

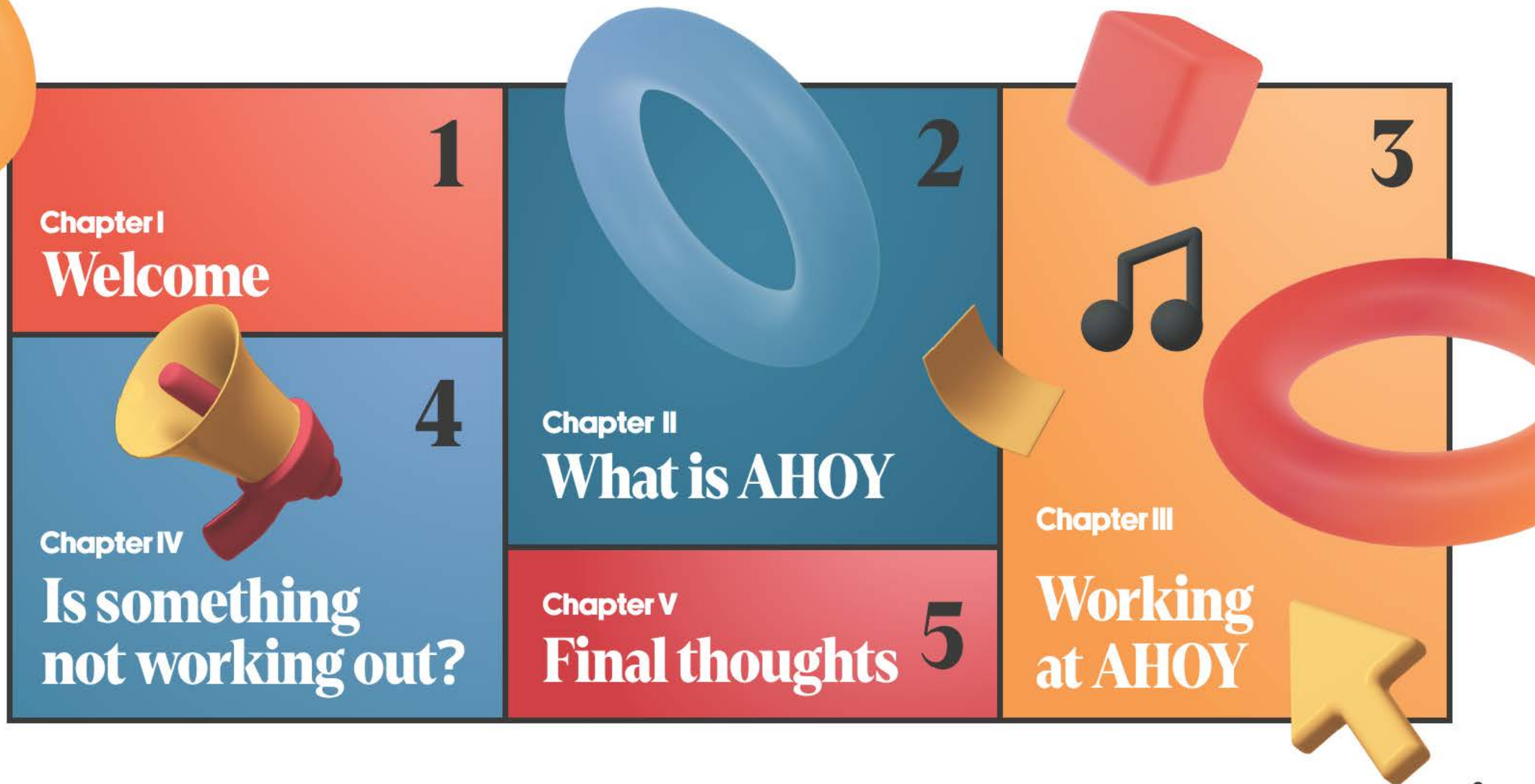




CULTURE BOOK

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Chapter I

Welcome

Introduction

Leave your pride and prejudice at the door (we are sorry Jane Austen)



Wait, before we move forward, there's a clarification to make.

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What you are about to read is filled with humorous remarks. It still carries the point in it, but very often in a comedic way.

Please, don't be the person that does not understand a joke is a joke. Political correctness forced us to put this disclaimer here, you can help us make it useless.

By the way, if you think some jokes are too dark, we wouldn't know... We don't see colors. BOOM! Who's not PC now, uh?

Introduction (for real)

AHOY will always be driven by its quest for innovation – *no BS* – We cannot stress this enough.

If there's something that history has taught us, is that innovation always requires a paradigm shift. A new approach, a different point of view.

“The secret of change is to focus all of your energy, not on fighting the old, but building on the new”

Socrates said that. We could have used a more contemporary author, but this is to brag about our philosophy knowledge.

You cannot innovate by repeating old practices, by enhancing something that already exist. Standards could be limiting when imagination can take you anywhere.

If you wanted a more recent quote,

“Doing the same thing over and over and expecting different results is the definition of insanity”

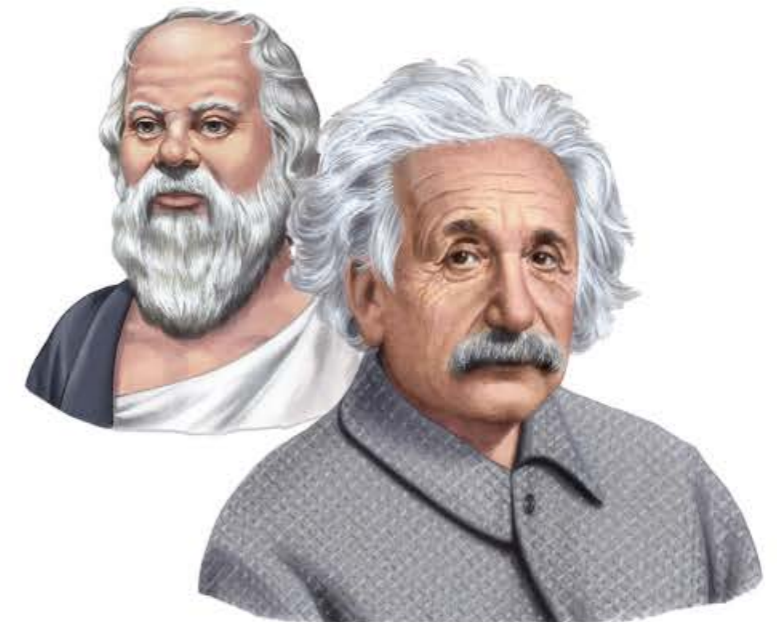
Albert Einstein said that, and he knew a thing or two about innovation.

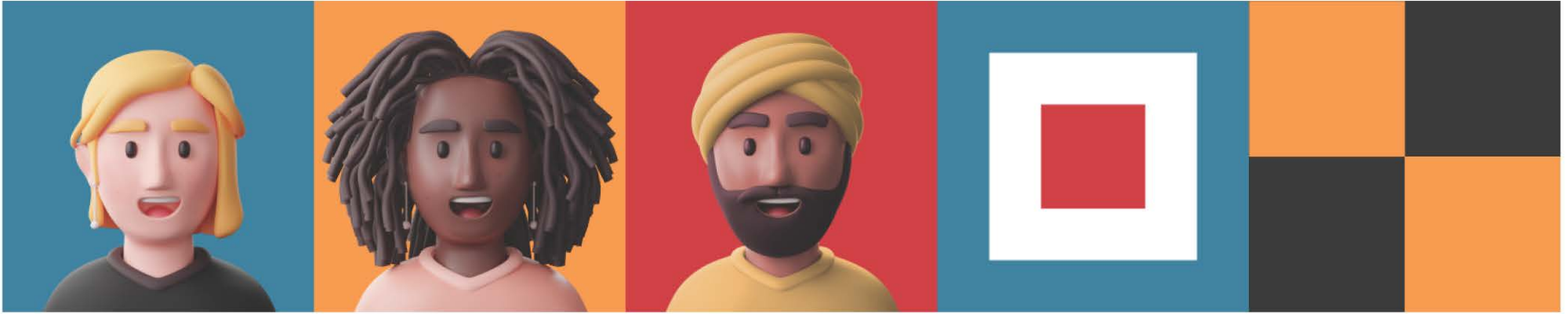
If you are a part of AHOY team, or are planning to be, you need to live by these words. You have to be convinced to your core that the best paths are still unknown or untried. That old practices are there to be challenged and that there's always room for innovation.

Enhancing something that already exists, is going from 1 to n. Creating something from scratch, is going from 0 to 1.

That's where our focus is. We are constantly going from 0 to 1, and from 1 to infinity and beyond (Hold up, these people just quoted Socrates, Einstein and Buzz Lightyear in the same chapter? Yes. Yes, we did).

Let's re-imagine and re-shape the future together.





Welcome to our Culture Book.

The purpose of this document is to serve as a reference guide to understand what Ahoy is, why it exists and what we are aiming to accomplish.

As the company expands, we need to have a play book to keep our culture alive, and make it easier to transmit to new team members, whether we are 10 or 10k people.



Before we start

Before jumping into our culture, we would like you to look inside yourself for a moment.

Think what is the most important thing for you right now. What are your goals and objectives? What are you expecting to achieve as a result of your work, your time, your attention and focus?

Our vision can only be manifested by investing in people and their personal success.

The reason why we want to know, is because we don't want to get "in the way" of your goals, but to help or empower you to achieve them.

What role can AHOY play in this?

Our team members are our most valuable asset. Actually, more than an asset, the building blocks that make up AHOY.

No BS.

We are here to help you thrive = AHOY thrive



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Chapter II

What is AHOY

Why does AHOY exist

Ahoy exists to help the world move more efficiently. As simple as that. We are a MOVEMENT company.

We always say “Ahoy came to reality to change how things are done”. This means we have a mission (and we empower and enable people to join us) to rethink the old processes. To check new approaches of doing things. To revisit standard procedures and think “is this the best way to do this?” – remember, those who perished and did not adapt, are those who walked on the steps of their forefathers.

As technology keeps evolving, the possibilities of doing this increases as well, not proportionally, but more than exponentially.

We must not blindly accept nor reject what was given to us, what we have inherited, as the only and absolute truth.

Everything is a product of their context and environment, which could be completely obsolete by now. Or not, but we would never know until we challenge old practices.

Just because something was always done the same way, it

doesn't mean it's the right way. Or the most efficient one. As the great American inventor and Fonder of Delco, Charles Kettering said: “If you have always done it that way, it is probably wrong.” – So, let's not give that any weight in the decision process.

This is what we apply to the creative and imaginative processes behind our tech and products.

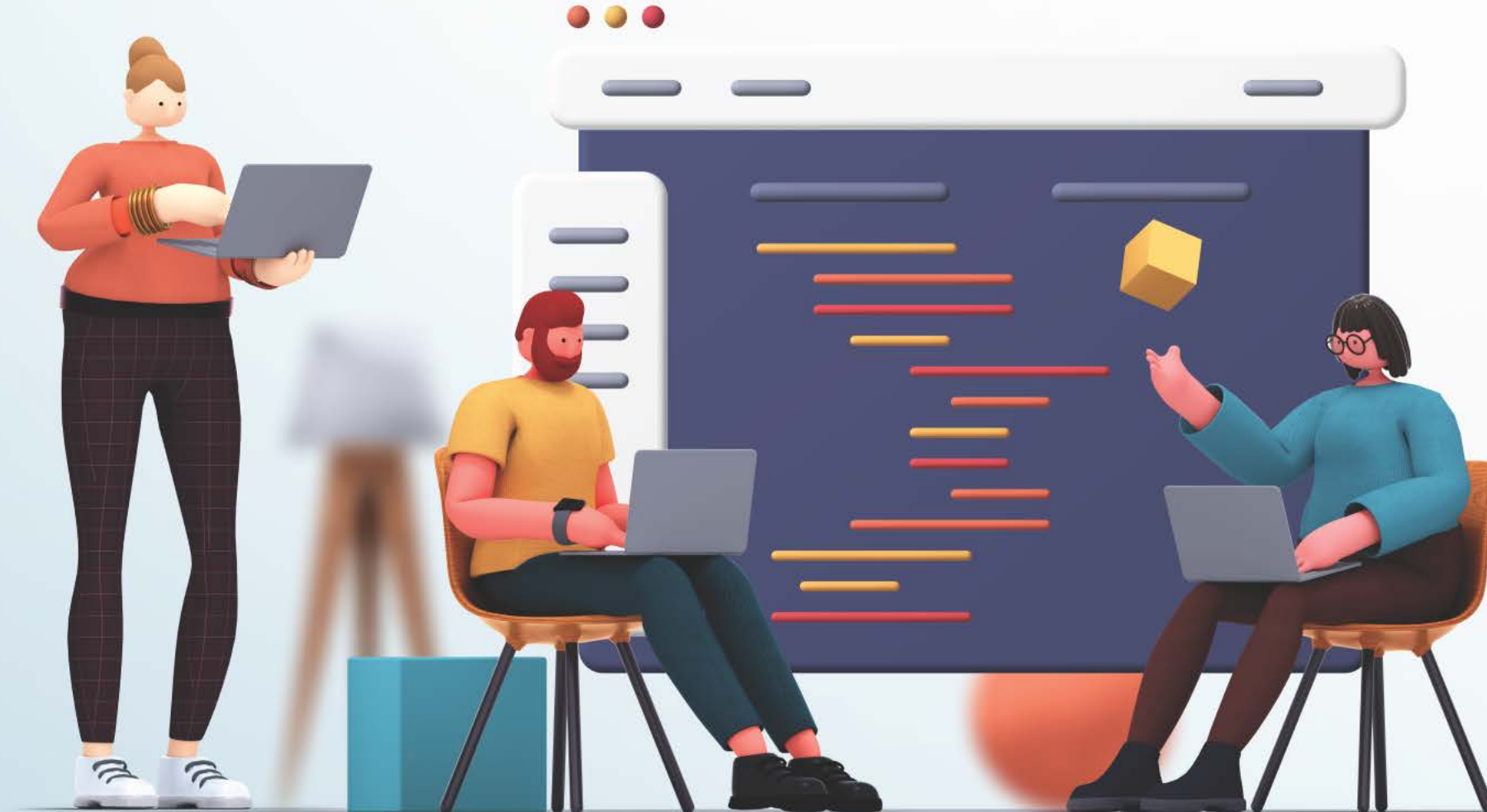
However, we believe the same principle applies to our team members. We know you will be able to do your best work if you are happy, comfortable, inspired. If you are having fun while doing it.

Life's too short to spend 1/3 of it doing something that doesn't make you happy. Whatever you do, don't do it because you are making a living... Make a living because you are doing it (and it is making you feel alive in the process).

The world is full of people who are following procedures, as they were told, but it only has a handful of individuals that, every now and then say, “Wait... what if we try this?”. This is the kind of people we are constantly looking for.

Leaders, thinkers, doers. Honestly, nothing else matters. Where you worked before, where you studied or what your grades were, your age, gender, nationality, race, skin color, or any other label you can think of.

Humanity has no class nor classifications, the only thing that matters the most is your output, the sustainable one. If you are here, reading this, there's a strong chance you might be one of those individuals.



The AHOY family.

I know what you are thinking. “Oh, no... is this one of those cheesy companies that refers to us as family so I’m gonna be asked to work on weekends or something like that?”

It’s not. We refer to it as “family” because recently, there were not so many of us so everything was kept pretty close. Now, as the company grows, it becomes more and more important to make sure that the culture remains.

Also, referring to it as “family” is shorter than saying: “The AHOY group of people working together towards a common goal who are appreciated as human beings and not as numbers and statistics on a company chart, who we hope can thrive and achieve their goals while helping us change the world and have fun in the process”.

Let’s keep it efficient, people.

“The AHOY group of people working together towards a common goal who are appreciated as human beings and not as numbers and statistics on a company

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This is why you are reading this playbook. Because we are very committed to our culture, and want to make sure that whoever joins, can perceive that and be excited as well – we are not looking back nor attaching ourselves to the saga of past success.

I know this sounds like something every company will say, right? Yeah, everyone likes to believe they are very nice to their team members and then just offer some free snacks and a casual Friday - BS

We wouldn't know about this, cause all days are casual at Ahoy.

And that's if you want to work from the office. Maybe you want to work from home, and in that case, it would be “super-casual” each day. (Just a tip, wear some clothes on top in case a “call” becomes a “video-call” all of a sudden).

We're losing track. Let's go back to the culture.

Maybe not a lot of people see it from this perspective, but you have a specific number of productive years in your life, and we are glad that you have accepted to invest some (or many) of those at Ahoy. We are committed to reciprocate this by doing our best in making every single of those days count.

Enjoy the ride.

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Chapter III

Working at AHOY

How is working at AHOY like

As Jim Halpert from The Office said:

“So as it turns out, unless you're a young child or a prison inmate, you don't need anyone supervising you. People just come in and do their work on their schedule. Imagine that. Unsupervised. And yet, somehow it Works”.

Flat structure makes team work and collaboration of paramount importance. This is it. We don't have managers and departments, nor hierarchy or positions of power. You'll find a team of individuals like you, working together towards a same goal.

AHOY has a FLAT, horizontal structure.



You have a voice

Here, we want you to stay true to yourself. Feel free to speak your mind.

You can agree, disagree, propose new ideas. Call people out on their BS. You will be heard.

If you have a different idea, help others visualize it or understand it.

It is not you vs. others, it's you and others vs. the challenge. We took that from marriage counseling, but we think it applies, right?

Com-muni-cate. Thankfully we have these amazing tools known as words to express our thoughts. Let's just use them to make sure we are all on the same page.



We got you

Out-of-the-box, you are empowered and enabled, this should help you thrive, you can only reap your chances.

Make mistakes along the way, that's perfectly fine. Nobody gets it right the first time – we are all about innovation, and you can't make cake without breaking some eggs. (Unless you're vegan. We don't have the equivalent metaphor... something about tofu?)

When making mistakes, accept them. Own them. Learn and help others learn from them.

It is much better to try and fail than not to try at all. Think of each mistake as a successful way of “how not to do it”, until you eventually land on the successful one.

Don't let your ego control you. Where the ego dies, the soul awakes (Man, that was deep... you were not expecting this kind of depth, right?)

Depth aside, this is highly important. The idea that you are entitled to X or that you are a martyr for Y will not lead anywhere. Pride and ego build walls between people, and we are looking for bridges.



Embrace diversity

Our team is formed by unique individuals from more than dozens of nations, but hey, who is counting?

For us, diversity is not an exception but a rule. We embrace the uniqueness of each person and do not tolerate any judgement based on nationality, religion, race, gender or any other stuff like that.

If you are thinking “of course, who would do that today?”, we are happy you are here.



You are the GOAT

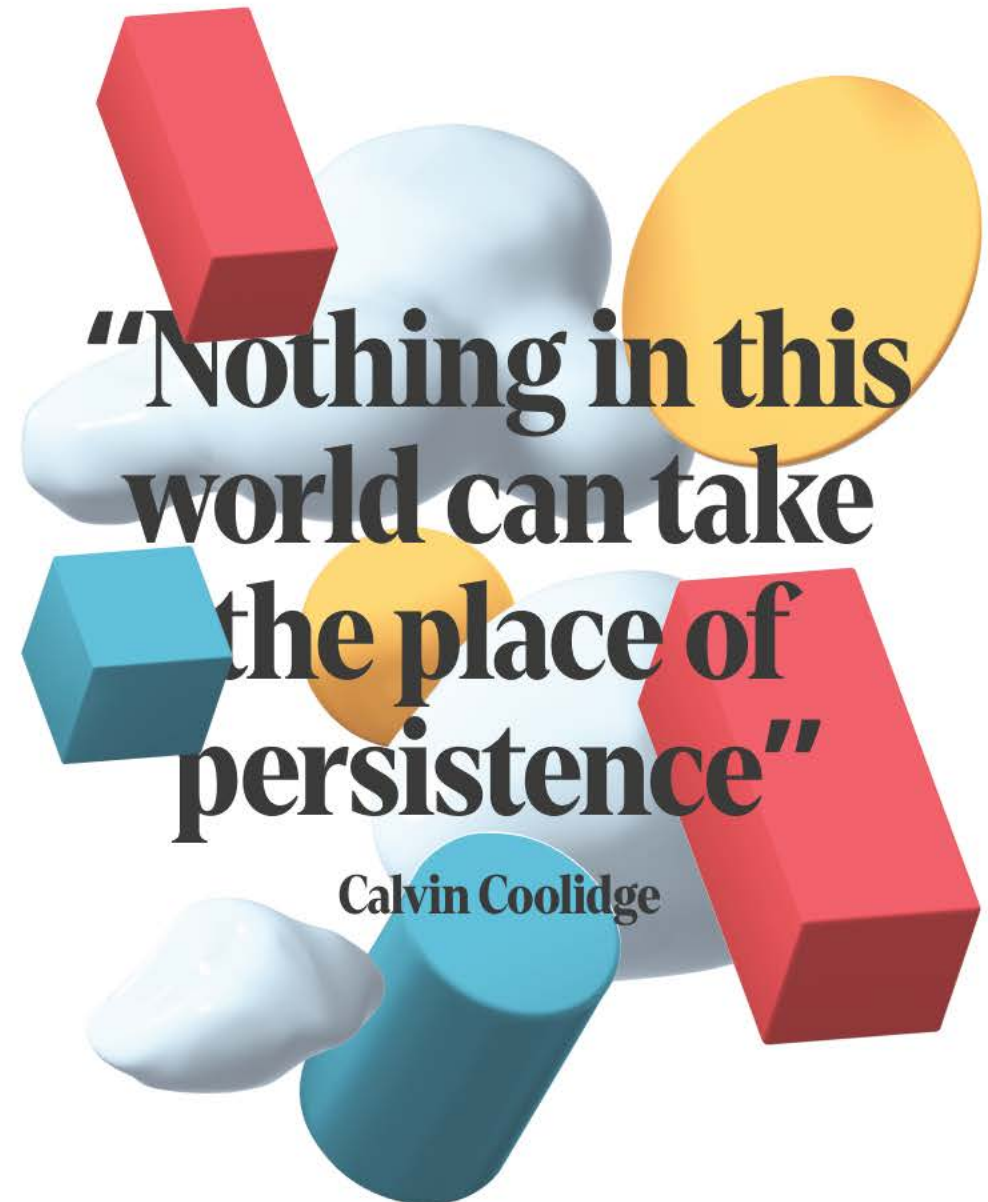
You are here because we trust your attitude more than your skills. If you see something that could/should be done, go for it.

Be proactive. It's not about doing what you were told. You have the power to make and take decisions that you consider may help us achieve our goals. Again, not based on entitlement or pride, but on honestly thinking it may be the correct path.

Be persistent. As Calvin Coolidge said "Nothing in this world can take the place of persistence".

We believe in this so much, it's printed in our office above the water cooler.

With the right attitude, any skill could be obtained, any task could be conquered, any goal will be achieved.



Calvin Coolidge

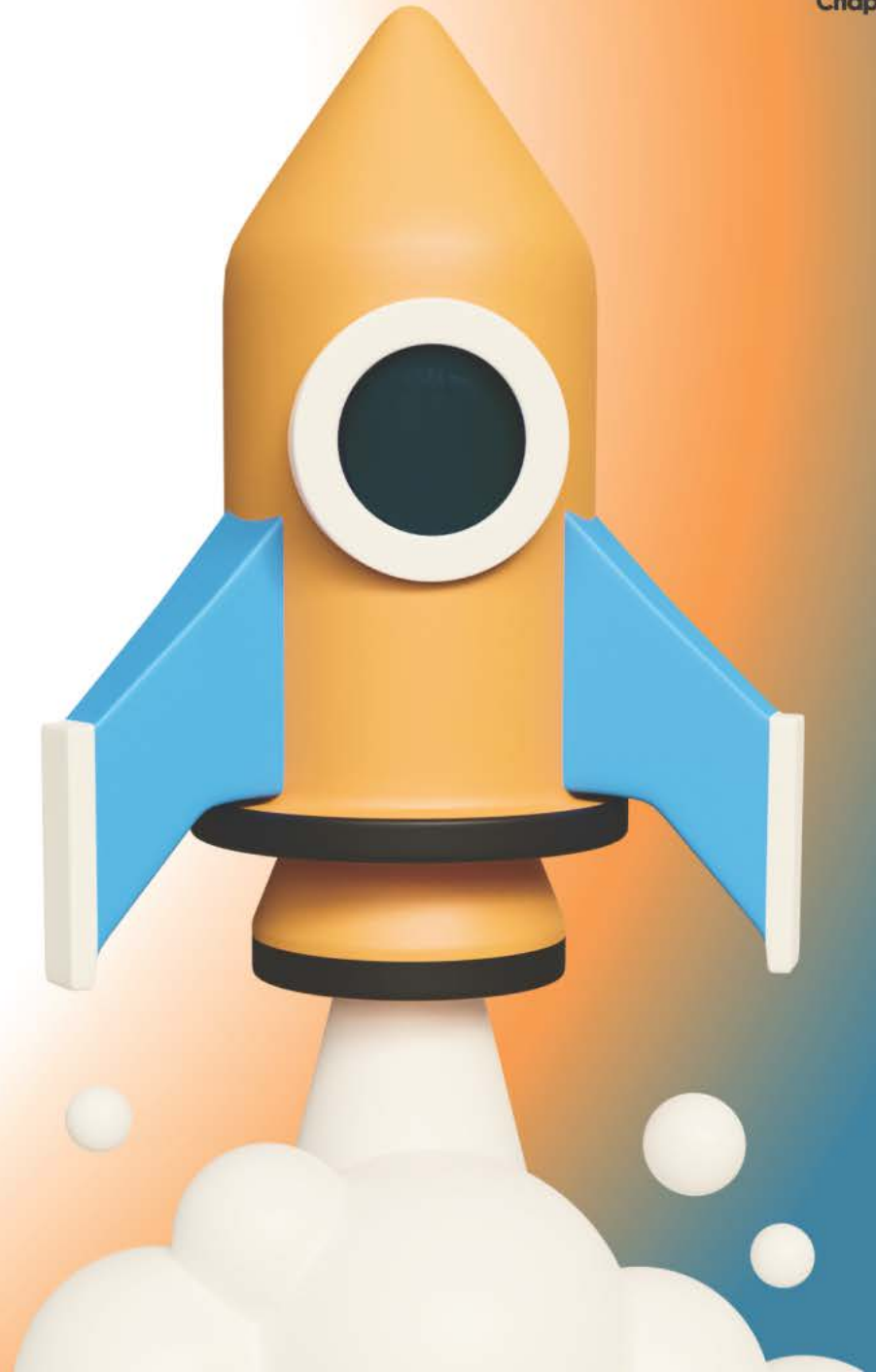
Dream for a living

Don't limit yourself to dream at night, dare to dream for a living.

Believe “impossible” doesn't exist. Anything that is considered “impossible” is something that was not tackled with the right approach yet. Pursue that approach. (We would have said “impossible is nothing”, but that's trademarked and we don't want to have legal issues).

Be creative. With a creative and innovative approach, we can realize that our old ways may not have been the most efficient ways. As Peter Thiel said, “best paths are new and untried”.

Creative and critical thinking will get us there.



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Chapter IV

Is something not working out

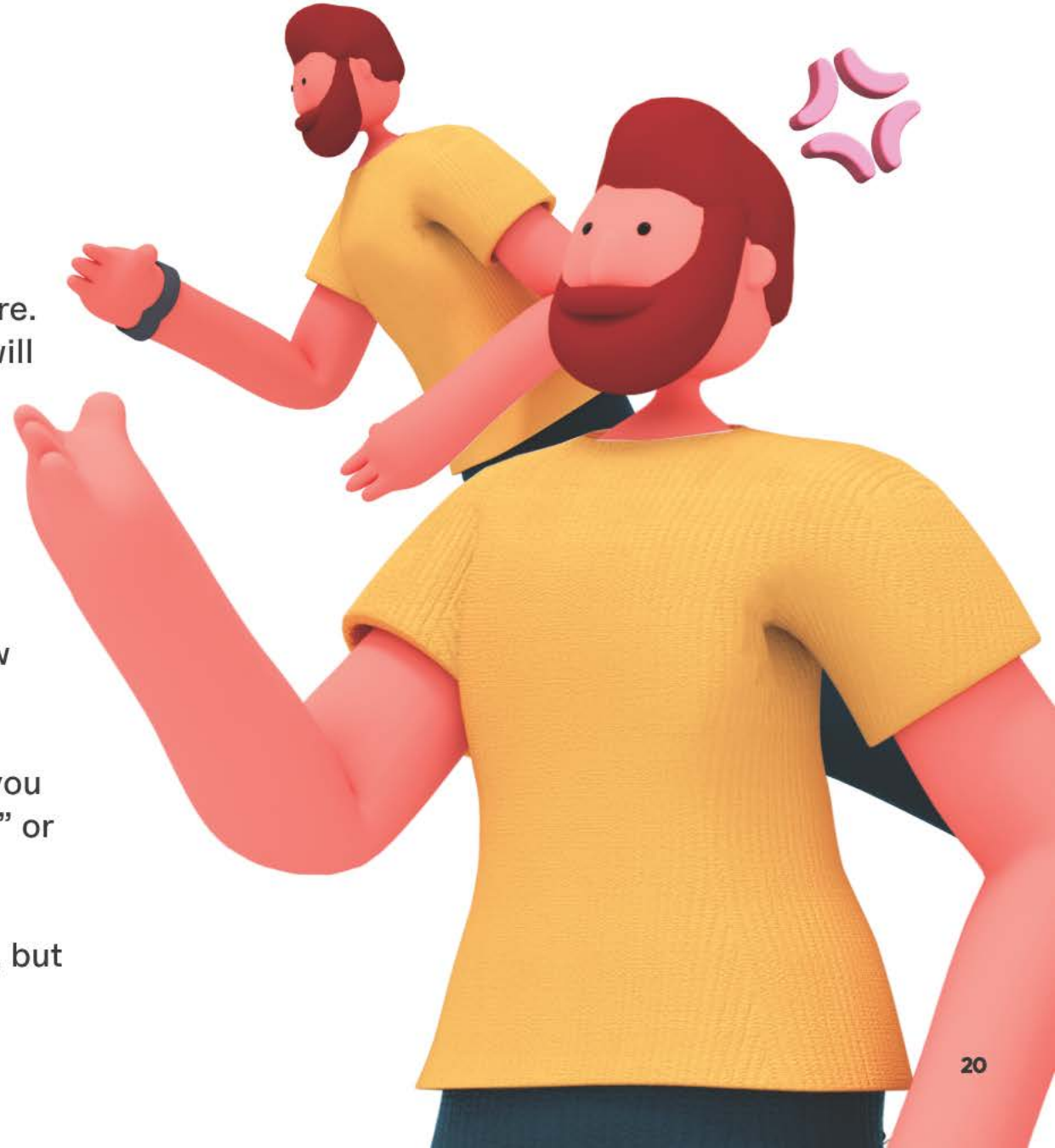
Is something not working out

As mentioned previously, AHOY is a flat structure. This means that your performance or attitude will not be evaluated by a manager or leader, but by your peers.

Whenever team work happens, it is very likely that different opinions and perspectives will collide. That's perfectly fine, we don't have to agree on everything, but it's very important how that disagreement will be carried on.

Our goal is to empower an environment where you feel safe to say "I made a mistake", "I need help" or even "I have no freaking idea what I'm doing".

We are not pushing to get the best from people, but to help people be at their natural best.




What happens when someone is not acting properly

We want teams to find the best way to work together. Following this play book may increase the chances of that happening, but there's always a chance it may not.

One of your responsibilities inside your team, is to be able to identify those attitudes or behaviors that are not beneficial for the team goal and/or general well-being.



Find



In this case, we refer specifically to consistent attitudes or situations. Anyone can have a bad day, and although we don't condone any kind of misconduct towards other people, we promote empathy. Meaning, we are concerned about our team members as human beings, not just their output.

You know what we mean, regardless of their performance, there may be a colleague whose behavior is not correct, is not consistent with AHOY culture, is making anyone or everyone in the team feel bad or uncomfortable, is promoting a toxic environment, among other things.

The list goes on. We trust your judgement to identify anything that you consider is not helping maintain a nice and cool working environment and, if necessary, act on it.

If that's the case, here's a list of steps you can carry on to raise awareness on this matter.

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Identify the issue

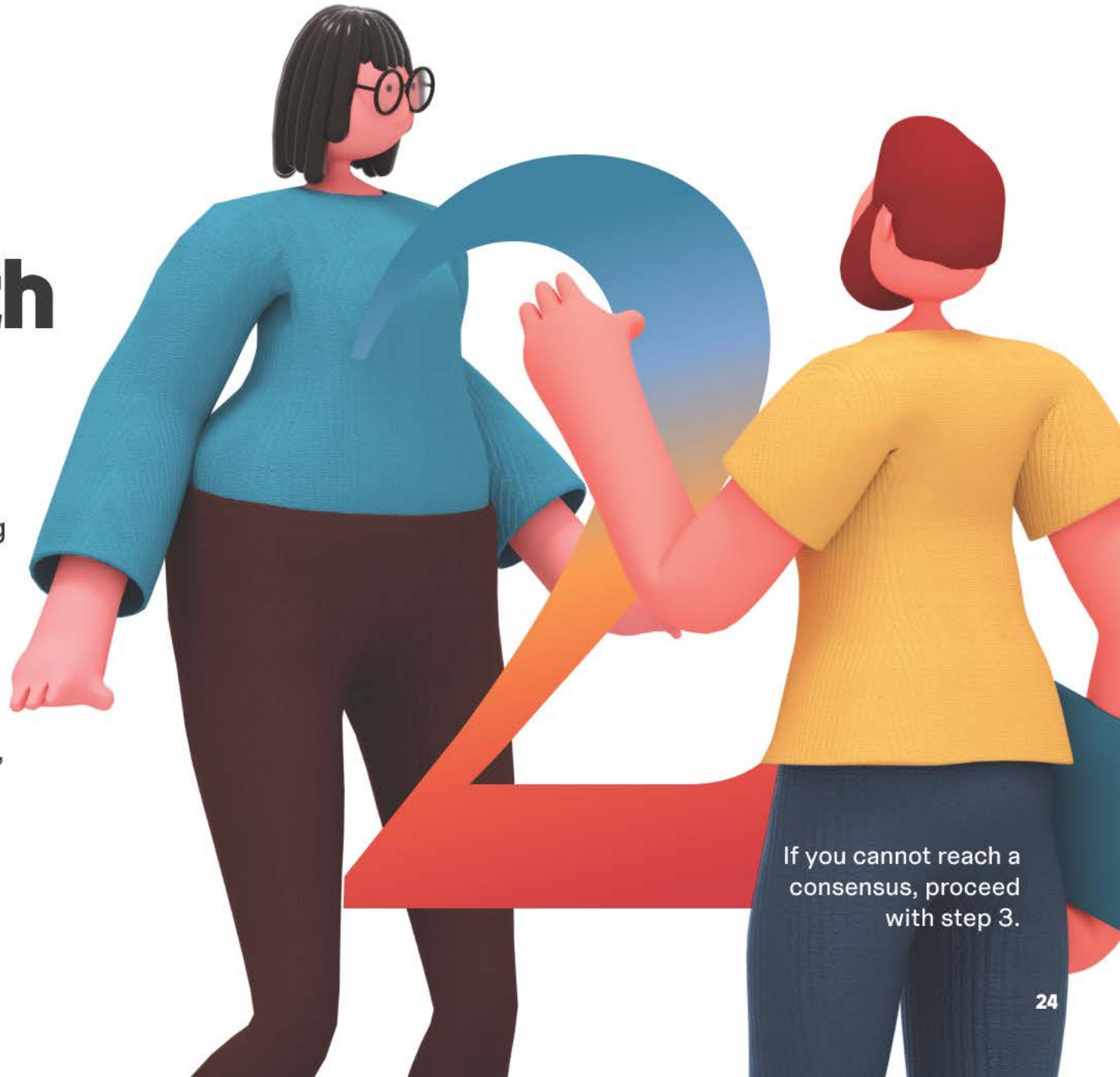
The first step into fixing anything, is identifying what's not working properly.



If possible, share your thoughts with that person

We believe approaching the issue directly will help solve it without having to involve anyone else at this stage.

If the issue is related to attitude, an honest & open conversation should suffice. If the issue is related to work performance getting severely affected, follow up this discussion with a documented email to the person.



If you cannot reach a consensus, proceed with step 3.

Share your feedback with your Team/ Cluster

Share the issue with your team, including the person in question.

Bring transparency and shed a light on the matter. This will help clarify if the issue is affecting others but yourself.

We know coming forward with these matters is not easy, but if the goal is to reach a prompt solution, this is the best way.



Organize a Meeting with the Team/Cluster

Discuss the areas of improvement, provide constructive feedback, give timeline to work on the feedback and document all of it.

Remember to keep this discussion work-related as much as possible.



Share the outcome with Culture Team

Put the issue in writing along with feedback from all the team members to make the Culture team aware of it. They will further help in providing a series of action steps to take to solve it.



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Chapter V

Final Thoughts



What to do from here

By now you can see that the idea here is quite simple. We will do everything in our power to make this the best place to work at. What we ask in exchange is pretty straight forward: Do the same for everyone else.

Be honest with yourself and your team. Empower them and you will be reciprocated.

We believe AHOY success is directly linked to each team member's success. The only way to grow, is if we all grow together.



Conclusion

Let's be real about this. You are a talented human being. Don't you want to do something meaningful with your time? Well, this is it. You are in the right place, because we really want to make history.

We want to create together something you can look back at in the future and be happy of what you helped accomplish.

Something that you can point to and show your grandchildren (or your pets, maybe you don't want kids, we don't know...) and say "see that? I was there when it was happening".

The future looks very exciting, and even better now that you are here.

Let's do this!





Editorial note

This is the first version of our Culture Book.

Of course, this is not a one-way street, so we would love to get your feedback on this. Or on anything you feel like giving feedback to.

Feel free to reach out to us with any suggestions at people@mailahoy.com

