





How did we get there ?







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Manu Cupcic

Worked for 4 years at Criteo
Saw a lot of culture changes
Helped drive a few of them



World leaders in retargeting

500+ engineers in 5 locations

Building an engineering [...] led culture is the hardest and most important challenge [...].

Every company [...] has a culture.

What differentiates a company that remains successful [...] is how it manages [...] its culture.

| An engineering culture

A process to make distributed decisions

Why ?

Top down doesn't scale

Can't live without agility

Alignment = productivity

How ?



Think tank

Meets bi-weekly

Anyone can join



Sounding board for new ideas

Provides feedback

Techleaders

top managers + key influencers

Granular feedback & ideas

Buy-in / credibility



How ?



empowerment



Culture is everybody's
responsibility

Cultivated by founders and
senior managers

experiment



Try small first and learn

Evolve instead of abandoning

|

What ?

An example

Voyagers



Voyagers

goals



- Share best practices
- Less “us versus them”
- Facilitate mobility

Voyagers

think tank



Easy to setup

Typical duration ?

Minimize disruptions

Voyagers

techleaders



**Not more than 1 per
person per year**

**Not more than 1 in 1
out in the same team
at the same time**

Voyagers

rollout



- Introduced at “All hands”
- Now key part of our culture
- More flexible now

Culture is **too important**
to leave to chance.

it's the responsibility of the senior
managers to **nurture** the environment for
the engineering culture to evolve.

It's important for influencers
to **personify**
the company values.

Questions ?





We're hiring