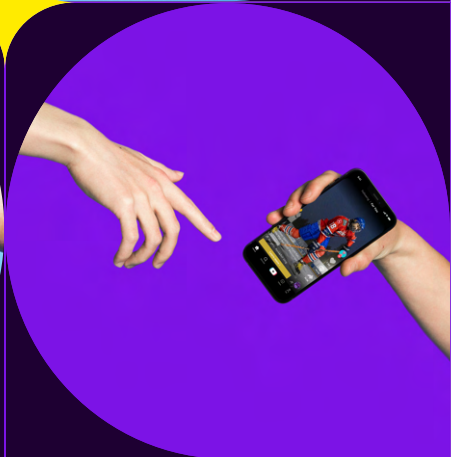


# Culture Handbook

The What, Why and How of our Company Culture



# Foreword

Since the foundation of Smartly.io in 2013, we have gone through a massive transformation to become a global company of 650+ people across 24 locations in 13 countries. The product we are building here is the Smartly Digital Advertising Platform, providing leading end-to-end technology and outstanding customer service.

We help brands to better reach audiences, engage creatives and learn what performs best—consistently driving scale for brand and performance across the largest media platforms, including Facebook, Instagram, Snap, Pinterest, TikTok and Google. Through our continued growth, we remain laser-focused on helping advertisers gain unparalleled relevance in the ever-changing digital advertising landscape.

In this handbook, we explain the purpose and philosophy behind our brand and organization, and share details about our vision, strategic framework, culture and values, leadership principles and a lot more. We created this book to help you understand how we work in a Culture of Commitment, and whether Smartly.io would be a company you'd love to join.

**Enjoy!**

**- Humble Hungry Hunters a.k.a. the Smartly.io team**

# Table of Contents

**03**

Our Vision and Strategy

**06**

Our Culture and Values

**12**

Our Team

**14**

How We Work with Our Customers

**16**

How We Build Our Product

**18**

How We Hire and Reward Our People

**19**

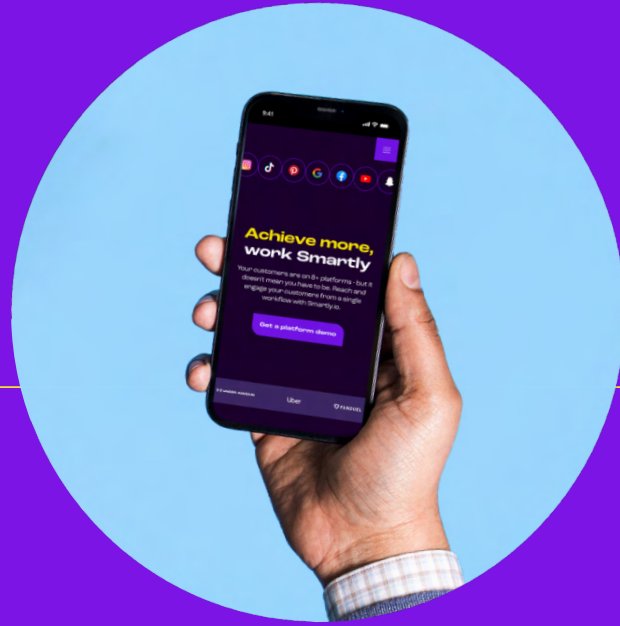
How We Want to Lead and Be Led

**21**

How We Uphold Transparency and Feedback

**23**

Scale Sustainably



# Our Vision and Strategy

# Our Vision and Strategy

## ✦ Our Vision

Changing digital advertising technology to accelerate creativity, commerce & brand performance.

## ✦ Our Spirit

### Humble Hungry Hunters

The true Smartly.io personality and attitude is that we're **humble, yet ambitious to become the best at what we do**. We're hungry to win — we experiment relentlessly and make bold decisions to stay ahead of the curve.



# VISION

Changing digital advertising technology to accelerate creativity, commerce & brand performance

## BUSINESS GOALS

2023: EUR 134M Revenue

3-Year Goals: EUR 270M Revenue  
30% YoY Growth

## PLATFORM & PRODUCT

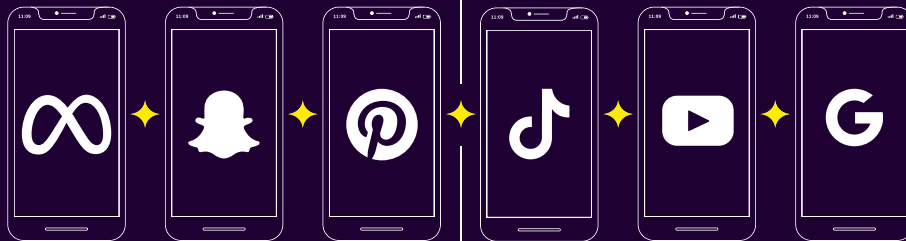
Reach Smartly

Engage Smartly

Learn Smartly

## ACTION

Advertise Smartly



## SPIRIT

Humble

Hungry

Hunters

## VALUES

Work Smartly

Act Customer First

Build Trust

Maximize Learning

Practice Radical Candor

Take Ownership



# Our **Culture and Values**

# Our Culture

Our culture is why great talents choose us and stay with us. We offer growth-minded people opportunities to make an impact in a fast-paced, collaborative and inclusive environment built on a culture of trust, transparency and feedback. Nurturing and developing the culture is at the core of our future success.

As a growth company, we are building a **Culture of Commitment** that has three elements in its core:



Our Culture of Commitment also translates into 3P's:



✦ **Our Purpose** is guiding our vision, goals and strategies throughout our journey of innovation.

✦ **Our Principles** of leadership, behaviors and operations exist to drive accountability.

✦ **Our Performance** is all about the execution of our purpose and principles to achieve our goals.



# Our Values

Our values distill the essential elements of our culture. They guide how we work with our customers and as a team, how we build our product, whom we hire and reward, and how we'll eventually reach our vision.

**Work  
Smartly**

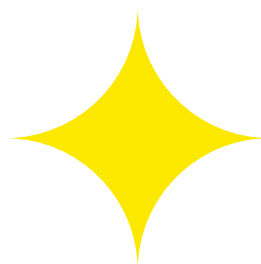
**Act  
Customer  
First**

**Build Trust**

**Maximize  
Learning**

**Practice  
Radical  
Candor**

**Take  
Ownership**



# Work Smartly

We deliver quality and scale with speed as a habit. Effective cross-collaboration allows us to make a greater impact. We automate manual work both for us and our customers. Working smarter, not harder, allows us to take care of our productivity and wellbeing in the long run.

## DO

- ✦ Prioritize impact
- ✦ Automate manual tasks
- ✦ Simplify to help focus on what matters
- ✦ Communicate effectively to collaborate together
- ✦ Manage expectations

## DON'T

- ✗ Work in silos
- ✗ Let perfect be the enemy of done
- ✗ Micromanage
- ✗ Overcommit and waste your time e.g. to unnecessary meetings
- ✗ Sacrifice your wellbeing



*After spending six years at Smartly.io, I've come to realize that Working Smartly is the ultimate catalyst for achieving exceptional quality, scalability, and swift results. By prioritizing the impact of our efforts, streamlining operations through task automation, simplifying processes, and fostering critical evaluation skills, we cultivate a collaborative environment where we can surpass customer expectations. Work Smartly feeds an environment that thrives on well-being and personal growth but also propels us towards long-term success."*



**Tegan Kerr**

Senior Director, Global Support Operations, Smartly.io  
- Dubai

# Act Customer First

All our decisions are inspired by providing long-term value to our customers. We understand their needs by working closely with them and collaborating across teams and functions to solve their trickiest problems – ultimately to make customers happy by delivering something they didn't even know they needed.

## DO

- ✦ Listen actively to anticipate customer needs
- ✦ Manage expectations – delight and surprise them
- ✦ Be easy to reach and empathetic – communicate early, often and well, also face-to-face
- ✦ Solve for the present, think for the future
- ✦ Ask for feedback and value it

## DON'T

- ✗ Overpromise and underdeliver
- ✗ Make assumptions
- ✗ Compromise trust by forcing our agenda or being complacent
- ✗ Be a vendor, we are our customers' partners
- ✗ Build without validation



I feel grateful to work for a company that truly values acting customer first. As a Client Partner, I am always striving to improve the ways we deliver value to our customers by encouraging open and honest feedback from our partners. I believe this also reflects Smartly as a whole and our continuous commitment to fostering learning and growth together.”



**Pearl Huang**  
Client Partner, Smartly.io  
- San Francisco

# Build Trust

Trust is the cornerstone of any successful team and a must for fast decision-making and candid feedback. Trust is integral in working with our customers, partners and other stakeholders. We build trust by holding ourselves and each other accountable for our actions and decisions. If trust is broken, we go out of our way to restore it. We show up for each other with integrity.

## DO

- ✦ Be consistent and accountable
- ✦ Hold others accountable
- ✦ Be empathetic & kind towards others
- ✦ Have hard and honest conversations when needed and listen
- ✦ Have each other's back

## DON'T

- ✗ Be afraid to speak up and ask questions
- ✗ Over-promise
- ✗ Think that you are above anyone
- ✗ Don't take personal credit for other people's work
- ✗ Discriminate or allow bias cloud your words or actions



At Smartly.io, we foster a culture of trust that thrives on inclusivity, openness, and support. We believe in creating a workplace where everyone feels secure and empowered to voice their thoughts. We embrace the power of tough questions and fearlessly engage in transparent discussions. Above all, we work as a team and always have each other's back."



**Stacey Edwards**

SVP, People and Operations, Smartly.io  
- London

# Maximize Learning

We learn fastest by boldly going for the biggest challenges. Our growth mindset accelerates continuous improvement in everything we do. If we fail, we make sure to learn from it, teach others, and set the bar even higher on the next try. We champion radically candid feedback to help each other improve.

## DO

- ✦ Be curious in your growth mindset and challenge the status quo
- ✦ Help others learn from your experiences
- ✦ Iterate and continuously improve
- ✦ Document and share your knowledge and learnings
- ✦ Seek and share feedback

## DON'T

- ✗ Withhold information and knowledge to make yourself more important
- ✗ Assume others know what you know
- ✗ View failure as defeat but rather as a part of learning
- ✗ Do the same and expect different outcome
- ✗ Work in silos and isolated

“As a designer, I often say ‘be customer-obsessed’. All Smartlies are building Smartly.io for people who are facing challenges and need to accomplish specific tasks in order to meet their goals. By being constantly connected to customers, involving them early in your plans, and anticipate their needs, you acquire a wealth of information and it’s a surefire way to success.”



**Angelos Arnis**

Design Operations Manager, Smartly.io  
- Helsinki

# Practice Radical Candor

Candid feedback keeps us humble and hungry to learn. We practice radical candor: give respectful and constructive feedback directly and caringly. We communicate respectfully with each other – being frank does not mean being mean or rude, whether it is face to face or over digital tools. We praise publicly, but constructive feedback we give 1-to-1.

## DO

- ✦ Ask and give feedback on a regular cadence
- ✦ Share direct, specific and actionable feedback in a proper channel
- ✦ Be empathetic, professional and respectful, acknowledging cultural differences
- ✦ Dare to speak up, be humble when receiving feedback
- ✦ Think twice, speak once and listen actively

## DON'T

- ✗ Give generic, vague or non-actionable feedback
- ✗ Shy away from difficult conversations
- ✗ Get personal or take feedback personally
- ✗ Ignore feedback you received
- ✗ Expect others to solve issue alone, help them



Radical Candor is at the heart of how we work and communicate, particularly when it comes to feedback. We know that when we combine caring personally about each other, our customers, and Smartly.io, with clear, respectful and direct communications, we increase our ability to deliver with speed and quality. Practicing Radical Candor is about elevating ourselves and Smartly.io everyday and not blaming others when things aren't quite right."



**Simon Fuelber**

Global Head of Learning & Leadership Development, Smartly.io  
- Berlin

# Take Ownership

Nothing is someone else's problem: we recognize opportunities, take proactive initiative and come up with solutions together. We work towards common goals as one big team. We optimize for the success of the whole company, not just our own.

## DO

- ✦ Proactively take initiative – and finish what you started
- ✦ Help others and ask for help
- ✦ Offer solutions to go the extra mile
- ✦ Communicate clearly about responsibilities, progress, as well as wins and losses
- ✦ Be open to feedback – don't take constructive criticism personally

## DON'T

- ✗ Blame others
- ✗ Assume it's someone else's problem
- ✗ Ignore solving problems
- ✗ Be a perfectionist on a drag
- ✗ Take on too much



Taking ownership means that you are on top of issues, whatever those are. In engineering it means that we make sure that our production machinery is kept in great shape at all times. If something unplanned happens, we need to be able to immediately recognize and react to that and know which team owns that part of the product. This makes it possible to fix problems quickly. All our microservices have a “home base” team who is responsible for keeping the technical domain in shape and developing it further. By owning things we are driving success for company and that way also get benefit in team and individual level.”



**Tommi Hiltunen**  
VP, Engineering, Smartly.io  
- Helsinki



# Our **Team**



# Our Team

As **Humble Hungry Hunters**, we strive to design an inclusive environment, where great work is achieved through a commitment to respect and openness for all voices.

We achieve success through teams that foster true diversity in experiences, backgrounds, and thoughts. We strive to celebrate and maximize learning from our differences. As a result, we build trust, experience enhanced creativity, innovation, and a deeper understanding of different cultures. We work smartly to incorporate this mindset in our day to day work and challenge all Smartlies to take ownership of creating a positive impact not only for fellow employees but for the entire ecosystem within which we operate.



There are many initiatives and programs we have already put in place at Smartly.io to support our deep commitment to being an inclusive workplace. Some internal initiatives include company-wide learning and education programs on Diversity, Equity and Inclusion, a standardized process for inclusive recruitment, anonymous employee surveys and employee interest groups covering topics from diversity, equity and inclusion to social justice and corporate social responsibility. We also partner with external organizations serving underrepresented groups so that we can give back to our community. **We always strive to do better.**

Smartly.io is a respectful and safe workplace with equal opportunities for all, regardless of background, age, gender, sexual orientation, ethnicity, religion, family status, or any other attribute. **We're committed to building and maintaining a culture free of harassment and discrimination.**

**In practice, this means that we...**



... approach building a culture like building a product—through iterative, constant development

... are respectful and considerate towards each other

... work together to constantly develop our ways of working together

... hire, reward and promote based on merit and ability

... take ownership of fixing things that don't work, instead of complaining about them

... value diversity, practice empathy and disagree gracefully

... don't stomach demeaning, discriminatory, or harassing behavior or speech including cursing or inappropriate jokes

... don't talk behind people's backs, instead share feedback directly

“

I know implicitly that all of us Smartlies share a singular vision of constantly striving to be better—by improving our product, service, culture, or ourselves. I trust without question that the team will be there to support me to achieve success, but also to have my back if I struggle. It’s a pretty rare and beautiful thing, and I’m honored to have, and to give this trust to the team.”



**Tegan Kerr**

Senior Director, Customer & Support Operations,  
Smartly.io  
- Dubai

“

The focus on personal and professional growth has been the highlight of my 7+ years at Smartly.io. From being surrounded by genuinely smart and skillful people to facing new and evolving challenges, you will get all the tools, independence and accountability needed to craft the best version of yourself.”



**Giorgio Scarabattoli**

Client Partner, Smartly.io  
- Helsinki



# How We Work with **Our** **Customers**

# How We Work with Our Customers

## **We help our customers succeed.**

As a strategic partner, we measure our success in the long-term value we bring to our customers. We help them find the winning strategies through iterative testing, save them time and money by automating their manual work, and stand out from competitors with deft and thoughtful support.



## **We aim to enable collaboration between our customers' performance and creative teams.**

As highly visual and personalized advertising is trending, we help our customers thrive by closing the feedback loop between media buying and creative teams. Our technology enables Creative and Performance teams to work together to produce, test and launch beautifully effective ads.



## Engineers are customer-focused.

Understanding how our customers use our tool to drive business results helps our engineers to build a product that our customers love to use. Our engineers also gather learnings from the market and transfer them into value-adding features. We invite some of our most advanced customers to a workshop with our engineers.



## We develop our platform in close cooperation with our customers.

We don't pretend to know what our customers need—we ask them. Understanding how our customers use our tool to drive business results helps our engineers to build a product that our customers love to use. Our engineers also gather learnings from the market and transfer them into value-adding features. We interview customers to help us pinpoint what to build to make their work easier and help them achieve great results.



## All customer-facing and product development teams contribute to customer support.

Understanding the customers' pain points is key to great products and services. We aim to have half of the global support load handled by non-support professionals from our commercial and product development teams. Helping customers resolve ad hoc issues and use our platform effectively gives Smartlies a firmer grasp of how our product and service could be further improved. We have scaled our technical support to cover all time zones and help our customers globally 24/7.



Everyone at Smartly.io seemed to have the right answers which has been fantastic.”



**Anne Thouas**

Head of Awareness Marketing, Wonderbly



In the beginning, we sat down to discuss service expectations and they’ve been consistently meeting them ever since. Their time to market and reactivity are spectacular, making it possible to innovate together.”



**Llibert Argerich**

Global Director of Social and Content  
eBay



*It’s never about the quick wins, but rather creating a long-term partnership with our customers. We’re leveraging our global presence to keep learning, improving our solutions and service, and bringing new ideas to the table.”*



**Riikka Pello**

Global VP, Implementation, Smartly.io  
- San Francisco



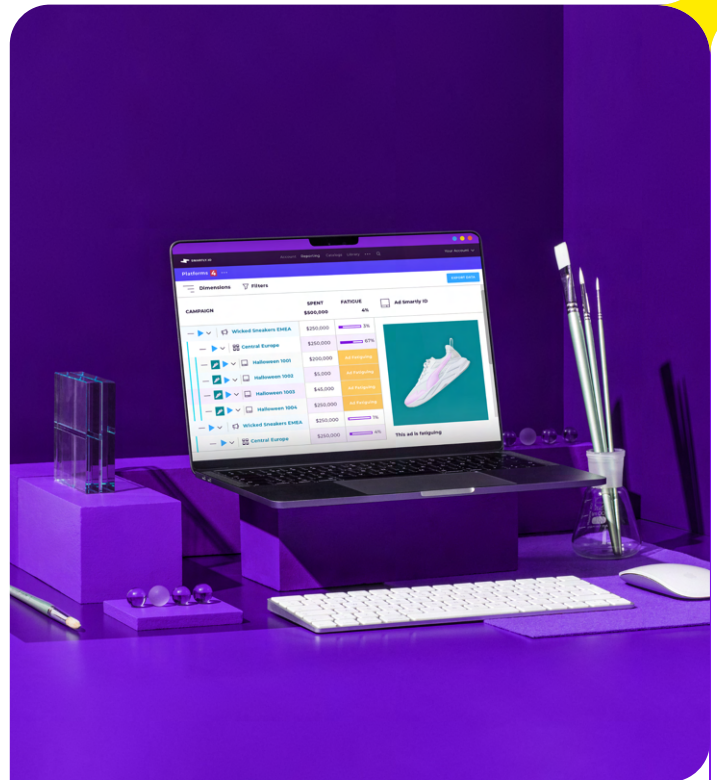
# How We Build **Our Product**



# How We Build Our Product

**Automated workflow and first-class usability are significant competitive factors for us in the long term.**

We aim to automate all repetitive manual work in acquiring and growing customers online. An efficient user experience and an explorable tool are cornerstones of serving advertisers of varying levels of tech-savviness in the best way. Our goal is that our users could learn to become world-class online advertisers through using our platform.



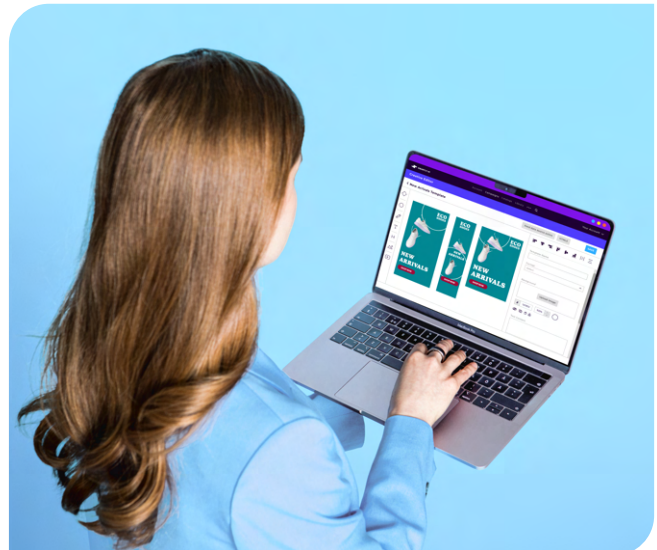
**We prototype and develop solutions with customers for a speedy feedback loop.**

At Smartly.io, engineers work closely with the most advanced customers: they workshop with the customers and develop features in close cooperation with the customers and their account.



## As the complexity of our product grows, it's crucial to maintain our ability to keep ahead of the curve.

We're extracting microservices from a monolithic code base. Refactoring to a more agile product also allows us to test tackling new advertising platforms.



## Self-organizing developer teams own the product roadmap.

We believe that decisions should be made by the people who have the most knowledge on the subject. That's why our engineering teams have end-to-end ownership of their focus areas in the tool, and they're empowered to make decisions about which features to prioritize to meet customers' needs.

## We're lean and transparent.

Our engineering teams have chosen to use Kanban to track their progress. Their roadmaps are open for everyone to see, and teams share their plans regularly to the whole company. Engineers also have monthly meetings, where they discuss new components and technologies, and improve their ways of working. The notes from these sessions are shared openly to the whole company.

## We deploy continuously to production.

Automatic testing and continuous integration allow us to see our work in production extremely quickly.

## We've automated and streamlined our deployment processes to eliminate manual work.

Therefore, the feedback cycle is short and allows us to deliver new features and fix bugs faster. We wrap up each week with Friday Demos, where the engineers demo the changes they've made to the tool in front of the whole team, educate Sales and Customer Success teams about the new features, and gather feedback.



My team doesn't have rock stars or divas. We treat each other as equals. The most junior coder can voice their opinion, knowing that they will be treated respectfully. While we are humble, we are also hungry to be the best at what we do. We search out the best practices for development, craft our code with quality, and own our mistakes. I feel very lucky to work with these smart and empathetic people."



**Holly Gibson**

Engineering Manager, Smartly.io  
- Helsinki



*The environment and the technologies we use develop extremely fast. It's great that Smartly.io invests in helping people maximize their learning. I have boosted my development as a software engineer by reading books in our office library and also been encouraged to buy books with the company's money."*



**Valteri Virtanen**

Principal Software Engineer, Smartly.io  
- Helsinki



# How We **Hire** **and Reward** **Our People**

# How We Hire and Reward Our People

**The culture of trust, feedback and taking ownership starts with hiring people who are great at self-management.**

Smartlies act like owners and put the success of the company before their own. When self-organizing teams act in a way that benefits the whole company in the long run, we don't need cumbersome processes to guide our work. It makes us more nimble and better equipped to succeed.



**We hire to elevate the team.**

We build strong, complementary teams where each new person expands their team's skill set. Each team member takes part in planning and setting goals. We hold a high bar in recruiting, even if it means slow hiring because we want to find the best people for each team. If in doubt, we don't hire. We skip hiring people who don't commit and contribute to our values—no matter how senior, skilled, or nice they are.

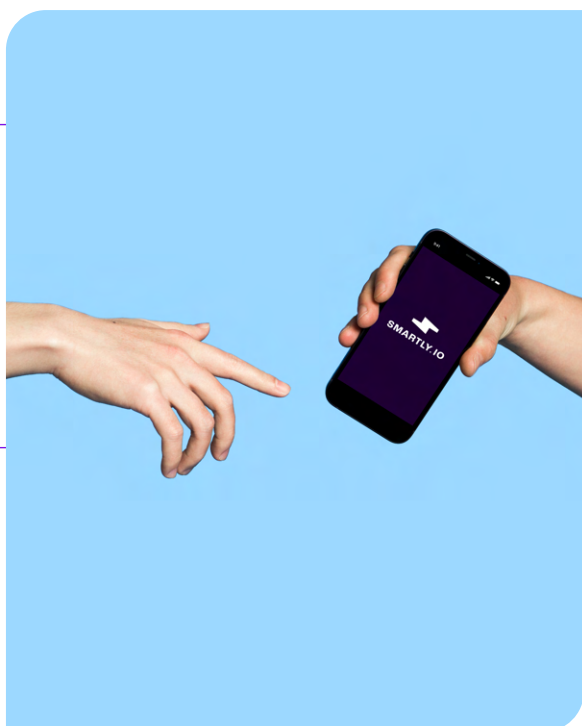
**We encourage Smartlies to find the sweet spot between their competitive advantage, true motivation, and impact on Smartly.io.**

Our success depends on Smartlies aiming to become the best in the world at what they do. If Smartlies find this sweet spot, focus on it, and then surround themselves with colleagues, customers, and partners whom they can learn from, they can maximize their learning and impact, which in turn makes the whole company successful.



**If we succeed, everyone gets to enjoy the upside.**

We value long-term impact over quick wins and reward Smartlies for their input to the long-term growth and profitability of the company. Our compensation aligns with the level of a Smartlie's impact, not their seniority or status. Smartlies have regular feedback discussions with their team leads to understand how they can grow with the company and amplify their impact.





# How We Want to **Lead and** **Be Led**

# How We Want to Lead and Be Led

## **If you need constant management, Smartly.io isn't a place for you.**

Smartlies act like owners and put the success of the company before their own. When self-organizing teams act in a way that benefits the whole company in the long run, we don't need cumbersome processes to guide our work. It makes us more nimble and better equipped to succeed.



## **Team leads are responsible for building high performing teams.**

We build strong, complementary teams where each new person They link their team's work to the company strategy, help their team set the right goals, and hold the team accountable for reaching them. Team leads don't monopolize decision-making, but allow their team to participate in making decisions. They are responsible for prioritizing when the team can't reach a consensus. Team leads recognize and reward those who perform, and help those who don't. Team leads keep regular 1-1 meetings with their team members and care for their members' well-being and personal growth.



## We expect everyone to take ownership

All Smartlies are trusted to take ownership beyond their role, and make decisions that drive the whole company's success, not just their own or that of their team's. We don't stomach office politics or optimizing for your own success at the expense of others—we only hire people who are motivated to help others around them succeed.

We follow five Leadership Principles:



✦ Smartly leaders aim high, are accountable for results, commit and do, keep things simple, and show customers and people that they care.



It is every Smartlie's responsibility to create an environment where people support each other, grow, and have the highest impact on the business."



**Lotta Suuronen**

Head of Customer Success, NorAm East, Smartly.io  
- Austin



*At Smartly.io, leadership is about everyone doing our part. We build deep trust, move with purpose, and continuously learn from our journey. We guide and support each other every step of the way. Here, success isn't marked by individual achievements, but by the collective wins we forge together through shared sense of ownership."*



**Adie Kaye**

Solutions Architect, Smartly.io  
- Helsinki



# How We Uphold **Transparency** **and Feedback**

# How We Uphold Transparency and Feedback

Transparency is a cornerstone of our culture. It gives our people on company, team and individual level the broader context they need for **smart and fast decision-making and contributing to our shared goals.**



## We want to share the good, the bad and the ugly.

Smartlies act like owners and put the success of the company before their own. When self-organizing teams act in a way that benefits the whole company in the long run, we don't need cumbersome processes to guide our work. It makes us more nimble and better equipped to succeed.



## Transparency can also become noise.

We balance between information overflow and too little information by communicating and sharing knowledge in an easy way and curate the most important information for Smartlies to easily digest. We strive for T-shaped communications: on company-level we communicate the vision & strategy, give bigger picture and context, and all relevant information to succeed in your work is easily available for a deep dive. We share our key business metrics dashboards for everyone. This way our team understands the larger context, stays updated on what is going on in the company, and can align their work accordingly

To ensure transparency, we follow some practices, which we continuously improve:



**Nurture trust:** Be consistent in decisions and actions, keep decision-making transparent and explain why.

**Help others grow:** Enable your team members to exceed themselves in their roles.

**Hold accountable:** Monitor progress and intervene if necessary.

**Create direction and clarity:** Understand your team's role in executing Smartly's strategy and creating success in practice and communicate it to your team regularly.

**Emphasize action:** Foster culture of moving fast, iterating and learning to deliver the best outcomes.

**Lead by example:** Walk the talk, make our values alive every day and keep improving.

## **Candid feedback keeps us humble and hungry to learn.**

We practice radical candor in our feedback: we challenge directly and at the same time care personally. At Smartly.io, you will need to be open to give and receive feedback and ask actively for it. We need to be brave to share our failures and celebrate winnings. Independent of your scope of work, prepare to reveal your work for candid feedback.



## **We challenge each other daily – from bottom to top and vice versa.**

Whether it is within a team or from a developer to an Leadership Team member, we welcome feedback. We truly believe in listening to our people. We have regular practices where we share feedback, create dialogue and engage across organization, like Leadership Ask Me Anything sessions, regional summits and all-hands summits, where we bring the whole organization together. With a fast-moving and scaling organization, not everyone can be part of planning everything, but the big things we want to open for discussion and engage Smartlies to share their opinions.

## We communicate respectfully with each other.

Being frank does not mean being mean or rude, whether it is face to face or over collaborative tools. Appraisals and appreciations are more than welcome to be public, but constructive feedback we give 1-1 and do not call out on people publicly. When we share learnings, we don't pinpoint individual contributors, but focus on learnings on a larger scale. Every Smartlie regularly goes through a feedback training together with other Smartlies to practice the skill we need in our daily work.

“ Throughout my years at Smartly, the high degree of transparency has never ceased to amaze me. Even though the number of employees has doubled throughout my time here, internal communication continues to be fast and efficient, and information is always readily available via multiple communication channels.”



**Amina Sarpola**

Senior Legal Counsel - Corporate & Governance, Smartly.io  
- Helsinki

“ For me, Smartly.io is the ideal learning platform, where I can work in cross-functional teams and move horizontally in the organization. In practice, this means being able to work on both technical, analytical and product- focused projects, as well as meeting customers and working in a more business-driven team.”



**Stella Tuovinen**

Marketing Science Lead, Smartly.io  
- San Francisco



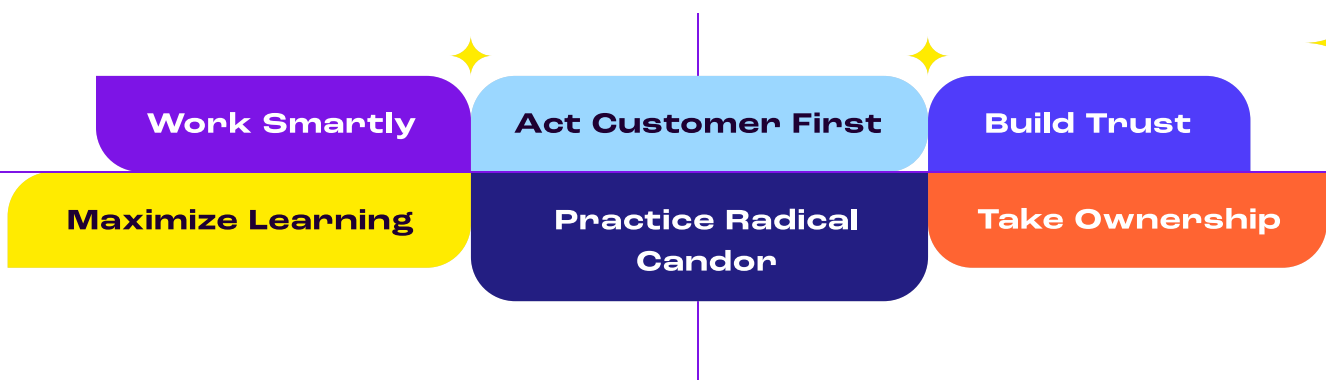


# Do You Want to **Work Smartly?**

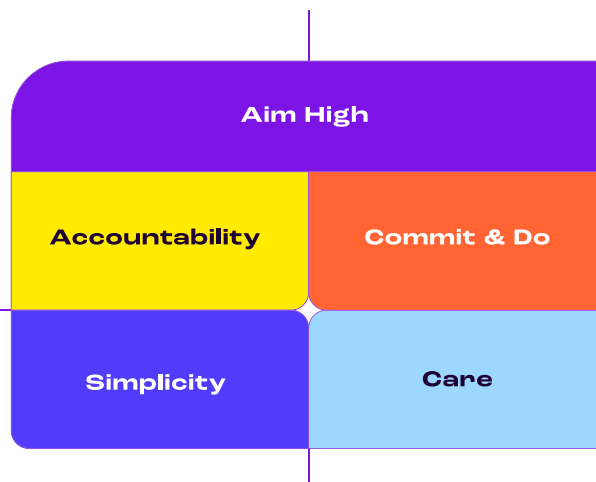
# #WorkSmartly

At Smartly.io, we aspire to be the best place to work for growth-minded people who want to make an impact. We offer a fast-paced, collaborative and inclusive global environment that has a Culture of Commitment in its core.

**Our values guide us in everything we do:**



Our spirit of Humble Hungry Hunters help us achieve our vision of changing digital advertising technology to accelerate creativity, commerce and brand performance. **Our leadership principles are:**



Now that you've learned the purpose and philosophy behind Smartly.io, it's your turn to take ownership of your career and apply today. Are you ready to Work Smartly?

Learn more at [smartly.io/careers](https://smartly.io/careers)



[CAREERS](#)

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