

# Scaling culture

How to nurture a coherent company culture  
amidst change and growth

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*Chief in Tech Summit 2022*

**eyeo... Who?**

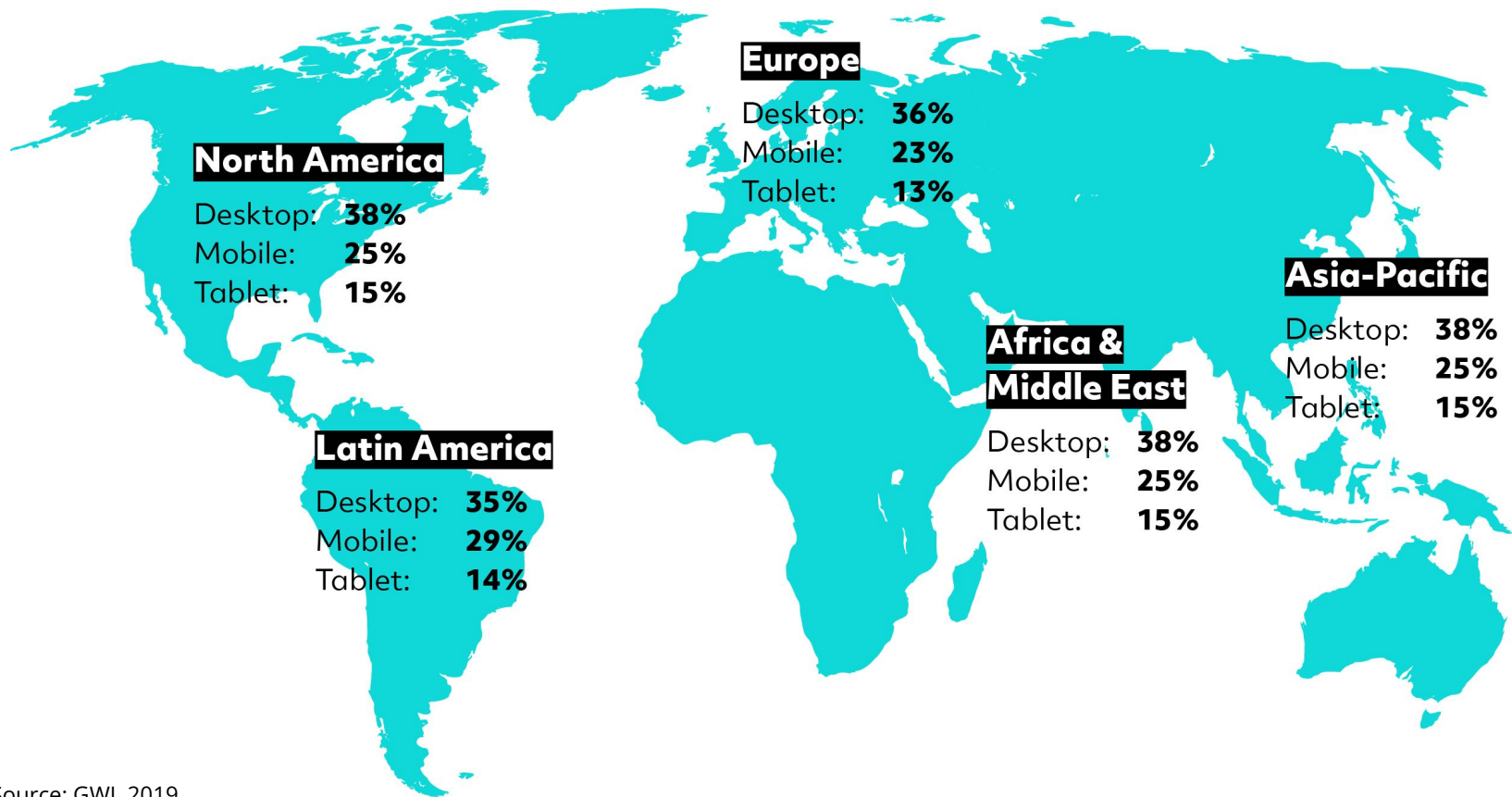


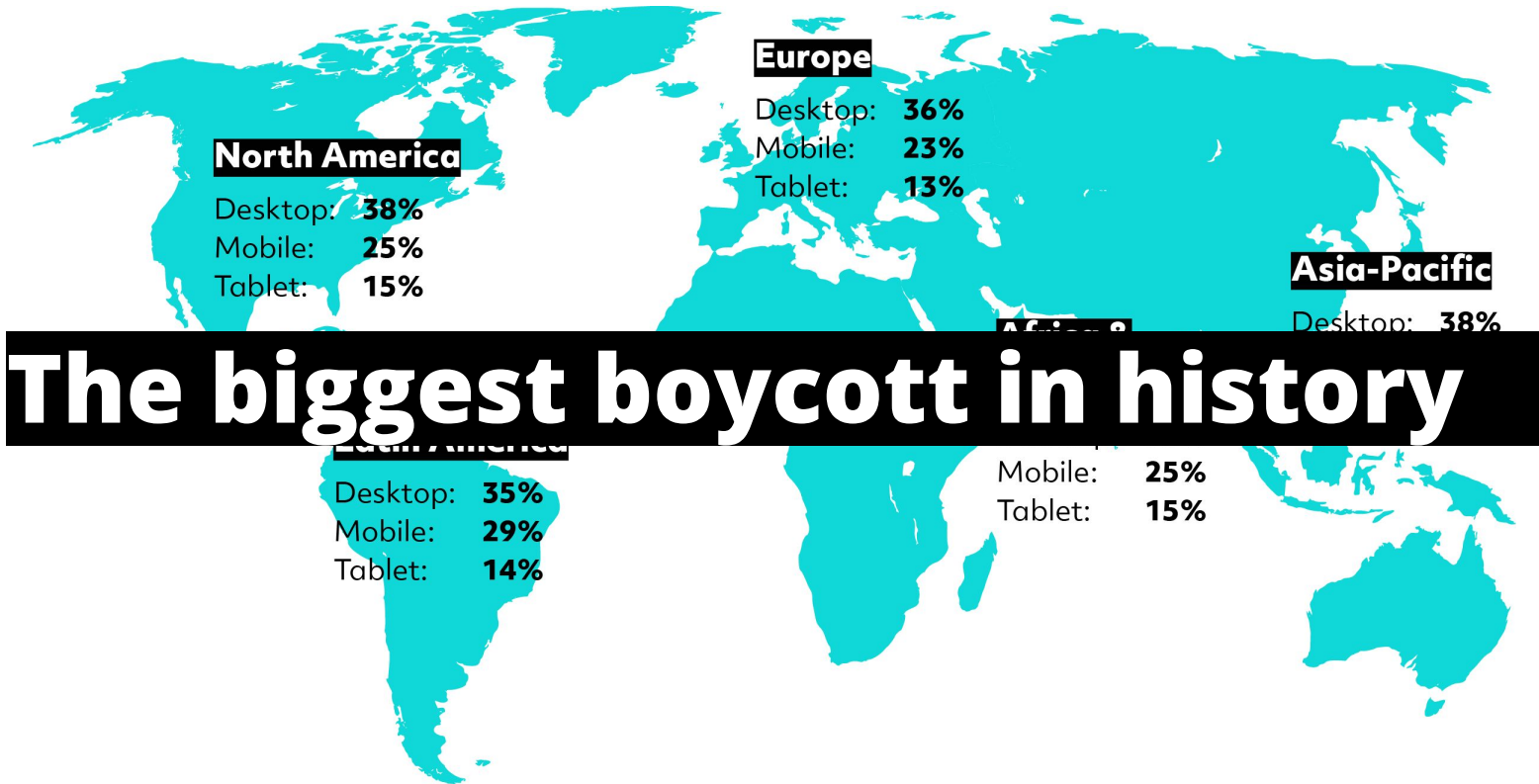
## Most popular

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



# Ad-blocking usage around the world





## **Our Mission**

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



## 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.





**FROM:**

2 to **14** products

16m to **220m** users

6 to **250** people

3 to **35** nationalities

0 to **10** lawsuits

1 to **700** partners







**The startup needs to scale**

# Scaling



**Business**



**Product**



**Organization**



**Culture**



# Scaling culture



## How to scale a culture to 250+ people?



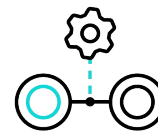
**Provide clarity**



**Tell stories**



**Embrace diversity**



**Break down silos**

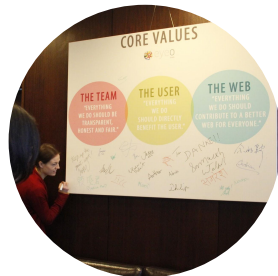


# Evolution of culture - from implicit to explicit



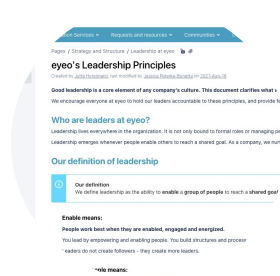
## Implicit

- Developer-first
- Remote first
- Open Source
- Libertarian
- Full transparency
- Work family



## A bit explicit

- Core Values



## Very explicit

- Communication guidelines
- Leadership principles

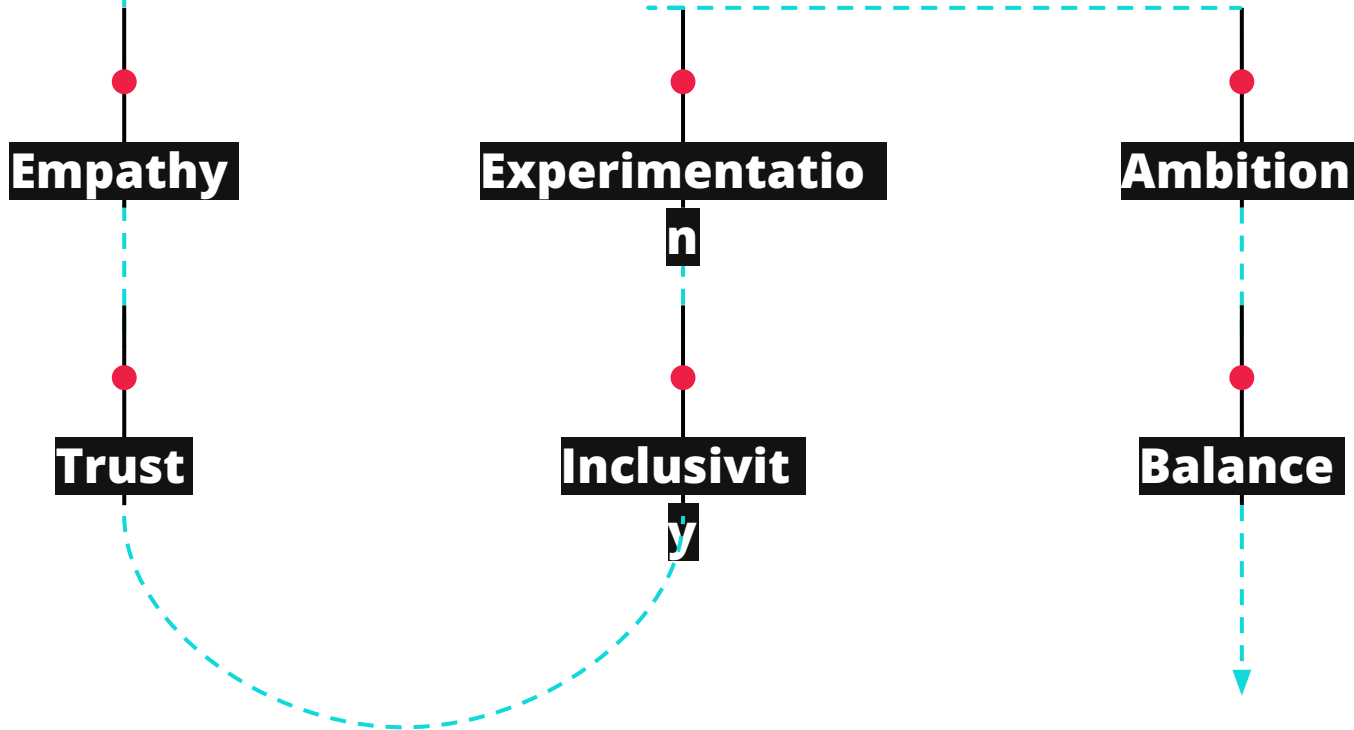


## Evolving

- Culture Council
- Core Values update
- Mission & Vision statements



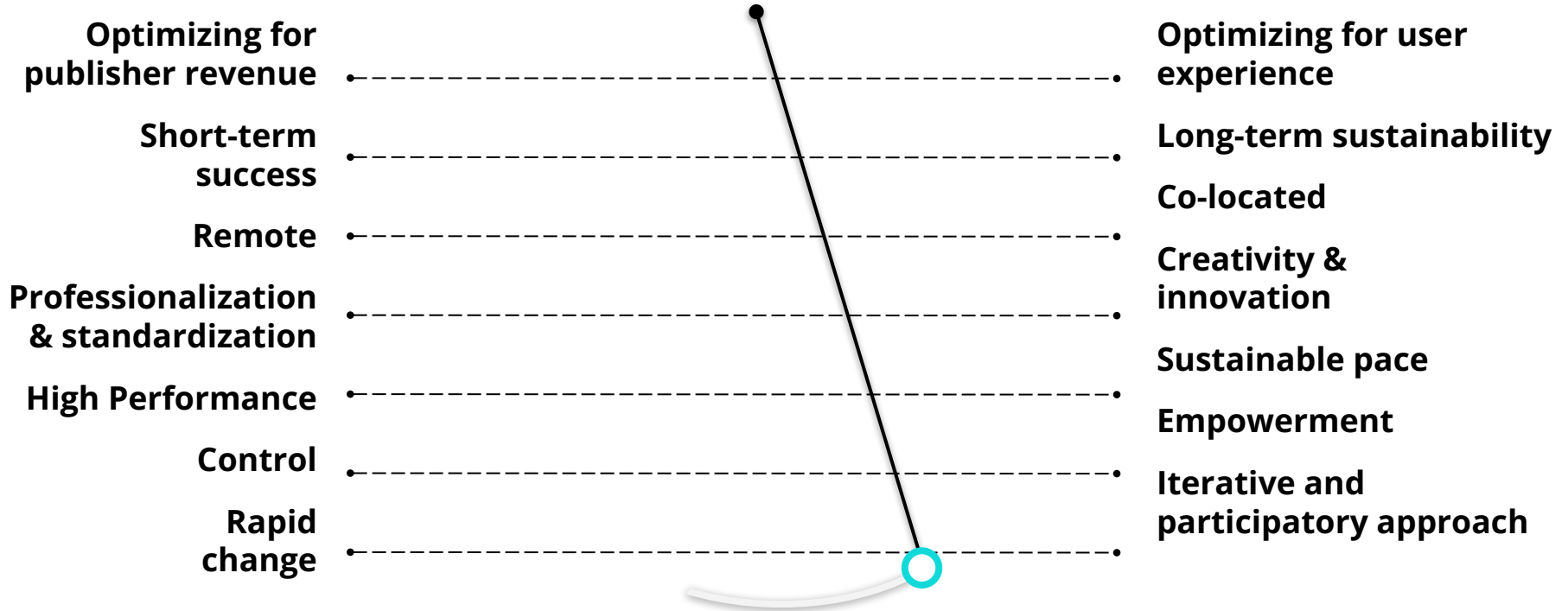
# Our values - the basis for scaling our culture



# Finding balance in an ecosystem of extremes



# Balance





**“Scaling people”?**



# Helping people to grow with the company



## The Old Guard

10% of staff hired 2011 - 15

33% of staff hired 2016 - 18

57% of staff hired 2019 - 21



## Finding and keeping talent

World-wide hiring

Flat hierarchy

Talent development

Empowerment & Enablement

Appreciation



## Resilience

Change is here to stay

Anti-fragility

Trust



**“In the past we were pirates,  
now we are the Royal Navy.”**



# Addressing identity crisis



## Empathy

Explain. Listen. Repeat.

“What’s in it for me?”



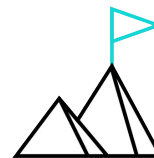
## Clarity

Vision & Mission

Strategy

Values

Behavior



## Leadership

Commitment

Multiplicators

Leading by example



## **Scaling yourself**

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



**The next 10 years**



## How to keep disrupting?

Beware of the 4 horsemen of the apocalypse:

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



# 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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