

Embracing complexity

Tools to collaborate on sustainability

Livia Rotenberg & Heike Otten

The Zalando logo graphic consists of a large blue semi-circle at the top, a smaller orange semi-circle to its right, a large orange circle below the blue semi-circle, and a purple rectangular bar at the bottom.

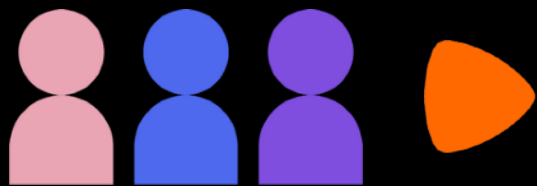
zalando

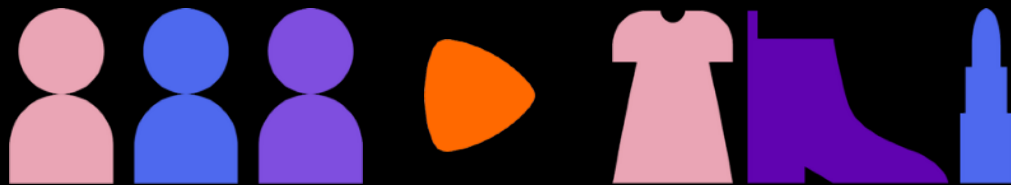
Let's talk
about fashion











environment

society

industry



do.MORE



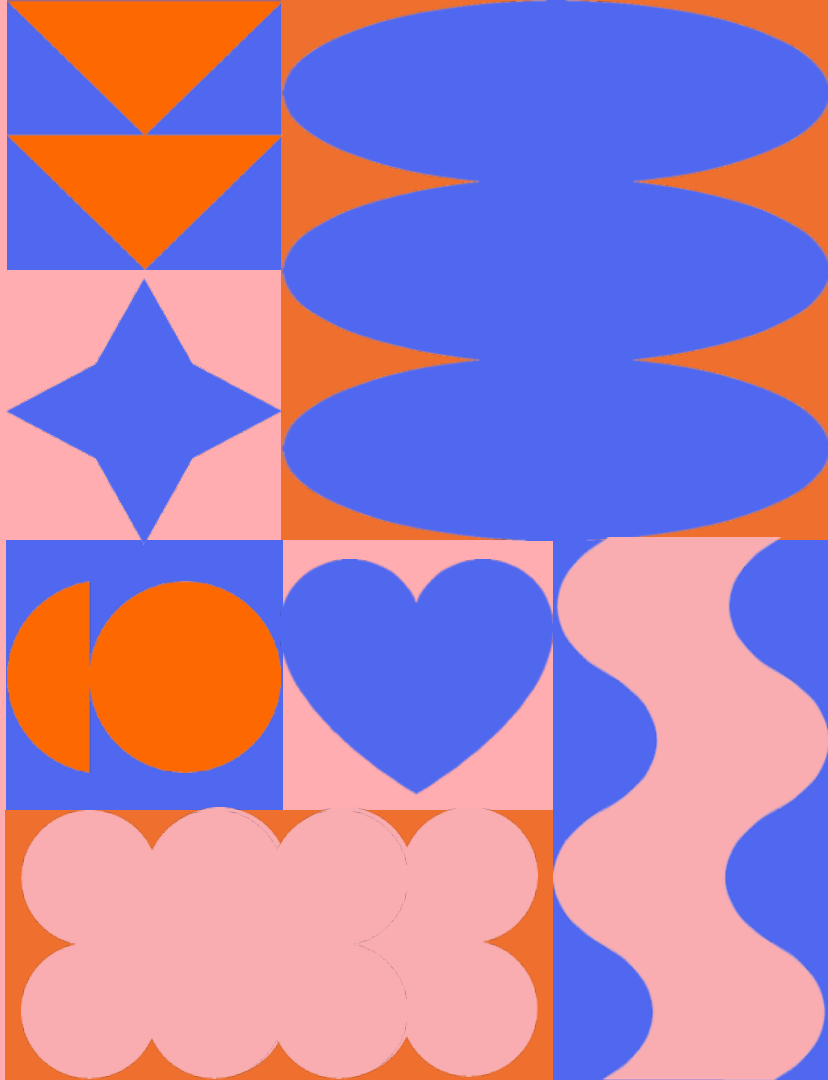
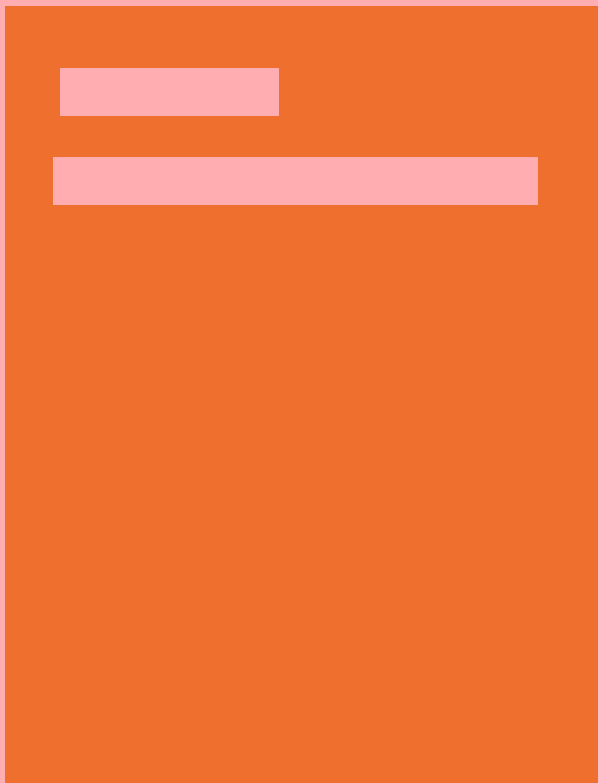
Planet

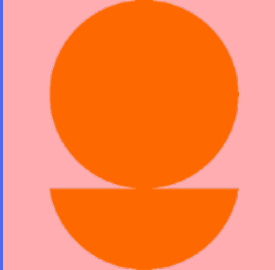
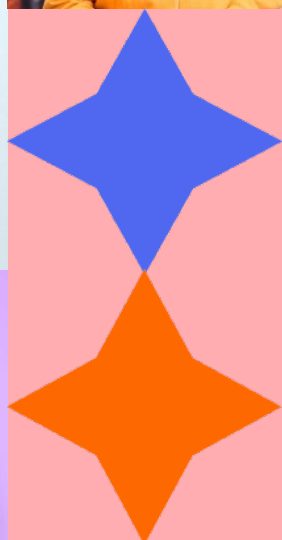
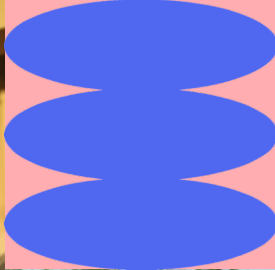


Products

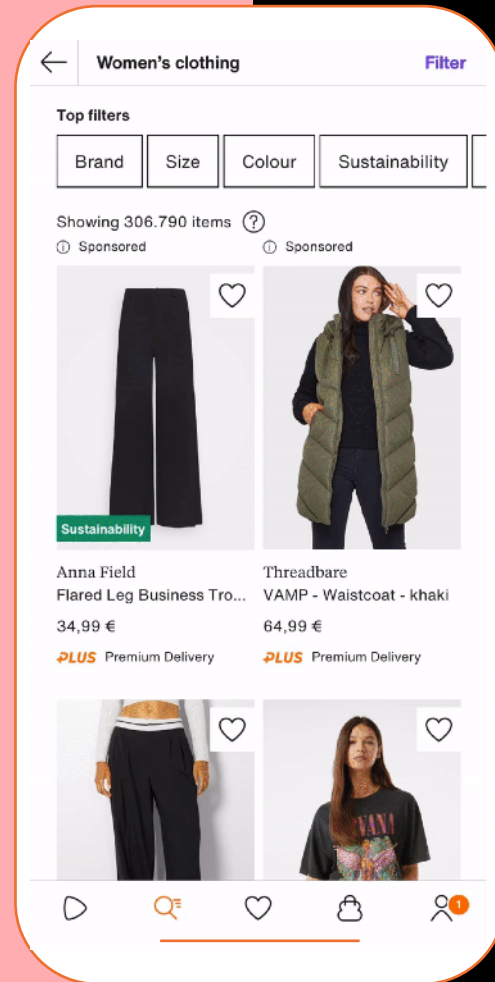


People





Our team: Digital experience for Sustainability



**Displaying
sustainability
information
in Zalando's
fashion store**

Customer knowledge?

Zalando's sustainability standards?

Assortment availability?

Industry standards?

Brands capabilities?

Data processes?

**Displaying
sustainability
information
in Zalando's
fashion store**

Customer knowledge?

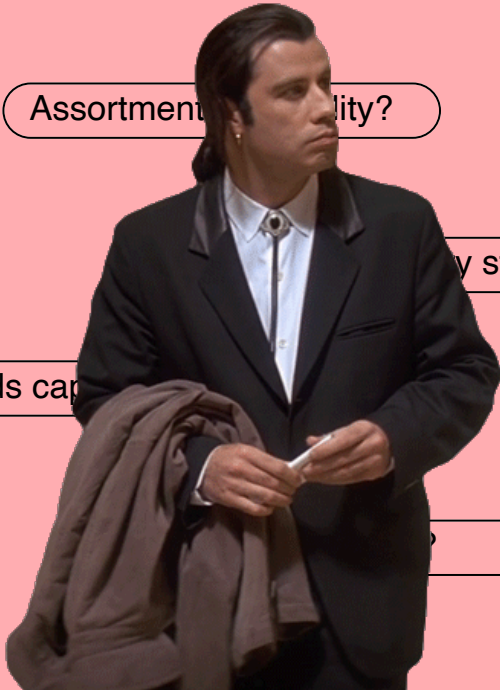
Zalando's sustainability standards?


Assortment quality?

Quality standards?

Brands cap

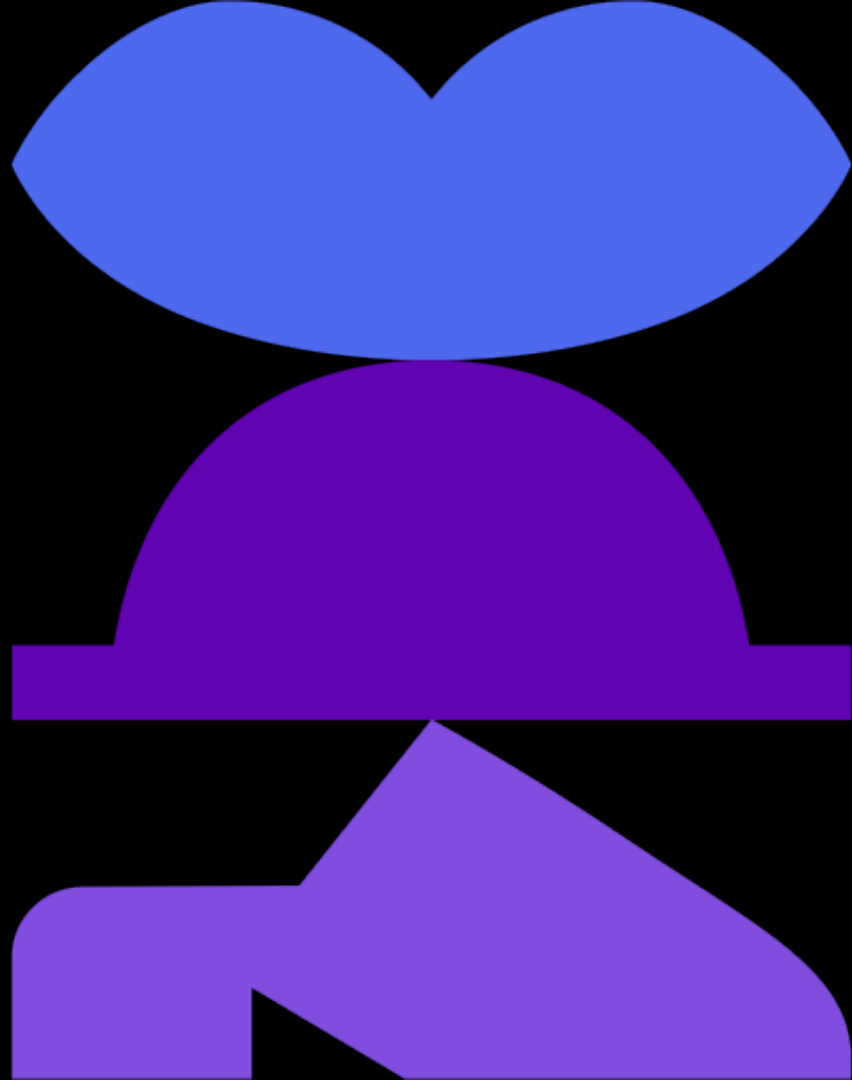
Displaying sustainability information in Zalando's fashion store





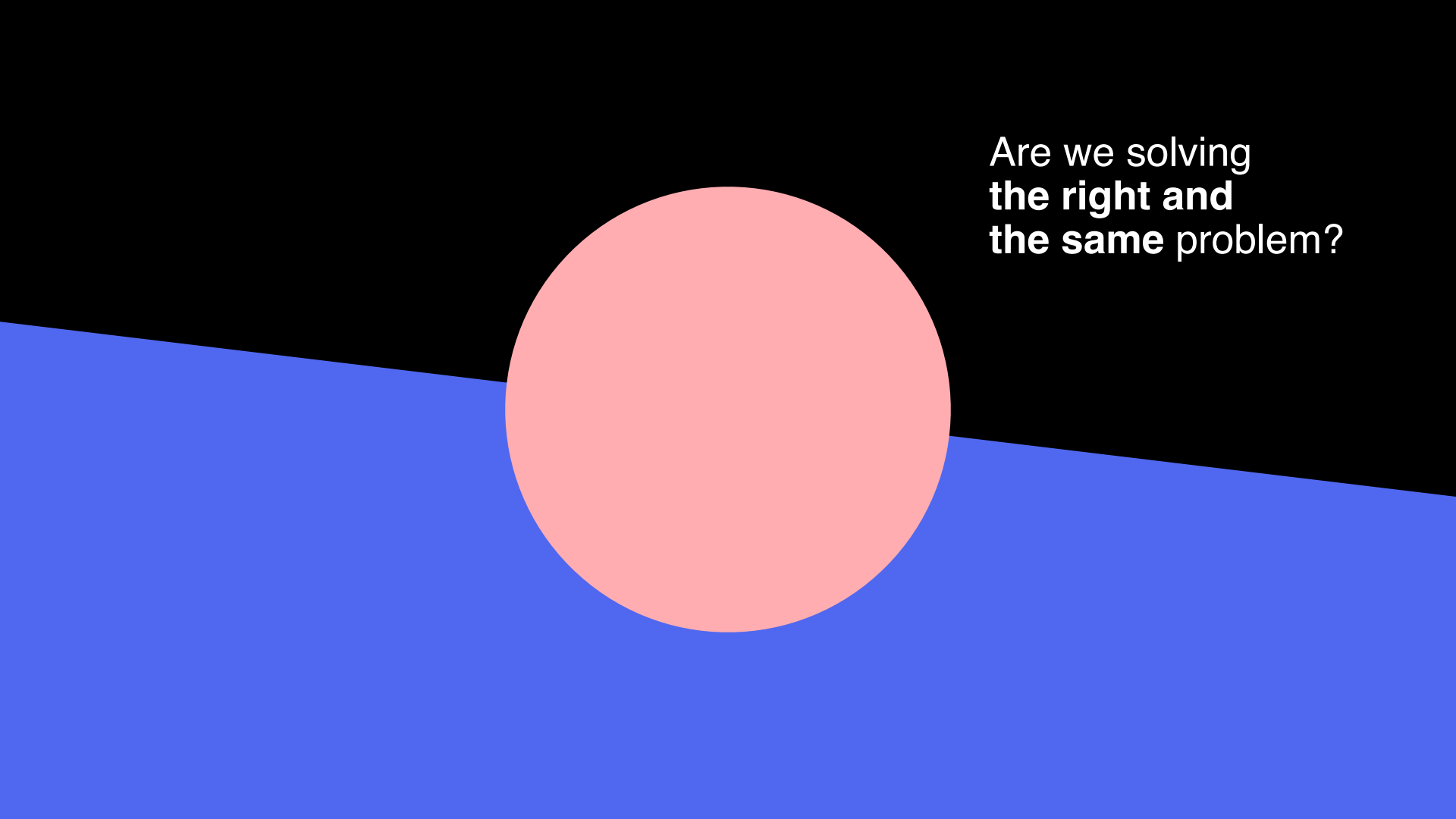
**We need good
collaboration
across teams to
have real impact**

3 things
that worked
for us

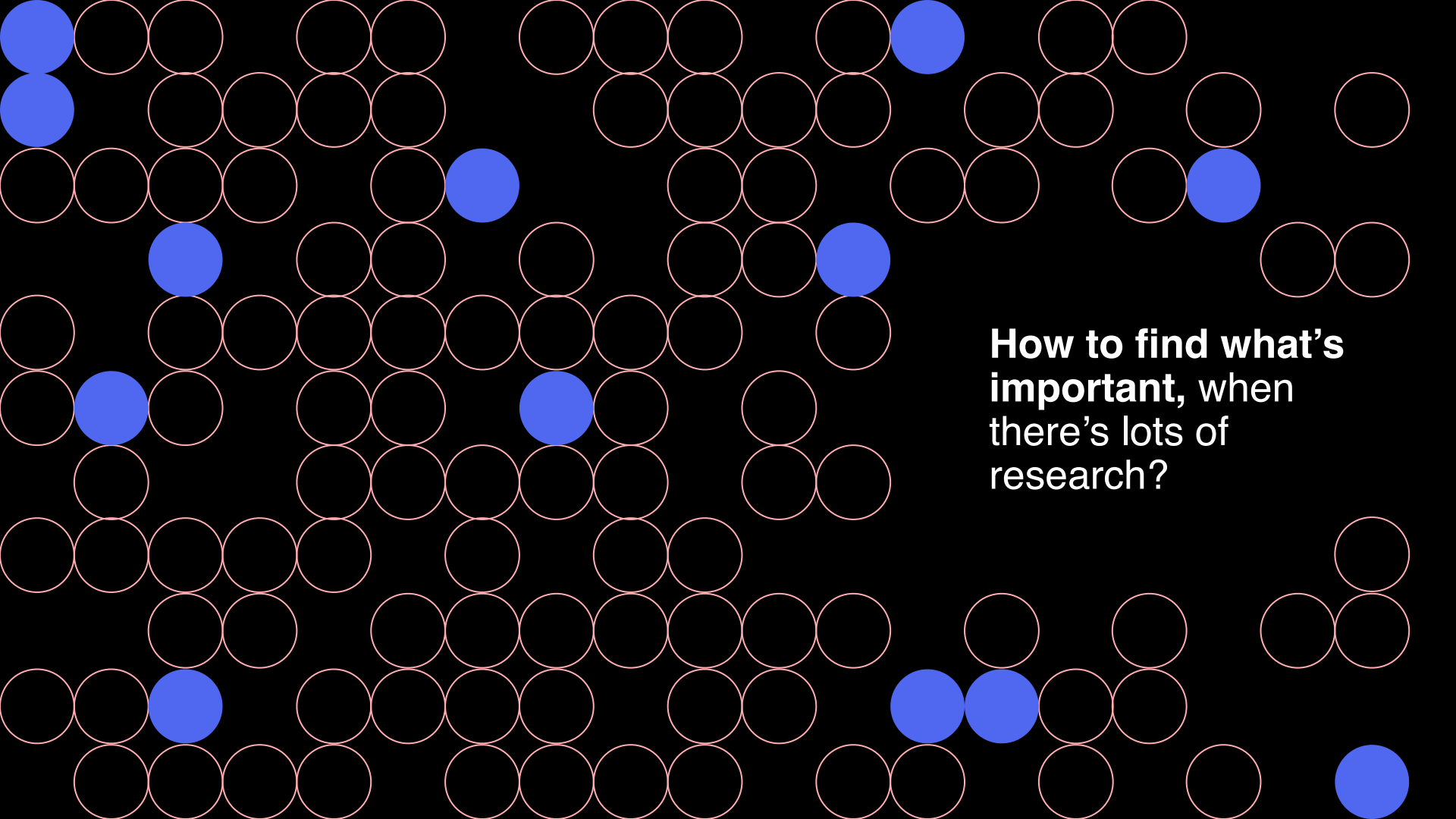


1

What's the problem
we're solving?

A large, solid pink circle is centered in the lower half of the image. The background is split horizontally: the top portion is black, and the bottom portion is a vibrant blue. The pink circle overlaps the boundary between the black and blue areas.

Are we solving
the right and
the same problem?

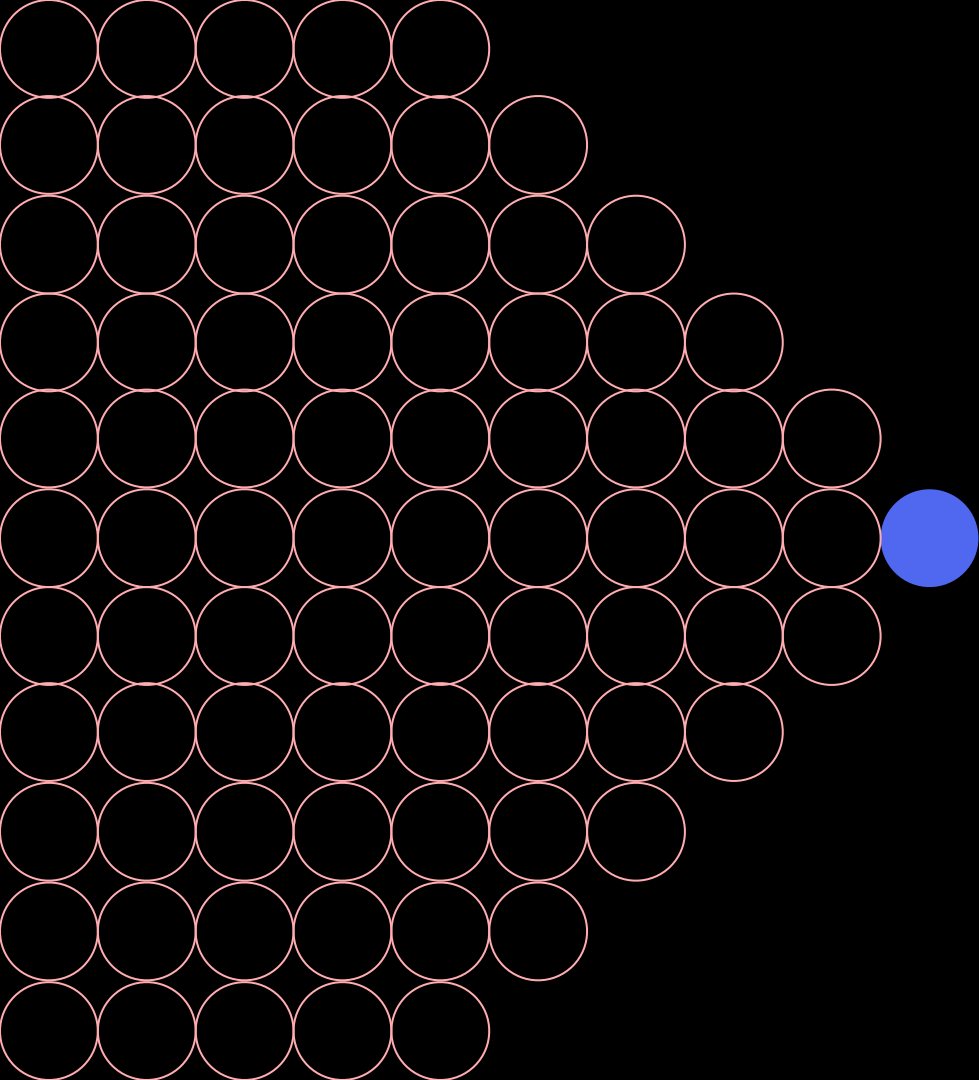


**How to find what's
important, when
there's lots of
research?**

Starting with data by collecting all the insights in a database

Sexy spreadsheet
does the job

	A	B	D	E	F
1		Piece of information	Source [Link to the WHOLE doc]	Steps of Customer Journey: - General Perception	Product lifecycle - Raw material
107		Customers are increasingly becoming activists when it comes to sustainable fashion. Worker rights is a case in point: Thousands of consumers worldwide have participated in the #PayUp campaign, which calls out brands that have not committed to pay for in-production or completed orders during the Covid-19 crisis, which consequently puts millions of vulnerable workers at risk	The State of Fashion 2021: In search of promise in perilous times	Deciding	
108		Controversy does not always lead to retaliation: UK-based Boohoo Group saw its share price dive in July 2020 amid allegations that its factory forced employees to work when sick, on a wage of as little as £3.50. An independent report confirmed the issue. That said, the company's sales still rose nearly 50 percent quarter-on-quarter and its share price recovered fairly quickly	The State of Fashion 2021: In search of promise in perilous times	Deciding	Manufacturing
109		In an August 2020 survey by McKinsey, 66 percent of consumers said they would stop or significantly reduce shopping at a brand if they found it was not treating its employees or suppliers' employees fairly.	The State of Fashion 2021: In search of promise in perilous times	Deciding	Manufacturing
110		More than three in five consumers in a McKinsey (UK and Germany, April 2020) survey said environmental impact is an important factor in making purchasing decisions	The State of Fashion 2021: In search of promise in perilous times	Deciding	
111		While claims around sustainability are more common in the beauty business, consumers are not necessarily willing to pay more for it. (May 2020 survey)Two-thirds of consumers in Germany and the UK consider a brand's actions on sustainability to be an important buying factor, but only one-third of Germans and 16 percent of Britons are trading up their purchases to more sustainable brands, versus 46 percent and 36 percent of Germans and Britons, respectively, trading up for quality.	The State of Fashion 2021: In search of promise in perilous times	Deciding	
112		More than three in five consumers in a McKinsey survey ran in May 2020 said brands' promotion of sustainability was an important factor in their purchasing decisions	The State of Fashion 2021: In search of promise in perilous times	Deciding	
113		Survey April 2020, UK and Germany. Of surveyed consumers, 67 percent consider the use of sustainable materials to be an important purchasing factor	The State of Fashion 2021: In search of promise in perilous times	Deciding	Design & Manufacture: Materials



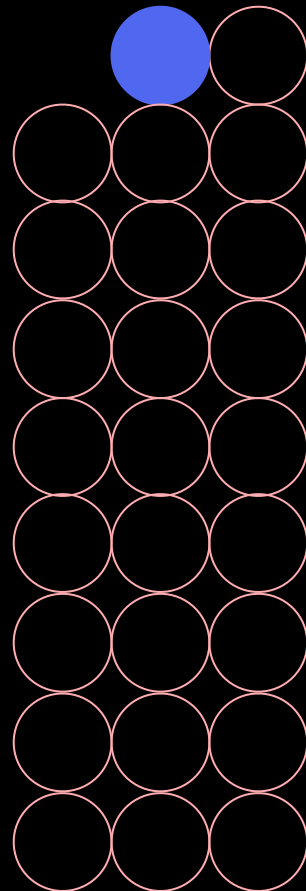
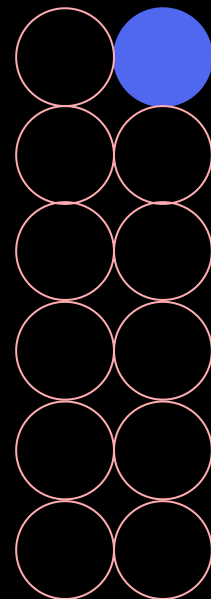
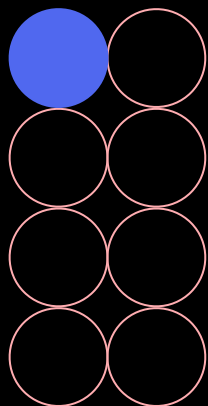
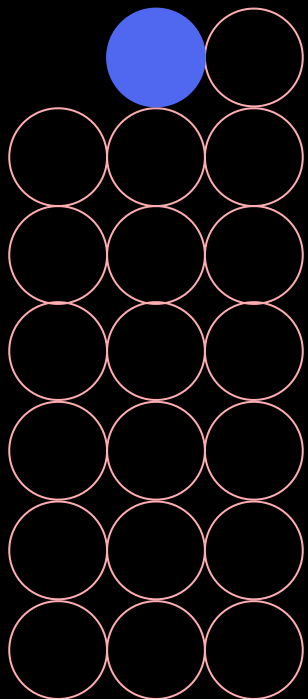
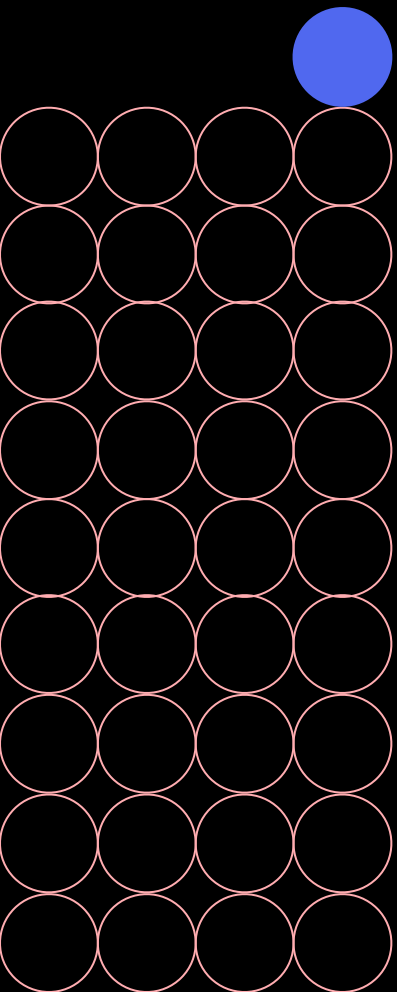
How to create a shared understanding of those insights?

What are JTBD?

“A Job-to-be-done (JTBD) is an objective that someone is trying to achieve in a given context. It’s not about your product, solution or brand, but what people want to accomplish.”

— Jim Kalbach

*Understand how
an item has
been made*





Seelin, User Researcher



Maddi, Content Designer



Arevik, App Engineer



Daniel, Engineer



Nicolas, Product Manager

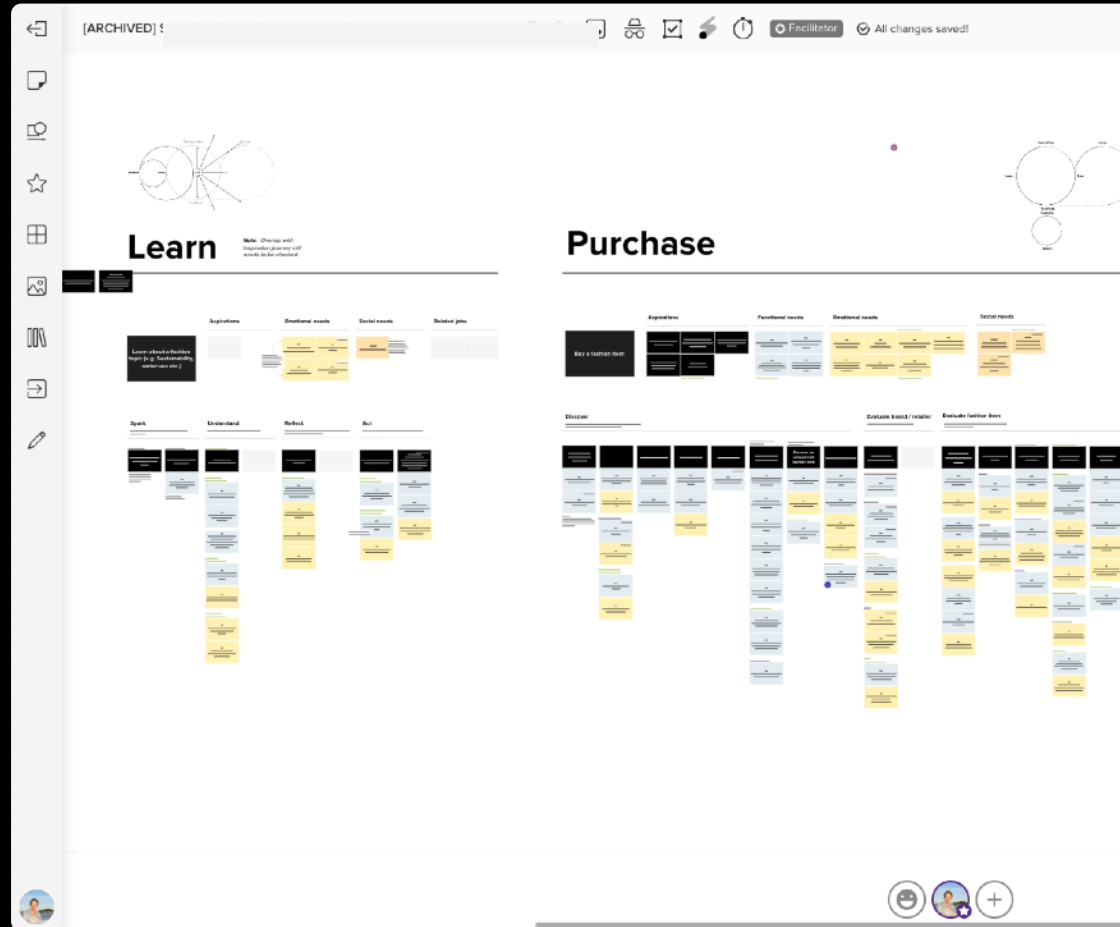


Ben, Head of Design



Harry Styles, Music & Life

Making it accessible
using JTBD to align
on customer problems
and needs



*Understand what
sustainability in
fashion is*

*Feel informed
(enough) to make
conscious choices*

*Feel confident that
I buy from a
responsible source*

Keep it simple
Focus on a few JTBD
as a project mantra

Keep it simple

Focus on a few JTBD as a project mantra

User Research

1. After customers were exposed to the Home Page Take Over Campaign (2021) They were asked what did a "More Sustainable Future" mean to them.

Users expect to see information about sustainability and future and specifically

- (a) how the products are sustainable, (b) how the packaging is sustainable and (c) what Zelando is doing

2. Customers were asked to name things they expect to see when they click 'Learn More' on the homepage take over banner

Some didn't know what to expect. The majority expect to learn more about how the products are sustainable and what Zelando is doing.

3. Customers were asked if they are confident that this site is trustworthy and helping them to buy from a responsible source?

After seeing the Home Page Over Campaign - Trust in Zelando brand is high:

Yes	Maybe	No
21	3	3

4. Customers were asked what they look out for when shopping to help them feel informed about making conscious / more sustainable choices.

Users seek out certifications to feel informed but also some customers focus on the materials used, others are only concerned with the price.

Others

- Looking for packaging and transport
- to more information
- to see appearance and packaging

Materials

- to see the materials used in the product
- to see the materials used in the packaging
- to see the materials used in the product

Brand/company efforts

- to see the brand's efforts in sustainability
- to see the brand's efforts in sustainability
- to see the brand's efforts in sustainability

Environment

- to see the brand's efforts in sustainability
- to see the brand's efforts in sustainability
- to see the brand's efforts in sustainability

Packaging

- to see the brand's efforts in sustainability
- to see the brand's efforts in sustainability
- to see the brand's efforts in sustainability

What Zelando is doing

- to see the brand's efforts in sustainability
- to see the brand's efforts in sustainability
- to see the brand's efforts in sustainability

Products & Materials/Ingredients

- to see the brand's efforts in sustainability
- to see the brand's efforts in sustainability
- to see the brand's efforts in sustainability

Other/general info

- to see the brand's efforts in sustainability
- to see the brand's efforts in sustainability
- to see the brand's efforts in sustainability

What Zelando is doing

- to see the brand's efforts in sustainability
- to see the brand's efforts in sustainability
- to see the brand's efforts in sustainability

Keep it simple
Focus on a few JTBD
as a project mantra

←
↻
📄
🔍
✅
👤
🕒

Earth Day ▾

Ideation session

5 min each

HMW help customers (during Earth Day)...

Facilitator 👤 All changes saved!

feel confident that I buy from a responsible source / trust Zalando?

1 Show me an overview of what you're doing and what you are committed to in or easy to consume stack

2 Help me understand what to look for / avoid when shopping on your platform

3 Explain the key Zalando features available: FLAG, FILTER, PSE OWNED ETC.

4 Communicate targets and actions

5 Show me social proof that leaders (e.g. Greta Thunberg) are buying Zalando as the place to trust

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understand what sustainability in fashion is?

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feel informed (enough) to make conscious choices?

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LR

😊
LR
+

Create a shared understanding of the problem you are trying to solve

Make research
accessible through a
database

JTBD can help
interpreting insights
in a similar way

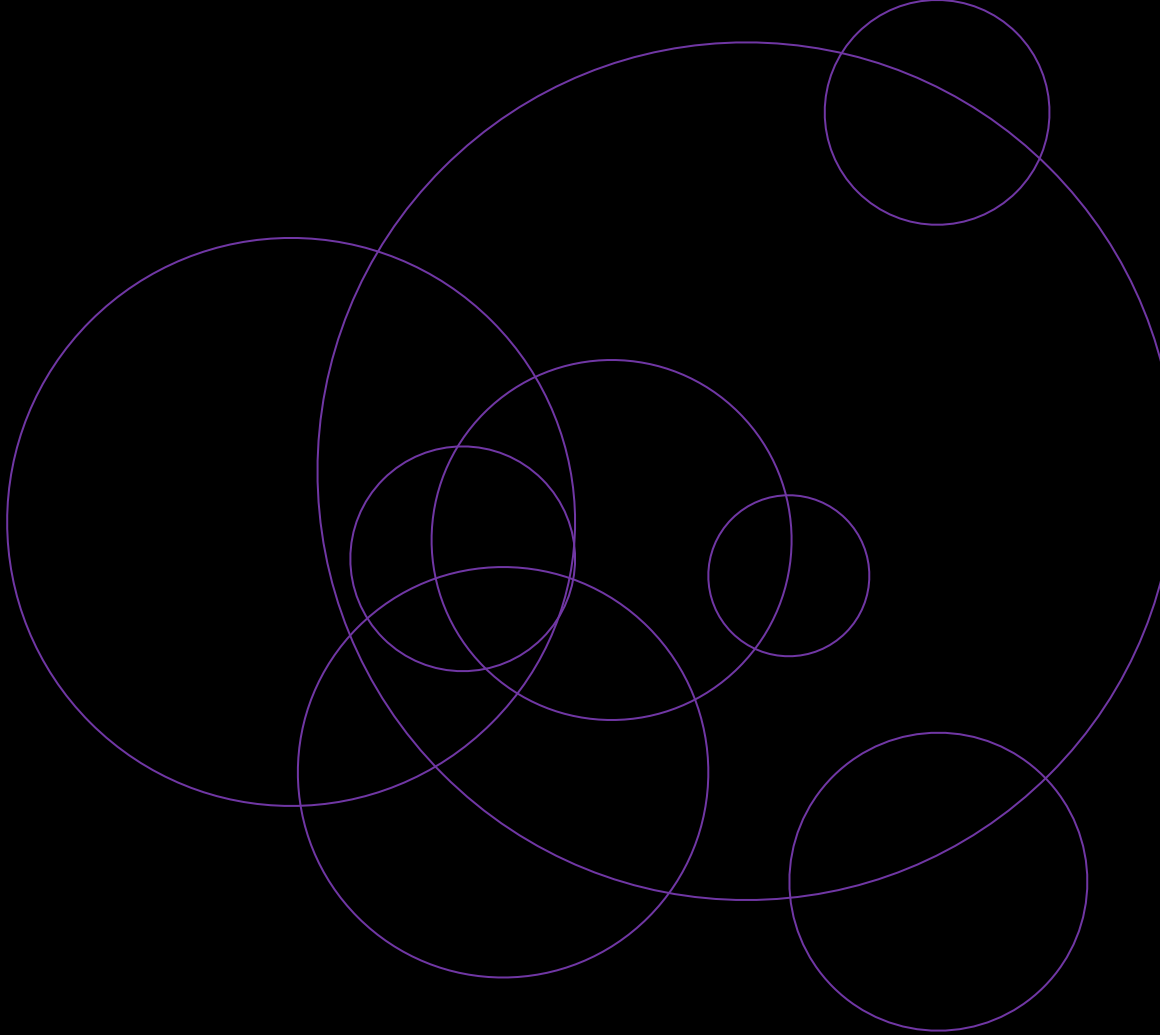
Use few JTBD
as mantras for
your project



2

How do we spark
sustainability actions
across teams?

**Collaboration in a
big organisation is
complex**



Inspiration

Purchase

Delivery

Use

Reuse

Let go

Inspiration

Purchase

Delivery

Use

Reuse

Let go

Inspiration

Purchase

Delivery

Use

Reuse

Let go

How can we spark thoughts about sustainability?

Inspiration

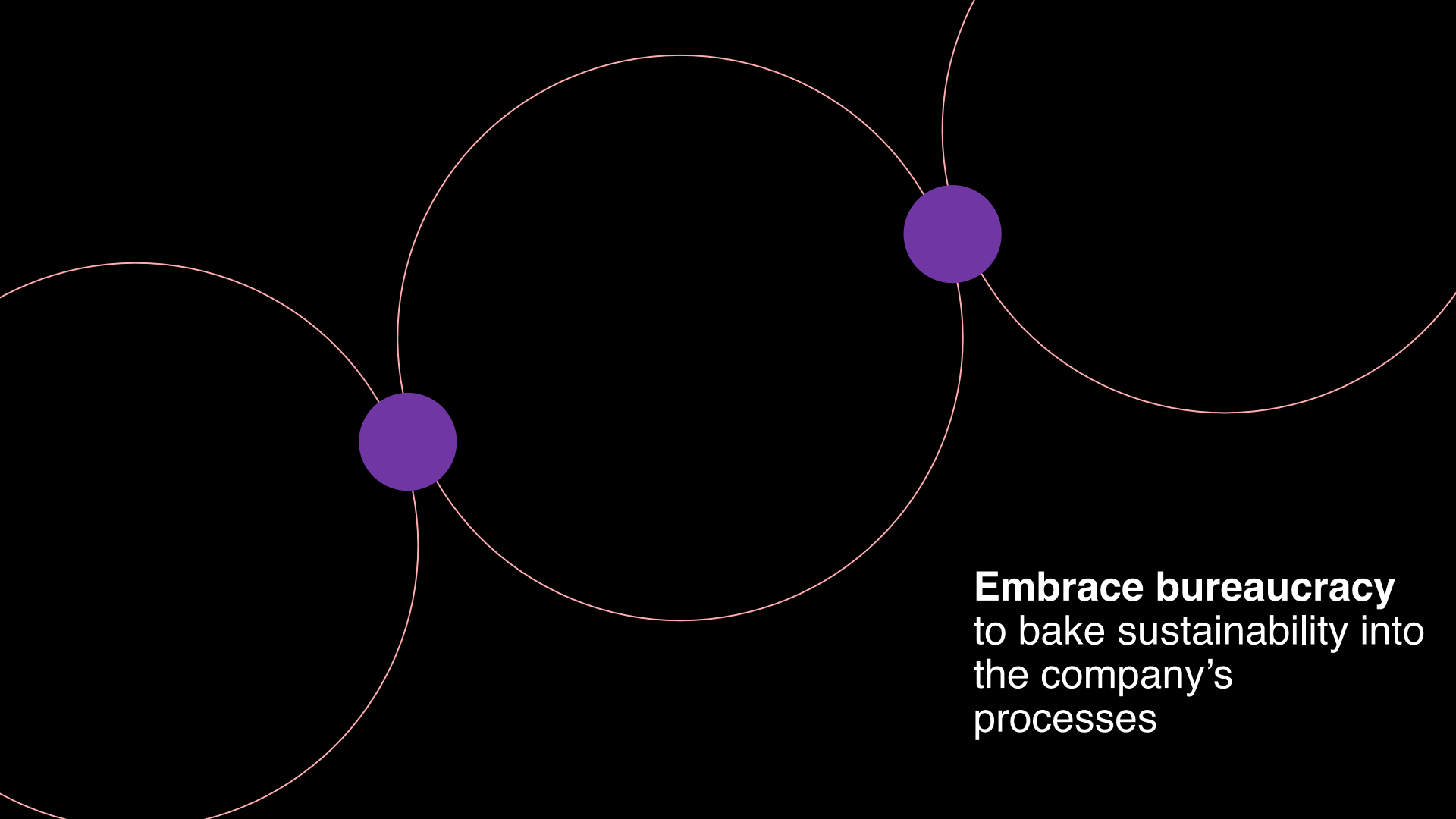
Purchase

Delivery

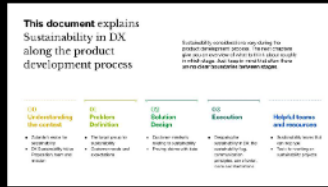
Use

Reuse

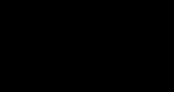
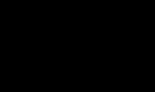
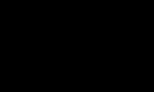
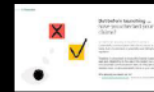
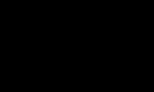
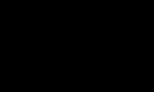
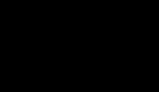
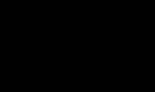
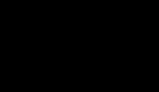
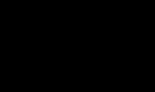
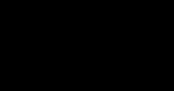
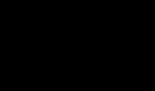
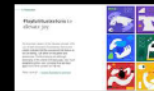
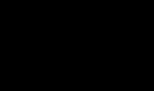
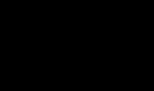
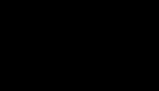
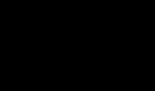
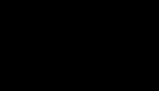
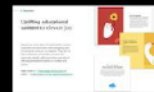
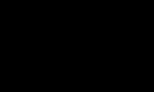
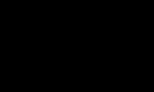
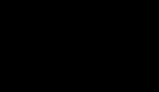
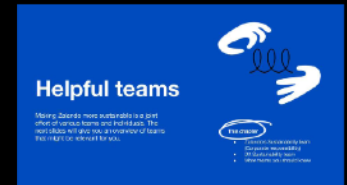
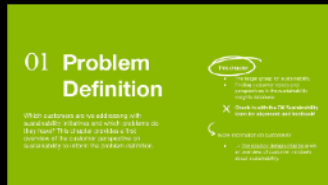
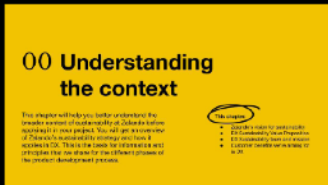
Let go



Embrace bureaucracy
to bake sustainability into
the company's
processes



Increase knowledge
By providing basic resources



The magic happens
when different disciplines
stick their heads together



Bake sustainability considerations in the organisations processes and practices by

Build a reminder into standard processes

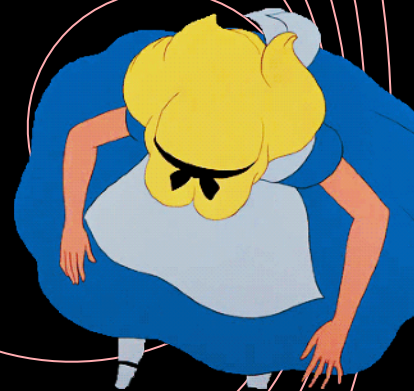
Make basic knowledge easily accessible to free up time for support

Open up space to bring diverse skills together and learn from each other

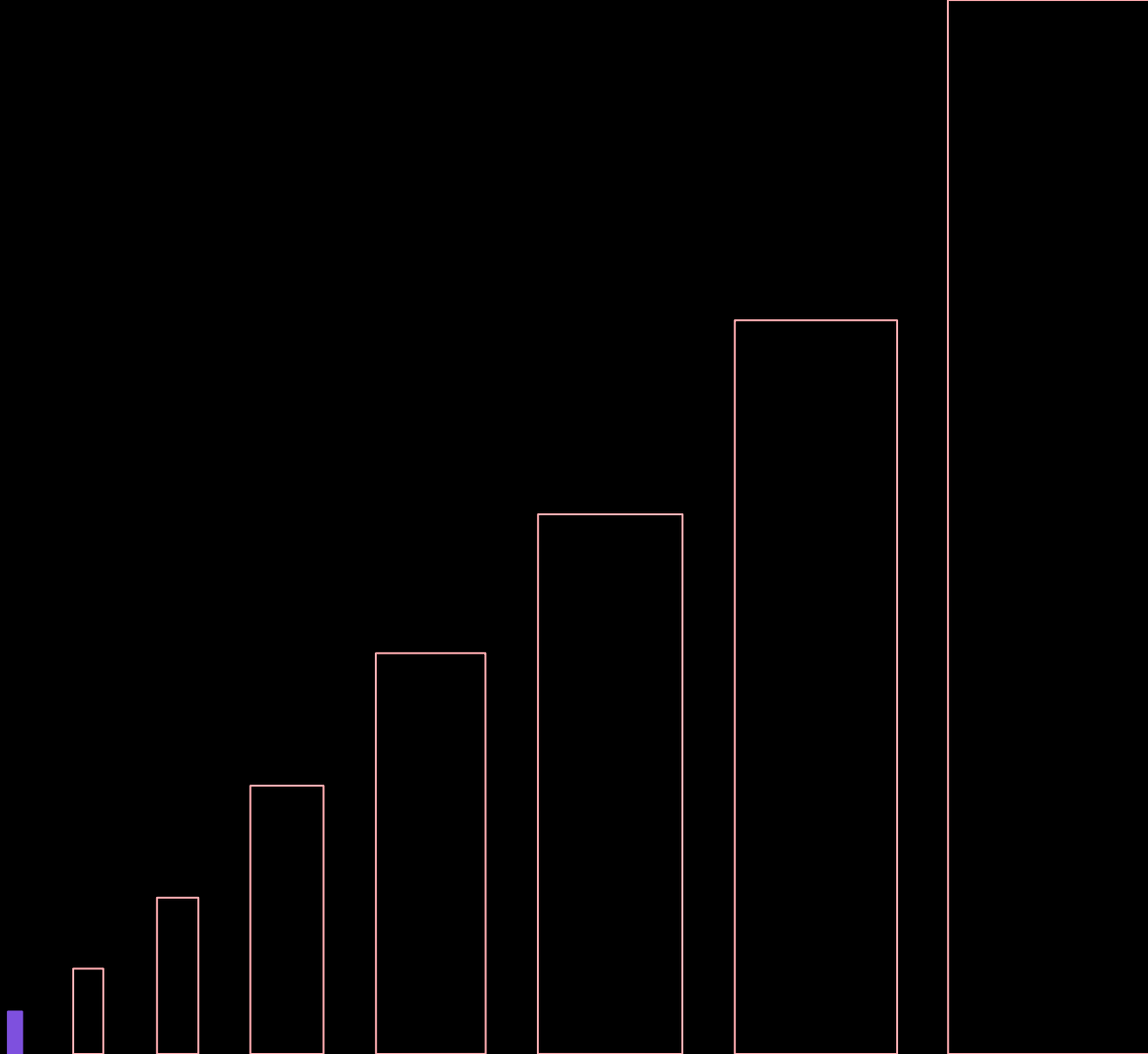
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What is the
wider impact?

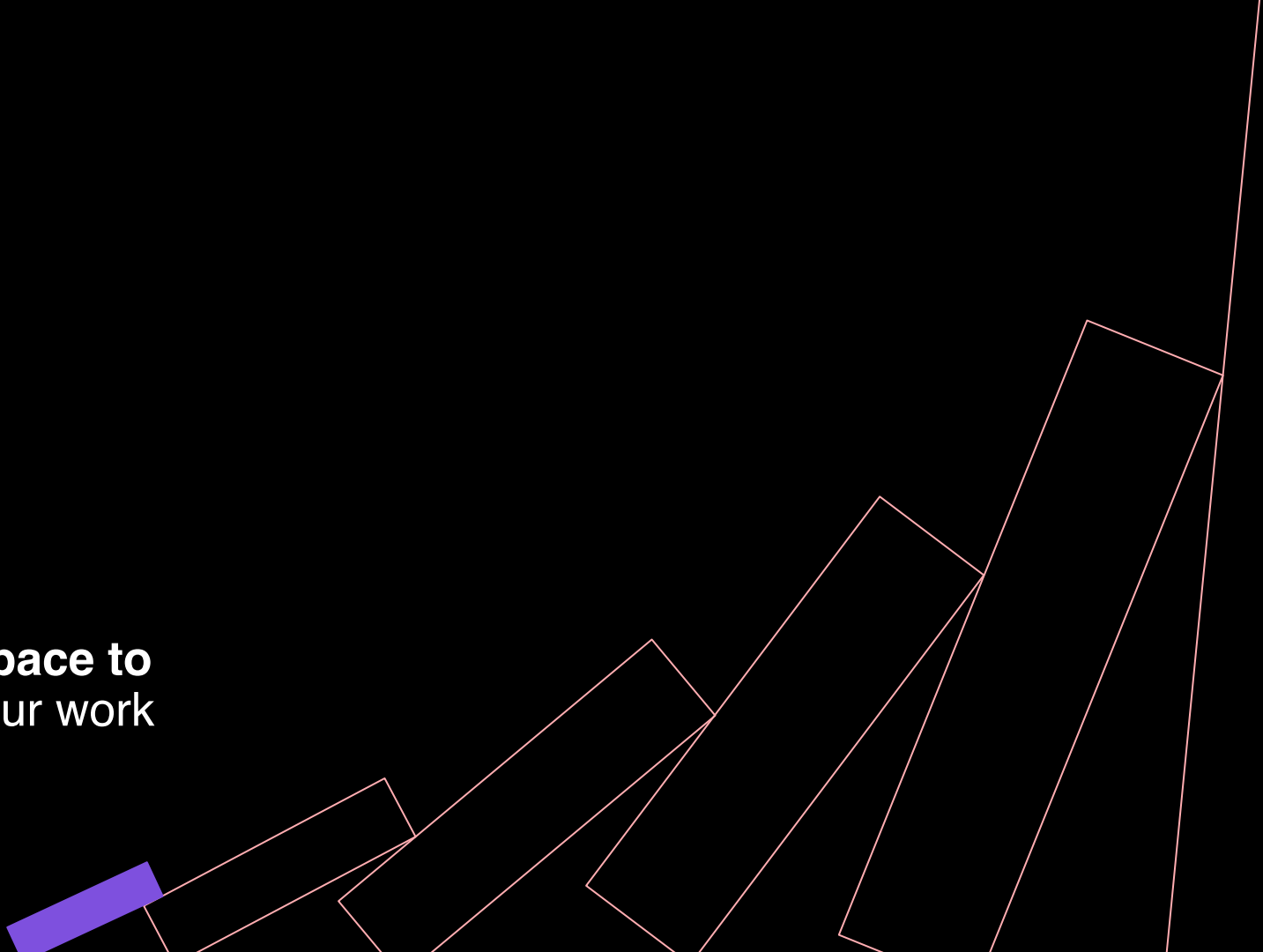
**It's easy to get
lost in details**

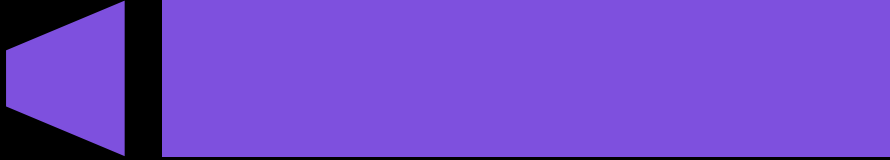
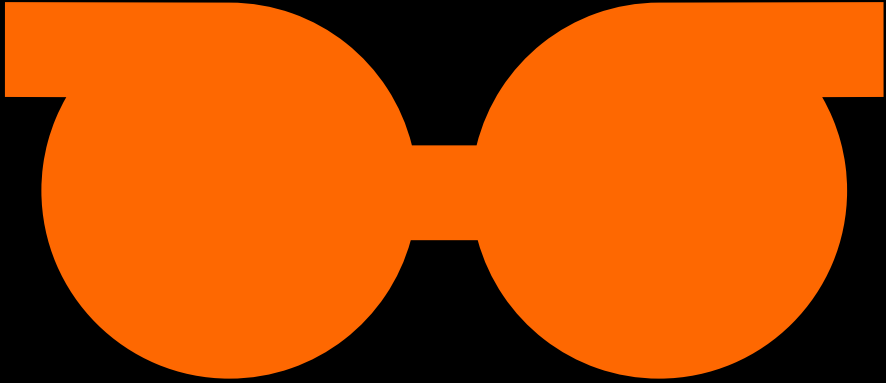


**Staying connected
to our purpose
by zooming out**



**Creating space to
talk about our work
critically**



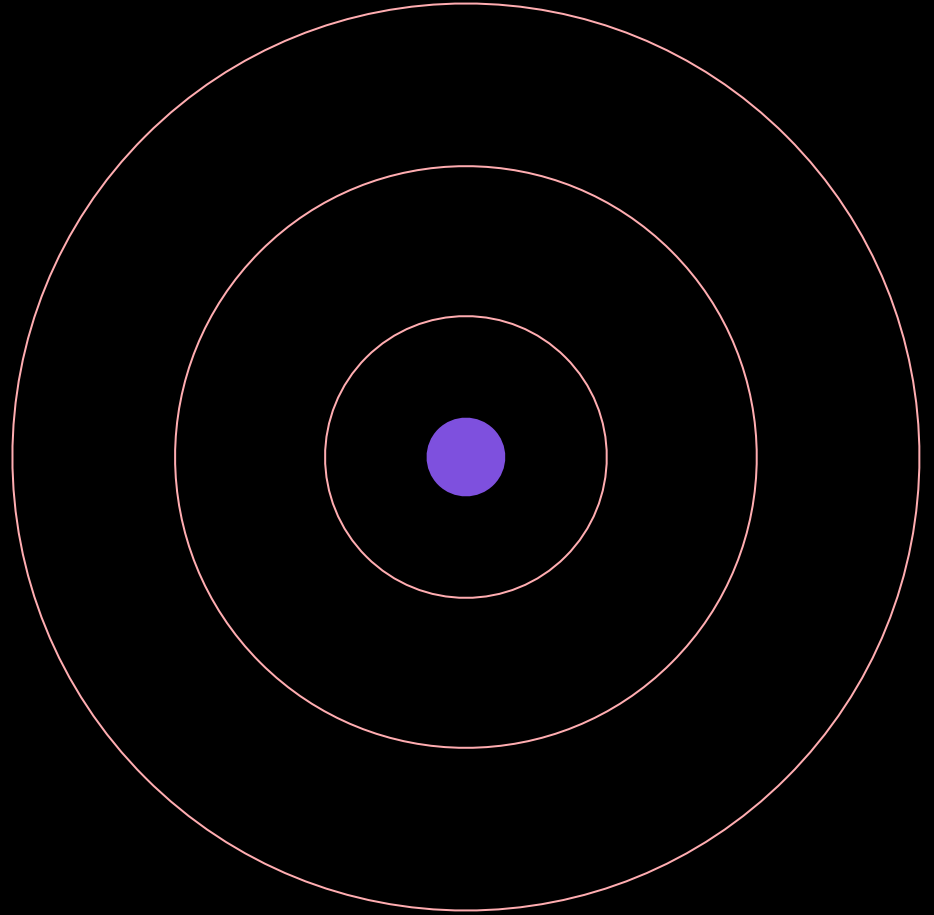


Many great toolkits
are there to help us
change perspectives

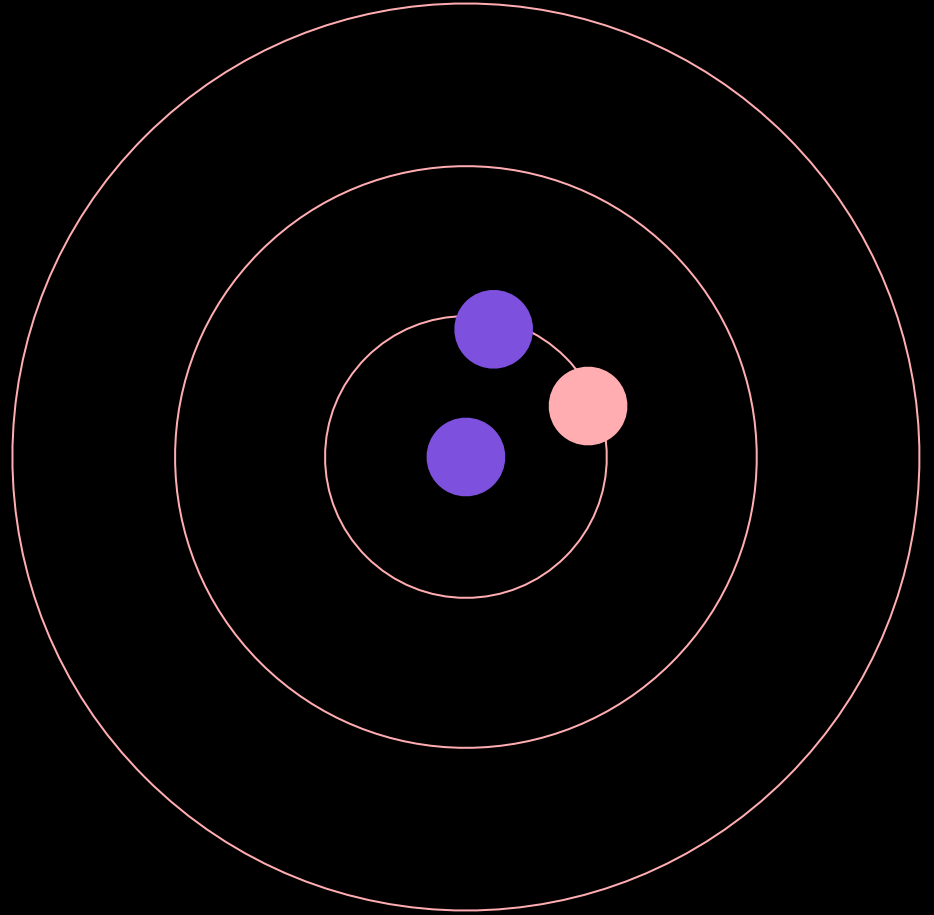
The implications wheel,
our favorite tool to
assess impact



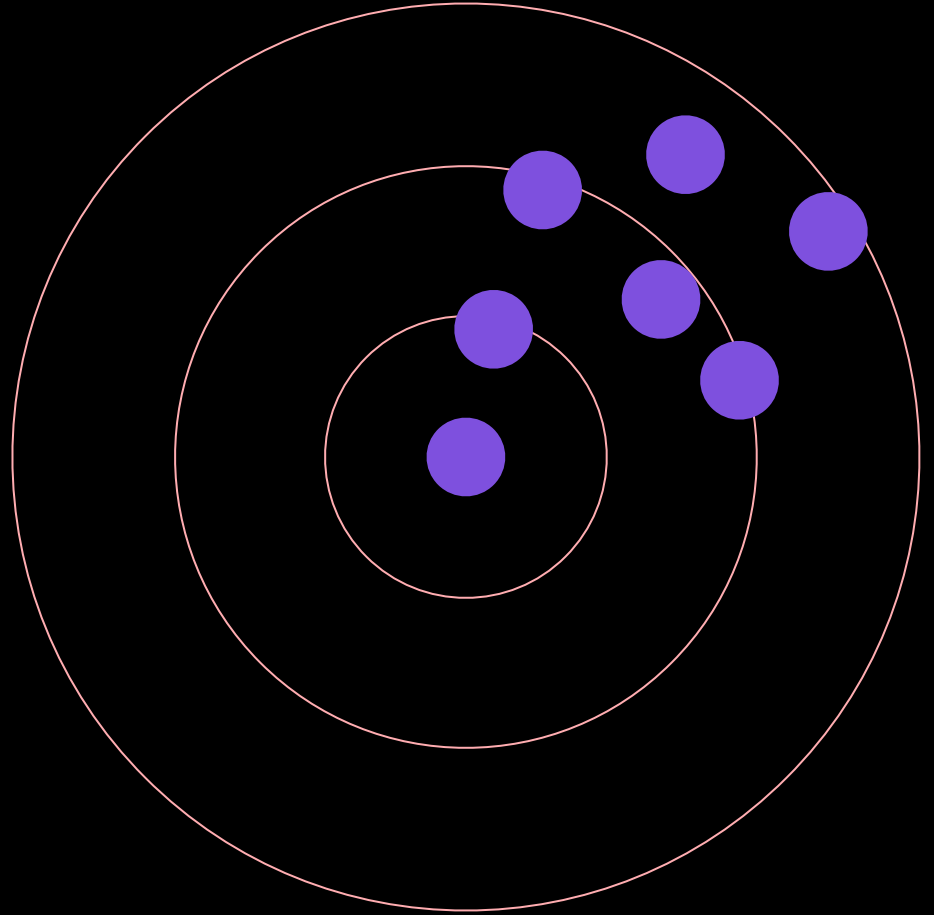
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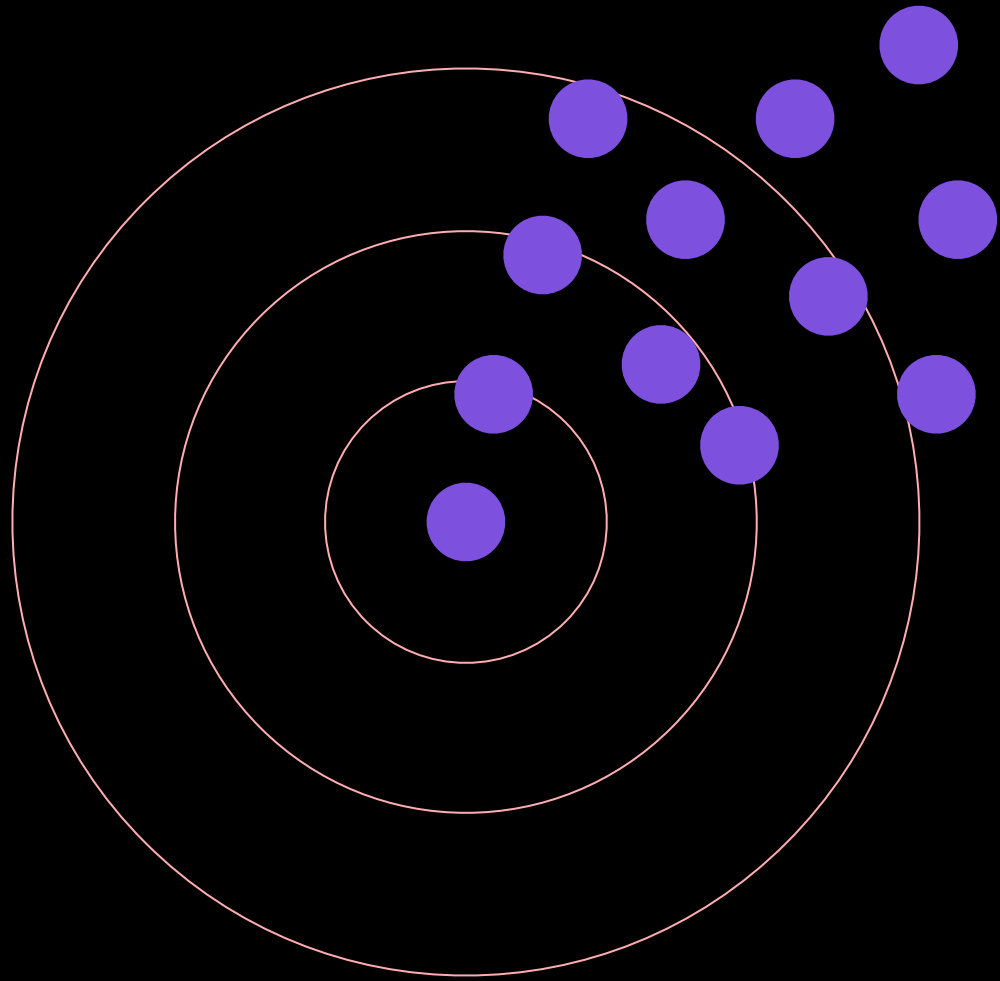
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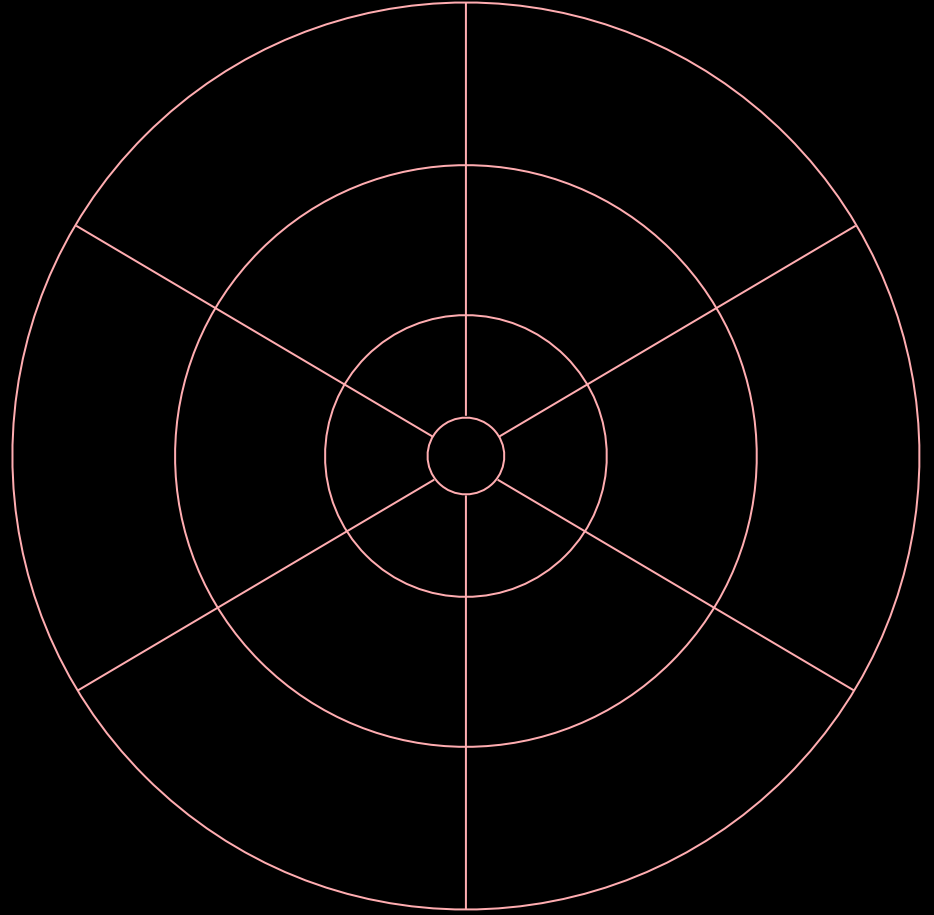
The implications wheel,
our favorite tool to
assess impact



The implications wheel,
our favorite tool to
assess impact



The implications wheel,
our favorite tool to
assess impact



Examples: Reflecting beyond our current project



Open up space to nurture critical thinking

Zoom out to stay in touch with your purpose

There are many great toolkits out there, keep experimenting with them



Open up space to nurture critical thinking

Zoom out to stay in touch with your purpose

There are many great toolkits out there, keep experimenting with them

To pick up from here:

[Planet centric design](#)

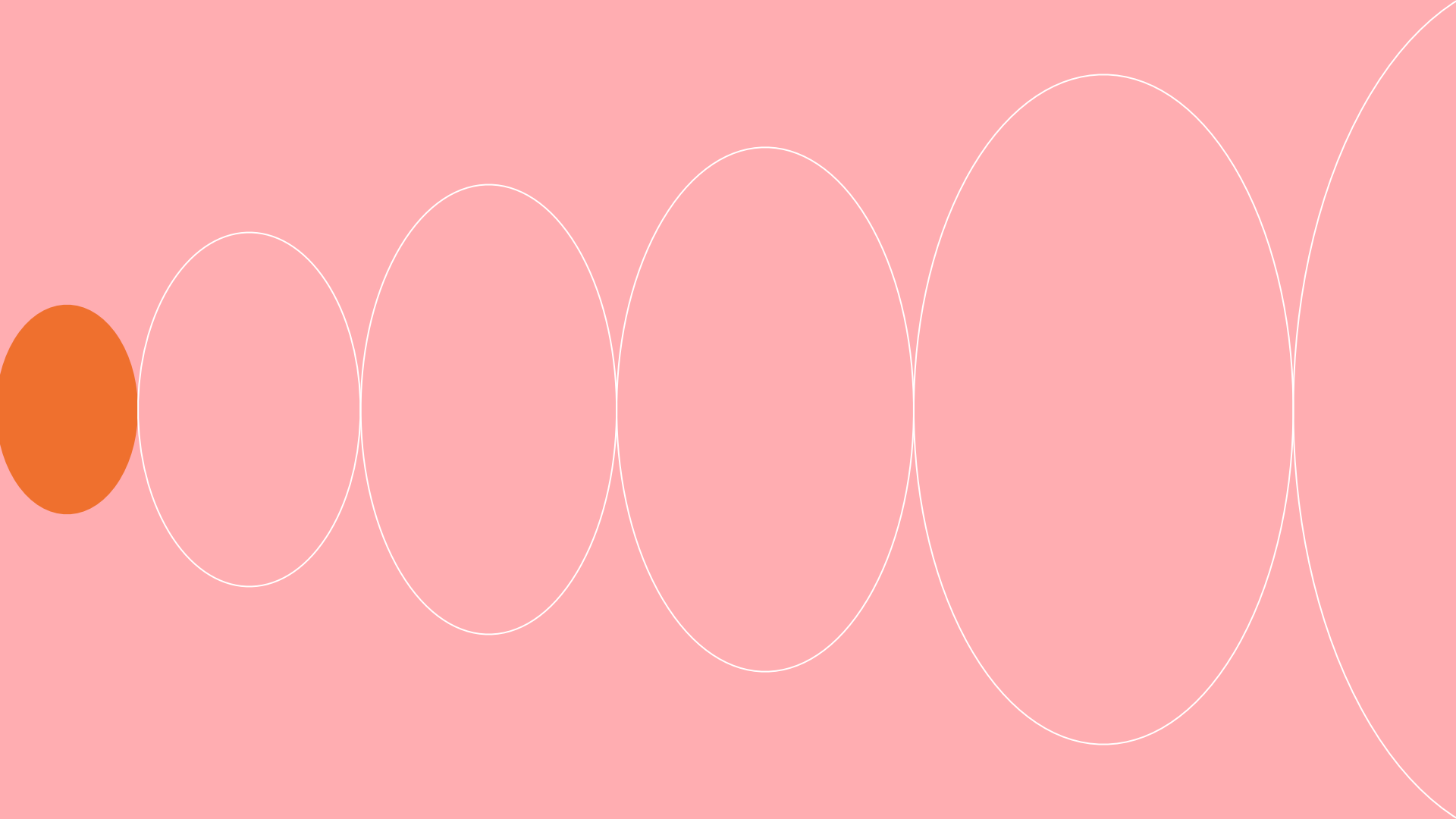
[Circular design guide](#)

[Collective action toolkit](#)

[Ethical Explorer](#)

[Ethics Assessment](#)





What are your
thoughts and
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