# Unlocking Lean Efficiency
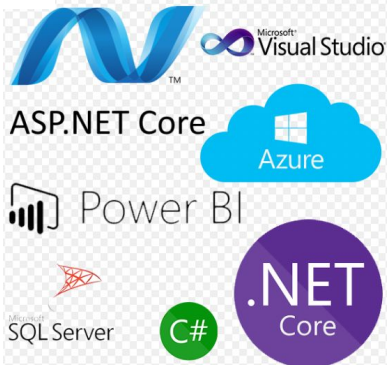
## Turning Knobs Where It Matters

LeadingEng Berlin 2023
**Joyce Chen**, VP of Engineering, Zalando

zalando

zalando

Berlin, Germany

Bellevue, USA

Microsoft

ASP.NET Core

Power BI

.NET Core

SQL Server

Visual Studio

Azure

C#

Douliu, Taiwan

ORACLE

aws

Java

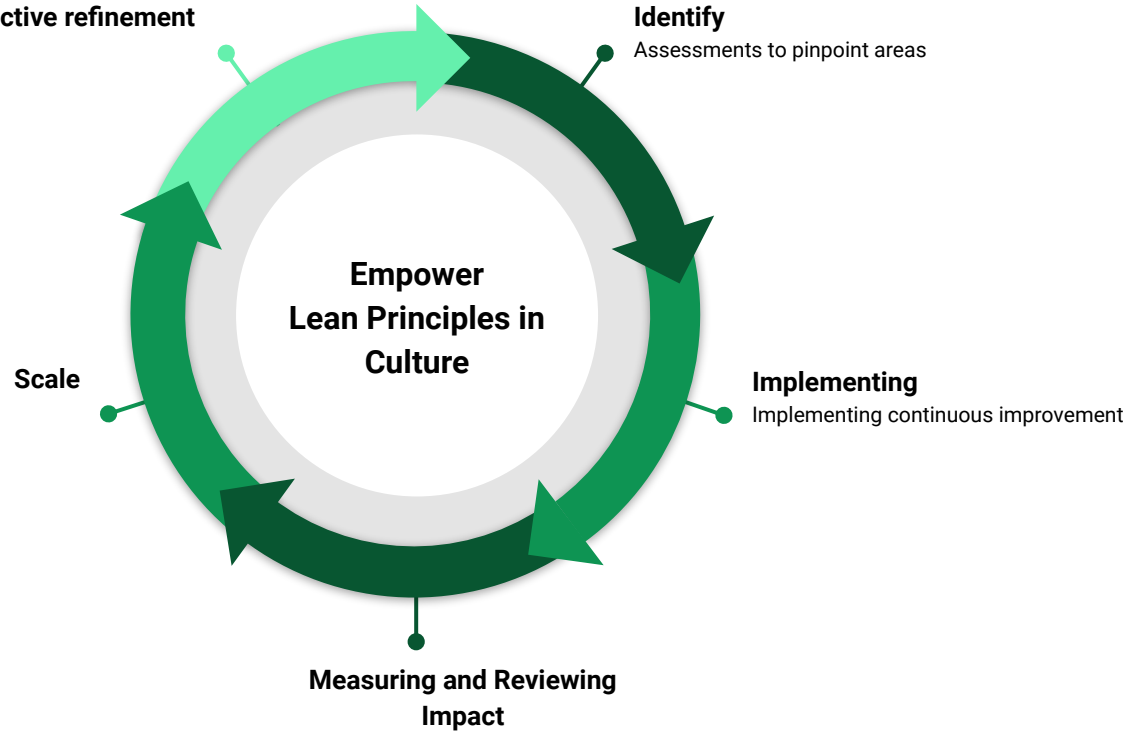NORDSTROM

kafka

# Unveiling Lean Efficiency: Maximizing Impact by Targeting Efforts

- Why Lean Efficiency?
  - Challenging situation
    - Do more with less
    - Investment strategies
    - Cost cutting
    - Customer retentions
- What is Lean Efficiency?
  - **Focus**: more features -> fewer features, higher quality, customer needs
  - Output quantity -> **Value** creation
  - If you build it, they will come -> Build it smartly, meet their needs **precisely**
  - Local efficiency -> **holistic** approach
- Lean Efficiency + Turning the knobs where it matters -> precise improvements

# Efficiency Flywheel: Strategic Iteration for Continuous Improvement



**Feedback loop for interactive refinement**

**Identify**
Assessments to pinpoint areas

**Empower
Lean Principles in
Culture**

**Implementing**
Implementing continuous improvement

**Scale**

**Measuring and Reviewing Impact**

# Lean Efficiency Aspects
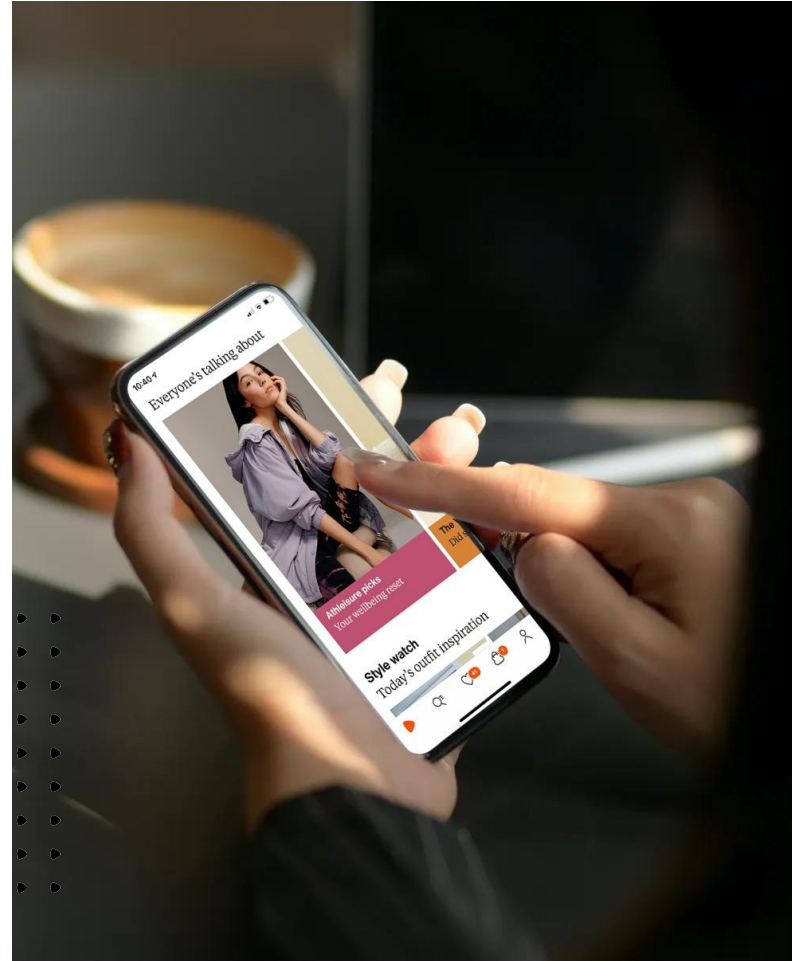
**Engineering Challenges**

**Cost Optimization**

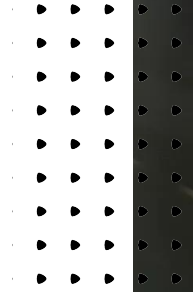**Operational Excellence**

**Market Dynamics**

**Customer-Centric**

**Lean Culture and Leadership**

# Engineering Challenges

- Software Development and Architecture
- Regulatory Compliance
- Environmental Sustainability
- Technological Integration
- Quality Control and Assurance
- Resource Utilization
- Complex project management

**Cost Optimization**

- Software Development Processes
  - Project phases, decision making, exit criteria
- Quality Assurance
  - Automation, CI/CD
- Examples
  - Portfolio management with investment buckets
    - Align with company strategic goals
  - Building capabilities for repeated use cases
  - Clear decision making process
  - Knowledge sharing

**Operational Excellence**

- Ways of Working
- Workflows and operations
- Defect
- Innovation
- Examples
  - Weekly Operational Review Meeting
    - Incidents, SLAs, SLOs
  - Post Mortem Analysis

**Market Dynamics**

- Market Shifts
- Adaptability for swift responses
- Rapid Prototyping and Iteration
- Data-Driven Insights
- Examples
  - Levers
  - Business metrics

# Customer-Centric Approaches

- Customer Journey Mapping
- User-Centered Design
- Iterative Product Development
- Customization and Personalization
- Voice of Customer Analysis
- Agile Customer Support
- Continuous Product Evaluation

# Cultivating Lean Culture and Leadership

- Empowerment and employee involvement
- Clear communication channels
- Recognition of continuous improvement
- Cross functional collaboration
- Promoting a learning culture
- Leadership training

**Conclusion and Key Takeaways**

- Implement Targeted Lean Initiatives
- Foster a Culture of Continuous Improvement
- Leadership Training and Support
- Establish Metrics and Measurement Systems
- Cross-Functional Collaboration
- Empowerment and Recognition (what good looks like)

# Be part of our journey.

# The Starting Point for Fashion.

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