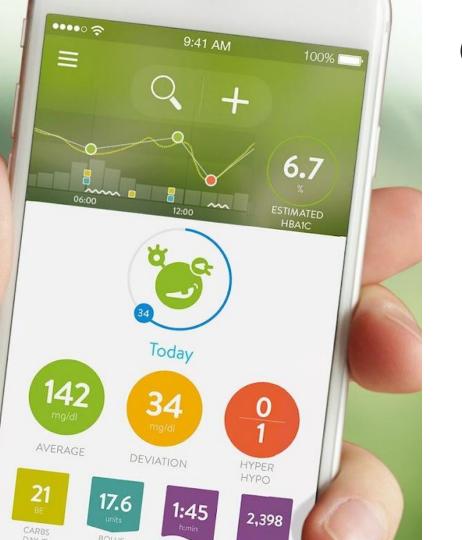# Startup joins corporate

Finding superpowers during hypos and hypers

Christian Hattinger

- History
  - Joined mySugr in 2012
  - Head of Quality Assurance @mySugr
  - Became first Agile Coach @mySugr
  - Organisational Coach @mySugr
  - Global Head of Digital Agility Center @RDC
- Now: Educational Leave

Customers love

mySugr

"This is the best app I have used to keep up with my sugars. It has helped me go from an A1C of 8.9 to an A1C of 5.7."

- Happy User ★★★★★

Average 4.6-star App Store rating

mySugr History

Phase 1: **Startup**

Phase 2: **Acquisition** and getting to know each other

Phase 3: **Integration**

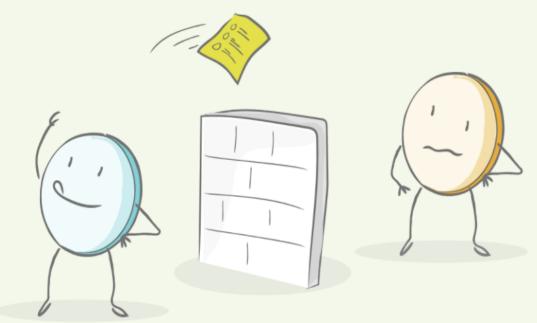| 2012	2013	2014	2015	2016	2017	2018	2019	2021	2021
mySugr founded	A better logbook	First hardware integration	500.000 users	Population Health Management	mySugr joins Roche	Global expansion	Targeting public insurances	Steer Insulin Pump	Integration into Roche

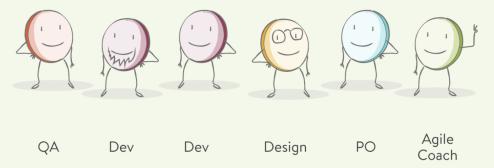Phase 1:
Startup

Agile Product Teams

Throw over ToDo lists? Nope.

Agile Product Teams

- Small group of people: 7 +/-2
- Cross-functional
- Highly autonomous and collaborative
- End2End responsibility

QA   Dev   Dev   Design   PO   Agile Coach

Culture

- Quality driven

- User focus

- Approachable and casual

- Transparent

- Team focus

Superpowers

- Culture of **user centricity**
  - People with diabetes in team
  - User interviews
  - Customer support

- **Learn** and **adapt**
  - Retrospectives
  - Health Checks

- Digital **Q**uality **M**anagement **S**ystem
  - Created and maintained by people who do the work
  - Small set of tools, highly interlinked
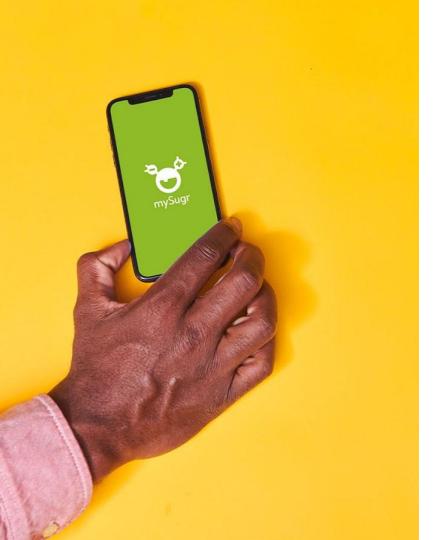 - Artefacts created while doing
  - Digital only

mySugr

**Phase 2:
Acquisition
and getting to
know each other**

Culture Map

- Develop **clear** mySugr **vision**
- Create **structure** for **200** people
- **Empower** people (bottom up)
- **Hire great** people
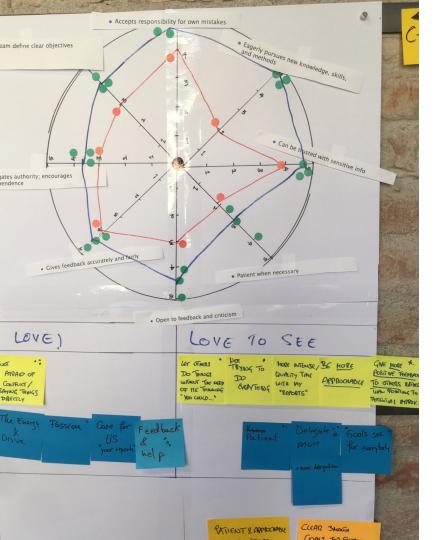- Avoid **bus factor**

mySugr

First 3 years

After the acquisition

- mySugr becomes **patient facing interface** for Roche Diabetes Care (RDC)
- Yearly budget for mySugr and high independence
- Strategy aligned between mySugr&RDC
- Scaled up from 45 to 150 employees
- Way of working
  - **Modern Agile**
  - **Circles** inspired by Sociocracy 3.0
  - **Tribes** and **Flight Levels**

Superpowers

- **Hiring** and **onboarding**
  - Small hiring teams
  - Unbiased assessment
  - In doubt: no
  - Personal Lead and Buddy roles
  - From day one in team
- Strong **feedback culture**
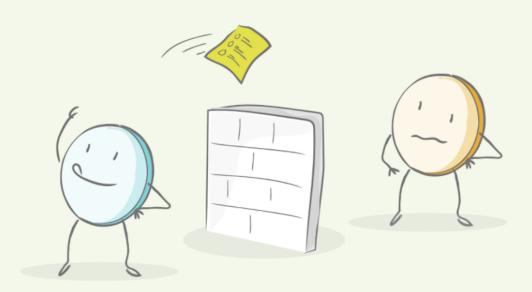 - Within teams
  - 360° Feedback
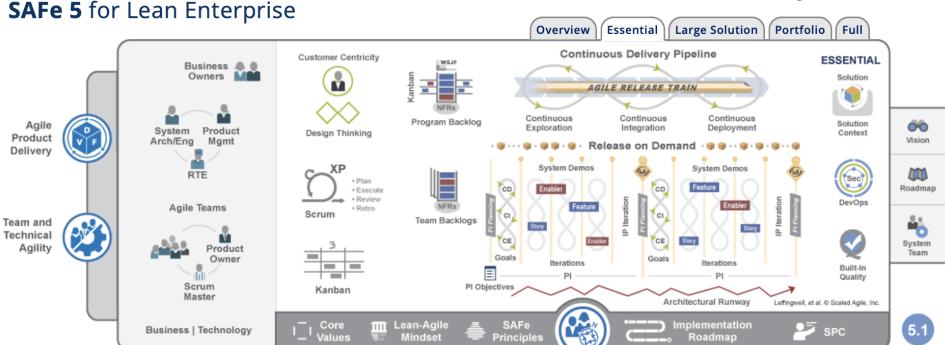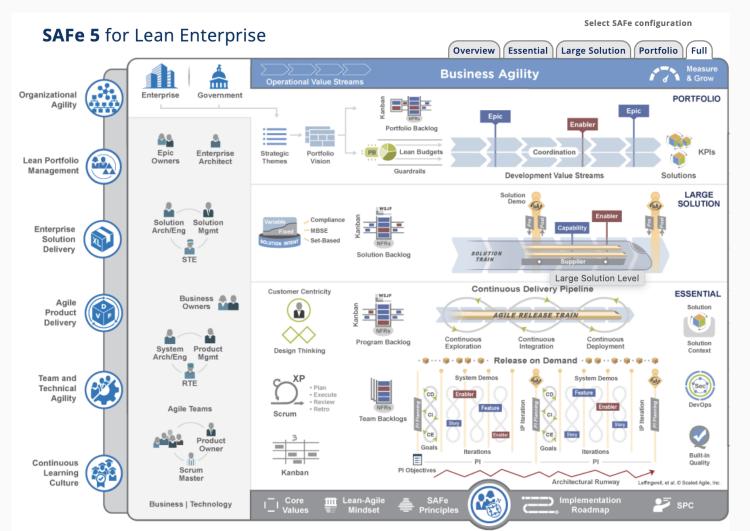 - Performance Feedback

mySugr

Phase 3:
Integration

Throw over ToDo lists? Nope.

SAFe 5 for Lean Enterprise

mySugr

Select SAFe configuration

Overview | Essential | Large Solution | Portfolio | Full

SAFe: Two Operating Models

Superpowers

- Culture of **user centricity**
- **Learn** and **adapt**
- Digital **Q**uality **M**anagement **S**ystem
- **Hiring** and **onboarding**
- Strong **feedback culture**

Questions ?