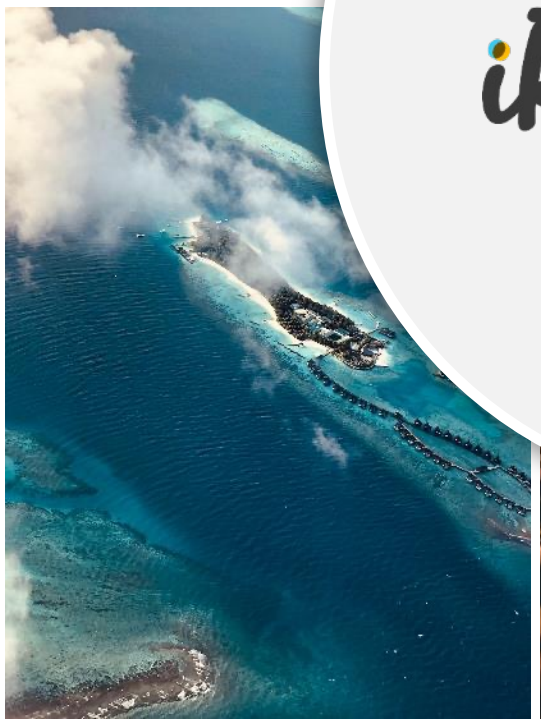
iResearch™

research to relationships



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

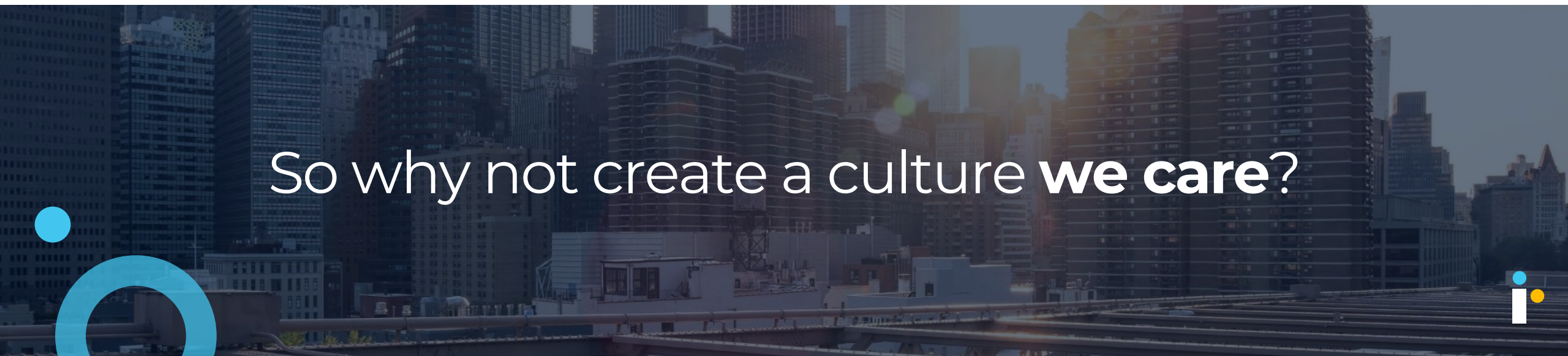
One for our employees - culture is the service we build for ourselves

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.

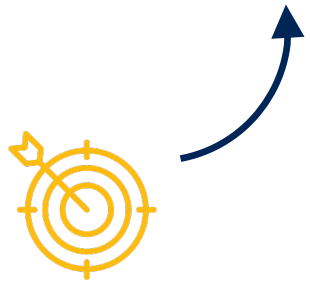
The old world	The new world
Work to make living	Work to make a difference
Follow explicit directions	Chart the course
Juggle work and life	Harmonize work and life
Commute into work	Connect to work from anywhere
Value amazing perks	Value amazing people

Although expectations have changed.

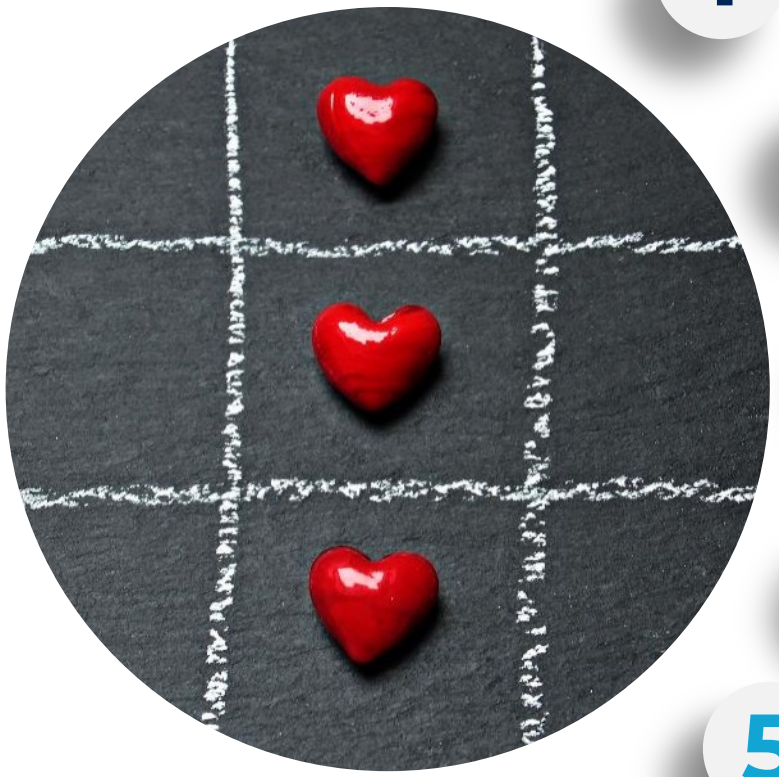
We **aspire to** **build** a lasting organization.

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

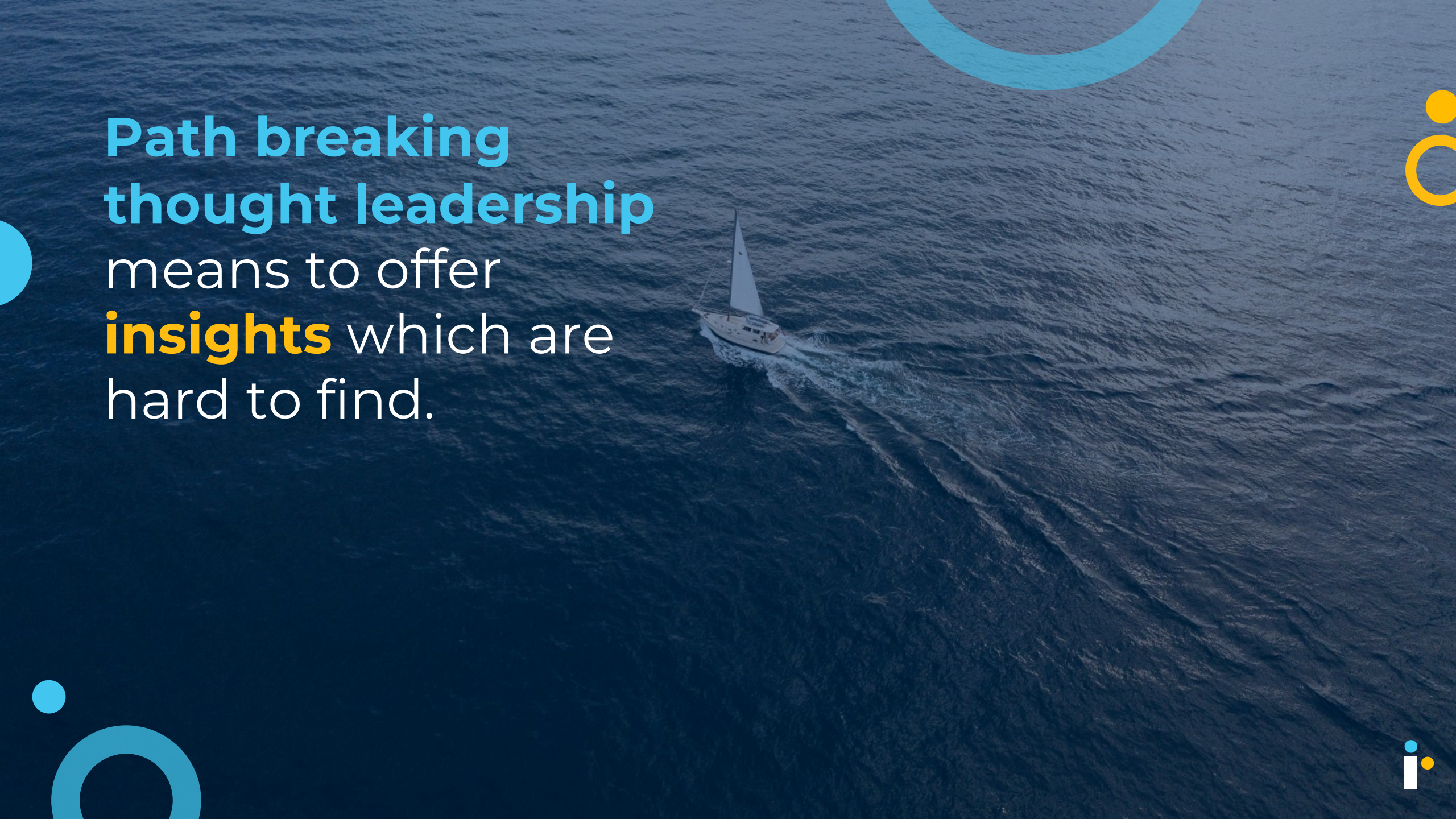
We solve for
the **customer**.

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.

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.

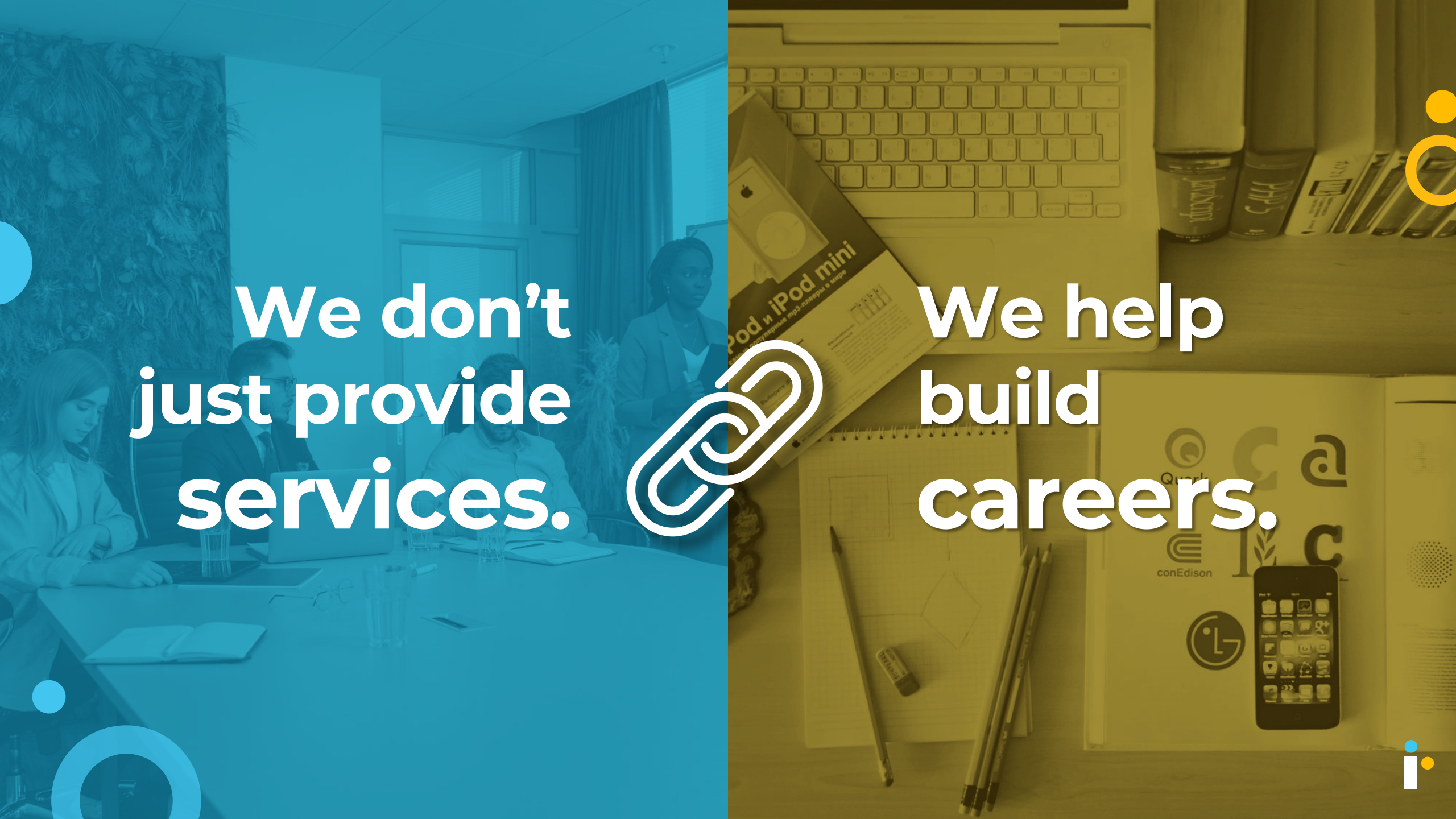
It also means doing the right things for your customers.
Even when it's hard.
Especially when it's hard.

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**.


We don’t just provide services.
We help build careers.
iPod и iPod mini
conEdison

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**?

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.

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.

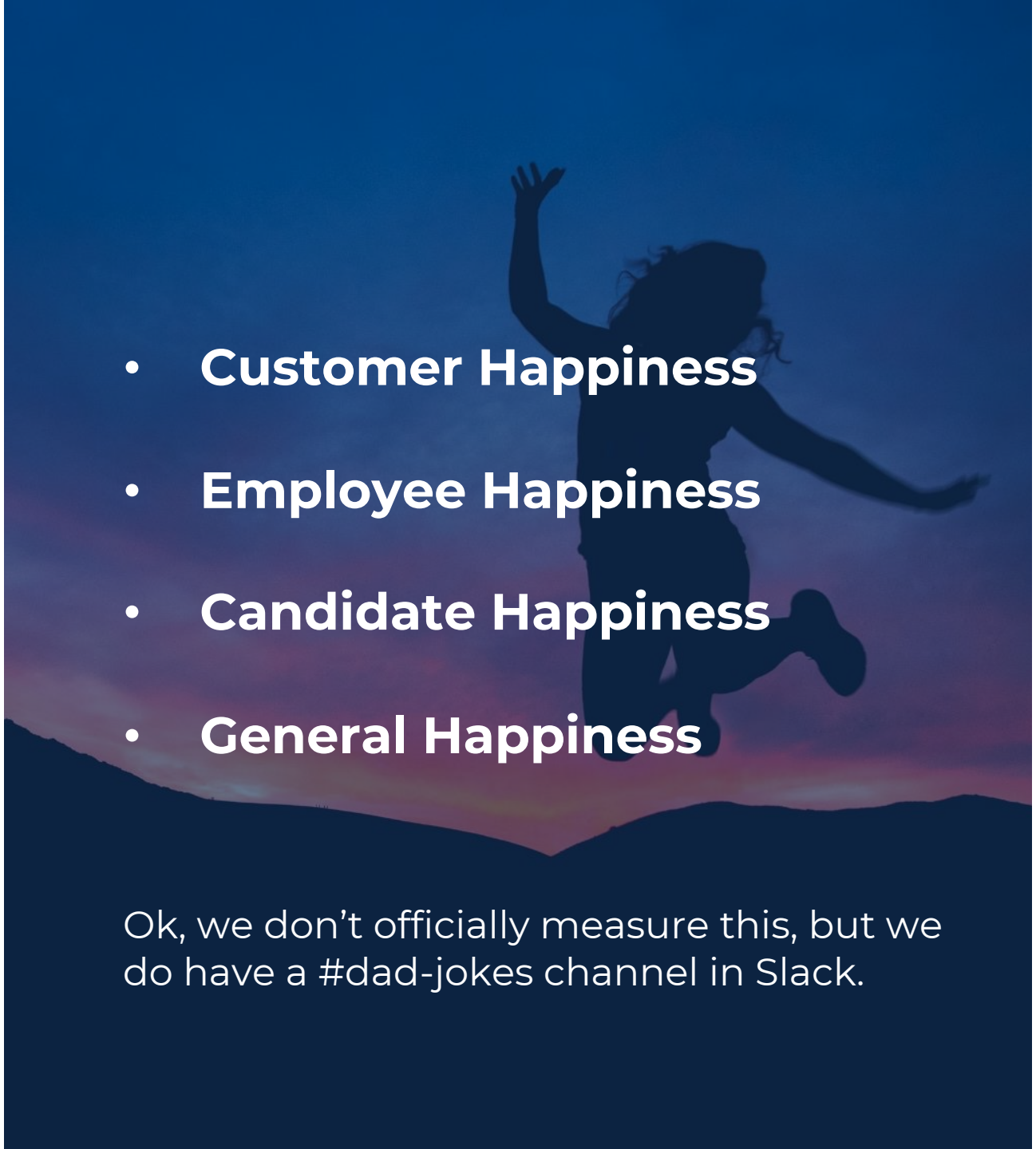
It's a no-door policy.

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.**

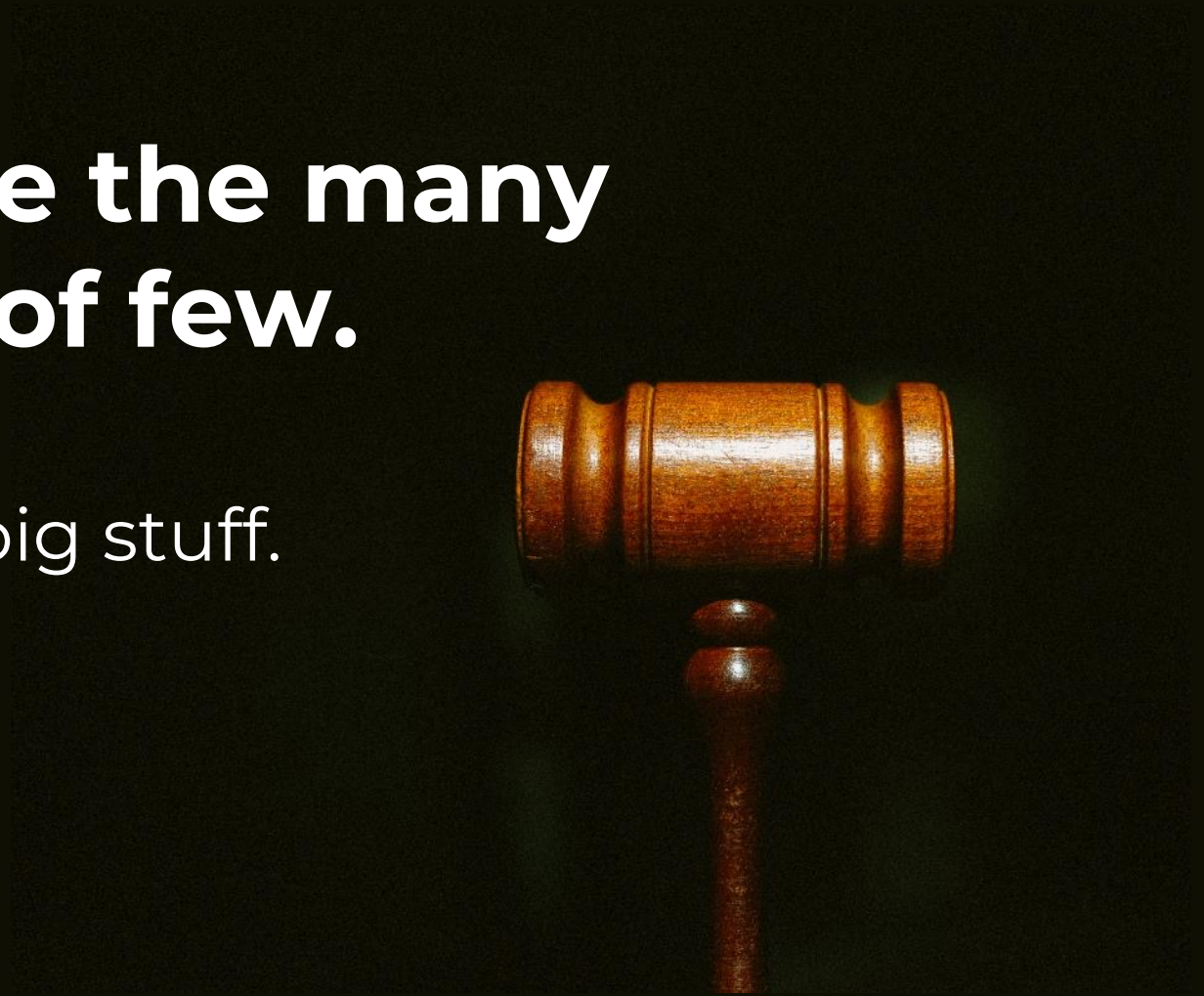
Amazing people need autonomy
to do their best work.

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.



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-isness.

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.

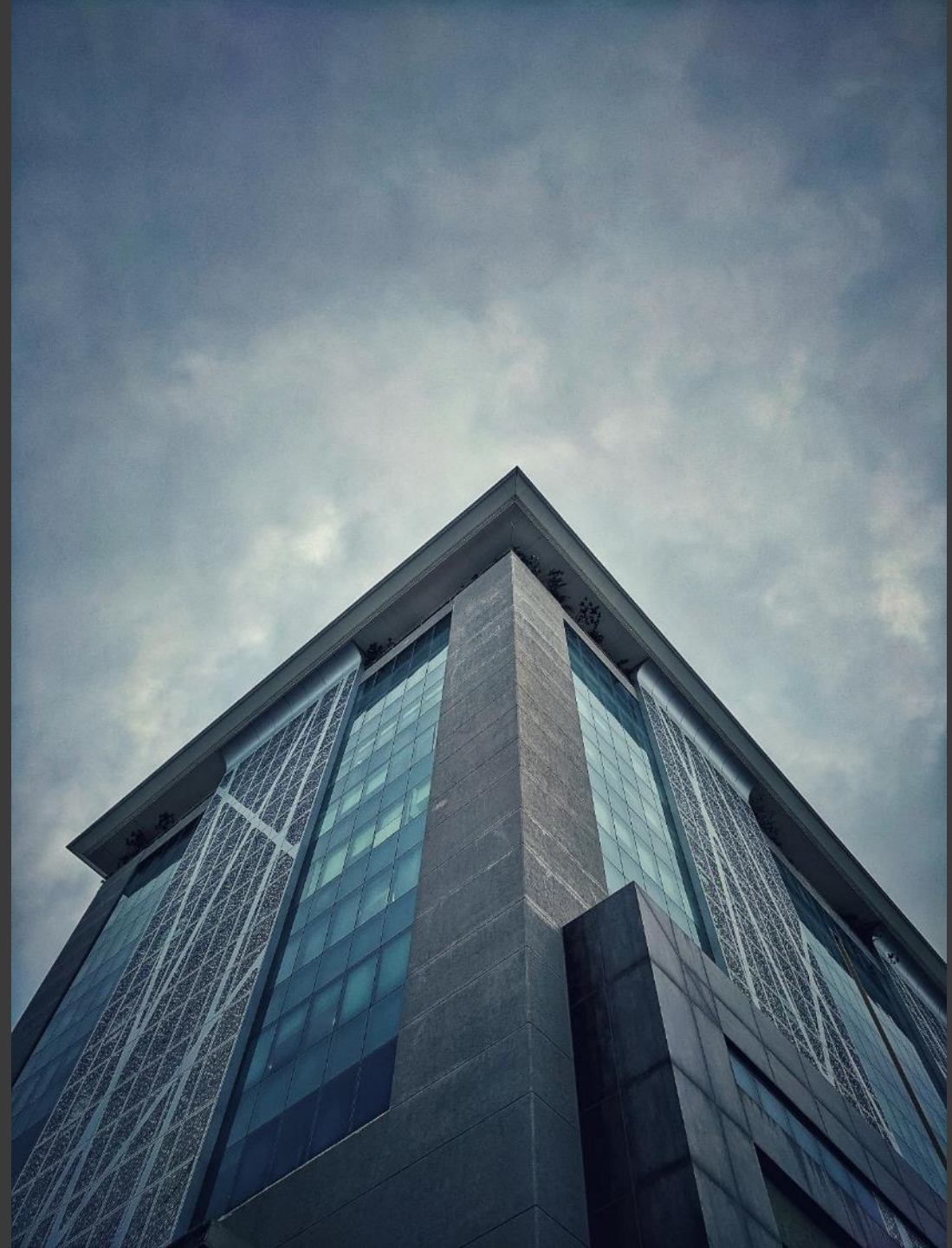
We believe that work isn't a place we go, **it's a thing we do.**

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 GTC

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.

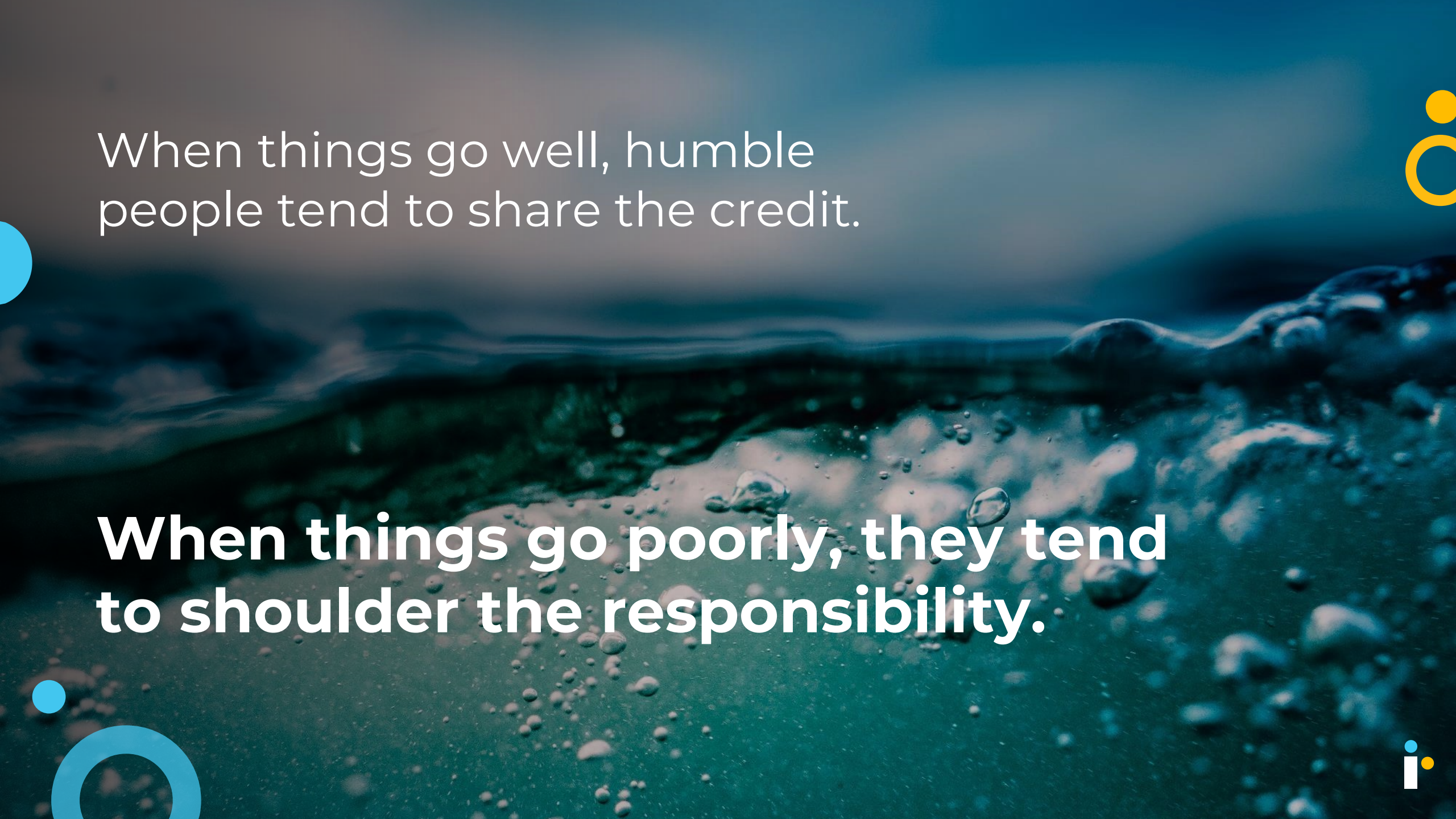
And not every amazing person is a **great match** for us.

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

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.

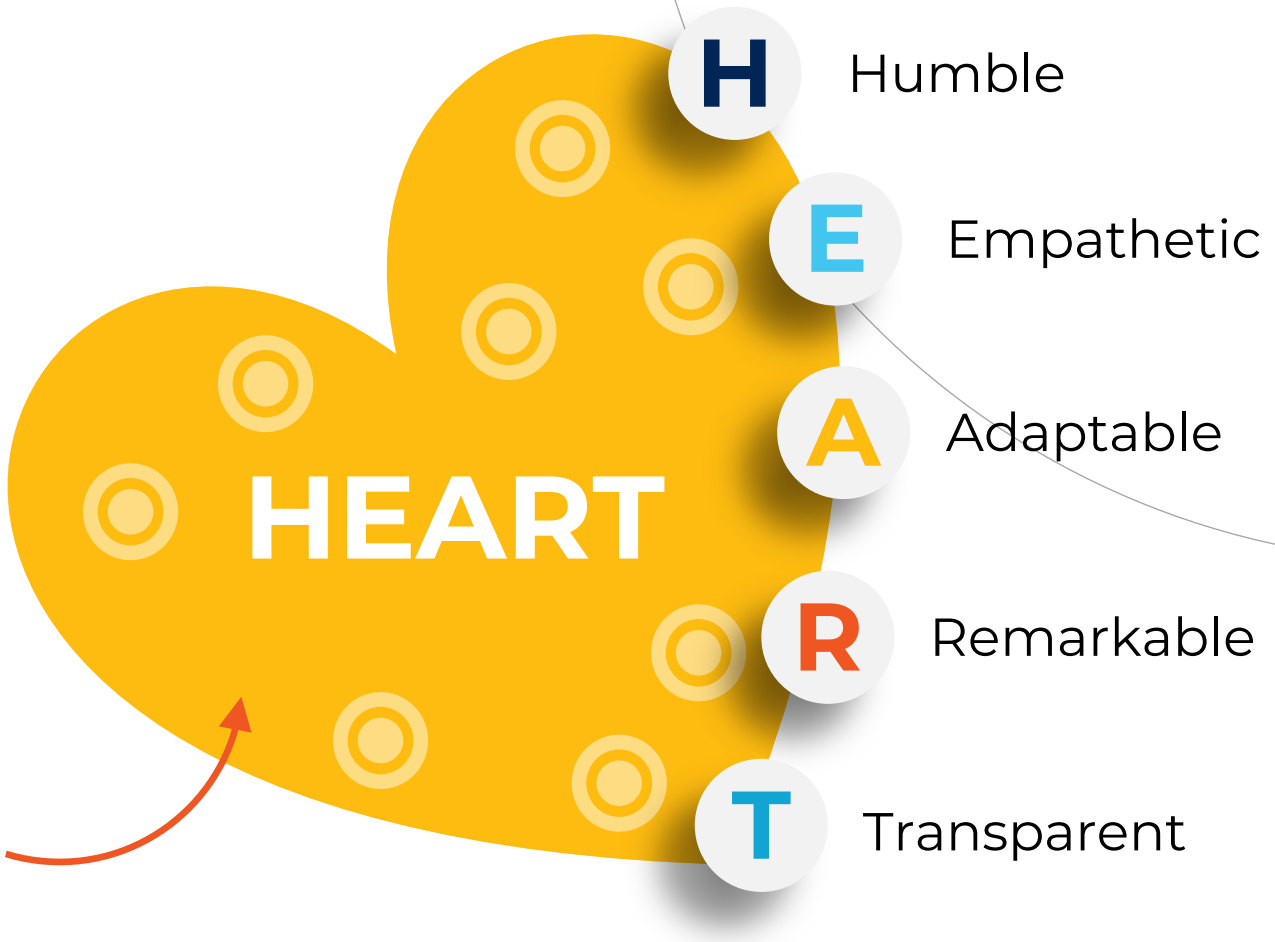
Have a sense of ownership.

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.

We don’t hire to delegate.

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

We hire to elevate.

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

Our customers are wonderfully different.

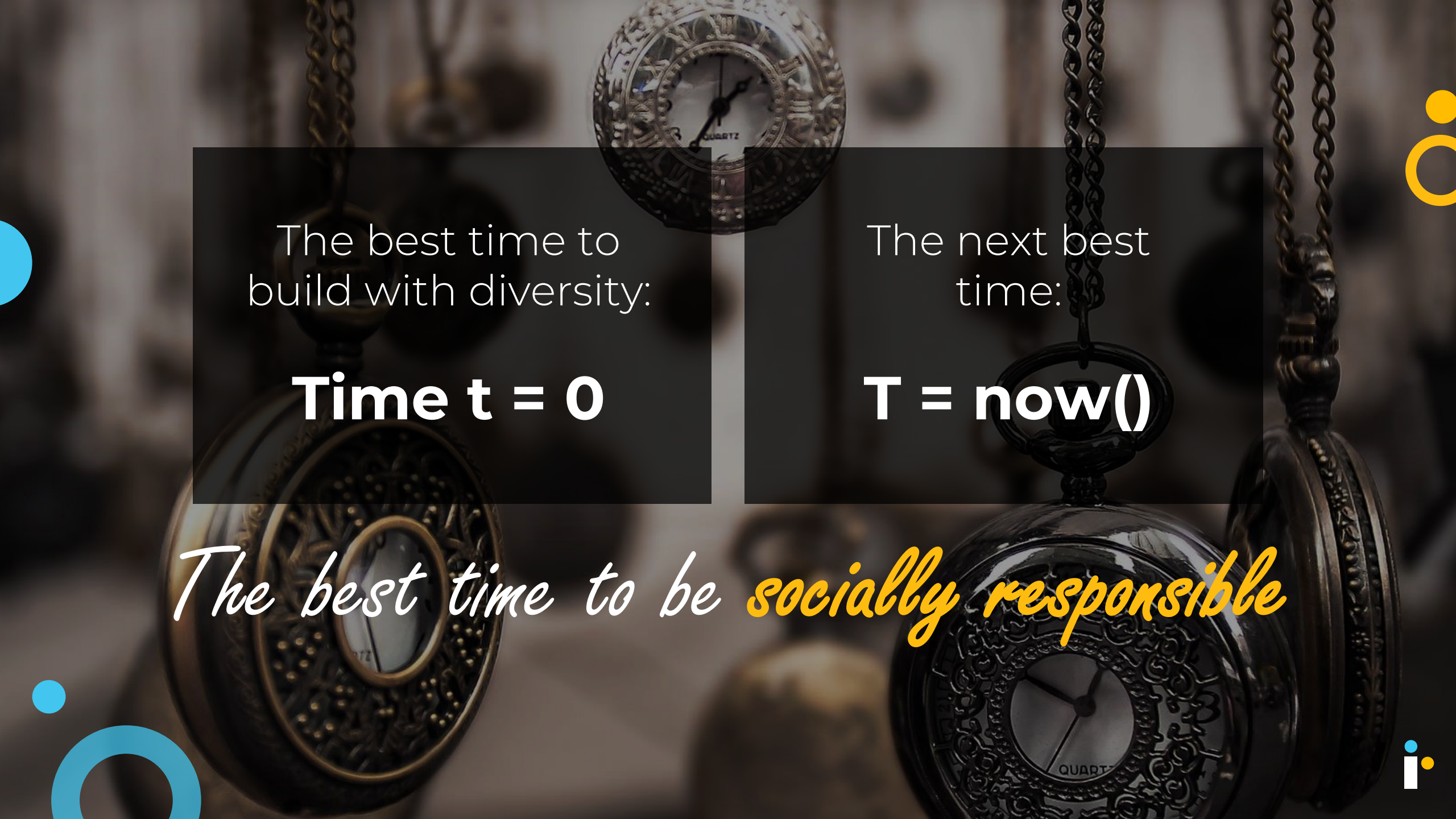
- They live all over the world.
- They speak many languages.
- They have varied backgrounds.

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 = 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.

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.

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

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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.

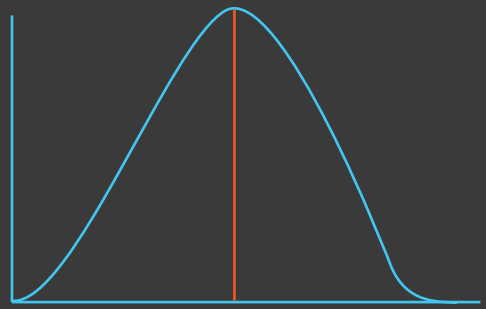
We don’t mind taking a **step backwards**, to move three steps forward.

We don’t mind making mistakes, we do mind **repeating them**.
Each mistake carries a lesson, we try to make sure we learn it.

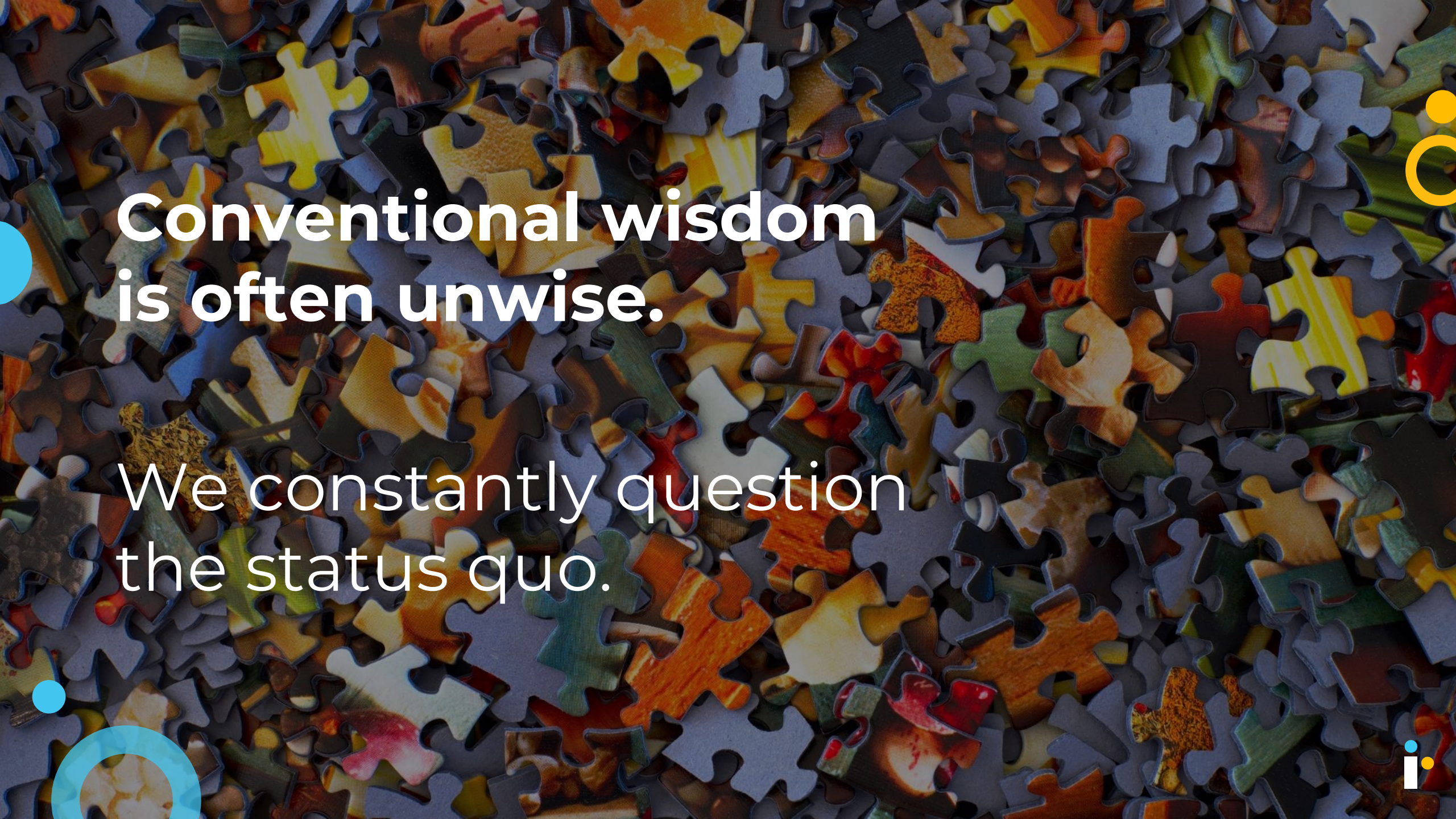
Massive impact is
rarely the product of
modest risk.

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,

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

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

- **S** Stop generating unimpactful results
- **C** Cancel unproductive meets
- **R** Remove unnecessary rules
- **A** Automate & Automate processes
- **P** 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

&

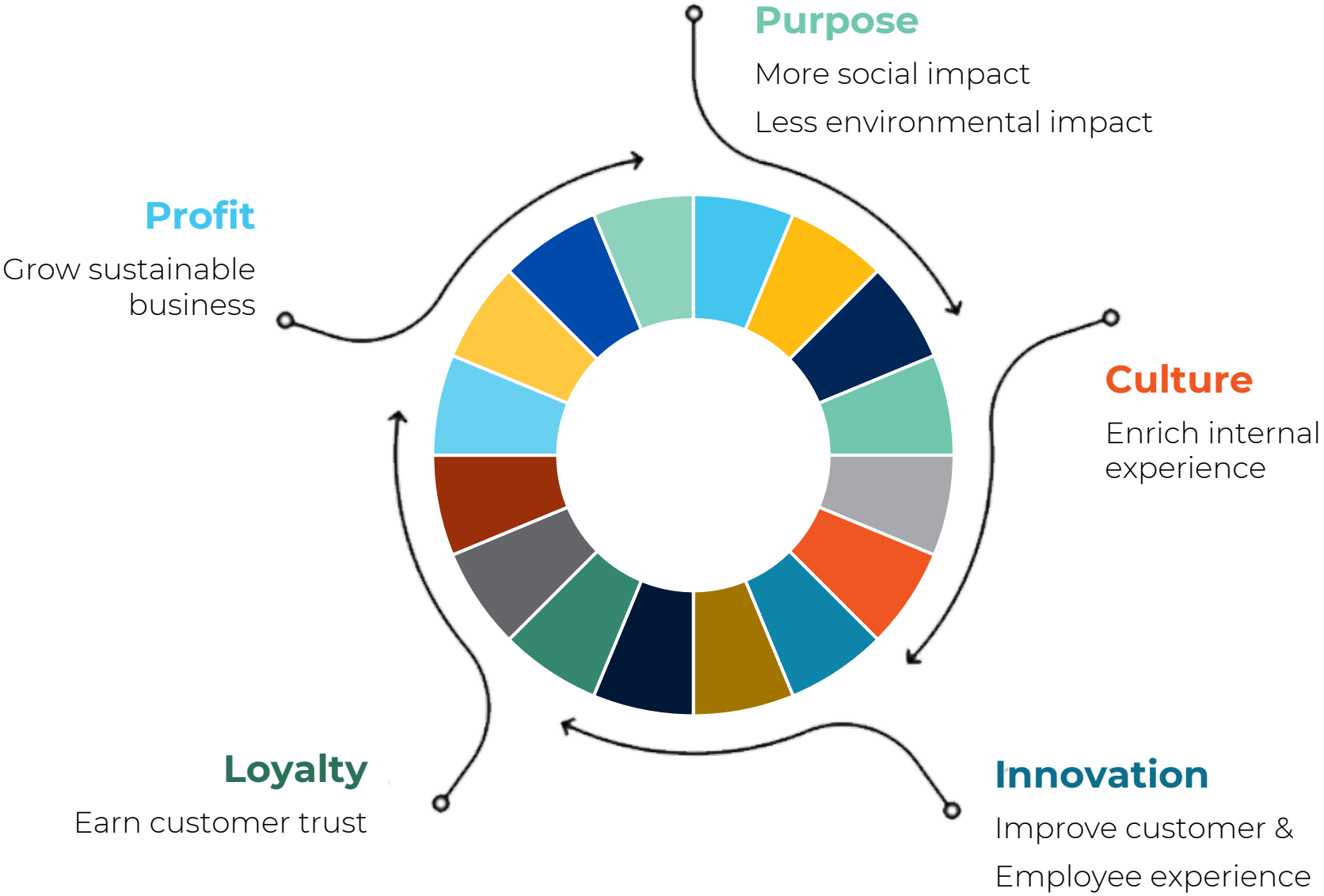
Tenets we follow

- **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.