

From Startup to Grown-Up

**The pleasures and pitfalls of scaling
an industry disruptor**

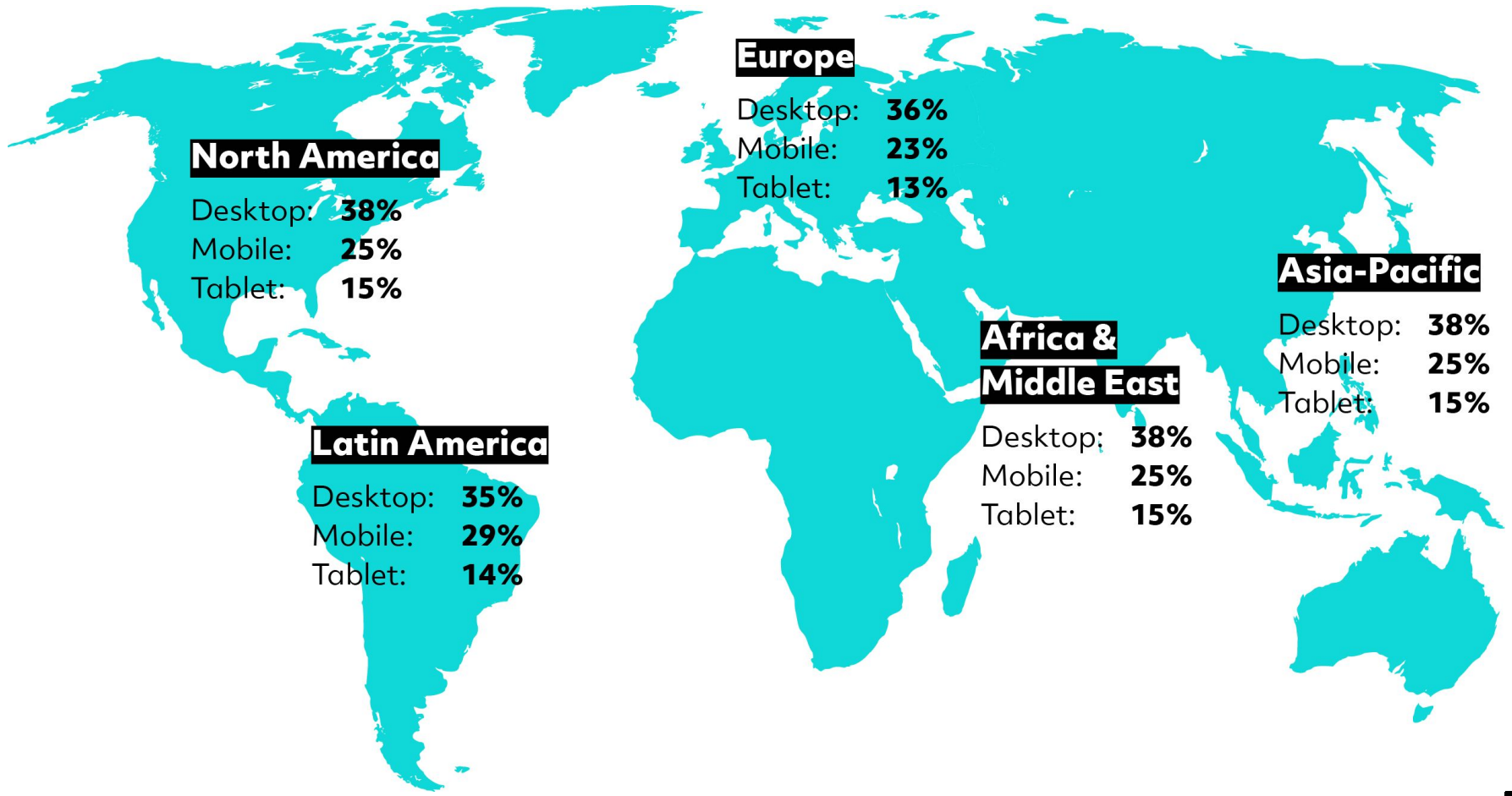
Jutta Horstmann | Managing Director (COO/CTO) | eyeo GmbH
Digitale Leute Summit 2021

eyeo... Who?



- **Most popular browser extensions worldwide**
- **Technology available on all major browsers and platforms**





North America

Desktop: **38%**
Mobile: **25%**
Tablet: **15%**

Latin America

Desktop: **35%**
Mobile: **29%**
Tablet: **14%**

Europe

Desktop: **36%**
Mobile: **23%**
Tablet: **13%**

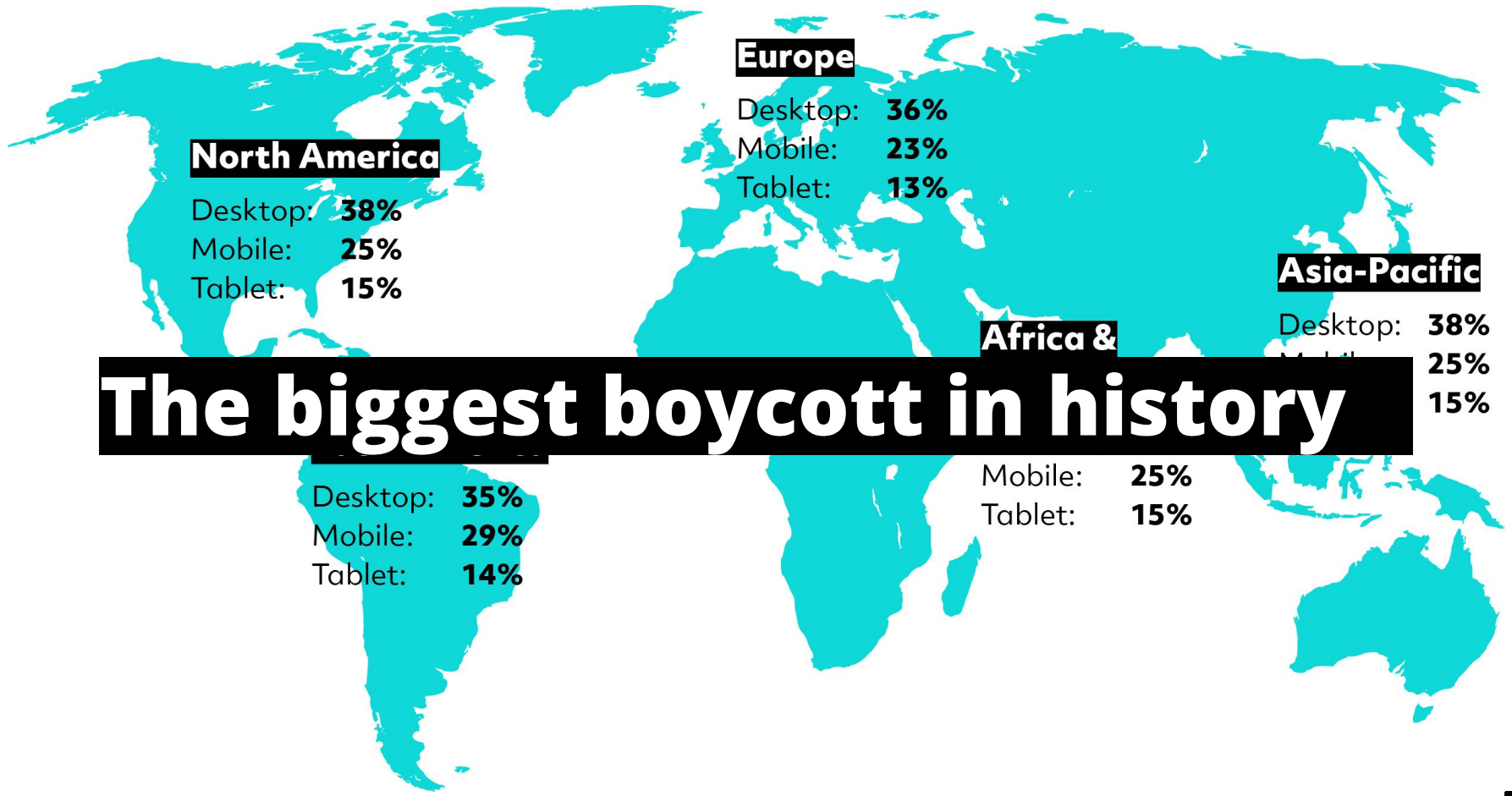
Africa & Middle East

Desktop: **38%**
Mobile: **25%**
Tablet: **15%**

Asia-Pacific

Desktop: **38%**
Mobile: **25%**
Tablet: **15%**





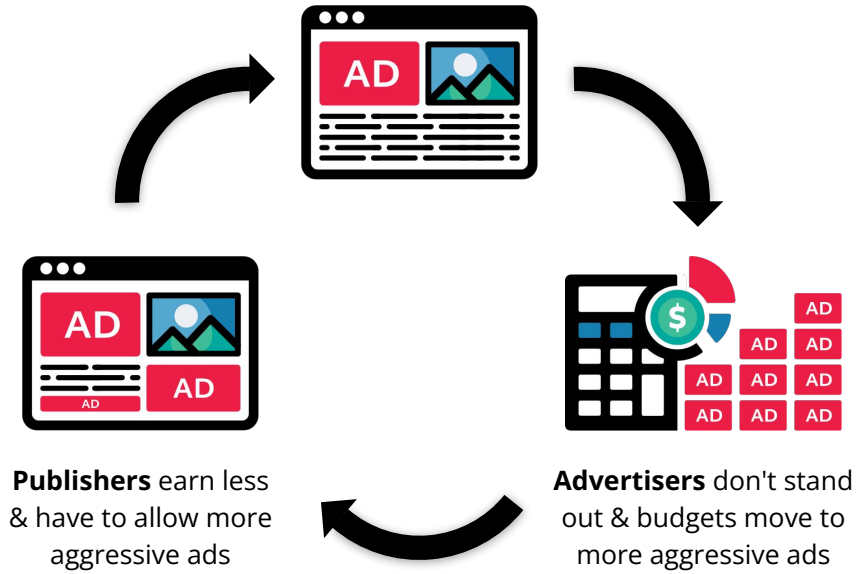
The biggest boycott in history



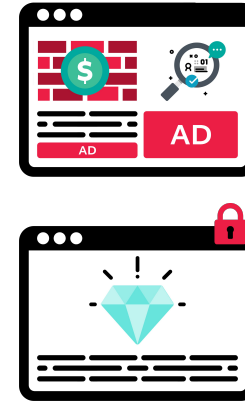
The problem

User has no control

Users see more ads



Result

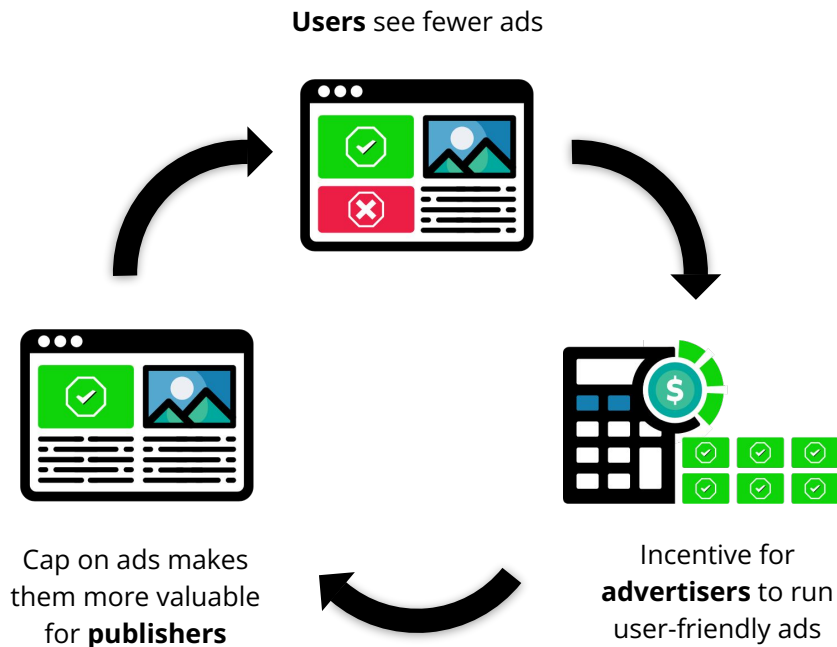


Content becomes less conveniently and openly accessible.



The solution

User has control



Result



Diverse and valuable content remains accessible as a public resource



Our mission

**Empowering a balanced
and sustainable online
value exchange**



Ad filtering technology



Acceptable Ads

Crumbs



Trestle



Our vision

Any value exchange that is
balanced between all sides;
everyone benefits.



Putting you in control of a fair and prosperous internet



We aim to create solutions that give all stakeholders choice in how the internet works best for them.



The healthier and stronger the ecosystem, the more enduring it will be.



Growth



250

200

150

100

50

0

2011

2012

2013

2014

2015

2016

2017

2018

2019

2020

2021





FROM:

2 to **14** products

16M to **220M** users

6 to **250** people

3 to **35** nationalities

1 to **700** partners

0 to **8** lawsuits





The startup needs to scale

Scaling



Business



Product



Organization



Culture



Focus



Alignment



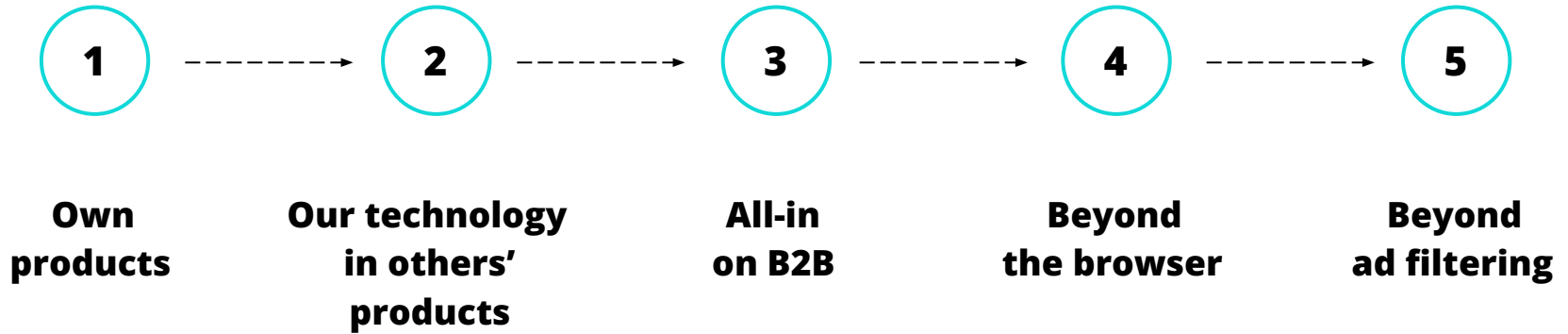
Fun!



Scaling the business



Business growth strategy: Expansion and focus

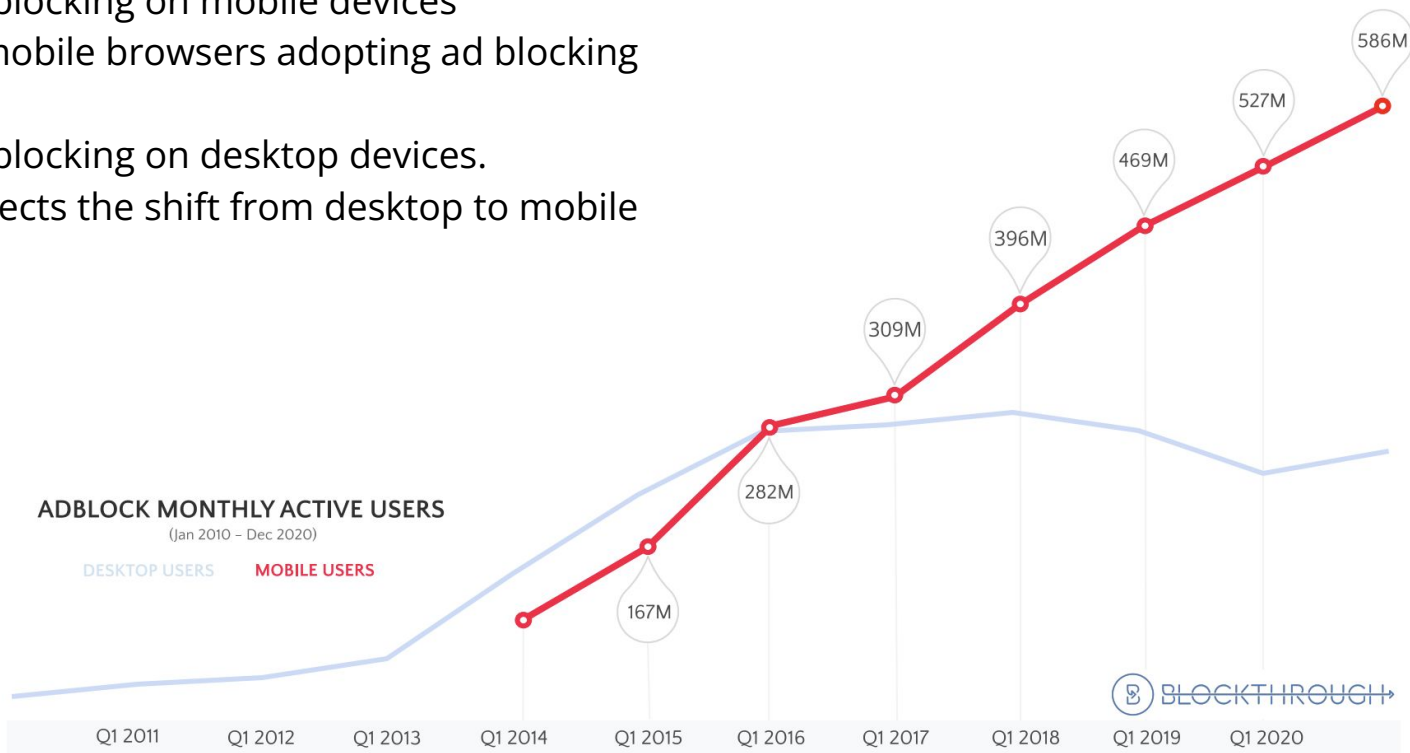


Scaling the product

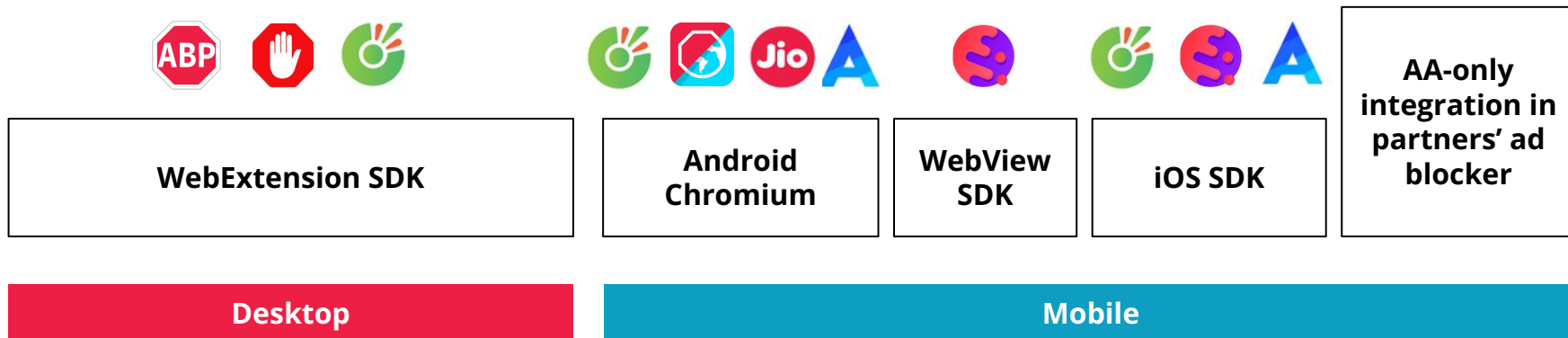


Mobile ad blocking

- 586M use ad blocking on mobile devices
→ driven by mobile browsers adopting ad blocking
- 257M use ad blocking on desktop devices.
→ decline reflects the shift from desktop to mobile



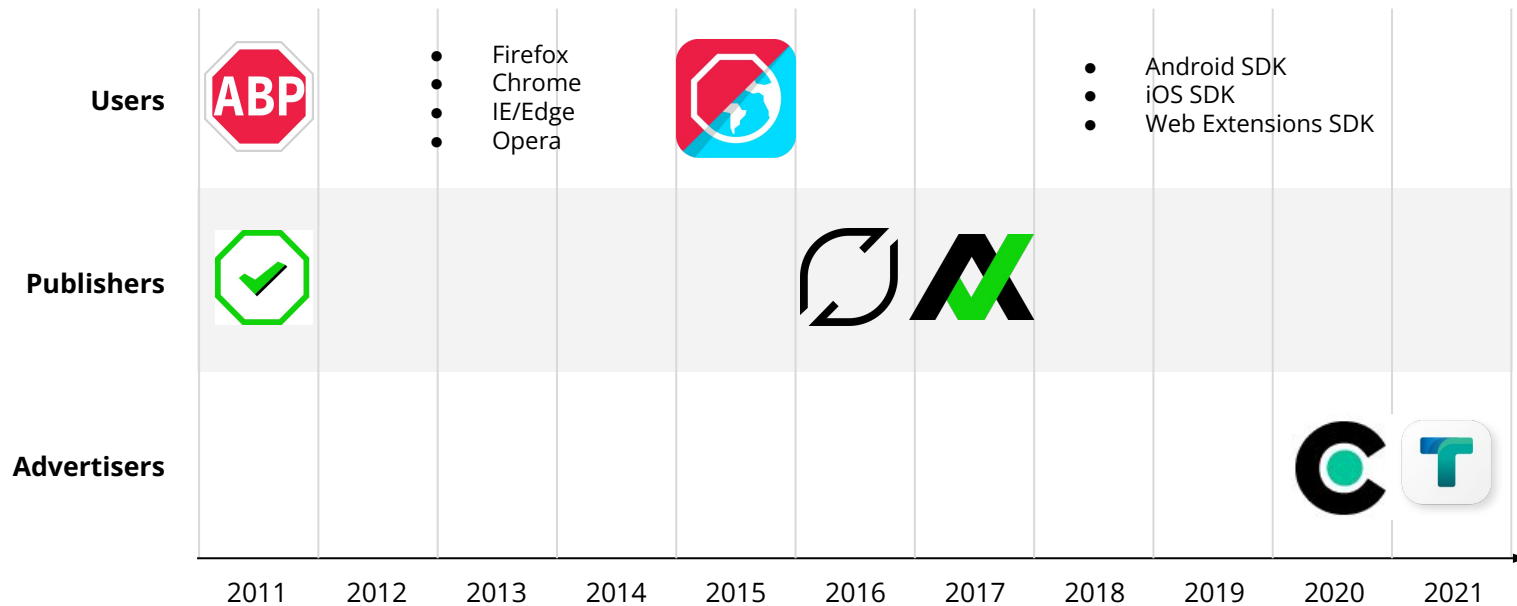
Distributing ad filtering technology



- 42% of our users on Distribution Partners' products (95M)
- 40% of our users on mobile devices (90M)



Diversifying our offerings - value for all stakeholders in the ecosystem



Identity crisis

- Who are we?
- Why are we here?
- What is our product?
- Who are our users?



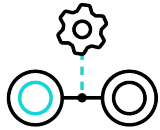
It is easier to be proud of a product that users love than of an SDK implemented in other peoples' products.



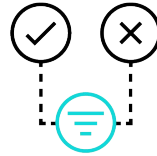
Scaling the organization



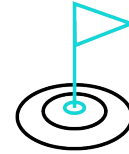
Scaling the organization



Structure



Process



Goal-setting

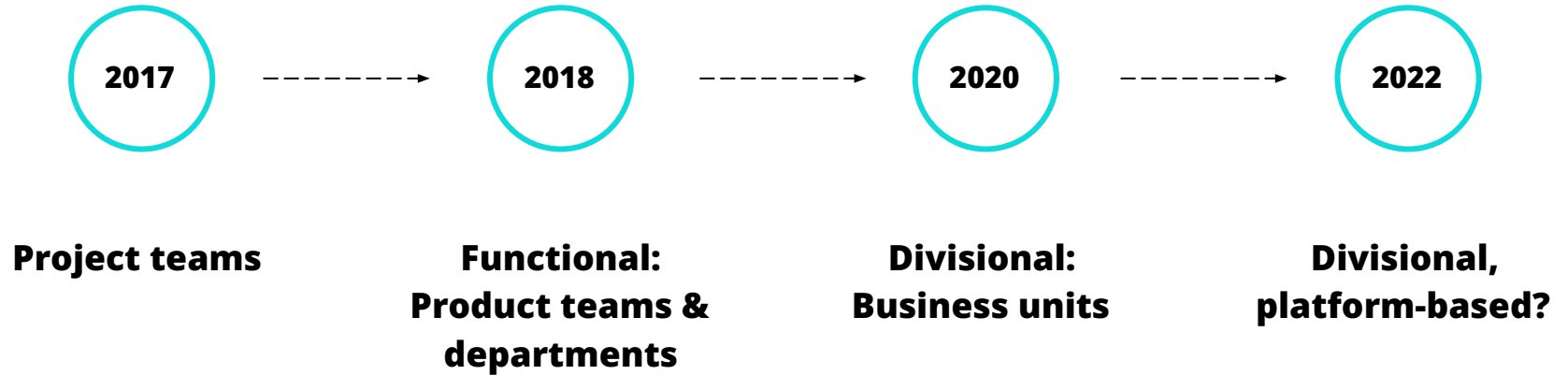


Scaling the organization

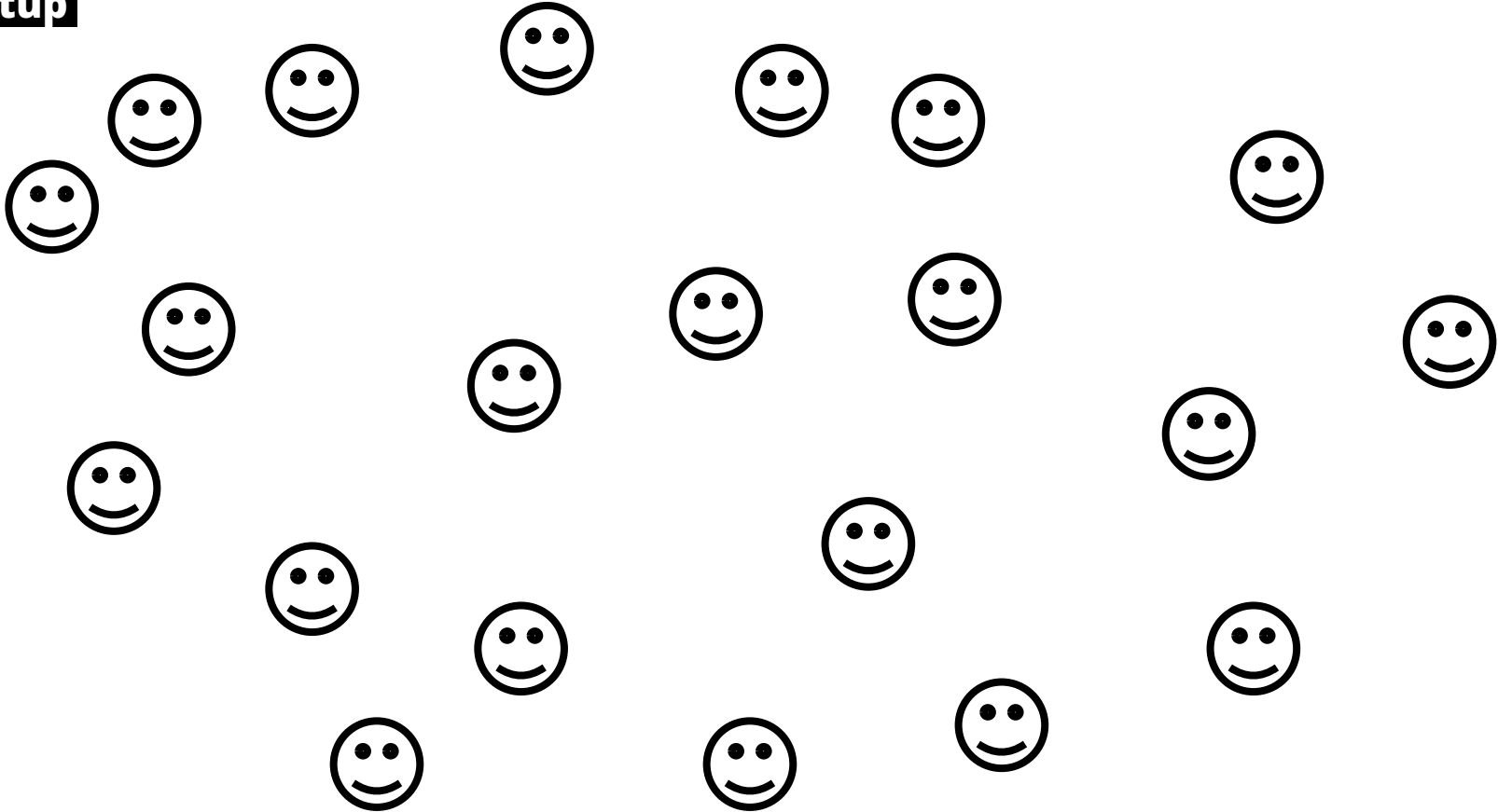
Structure



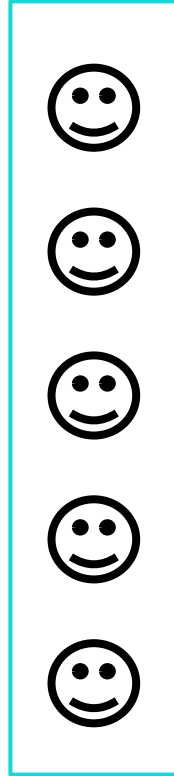
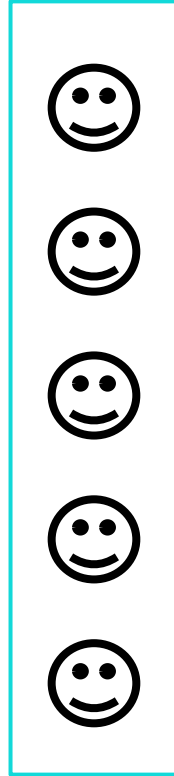
Evolution of organizational design



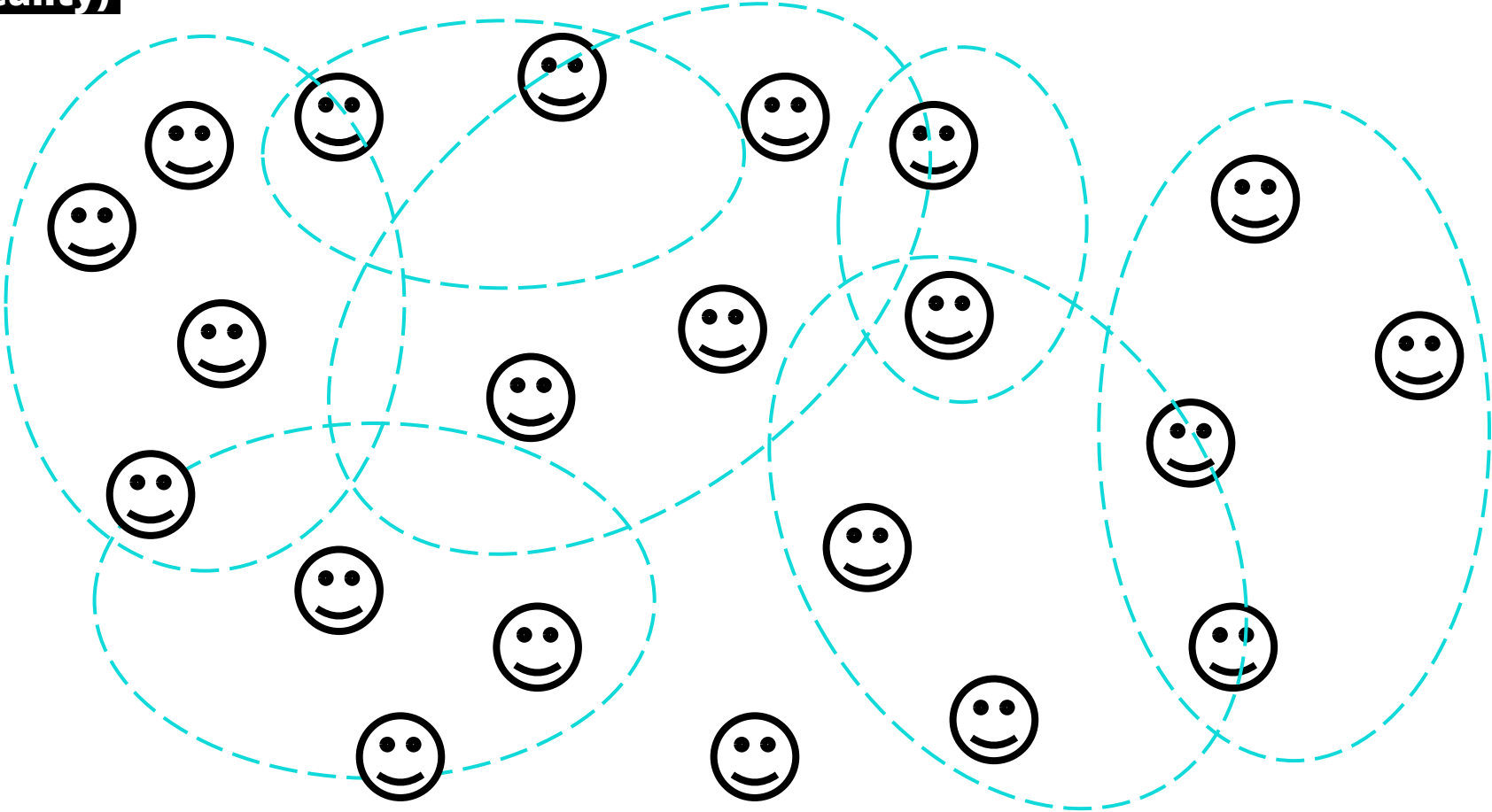
Startup



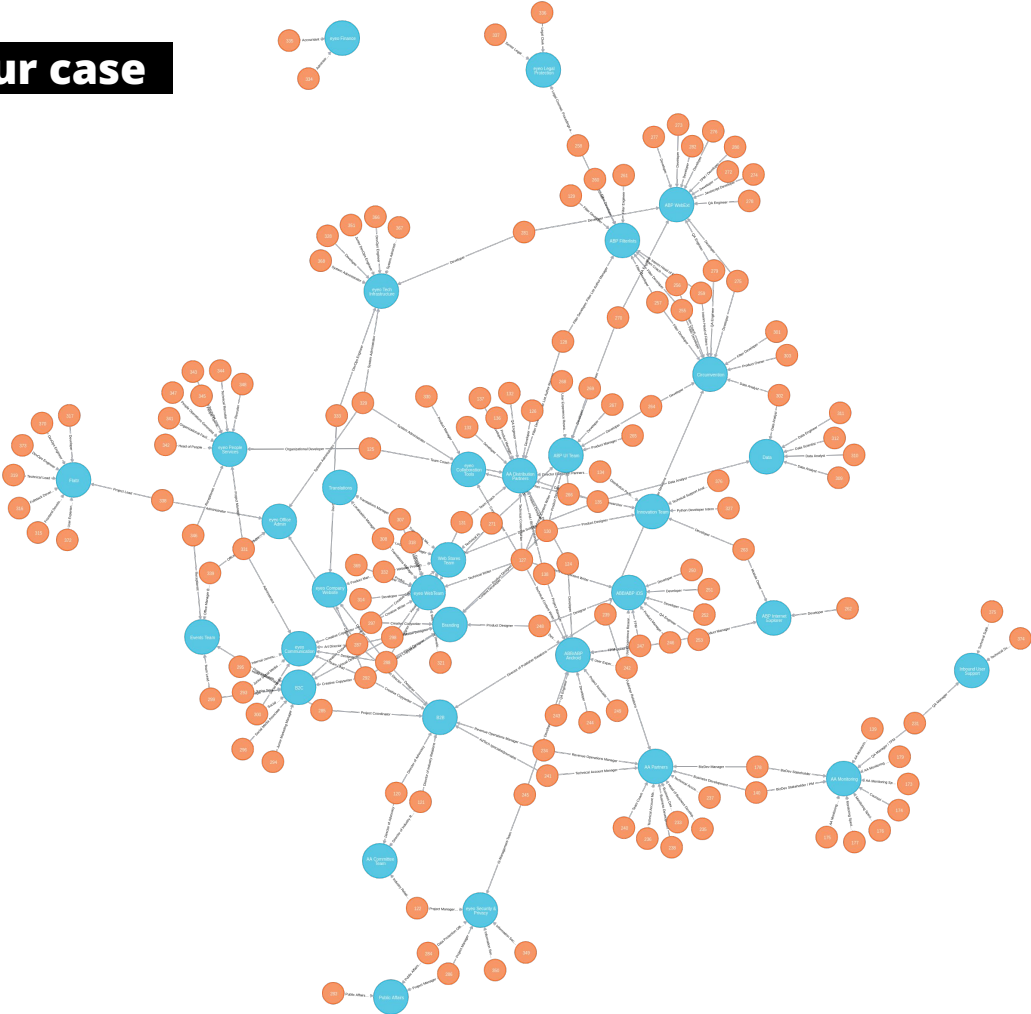
Project teams

































(Reality)



Or like that, in our case

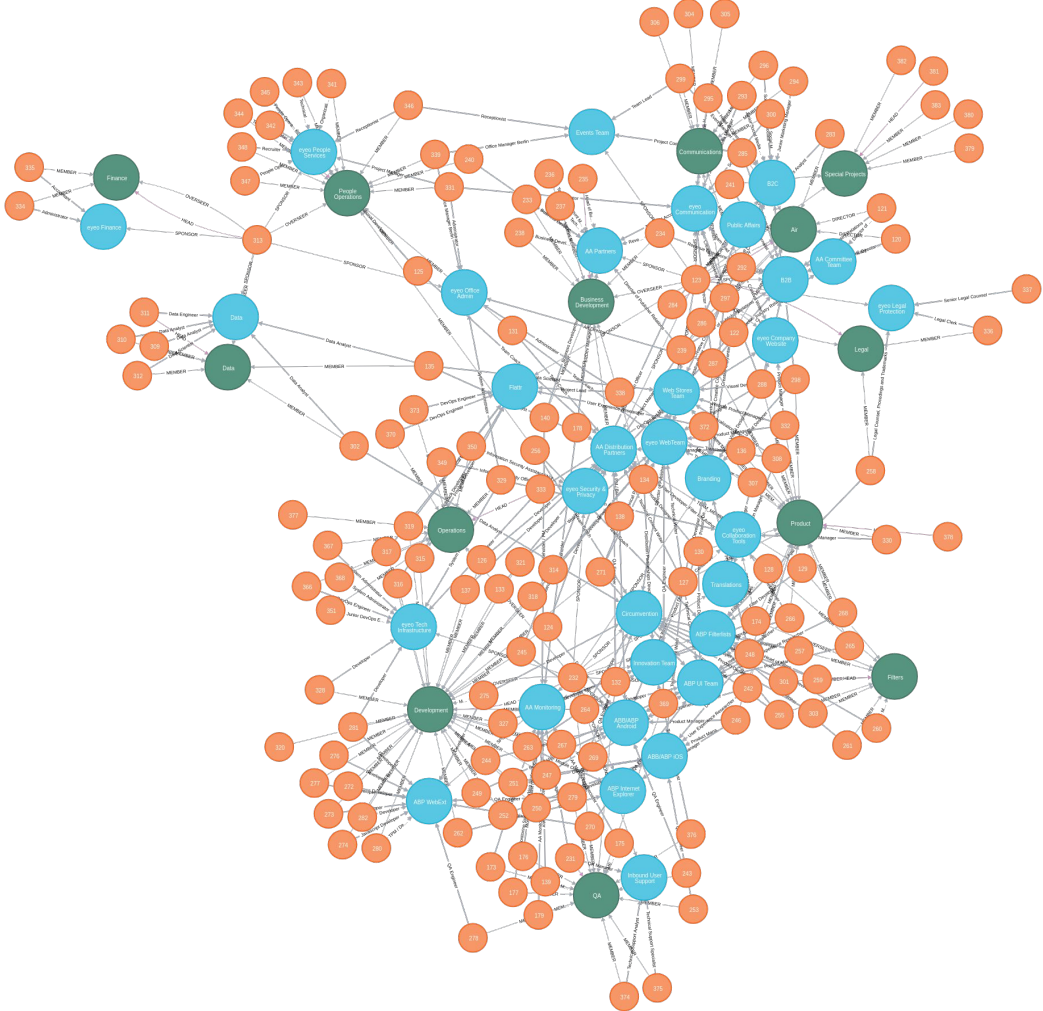


Functional / Matrix

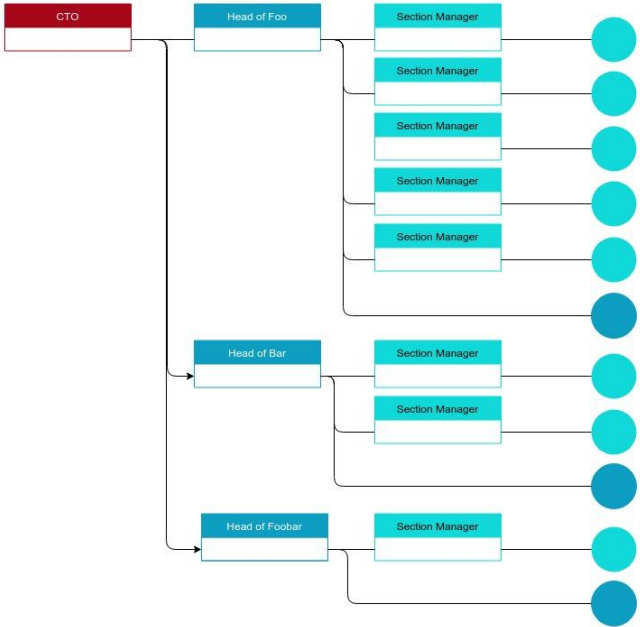
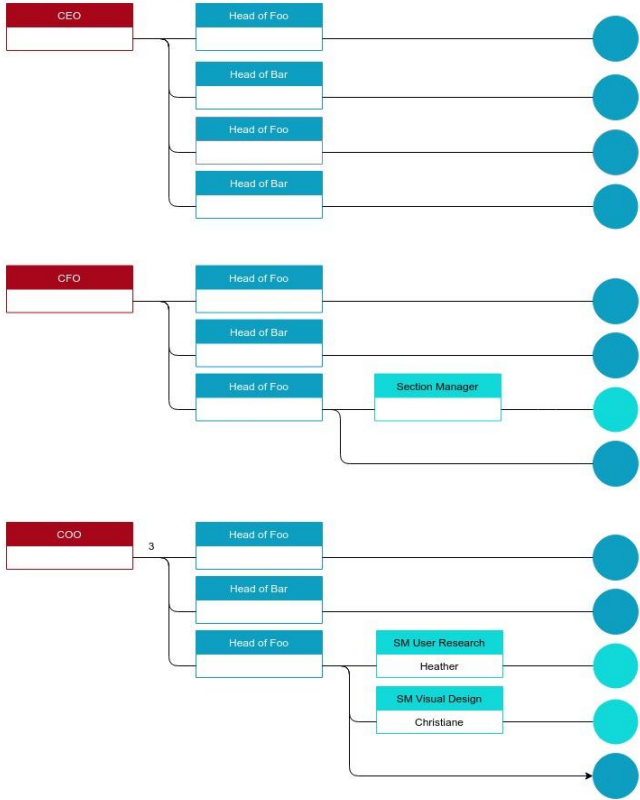
PO						
Dev						
Ops						
QA						
UX						



More growth

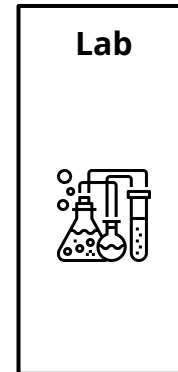
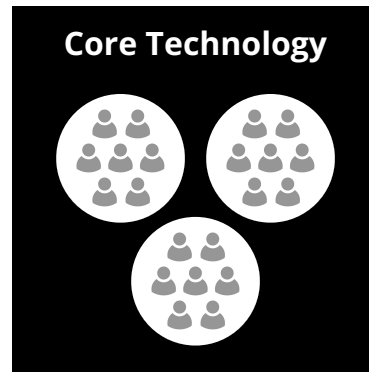
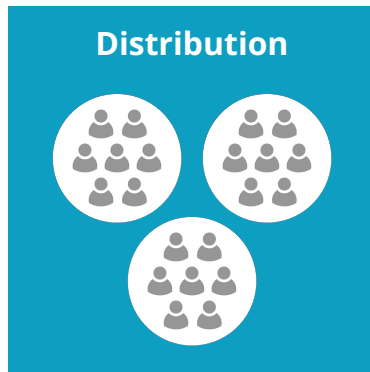
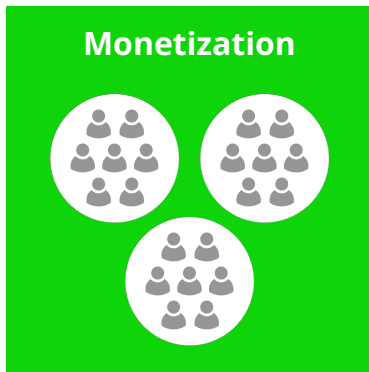


Functional Scaling

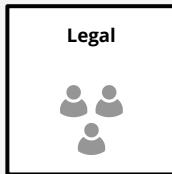
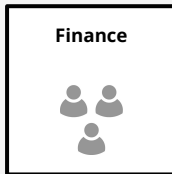


Divisional structure

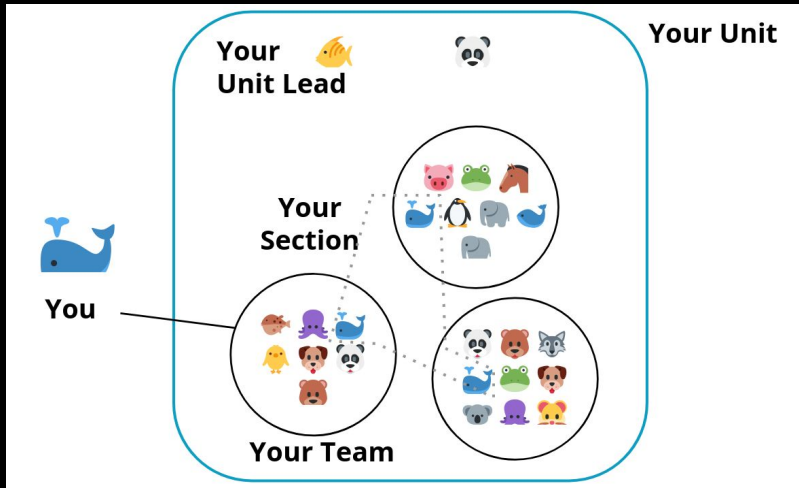
Units



Foundation
Services



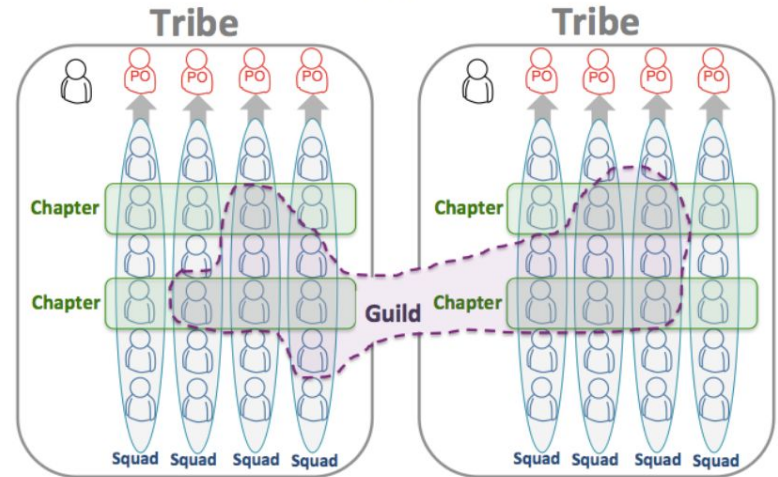
Scaling Agile @ eyeo



Scaling Agile @ Spotify

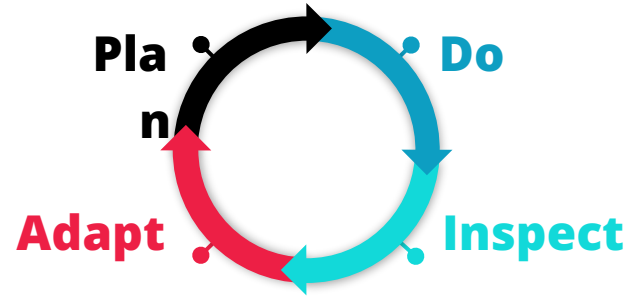
with Tribes, Squads, Chapters & Guilds

Henrik Kniberg & Anders Ivarsson
Oct 2012



“The first rule of organizational design is that all organizational designs are bad.”

- Ben Horowitz



Organizational design criteria

- **Customer focus**
- **Speed / efficiency**
- **Autonomy and ownership**



Scaling the organization

Process



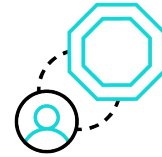
The role of Process in scaling an organization



Professionalization



Automation



Process over people?

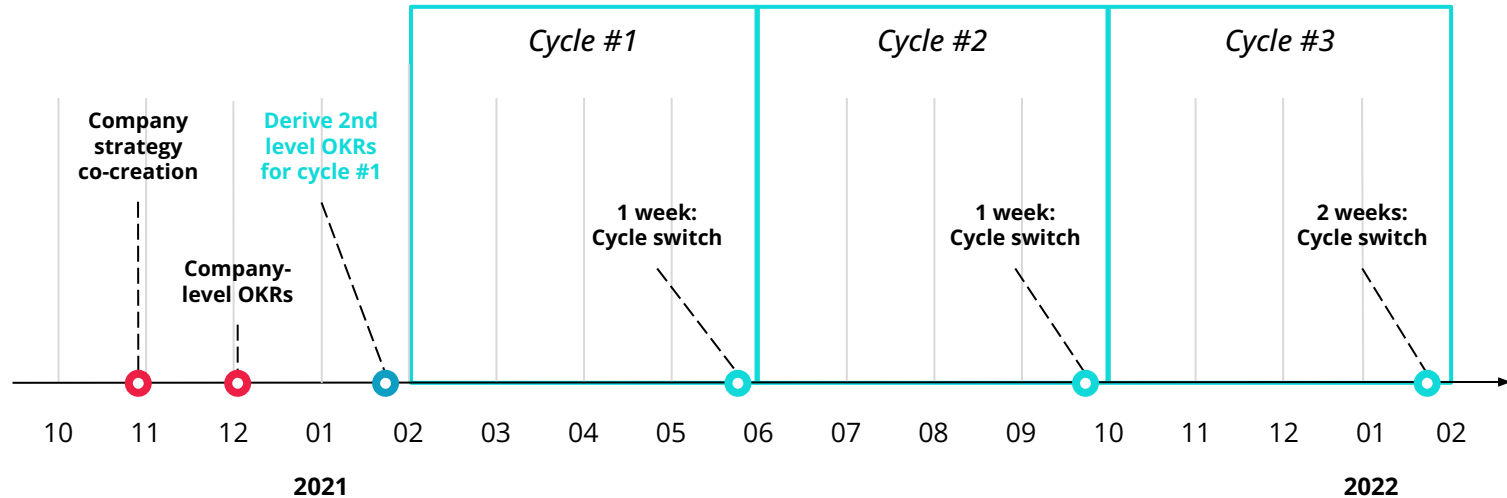
Scaling the organization

Goal-Setting



Goal-setting properties

- Top-down and bottom up
- Strategy co-creation
- Focus & Alignment
- Iterative and incremental
- Data-driven



Scaling culture



How to scale a culture to 250+ people?



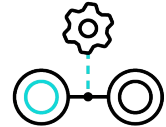
Provide clarity



Tell stories



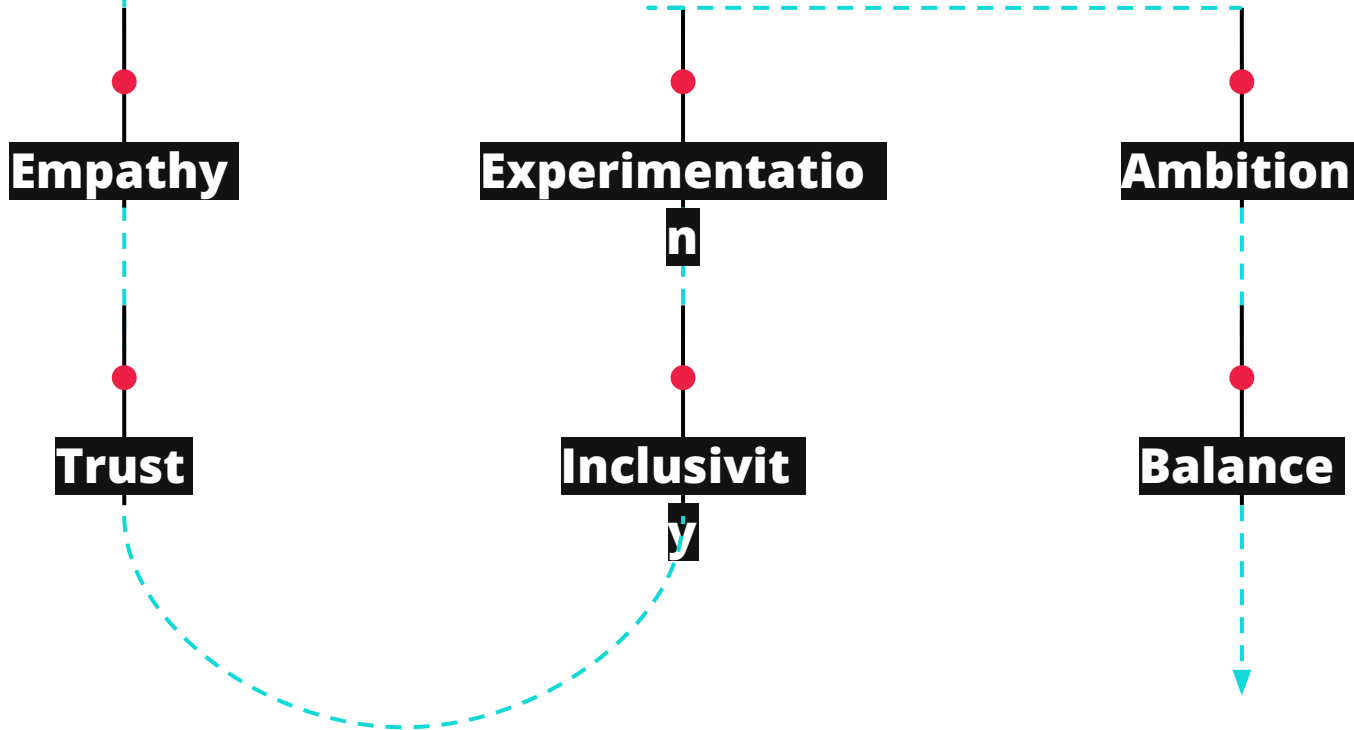
Embrace diversity



Break down silos



Our values - the basis for scaling our business



“Scaling people”?



Helping people to grow with the company



The Old Guard



Finding and keeping talent



Resilience



Scaling yourself

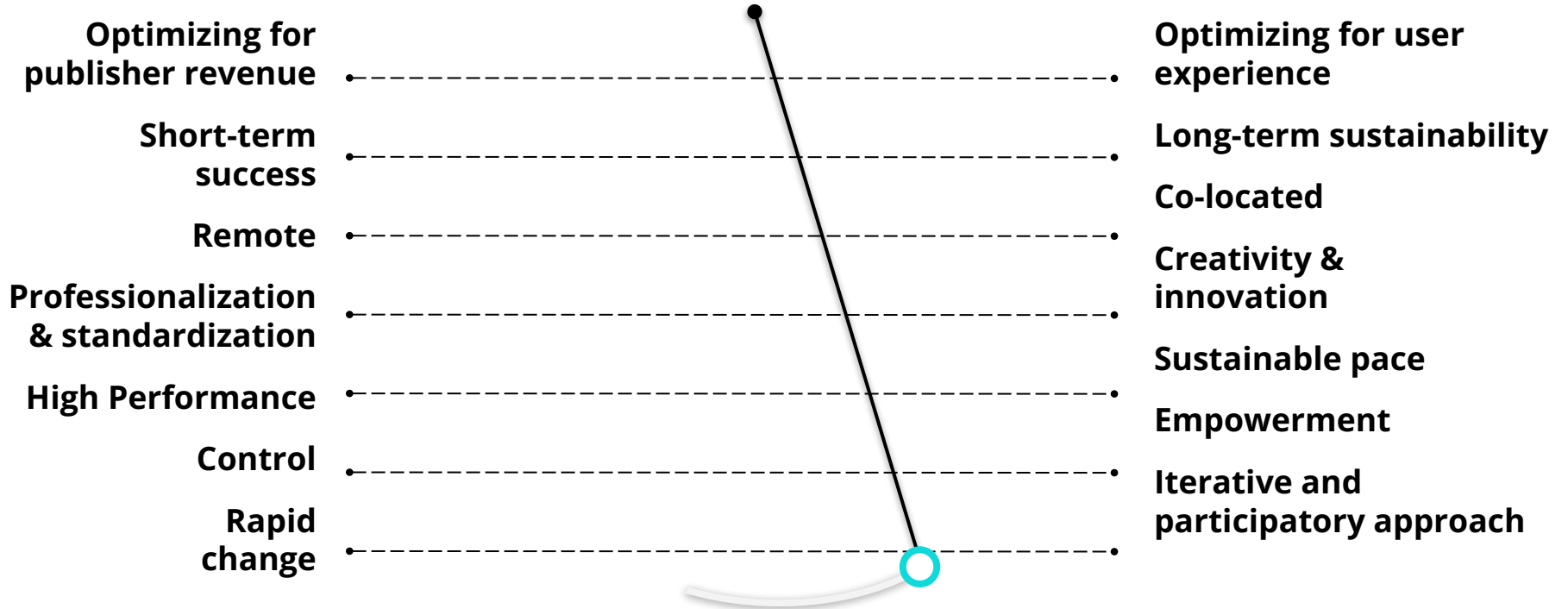
- **Let go**
- **Step out**
- **Empower**
- **Relax**



Finding balance in an ecosystem of extremes



Balance



The next 10 years



How to keep disrupting?

Beware of the 4 horsemen of the apocalypse:

- **Complacency**
- **Bureaucracy**
- **Mistrust**
- **Timidity**



Next at eyeo:
1 billion users





Milestone
1 billion users



Vision
Putting you in control of
a fair and prosperous
internet.



Takeaways



1.

Growth comes with pain.



2.

Build for scale,

embrace change,

and allow people to grow

with the company.



3.

Enjoy the ride.



Thank you. Questions?

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