

**Company Mission:**

Empower ad monetized publishers

**Big Hairy Audacious Goal:**

Become the #1 ad ops platform by achieving 25% market share of the top 1000 ad monetized publishers.

**Three Core Pillars**

**Reliable:** Do what you say you will do. Your word is the most valuable thing that you own and you must recognize this. Promises should be made very carefully and time estimates must be made deliberately.

**Enterprising:** You must be resourceful and a creative problem solver. You are considered an intrapreneur and need to bring your ideas forward to improve the company. Your higher level perspective creates a positive impact and a virtuous cycle of improvement that benefits everyone.

**Kaizen:** This is the ideology coined by Toyota that believes that everything can be improved and deserves to be improved. You must strive to improve yourself and aspects around you at least a little bit every day. You should look at every aspect of the company and have the top of mind question in your head, "How can this be improved?"



## **Five Cultural Values**

### **Be Empathetic**

**“In order to empower ad monetized publishers we first need to understand their perspective.”**

- Develop empathy for publishers, co-workers and partners. Every one of our actions impacts their business and careers.
- There’s two sides to every story. Make sure to hear both sides before making a decision.
- Show composure when faced with critical situations.
- Do not overreact to small problems: calmly analyze the situation and assess what should be done moving forward.
- Keep emotions out of decision-making and interpretations.
- Do not rush to conclusions: Use active listening to attain all the important information to make a decision.
- Be proactive rather than reactive: Think of ways to improve things, start initiatives that can benefit your team and the company.
- Build relationships of trust and openness: Both parties should be able to communicate their honest opinion. Acknowledge hard work or impressive output when credit is due.

## **Be Balanced**

**‘Invest in yourself and bring a healthy disposition to your role.’**

- Show moderation in your actions, decisions and communication.
- Try to have evenly distributed conversations where each person is able to listen and speak.
- Have several positive outlets outside of your work (eg. art, sports, literature, socialization, travel, etc).
- Be healthy: A healthy mind requires a healthy body.
- Strive to achieve work-life harmony. You can get more out of work and personal time by intelligently integrating them in some ways. Look for those opportunities to engineer your ideal lifestyle and maximize your productivity.

## **Be Tactful and Polite**

**“Treat others like you would treat yourself.”**

- Before acting, show empathy and consider the moral implications of your actions.
- Sensitive feedback should be conducted with high levels of confidentiality and discretion at all times in a one-on-one setting.
- Show humility when faced with constructive feedback.
- Before suggesting adjustments related to your compensation, team, processes, technology, etc., first consider how it will benefit the overall company.
- Compensation should only be discussed one-on-one with the lead that decides your compensation.

## **Be Consistent**

**“Your decisions matter, trust your gut and be consistent.”**

- When making judgments or decisions, be consistent across all similar scenarios.
- When making a decision, commit to the execution and do not waver unless there is great reason otherwise.
- Only expect out of others, what you expect out of yourself.
- Zero-tolerance for discriminatory behaviour when dealing with others.
- Learn from every one of your mistakes by getting to the root of the issue and prevent it from happening in the future.

## **Be Intrepid & Effective**

**“You’re here for a reason, don’t be afraid to break the mold.”**

- Silence is Sin: Don’t be silent because you’re worried about rocking the boat. If there is something that should be questioned for the betterment of the company, it should be said. The worst thing you can do is stay silent to prolong the non-optimal status quo.
- Don’t just focus on achieving acute goals or hitting deadlines, transcend them.
- Search for and track data that helps make crucial decisions to improve KPIs and grow the company.
- Focus your efforts on improving quantitative KPIs that grow the company.

- Don't just push tasks to the next day, maximize your daily output with an unrelenting attitude.
- Try to find answers and/or solve problems resourcefully first unless another team member could do it 10x faster.
- "I'm too busy" doesn't exist. If you feel you are too busy, focus on improving your productivity, identify what you can delegate and automate to free up your time for higher level tasks.
- Never lose your thirst for knowledge and self-improvement.

### **Three Mantras**

#### **When facing a challenge:**

*Keep Pounding That Rock*

Even when facing virtually insurmountable challenge, you need to continue to chip away at that rock till it eventually cracks. Don't give up even when it seems impossible!

#### **When looking towards the future:**

*Think Next Level*

Don't settle for the status quo. Always think how you, your co-workers and the company could hit a next level mentality and results.

#### **Always:**

*Stay Hungry, Stay Grounded*

Hungry = highly motivated, responsive, resourceful, and determined

Grounded = balanced, consistent, focused and composed

"Be a strong advocate for our culture and you will be amazed where it will take you."

