SCALING AT FOOD-TECH STARTUP

TRANSFORMATION CHALLENGES, LESSONS LEARNED AND GROWTH

Nari Kim
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Nari Kim
Scrum Master
RGP Korea, Delivery Hero Global Network

nari.kim@rgpkorea.co.kr
@ultimaterunner
linkedin.com/in/narikim421

Experience Report:
https://goo.gl/SoCzJn
What We Do

Connecting Hungry Users and Restaurants. Transforming the Way People Order Food Online.
What We Talk About

STAGE 1: Scrum Teams

STAGE 2: Functional Organization

STAGE 3: Squads
STAGE 1: Scrum Teams
We believed that we had solid Scrum practices…but
Identify Dev Teams’ Expectations through a Retrospective
Scrum Master with a Role of “Cross-link”

![Diagram showing Scrum Teams]

STAGE 1: Scrum Teams
Stage 1 Findings

✓ There is NO perfect Scrum
✓ Use Scrum based on organizational context
✓ Deliver Scrum value for both development and business teams
STAGE 2: Functional Organization
Growing through mergers

STAGE 2: Functional Organization
Scrum Meets Waterfall…

STAGE 2: Functional Organization
Actions to Rebuild Tech Culture

New Executive Leadership

OKRs

Retrospective

STAGE 2: Functional Organization
Boost Cultural Integration through a Retrospective

WE BUILD BDT.

WHO:
PO/UX/BE/CL/QA/SM

AGENDA:
1. Release Retrospective
   About Product, Design, Technology
2. Culture Retrospective
   About Collaboration, Process, Culture

Retrospective Practices for Cross-functional Teams
Stage 2 Findings

✓ Define the cultural integration strategy at the beginning of merger

✓ In growing organization, strong leadership initiative would be a start point to build a consistent working culture

✓ Use a retrospective as a powerful tool for rebuilding organizational culture and trust
STAGE 3: Squads
Product & Tech

STAGE 3: Squads
Why Squads?

STAGE 3: Squads
Existing Challenges

- Lack of trust built between product owners and developers
- Project scopes got bigger and project timeline prolonged up to 3-6 months
- Deliverables sometimes went wrong and did not meet the project goals
A Pilot Squad

New Billing System Squad

Finance Team (Stakeholders)

STAGE 3: Squads
MVP – Sprint – Review

STAGE 3: Squads
Visualize & Share dependencies in Daily Stand-ups

Dependency Check Board & Sprint 3 Burndown Chart
Combine Scrum & Kanban
Stage 3 Findings

✓ **Strong leadership is essential to drive change at a scaled organization**

✓ **Starting an Agile transformation from a team that needs a turning point**

✓ **Agile enhances team chemistry, and it is started from people who are willing to learn new practices**
Conclusions

✓ Stage 1. How Small Teams Used Scrum
  We delivered value to both dev and business teams through Scrum.

✓ Stage 2. Integrating Development Culture after Mergers
  We used a retrospective as a powerful tool for rebuilding organizational culture and trust.

✓ Stage 3. Adopting Agile at Scale
  Strong leadership initiative was our call for change. We used Agile as a tool for cultivating people & product-oriented engineering culture.
Thank you

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