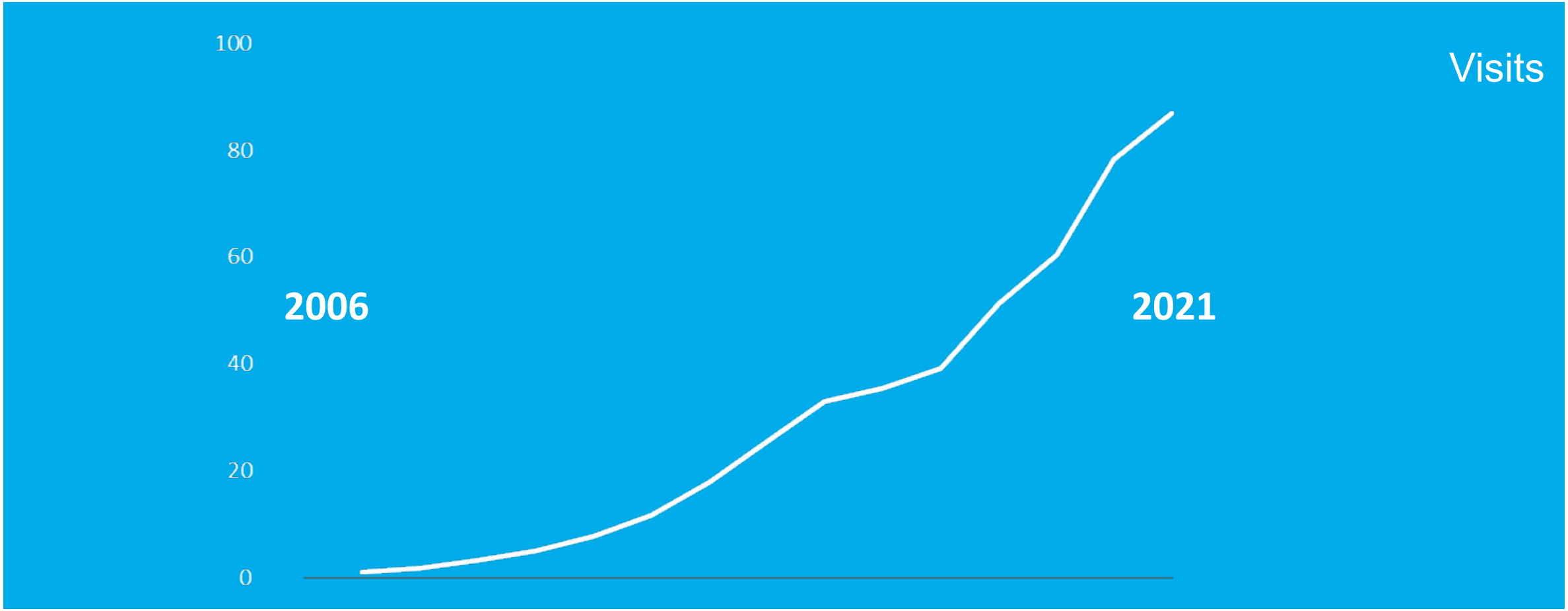
# High performance in a great working place

ICMA Barcelona 2022
Sylvia Dellantonio

# willhaben in a nutshell

- Biggest digital marketplace in Austria
- Founded 2006
- 300 employees
- Great Place to Work since 2010

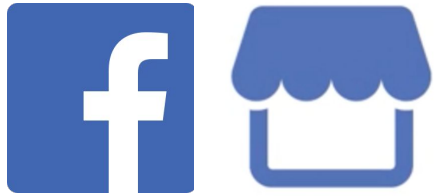
# willhaben has multiplied revenue, visits and delivers EBT



# We learned to reach goals and shift our own limits

**1** million ads >> **10** million ads

# Competition today



SHPOCK
THE JOY OF SELLING

Landwirt.com

gebrauchtwagen.at

letgo

Vinted

refurbed

AUTOHERO

Auto Scout24

mercari

rebuy

asgoodasnew
so gut wie neu

wirkaufendeinauto.at

AUTOGOTT.AT

zalando
zircle

wallapop

Google
for Jobs

karriere.at

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flatbee.at

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Immo Scout24

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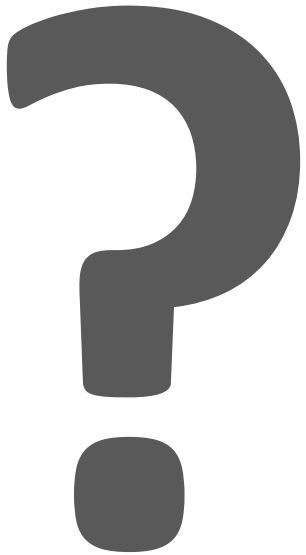
StepStone

# The high performance organization



# The high performance organization

The **high performance organization (HPO)** is a conceptual framework for organizations that leads to improved, sustainable organizational performance. It is an alternative model to the bureaucratic model known as Taylorism. There is not a clear definition of the high performance organization, but research shows that organizations that fit this model all hold a common set of characteristics. Chief among these is the ability to recognize the need to adapt to the surroundings that the organization operates in. High performance organizations can quickly and efficiently change their operating structure and practices to meet needs. These organizations focus on long term success while delivering on actionable short term goals. These organizations are flexible, customer focused, and able to work highly effectively in teams. The culture and management of these organizations support flatter hierarchies, teamwork, diversity, and adaptability to the environment which are all of paramount success to this type of organization. Compared to other organizations, high performance organizations spend much more time on continuously improving their core capabilities and invest in their workforce, leading to increased growth and performance.] High performance organizations are sometimes labeled as high commitment organizations.

Source: Wikipedia

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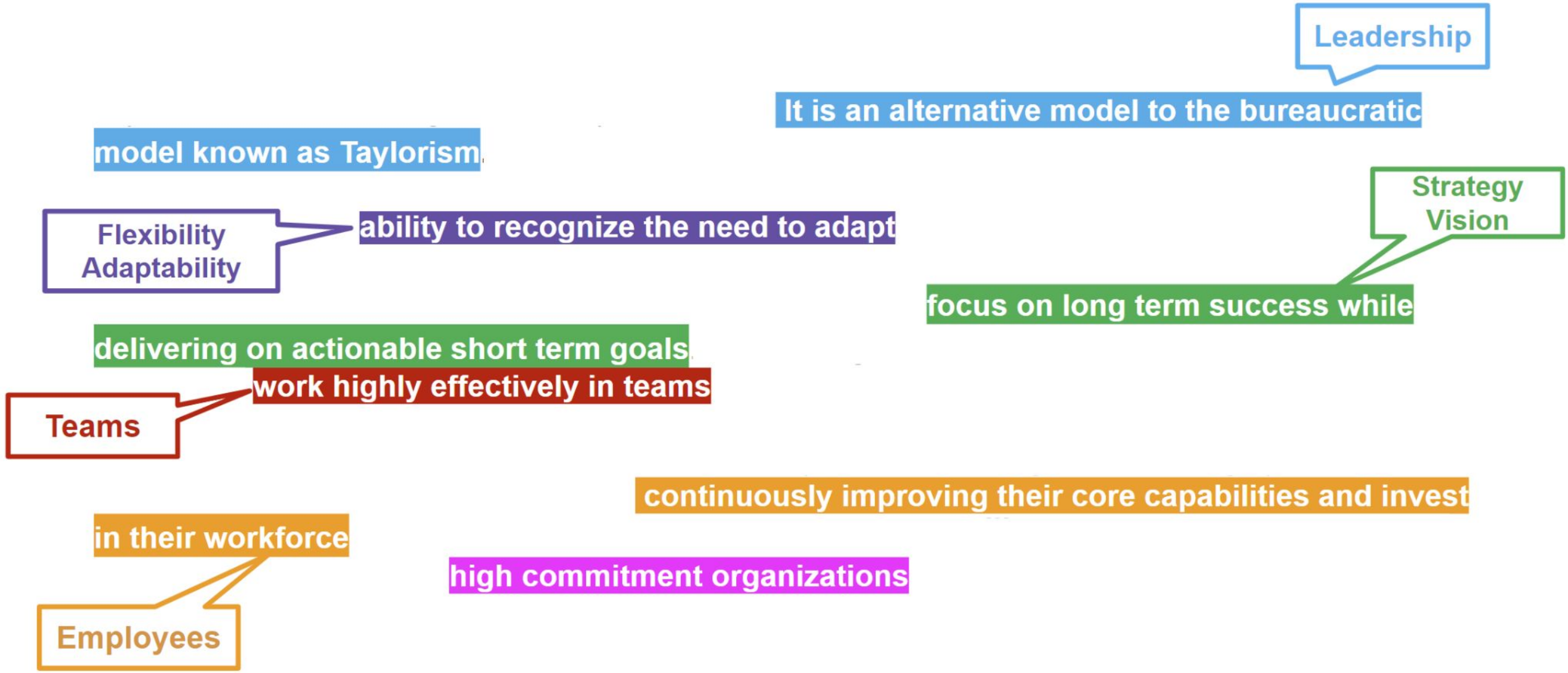
Source: Wikipedia

# The high performance organization




Source: Wikipedia

# We have a Vision, Mission, Strategy

**Focus on long term success while delivering on actionable short term goals**

**Vision**
Desired state

We provide the most effective, convenient, safe and inspiring wo
between private people
and thereby we attract professionals and create value for thei

**Mission**
The action

We create perfect matches on Austria's most trusted marke

**MATCHMAKER**

1. Healthy Supply & Demand
2. Superb Search & Discovery

**TRANSACTION**

1. Convenient and safe transactions in GenMerch
2. Become part of the transaction for both privates and PROs in Cars&Motor, RE and Job

**USER CENTRICITY**

1. Collect & utilize/apply user data
2. Work on a community experience
3. Create a platform of trusted identities

**PEOPLE'S MOVEMENT**

1. Protect day-to-day content categories (eg. Fashion) against new and existing competitors
2. Be the most attractive marketplace for the young target group

**GROWTH**

1. Accelerate growth by building new revenue streams
2. Increase share of transactional revenue

| | |
|---|---|
| **ORGANISATION / USER CENTRIC** | 1. Keep a self-learning, responsive and people-centered organizational system to execute with speed and quality<br>2. Keep great corporate culture and stay the most attractive employer |
| **TECHNOLOGY** | 1. Deliver user value faster in a technical excellent way<br>2. Deliver user value faster by a state-of-the art tech-oriented-organization<br>3. Ensure platform availability and stability |
| **DATA** | 1. Become a data-driven-organization<br>2. Enhance willhaben with data-driven products to reach strategic goals<br>3. Empower data-driven-advertising & marketing |

# We have a Vision, Mission, Strategy - and a Purpose

**Focus on long term success while delivering on actionable short term goals**

## Purpose

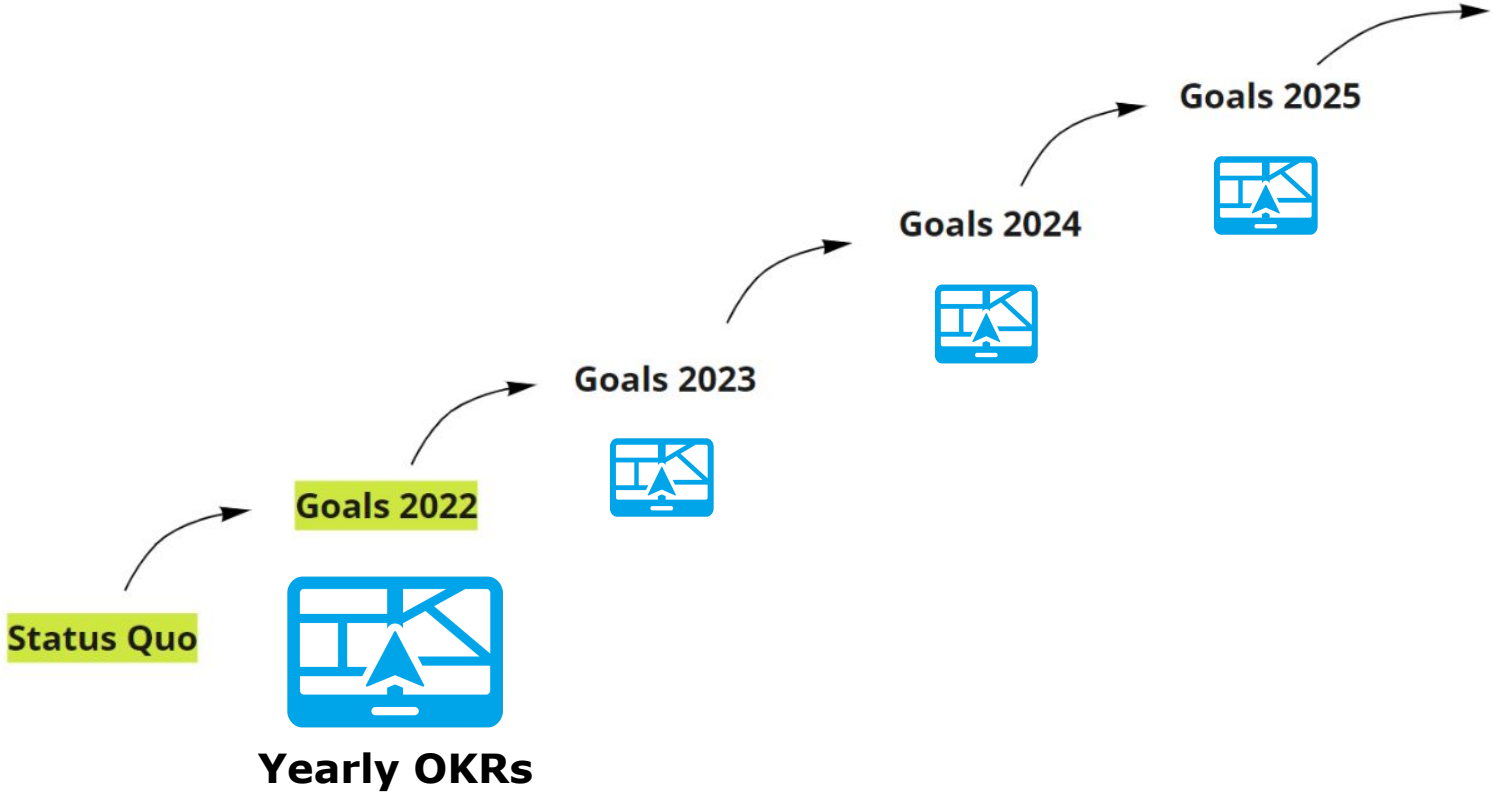
The reason

Make a positive change in the wor
by helping everyone and everything fi
purpose.

Every house can be a home, every person has a role to pla
object can have a second, third or even fourth li

# We execute on it consequently

**Focus on long term success while delivering on actionable short term goals**




## 🎯 Strategic Goals 2026

**Overall goal:**
**More than double revenue while being a highly profitable company**

- **No. 1 position in privates and professionals in all verticals** with clear distance to second competitor in terms of: Ads, customers, traffic, leads, data sales
- 20% of total revenues are **transactional revenues**
- **Weekly reach >50%** of the Austrian internet population
- More than 17% avg. yoy **revenue growth**
- Matchmaking on MP: 50% of all NAA ads have **leads within 7 days**

# .. with high degree of transparency

**Focus on long term success while delivering on actionable short term goals**

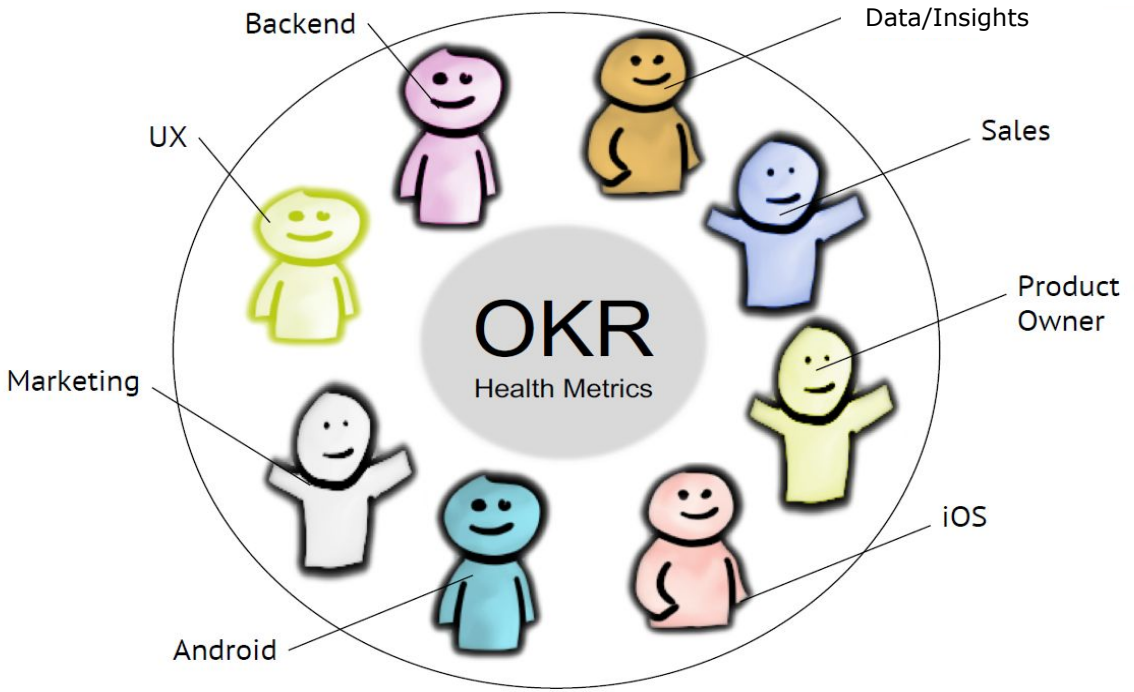
# We installed autonomous teams

**We started with teams especially around Yearly Goals:**

**“PACE Team”**

- works together on a common goal
- unites many different perspectives
- has an end-2-end responsibility
- it is cross-functional
- self-organizing

… roll-out of teams with end-2-end responsibility is ongoing

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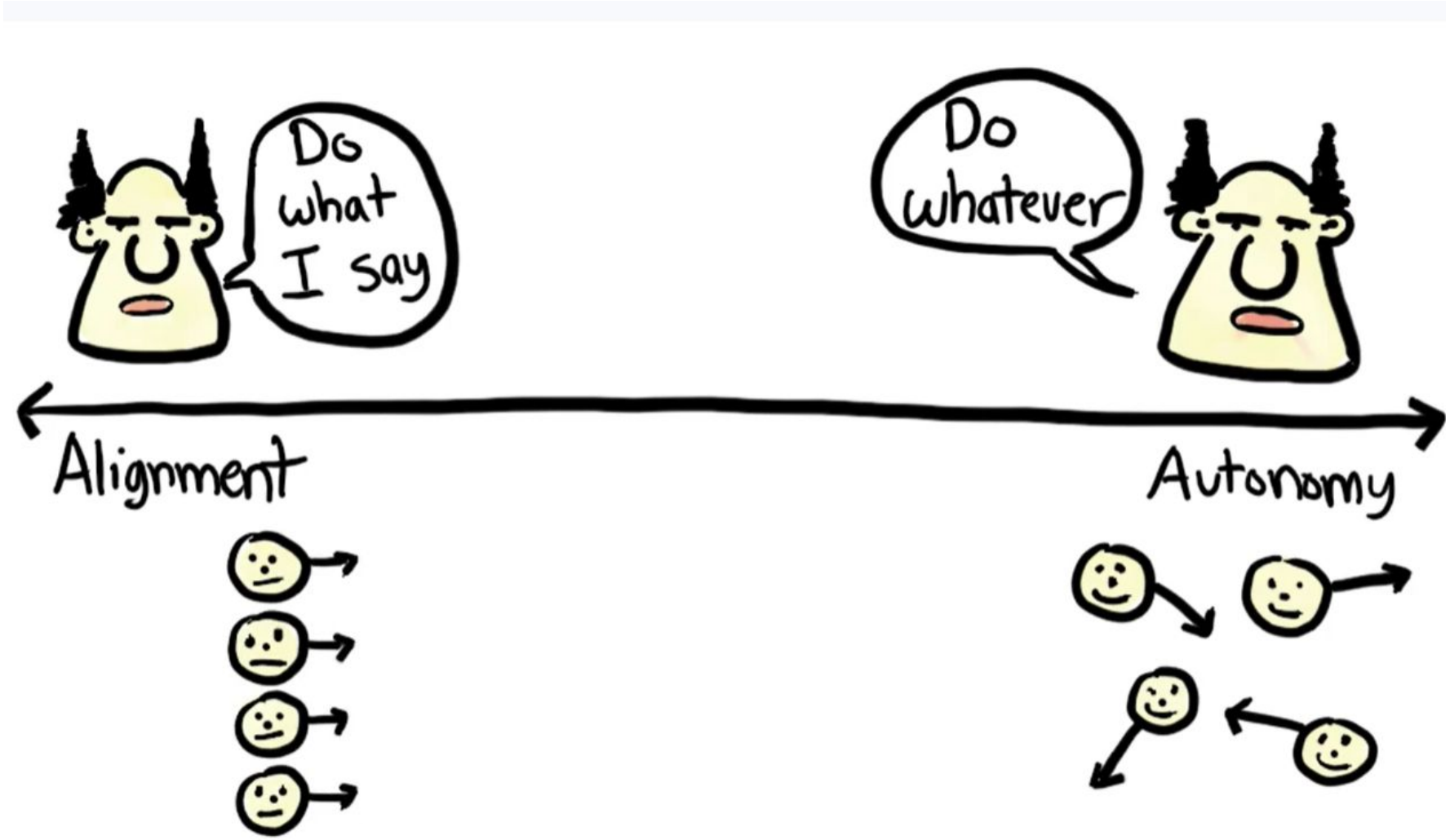
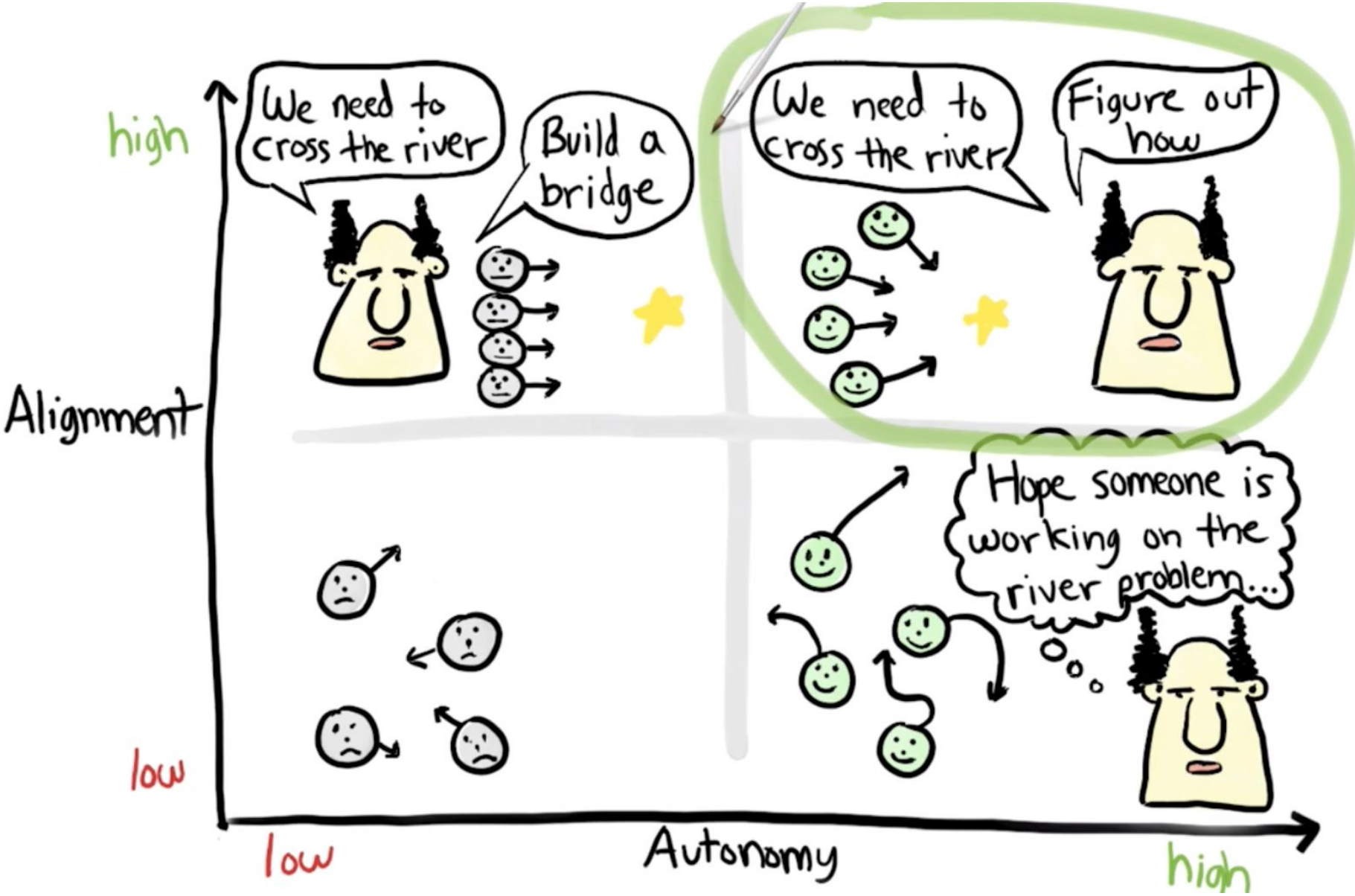
# Autonomous teams - aligned with strategy?



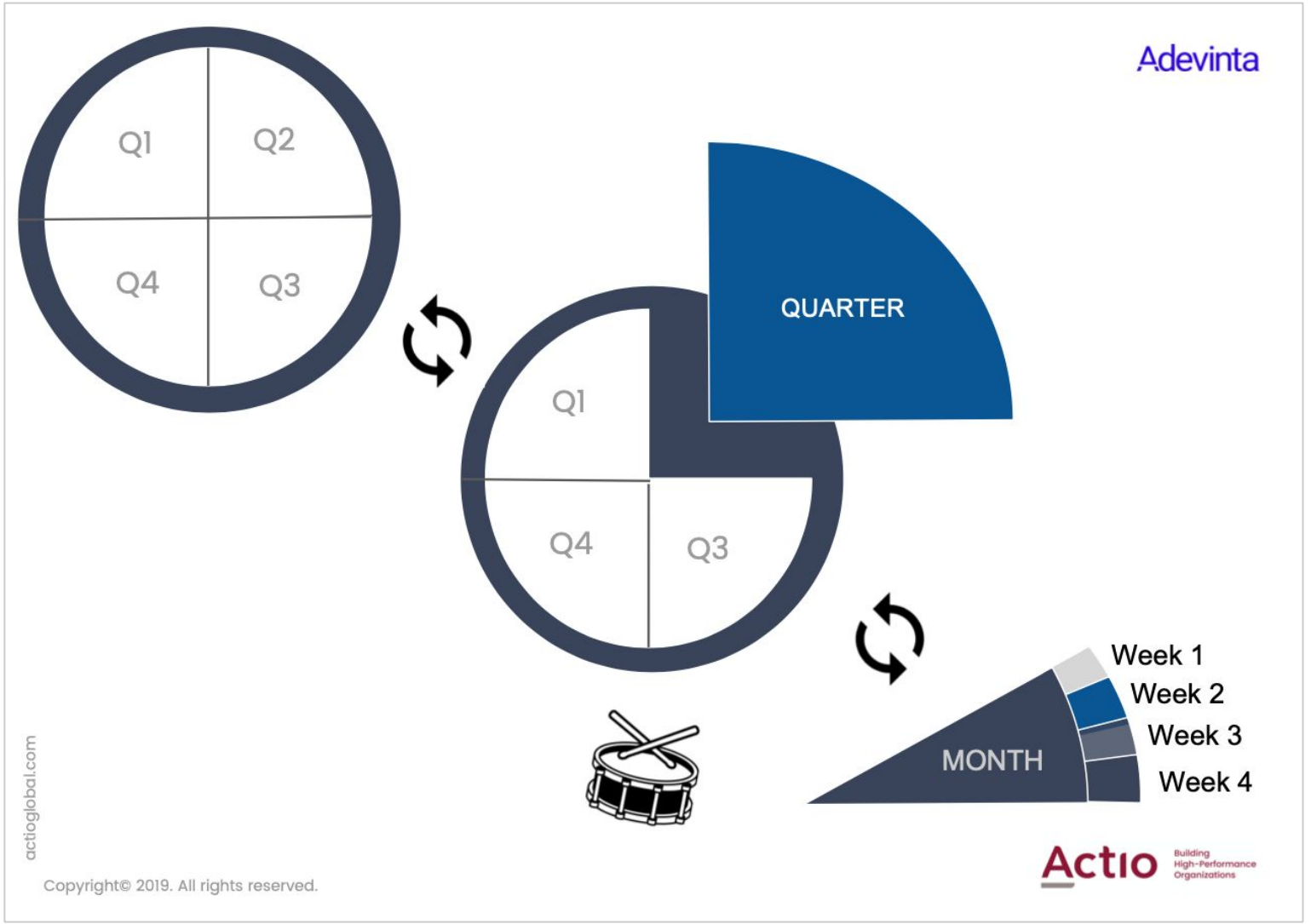

Source: Spotify

# Alignment enables autonomy

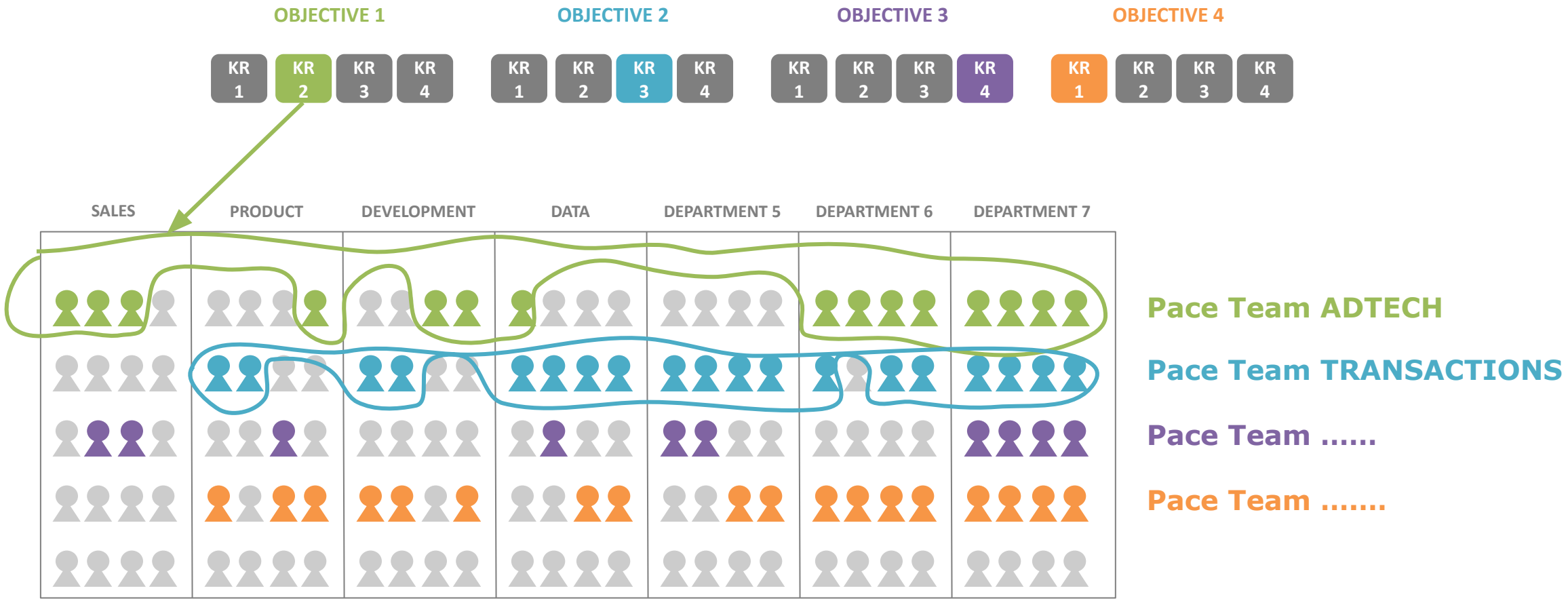



Source: Spotify

# Responsiveness is key - we can adapt when needed while also sticking to plans



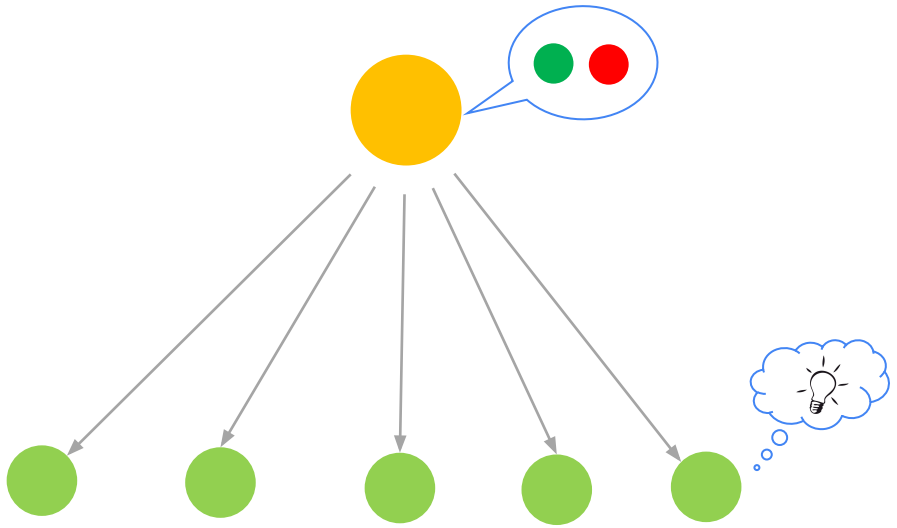
# Responsiveness is key - we rally behind goals



It is an alternative model to the bureaucratic model known as Taylorism

# Talking about leadership

## “Command & Control”



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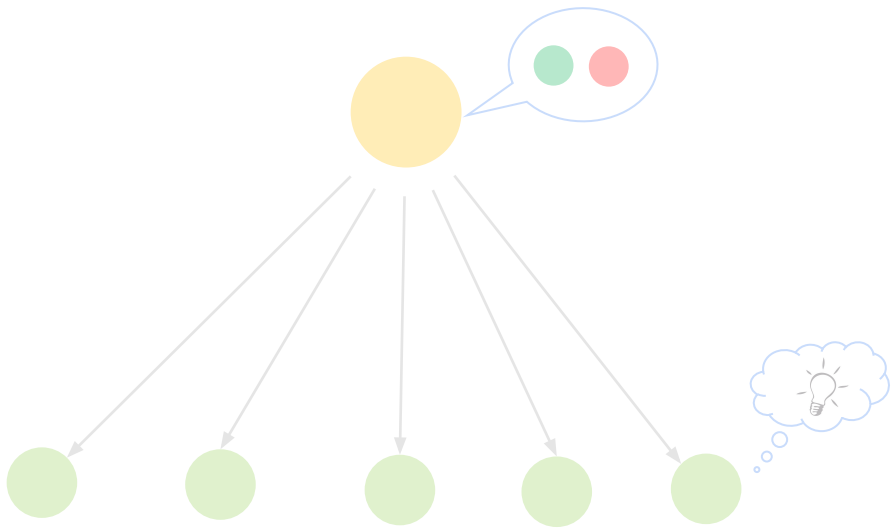
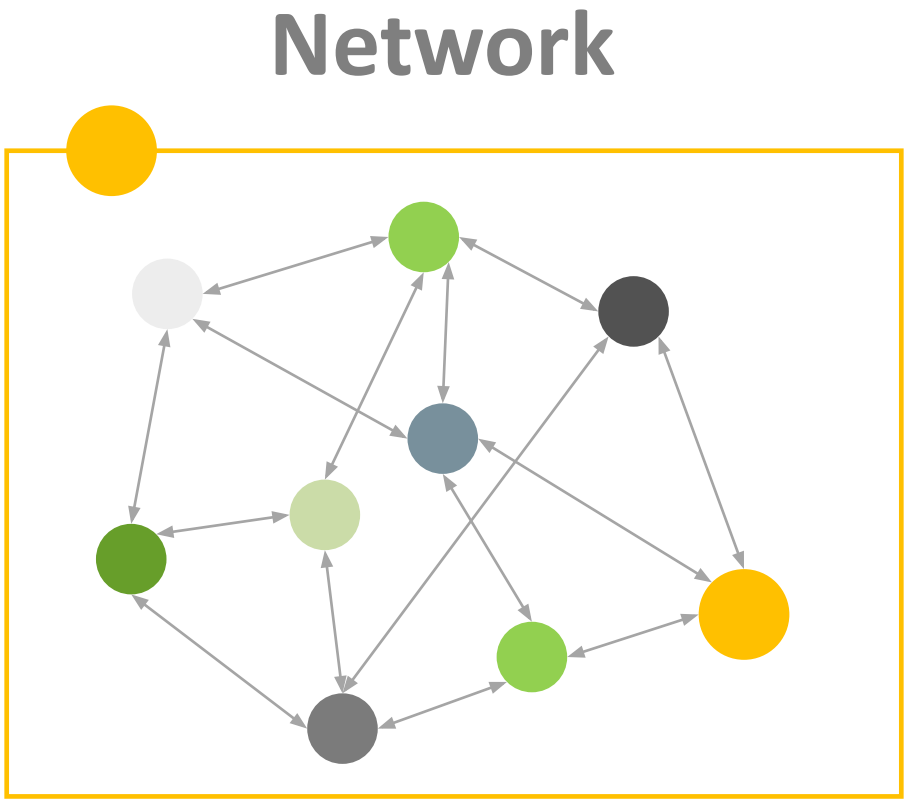
# Talking about leadership in willhaben





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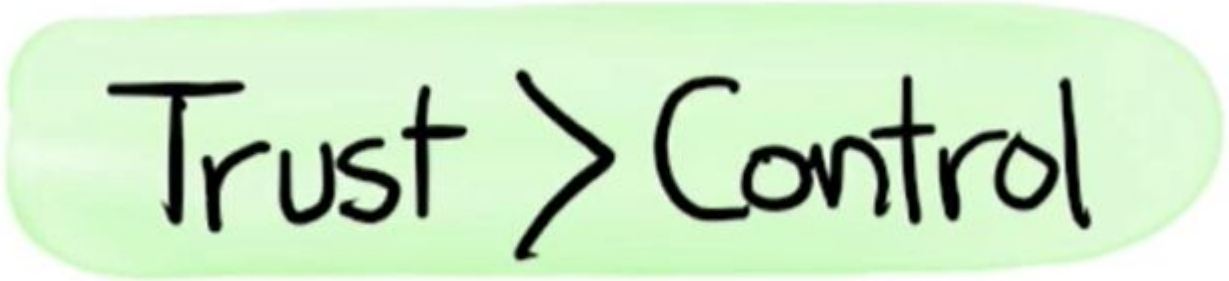
# Creating space



# Room to develop individually and as team

**Continuously improving core capabilities and invest in workforce**

**We are monitoring our organisational development**

- Company Health Check
- Team Health Checks

**We put effort in self-learning competences, tools, formats**
**e.g.**

- Retrospectives
- Feedback Formats
- …

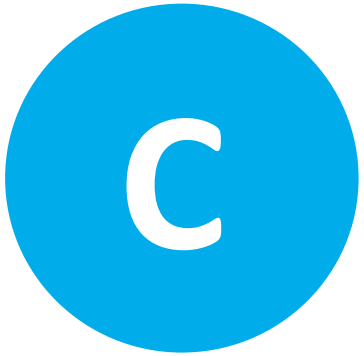
# The willhaben way of working

## PRIORITIZATION

**Define priorities** so you can focus on activities that **matter the most** to your customers and users

## ALIGNMENT

**Align on long-term goals** and use them for guidance, **synchronize** regularly for short-term results.




## COMMUNICATION

**Communicate** and provide **transparency** for building trust and as basis for everyone to contribute to goals.

## EMPOWERMENT

Strive for **autonomous** teams and distributed responsibilities, create room to show personal **potential** and to **grow** together.

# Win - Win

## Key Take Away

# CEO

# =

# Chief Empowering Officer

# Will Danke sagen!
# Thank you!