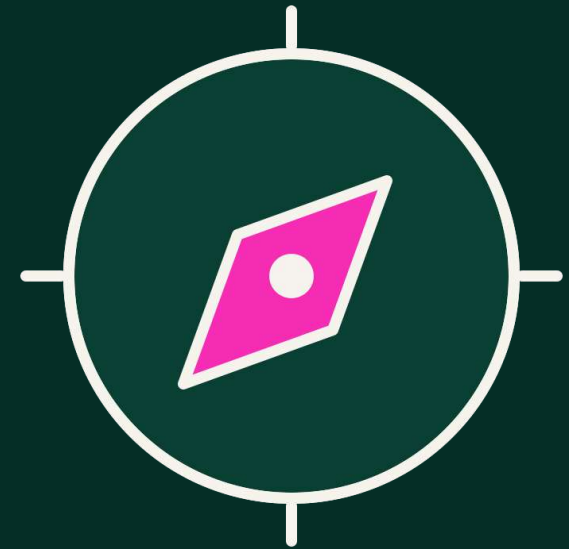




The Culture Code

What we believe as a company.
And how we treat each other every day.

read this before your first week



This one is for you.

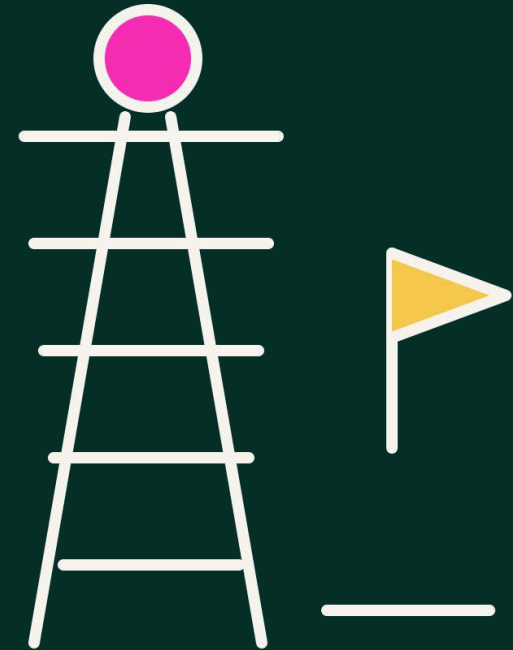
Your offer letter tells you the rules. This tells you what it is actually like to work here — how we make decisions, and how we treat each other.



THE ONE IDEA BEHIND EVERYTHING HERE

We are building the
company we always
wanted to **work for.**

All of us have worked somewhere that made us feel small. We are trying to build the opposite of that.



THE FOUR STEPS WE USE FOR CLIENTS — AND ON OURSELVES

Diagnose. Build. Execute. Tune.

01 • DIAGNOSE

Find out what is really going on

We look at real numbers before we make a plan.

02 • BUILD

Make it so others can use it

Write it down, so the next person does not start from zero.

03 • EXECUTE

Give people real work early

You will not sit and watch. You will do.

04 • TUNE

Keep making it better

Check what worked, fix what did not, try again.

WHY WE STARTED THIS COMPANY

Most people are wasted at work.

Waiting

Your good idea sits in someone's inbox for three weeks.

Guessing

You work hard, but never find out if it helped anyone.

Watching

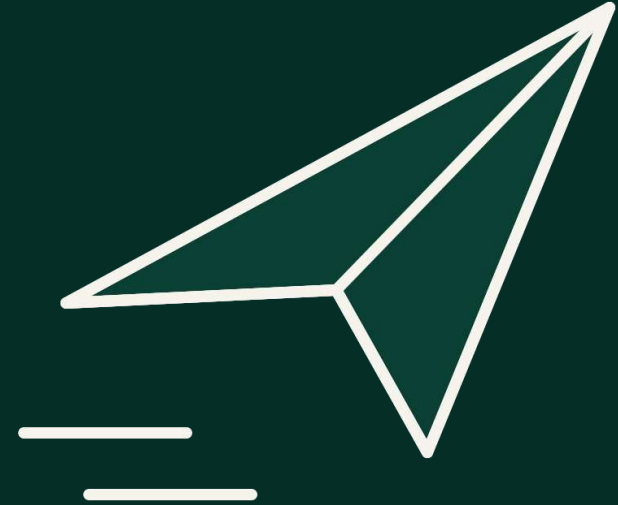
Someone else presents your work in the meeting.

we have all had that job →

OUR MISSION

Help companies turn
good ideas into
real growth.

That is what we sell to clients. It is also how we try to treat each other.



OUR VISION

One day we will build our own products.

Right now we do marketing and growth for other companies. What we learn doing that, we will use to build our own software and AI tools. You would help build them.



Tell us when we get this wrong.

If a line here is not true

Say so. We will fix it or take it out.

Anyone can edit this

Not only the founders. You too, from week one.

If we break a rule here

Point at the page. That is exactly what it is for.

we are serious about this

01

Diagnose

Understand the problem properly
before you try to fix it.



You never have to pretend you **know**.

"I do not know yet — let me find out" is a good answer here. Guessing and hoping nobody checks is not. That habit costs someone else a week.



BEING BUSY

Looks like work.

A full calendar, long hours, lots of tasks ticked off. It feels productive. Often nothing actually changed.

BEING USEFUL

Changes something.

One thing that made a client's results better, or made our own work easier. This is what we notice and reward.

ask yourself which one this week was

Show the proof, not just the opinion.

In a review

Say what changed, and by how much.

When you suggest an idea

Say which part of it you are unsure about.

In a meeting

"I do not know yet" is a perfectly good answer.

After a mistake

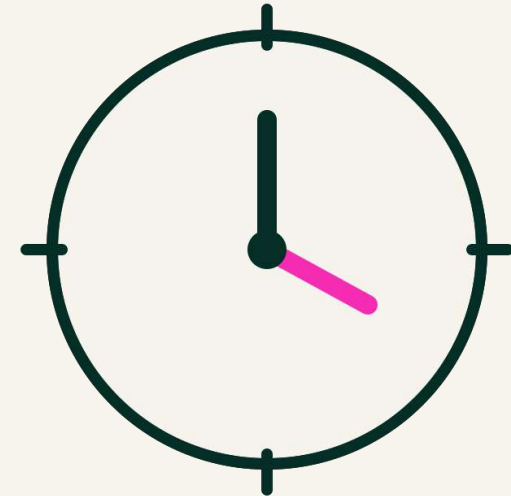
Say what you expected, and what actually happened.

THE HARDEST HABIT ON THIS LIST

Tell us bad news early.

A deadline slipping. A mistake you made. A client who has gone quiet. Told on Monday it is easy to fix. Told on Friday it usually is not.

Nobody here has ever been in trouble for raising a problem early.



ASKING ON DAY THREE

**Costs ten
minutes.**

Someone explains it, you carry on, and the work comes out right the first time.

STAYING QUIET FOR A MONTH

**Costs
everyone.**

The work has to be done again. Nobody here has ever thought less of a person for asking.

What this looks like on a normal day.

Check the data first

Ten minutes with real numbers beats an hour of guessing.

Find the one real problem

Everything is never broken at once. Find what actually is.

Write down what you found

If it stays in your head, nobody else can use it.

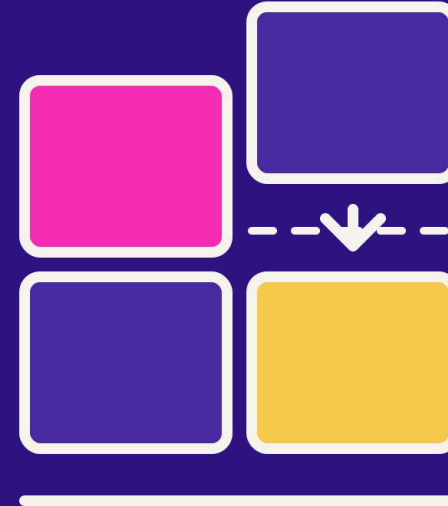
Say what you are unsure of

Pointing out the weak part of your own work builds trust.

02

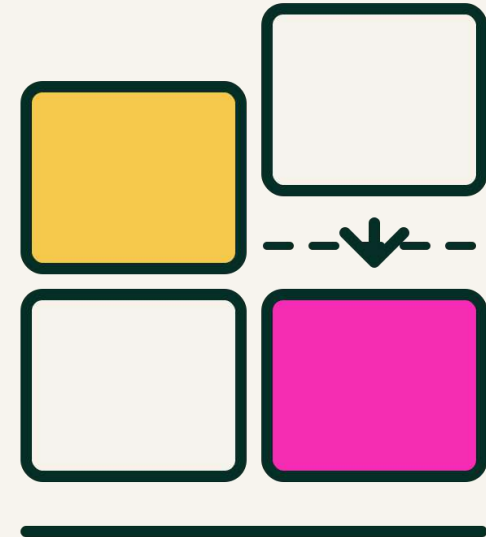
Build

Make things that keep working
after you move on to something else.



Build it so someone else can run it.

Being the only person who knows how something works feels safe. It is not. It means you can never hand it over and move on to something bigger.



Write things down.

Three people are carrying fifty projects in their heads. That stops working very quickly.

Decisions

What we chose, and why.

How to do it

The second time you do something, write the steps.

Client details

In the shared folder, not in your inbox.

What failed

So nobody wastes time repeating it.



GOOD WORK IS NOT

Making it look pretty.

Spending Friday afternoon adjusting fonts does not fix a weak idea underneath.

GOOD WORK IS

Checking it twice.

Re-reading the email before you send it. Checking the number. Naming the file so the next person finds it. Clients notice these.

SO WE ALL MEAN THE SAME THING

What we mean by "done".

01

It works

You tested it. Not "it should work".

02

It is written down

Someone else could run it without asking you.

03

You know what it changed

You are watching the number it was meant to move.

04

You told people

Everyone affected knows it is finished.

Do not fall in love with your tools.

If a better tool or a better way comes along, we switch. Nobody here defends a platform or a process just because they were the one who picked it.



Fixing it once beats saving the day.

Saving the day

You work until 2am and rescue it. Everyone claps. It happens again next month.

Fixing it once

You build the check that catches it, and it never happens again.

What we notice

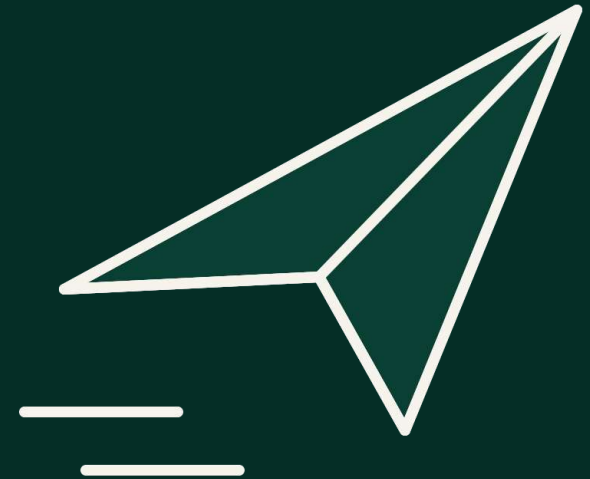
The second one — even though nobody sees you do it.

nobody here has to burn out to be noticed

03

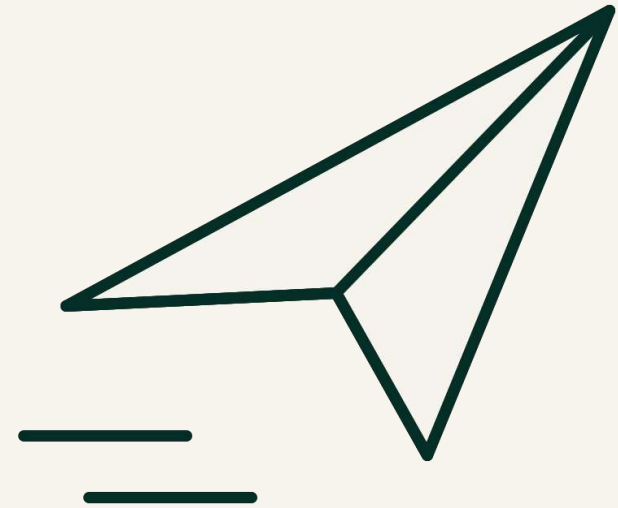
Execute

You get real work and real responsibility from day one.



You will be trusted before you feel **ready**.

There is no training period where you sit and watch. You will own real work in your first month. That is how people actually learn — and we will be there if it wobbles.



We work in weeks, not months.

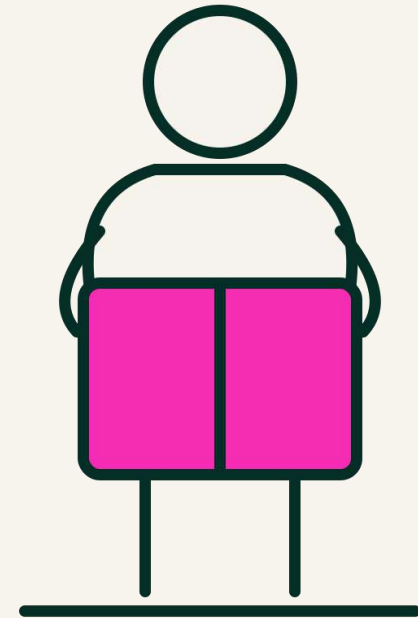
Every week has one clear outcome. If something is not working, we would rather find out this Friday than next quarter.

Being wrong quickly is cheap. Being wrong slowly is expensive.



Owning something means nobody has to chase you.

It does not mean doing every part yourself. It means you are the person who notices when it is going off track, and says so before anyone has to ask.



SO YOU NEVER HAVE TO WAIT TO BE TOLD

When to decide, when to ask.

JUST DO IT

You can undo it

Most of your work. Try it, then tell us what you did.

ASK FIRST

It is hard to undo

Money, pricing, hiring, contracts, anything legal.

TELL SOMEONE

It affects other people

Send one message and carry on. You are not asking permission.

TELL US TODAY

Something is going wrong

Even if you are sure you can fix it yourself.

BEFORE WE DECIDE

**Say what
you think.**

If you disagree, say it in the meeting while it can still change the outcome. Staying quiet and complaining afterwards helps nobody.

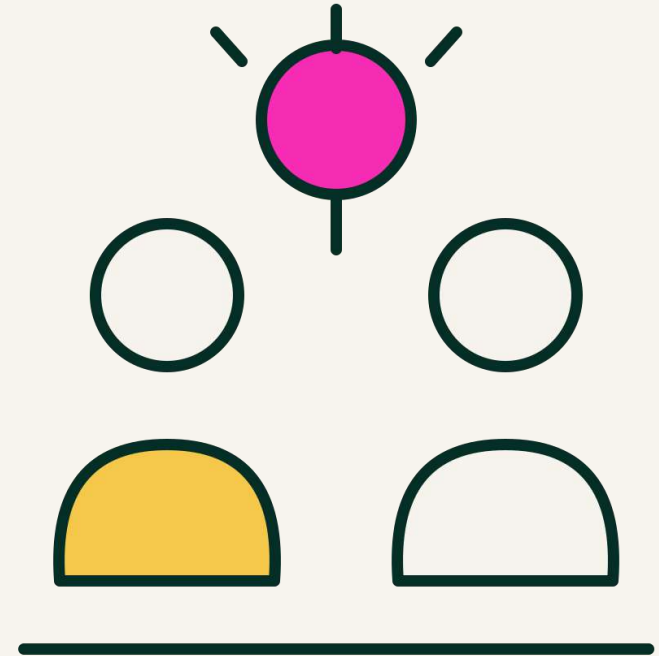
AFTER WE DECIDE

**Back it
fully.**

Once a decision is made we all support it, including in front of clients. Reopening it in a private chat is the quickest way to lose trust here.

The best idea wins, not the loudest voice.

We are a small team, so there is no politics to play. Being senior means people will listen to you. It does not mean you are right.



Show your work early.

Not this

Disappear for six weeks, then reveal the finished thing.

This

Share the rough version on day two.

Why

Early feedback makes it better. Late feedback feels like an attack.

One exception

Work going to a client. That leaves here finished.

04 Tune

We keep improving — the work,
the company, and ourselves.



Own your mistakes. Do not hide them.

Everyone makes mistakes here, including the founders. What people remember is what you did afterwards — not the mistake itself.



WHEN SOMETHING GOES WRONG

Tell us the same day.

Same day

Today it is information we can still act on. Next week it is a mess.

No big apology

We do not need you to feel bad. We need to know how you will fix it.

Then it is finished

We will not bring it up again, and neither should you.

we really do mean finished

Being honest early is being kind.

Say it to the person

Not to someone else about them.

Be specific

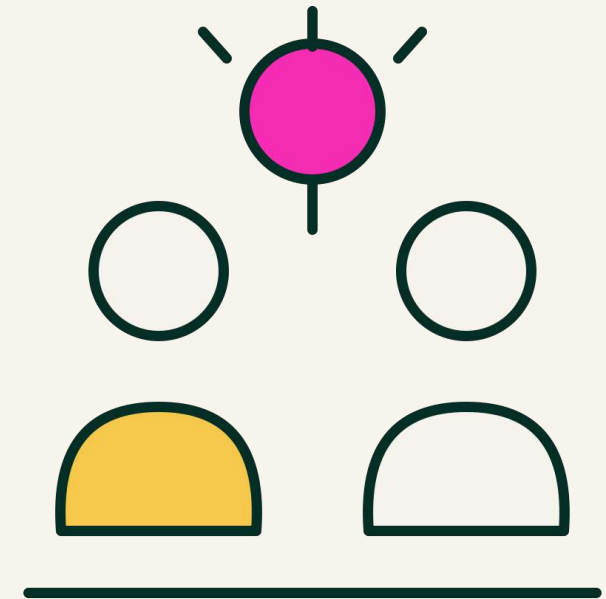
Talk about the work, never about their personality.

Say it soon

Feedback saved up for six months feels like an ambush.

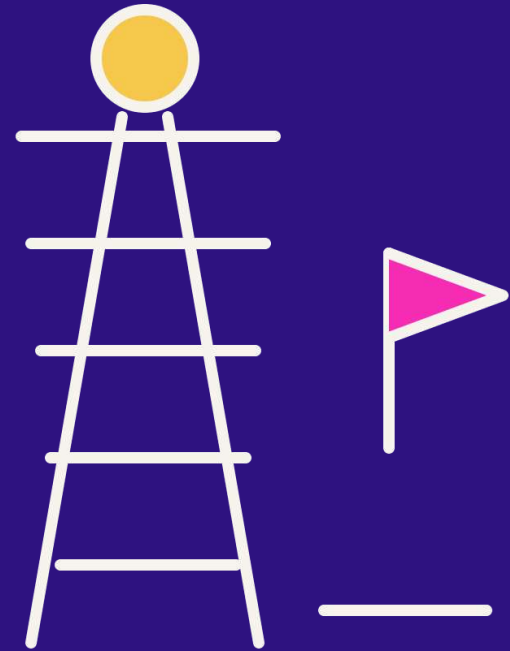
It goes both ways

You can say it to the founders too. Please do.



Being too comfortable is a bad sign.

If this month looks exactly like last month, something has stopped growing — the work, your role, or you. Tell us early, before it turns into frustration.



OUR INDUSTRY

**Changes every
few months.**

AI has already made a lot of what we knew three years ago useless.

so

**Learning is
part of the job.**

Try the new tools, break them, and tell the team what you found. Nobody expects you to already know.

EVERY MONTH WE ASK OURSELVES

Four questions.

01

What is still working?

Something we built last month that still helps without anyone touching it.

02

What wasted our time?

Where we put work in and got nothing back.

03

What did we learn?

One thing, written down where everyone can find it.

04

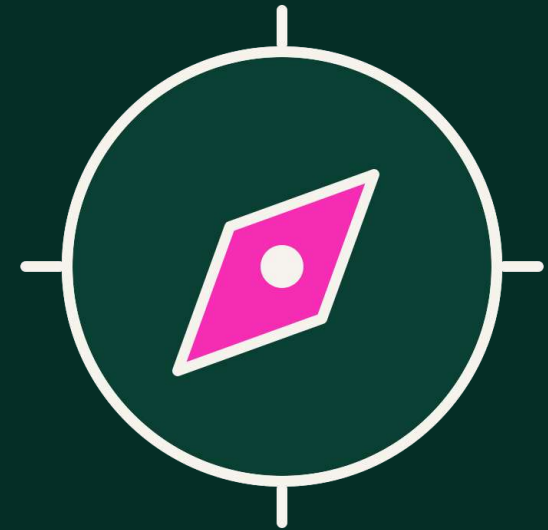
What should we stop?

The hardest one. If we never stop anything, work just piles up.

05

The six

Our six values — and what each one actually costs us.



Our six values.

Values are easy to write on a wall. Here is what each one actually costs us when we follow it.

Results-obsessed

We stop work we like when it is not working.

Client-centric ownership

We treat a client's money like our own.

Innovation-driven

We give up skills that have stopped being useful.

Solving for the customer

We say no when a client asks for the wrong thing.

Radical collaboration

We share bad results as quickly as good ones.

Lead with empathy

We remember there is a real person on the other side.

VALUE ONE

Results-obsessed.

We judge work by what it changed, not by how much of it there was.

What this means for you

You can stop work that is not working — even if a founder asked for it. Just explain why.

What it saves you from

Nobody counts your hours. Long days do not impress anyone here.

What it costs us

Sometimes we cut work we were proud of.



VALUE TWO

Client-centric ownership.

We treat a client's goals and their budget as if they were our own.

What this means for you

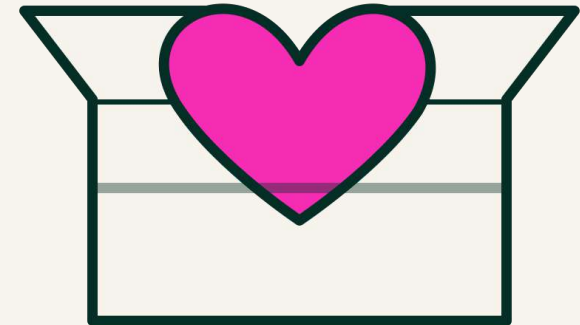
You never have to defend work you knew was weak. "The client approved it" is not enough.

A simple test

Would you spend this money if it came out of your own account?

What it costs us

Sometimes we tell a client to spend less with us.



VALUE THREE

Innovation-driven.

We would rather learn something new than defend something old.

What this means for you

Time and budget to try things that might fail.
Ask for it — do not wait to be offered.

What it saves you from

Your skills quietly going out of date while
nobody tells you.

What it costs us

Being a beginner again, in front of everyone.



VALUE FOUR

Solving for the customer.

Real growth comes from fixing a real problem, not from selling harder.

What this means for you

A brief is a starting point. If it will not work, say so before you build it.

If there is a conflict

The person who actually has to use it decides.

What it costs us

Turning down work we could have billed for.



VALUE FIVE

Radical collaboration.

Everyone sees the same information at the same time, including the bad weeks.

What this means for you

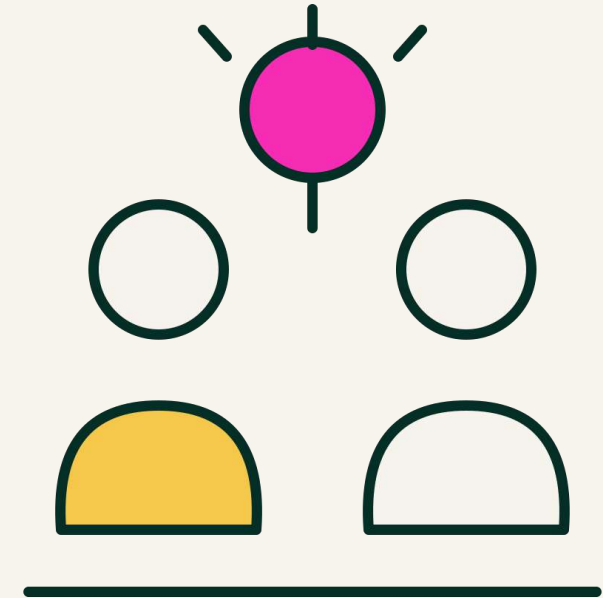
Nothing important gets decided in a room you were left out of.

How we work

Shared documents and open channels by default.

What it costs us

We cannot quietly fix a problem before anyone notices.



VALUE SIX

Lead with empathy.

There is a real person on the other side of every email, ad and screen.

With each other

If someone missed something, assume they were overloaded. Then help them.

In the work

No misleading ads, no fake countdowns, no clickbait subject lines.

What it costs us

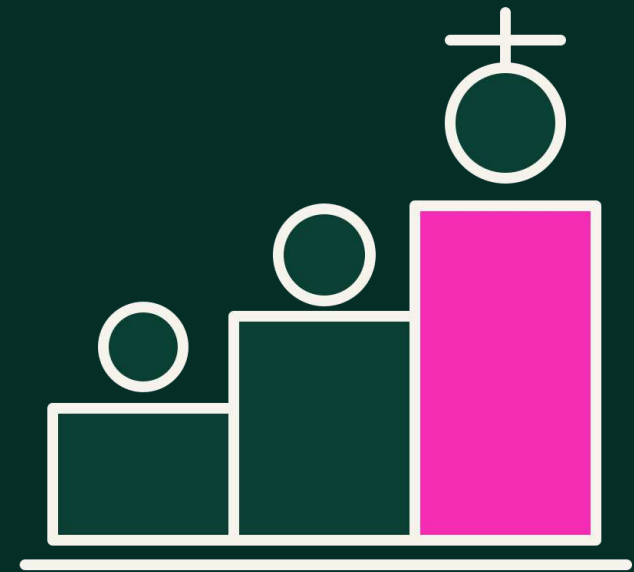
Being kind takes longer than applying pressure. We accept that.



06

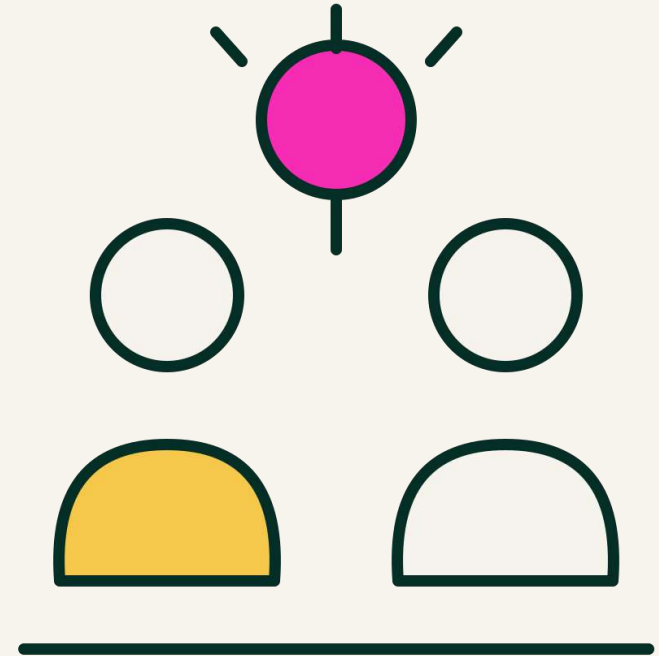
The people

Who we hire, and how you
grow once you are here.



At this size, you **are** the company.

We have no famous brand or big product to hide behind. Clients stay because of the person who answered their message and solved their problem. Often that will be you.



WE DO NOT HIRE PEOPLE TO

Take work off us.

That only builds a team of people doing the tasks
nobody else wanted.

WE HIRE PEOPLE TO

Make us better.

Everyone we hire should be better than us at something.
That is the reason you were hired.

yes, you

SKILLS CAN BE TAUGHT. CURIOSITY CANNOT.

We hire for curiosity, not for a perfect CV.

Most people here were not the most qualified applicant. They were the one who asked the best questions in the interview.



Who does well here.

People who start

Given a messy problem, they make a rough first attempt.

People who finish

The last small steps get done without being reminded.

People who ask questions

They will say "I do not know" to a client, and it builds trust.

People who are easy to work with

Serious about the work. Not serious about themselves.

BETTER THAT YOU KNOW THIS NOW

This is not for everyone.

If you want a fixed job description

Roles here are wide, and they change.

If you want a big brand name

We do not have one yet. You would help build it.

If you want to be the smartest here

We are actively trying to hire someone better.

If you avoid difficult conversations

You will find this place tiring.

None of this makes you bad at your job. It just means this is the wrong place, and we would rather say so now than a year from now.

Your title follows the work you do.

There is no queue

No yearly cycle decides how much you are allowed to do.

Take something on

Find what nobody owns, do it well, and the title catches up.

Help others get better

The clearest sign of a senior person is that the team around them improved.

Growing here is the distance between the job you were hired for and the job you made your own.

07

The promises

What you can expect from us,
and what we expect back.



FROM US TO YOU

What we owe you.

Clarity

You will always know what you are responsible for.

Honesty

Good news or bad news, you hear it from us first.

Real work

Proper responsibility from your first month.

Your time

Leave is there to be used. We mean that.

Room to disagree

With anyone here, founders included, at no cost to you.

FROM YOU TO US

What we ask back.

Tell us early

Problems, doubts, even another job offer. Surprises are the one thing we cannot handle.

Finish, or hand over

Never let something quietly go stale.

Look after what is not yours

Client data, passwords, private information.

Represent us well

To a client, you are the whole company.

Keep learning

Our industry changes fast. We cannot carry anyone who stops.

NEVER, FOR ANY REASON

Three lines we do not cross.

- 01 We do not lie to clients, or to each other.
- 02 We do not misuse anyone's data.
- 03 We do not make anyone here feel small.

Everything else here is what we believe. These three are conditions of working here.



Culture shows up when it is hard.

Anyone can follow all of this in a good month. The real test is when telling the truth costs us money, or when the quickest way to finish is the one this deck rules out.



This document belongs to you too.

Anyone can suggest a change

One line on what is wrong, one on what it should say.

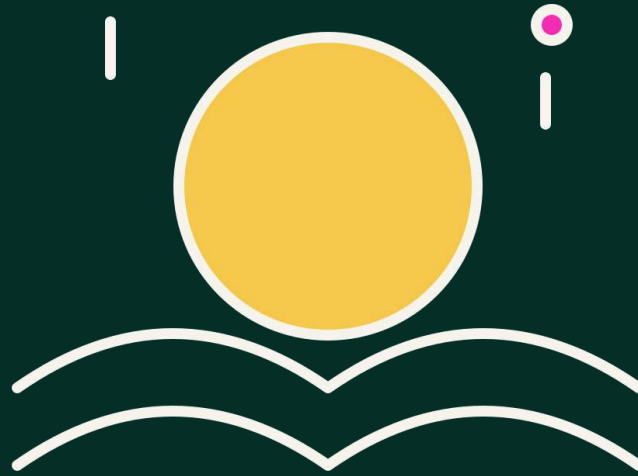
We read it again every quarter

Together. Anything no longer true comes out.

We keep the old versions

So you can see what we used to think, and when we changed.





One skai. A long way to go.

If you have read all of this and still want to help build it, you are exactly the person we were looking for.