

codavel

Company Culture Code

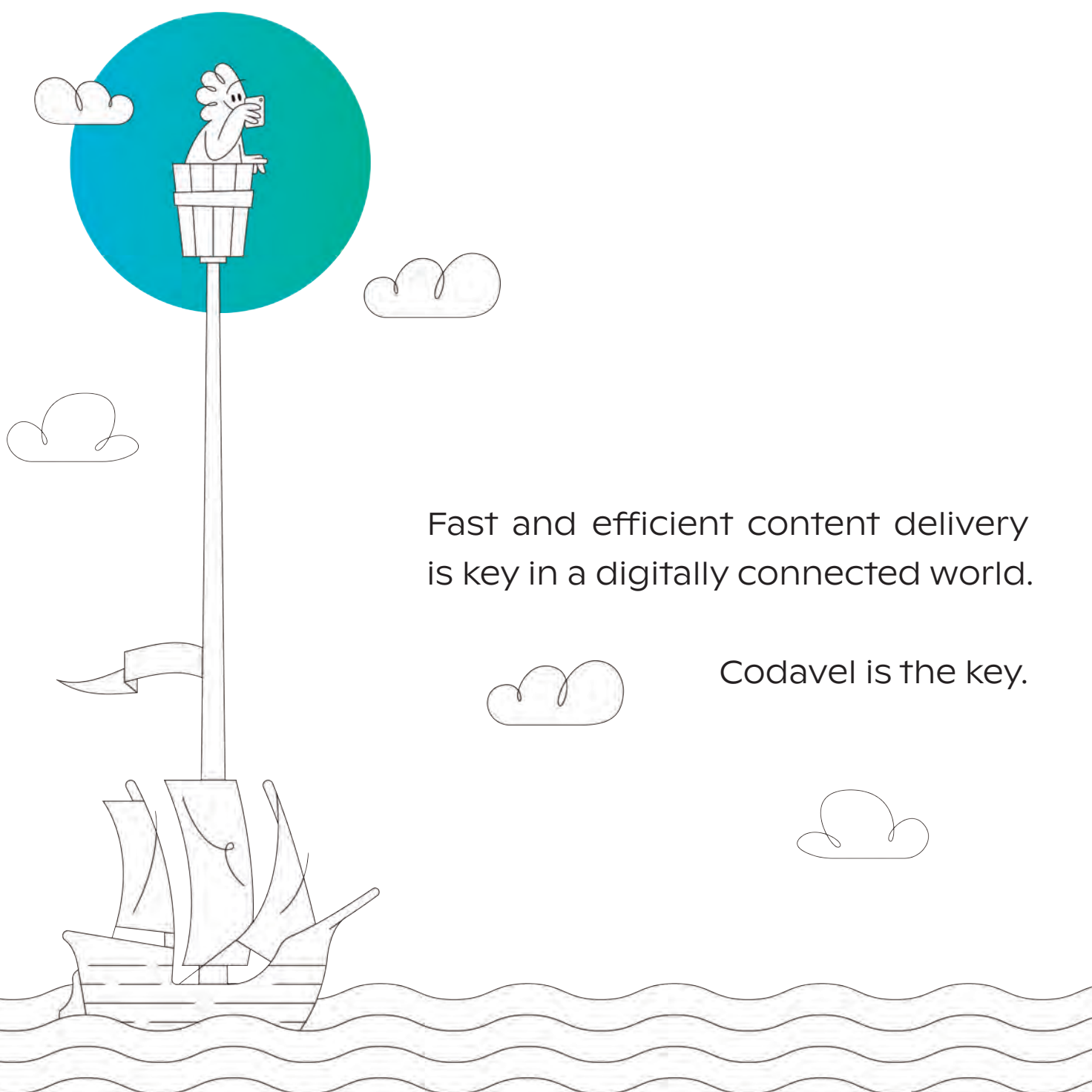


“Do not let your fire go out, spark
by irreplaceable spark in the
hopeless swamps of the
not-quite, the not-yet, and the
not-at-all.

Do not let the hero in your soul
perish in lonely frustration for the
life you deserved and have never
been able to reach. The world you
desire can be won. It exists... it is
real... it is possible... it's yours.”

Ayn Rand

In the 15th century the Portuguese revolutionized the way goods were transferred worldwide. They gathered the best knowledge, mobilized a small country towards a vision and made the most effective use of the scarce resources available to disrupt and improve how the world was connected. We believe that one of the most valuable goods today, digital content, is ripe for a similar revolution. A revolution that can dramatically improve content delivery to end users worldwide.



Fast and efficient content delivery
is key in a digitally connected world.

Codavel is the key.

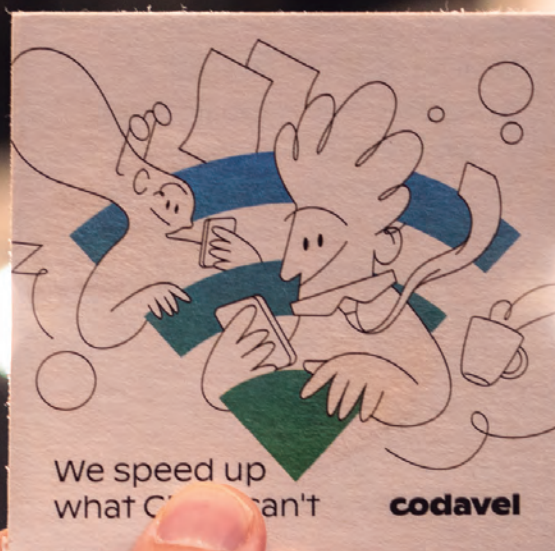
Codavel

It doesn't matter where the user is, which device or network he's using or where and what is the content he is trying to access. In any situation, we believe he must have access to the highest possible speed, with resources at maximal efficiency.

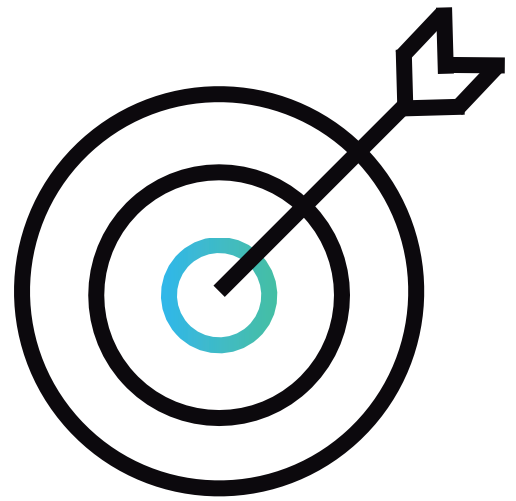
That is why we are boosting the next generation of digital content delivery.



Our Goals



1
Disrupt
content delivery



2
Become a dominant solution
provider for content delivery.

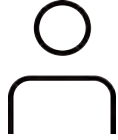
3
Complete our product vision of a full-stack
optimized content delivery solution.

4
Ensure that our team evolves daily,
collectively and individually.

5
Stay focused on achieving our mission.
Since we have external investors, we need a liquidity
event. Our mission and core values are non-negotiable.



Our Values



Customer-oriented

We focus on maximizing the value we deliver to our customers, driven by their needs. This includes optimizing all customer interactions with our solutions.



Eagerness

We are as eager as in the first day.
We are uncomfortable with comfort.
We demand pressure.



Efficiency

We are efficient, not only in our products' performance but also in our internal processes. Keep it simple. Do not reinvent the wheel.



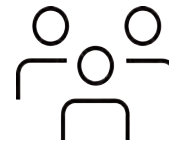
Speed

Move fast, break things (borrowed from Facebook). We focus on minimum viable deliveries. We take risks, embrace failure, learn. Failure is fundamental for innovation.



Profit

We believe the relationship between the value we bring to our customers and our efficiency to deliver that value is expressed by profit. So we focus on profit.



Team

People are our most valuable asset.
We want the best. Continuous challenges make the best even better. We are a family. But the most important family is not Codavel, so a good work-life balance is fundamental.



IP

Our unique technological approach is our unfair advantage, thus IP is very important for us. But only important IP. No patent trolling.



Integrity

Stick to our values and principles. No buts about it.



Our Principles

We love to take risks.

We embrace failure as a vital part of innovation. We make sure we fail fast to ensure we can learn faster.

We are comfortable with discomfort.

We love being outside our comfort zone. We seek continuous evolution.

We love a long-standing sense of urgency.

It makes us move fast. Not recklessly, but boldly.

We value speed.

Many decisions and actions can be reversed, not requiring extensive study. We are not reckless, but we do take risks.

We deliver.

We do what we committed to do: to each other, to our customers and investors.

We know our customers.

We all know about our customer's needs, how they see our product and the benefit we bring them. We think with our customers at the center.

We collaborate efficiently.

We simplify our communication.

In every meeting or conversation, we put oneself in else's shoes, making sure our message is clear and easily understandable. We hate meaningless acronyms, buzzwords, and technical jargons.

We are decision-makers.

We eagerly collect feedback, but we don't need to wait for consensus. And we are accountable for the decisions we make.

We disagree and commit.

We have strong convictions and we respectfully challenge decisions. After a decision is made, we all wholly commit.

We avoid groupthink.

Groupthink limits critical thinking and creativity. We are leaders, not followers.

We are empowered.

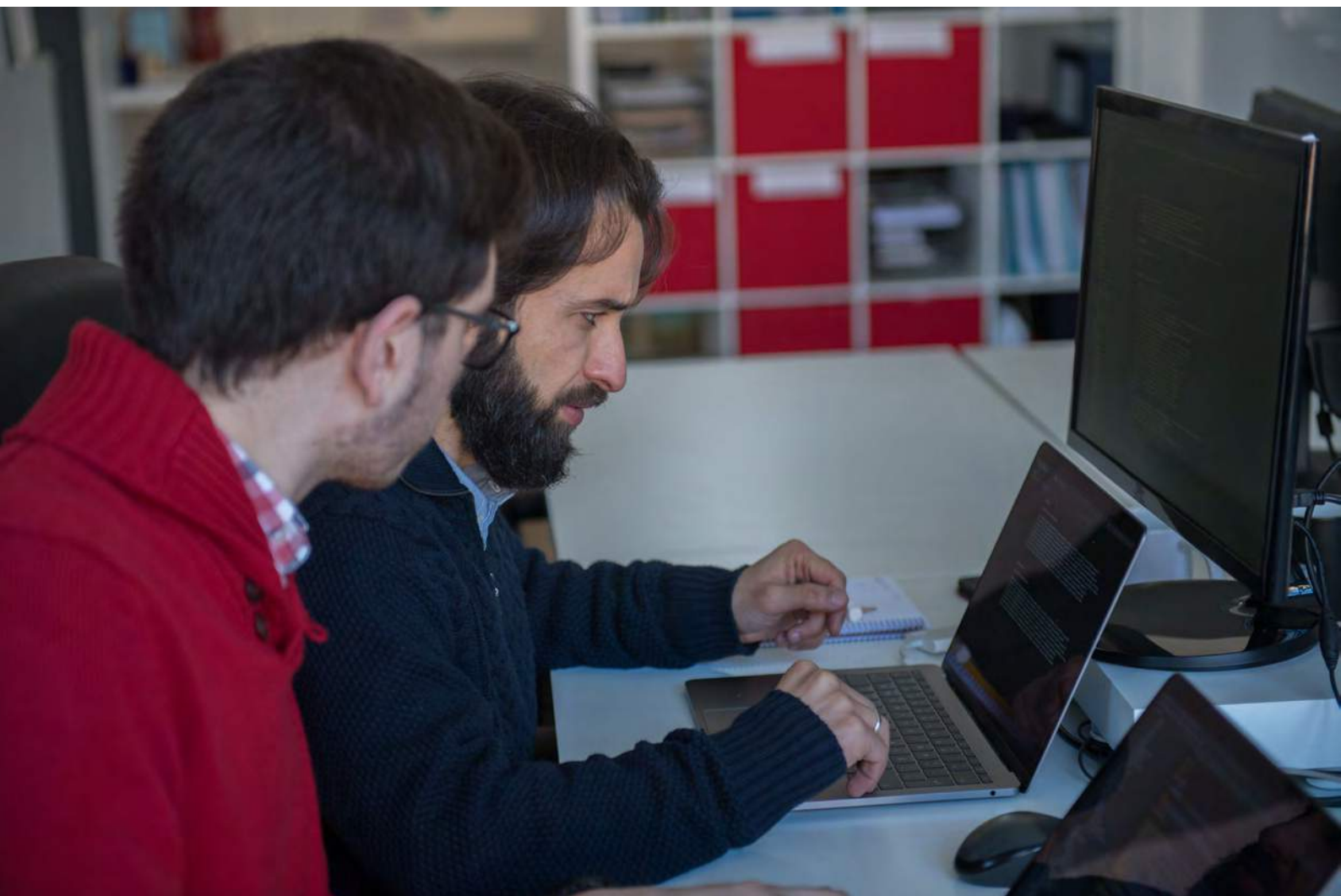
We give everyone the opportunity to make an impact, we expect everyone to take this opportunity. We think long term and with the entire company in mind, way beyond "me" and "my team". We know what everyone is doing. There is no such thing as "that's not my job". We are all in the same boat.

We make data-driven decisions.

From product architecture to the place of the coffee machine, data is the primary factor in the decision process. We do take risks and leaps of faith, but whenever possible we are all about data.

We are transparent.

If we don't understand something, we ask immediately. If we don't agree with something, we state it immediately. There are no gray areas of knowledge and processes for the individual and the team.



We value each other's time.

In our meetings, only the strictly necessary people participate. We value everyone's opinion, but we communicate to ensure we are aligned, so few people are necessary for each meeting.

We leave our ego outside.

We don't defend a point just to win an argument. We work together to find the right answer. When we win, it's everyone's victory. When something goes wrong, we always look first to our own flaws. We value self-criticism and self-improvement.

We love problem-solving.

We take Claude Shannon's approach to problem-solving: simplify (a lot!), get inspired by solutions to similar problems, take many different angles, break a big problem into small pieces and solve the problem backward.

We are focused on impact.

We strive to make significant improvements in content delivery performance and efficiency. We do not settle with a marginal impact. We must be great.

We focus on quality and details.

Even the smallest thing can have an impact, so we don't do things lightly.



We do not reinvent the wheel.

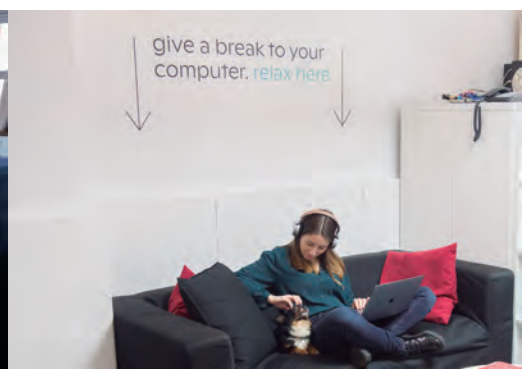
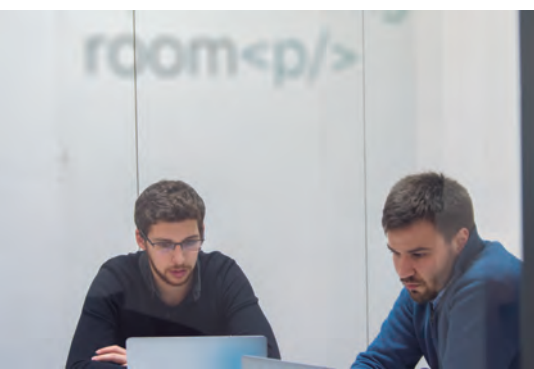
Even though the quality is our main focus, we make sure we do not do more than needed and do not duplicate work. If our problem already has a solution - even if it is the most boring solution - we'll take it.

We experiment.

We focus on the minimal thing possible so that we can get it out as fast as possible. We do every task focused on our major goals. We do more than just finishing tasks. We do not bury our heads in the sand. We anticipate problems, discuss them and do not wait until the last minute to address them. We try to anticipate every step beyond the task in the path for our long term objectives.

We use resources efficiently.

We hate inefficient resource usage. We spend company money like it's our own.





We are all focused on our mission.

There is no place for internal wars. We are motivated by the achievement of our mission, not by beating each other. Plus, we do every task focused on our major goals. We do more than just finishing tasks: we anticipate problems, discuss them and do not wait until the last minute to address them. We try to anticipate every step beyond the task in the path for our long term objectives.

We are positive.

We stay optimistic and excited about our work. We don't let negative thoughts hold our brain and drag us down. We face problems with the certainty that our passion, our quality, and our values will take us towards our mission.

We are aware.

We know what we're best at, but we are also aware of our limitations. We recognize our weaknesses and strive, individually and as a team, to transform them into strengths.

We hire the best.

We invest in the best. We continuously raise the bar and we strive for talent and quality. We promote based on talent and results.

We share knowledge with each other.

Our common base of knowledge is built around what each one of us can add. We want to be the giant shoulders for each other to allow us to see further.

We respect people.

Irrespective of their position, age, gender, sexual orientation, ethnicity, nationality or religion, or if they're Codavel or not. We do not discriminate, either negatively or positively.

We respect each other's workspaces.

Even if the office can get chaotic due to the desired dynamics, people may require their virtual bunker for focus. We respect it.

We accept and embrace weirdness in people.

That's where creativity usually lies.

We love our office.

We spend a lot of time in our office, so we make the best use of it. That includes having fun.





We are more than a team, we are a family.

We help each other, we stand by each other, we know each other in detail. We are mentors whenever possible. We push each other to evolve every day.

It is not unusual to see paper planes flying, ping pong balls fights or even someone emptying a glass of water in someone's head. We have fun. We make fun of each other. We show affection. **We love each other.**



And when we say “team”, we’re also referring to our little “happiness cops”, which are in charge of making the stress levels in our office go way down.



We are Codavel, anytime, anywhere.

We always act accordingly. We trust and share information and knowledge. These are our most valuable assets. We honor our confidentiality.



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