

ScoutBee Growth

Product Team



**Beyond  
Scrum Master**

# Hello!

I am Yuliia  
Pieskova



English &  
UA teacher

Scaled  
Scrum: LeSS,  
Spotify...

Sports

7 years in IT:  
from  
sales & marketing  
to a full blown  
Scrum Master/  
Agile Coach

Coach,  
mentor,  
change agent





# And I am Alexander Geibig



Good  
Food &  
Drinks

Friends &  
Family



Traveling &  
Intercultural  
Exchange

Sports

Data Scientist,  
Product Enthusiast,  
Entrepreneur

Finance,  
Organization  
Design,  
Leadership



[www.alpha-affinity.com](http://www.alpha-affinity.com)



# We will share about :

1. The context: when and why we had to scale.
2. Vision of our path.
3. Activities that supported our changes.
4. How to encourage initiative from teams.
5. On-boarding and Adaptation.
6. How we made it fractal.
7. Fuck-ups.
8. Many Thanks :)



**The story  
begins  
with just  
a small  
beehive...**



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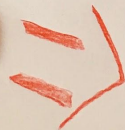




... and the  
clear vision  
to become  
a great  
bee(e)mpire!

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**Where we begin...**



# We were a **startup** just taking off...

## 1 Company

- Northern **Bavaria**
- Focus on **Procurement**
- Founded by domain experts
- Around **25 employees**
- Just got **4 mln € Seed**

## 2 Dev Teams

- Fully **distributed**
- Super **motivated**
- Passionate but inexperienced
- Extremely **diverse**
- Living **Scrum Values**

## 3 Products

- User facing **supplier scouting platform**
- ML driven supplier **search engine**
- Supplier **data management platform** to be launched

**...and in  
order to  
scale, we  
had to  
overcome  
a lot of  
challenges!**







# Our Vision

# Driven by our **core values**...



**Self-organization &  
Agility**



**Structure &  
Responsibility**



**Scalability &  
Flexibility**



# V I S I O N





# REALITY







**How did we achieve  
the vision?**





# Some elements of our organizational change process.

Chapter  
introduction  
knowledge  
share

Roles and  
Resp. Retro  
before  
changes

Emulation:  
LeSS events  
game

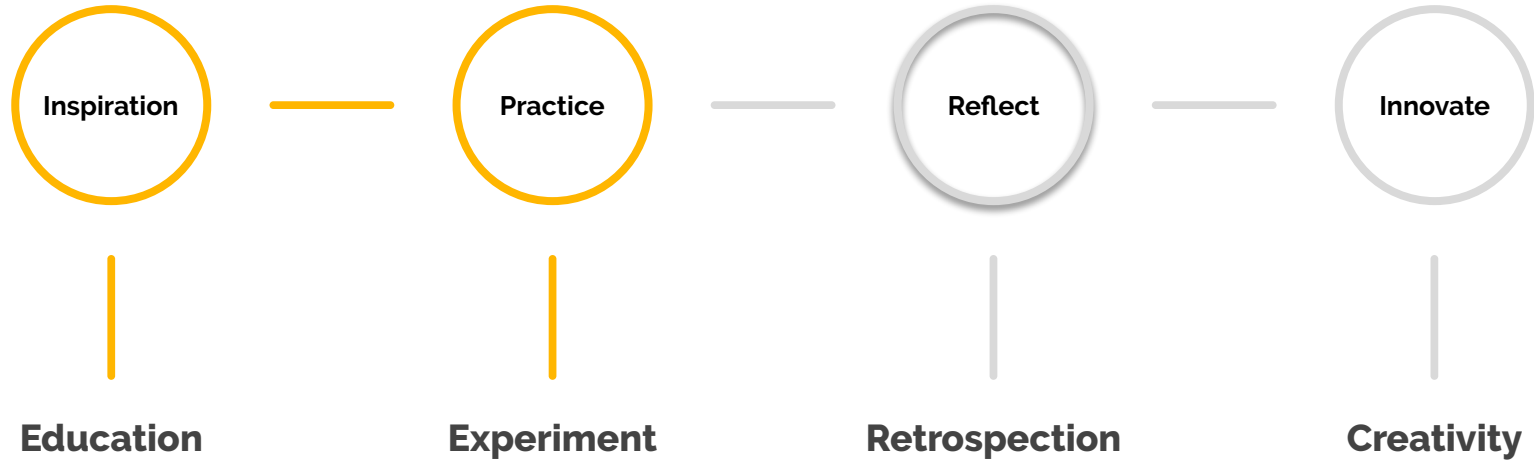
Architecture  
Sprint:  
new product,  
new technology,  
new team

Plan for  
decoupled  
releases





# Drive the **enthusiasm** from all levels!



# Face2Face meetings at the costs of gold...



Workshops



Hackathons



Knowledge Share



# ...and a lot of fun!





# On-boarding and Adaptation







**Some more  
ingredients in our  
self-organization  
meal...**





**Embrace  
cross-team  
traveling!**



# No component team members!

- Extended Definition of Done
- Knowledge Share in Acceptance Criteria
- Above feature teams





**Business Value  
comes first!**

# What the bees usually do not tell, or how it got fractal...

Stick to  
your word: if  
it doesn't  
work, kill it

Change  
Management  
works!

Culture  
goes  
first  
(safety,  
trust...)

Team Maturity  
and Initiatives  
should be on the  
same level

PULL, not  
PUSH

Detect  
successful  
initiatives  
and make  
them  
patterns

Your team is  
your client: find  
their pains and  
help to satisfy  
it

Safe  
Iterations, no  
revolutions








**Time  
For  
some  
Fuck-  
ups!**

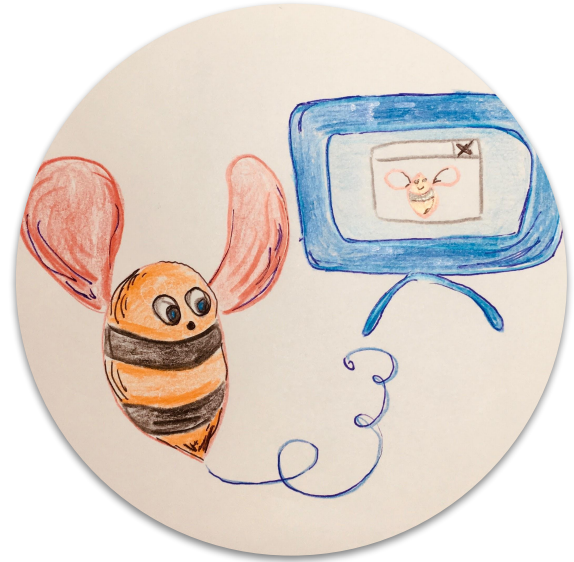


# Not synced changes

## In the different teams added complexity

A spiral-bound notebook is shown in the bottom right corner. It has a blue cloud-shaped sticker on its cover with the handwritten text "many changes to catch UP!" in black ink.

**Lack of (f2f) education  
opportunities  
caused a lot of  
misalignments**

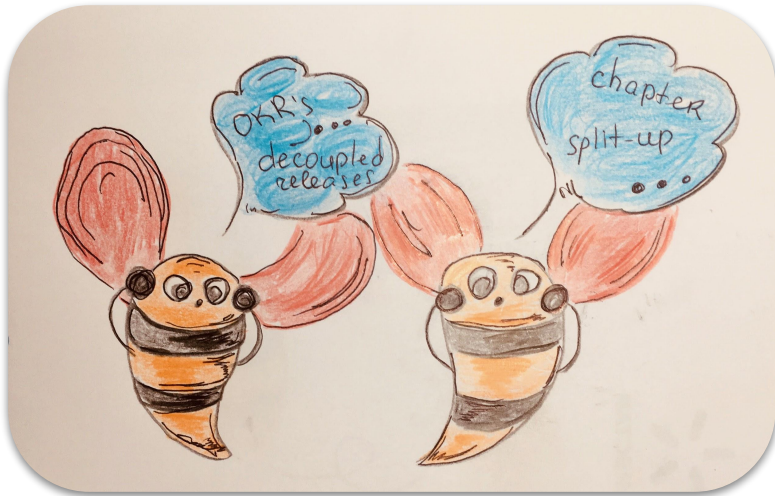




Travellers and shared  
team members  
had to **nail most  
of the chaos**



Lack of **consistency** to  
tackle complexity:  
no time to  
digest  
changes







**Started too many  
initiatives  
at once**





**Thanks for listening!**  
**Questions? :)**



**That was our journey!**  
**It's time to hear about yours :)**

