



The results-focused backlog:

Prioritizing What **Truly** **Matters**



What You'll Walk Away With

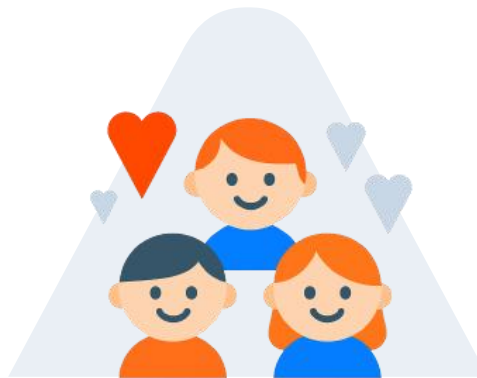
What You'll Walk Away With

In this session, you'll discover how G2A:

- > cut time-to-market by 5x
- > overcame prioritization challenges to focus on what truly matters
- > transformed from a task-focused to an impact-driven work system



OUTPUT



OUTCOME



IMPACT

G2A EXPERTS



Maciej Sochan

Product Value & Operations Lead at
G2A.COM



Krzysztof Niewinski

Transformation Manager at G2A.COM /
LeSS Scrum Master

Who we are: G2A.COM in numbers



200M+
visits in 2024



135M+
items sold



G2A's humble
beginnings



G2A.COM
mobile app



90K+
offers available



400
talents from
40 countries in
6 locations



40%
of G2A'nians are
women



G2A.COM
transforms into
a marketplace



35M+
users
worldwide



2000+
partners from 61
countries

Before the change

Before the change

17+
Component
Teams

17+
Backlogs

17+
„Product
Owners“

100+
Developers

Specialised and centralised
**UX, DA, Research Teams
and business units**



F1	1	1	1	1	1
F2	2	2	2	2	2
F3	3	3	3	3	3
F4	4	4	4	4	4
F5	5	5	5	5	5
F6	6	6	6	6	6
F7	7	7	7	7	7
F8	8	8	8	8	8



PO / CT1



PO / CT2



PO / CT3



PO / CT4

[illegible]

Prioritizing work with **single-specialized** teams structure

Prioritized features:

F1		1	1	1	1
F2	2	2	2	2	2
F3	3	3	3	3	3
F4	4	4	4	4	4
F5	5	5	5	5	5
F6	6	6	6	6	6
F7	7	7	7	7	7
F8	8	8	8	8	8



PO / CT1



PO / CT2



PO / CT3



PO / CT4

SPRINT 1

SPRINT 2

SPRINT 3

SPRINT 4

1

Prioritizing work with **single-specialized** teams structure

Prioritized features:

F1		1	1	1	1
F2		2	2	2	2
F3	3	3	3	3	3
F4	4	4	4	4	4
F5	5	5	5	5	5
F6	6	6	6	6	6
F7	7	7	7	7	7
F8	8	8	8	8	8



PO / CT1



PO / CT2



PO / CT3



PO / CT4

SPRINT 1

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Prioritizing work with **single-specialized** teams structure

Prioritized features:

F1			1	1	1
F2		2	2	2	2
F3	3	3	3	3	3
F4	4	4	4	4	4
F5	5	5	5	5	5
F6	6	6	6	6	6
F7	7	7	7	7	7
F8	8	8	8	8	8



PO / CT1



PO / CT2



PO / CT3



PO / CT4

SPRINT 1

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Prioritizing work with **single-specialized** teams structure

Prioritized features:

F1			1	1	1
F2		2	2		2
F3	3	3	3	3	3
F4	4	4	4	4	4
F5	5	5	5	5	5
F6	6	6	6	6	6
F7	7	7	7	7	7
F8	8	8	8	8	8



PO / CT1



PO / CT2



PO / CT3



PO / CT4

SPRINT 1

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Prioritizing work with **single-specialized** teams structure

Prioritized features:

F1				1	1
F2		2	2		2
F3	3	3	3	3	3
F4	4	4	4	4	4
F5	5	5	5	5	5
F6	6	6	6	6	6
F7	7	7	7	7	7
F8	8	8	8	8	8



PO / CT1



PO / CT2



PO / CT3



PO / CT4

SPRINT 1

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Prioritizing work with **single-specialized** teams structure

Prioritized features:

F1					1
F2		2	2		2
F3	3	3	3	3	3
F4	4	4	4	4	4
F5	5	5	5	5	5
F6	6	6	6	6	6
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F8	8	8	8	8	8



PO / CT1



PO / CT2



PO / CT3



PO / CT4

SPRINT 1

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Prioritizing work with **single-specialized** teams structure

Prioritized features:

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F2		2	2		2
F3	3	3	3	3	3
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F6	6	6	6	6	6
F7	7	7	7	7	7
F8	8	8	8	8	8



PO / CT1



PO / CT2



PO / CT3



PO / CT4

SPRINT 1

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Prioritizing work with **single-specialized** teams structure

Prioritized features:

F1					1
F2		2	2		2
F3	3	3	3	3	3
F4	4	4	4	4	4
F5		5	5	5	5
F6	6	6	6	6	6
F7		7	7	7	7
F8	8	8	8	8	8



PO / CT1



PO / CT2



PO / CT3



PO / CT4

SPRINT 1

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Prioritizing work with **single-specialized** teams structure

Prioritized features:

F1					1
F2			2		2
F3	3	3	3	3	3
F4	4	4	4	4	4
F5		5	5	5	5
F6	6	6	6	6	6
F7		7	7	7	7
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PO / CT1



PO / CT2



PO / CT3



PO / CT4

SPRINT 1

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Prioritizing work with **single-specialized** teams structure

Prioritized features:

F1					1
F2					2
F3	3	3	3	3	3
F4	4	4	4	4	4
F5		5	5	5	5
F6	6	6	6	6	6
F7		7	7	7	7
F8	8	8	8	8	8



PO / CT1



PO / CT2



PO / CT3



PO / CT4

SPRINT 1

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Prioritizing work with **single-specialized** teams structure

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F2					
F3	3	3	3	3	3
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F5		5	5	5	5
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F7		7	7	7	7
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PO / CT1



PO / CT2



PO / CT3



PO / CT4

SPRINT 1

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F2					
F3	3		3	3	3
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PO / CT1



PO / CT2



PO / CT3



PO / CT4

SPRINT 1

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F2					
F3	3				
F4	4	4	4	4	4
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PO / CT1



PO / CT2



PO / CT3



PO / CT4

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Prioritizing work with **single-specialized** teams structure

Prioritized features:

F1					
F2					
F3	3				
F4	4	4	4	4	4
F5		5	5	5	5
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PO / CT1



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PO / CT4

SPRINT 1

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Prioritizing work with **single-specialized** teams structure

Prioritized features:

F1					
F2					
F3	3				
F4				4	4
F5		5	5	5	5
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PO / CT1



PO / CT2



PO / CT3



PO / CT4

SPRINT 1

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Prioritizing work with **single-specialized** teams structure

Prioritized features:

F1					
F2					
F3	3				
F4				4	4
F5		5	5	5	5
F6	6	6	6	6	6
F7			7	7	7
F8	8	8	8	8	8



PO / CT1



PO / CT2



PO / CT3



PO / CT4

SPRINT 1

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Prioritizing work with **single-specialized** teams structure

Prioritized features:

F1				
F2				
F3	3			
F4			4	4
F5		5	5	5
F6	6	6	6	6
F7			7	7
F8		8	8	8



PO / CT1



PO / CT2



PO / CT3



PO / CT4

SPRINT 1

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Single-spec Teams Structure Drives Suboptimal Results

Prioritization based on technical skills and availability rather than company value

- Local optimization instead of global value
- We do "what we can" instead of "what brings max value" to the company
- Coordination overhead is significant, requiring long-term upfront planning
- Average Lead Time: 214 days
- Difficulties in adaptability to new requests
 - high cost of changing direction

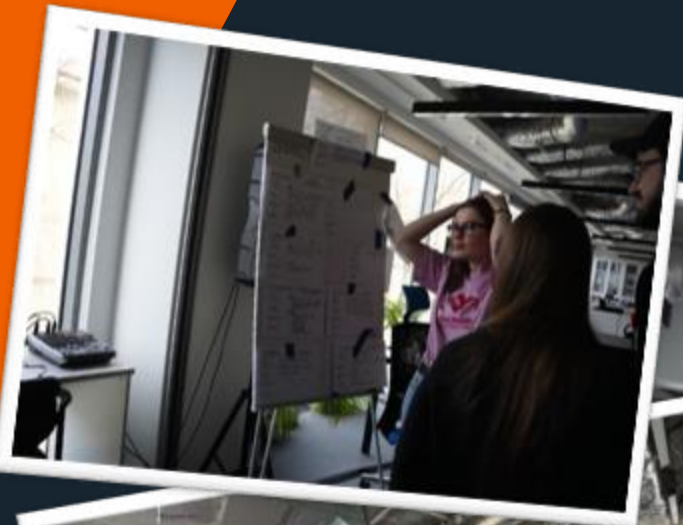
Q1 SEMIT							
PO							
PLANOWANE ZADANIA W DANYM ZESPOLE (wypełnia PO)							
Objective	Key result	Description	Initiative	Link do EPICa/FRIT	Phase	Prio	Wypełnia Head
1					Delivery	Major	Major
2					Delivery	Minor	Minor
3					Delivery	Minor	Minor
4					Delivery	Major	Major
5					Delivery	Major	Major
6					Delivery	Major	Major
7					Delivery	Major	Major
8					Delivery	Major	Major
9					Delivery	Major	Major
10					Delivery	Major	Major
11					Discovery	Critical	Critical
12					Discovery	Critical	Critical

Q1 MUS							
PO							
PLANOWANE ZADANIA W DANYM ZESPOLE (wypełnia PO)							
Objective	Key result	Description	Initiative	Link do EPICa/FRIT	Phase	Prio	Wypełnia Head
1					Delivery	Minor	Minor
2					Delivery	Minor	Minor
3					Delivery	Minor	Major

INCOMING DEPENDENCIES (wypełniają PO, którzy przychodzą z zależnością ze swojej inicjatywą)							
Objective	Key result	Scope of work	Status of dependency	Due date	Description	Initiative	Link do EPICa/FRIT
1			UZGODNIONA				
2			UZGODNIONA	2025-01-31			
3			UZGODNIONA				
4			UZGODNIONA				

The Change

Self-designing Teams Workshop



Before the change

17+
Component
Teams

17+
Backlogs

17+
„Product
Owners“



After the change



7 Feature
Teams

4 Component
Teams



1 Product Backlog
for 7 FTs

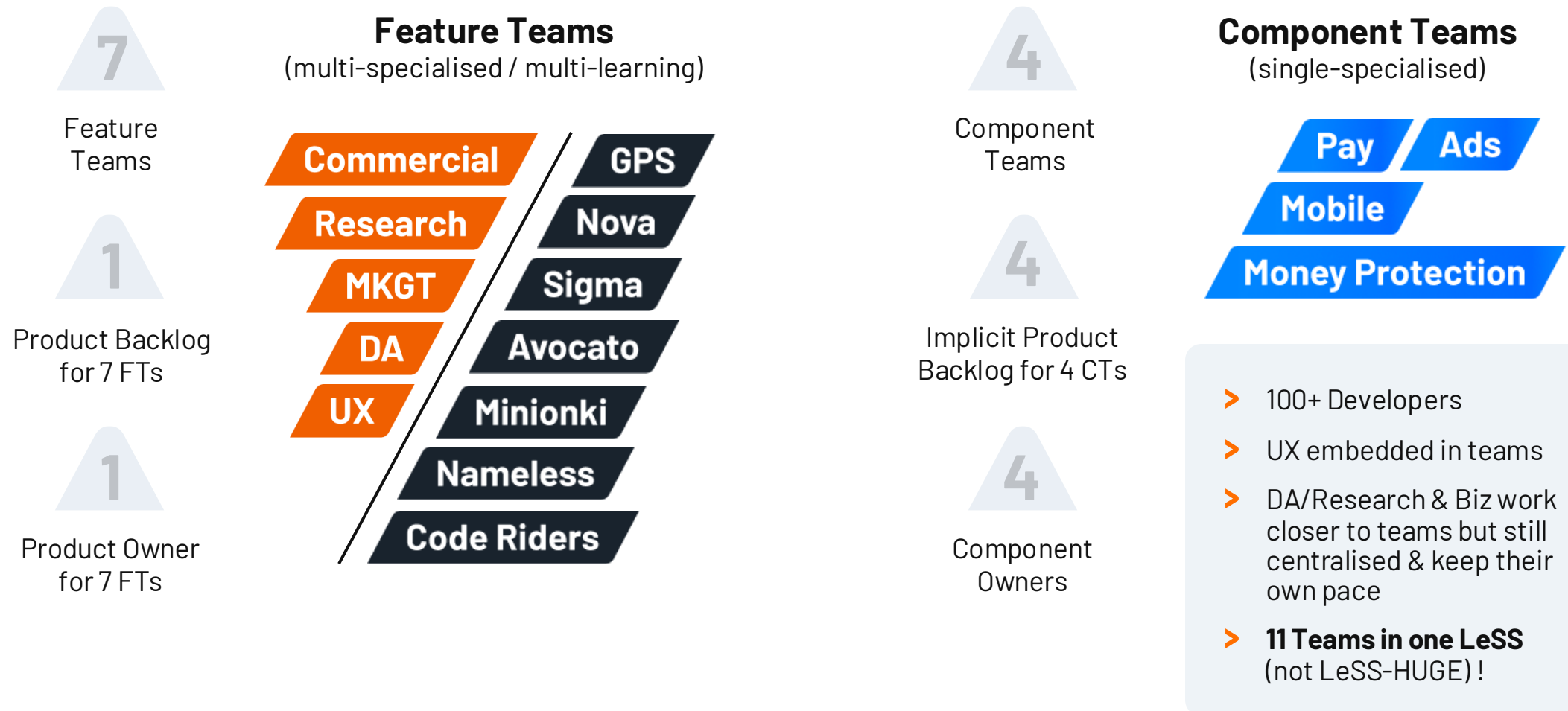
4 Implicit Product
Backlog for 4 CTs



1 Product Owner
for 7 FTs

4 Component
Owners

After the change



1	1	1	1	1
2	2	2	2	2
3	3	3	3	3
4	4	4	4	4
5	5	5	5	5
6	6	6	6	6
7	7	7	7	7
8	8	8	8	8

Nova

Nameless

Code Riders

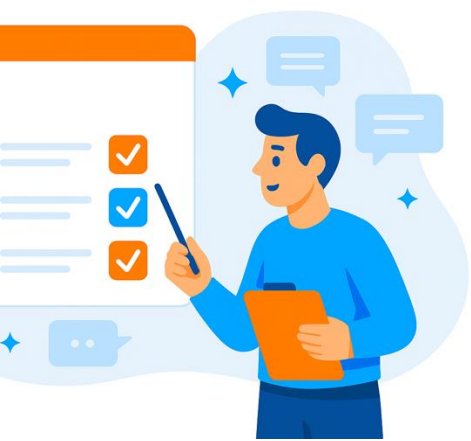
SPRINT 1

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Prioritizing work with **Feature Teams** structure (LeSS)



1 Product Owner

Prioritized features:

1	1	1	1	1
2	2	2	2	2
3	3	3	3	3
4	4	4	4	4
5	5	5	5	5
6	6	6	6	6
7	7	7	7	7
8	8	8	8	8

Sigma

Nova

Nameless

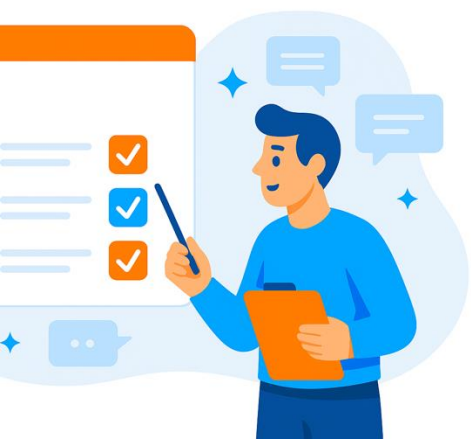
Code Riders

SPRINT 1

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Prioritizing work with **Feature Teams** structure (LeSS)



1 Product Owner

Prioritized features:

		1	1	1
2	2	2	2	2
3	3	3	3	3
4	4	4	4	4
5	5	5	5	5
6	6	6	6	6
7	7	7	7	7
8	8	8	8	8

Sigma

1

1

Nova

Nameless

Code Riders

SPRINT 1

SPRINT 2

SPRINT 3



Prioritized features:

2	2	2	2	2
3	3	3	3	3
4	4	4	4	4
5	5	5	5	5
6	6	6	6	6
7	7	7	7	7
8	8	8	8	8

[illegible]

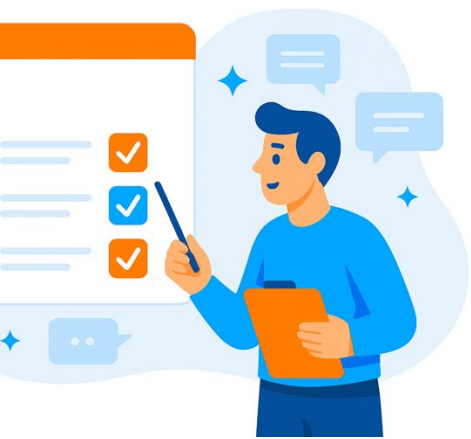


Prioritized features:

3	3	3	3	3
4	4	4	4	4
5	5	5	5	5
6	6	6	6	6
7	7	7	7	7
8	8	8	8	8

[illegible]

Prioritizing work with **Feature Teams** structure (LeSS)



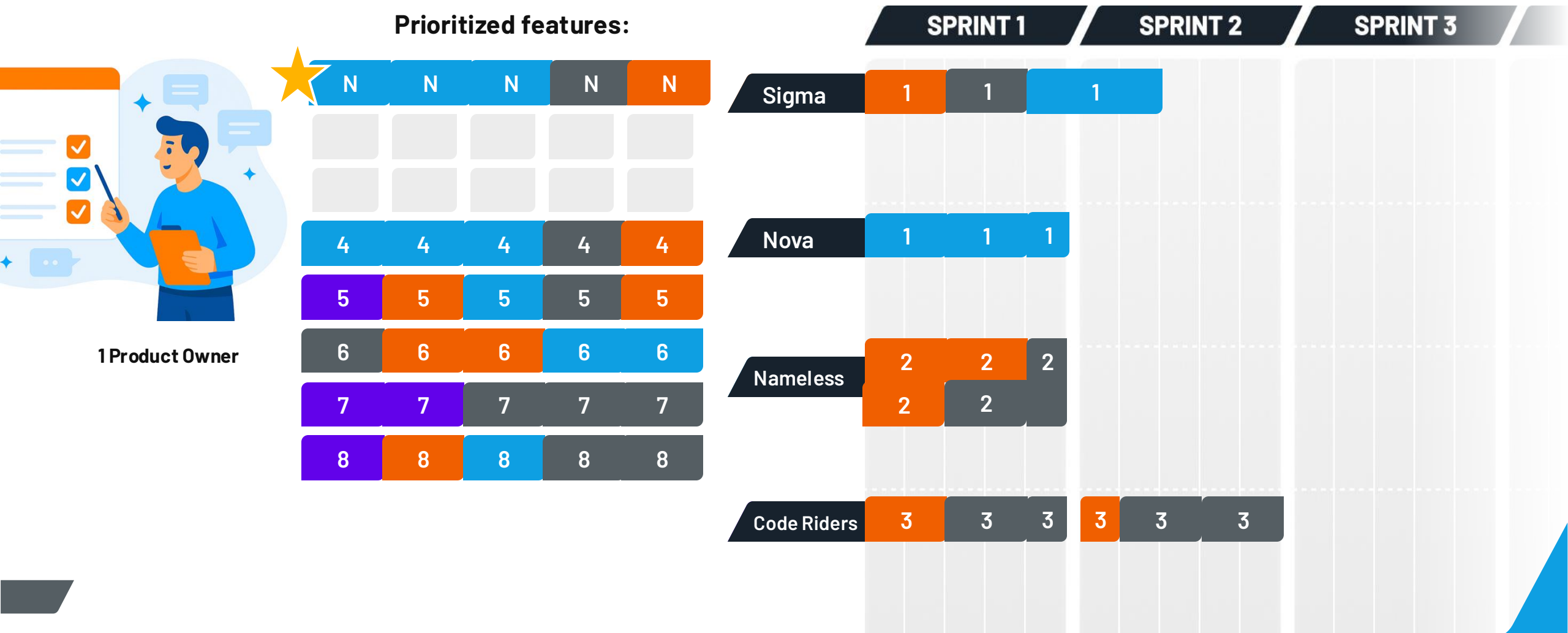
1 Product Owner

Prioritized features:

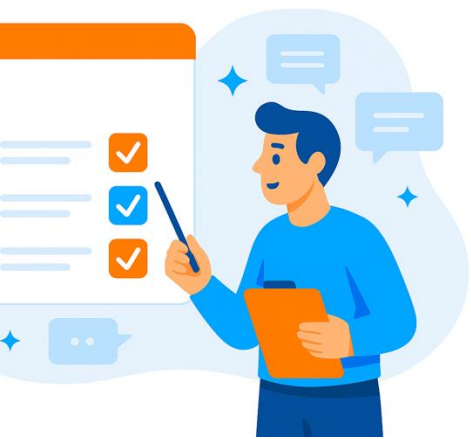
4	4	4	4	4
5	5	5	5	5
6	6	6	6	6
7	7	7	7	7
8	8	8	8	8

	SPRINT 1			SPRINT 2			SPRINT 3			
Sigma	1	1	1							
Nova	1	1	1							
Nameless	2	2	2							
Code Riders	3	3	3	3	3	3				

Prioritizing work with **Feature Teams** structure (LeSS)



Prioritizing work with **Feature Teams** structure (LeSS)



1 Product Owner

Prioritized features:

4	4	4	4	4
5	5	5	5	5
6	6	6	6	6
7	7	7	7	7
8	8	8	8	8

	SPRINT 1			SPRINT 2			SPRINT 3			
Sigma	1	1	1							
Nova	1	1	1	N	N					
Nameless	2	2	2	N	N	N				
Code Riders	3	3	3	3	3	3				

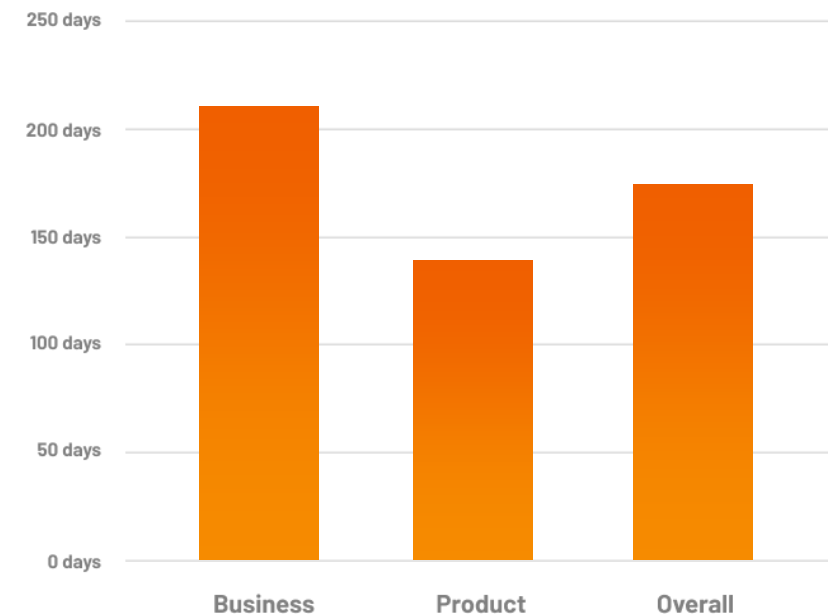
LeSS Structure Drives Global Optimization

Prioritization based on **company value** rather than technical skills and availability

- Global value optimization instead of local silos
- We do "what brings max value" to the company instead of "what we can"
- Minimal coordination overhead, enabling sprint-based planning
- Lead Time Reduction: 214 → 40 days (5x improvement)
- High adaptability to new requests – low cost of changing direction

Average Lead-Time (days)

▲ Before transformation



LeSS Structure Drives Global Optimization

Prioritization based on **company value** rather than technical skills and availability

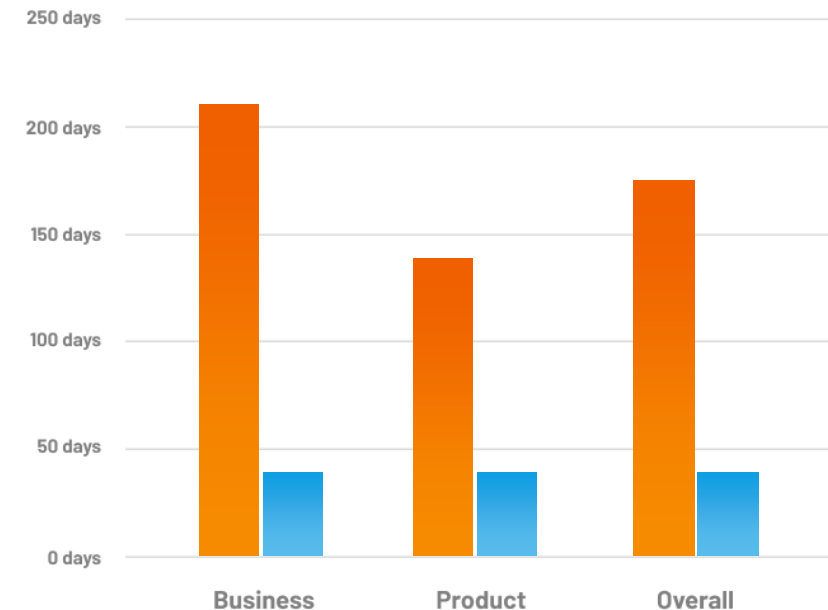
- > Global value optimization instead of local silos
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- > High adaptability to new requests – low cost of changing direction

Business impact:

- > 5x Faster Time to Market
- > Learning Velocity: Accelerated feedback loops
- > Higher ROI: No coordination overhead, low cost of change

Average Lead-Time (days)

▼ Before transformation ▼ After transformation



BUSINESS
-80%
210 > 40 days

PRODUCT
-73%
140 > 38 days

OVERALL
-77%
175 > 40 days

The Evolution

The Evolution:

Continuous Discovery integrated in development



OUTCOME
USERS



IMPACT
ORG

The Evolution:

Continuous Discovery integrated in development

- > Experimenting with **Continuous Product Discovery** practices
- > Focus shift: from "delivering solutions fast" to "**solving user problems**"
- > Creating new user behaviors for better business results



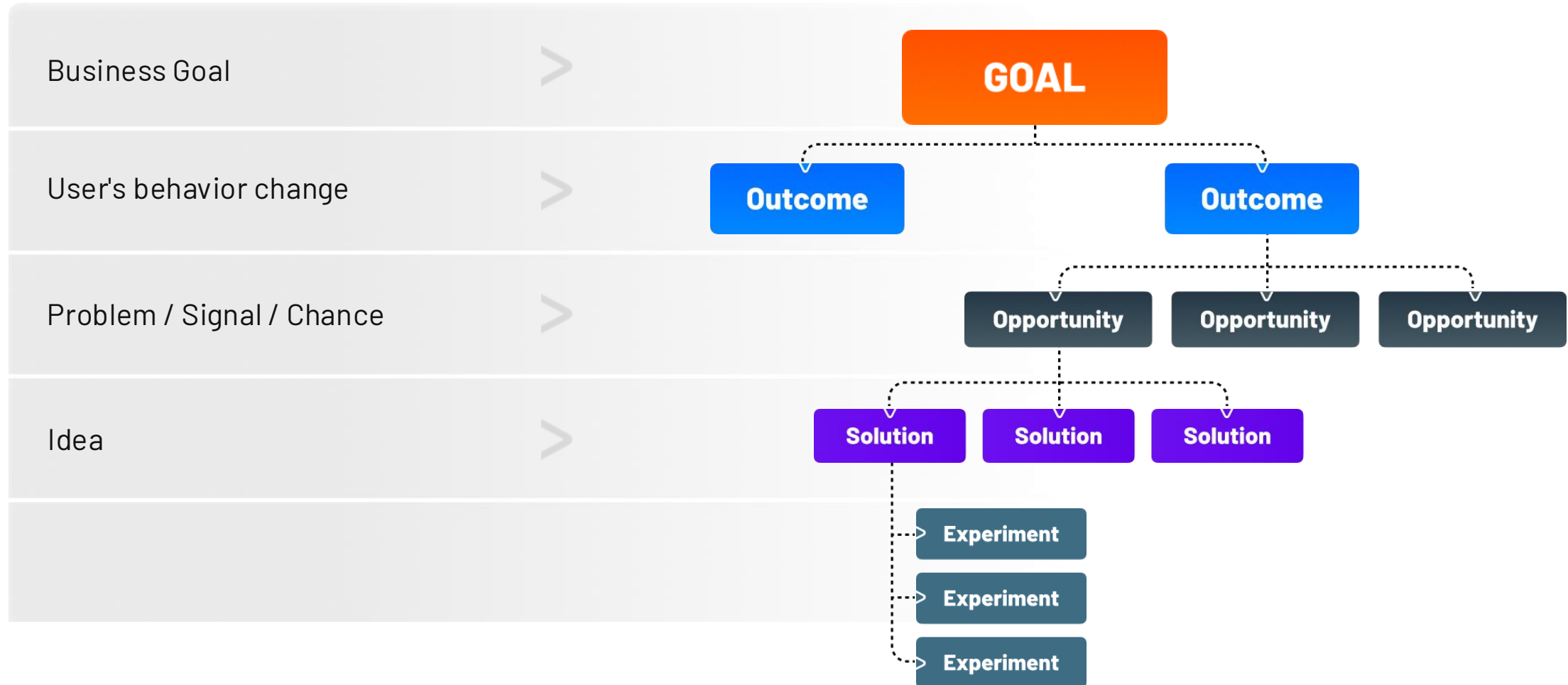
OUTCOME
USERS



IMPACT
ORG

Opportunity-Solution Tree (T.Torres)

Solutions take a backseat to solving user problems



Prioritizing work based on Outcomes



1	1	1	1	1
2	2	2	2	2
3	3	3	3	3
4	4	4	4	4
5	5	5	5	5
6	6	6	6	6
7	7	7	7	7
8	8	8	8	8

GPS

Minionki

Sigma

Nova

Code Riders

Avocato

Nameless

- > Collaborate with Teams
- > Ideate on Solutions
- > Support with biz knowledge
- > Monitor key metrics

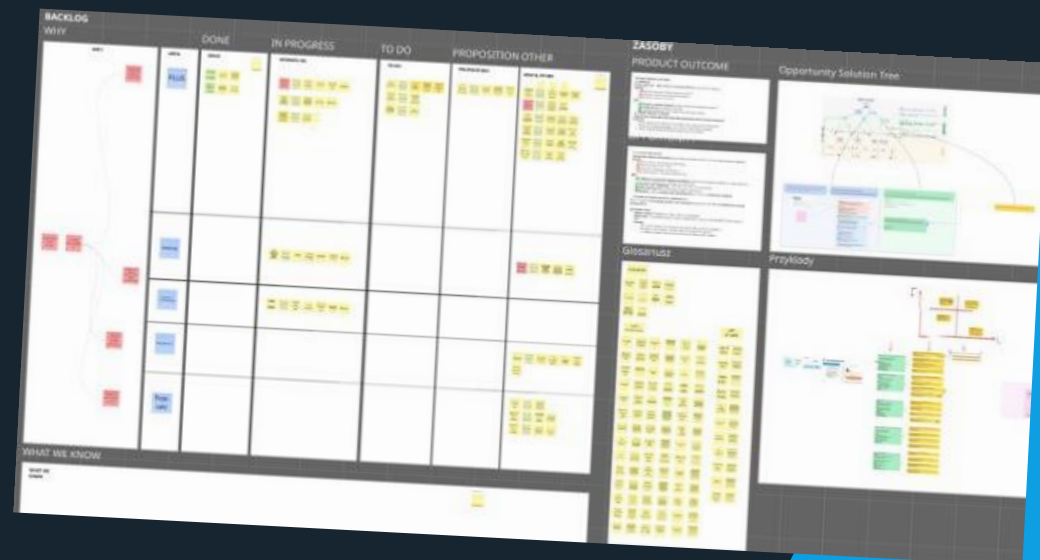
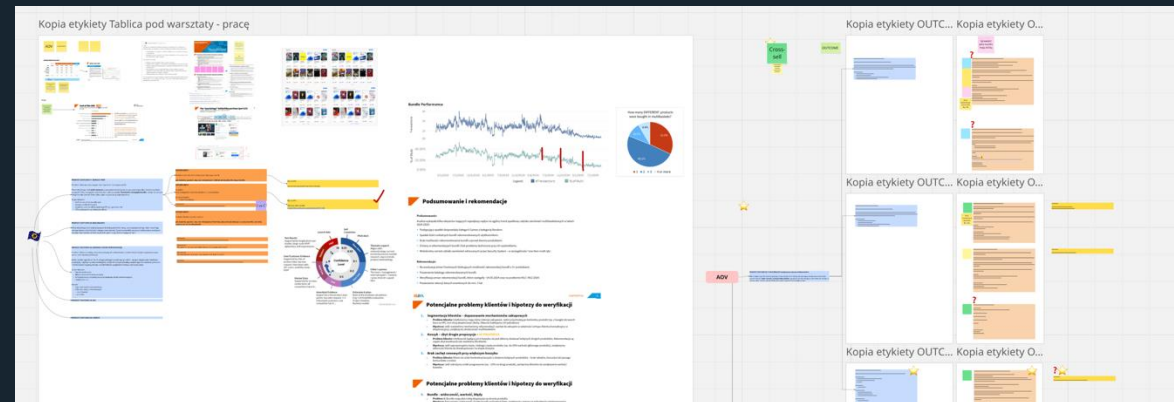
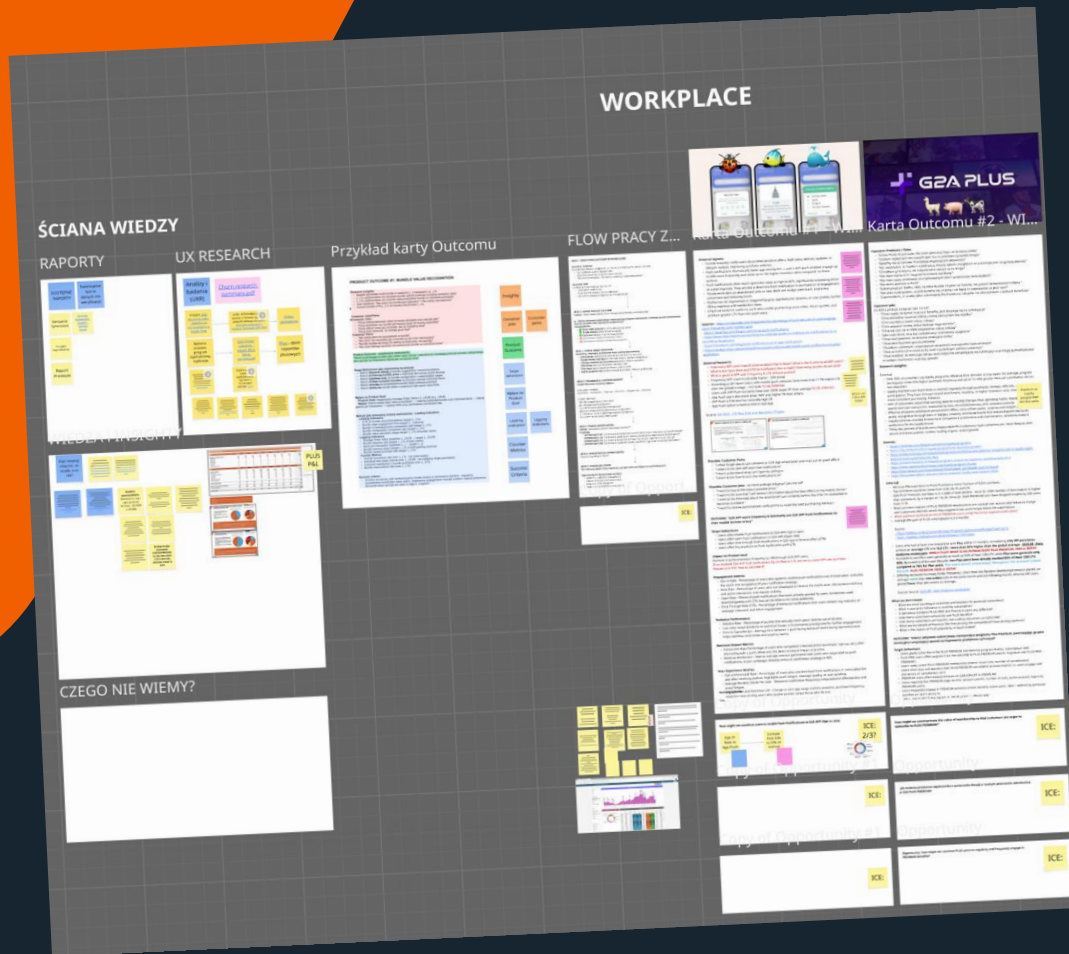
- > Data
- > Behaviour change
- > Insights based on research
- > Opportunities

FOCUS GROUP 1
Biz + Research + DA

FOCUS GROUP 2
Biz + Research + DA

FOCUS GROUP 3
Biz + Research + DA

Prioritizing work based on Outcomes



Promise Delivered



OUTPUT



OUTCOME

USERS



IMPACT

ORG

Promise Delivered



OUTPUT



OUTCOME

USERS



IMPACT

ORG

Single-spec Teams structure

- > Local optimization
- > We do "what we can"
- > Coordination overhead
- > Long-term upfront planning
- > Avg Feature Lead Time: 214 days
- > Difficulties in adaptability to new requests
- > **Prioritization based on technical skills**

Feature Teams structure

- > Global value optimization
- > We do "what brings value"
- > Minimal coordination overhead
- > Adaptive planning
- > Lead Time Reduction: 214 → 40
- > High adaptability to new requests
- > **Prioritization based on company value**

Product Discovery integrated

- > User value optimization
- > We solve users problems
- > Continuous Discovery & Delivery
- > Tight Business-Product collaboration
- > High adaptability to new opportunities
- > **Prioritization based on evidence based opportunities**

Key Takeaways



1

**Structure
drives
results**



2

**Aligned collaboration
beats autonomous
isolation**



3

**Value comes
from solving
problems**

Thank you!

Got questions? We'd love to chat!
Don't be shy – come say hi!

Maciej & Krzysztof
G2A.COM

