



# ZAMRO

A HIGH-PROMISE START-UP AT A PIVOTAL POINT



## DISRUPTIVE DIGITAL SCALE-UP

ZAMRO is a disruptive e-commerce scale-up, applying the B2C way of working - think Mobile, UX, A/B-testing, retargeting - to a B2B space. The key components of our formula for success are:

### **1. HUGE GAP IN THE MARKET**

We specialize in machine parts, tools and supplies for maintenance, repair and operating (MRO) for SMEs. In Europe, this market is worth over €120bn, and it's mainly offline.

### **2. SUBSTANTIAL, LONG-TERM INVESTMENT**

ZAMRO is backed by ERIKS, a strategic investor, and owned by SHV, one of the Netherlands' most successful international entrepreneurial conglomerates. This gives us the leverage to maximize our first-mover advantage.

### **3. WINNING TEAM, GREAT CULTURE**

You'll find our Amsterdam office is extremely fast-paced, thanks to our focus on hiring young, talented and highly motivated professionals. The vibe of positive collaboration in a multi-cultural professional environment will help us achieve our international goals.

**FLORIS JAN CUYPERS, CO-FOUNDER ZAMRO**

# FOUNDERS

COMBINING E-COMMERCE & MRO  
EXPERTISE



**FLORIS JAN CUYPERS**

*E-commerce expert  
with corporate development  
experience at Monitor Consulting,  
Philips, Google, YouTube  
and Spil Games.*



**ERIC CROON**

*MRO industry expert  
with an international track record  
of setting up digital practices  
for Baudoin, Tradcom, Hercules  
Hydraulic Seals and ERIKS.*

**FOUNDERS  
ERIC CROON AND  
FLORIS JAN CUYPERS  
TEAM UP**

In Europe alone, the MRO market for small and medium enterprises is worth over €120bn. This market is mostly serviced by offline players. Based on the market developments in the US and Asia, it's likely that 10% of the MRO trade will take place online by 2020. Recognizing the potential, Eric and Floris Jan draft a plan of attack.

**STRATEGIC  
COLLABORATION  
WITH ERIKS**

ERIKS, another SHV-daughter, specializes in MRO tools and products since 1940. But they're not direct competitors, as ERIKS is focused on large enterprises. Building on ERIKS' supply chain, ZAMRO can offer SMEs more than half a million products.



MILESTONES

2015

2016

NOVEMBER 2016

MARCH 2017

APRIL 2017

2015

**LONG-TERM  
FINANCIAL BACKING  
BY SHV**

Acknowledging the long-term ambitions, SHV has established a sustainable investment roadmap for ZAMRO. Their first hire: an experienced CTO with a track record in innovation. Like Alphabet/Google, they evaluate objective & key results (OKRs) on a quarterly basis, giving them the agility to adjust tactics.

OCTOBER 2016

**LAUNCH  
ZAMRO.NL**

FEBRUARI 2017

**AGILE TEAM OF  
45 EXPERTS**  
from 8 different nationalities.

MARCH 2017

**LAUNCH  
ZAMRO.DE**

LOOKING AHEAD

- 1. GROW THE CUSTOMER BASE**  
(volume and loyalty)
- 2. DELIVER EXCELLENT  
CUSTOMER EXPERIENCE**
- 3. CREATE THE OPTIMAL ZAMRO  
ASSORTMENT**
- 4. DEVELOP THE ZAMRO DNA**

**NPS SCORE OF +50**

Through a mix of radio and online advertising, the webshop is attracting tens of thousands of visitors a month. 30% of traffic consists of returning visitors, and the basket value increases with every purchase.

**WIN SHOPPING  
AWARD FOR  
BEST STARTER**



FOCUS  
FOR 2017

GROW

THE CUSTOMER BASE  
(VOLUME & LOYALTY)

DELIVER

EXCELLENT CUSTOMER  
EXPERIENCE

CREATE

THE OPTIMAL  
ZAMRO ASSORTMENT

DEVELOP

THE ZAMRO DNA



**TIM NOORDHOEK**

CTO

Working with software for almost 20 years, Tim has profound experience combining leading edge technology with practical thinking.

Tim grew up in the USA and learned the business as a Software Developer and Product Owner at TMG, Development Manager at Emesa and CTO at HoyHoy.nl. During his career, he worked in many international environments including the Netherlands, Serbia, France and the UK.



### You were the first to join Floris Jan and Eric on their adventure. How did they rope you in?

"It's a greenfield operation. Of course there is an inherent degree of uncertainty, but we've got a number of things going for us. We're first-movers in a €120bn market and we can rely on the long-term backing of investor SHV, and the assortment and infrastructure of their subsidiary ERIKS. So it's exciting to build this company from scratch, but the question isn't whether we're going to succeed, it's when."

### What was your first assignment at ZAMRO?

"It was the build/buy decision. I opted for both. We're using the Intershop Commerce Suite and built our own front end. The first iteration went live on the third of October 2016 in The Netherlands and we're continuously improving it. It's good enough to start building the business, but we're developing a far more advanced platform."

### Where do you stand now?

"Well, IT is at the core of the company, and that's reflected in our share of resources. I'm developing our DevOps, we've got two multidisciplinary scrum teams and we're forming a third. Each team can pick its own name and which flavor of agile/scrum project management suits them best. Currently, Team Sky is focusing on UX and Design. They use Google Analytics, Hotjar and A/B-tests to gain insights. They receive a lot of requests from marketing. Team Kobalt takes on projects such as setting up our Azure SQL data warehouse and implementing SAP."

### Floris Jan and Eric deliberately hired a CTO with a track record in innovation. How does that impact your development?

"What I like about ZAMRO, is how tangible our products are. The logistical challenges provide a whole new layer of complexity for me. Currently, we're transferring all orders to ERIKS, and they ship the goods to the customer. That's the dropshipping model. But we're in the process of setting up our own warehouse. So don't worry about my learning curve!"

### Why would you take the supply chain into your own hands?

"Ultimately, because of the discrepancy between our customer bases. ERIKS mostly supplies large industrial players, while we focus on small and medium-sized enterprises. Our customers have different needs in terms of assortment, and their expectations in terms of ease of order and delivery options are strongly influenced by B2C e-commerce. The only way we'll ever be able to deliver features such as same-day delivery, is by managing our own supply chain."

### What's next?

"Once the new scrum team is all set, we'll evaluate everyone's strengths and personal goals, and use that as a guide to define the focal area for each team. For example, a division in mobile, front end and back end could work. But nothing is set in stone. I'm a strong believer in the bottom-up approach. Organic growth of our people is the best way to propel the business forward."



#### LEARN FROM PEERS

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*“We use the Impraise app for continuous 360° feedback. It’s a respectful and fun tool for professional development. There’s so much you can learn from peers.”*

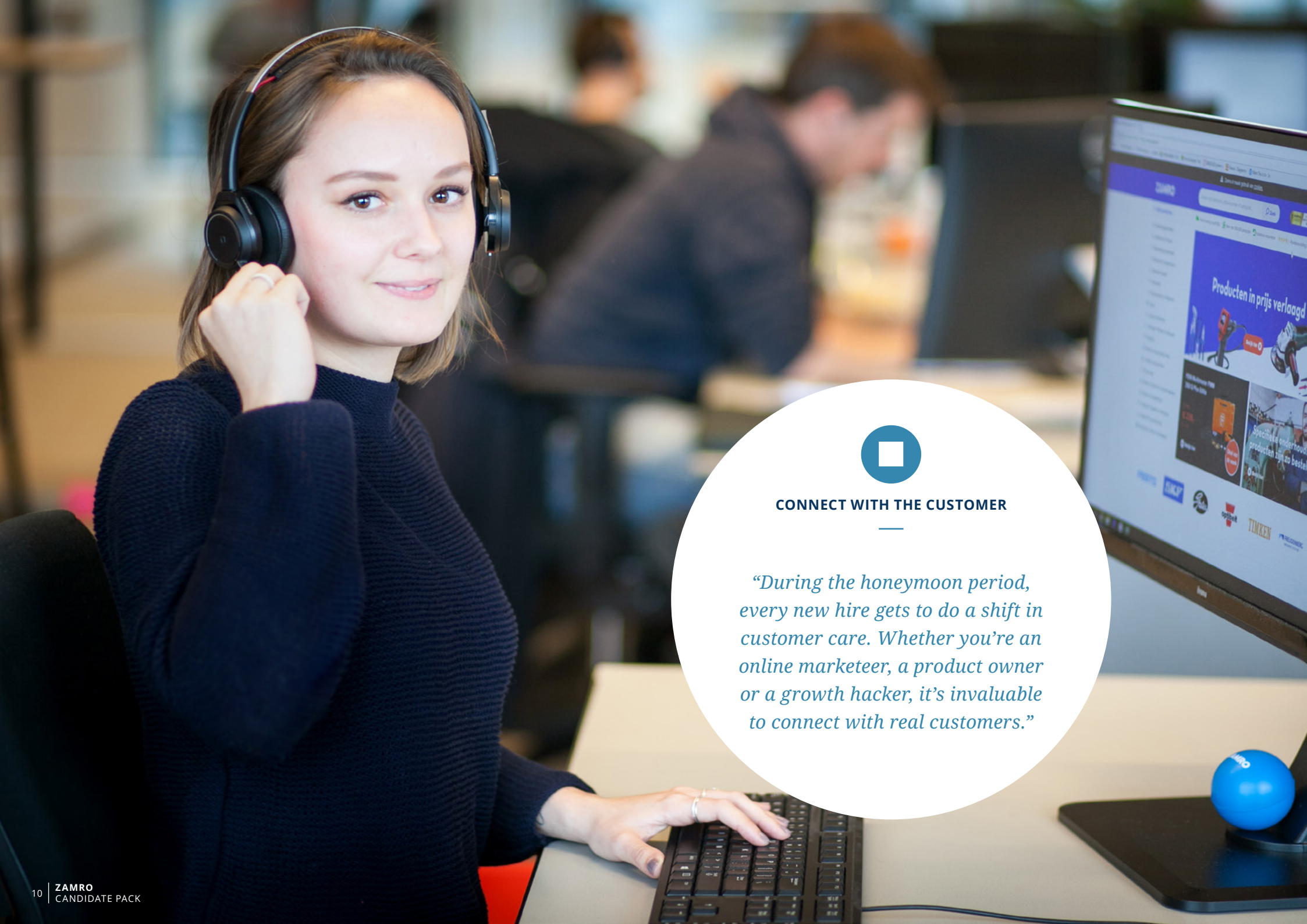




CELEBRATE SUCCESS

*“When we launched our German webshop, we celebrated in style: with beer, bratwurst and Oktoberfest outfits.”*

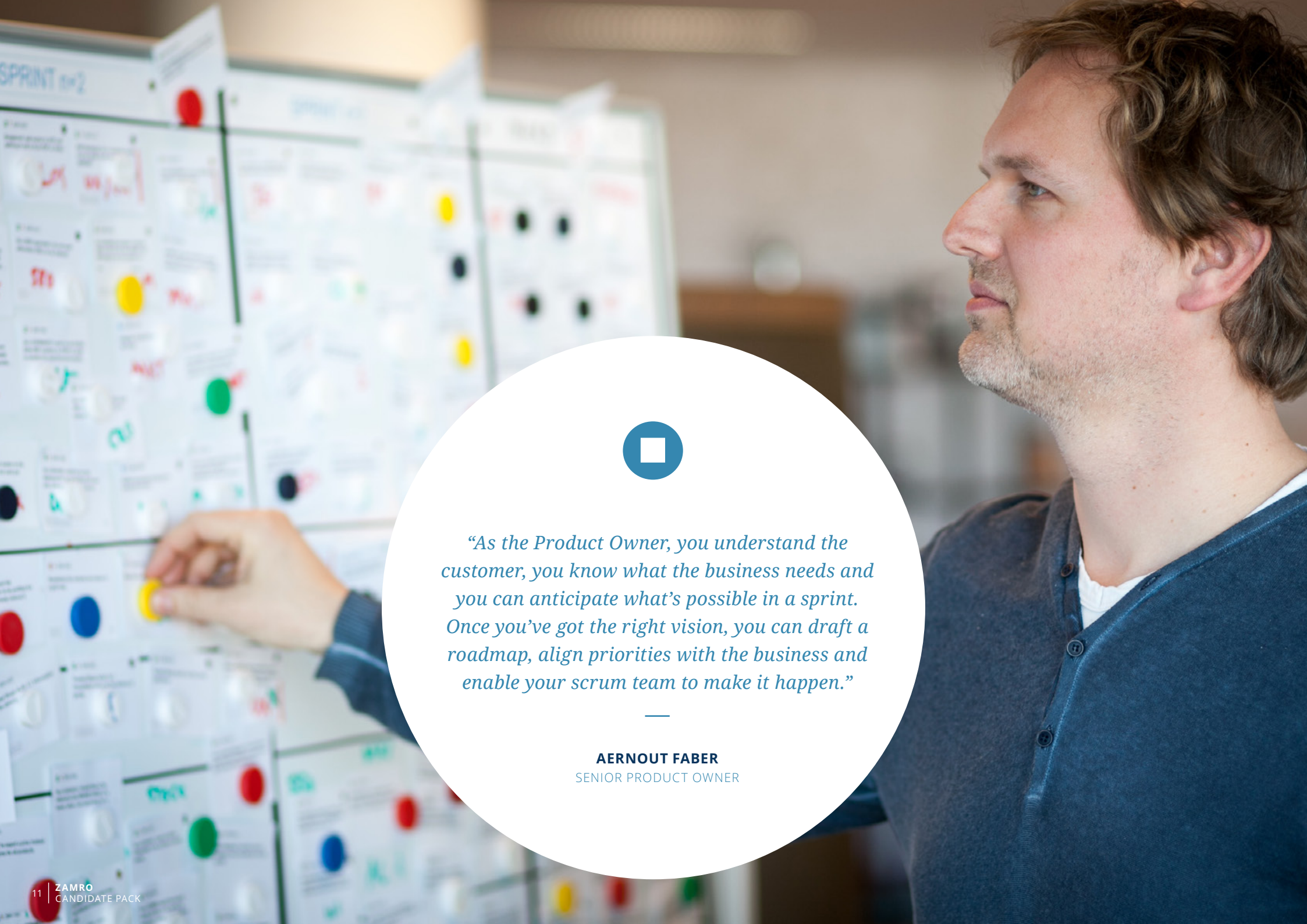




**CONNECT WITH THE CUSTOMER**

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*“During the honeymoon period, every new hire gets to do a shift in customer care. Whether you’re an online marketer, a product owner or a growth hacker, it’s invaluable to connect with real customers.”*



*“As the Product Owner, you understand the customer, you know what the business needs and you can anticipate what’s possible in a sprint. Once you’ve got the right vision, you can draft a roadmap, align priorities with the business and enable your scrum team to make it happen.”*

**AERNOUT FABER**  
SENIOR PRODUCT OWNER



VACANCY

## SENIOR PRODUCT OWNER

At Zamro, the Product Owner is the linking pin between the business owners and a dedicated scrum team. It's the mastermind who knows what will make the business prosper, what's technically possible and how to make it happen.



To apply, please share your CV and motivation with Jessica Lim at [jessica@topofminds.com](mailto:jessica@topofminds.com)

### POTENTIAL PROJECTS ON THE ROADMAP

As it's still early stages, the possibilities are endless. And so is the business' wish list. The way to prioritize is by focusing on customer experience, conversion and customer loyalty. Some examples of topics that could end up on the roadmap:

- Integration of SAP and the Azure Data Warehouse
- Data analysis to gain insight in the customer journey
- A cutting-edge mobile platform
- An innovative approach to search

For instance, let's zoom in on the latter. The current search-functionality is set up with Apache Solr: text-based search in the database of product descriptions. But customers don't always think in product categories and specs. More often than not, they think about the job they need the product for. It might be more convenient for the customer to enter details about the task, so that ZAMRO can recommend the right product for the job. A possible item on the roadmap may be to develop application-driven search in addition to Solr. But it doesn't end there. Mobile users might prefer to take a picture – of the product they need or the task they need it for – rather than type their search query. Therefore, image recognition might be part of the new search-system. Or perhaps voice-activation would create a more user-friendly interface for MRO-professionals trying to consult ZAMRO during a job. The possibilities are endless. It's up to the Product Owner to make the right choices.

### TYPICAL ACTIVITIES

- Developing a clear vision for the product and the impact on customer value
- Building and maintaining a relationship with the business owners (Marketing, Category Management, Supply Chain) and Customer Support for input
- Analyzing business needs together with two peers
- Developing user stories
- Evaluating which initiatives have the highest business value in relation to the development effort and aligning the roadmap and prioritizing the backlog accordingly
- Liaising with the conversion rate expert, designers and developers
- Organizing panels to deepen insight in the end-user
- Staying up-to-date on best practices and trends in e-commerce and MRO in order to develop innovative ideas for improvement
- Validating tickets according to the requirements

### CANDIDATE PROFILE

- At least 6 years of relevant experience
- Minimum of 3 years as a Product Owner
- Supply chain expertise is an advantage
- Not just the ability, but the preference to work in a fast-paced and agile environment
- Creative and innovation-driven
- A clear and inspiring communicator
- Focused on data and results
- High energy levels, pragmatic and pro-active

**ZAMRO**