How we build beautiful products, the Wolt way

The Product+ playbook

Wolt

Doing common things, uncommonly well.

In 2015, Wolt started delivering delicious restaurant food to customers in Finland. Fast-forward to today, we're building a platform for the delivery of everything. We now offer fresh groceries, last-minute gifts, pharmaceuticals and much more, all delivered in around 30 minutes. One platform bringing together millions of customers, merchants and courier partners around the world. And our hyper-growth isn't coming to an end any time soon.

On this journey towards delivery of (almost) everything, we're building a suite of products — from the systems powering our own Wolt Market stores, to our support tooling, and even fintech solutions. And today our product organization, also known as Product+ at Wolt, is already over 700 people strong.

As we work in over 60 autonomous product teams around the world, we wanted to build this playbook to describe how we work in Product+. It's a guide to keep us aligned on all the important topics, ranging from how we work together as distributed teams to how we treat each other.

Whether you're a product employee at Wolt, or a candidate wondering if you should join the ride, we hope that this playbook will give you useful insights and a sense of our identity here. For us, this playbook is a living document that we constantly develop as we grow — so you might notice it changing every once in a while.

While the competences are many, in the end we all work and win together.

One team, one Wolt. 💙

Niilo Säämänen,
CTO

In this playbook you'll find

What we're here for

Wolt makes it easy to get what you want. Delivered quickly, reliably and affordably.

(Almost) everything, delivered.

You may know us for restaurant food deliveries. While we started that way, now you can get (almost) everything delivered, (almost) anywhere. Think anything from groceries, electronics and toys to even Christmas trees and pharmaceuticals. The possibilities are (almost) endless. It's a pretty exciting time to jump on board – and we're just getting started.

How Product+ is getting us there

Anything in your city. Delivered to you within minutes. That's where we're heading, and we're building new infrastructure to get us there.

The tech we build helps restaurants and retailers sell more products, couriers earn a flexible living, and customers enjoy more free time. Our work makes our cities better places to live.

Our values guide us every day.
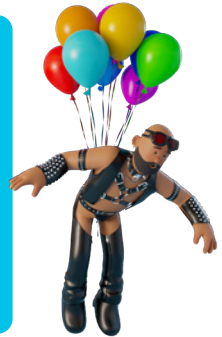
Attitude
We take ownership beyond the obvious.

Excellence
We do common things uncommonly well.

Heart
We do right by people, we treat others kindly and with empathy.

Will to learn
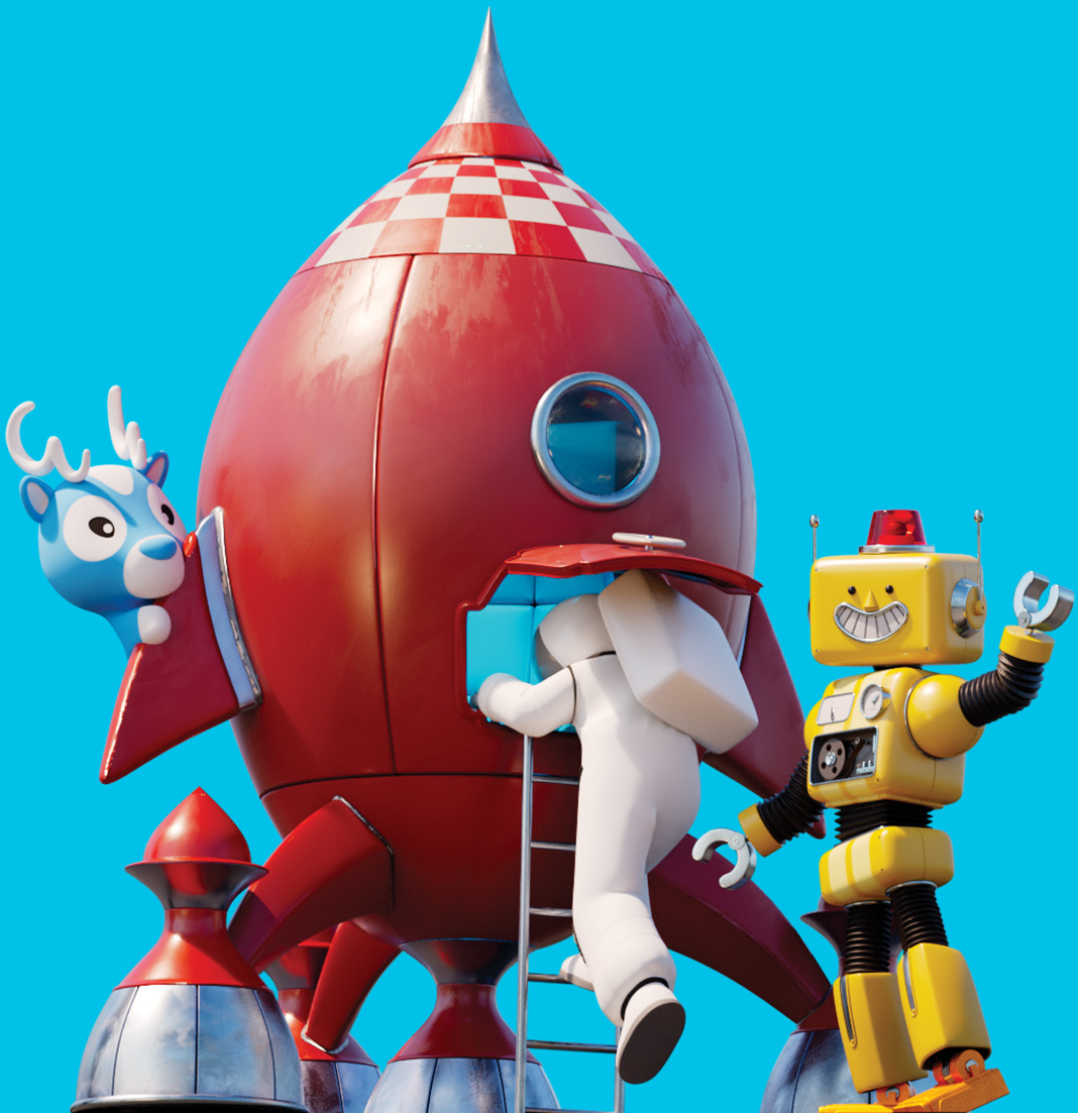We recognise that if we don't learn, we won't stay still but fall behind.

Ambition
We think big but stay humble.

Will to teach
We keep in mind that Luke was Yoda's greatest achievement.

How we build products

One team. One Wolt.

Our principles guide how we do things, like how we collaborate, solve problems and build products. We craft excellence, together. Growth is a team effort.

Our product principles:

1. We build for our customers.

Creating value means putting users at the heart of everything we do. Only by understanding them can we build best-in-class customer experiences.

2. We build beautiful products, the Wolt way.

Delighting in the details makes us proud. We pay attention to the little things and go beyond the obvious.

3. We use data to keep us honest and objective.

We don't fall in love with our ideas. We're curious and use data to eliminate bias. We analyze, experiment and iterate. It keeps us objective.
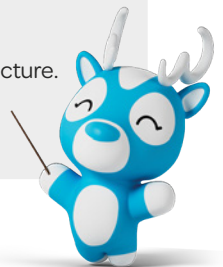
4. We make things happen.

We're not afraid to roll up our sleeves. We work tirelessly to remove any roadblocks on our way to decrease waiting times.

5. We care about scalability.

We ship small changes, get fast feedback and always ask ourselves: would this work in 10x scale?

6. We're ambitious.

We think beyond incremental gains and don't lose sight of the big picture. We make our future selves proud of the things we build today.

Delivering Wolt-grade quality

Wolt-grade means building beautiful products that work intuitively and *feel right*.

It's about delighting people with a world-class experience at all times. And this goes for everyone, whether it's our customers ordering food, our courier partners making a delivery, our support team resolving an issue or our developers using our internal tools. Keeping things beautifully simple – that's the key to building Wolt-grade products.

How do we do it?

✅ We aim for delight and ease of use.

What's the simplest way of guiding users through their journey while still creating a delightful experience? We make it user-friendly. It's about the right information at the right time in the right place, and nothing more. With every new functionality and piece of information we ask one simple question: does it really add value for the user? Does this need to be here or will the experience be fundamentally the same if we remove it?

✅ We find the balance between empathy and data.

Empathy helps us put ourselves in the shoes of our users so that we build what's right for them – this is a lot about having good intuition for what is important to the customer on an individual level. However, data helps us do this at scale. Neither should be overshadowed by the other, but instead used together in the right balance.

✅ We always think of edge cases.

Before implementing something, we think of all possible edge cases to cover different scenarios. What works for restaurant partners, might not work for pet store owners. What makes sense for one market, doesn't necessarily make sense for another. What works in English might not work in Swedish (and so and so forth). So we make sure the user experience is great for *all* of our users

✅ We leave no stone unturned to get the experience right.

We aim for excellence down to the finest details. Before we ship anything, we make sure to polish up the experience – from the technical side to smooth transitions, all the way down to the copywriting and the actual content.

Get to know Product+

Our journey

2014
- Founded in Helsinki
- Our first line of code was written

2015
- First delivery in Helsinki

2016
- Expanded to Sweden and Estonia
- Began automated logistics optimization

2017
- Expanded to Denmark, Latvia and Lithuania

2018
- Expanded to Croatia, the Czech Republic, Norway, Hungary, Georgia, Israel and Poland

2019
- Expanded to Serbia, Greece, Azerbaijan, Slovakia, Slovenia and Kazakhstan
- Launched Wolt for Work and Group Ordering
- Open sourced BlurHash, our renowned project

2020
- We became Europe's 2nd fastest-growing company
- We included groceries and retail on the Wolt App
- We doubled our Product+ team size to 200 in 6 months!

2021
- Established Germany tech hub
- Launched Wolt Market delivery-only stores and Wolt Drive API

2022
- Joined forces with DoorDash
- Established Israel, Sweden and Japan tech hubs
- Launched Wolt+
- Product+ grew to 500 people

2023
- Expanded to Austria and Iceland
- Product+ is now 700+ strong, with 50 nationalities working in 60+ teams

Hello, we're Product+

We're an awesome bunch of planners, builders, designers and data crunchers. As a product development team, we're in charge of building and maintaining Wolt's products. Our work helps Wolt grow by creating customer experiences people love – all thanks to our talented teams who think big, but stay humble.

Product leads
own the outcome

Product leads are the voice of the customer.

They hold the product vision, set the path for getting there and act as the link between product and other teams at Wolt.

And they bring the donuts!

Data analysts & Data scientists
turn data into insights

Our data teams use data to help us look at things objectively so we can make better decisions.

We know we're on the right track when the data confirms it.

Engineers
build tangible things

Our engineers build things that are scalable and accessible.

Divided roughly into ones that focus on visible things (frontend) and ones that focus on less visible things (backend).

Designers
build loveable experiences

Designers find out how we can better serve our users, and make it happen.

They craft products that people love using.

Security
keeps Wolt... well... secure

The security team protects Wolt by working with product teams on security, privacy and safety.

They plan our security so we can do what we do best, and scale it, without worry.

Product leads own the outcome

Our recipe for growth is simple. We pay attention to what our (potential) customers need and build things that align with our goals. Product leads help us find that balance. They hold the vision, set the path and act as the link between product and other teams at Wolt. Everything we create begins with 'why'. Product leads help define, track and validate it with quick pilots.

Great products aren't built in silos. Teamwork is how we create world-class experiences for our customers, merchants, courier partners and internal teams. Product leads try to be transparent by explaining decisions and roadmaps in plain terms. It helps us do common things uncommonly well.

Debasreeta Dutta Gupta, Product Lead

I love solving problems, and working as a product lead gives me the superpower of solving a new problem every day with the aid of technology.

Working as a Product Lead in the Wolt Market team is particularly exciting because it allows me to work in an area that I see as a definitive future of online commerce: hyper-local shopping.

We're building a toolkit to revolutionize grocery shopping, but our technology offering can be applied to all online shopping, delighting customers and supercharging local businesses.

Data teams turn data into insights

You'll find our data team championing how we use, collect and gather data, making the complex world of data simple for our teams. They use data science and machine learning to bring intelligence into our products, processes and services.

Our analysts and data scientists are embedded in our business and product teams to be close to the decisions we make for our business. They promote running experiments, designing and analysing them to understand the incremental impact of changes we do. At the heart of the team lies measurability and impact.

At Wolt, we follow best engineering practices closely which helped me develop my engineering skills as a data scientist a lot! I can easily say that I have become a more end-to-end data scientist. I am happy about the diversity of things I get to do as a data scientist and I appreciate the time given for learning new things. I also enjoy friendly but ambitious work environment here!

Erlin Gülbenkoglu, Data Scientist

Engineers build tangible things

Our engineers take care of everything from development to release and maintenance. They build things that are accessible and made to scale. They keep our systems in the best shape by simplifying the unnecessary complexity.

They're a productive bunch too – deploying 100+ times a day and releasing quick changes with no need for lengthy approvals. And if things go differently than planned, our engineers learn from it; they're known not to fail for the same reason twice.

Lalli Nuorteva,
Staff engineer

Wolt provides the opportunity to learn from brilliant colleagues while working on various projects. During my Wolt journey, I've worked with different technologies on projects that touch on many customer groups, including consumers, merchants and courier partners who use or partner with Wolt. The learning journey is endless, and witnessing the long-term impact of past decisions is fascinating.

Teams own the technologies they use

Some companies tell people how to work. Others let them choose. We try to be the latter. Our people choose the best technologies that work for Wolt, their teams and themselves. Making good choices means finding scalable, robust technology that works in everyone's best interests. The freedom to experiment and adopt the best technology benefits everyone.

Nothing beats a good stack

Our backend is built on Python, Kotlin, and Scala for predefined domains, while our frontend uses native technologies like Flutter (when appropriate), TypeScript and React for Web. We also use PostgreSQL, MongoDB, Redis, Kafka, Flyte and Seldon. Every major technology we use has its own competence leads who advocate for best practices, mentor others and nurture the tech communities at Wolt.

Our technology radar helps us choose new technology and inspire our developer community.

Wolt has a plethora of use cases for different types of models and solutions for machine learning that all come together in the product. It's always very interesting to hear what other teams are working on and learn from the organization's experts!

We facilitate cross-team learning with knowledge-sharing sessions, and people are usually excited to share and support each other. We also have our very own machine learning platform team providing us with the best tools for meeting these challenges and making our product better every day.

Magdalena Stenius,
Software Engineer

Designers build loveable experiences

While we can't tell you the secret to happiness, we can say it's about the little things. Our designers bring happiness Wolt-wide by creating experiences people love. If you ask them, they'd say it's about solving the right problem in the right way.

Using their lens to zoom in and out, our designers create loveable product experiences by looking at the broader context of user needs and business goals before zooming in to develop, test and iterate. There's nothing better than designing a seamless solution – right down to the details.

Our designers are awesome at:

Design Research

We use insights to better understand user needs and set the direction.

Content design

We create delightful experiences through a clear, concise and human tone of voice.

Motion design

We breathe life into our products through the magic of motion.

Product design

We turn ideas into possibility by creating production-quality designs that are easily understood.

A design process that ships love as a minimum

Our designers love solving problems. Above all, they love solving the right ones. Designers start the journey by validating business and user needs. They don't just think about things from the users' perspective; they go out and ask them. Whether building a completely new experience or refreshing a familiar one, our designers work with users to learn how it affects them and to improve. We usually end up with lots of ideas, and our Product+ partners help us choose which ones to take further.

You may hear some talk about an MLP – Minimum Loveable Product. For our designers, it means every product prototype should, at a minimum, have value, be enjoyable to use and be possible to make. Quick feedback makes for better work. We create loveable experiences by polishing ideas that stick, together with software engineers and QA (quality assurance) partners. And we keep on learning after it's released.

It's that warm, fuzzy feeling. Delivered.

Andreea Dumitrascu, Product Designer

Design is mostly fun – but also hard. You're navigating a sea of unknown variables while trying to untangle a problem and find the best solution. But fear not! At Wolt, you'll tackle the most interesting problems with the best people you could wish for by your side. Each person you encounter brings a unique skill set, background and experiences to the table. Joining forces with them is the best support you could ask for.

The most exciting part is when a simple question sparks a whole new perspective you haven't thought of before. Working alongside the team every day is inspiring, and I'm giving my best to continue nurturing this feeling.
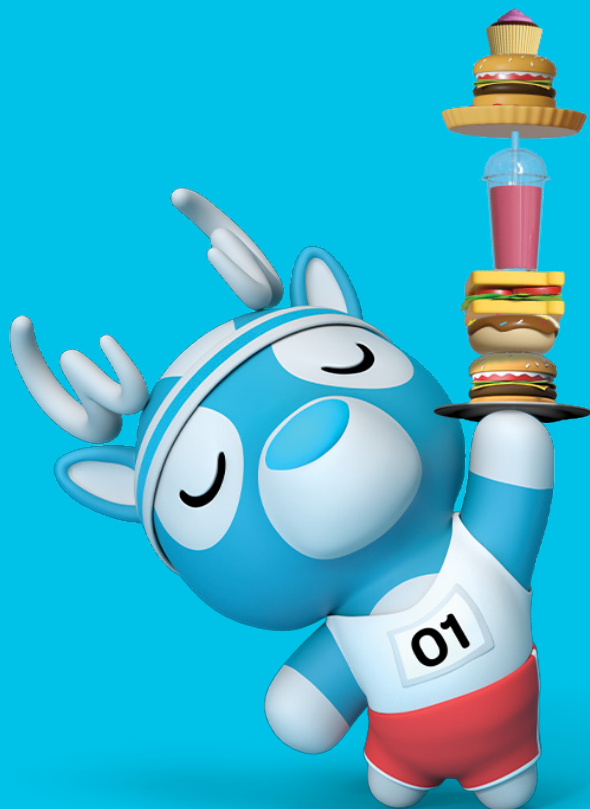
Security teams keep things... well...safe

Our security team stays on top of everything from security to privacy and safety, working in parallel with product development processes to shift security left – that means moving it sooner in the development process. It's all part of our strategy. We build things that work well now and will scale safely in the future.

Our security :

- **Product security**
  works on design reviews, threat modeling sessions, static code analysis and bespoke reviews.

- **Governance, risk management and compliance**
  creates and maintains frameworks defining how we run everything related to security, privacy and safety.

- **Physical security and safety**
  reduces risks and incidents with solutions and processes that are built to scale.

- **Privacy**
  works with our Legal and Data Protection Officer to keep personal data safe through the use of tech and secure ways of working.
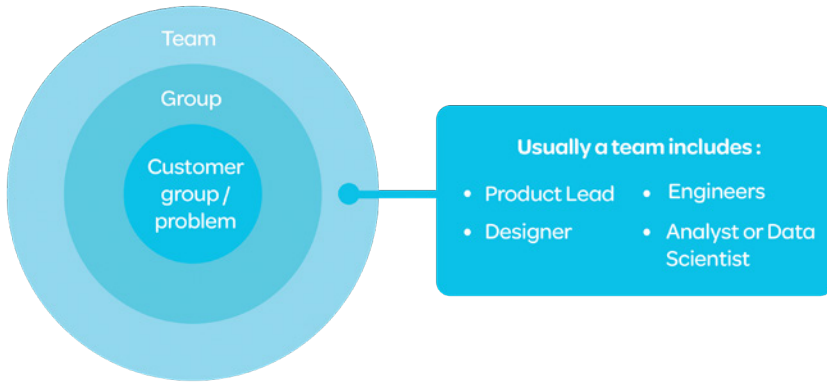
How we get things done

We start with our customers. And we build from there.

We strive to be lean and to strip unnecessary complexity from our structure.

All product work is split into teams close to their customers with a clear focus and ownership. Teams don't need to go through lengthy approvals for their decisions. Our structure helps us create things people love, at pace and scale.

All of this is built around autonomous teams with alignment and accountability.

Team

Group

Customer group / problem

Usually a team includes :

- Product Lead
- Designer
- Engineers
- Analyst or Data Scientist

How does it work?

- Product+ is made of groups that focus on a core area, such as a customer group or problem space.

- Groups are divided into autonomous, independent teams – each focused on specific customer problems or needs.

- Every product team has everything they need – like resources and talent – to do their best work.

- These 60+ product teams stay aligned and help each other out when they can.

Our secret ingredients? Autonomy, alignment and ownership.

We like to do things well and move fast. Doing that requires less red tape and more trust. At Wolt, every product team has the resources, talent, and autonomy they need to do the task at hand. This way our teams stay close to their customers. They work how they see best, and in return they're responsible for seeking alignment and owning the outcome.

Being accountable helps us make decisions quickly. Transparency is important to us, which is why we talk openly about our work. And if something isn't working, we change it. We're built on autonomy, alignment and ownership.

Good leaders aren't afraid to be nice.

We believe in people, their potential, ability and willingness to learn and grow.

We place a lot of trust in our team members, giving them freedom and autonomy to make the right decisions and holding each other accountable in the pursuit of excellence. At Wolt, leading is a position of service – never a position of power.
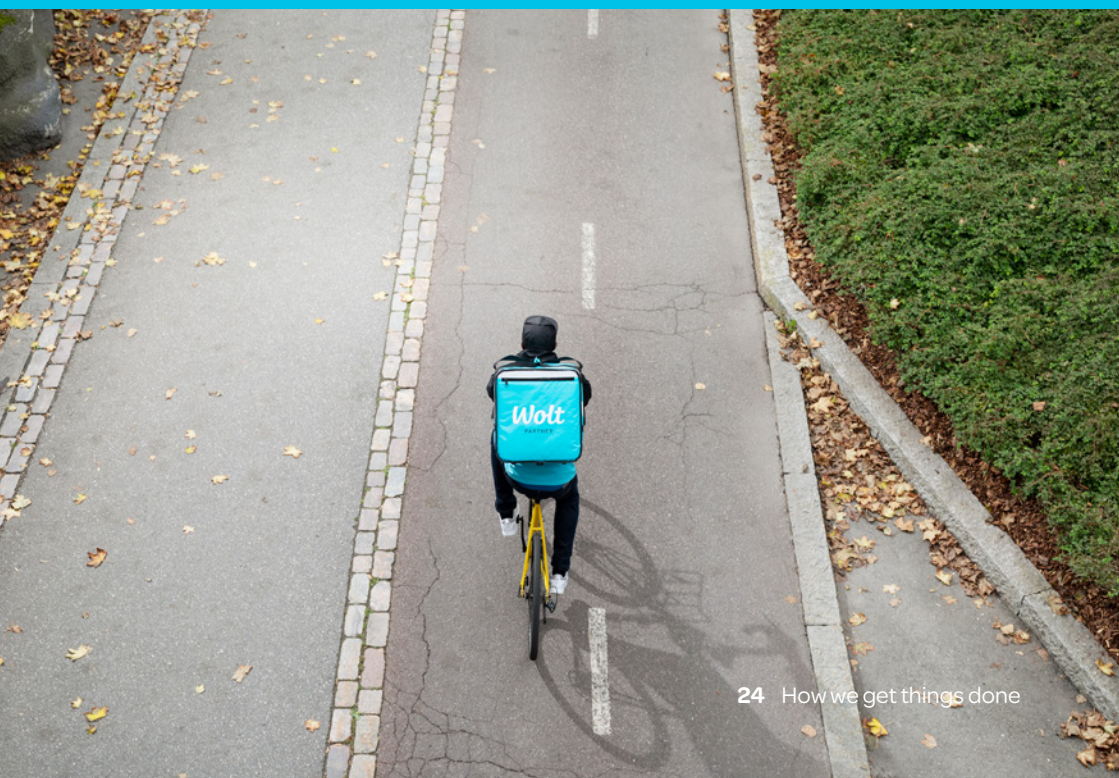
We achieve things together as a team. The job of leaders is to foster a safe environment for everyone to share their opinions and for team members to do their best work.

We do the right things, at the right time.

We set goals to clarify where we would like to be, and teams create the path to get there. These goals are set by our roadmap – a compass built by all parts of our company. It points towards our product's future, helps us understand what our business and customers need, and maps a practical list of features to move us forward.

The roadmap is built with yearly goals in mind and broken into smaller, digestible chunks. We know where we want to be in two, three or five months.

If something changes, we adjust our course. Nothing's set in stone. This is how we make sure we do the right things at the right time.

Hey, let's hang out sometime?

Product hour

Fancy listening to a gripping talk and sharing knowledge over nibbles? This monthly get-together is for all our product folks!

Product Team All Hands

Get it hot off the plate. Hear about new product updates, revel in the latest team successes, welcome new joiners and stay in the know.

Wolt Hackathon

Let's build something awesome, just for fun? Join our yearly Wolt Hackathon and work in a small team of talented people to compete for the winning spot.

Product week

You're in for a thrilling ride. Once a year, Product+ gets together for an event packed with sessions, workshops and team-building activities designed to help us become closer.

Something tells us you'd love it here

Hiring, the Wolt way

Of course, we're looking for talented and passionate people to join us—but it's more than that. We want this to be a good match for both — you and us. While we have a dedicated Tech Talent Acquisition team, everyone owns the job of finding the right people. That's why hiring teams work closely with our Talent Acquisition team, spending lots of time and effort on interviews and assessments.

How we find the right match

We tailor the interview process to match the role, but it typically looks like this:

Intro call with recruiter

First interview with Team Lead and Head of Department

Assignment

Technical or competence interview

Final interview by VP/Head of Department

Offer 🎉

Ready to jump on board?

We're passionate about doing things well and try our best to help you get started the right way. You'll have everything you need when you join us, including a buddy to help you settle in. At Wolt, we learn by doing – so you'll get your first project within a few weeks.

And don't worry if things change quickly. Ambition, heart and the right attitude go a long way. You'll do fine when you keep these things in mind:

1

Roll with the change.
We're growing fast, so things can change quickly. As our CEO Miki says, "we're only getting started!" – roll up your sleeves and enjoy the ride!

2

Be proactive.
Don't wait to be asked: make stuff happen. If something needs to get done, just do it.

3

Own your journey.
Go for it, even if you don't feel ready or don't exactly know how. Interested in something new? Volunteer.

4

Ask how you can help.
We take ownership beyond the obvious. Keep pushing to add value by asking yourself and others how you can help.

5

Think like our customers feel.
At Wolt, we think customer first. The best way to do that? By doing a shift in customer support, or being a courier partner for a day.

6

Get to know the team.
As they say, teamwork makes the dream work. We build great teams by reaching out, asking for help and always looking for better ways to work together.

7

Stay curious.
If we don't learn, we don't stay still but fall behind. Ask as many questions as you can. We're here to learn together.

Grow your own way, we'll support you
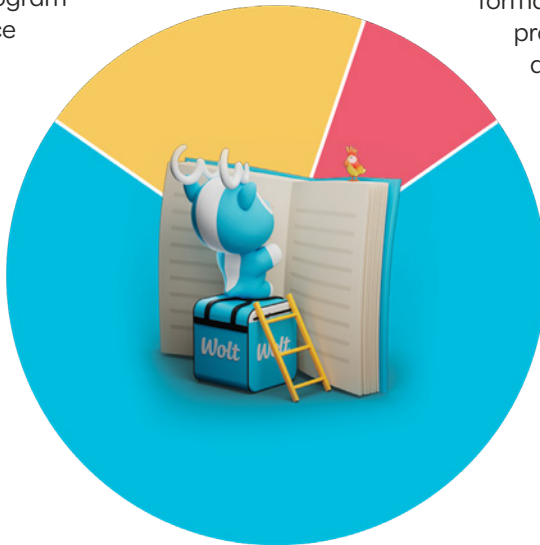
Willing to learn, eager to grow

Continuous learning helps us be the best we can.

We learn from others

Luke was Yoda's greatest achievement. Whether it's a mentoring program or a competence meetup, 20% of our know-how comes from our colleagues.

We learn through training

Small but mighty, 10% of things we learn come from things like formal training, learning programs, platforms and conferences. If there's something you'd like to attend, just ask.

We learn from doing

Seventy percent of everything we learn happens on the job. Honest feedback helps us learn even faster. We try to help everyone feel comfortable giving and receiving feedback.

We don't do cookie-cutter careers.

There are amazing opportunities for individual growth at Wolt. By embracing individual strengths and differences, you can create your own career path here – there's no "one-size-fits-all" journey or ladder to climb. And as we expand to new countries, build new products and find new ways to reach customers, we create more room to grow within the company.
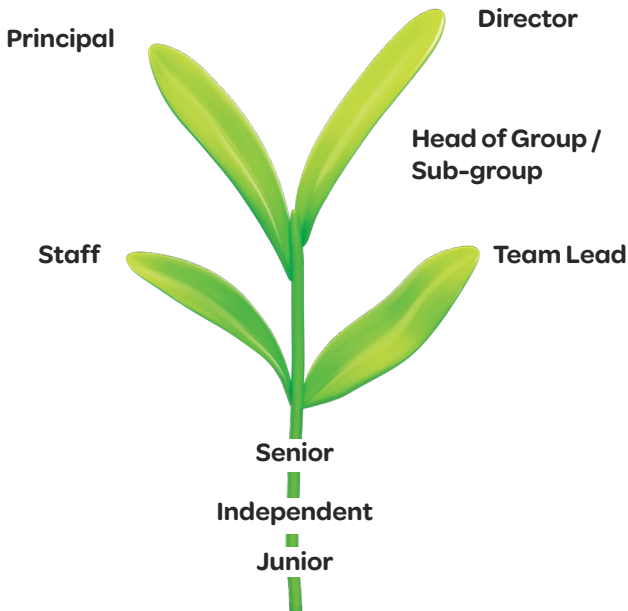
Could this be the ride of your life?

At Wolt, your career might look like this – or not:

Individual contributor path:

As you grow from a junior specialist to staff or principal roles, you'll expand your knowledge and impact.

People leader path:

On this path, you'll grow by taking on more responsibility and ownership. Think team leadership and beyond.

Director

Principal

Head of Group / Sub-group

Staff

Team Lead

Senior

Independent

Junior

Don't just take our word for it.

Ibbad started at Wolt as an engineer and grew into a unique role: SRE Competence Lead and Staff Engineer.

Ibbad Hafeez

"At Wolt, I've been fortunate to work with exceptional engineers who have consistently motivated and inspired my personal and professional growth. Wolt's culture is truly unique, promoting empowerment and encouraging everyone to create new initiatives.

When I wanted to contribute to on-call and Site Reliability Engineering (SRE) initiatives, my managers helped me develop this unique role, which has allowed me to work with teams across the organization. Wolt provides an environment where proposing ideas, taking initiatives and seeking collaboration is encouraged. The remarkable people and vibrant culture are what make Wolt an incredible and rewarding place to work."

. . . .

Wiebke created a new career path by moving from Communications Specialist to a Rotational Product Manager.

"After six months in my current role, I can only express gratitude for the warm welcome and ongoing support I have received as Rotational Product Manager. Despite asking my fair share of "stupid questions," I have always received enthusiastic explanations about the products we are working on.

So far, the best part of my experience has been collaborating with fellow Product Leads who are genuinely motivated to inspire and guide the newbies."

Wiebke Sadowski

Compensation is about impact, not titles.

When making compensation-related decision, we always seek feedback from your team lead and the people you work with to get a 360-degree understanding of your contributions and impact. We look at others with similar experience and impact for reference across the organization, as well as review compensation benchmarks to ensure we're fair and equitable in compensation.

Our compensation package consists of three things:

1
Monthly salary:
Monthly base salary setting the foundation for compensation.

2
Equity:
By having equity you own a piece of the pie, and get to share in our success.

3
Local benefits:
Local benefits based on the market practice.

See you at Wolt!