



Website: [dazn.com](https://dazn.com)

Industry: Sports Broadcasting

How we helped: Transformation, Data Strategy, Data Engineering, Delivery Leadership

### about DAZN

DAZN is a London-based sports media company and unicorn startup valued at over £3bn. It is an over-the-top subscription sports streaming service which shows live and on-demand streaming of sporting events.

Founded in 2016, DAZN first launched in Austria, Germany, Switzerland and Japan in August 2016 before expanding to Canada in 2017, the US and Italy 2018 and then Spain and Brazil in early 2019 - with a further 200 countries to follow in 2020-2021.

In October 2019, DAZN had the highest-grossing sports-related mobile app in terms of worldwide revenue on application storefronts.



### challenge

DAZN's Data Warehouse was initially built to monitor product health metrics and later grew into a finance reporting tool.

With more and more data sources incrementally added over the years, it became a complex monolith with the business often querying its accuracy and reliability.

Global expansion meant more pressure was being put on the platform.

The team responsible for its upkeep was small and overwhelmed with maintenance tasks, updates, and new data ingestion requests - meaning they were stuck with the status quo.

Work was mostly completed in the production environment, meaning bugs weren't caught in time and had a severe impact on the reporting and robustness of the data.

Morale in the team was low, and DAZN looked to 101 Ways to help improve ways of working - not just within the team, but with stakeholders, and to set the path to a new, modern data platform which would serve DAZN's future needs.

DAZN also needed help to ensure that the future platform could be supported internally once 101 Ways had completed the engagement.

“ Platform transformations are tricky. Don't stop moving at speed, but change the tyres whilst you're going. 101 Ways swiftly brought in the right mix of skills and experience to help stabilise our current platform, and provide guidance and experience on the foundations of the new. ”

Warren Leigh, SVP Delivery, DAZN

### get in touch

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## *solution*

101 Ways provided an interim Data Director to support the planning and architecture of a new, modern data warehousing platform which would take advantage of the more scalable capabilities available in AWS.

For the new data platform, 101 Ways' interim Data Director worked with senior stakeholders to understand the changing needs of the business, what questions they need answering from the data, the various data sources, and the need to scale.

101 Ways designed the new platform to be scalable primarily using AWS-based technologies such as Athena, Glue, EMR, Redshift, Data Pipeline as well as Spark and Kafka.

101 Ways supported the recruitment of the permanent team members who would go on and complete the development of the new architecture.

101 Ways also provided a cross-functional team consisting of Data Engineers, a Scrum Master, and a Business Analyst to work with existing staff to improve ways of working, technical approaches, and delivery.

Our approach to supporting the current team and improve how the team worked with the broader business, we did the following:

- Redefine the basics through definition of done workshops, the introduction of physical boards, sprint goals, useful retros and agreed on a prioritisation framework
- Took a pragmatic approach to agile through discovering what would (and wouldn't) work for the team, the use of "no estimate" techniques to break down tasks, and the introduction of bug tracking and XP practices
- Introduced the concept of Kaizen; striving for continuous improvement through small, incremental changes

## *outcomes*

- Full roadmap and proof-of-concept of the new data platform
- Mobilised a data engineering team to deliver the modern platform
- Introduced development environments, and CI/CD capabilities to the existing data warehouse
- Increased trust in the abilities of the team and the platform
- Platform's uptime increased by 10x with fewer rollbacks
- Reduced number of bugs found in the platform
- Happier people resulted in a reduction in churn

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