



What's **Culture?**



A set of shared,
beliefs, values and
practices.

Operating system that powers iResearch





obsess over
We ~~care about~~ our culture
just like our service.

Because **Culture** is a **service**.

We
**offer two
services.**

One for customers

One for our employees -
culture is the service we
build for ourselves



Culture is to recruiting as
surveys is to Research and
leads are to sales.

A **great culture**
attracts amazing
people.





Culture
happens.



Whether intentional
or not, **companies**
always have a culture.



So why not create a culture **we care?**



We know what **people want**
from the companies they work,
and it has had a dramatic shift.





The old world



The new world

Work to make living

Work to make a difference

Follow explicit directions

Chart the course

Juggle work and life

Harmonize work and life

Commute into work

Connect to work from anywhere

Value amazing perks

Value amazing people



Although expectations have changed. |

We **aspire to build** a
lasting organization.

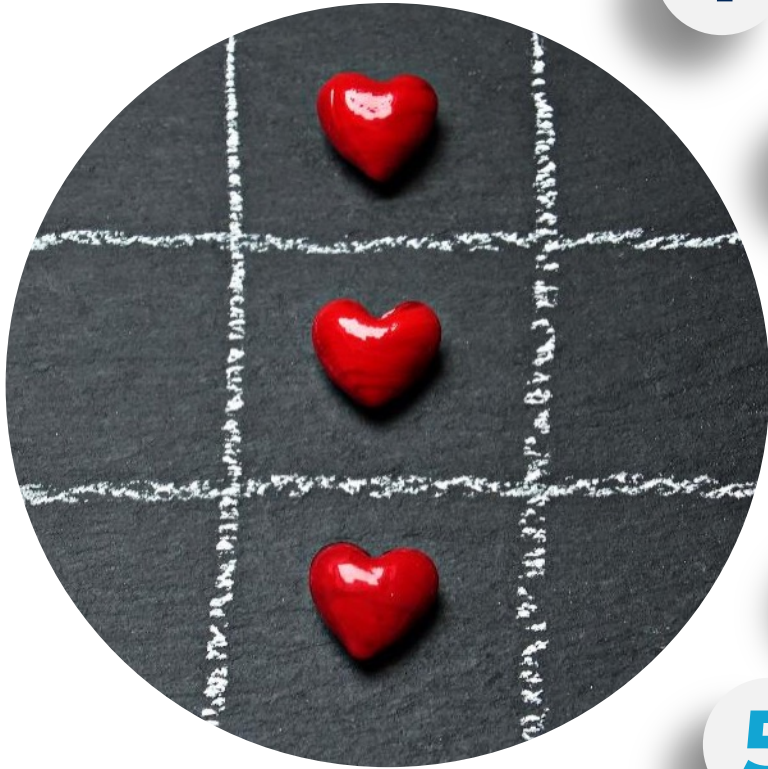


This document is part manifesto
and part employee handbook.

It's a part who we are and
who we **aspire to be.**



iResearch Culture Code Tenets



1

We solve for the customer.

2

We work to be remarkably transparent

3

We favour accountability and autonomy

4

We believe our best perk is amazing peers.

5

We lean towards long-term impact





1

We solve for
the **customer**.



Do work that matters!

Whether it be a survey or a lead or a report we make sure we do it that'll generate insight and spark conversations.



A person is running away from the viewer on a dirt path that leads towards a body of water, likely a lake or a wide river, under a sunset sky. The scene is bathed in the warm, golden light of the setting sun, with long shadows cast across the path. The path is flanked by trees and foliage on both sides. The overall mood is one of perseverance and forward movement.

iResearch Mission

Empower brands with path breaking thought leadership and help build long lasting relationships.



Path breaking
thought leadership
means to offer
insights which are
hard to find.



An aerial photograph of a tropical island, likely in the Maldives, featuring a resort with several buildings and a long pier extending into the turquoise water, lined with numerous overwater bungalows. The sky is filled with soft, white clouds, and the water transitions from shallow turquoise to deep blue.

It also means doing
the right things for
your customers.

Even when it's hard.

*Especially
when it's hard.*





iResearch is a
communications
agency for the new
marketing age,
helping brands in
their thought
leadership and
lead generation.



It helps
organisations
build **trust**
and enhance
growth.





We offer them **experience**
they'd be delighted and love to
work with us again.



Speaking of love, we're passionate
about **serving large brands.**



Helping them
grow warms
our heart.





**We don't
just provide
services.**



**We help
build
careers.**

*That's why
we **GTC.**
Grow the
customer*



Education and
certifications

Connections
to peers



Learning and
Development

Community of
insightful researchers
and sales experts

We don't just want to
satisfy customers,
**we want to see
them succeed.**



Believe us or
not **you** are the
superheroes
behind their
growth.



For every survey we do, report we offer,
lead we generate, insights we share,
designs we make



*We ask
ourselves:*



Is this in the **best**
interest of our
customer?

A person in dark clothing stands on a rocky mountain peak, making a peace sign with their right hand. The background features a vast mountain range under a clear blue sky. The text is overlaid on the upper left portion of the image.

**We are passionately
committed to our mission.
It's why we exist.**

Empower brands with path breaking thought
leadership and help build long lasting relationships.

We are also committed to our metrics,
it's how we further our mission.

help us earn
the love of
many.

Mission:

Metrics:

help us earn
the respect
that makes an
impact.



A close-up photograph of two hands, one darker-skinned and one lighter-skinned, clasped together in a firm grip. The background is blurred, showing what appears to be a person's arm and shoulder. The image is used as a background for the text.

**Mission and metrics
both matter.**

But to truly GTC Grow the
Customer, we all need to be
empowered with the right
information.

That's why ...





2

We work to
be **remarkably
transparent.**





Everyone has open access
to anyone in the company.

It's not an open-door policy.

It's a no-door policy.





**Want to know
what's going in
the company?**



We Measure

All the things*

**Not quite all of them but a lot.*

- Customer Happiness
- Employee Happiness
- Candidate Happiness
- General Happiness

Ok, we don't officially measure this, but we do have a #dad-jokes channel in Slack.





An important note on transparency...

Transparency
Not equals to
Democracy

It's about being
open and accepting
of all input

It's not about
decisions by
consensus



We designate one person **to make
a decision and sail the boat.**



Remarkable transparency helps us
make decisions and **take ownership.**



**This is important
because ...**






3

We favor
accountability
and **autonomy.**





Amazing people need autonomy
to do their best work.

Autonomy requires trust.

Just because someone made a mistake years ago doesn't mean we need a policy or rule.

**We don't penalize the many
for the mistakes of few.**

We only protect against big stuff.



The background of the slide is a dense, textured surface composed of many overlapping, slightly crumpled pieces of light-colored paper or cardstock, creating a sense of a large volume of documents.

We don't have
pages and pages and pages
of policies and procedures.



We have a five-word policy,

Act in iResearch's best
interest

Basically, do what's best for
company and customers.





**Social media
policy**

**Sick day
policy**

**Buy our team
lunch policy**



End work early because you forgot it was your turn to take your daughter to cricket or piano practice ... policy.



Our policy on all of these
(and most other) things:

**ACT IN iResearch's
best interest.**



Here's a cheat sheet on how to
decide on best interest.

Customer

>

Company

>

Individual





Company > Individual

Don't solve for your personal interests
to the detriment of the team.



*We dislike selfishness and are
delighted by team-ismness.*



Customer > Company

When in doubt, put yourself in customers shoes
and think about their interests over our own.

*Providing **quality job** for the customers interest is
in your and our long-term interest too.*

RESULTS MATTER MOST

Are our insights impactful?

Are we making meaningful
progress towards our mission?





Even if we must work at the speed of tortoise to ensure we get the desired results.



Results matter more than how much vacation we take. (we have unlimited vacation).



Results matter more than how much break we take. We want to make work life harmony a reality.



We believe that work
isn't a place we go,
it's a thing we do.

*Work is a verb,
not a noun.*

iResearch's hybrid
approach gives us
the most flexibility.
We like flexibility.

Wait.

How do we foster our culture and preserve our values when we're not in the same building?



*Our values
live in*

**our
hearts.**

not in our **HALLWAYS**





For all this **freedom** and
flexibility to work...





We need to make sure
our efforts are aligned.

That's an overly geeky way of saying we need to all be pointed in the same direction.



**Align
individual
goals to
team goals.**

**Align team
goals to
company
goals.**

**Align
company
goals to our
customer
goals.**

Last one is critical for QTC





Autonomy and **accountability**
aren't for everyone.

We need the right people.

This is also important
because...





4

We believe our
best perk is
amazing peers.



The **best people** don't just fit
our culture, **they further it.**



iResearch is **not** an
idealistic workplace.

We are not a **perfect
match** for everyone.

And not every
amazing person is a
great match for us.





There are
5 traits
we believe make iResearchers ...
well. **iResearchers**

A person with dark hair and glasses is lying on their back, looking up. They are wearing a red t-shirt with a white graphic of a cat's face and the text "my Cat". The background is a soft, out-of-focus outdoor setting. The image is overlaid with a semi-transparent dark grey layer where the text is located.

Humble.

Self-aware and
respectful.






Wait.

Doesn't being humble
mean lacking confidence?

No.

The very best people are
self-aware and self-critical,
not self-aggrandizing.





Humility isn't
about thinking less
of yourself.

**It's about
thinking of
yourself less.**





When things go well, humble
people tend to share the credit.

**When things go poorly, they tend
to shoulder the responsibility.**





Empathetic.

Goes beyond understanding another person's perspective.

Acts with compassion and
**respect for customers,
partners and colleagues.**





Adaptable.

Innately curious and
constantly changing.

We like learn-it-alls,
not know-it-alls.



Remark-able.

*Worthy of being remarked upon**

Stands out by being:

Remarkably
different.

Remarkably
resourceful.

Remarkably
effective.



Remarkably effective **people**:



Are predisposed
to action.
They just get
stuff done.



Have a sense of
ownership.



Focus on results
and outcomes,
not roadblocks
and obstacles.



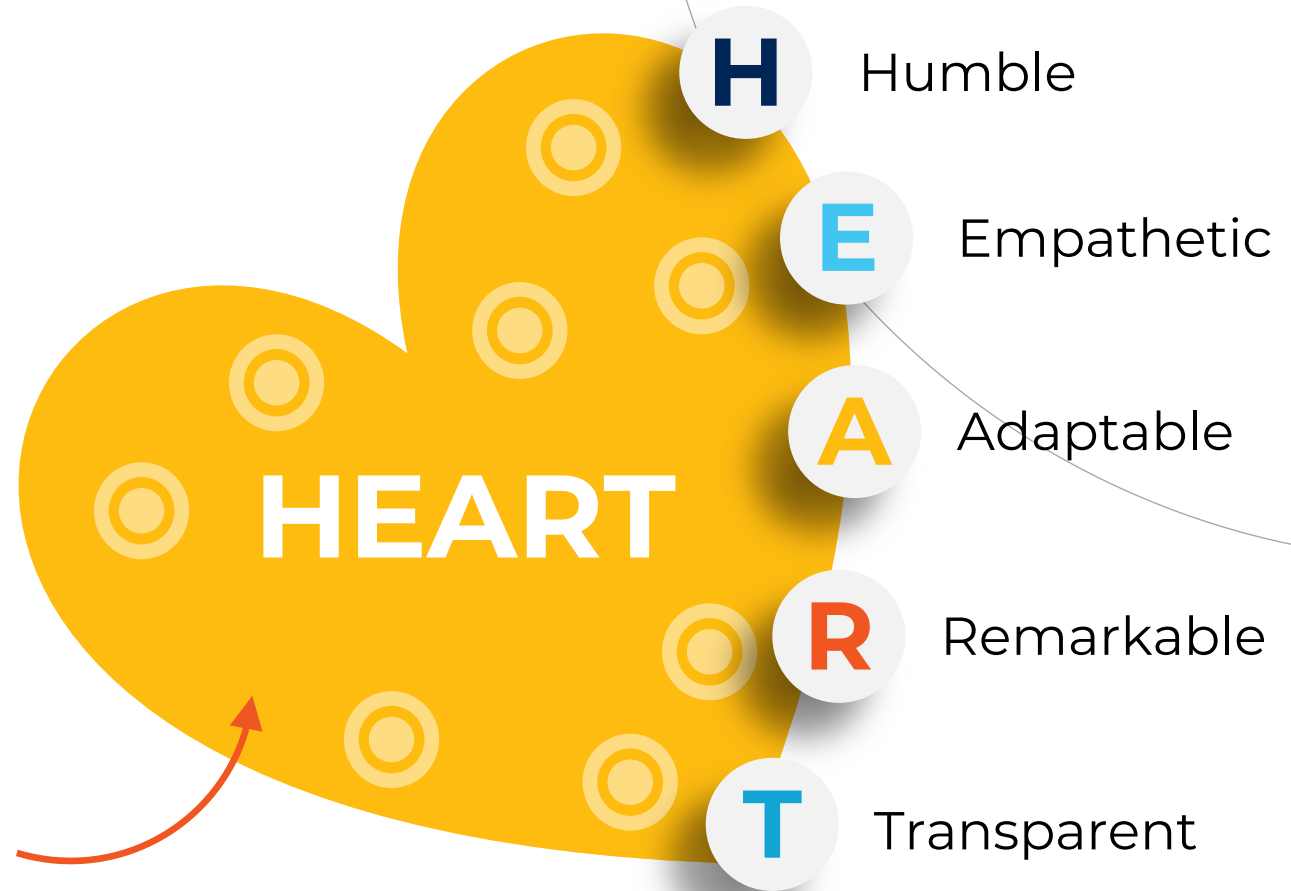


Transparent.

Open and **honest** with others
and with themselves.

We admire people with **heart**.

*Yes, "heart" is a
bit cheesy.
We're a bit
cheesy sometimes.*



We don't just believe in these values,

We bet on them.

We **recruit, reward** and **release**
people based on these values.



Example:

The heart awards

Awarded to those who live these values every day* and make us proud to work at iResearch.

**Well, mostly every day
(we all have bad ones).*



Compromising on culture is **mortgaging the future.**

It's reasonable to want to hire for skills and experience when the need is painfully acute.

It's reasonable. But, it's also **wrong.**

The interest rate on culture debt is crushingly high.



A blue-tinted photograph of an office environment. In the foreground, a woman with glasses is seated at a desk, working on a laptop. Behind her, another person is partially visible. In the background, a man is leaning over a desk, looking at a laptop. The scene is dimly lit, suggesting an indoor office setting.

We don't hire to delegate.

It's tempting
to bring in
people who
will take on
work we don't
have time for.

A yellow-tinted photograph of a person jumping over a fence. The person is in mid-air, with their arms and legs extended. The background shows a landscape with hills and a body of water under a bright, hazy sky. The overall tone is optimistic and energetic.

We hire to elevate.

It's best to bring
in people who
challenge us to
think different
and make us
better.

A vibrant, warm-toned photograph of a large crowd at a concert or festival. In the foreground, two hands are raised, forming a heart shape. Other hands are visible throughout the crowd, some raised in the air. The background is filled with bright, hazy light, suggesting stage lights or a large fire. The overall mood is energetic and celebratory.

Our customers are wonderfully **different**.

- They live all over the world.
- They speak many languages.
- They have varied backgrounds.



Reflects **diversity** and
sustainability and socially



Founders' confession

It's an aspiration we wish we had prioritized a long time ago.



Like, when we first started the iResearch.





The best time to
build with diversity:

Time $t = 0$

The next best
time:

$T = \text{now}()$

*The best time to be **socially responsible***



Build teams
with a diverse
perspective.



Attract more
people with
diverse
perspectives.

Prioritizing **diversity** fuels our flywheel.

A person with long dark hair, wearing a black leather jacket and black pants, is walking away from the camera towards the far end of a large, curved, tiled hall. The walls and floor are made of large, dark, rectangular tiles. The ceiling is a large, curved, glass or translucent structure with a grid pattern, allowing light to filter through. The overall atmosphere is dramatic and futuristic.

To do your **best work**, you need
to be able to be your **best self**.



How do we raise the average?

One way is to
**attract amazing
people.**

Another is
to **uplift each
other** and simplify
our collective
impact.

We strive to
do both.



A person is climbing a large, textured rock face. They are wearing a dark cap, a plaid shirt, and a backpack. Their hands are firmly gripping the rock. The background shows more of the rocky terrain.

With great people comes
great **responsibility**.



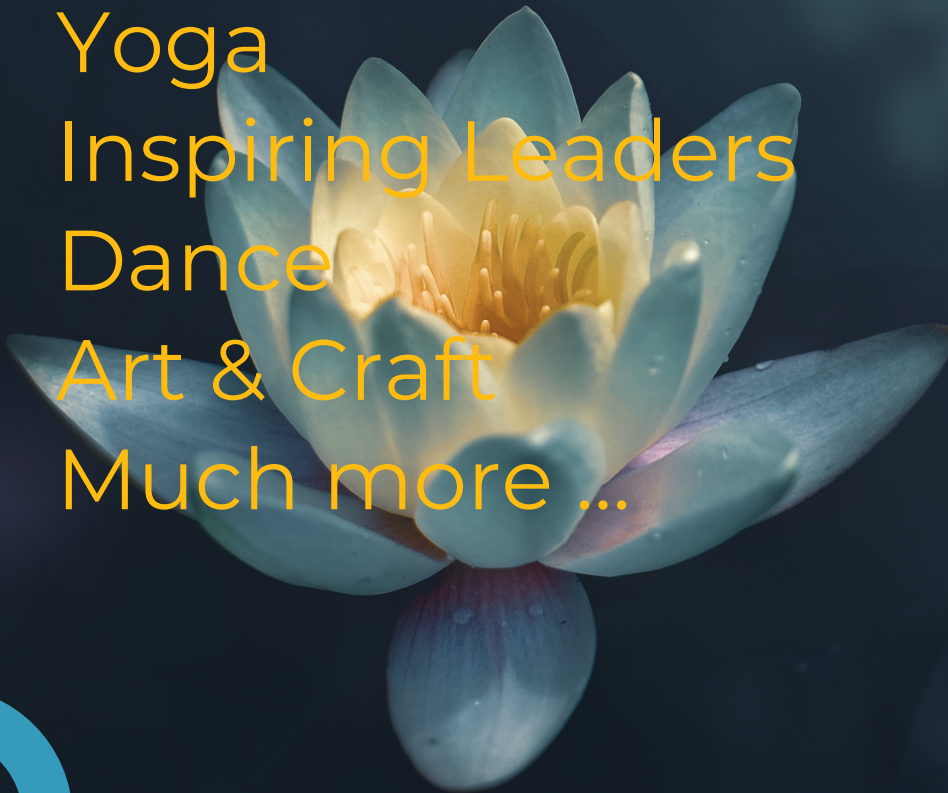


We want to be as
proud of the
people we grow as
we are of the
company we grow.



Open Mic x

- Wellness Programs
- Get Fit
- Yoga
- Inspiring Leaders
- Dance
- Art & Craft
- Much more ...



Inspire Brilliance Awards

✓ Inspire Brilliance Awards

Item		About the Award	Evaluation Criteria 1	Award Frequency	No of Awards
Heart Award	+	This award goes to someone who integrates the iResearch company values into the...	Living the company values. Trus...	Annual	1
SPOTY (Salesperson of Th...	+	Top class performance for the Annual Salesperson of the Year Award. Unique achie...	Generating the highest new busi...	Annual	1
The Growth Driver Award	+	This award goes to the Leader of the department for stand out performance the wit...	The highest revenue growth ove...	Annual	1
Pinnacle Performer Award	+	This Annual Award goes to the leader of the department. KPIs Performance achieve...	Demonstrating consistent high l...	Annual	1
Outstanding Performer Aw...	+	Bi Annual Awards based on performance metrics. KPIs success. Awarded to Mana...	Revenue based achievement	Bi - Annual	2
Rising Star Award	+	For associate level employees new to 18-20 months experience who have shown c...	Productivity	Quarterly	4
Ace Achiever Award	+	KPIs Performance achievement based Awards for Team Members achievements a...	Revenue based achievement	Bi - Annual	2
Standing Ovation Award	+	KPIs Performance achievement based Awards for employees achievements. and s...	Consistently gives their best wo...	Bi - Annual	2
Above and Beyond Award	+	KPIs Performance achievement based Awards for employees achievements. and s...	Demonstrating consistent high l...	Bi - Annual	2
Champions Award Open ...	+	For the Champions. Dedicated to helping Open Mic to improve employee engageme...	Spreading the word enthusiastic...	Bi - Annual	2
OQR/QSR Best ideation A...	+	Living the iResearch value of innovation.	. Revenue estimated & in what ti...	Quarterly	4
#GetFit Award - Most Tran...	+	A 12 month #GetFit contest for everyone at iResearch. starting on 1st Dec, 2021. Yo...	For the participant who accomp...	Annual	1
#GetFit Award	+	A 12 month #GetFit contest for everyone at iResearch. starting on 1st Dec, 2021. Yo...	For the Top 10 participants who ...	Annual	10
+ Add Item					33 sum

Free Books Program.

Request a book – it magically shows up in your inbox.


No muss, no fuss.

No expense sheets.



The best way to learn is to take on
audacious goals.





**We love audacious goals, even
though they may take a while.**

Because...





5

We lean towards
long-term impact.



A close-up, low-angle shot of a person's legs and feet. They are wearing bright orange sneakers with grey accents and white soles. The person is standing on a set of dark, weathered concrete steps. The background is a textured wall of similar concrete. The lighting is soft, creating a moody atmosphere. The text is overlaid on the right side of the image.

We don't mind
taking a **step**
backwards, to move
three steps forward.



We don't mind making mistakes, we do mind **repeating them.**

Each **mistake carries a lesson**, we try to make sure we learn it.



A photograph of a Space Shuttle Columbia launching, with a large plume of white and orange smoke and fire trailing behind it. The shuttle is white with orange and black markings. The background is a dark blue sky with scattered white clouds. The foreground shows a flat, light-colored landscape with some industrial structures on the right.

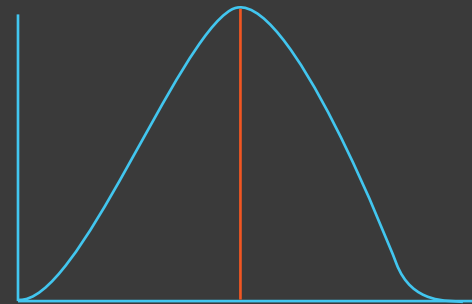
Massive impact is
rarely the product of
modest risk.





Many companies start out being exceptional.

As they grow, there is a dark, powerful force that pulls them towards the average.



If we regress to the mean, we fail. It's that simple.





**Conventional wisdom
is often unwise.**

We constantly question
the status quo.



For Example:

Conventional wisdom says more is better.

We believe simplicity is a competitive advantage.





With simplicity comes speed.

The simpler things are, the faster we can go.



**Shorter
feedback
loops.**



**Snappier
reaction
times.**



**Quicker
decisions.**

We want iResearch to be,

**Easy
to work**

**Easy
to love**

**Easy
to grow**



As it turns out,
making things
**easy is incredibly
hard.**



A large iceberg floats in a dark blue sea under a cloudy sky. The iceberg's surface is textured with various cracks and ridges. The water below the surface is dark and turbulent, revealing a complex, jagged structure of ice. In the background, a dark, forested coastline is visible under a grey, overcast sky.

Things start
out simple.

**But complexity creeps
in below the surface.**



How does complexity creep in?



It is often the quick, tempting answer to short-term issues.

Looking to the long-term take's courage, commitment and sacrifice.

Complexity and the tragedy of the commons.

Example:

“I need to hit my goals this month, so I’m going to push for this exception to our standard process.”

Result:

You may make your goal now, but we all pay the price of the complexity forever.

Focus on the long game.

Team > **Individual.**



You can't
add
simplicity

in



You must
take
complexity

out





Like insight or a
lead...

Our operating system should
be **Frequently reengineered.**



Re engineer



Stop generating unimpactful results



Cancel unproductive meets



Remove unnecessary rules



Automate & Automate processes



Prepare for Learning & Development





To succeed in the long-term, we
try to take the **high road**.

*It's often the hard
choice, but the
right choice.*

Congrats

**You
made
it!**



To recap...



Culture is a **service**

Keep learning
from customers
(i.e. each other).

Keep iterating.
A service is never
done.

Keep it simple.
Don't fight
feature wars.



OUR FORMULA

Amazing people

+ Autonomy & ownership

The discretion to do what best moves us forward.

+ Aligned vectors

Shared understanding around mission and goals.

= Achieving our aspirations



Traits we admire

- H** Humble
- E** Empathetic
- A** Adaptable
- R** Remarkable
- T** Transparent

&

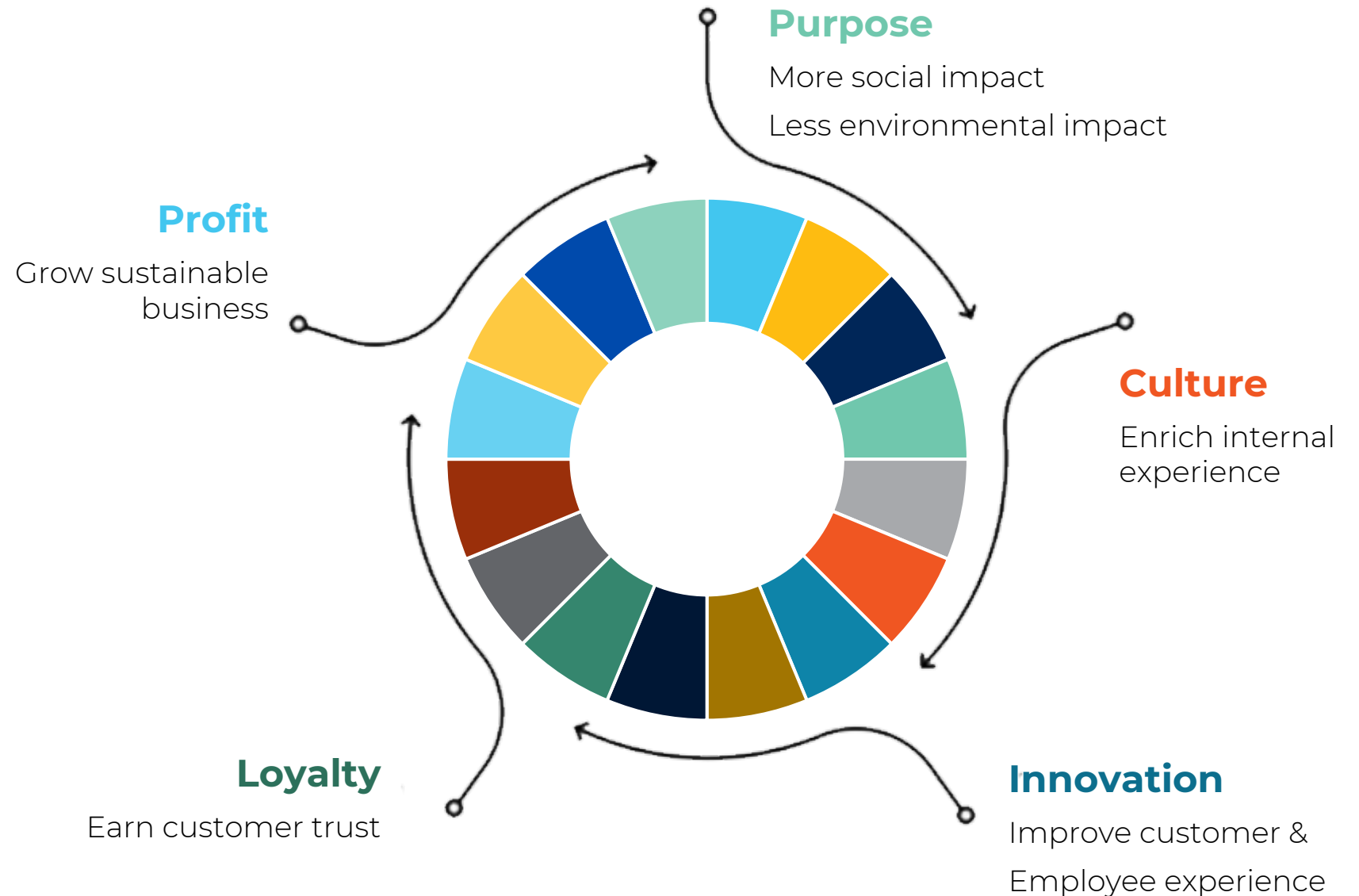
Tenets we follow

- S** Solve for the customer
- O** Own it with openness
- U** Uplift each other
- L** Learn towards the long-term

Yep. HEART & SOUL. We went there.

Purpose Profit Cycle

Shifting your focus from a myopic view of consumer needs to the larger frame of worldly needs will lead to better innovation and superior experiences that modern consumers desire





Thank you!

Feedback: HR@iresearchservices.com

@Yogesh, CEO, reads every email
(they make his day).

Yes, we're hiring.

