Organizational Evolution:

From Products to User Needs

Flo

Extremely important and necessary

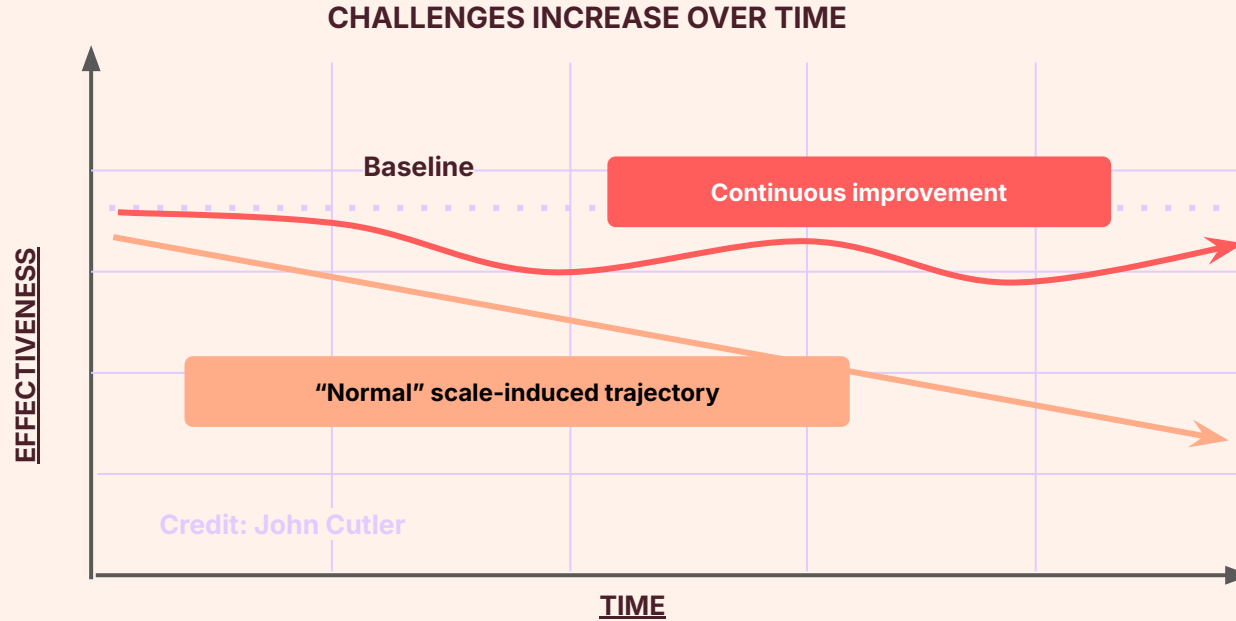Flo aim to be the essential health partner for 1 billion users worldwide

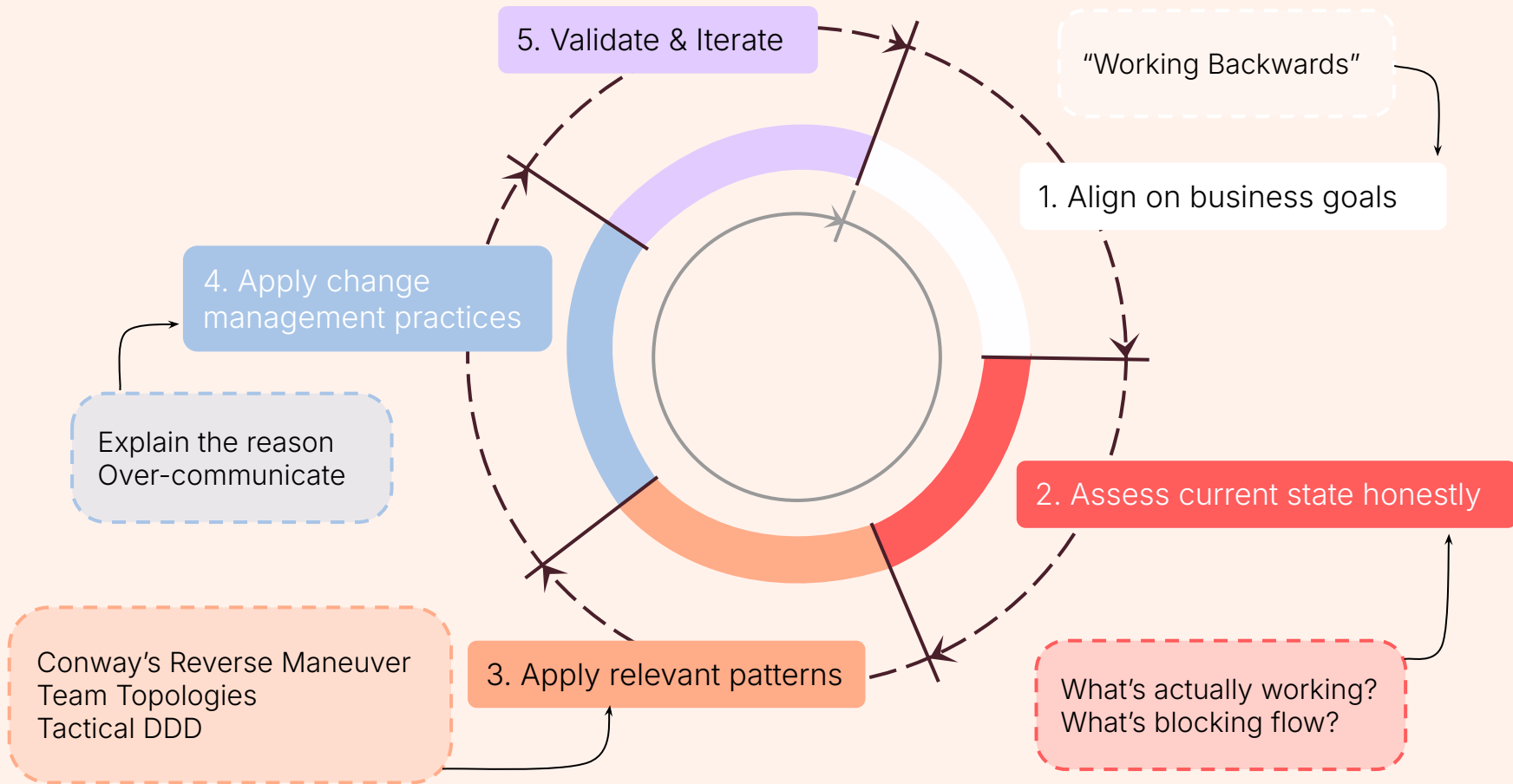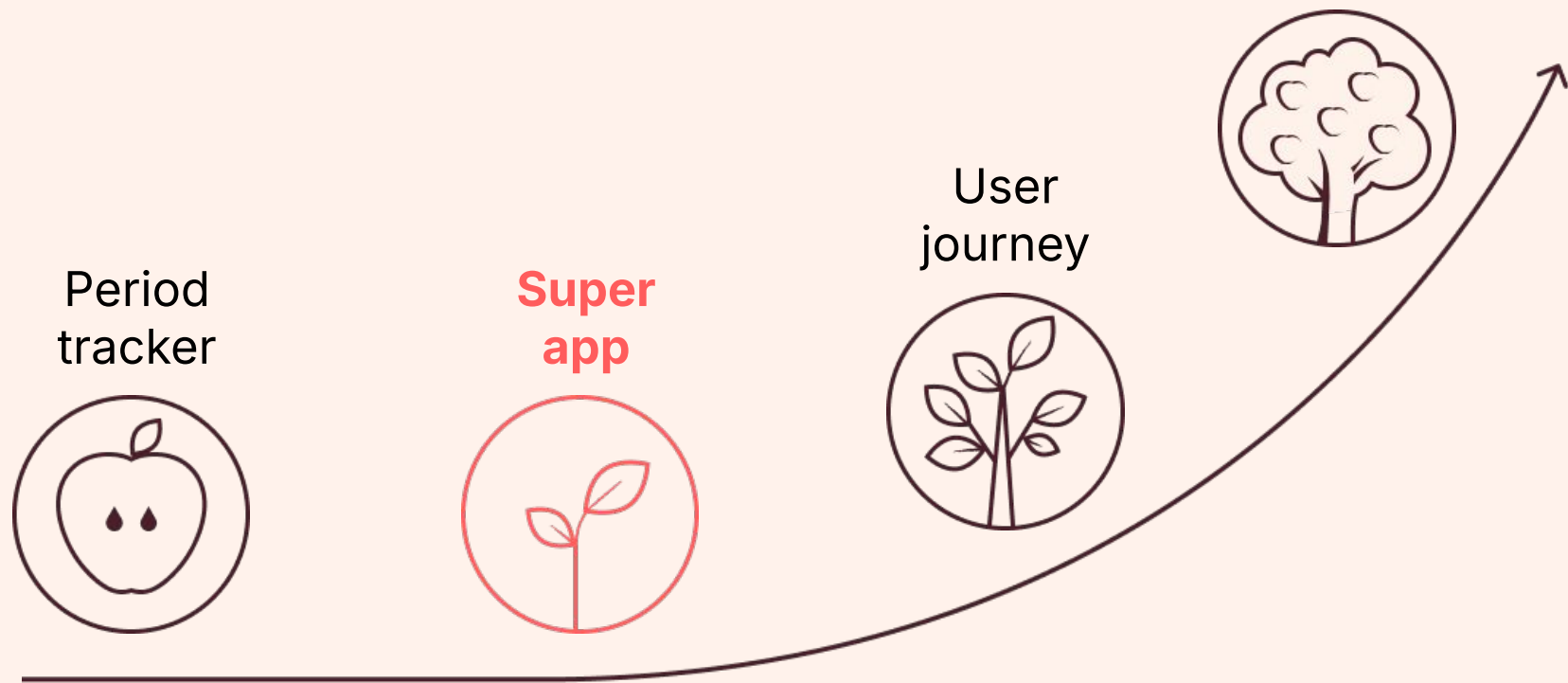By your side throughout all life stages

As in the same scale as TikTok

Your organization is a **living** product. Design it **intentionally**. Evolve it **continuously**.
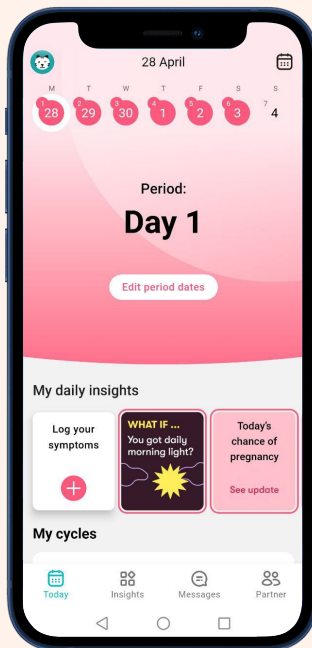
CHALLENGES INCREASE OVER TIME

Baseline

Continuous improvement

EFFECTIVENESS

"Normal" scale-induced trajectory

Credit: John Cutler

TIME

5. Validate & Iterate

"Working Backwards"

1. Align on business goals

4. Apply change management practices

Explain the reason
Over-communicate

2. Assess current state honestly

Conway's Reverse Maneuver
Team Topologies
Tactical DDD

3. Apply relevant patterns

What's actually working?
What's blocking flow?
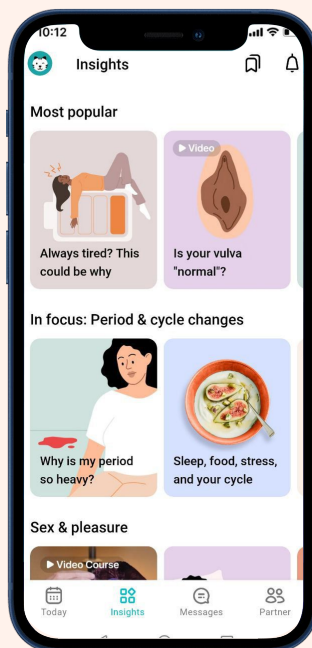
Our journey

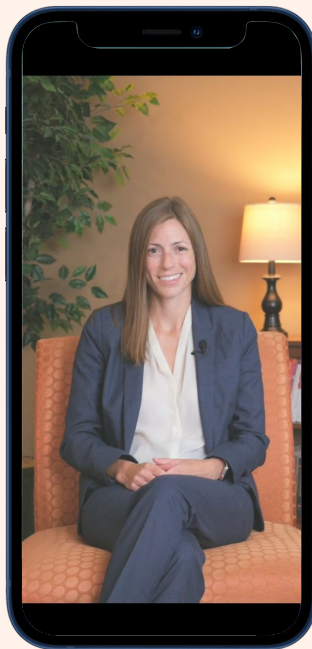Period
tracker
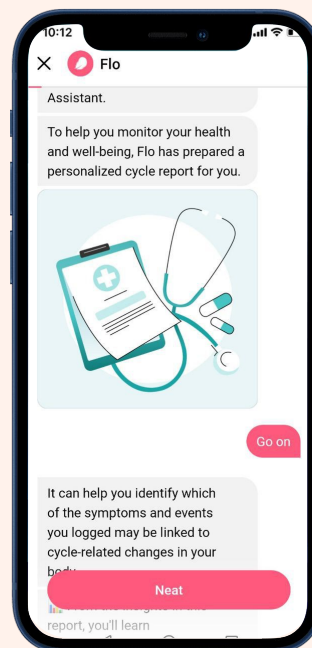
**Super
app**
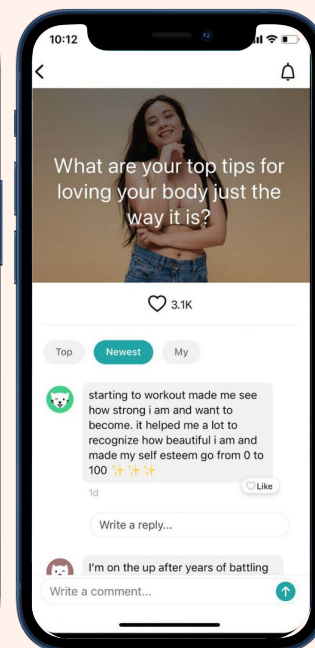
User
journey

Cycle tracker

Content library

Courses on health & well-being
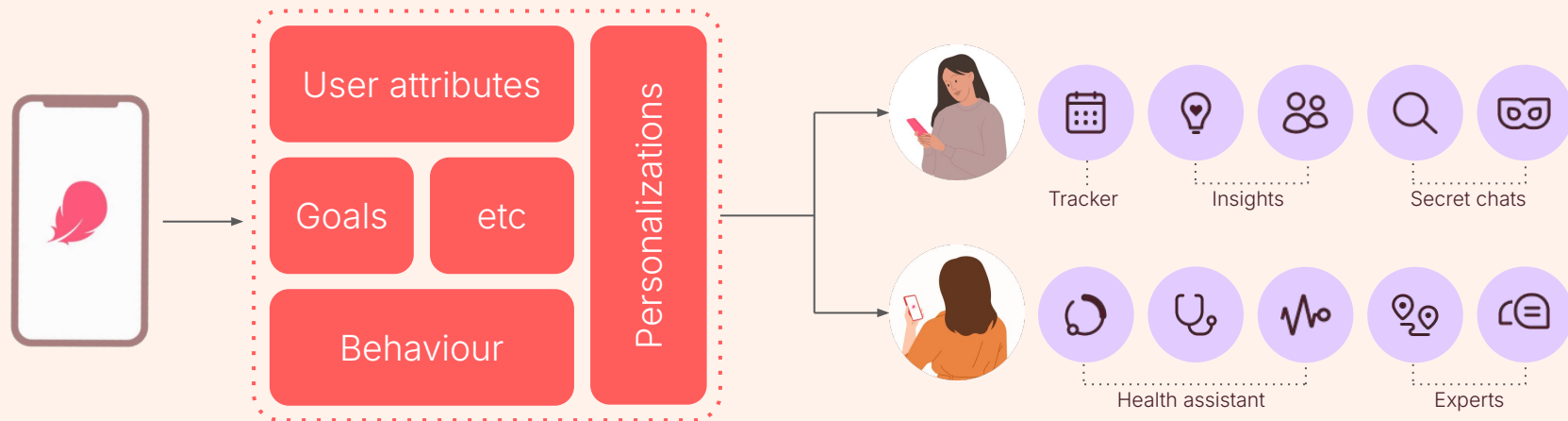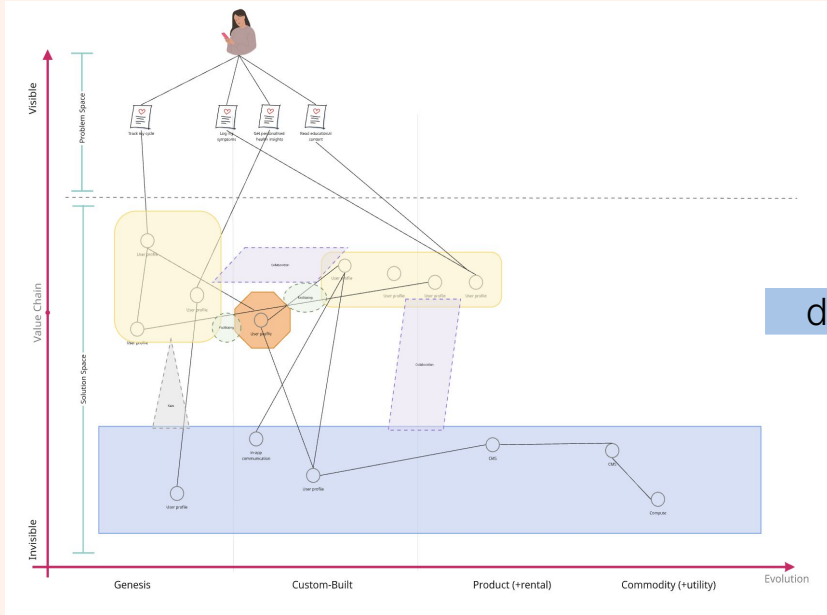

Health assistant

Secret chats

AS-IS

TO BE

diff

Read more: https://www.infoq.com/articles/adaptive-socio-technical-systems-flow/
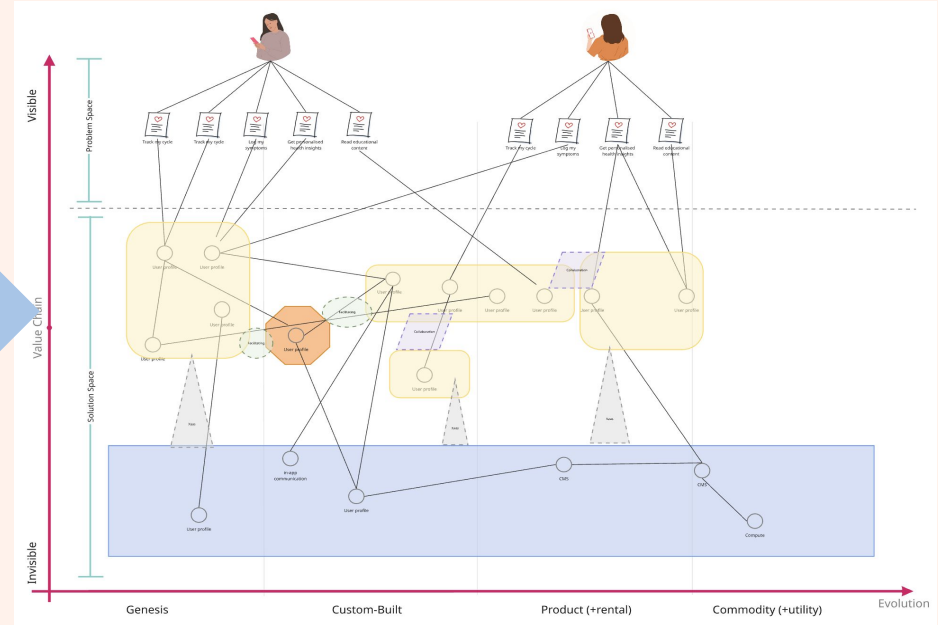
Tight Collaboration   Limited Collaboration   X-as-a-Service

Discover   Establish
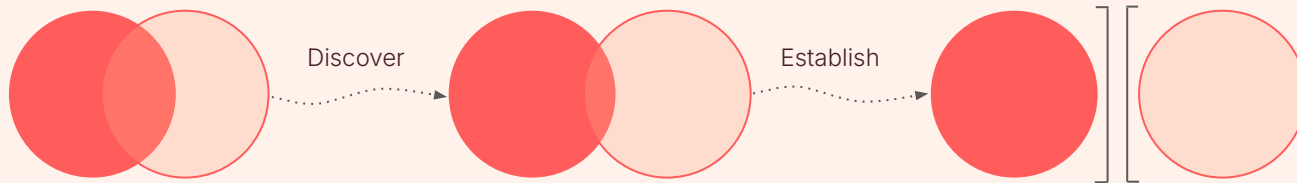
The organic evolution of teams collaboration © Team Topologies

Flow of change

Stream-aligned team

Collaboration

Stream-aligned team

XaaS

Platform team

Security

Cloud & app sec

Governance & compliance

VPoE - Value Creation

VPoP

UX UI

- Tracker
- Calendar
- Platform Chatbots
- Health Monitor
- Wearables
- Content Experience
- Community
- Foundational AI

VPoE - Value Capturing

DoP

UX UI

- Web Onboarding
- Web Checkout

VPoP

UX UI

- Onboarding Experience
- Subscription Experience
- Promo Delivery
- Survey Engine
- Subscription Engine

Core Analytics

Delivery Services/Infrastructure

VPoE

- Data platform
- Experiment service
- Velocity
- Office IT

MarTech

DoE
DoP

- AdTech
- EngagTech
- WebSite
- Trust

Any domain team

Collaboration

Any mode team

Facilitation

XaaS

Channel platforms

Feeds

Chatbots

Onboarding

XaaS   XaaS

Delivery platforms

Infra

Personalisation

Data

Flow of change

1. Backend First

We believe in keeping our apps lean and our systems smart. That's why we design every solution with a backend-first mindset.

80% of our code should live server-side — that's not a suggestion, that's standard.

Backend implementations allow us to iterate faster, ship more confidently, and maintain platform consistency. They're easier to deliver, test, monitor, fix, and roll back. They also help us avoid bloating our client apps and improve our users' experience.

Client-side implementations are still possible — but the [...] missing skill or time pressure isn't enough. We value lo[...] convenience.

2. Everything as Code

We treat *everything* as code — not just the product.

Infrastructure, operations, configurations, and processes — if it can be versioned, tested, and automated, it should be. Manual work is hard to track, hard to reproduce, and easy to mess up. Code is the opposite: visible, reviewable, repeatable, and reliable.

Automation is a force multiplier. By codifying our systems, we scale ourselves, reduce risk, and focus our energy on solving meaningful problems.

3. Control the System Complexity

Complexity is the enemy of reliability and speed.

We actively avoid introducing new services, libraries, frameworks, or tools unless there's a compelling, validated business reason to do so. New tech comes with hidden costs [...] learning curves, harder debugging, slower onboarding, and less [...]

We favor simplicity and maturity in our stack. We pick boring tech[...] faster and sleep better.

This principle isn't about being conservative — it's about being int[...] but it should never come at the cost of maintainability or clarity.

4. Quality Over Quantity

We never trade quality for speed.

Rushing to ship an untested or poorly designed featu[...] wins: it leads to happier users, fewer bugs, stronger [...] stand behind.

That means we:

- Make conscious architectur[...]
- Write necessary tests
- Automate our deployments
- Invest in the right abstraction[...]
- Say "not yet" to low-quality s[...]

Pressure is real. Deadlines are real. But we don't let either compromise our standards.

5. Own Your Data (and Your Products)

Engineering teams at Flo own the services they build — and the data those services produce.

That ownership goes beyond just uptime. We're responsible for ensuring data quality, consistency, and clarity. We document it. We test it. We make sure others can use it confidently.

6. Think Globally, Act Locally

Every engineer is empowered to solve problems in their domain — but always [...] toward the bigger picture.

We build for local contexts, but we avoid local optimizations. A great solution [...] should fit well into the broader ecosystem. We communicate early, share lear[...] strategy so we're always rowing in the same direction.

Our teams operate autonomously, but not in isolation.

7. Start With "Why"

Before writing code, we ask questions.

Every engineer at Flo is expected to understand the *why* behind their work — the real problem we're solving, who we're solving it for, and why it matters to our users and our business.

Every engineer needs to have a product mindset. This mindset helps us focus on outcomes, not just output. It leads to better solutions, tighter collaboration, and greater impact.

We call our engineers *Product Engineers* because product thinking is not optional — it's core to how we build. Understanding the customer problem is step one. Only then do we move on to designing and delivering solutions.

Organisation Decision Records

👤 By Sergey Vasilyev (Deactivated) 📈 151 😊 Add a reaction

The Journal of organization decision records

Organizational decision records should be done for hard decisions only. To structure it helpfully, the S.P.A.D.E. framework should be used. Examples of such decisions could be: restructuring teams (disbanding, creating), changes in the working framework (e.g. why do we use a decentralized model), etc

Doc template in the Flo templates repo

Title	Date	Status
The Website Team Moves To The MarTech Stream	26 Mar 2024	APPROVED
WebApp Team split	28 Sept 2023	APPROVED
Enforce Web with extra QA	22 Aug 2023	APPROVED
Enforce the MarTech team with a web engineer	16 Aug 2023	APPROVED
Enforce Web with a dedicated EM	13 Jun 2023	APPROVED
Team split: Data Platform and Experiment Service	26 May 2023	DONE
Reinforce Trust & OnBoarding Teams with Engineers from the Mobile Platform Team	4 May 2023	APPROVED

Our journey

Period
tracker

Super
app
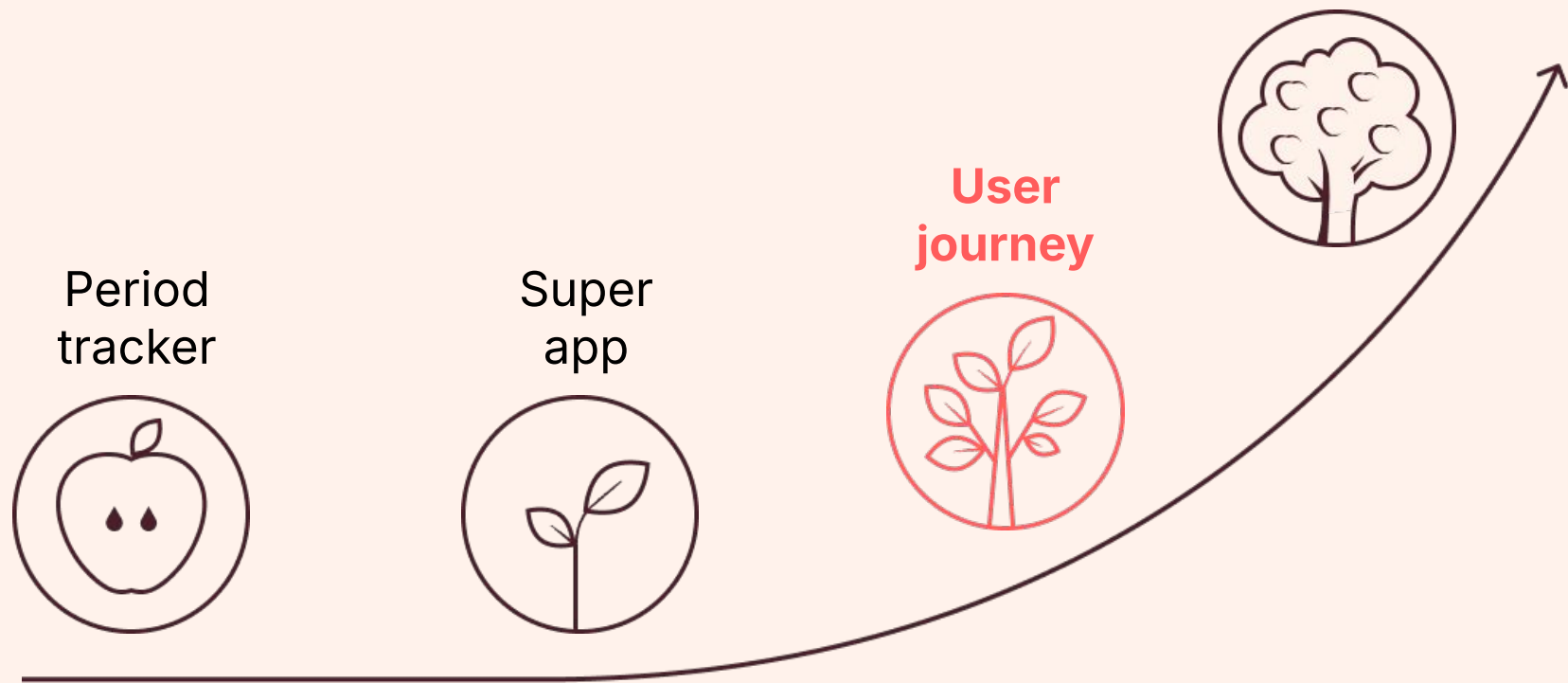
**User
journey**

User journey

| Start of Menstruation | Cycle tracking | Contraception | Preparation for Conception | Pregnancy | Early Motherhood | Perimenopause & Menopause | Diversity of partners |

15% of new downloads from men

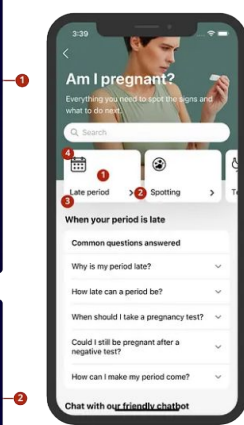|	Main user	Partner onboarding	Partner	Mode switch	New user journey
Feeds channel	Partner widget		Calendar widget	Partner widget / Mode switcher widget	-
Stories channel	Symptoms widget		Symptoms widget / Poll widget	Poll results widget	-
Onboarding channel		Symptoms widget / Survey widget			-
Other platform capabilities	Release and A/B tests of: • Stories • Articles • Chatbots • Pushes • Emails	Release and A/B tests of: • Stories • Articles • Chatbots • Pushes • Emails	Release and A/B tests of: • Stories • Articles • Chatbots • Pushes • Emails	Release and A/B tests of: • Stories • Articles • Chatbots • Pushes • Emails	Release and A/B tests of: • Stories • Articles • Chatbots • Pushes • Emails

In any mode, widget orchestration and app personalization depend on user goals and are based on channel platforms.

AS-IS

TO BE

Static widgets

Dynamic personalized widgets
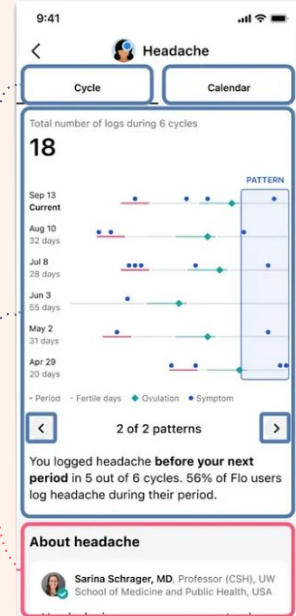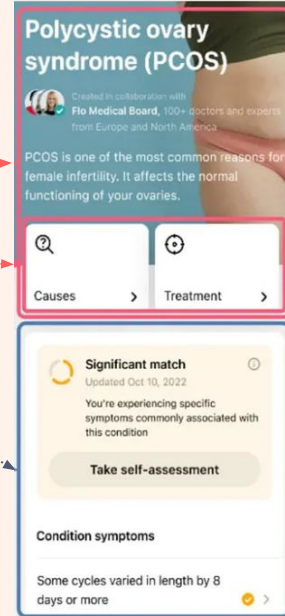
Browser

Ask Flo Intent Page
track_signs_of_pregancy_intent 🔗 20

📝 Editor   🔖 References   🏷 Tags

Ask Flo Health Assistant Section | **PUBLISHED** ···
Flo Health Assistant
track_sop_ha

Ask Flo Section Title | **PUBLISHED** ···
Taking a pregnancy test

Ask Flo Article Section | **CHANGED** ···
track_sop_pregnancy_test

Ask Flo Section Title | **PUBLISHED** ···
Not pregnant, now what? ①

Ask Flo Article Section | **PUBLISHED** ···
track_sop_not_pregnant ②

Ask Flo Mode Switch Section | **PUBLISHED** ···
Track your pregnancy ③
track_sop_switch_mode

Ask Flo Discussion section | **PUBLISHED** ···
Discussions in the Flo community ④
track_sop_discussions

4:19

Am I pregnant?

① **Not pregnant, now what?**

② **10 other reasons why your period may be late**
12 min read

How stress might affect your period — and what...
6 min read

③ **Track your pregnancy**
Get weekly content on how your baby and body are changing. Switch whenever you are ready.

Switch now

④ **Discussions in the Flo community**

Irregular Cycles
What things have caused late periods for you (other than pregnancy)?
40.2K comments >

Contraception
Do you take pregnancy tests despite being on birth control and getting a

Product Managers

collaborate on user journey feature

Product Engineering

describe desired capabilities

deliver new capabilities

Domain Engineering

Configure user journey — User journey team

Describe desired capabilities

Deliver new capabilities — Channel team

innersource

Provide self-service platform — Infra

UX domains → Product Engineering

Concepts spanning UX domains → Domain Engineering

Product-agnostic support systems → Infrastructure Engineering

Read more: https://jackdanger.com/technical-coherence/
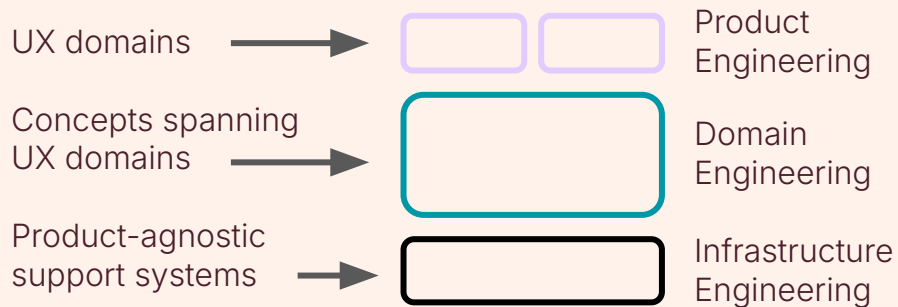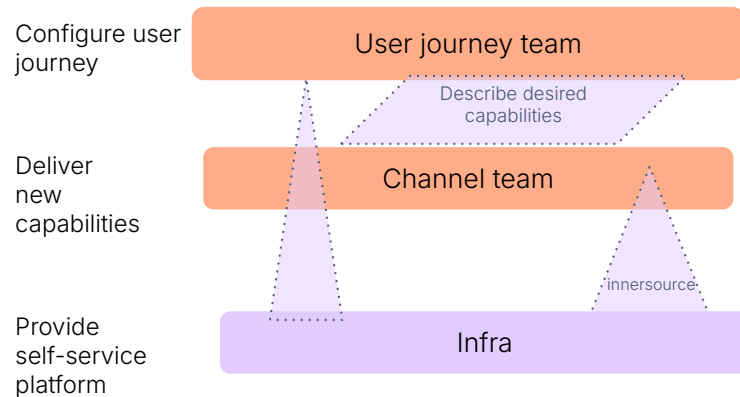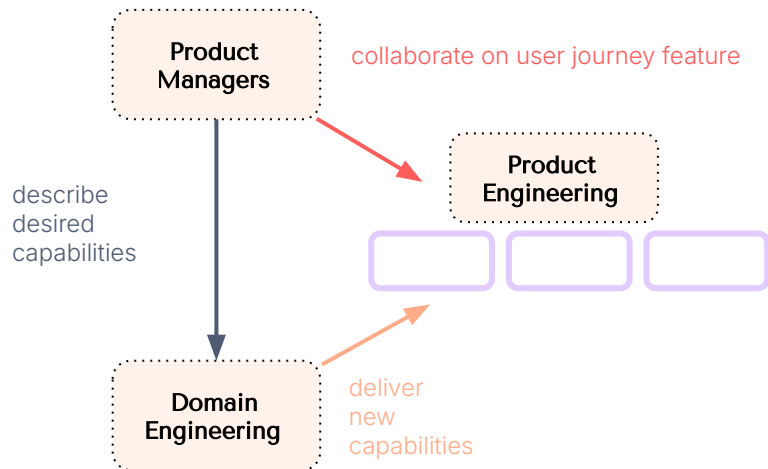
Value Creation — VP of Product / VP of Engineering -

Medical Devices
- Digital Contraception

Core Health
- Calendar
- Tracker
- Wearables
- Health Monitor

AI Studio
- Platform Chatbots
- Survey Engine
- Content Experience
- Content Delivery (UX) (UI)
- i18N

Value Capture — VP of Product / VP of Engineering

Onboarding
- Onboarding Experience (UX) (UI)
- Web Onboarding
- Web Checkout
- Website

Payments
- Subscription Engine
- Subscription Experience (UX) (UI)
- Promo Delivery (UX) (UI)

Martech
- Trust
- Classic Adtech
- LTV
- Engagement Tech

Supported by

VP of Infrastructure & Security - Laure

Security & Infrastructure
- Velocity
- Internal IT
- Security

VP of Data & Analytics - Dzmitry

Data & Analytics
- Data Platform
- Value Creation
- Value Capture
- Core Analytics

1. Design Your Organization to Mirror Your Product Vision

Instead of letting your organization drive your system design, intentionally design your organization to mirror the product you want to build. This makes good architecture inevitable, not accidental.

2. Invest in Platforms That Enable Autonomy

Teams should focus on user problems, not technical configuration. Build platforms that let teams experiment with user journeys instead of optimizing individual technical channels.

Your organization is a **living** product. Design it **intentionally**.
Evolve it **continuously**.

CHALLENGES INCREASE OVER TIME

Baseline

Continuous improvement

EFFECTIVENESS

"Normal" scale-induced trajectory

Credit: John Cutler

TIME