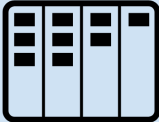


Zalando's Agile Principles and the [story how we co-created them](#)

<i>Purpose</i>	<i>Principle</i>		<i>Practice</i>
to build the right thing	Customer Centricity		Direct Customer Connection Start with Customer Discover (4D) Customer Profile & Value Proposition Product Vision User / Live Concept / A-B Testing Sprint planning 1 / Demo
for transparency and control	Visualization		Dashboards (Business KPI, Service Level Indicator, Incidents) Kanban Board User Story Map Product Roadmap
to lower risk and increase learning	Accelerated Feedback		Backlog Refinement Vertical User Stories Story Splitting / Estimation Test Driven Development Continuous integration User / Live Concept Test Short Cycles Daily Stand Up
to optimize for value creation	Manage the Flow		Work in Progress Limits Definition of Done / Ready Pull mode Sprint Backlog Continuous Delivery "Stop starting, start finishing" Full Stack Developers / T-Shape Inner Source
to enable sustainable delivery	Build Quality In		Sprint Planning 2 Definition of Done / Ready Perfection Goal Acceptance Test Driven Development Pair Programming Testing Pyramid Autonomy & Accountability
to stay in the healthy performance zone	Continuously Improve		Retrospective (roles, meetings, practices, policies, ...) Tracking Metrics (KPIs, cycle time, defects) Clean Code Boy Scout Rule