



mission  
statement  
& culture  
book



**APPODEAL**

# our mission statement

To provide a reliable  
ad monetization  
partnership to mobile  
app developers.



# our goals

1



We aspire to become a reliable monetization partner for mobile app developers

2



We want to provide unbiasedness, stability, convenience, transparency, and innovativeness to the market



# why are we here?

Here are the reasons why Pavel Golubev founded the company:

1



To learn as much as we can, grow personally, and build a career.

2



To make an impact, build a large company.

3



To help publishers to earn more on their amazing apps and bring power back to their businesses.

4



To help people learn.

5



To have fun while we're doing all of the above.

We share common goals with the people we hire. We believe that the majority of A-team should have a collective vision. People work really well together when their goals are aligned (and they don't when they're not).



# why do you want to join **appodeal?**

We are a group of different but like-minded people who are inspired by a common goal and love what they do. We don't want you to get stuck in one role for many years. Be creative and curious. Learn to be the CEO of your own domain and then build your own business in the future. Or become a master at what you do, build a career.

Some of our former employees run their own companies now. Aim high. We want to help you get there.



# our culture

Merriam-Webster defines “culture” as a way of thinking, behaving, and working that exists in organization.

When people say that their company culture sucks, one or both of these statements are true:

- They don't like the people they work with
- They don't like the way the work is done

When people say their company culture is amazing, one or both of these statements are true:

- They love the people they work with
- They love the way the work is done

So, I thought, why not have a little guide on what we value and how we like to work?

This is our culture code. When recruiting, we only hire team members that fit “The people we love to work with” profile. When defining a new process, we'll make sure it follows “The way we love to work”. It's as simple as that.

Yours Truly,  
Pavel Golubev



# our people

What kinds of people do we love to work with? They are:



Let's dig into this a little bit more:

	LIKE	DISLIKE
FEATURE	<b>Independent</b>	<b>Reliant</b>
DEFINITION	Someone who proactively finds solutions to individual and team problems.	Someone who needs constant attention or hand holding.

**The thing about young companies is that there will never be enough resources, enough onboarding materials, and enough of manager's time.** People that typically become successful at Appodeal require little guidance to do their job.



# our people continued

That being said, it is totally OK to ask for support. Just try to do as much research as possible prior, and always have a clear objective.

	LIKE	DISLIKE
FEATURE	<b>Organized and Geeky</b>	<b>Disorganized talking head</b>
DEFINITION	People who read the internet/manual/FAQ/ etc. first and then ask questions. People that document processes and create agendas for every meeting.	People who drain the resources (e.g. time) of others instead of trying to figure out processes or software applications themselves. People who are unorganized at the expense of others.
EXAMPLES	Creating scripts, playbooks, onboarding guides to help new team members to get started. Self-discovery of new tools, data sets and features.	Demanding support or training in order to get something simple done. Never touching FAQs and manuals.

**We work at a software company, so every team member has to be tech-oriented.** Not everyone needs to code, but every team member has to:

- be able to set up a business application
- be proficient in every tool used at work
- know our own product in and out

Otherwise, this lack of knowledge is going to slow the whole team down.



## our people continued

	LIKE	DISLIKE
FEATURE	<b>Data-driven</b>	<b>Anecdotal</b>
DEFINITION	People that back their point of view with research and data.	People that always rely on their intuition and argue with others on this basis.
EXAMPLES	In X% of deals last month customers didn't buy because of B, which represents a loss of \$XYZ in revenue. That is why we should eliminate B.	"XYZ said that in the deal A the customer didn't buy because of B. That is why we should eliminate B."

Appodeal is a volume business. Intuition is important, it helps us to choose a direction. However, intuition alone doesn't help to make wise decisions. It needs to be backed by data, analysis and research.

	LIKE	DISLIKE
FEATURE	<b>Tenacious</b>	<b>Wasteful</b>
DEFINITION	Someone who can figure out creative ways to add a lot of value while spending very little of resources.	Someone who wastes resources on things that don't add value to the business.
EXAMPLES	Someone who acts as a CEO of own their part of the business.	Someone who treats the company's resources as not their own.



## our people continued

We're not afraid to invest as long as there is a chance that the return is greater. However, we always remember that Appodeal is a young company, which means that the resources are scarce.

	LIKE	DISLIKE
<b>FEATURE</b>	<b>Humble Team Players</b>	<b>Entitled Mercenary</b>
<b>DEFINITION</b>	Company>Team>Self	Self>anything
<b>EXAMPLES</b>	I'll do whatever gets us to the goal.	"I'm overqualified to do XYZ"

We (founders) have no problem cleaning the office after a party is over. We did it a bunch of times. There are no "low" jobs. Everyone should be respected, and every contribution counts.

We should always put company and team first. There is a huge difference between being a part of a successful startup and being a part of a mediocre company that didn't work out. At a startup, everyone's actions have a tremendous impact on the company and every team member.

	LIKE	DISLIKE
<b>FEATURE</b>	<b>Direct and straightforward</b>	<b>Political, indirect</b>
<b>DEFINITION</b>	People that get straight to the point, say the way things are, communicate openly about problems and are not afraid to deliver the bad news.	People that go around other people's backs, gossip, etc.

Any young company has problems, every teammate makes mistakes. If we're not making mistakes, we're moving too slow. Our leading managers are not afraid to admit they screwed up. Being vulnerable when needed creates trust.



## our people continued

Trust is hugely important for any team or company. It enables people to argue passionately. No one will ever commit to something if their opinion hasn't been heard. And when there is no commitment, there are no results. Thus, we prefer to talk openly regardless of ranks and say things the way they are. Avoiding arguments and difficult conversations kills companies and careers.

Every mistake and every difficult conversation is an opportunity to learn. Winning in the software business is impossible without learning. Winning in life is impossible without self awareness. At Appodeal, we're passionate about helping our peers to do and be better.

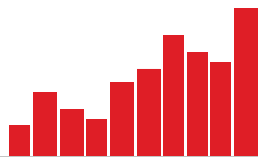
	LIKE	DISLIKE
FEATURE	<b>Resilient</b>	<b>Quitter</b>
DEFINITION	Someone who not only rebounds from failure, but most importantly learns from failure.	Someone who is easily distracted, distraught, or otherwise intimidated by failure of any size.

**We work hard and always keep trying. We don't quit. It is only a real failure if we fail to finish whatever we do. There is no such thing as 'failure' as long as we finish whatever we do learning a valuable lesson.**



# our work

How do we love to work?



- ASK SMART QUESTIONS
- FOCUS AND MEASURE OUR WORK
- HAVE A BIAS TOWARDS ACTION
- TRY NEW THINGS
- BE HANDS-ON

	LIKE	DISLIKE
FEATURE	Ask smart questions	Show up to meetings unprepared

Is there an issue with any system we use internally that is relative to your function? They do have FAQs and tutorials. By reading those everyone can become a super-admin of these systems. It takes an evening or two geeking out, but, hey, **you're learning!** And you're also setting yourself up for success in the future. Finally, you can try to google it before asking.

When learning new software, process, or anything else yourself, you usually cut deeper. You get a first-hand understanding and you develop your unique perception, which is critical. Once you have a foundation, your questions will get smarter while the collaboration with colleagues will get better.



# our work continued

	LIKE	DISLIKE
FEATURE	<b>Focus, iterate, and measure</b>	<b>Run busy work/projects or architect sand castles</b>
EXAMPLES	Do research – Try – Fail – Measure – Learn – Try again – Succeed	Run projects based on intuition, guess impact topping it with anecdotal evidence. Take on huge projects with no end destination in sight

	LIKE	DISLIKE
FEATURE	<b>Do</b>	<b>Avoid action</b>

## At Appodeal it is OK to fail.

It is not OK to sit still. Move fast. Break things. Try unconventional approaches. Learn. Hack.

But always stay focused. When an individual has more than 5 concurrent projects running at the same, that individual is usually: in trouble, stress, or without proper training, and poor results are some of the consequences.

	LIKE	DISLIKE
FEATURE	<b>Try new things</b>	<b>Be averse to change</b>
EXAMPLES	All kinds of hacks. We love 'em!	"This is not how things are done around here."

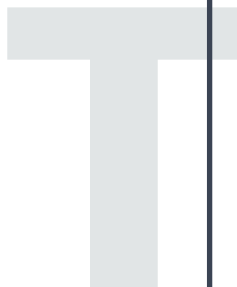


# our work continued

Not everything we do at Appodeal is right. We're far from being perfect. Challenging status quo is welcomed, this is the only way we learn and get better.

	LIKE	DISLIKE
FEATURE	<b>Be hands-on, Player-coach</b>	<b>Be hands-off, Theory sessions</b>
EXAMPLES	Managers that lead and show how the work needs to be done instead of running endless meetings.	If you can't do the job, you can't manage people doing the job.

We believe that leadership is better than management. Leading by example is the best way to make people inspired and excited about doing things a certain way.



## Importance of learning and being T-Shaped

That is, people who are both generalists (highly skilled at a broad set of valuable things—the top of the T) and also experts (among the best in their field within a narrow discipline – the vertical leg of the T).

This recipe is important to our success. We often have to pass on people who are very strong generalists without expertise, or vice versa. An expert who is too narrow has difficulty collaborating and therefore will likely be a poor candidate for cross functional leadership. A generalist who doesn't go deep enough in a single area ends up on the margins, not really contributing as an individual.

### Why is learning so important?

We choose to grow people and promote within any time this opportunity is present over hiring externally. We're looking to promote everyone joining Appodeal in the next couple of years. That is why a constant personal growth is vital.



# our work continued

## For Engineers

Appodeal is a software as a **service company**. What that means for engineers, is that the more you understand our business, the more valuable you become.

We're a business with revenue goals. Every decision, including engineering decisions, should be driven by our business goals. Be T-Shaped.

## For Non-Engineers:

Program or be programmed.

Appodeal is a **software** as a service company. What that means for non-engineers, is that you have to be technical. You have to know our product and tools in and out. The more technical you are, the more valuable your business input is, and the more value you will add to the team and company. Be T-Shaped.

## Our Learning Programs

Words should be supported by action. Therefore, we have a number of initiatives to embrace learning within our organizations.

## Bringing in consultants

If you see that there is a knowledge gap we can fill in with an outside consultant, let us know. Every team has a dedicated budget for learning and self-improvement.

## Moving around departments and the globe

We want every employee to learn and progress as much as possible. We also want the Appodeal journey to be really fun. We have multiple offices around the globe and want to encourage the cultural exchange. If required by business, every employee at Appodeal has a chance to travel and work out of another office. We also highly encourage moving across departments to learn about the other wings of the business. Sometimes developers do support, sales help product managers, etc. We believe that becoming a generalist helps individual's career on the long run.



# our work continued

## Building your personal brand

We want to support every employee in building their own personal brand. After a few years at Appodeal your LinkedIn should look like you're an absolute superstar, guru, ninja, industry mogul, etc. Here are a few ways we can make that happen:

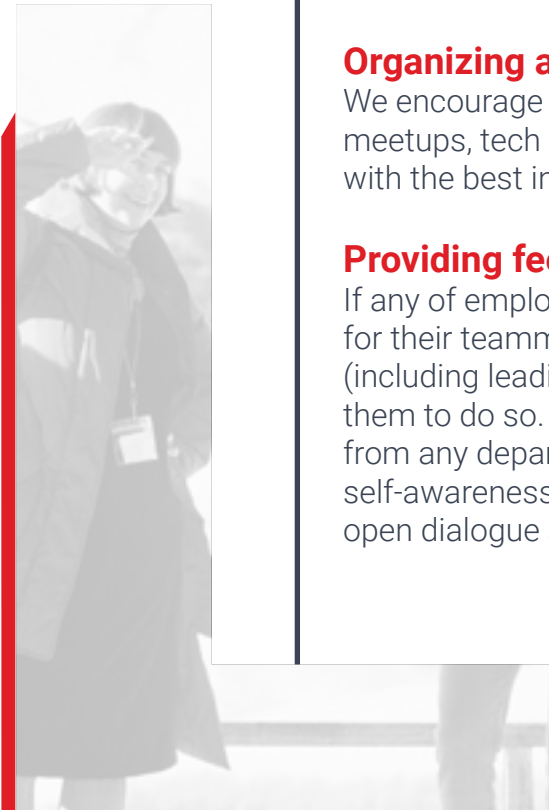
1. Get your social network sites in order. LinkedIn, Facebook, and Twitter are all great platforms to get you started. The more conferences and events you attend, the more specialists you can connect with and grow your network. Having a clear, insightful personal page is a great way to prove to people that you're worth getting to know. Don't forget to follow and like Appodeal's platforms!
2. Post useful content consistently. A great indicator of your personal brand success is whether people look to you for information or not. It's always a good idea to follow and keep in touch with everyone in the industry. We have helpful articles to post all the time, to help you reach your audience.
3. Speak at conferences and events. We will cover your airfare and hotel as long as you're speaking in front of our target buyers or prospective employees.

## Organizing and hosting events

We encourage employees to use our space to organize meetups, tech crawls, hackathon and focus groups to network with the best in class talent and learn from these experiences.

## Providing feedback for everyone

If any of employees wants to provide your feedback not only for their teammates but for anyone else at the company (including leading managers and CEO), we highly encourage them to do so. Any employee can also request some feedback from any department/other employee. We'd like to promote self-awareness, increase accountability and most importantly, open dialogue across different teams.



# hiring

**Hiring is everyone's job.** People and only people make companies great. Building a great company depends highly on our continued vigilance in recruiting/hiring.

If we start adding people to the company who aren't capable operating as high-powered, self-directed, senior decision makers, then lots of the stuff will stop working and Appodeal will not be a fun place to be. We have to keep the hiring bar very high. And we should only hire people we all love to work with.

Who we hire affects the most people that are already here. That is why **recruiting, interviewing and hiring is everyone's job.**

Hiring well is the most important thing in the universe. Nothing else comes close. So when you're working on hiring—participating in an interview loop or innovating in the general area of recruiting—everything else is secondary.

**Bring and hire your friends.** One of the most valuable things you can do as a new employee is tell us who else you think we should hire. Assuming that you agree with us that Appodeal is a fantastic place to be, then tell us about who the best people are on Earth, so we can bring them here. If you don't agree yet, then wait six months and ask yourself this question again.

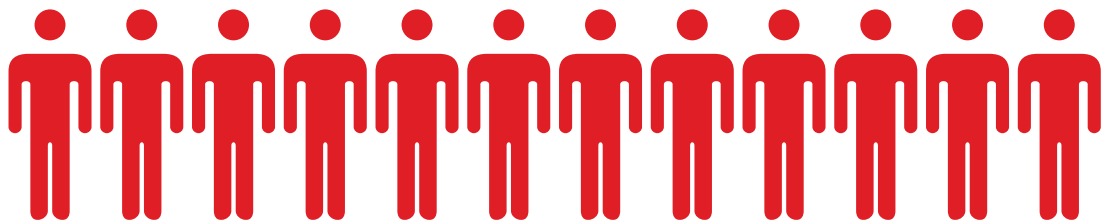


## hiring continued

**How do we choose the right people to hire?** Here are some questions we always ask ourselves when evaluating candidates:

- **Would I want this person to be my boss?**
- **Would I learn a significant amount from him or her?**
- **What if this person went to work for our competition?**

Across the board, we value highly collaborative people. That means people who are skilled in all the things that are integral to high-bandwidth collaboration — people who can deconstruct problems on the fly, and talk to others as they do so, simultaneously being inventive, iterative, creative, talkative, and reactive. These things actually matter far more than deep domain-specific knowledge or highly developed skills in narrow areas. This is why we'll often pass on candidates who, narrowly defined, are the "best" at their chosen discipline. We love hiring future CEOs. We love hiring people that have cool hobbies. **We hire interesting people.**



### **We're looking for people stronger than ourselves.**

When unchecked, people have a tendency to hire others who are lower-powered than themselves. The questions listed above are designed to help ensure that we don't start hiring people who are useful but not as powerful as we are. We should hire people more capable than ourselves, not less.

In some ways, hiring lower-powered people is a natural response to having so much work to get done. In these conditions, hiring someone who is at least capable seems (in the short term) to be smarter than not hiring anyone at all. But that's actually a huge mistake. We can always bring on temporary/contract help to get us through tough spots, but we should never lower the hiring bar. We're aimed to grow. We need to hire superstars to promote from within.



# the fun part

Learning, making an impact and having fun are our top priorities. How are we having fun? We believe that building something from nothing is fun. But we also know how to party. Here are a few examples of how we are partying lately.

1. Our 2017 global team sync took place in high mountains of Kazbegi, Georgia at the luxurious Rooms hotel. More than 80 people arrived there from different parts of the world to get to know each other better, think over new projects and plans and then have some rest at spa, ski and drink wine together.
2. Different teams tend to sync in Barcelona a few times per year. Sea and sun inspire people, right? That's why our office is so close to the beach there.
3. We go to baths and bars together, we bring our family members and introduce them to our team, we celebrate birthdays and promotions, and play games in the evenings. If you prefer to read a book and just watch the party, no one would blame you and everyone will still love you.

## Will you sell the company?

Here is how we think about a merger/acquisition: it could be a way to achieve goals, but not the goal. If a merger helps our team to get there, we'll consider selling.

## Why do you choose to target enterprise vs small businesses?

Since Appodeal's existence we've been working with all kinds of developers – starting from small indie studios and ending with big publishing companies. Eventually, we've become focused on delivering business solutions, not out-of-box products. Therefore, we target mainly enterprise level clients in terms of business development, but in general our product fits all mobile app developers with no less than 1000 daily impressions.



# conclusion

Appodeal is a really unique place to work. With such variety in cultures, work styles, backgrounds and time zones comes challenges. But at the end of the day, Appodeal is a family and we all rise to the occasion to help each other work towards our common goal.

If you think you are up for the challenge, welcome home! We can't wait to meet you.

