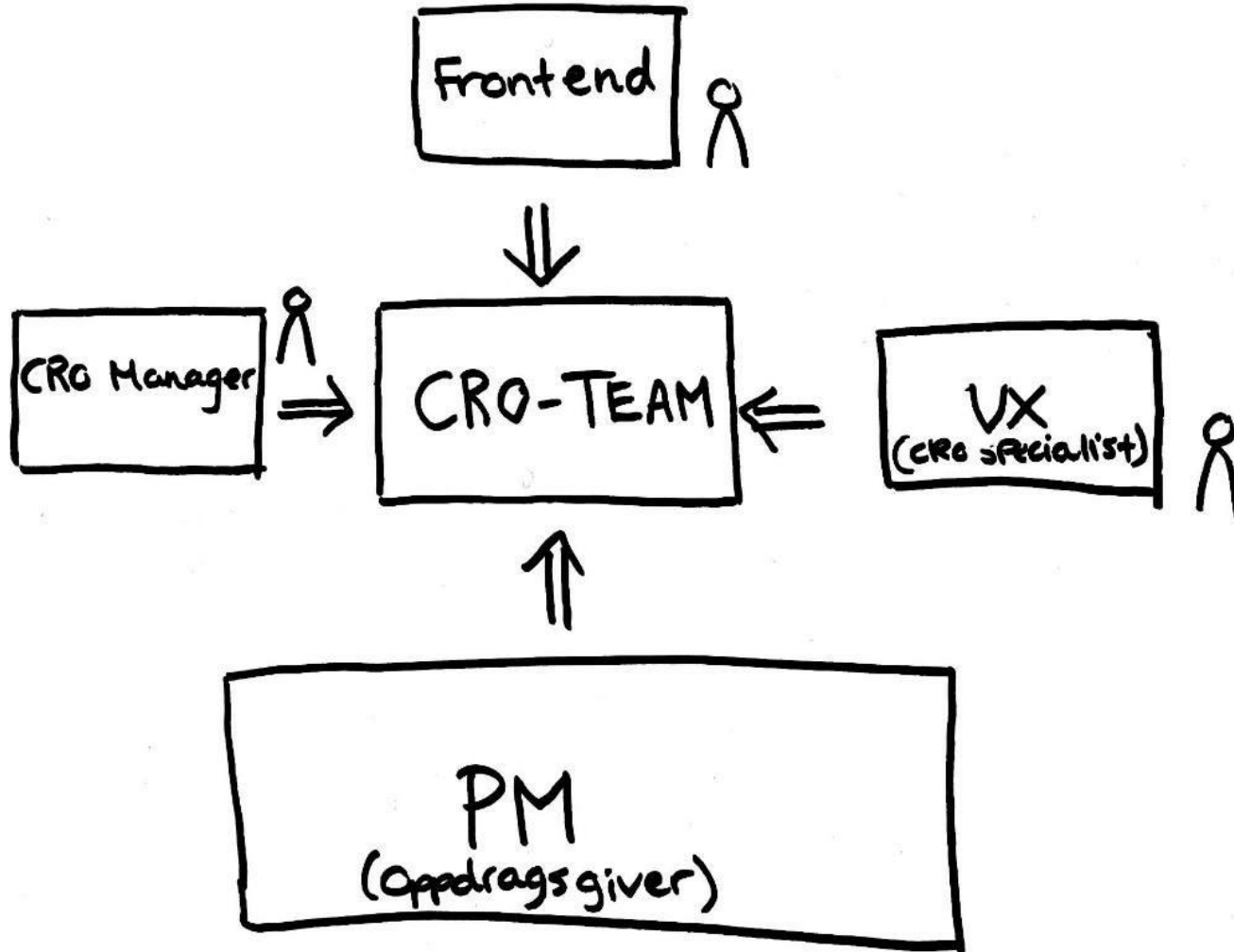
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endrebelopsgrense-mnbp	<a href="https://m.dnb.no/segp/apps/besok/belopsgrenser">https://m.dnb.no/segp/apps/besok/belopsgrenser</a>					
portallogin	<a href="https://m.dnb.no/segbl/appo/login/main">https://m.dnb.no/segbl/appo/login/main</a>					
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aaapnekonto-mnbp	<a href="https://m.dnb.no/segp/apps/besok/accountopen">https://m.dnb.no/segp/apps/besok/accountopen</a>					
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loginblinnettbankkundebankid-pm	<a href="https://www.dnb.no/privat/kundeservice/webform/bli-kunde-bestille-nettbank-bankid.html">https://www.dnb.no/privat/kundeservice/webform/bli-kunde-bestille-nettbank-bankid.html</a>					
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- Main KPI's in Display campaigns:

Revenue	Cost	CSR %	NC %	CAC	CPO	AOV	Visits	CPV	CR %
x	x	x	x	x	x	x	x	x	x

### 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

August 2018 Digital sales kickstarts their agile journey with the help of agile coaches

ScrumMaster, Marte, and the coaches implemented Scrum in practice by establishing a jira board that also included front-end developers in IT Transformation

The team's Way of Work was built on three main tools: OKRs, Scrum and an operating model consisting of stand ups, team meetings and 1:1 meetings with Julia each week.

The whole team was coached in agile practices by DNB's amazing agile coaches.



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

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

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

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

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 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

Sprints were started, stand ups conducted and retrospectives embraced

Together the team decided on three main priorities to live by. All decisions are based on data. Be amazed by collaboration, and Test everything we do

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



Agile Coach introduces Scrum to the team

The team experimented and learned to better understand their own work process, and prioritised the backlog further together with stakeholders



# The Future of Work?

**HIVE** CODE YOUR FUTURE

APPLICATION IS OPEN

**APPLY NOW**

## What is Hive?

Hive Helsinki is a new kind of coding school that preps 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 3-year 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?

- No teachers, classes or workbooks
- 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
- Gamified curriculum

[More about studies](#)

DNB

The chalkboard is densely packed with mathematical derivations and diagrams. On the left, there are diagrams of magnetic fields around a wire and a circular loop, with associated equations for magnetic field strength  $B$  and vector potential  $A$ . The center features a diagram of a particle in a potential well with energy levels and wave functions  $\psi(x)$ . To the right, there are diagrams of a hydrogen atom showing electron orbits and associated quantum numbers  $n, l, m$ . The board also contains various vector calculus identities, such as the divergence theorem and Stokes' theorem, and differential equations for wave functions and potentials. The handwriting is in black chalk on a dark background.



Thank you. Questions?