



Who is speaking to you today?

- DANISH/GERMAN
- B2C & B2B MARKETING
- BACKGROUND IN PSYCHOLOGY, CONSUMER BEHAVIOUR OG BRAND MANAGEMENT









# PANDÖRA

MARKETING STRATEGY - CMO OFFICE

CX & PERSONALISATION - GTM OFFICE





- 1. WELCOME TO THE WORLD OF PANDORA
- 2. THE ERA OF THE EXPERIENCE ECONOMY
- 3. THE ENGINE ROOM OF
  PERSONALISED CX X-CHANNEL:
  FOCUSING ON WHAT MATTERS

FOCUSING ON WHAT MATTERS FOR THE CUSTOMER



01

WELCOME TO THE WORLD OF PANDORA



# HOW MANY PIECES OF JEWELLERY DID PANDORA SELL IN 2023?



### A PIECE OF JEWELLERY SOLD EVERY 3S

### PANDORA AT A GLANCE (2023)



100

COUNTRIES

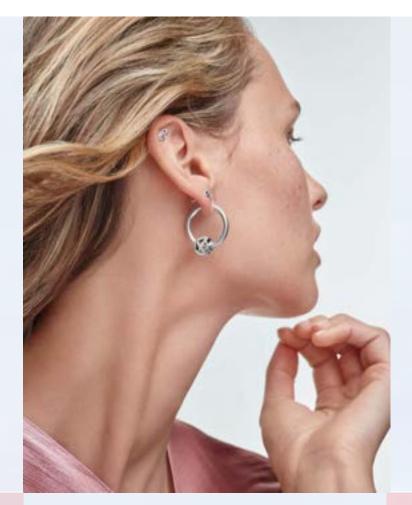
**PANDÖRA** 



100%

RECYCLED SILVER
AND GOLD
PURCHASED AS OF
DECEMBER 2023

**PANDÖRA** 



35

A PIECE OF JEWELLERY IS SOLD

PANDÖRA



28.1B

REVENUE

PANDÖRA



6,500

POINTS OF SALE

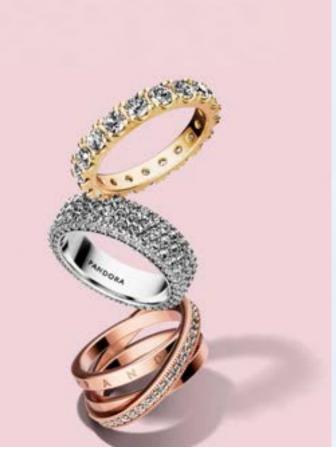
PANDÖRA



107M

PIECES OF JEWELLERY SOLD

**PANDÖRA** 



750M

VISITS ONLINE AND IN-STORE

PANDÖRA



1982

Pandora is founded in Copenhagen, Denmark.

1989

Pandora starts crafting jewellery in Thailand.



# 42 YEARS OF PANDORA JEWELLERY

Pandora's signature charm bracelet concept is launched.

2005

Pandora's first fully-owned crafting facility opens in Bangkok.



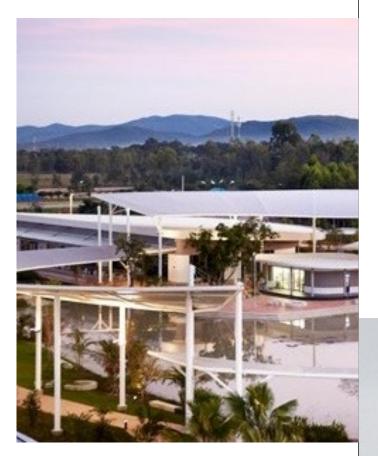
2010

Pandora is listed on the Nasdaq Copenhagen stock exchange.



2014

Pandora enters a tenyear strategic alliance with The Walt Disney Company.



2017

Our resourceefficient, LEED Goldcertified crafting facility opens in Lamphun in Northern Thailand. 2019

Pandora enters longterm partnership with UNICEF.

PANDÖRA for unicef

2020

Our crafting facilities run on 100% renewable energy.



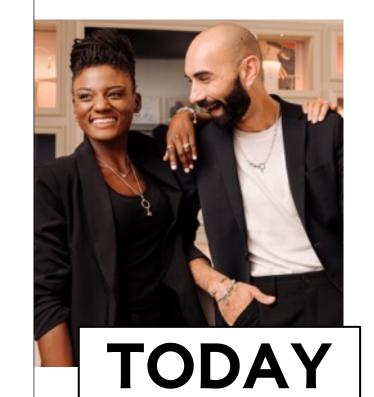
2021

We introduce jewellery with lab-created diamonds.



2023

Pandora shifted to 100% recycled silver and gold in our sourcing



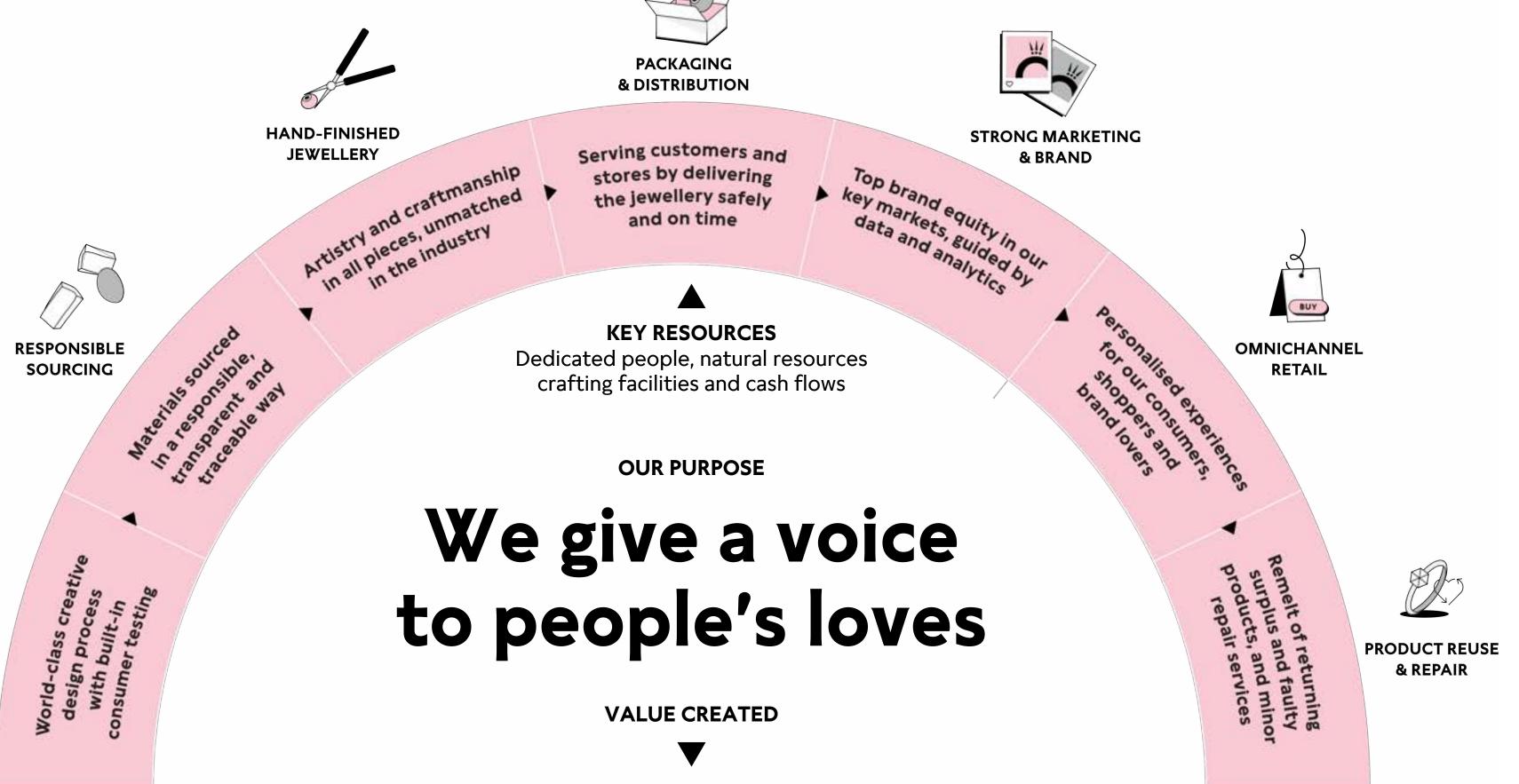
33,000 employees worldwide.

**PANDÖRA** 

#### **OUR BUSINESS MODEL**

A FULLY INTEGRATED VALUE CHAIN

With almost 95% of our jewellery produced in-house and around 80% of our revenue coming through our own direct-to consumer channels, our fully integrated value chain enables scale advantages, speed and agility as well as a coherent brand experience.



#### **Customers & markets**

- ~750 million customer visits to our stores and online.
- More than 107 million pieces of high-quality jewellery sold.
- Presence in more than 100 countries.

#### **Employees & community**

**INNOVATIVE** 

**DESIGN** 

- An average of 33,000 employees globally.
- Social causes supported with UNICEF.

#### Climate & environment

- 96,026 tonnes CO2e reduced compared to 2019 baseline.
- Sourcing 100% recycled silver and gold as of December 2023

#### Shareholders & society

- DKK 6.4 billion in dividends and share buybacks paid back to our shareholders.
- DKK 1.8 billion total corporate tax contribution.



# WHAT MAKES A GOOD CUSTOMER EXPERIENCE?

# IT'S MEMORABLE, CURATED AND ENGAGES ON A DEEPER EMOTIONAL LEVEL

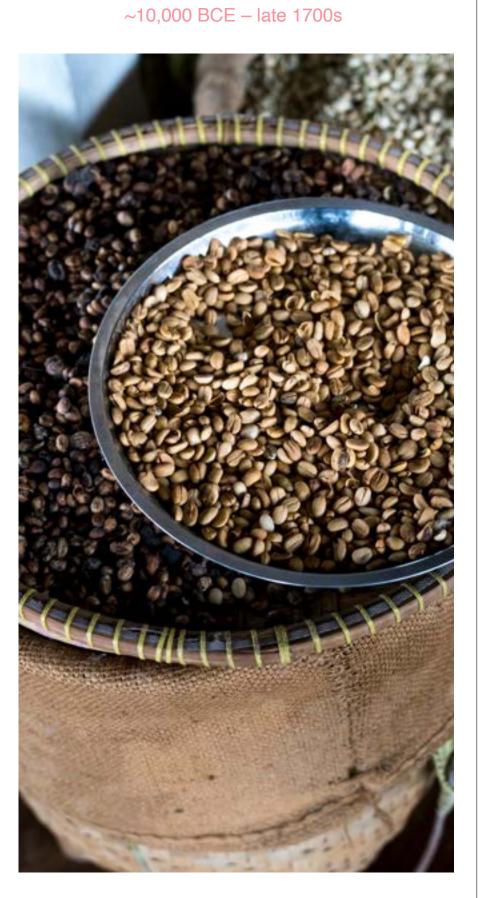


# JOSEPH PINE RST TO COIN THE TERM THE ERIENCE ECONOMY

#### WE ARE IN THE EXPERIENCE ECONOMY.

#### AGRARIAN ECONOMY

Extracting commodities



E.g. coffee beans

### INDUSTRIAL ECONOMY

Making goods

Late 1700s- 1950s



E.g. coffee in bags

### **SERVICE ECONOMY**

Delivering a service

1950s - Present



E.g. a barrista brewing a coffee

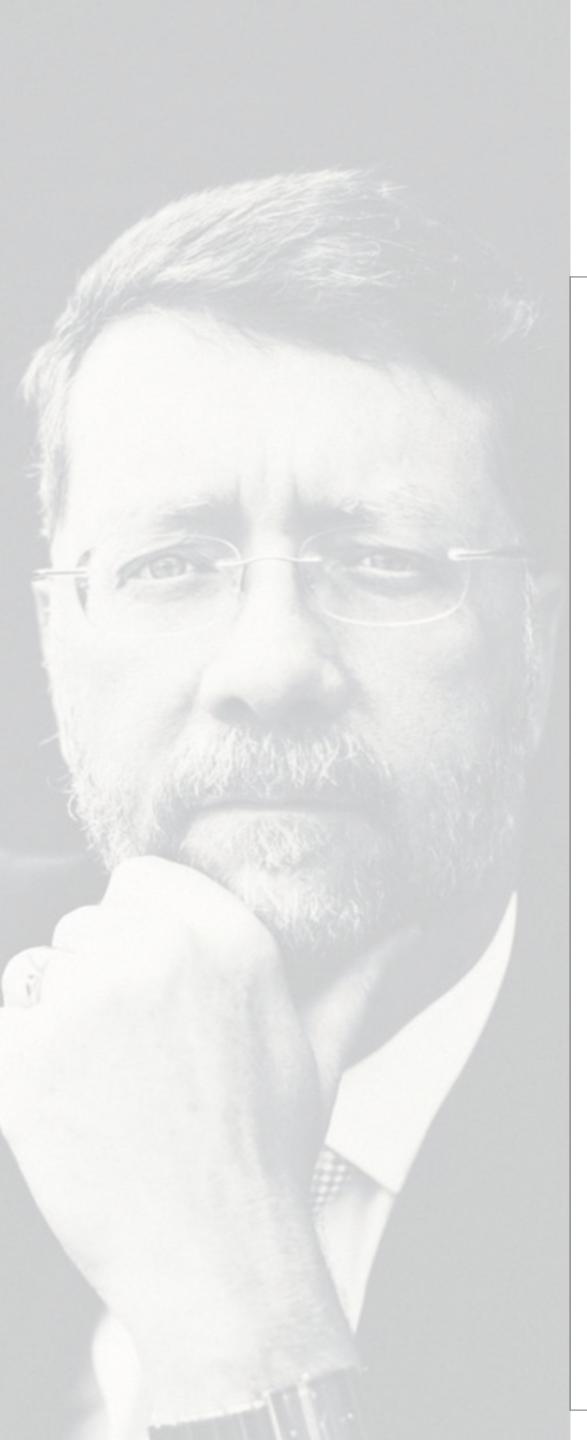
### **EXPERIENCE ECONOMY**

Creating experiences

1999 - Present



E.g. creating a memorable ambience in a café

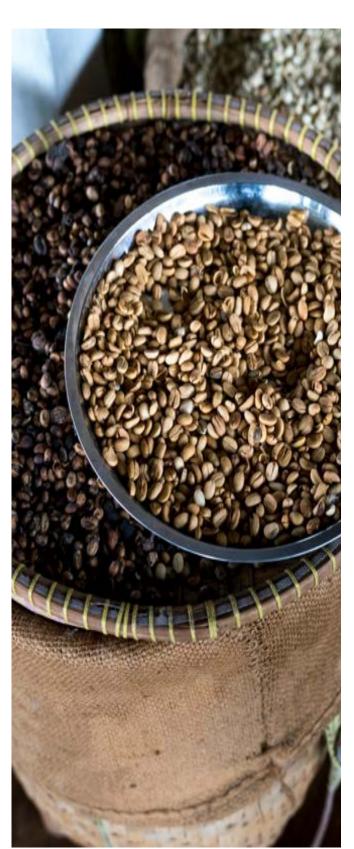


#### AND WE SHOULD NOT FORGET THAT EMPATHY AND REAL HUMAN CONNECTIONS PLAY AN INCREASINGLY IMPORTANT ROLE

#### **AGRARIAN ECONOMY**

Extracting commodities

~10,000 BCE - late 1700s



E.g. coffee beans

#### **INDUSTRIAL ECONOMY**

Making goods

Late 1700s- 1950s



E.g. coffee in bags

#### SERVICE **ECONOMY**

Delivering a service

1950s - Present



E.g. a barrista brewing a coffee

#### **EXPERIENCE ECONOMY**

Creating experiences

1999 - Present



E.g. creating a memorable ambience in a café

#### **HUMANITY ECONOMY**

Empathy, purpose, social values & authenticity 2010 - Present



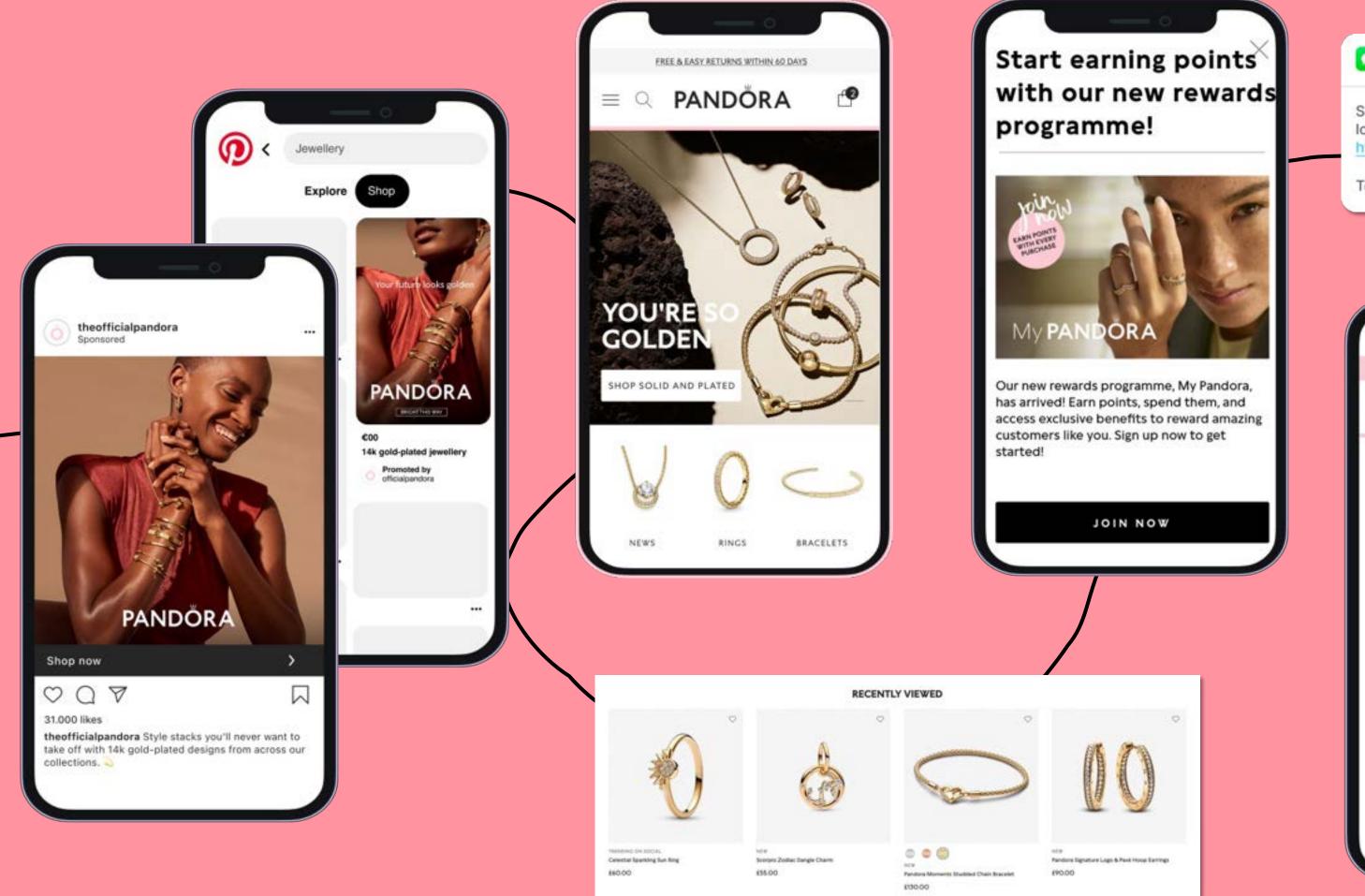
E.g. fostering genuine human connections.

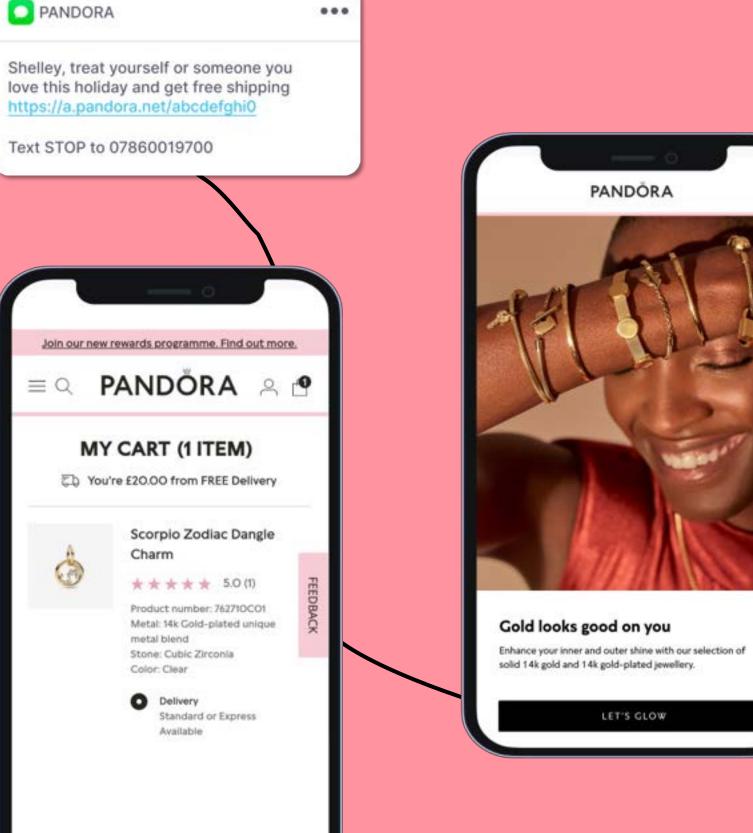
# CUSTOMERS DO NOT MOVE AROUND BRANDS. BRANDS MOVE AROUND CUSTOMERS. PERSONALISATION CAN HELP.





### TURNS OUT, OUR CUSTOMERS SHOP MORE FREQUENTLY BY CATEGORY & METAL

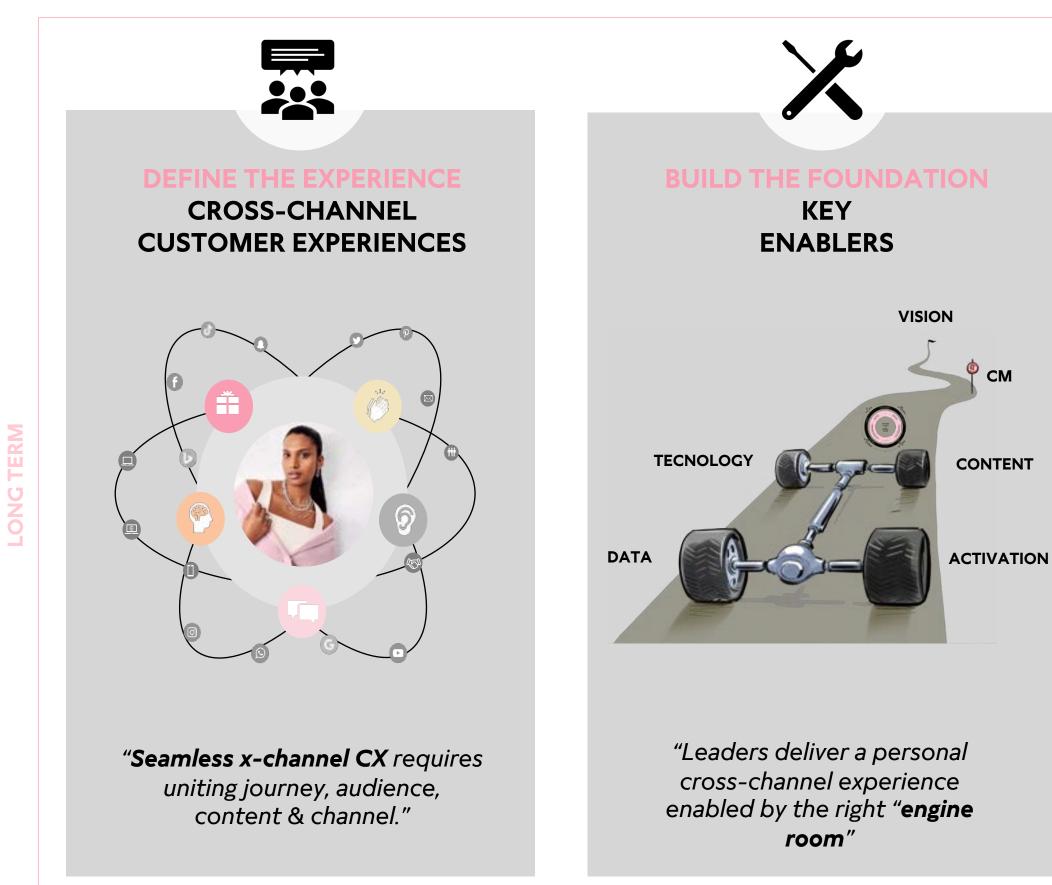


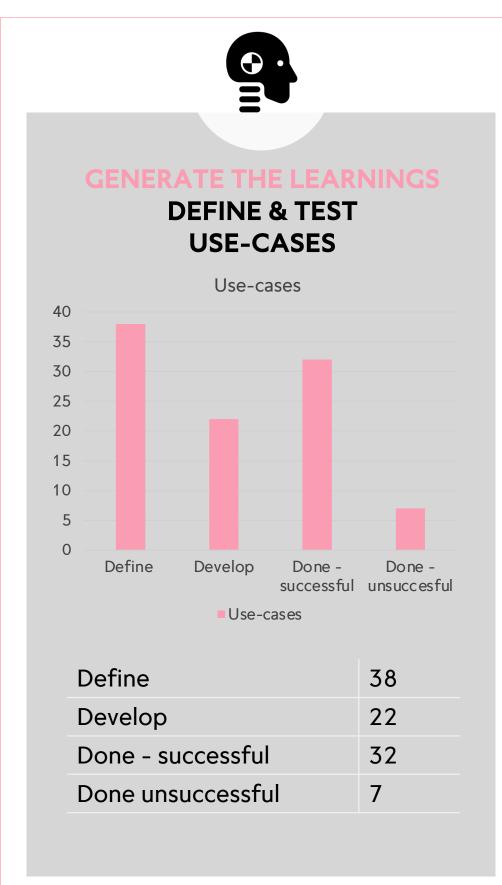


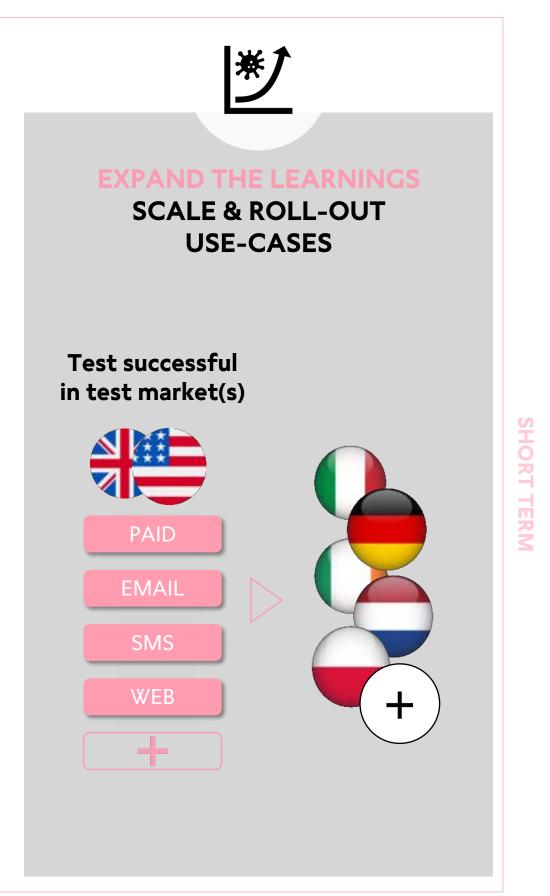
**PANDORA** 

LET'S GLOW

## Welcome to our personalization engine room



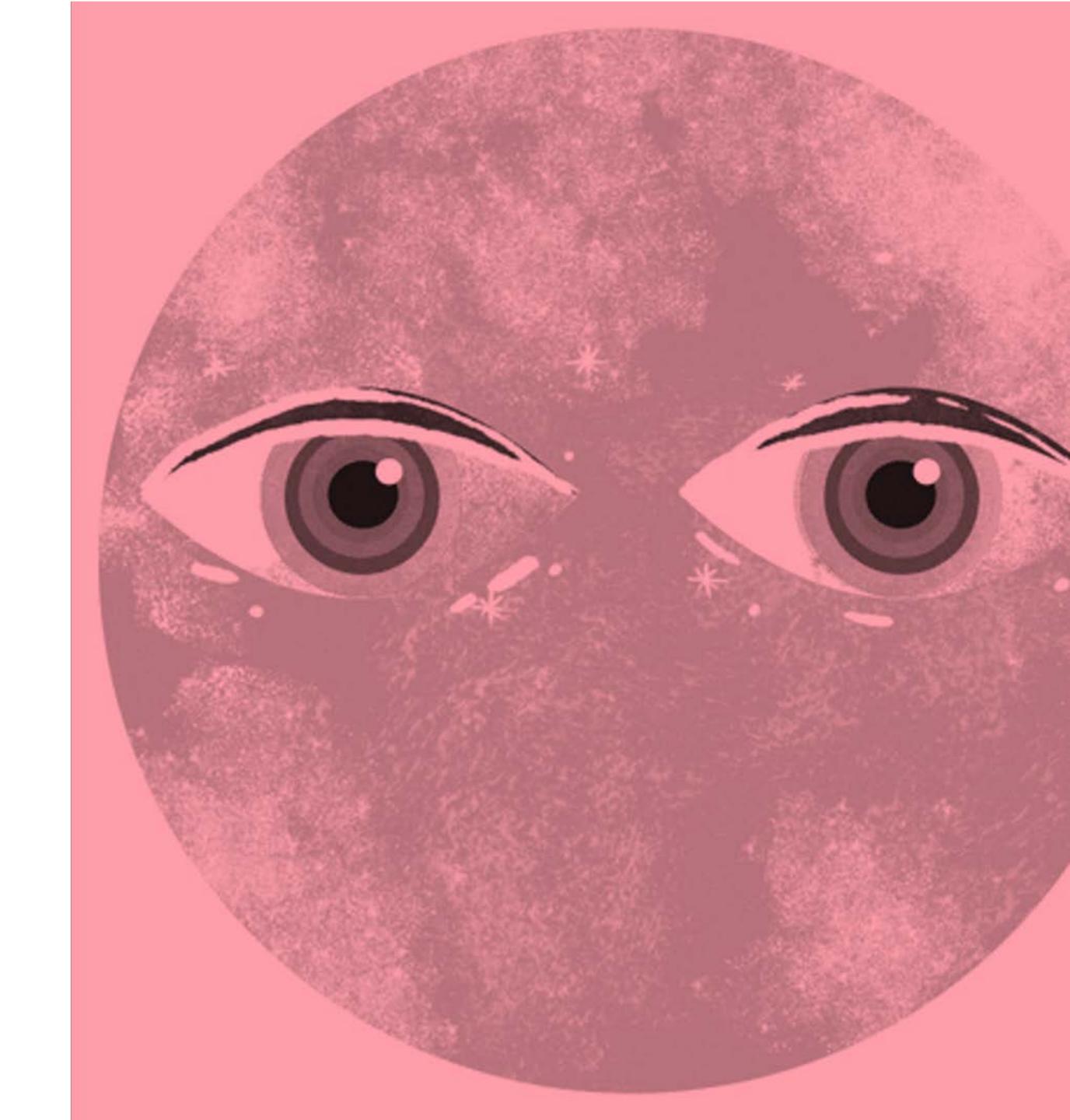




CHANGE MANAGEMENT: MOVING FROM HAND-HELD TO AUTOMATION X-CHANNEL

**INGREDIENT 1** 

# ACLEAR VISION AND PRINCIPLES



# OUR CX & PERSONALISATION ROAD TO SUCCESS



**STRATEGY** 

#### **TECHNOLOGY**

- IT Infrastructure
- Content Hub
- Rule Engine
- Product Recommender

#### **DATA & INSIGHTS**

- Unified Customer View
- Actionable Audiences
- Al / Machine Learning
- Actionable Reporting & Insights



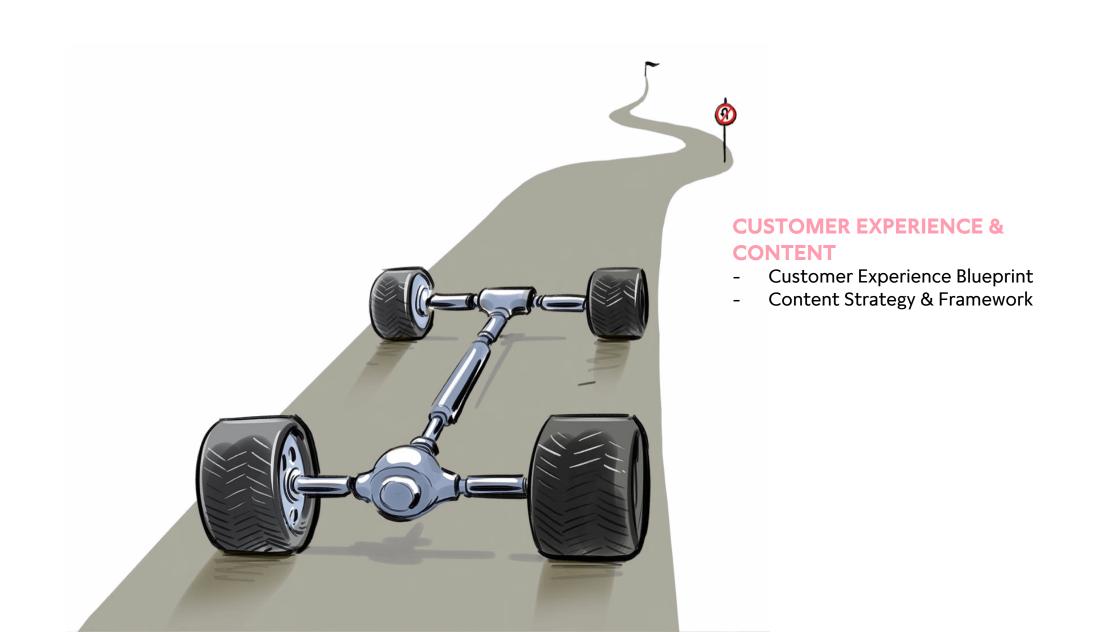
### CHANGE MANAGEMENT & OPERATING MODEL

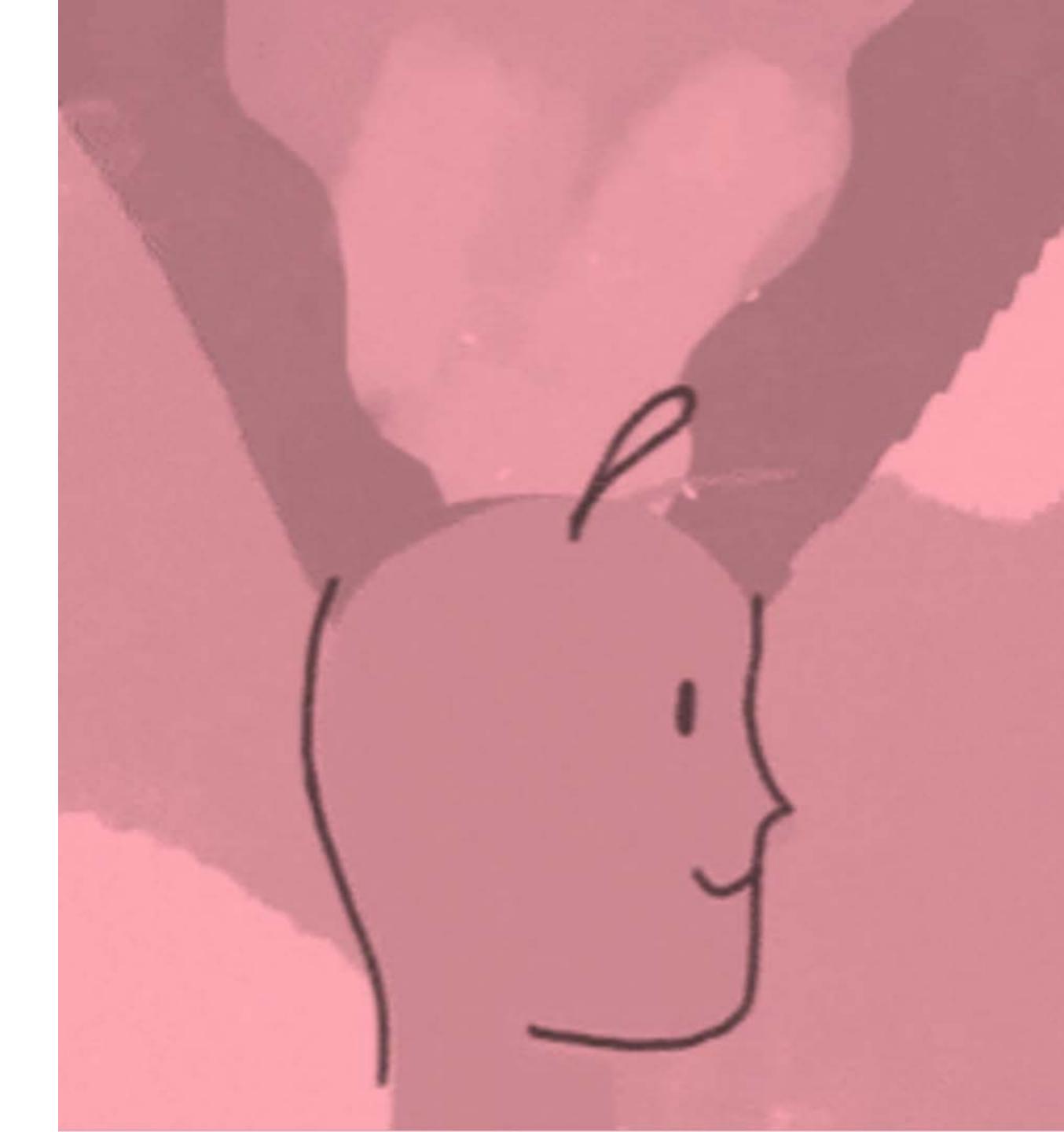
- Communication
- Governance (Global/Local) incl resources

**PANDÖRA** 

**INGREDIENT 2** 

# CXSTRATEGY & FRAMEWORK

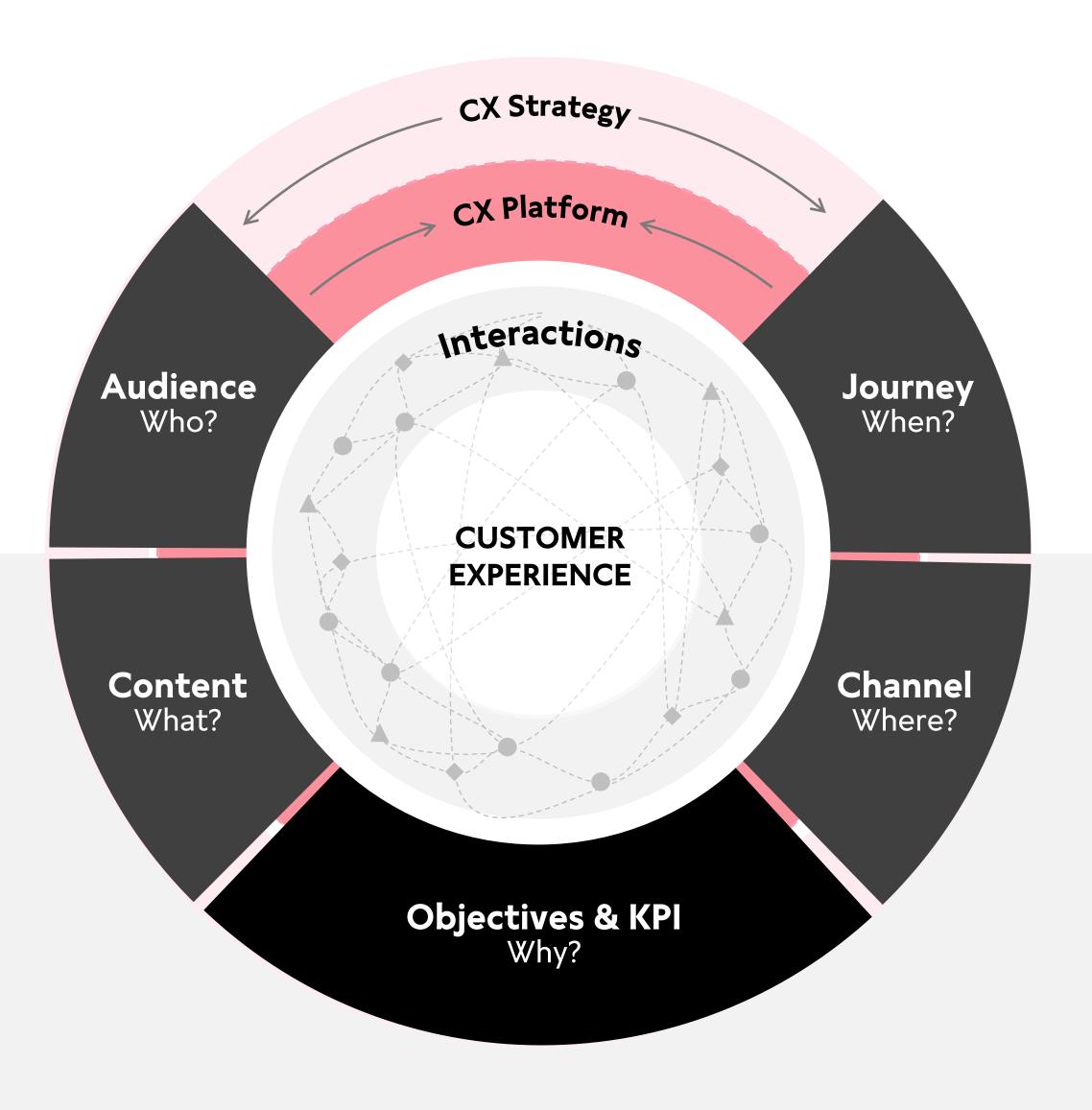




# Astomer-led A

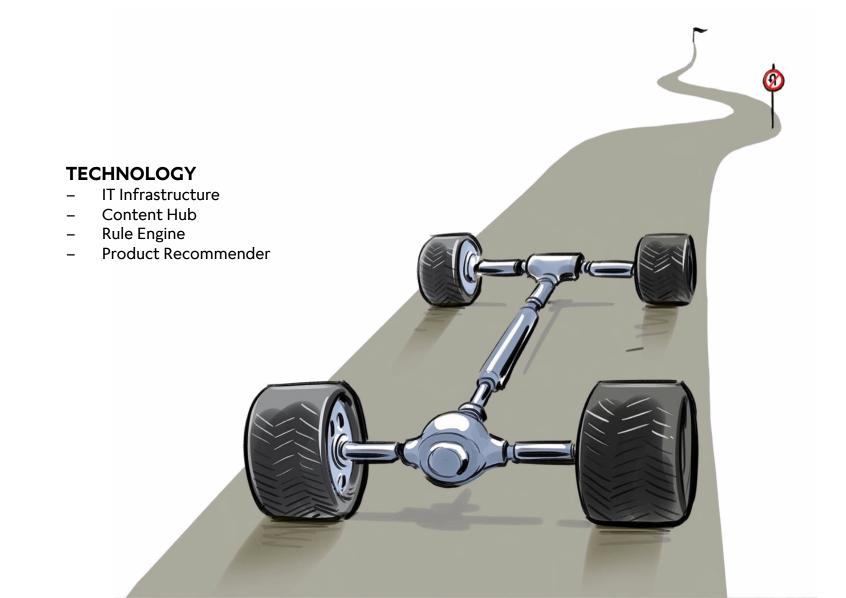
## CONNECTING THE CUSTOMER EXPERIENCE X-CHANNEL

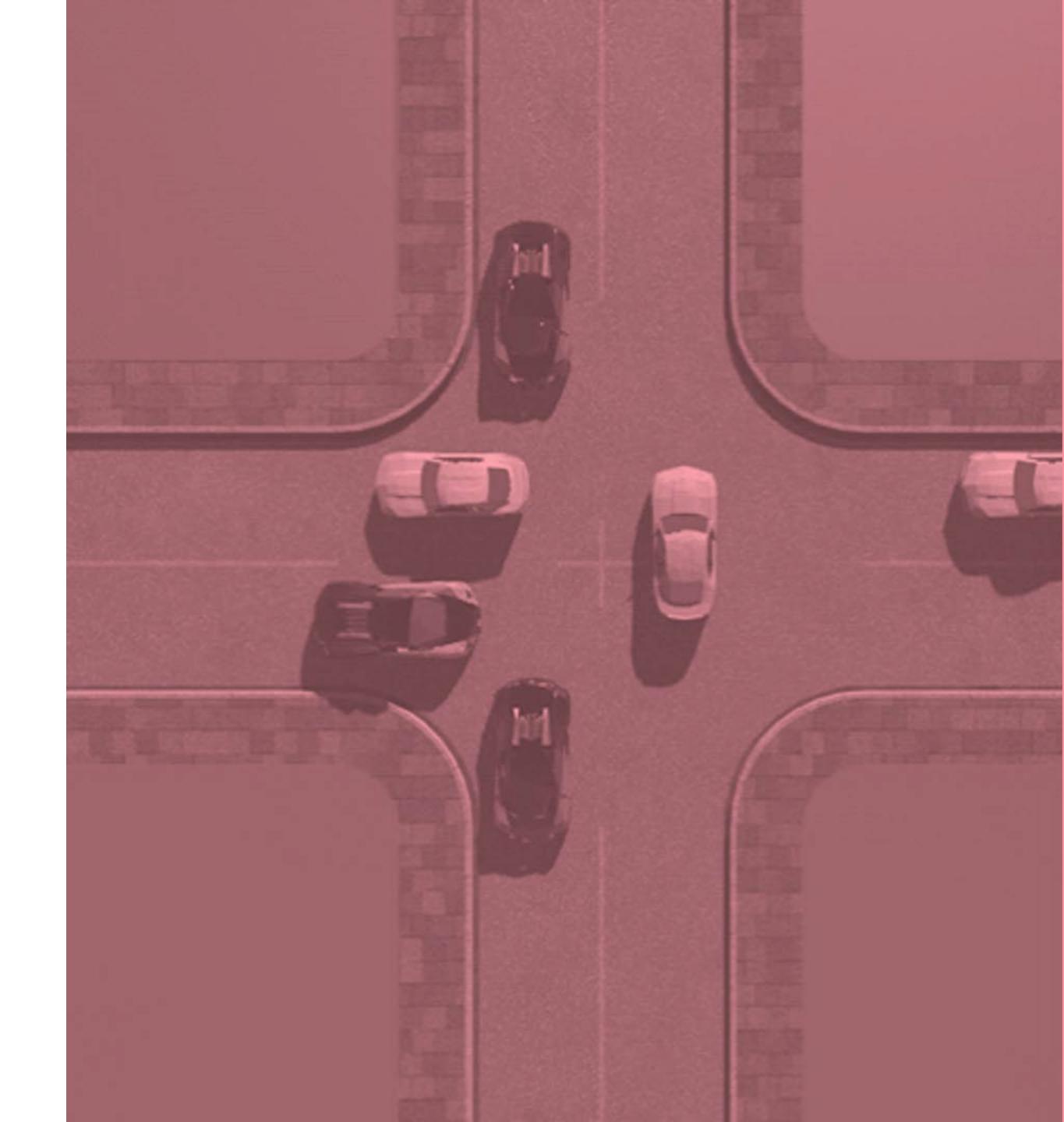
The ambition is to move to a future with seamless cross-channel customer experiences. This requires a look at four key concepts that collectively determine how we interact with potential and existing customers: Audience, content, journey & channel.



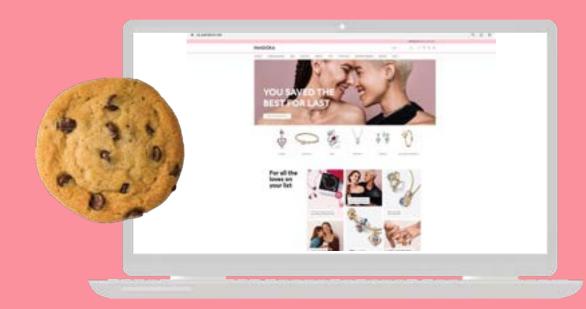
**INGREDIENT 3** 

# INTEGRATED SYSTEMS



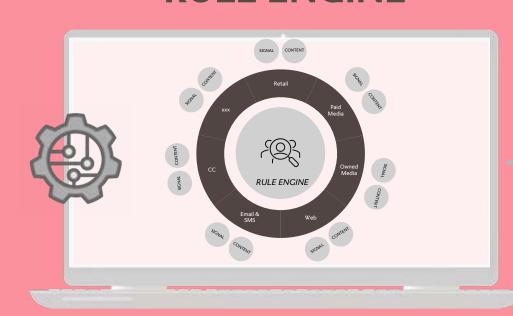


#### **DATA**



Website cookie identifies:
FEMALE SELF-PURCHASER IS
CURRENTLY BROWSING

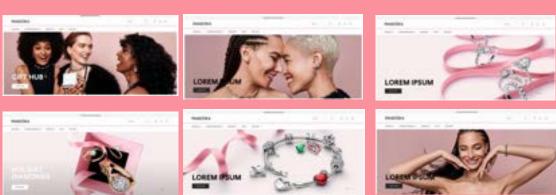
#### **RULE ENGINE**



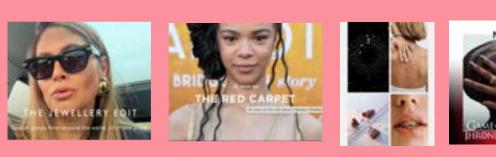
Rule Engine identifies:
FOR FEMALE SELF-PURCHASERS,
PLEASE USE THE FOLLOWING
CONTENT CATEGORIES

#### **CONTENT HUB**

CAMPAIGNS



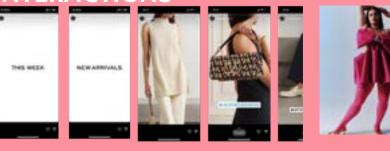
**EDITORIAL** 



**PRODUCTS** 



INTERACTIONS



Content hub decides:
WHICH TYPES OF CONTENT WILL BE
PICKED UP FOR THE AUDIENCE AND
FOR THAT SPECIFIC CHANNEL.

**Personalised** 

recommendations

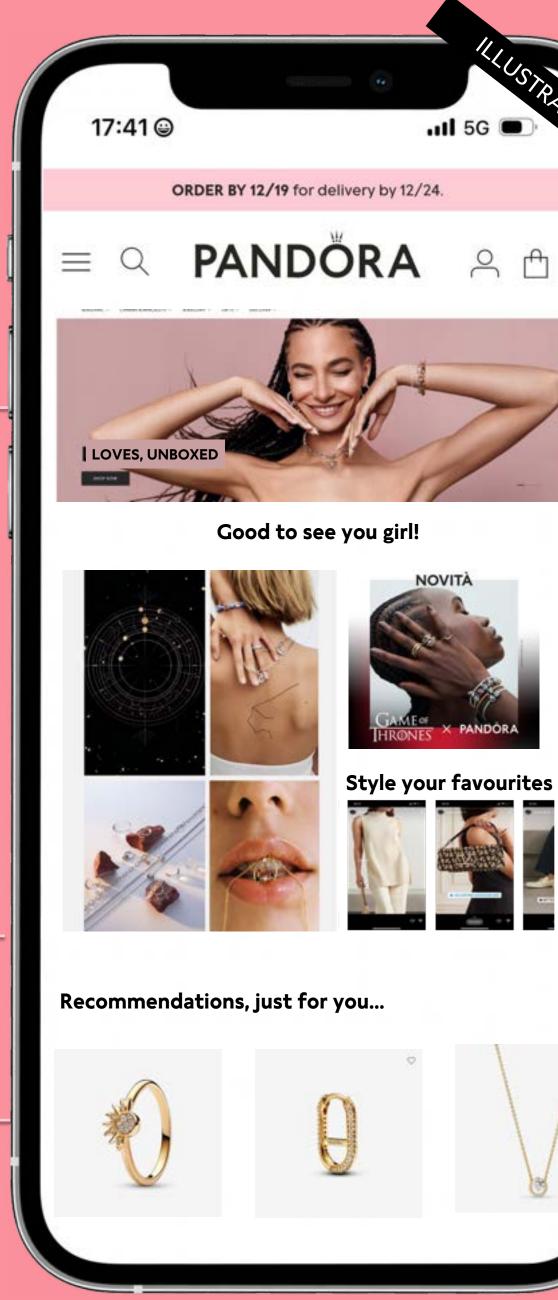
product

Personalised

news and

inspiration

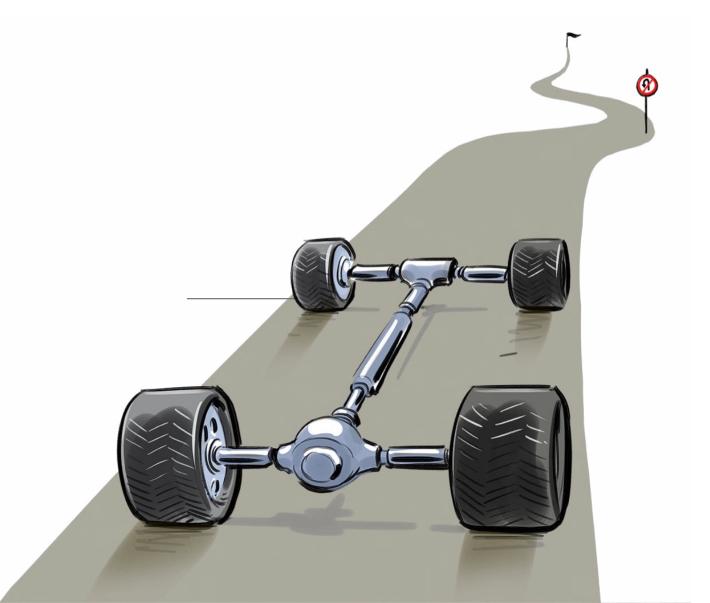
Personalised styling tips



X-channel activation:
CONTENT GETS ACTIVATED ACROSS
CHANNELS VIA DYNAMIC BLOCKS

#### **INGREDIENT 4**

# KNOWING YOUR CUSTOMERS

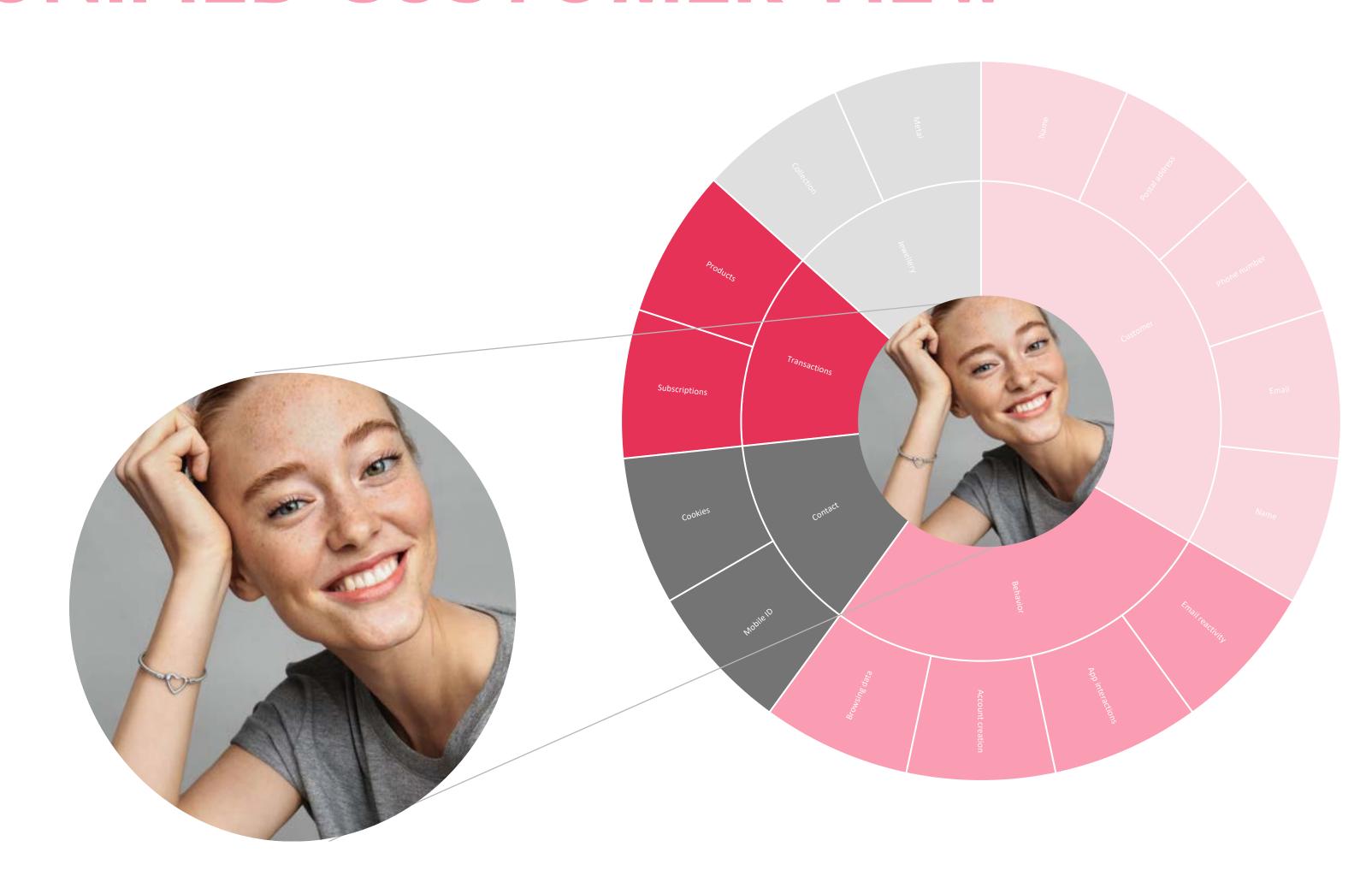


#### **DATA & INSIGHTS**

- Unified Customer View
- Actionable Audiences
- AI / Machine Learning
- Actionable Reporting & Insights



### BEWARE OF DATA SILOS: CREATE A UNIFIED CUSTOMER VIEW



# THERE ARE DIFFERENT LEVELS OF PERSONALISAITON

**WE ARE HERE** 

**ர**் Crawl

Touchpoint segmentation

Segmentation on touchpoint level - e.g. two different emails or two different landing pages.
Segmentation happens on delivery or URL level.

\* Walk

Module segmentation

Segmentation on module level. E.g. a content module within a website or an email. Based on visibility conditions and if-then rules.

\* Walk

Dynamic content selection

Dynamic selection of best matching content within a module.
Selection is based on data genes and advanced parameters such as affinity scores.

GOAL FOR 2024 IN TWO MARKETS

\* Walk

Dynamic content element variations

Dynamic variations of content elements within a module. E.g. change of background image, headline tonality. Variations are based on data genes.

**♣** Run

Situational real-time dynamic content

Adaption of touchpoint, module or content element based on situational context such as location, weather etc.

Run

Intent-based real-time dynamic content

Adaption of touchpoint, module or content element based on real-time cultural context - often from 3rd party data sources.

**MASS** 

SEGMENTED

ONE-TO-ONE

CONTEXTUAL

**PANDÖRA** 

RELEVANCE

€ Crawl

Field replacement

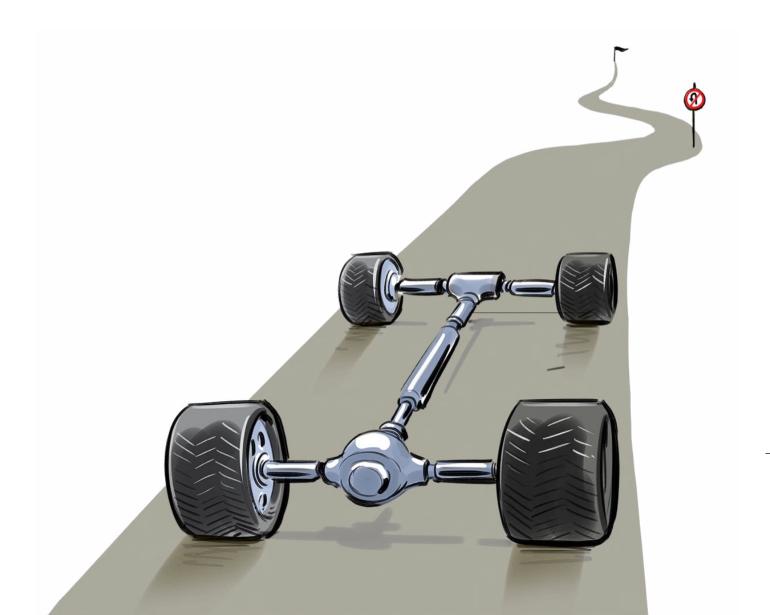
Simple field

replacement such as

name or city.

#### **INGREDIENT 5**

# UNDERSTANDING YOUR ORGANISATION

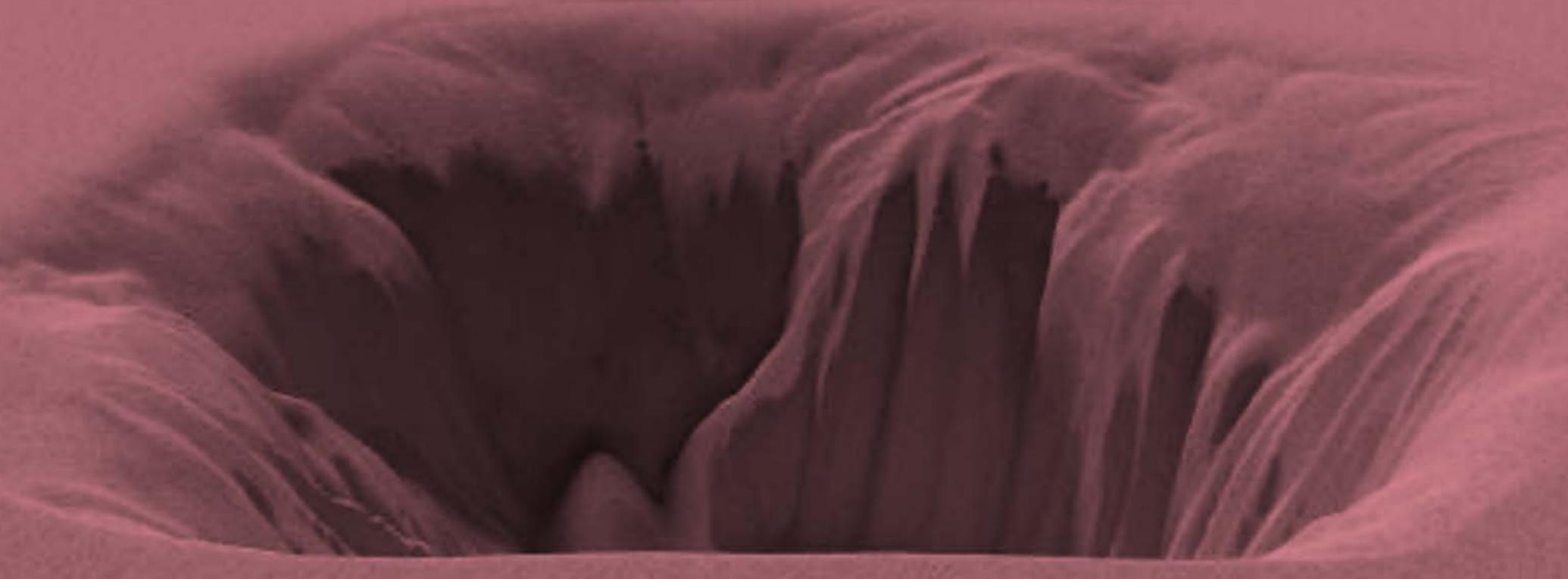


#### CHANGE MANAGEMENT & OPERATING MODEL

- Communication
- Governance (Global/Local) incl resources



### CX INNOVATION IS NOT BUSINESS AS USUAL.



WATCH OUT FOR THE OPERATIONAL QUICKSAND.

### KEY TAKE AWAYS

Personalised customer experiences that matter have 5 key ingredients

**INGREDIENT 1** 

#### **VISION**

UNITING DATA,
TECHNOLOGY, CX AND
CHANGE MANAGEMENT
INTO ONE CLEAR ROAD
TO SUCCESS

**INGREDIENT 2** 

#### **CX FRAMEWORK**

LEVERAGE AUDIENCES,
CONTENT, CHANNELS &
JOURNEY STAGES TO
CREATE PEAK BRAND
EXPERIENCES

**INGREDIENT 3** 

#### **INTEGRATED SYSTEMS**

A HOLISTIC CONTENT
MANAGEMENT SYSTEM IS
NEEDED FOR PERSONALISATION
AT SCALE

**INGREDIENT 4** 

#### **KNOW THE CUSTOMER**

CREATE A UNIFIED CUSTOMER
VIEW FOR A SINGLE SOURCE OF
TRUTH AND DECIDE ON WHICH
LEVEL OF PERSONALISATION IS
NEEDED WHERE

**INGREDIENT 5** 

#### **INNOVATION VS BAU**

AVOID THE OPERATIONAL
QUICKSAND BY SPLITTING
INNOVATION FROM BUSINESS
AS USUAL

