



# 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?



### 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



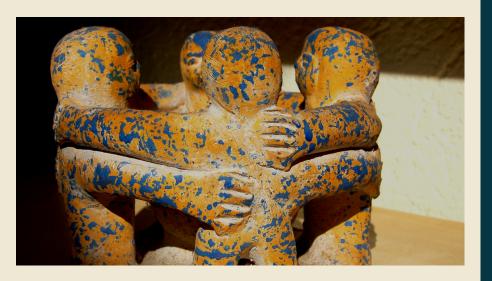
#### Culture is everybody's

responsibility

Cultivated by founders and

senior managers

### experiment



Try small first and learn

Evolve instead of abandoning

#### What?

#### An example



### goals



Share best practices

Less "us versus them"

Facilitate mobility

#### think tank



Easy to setup

**Typical duration?** 

Minimize disruptions

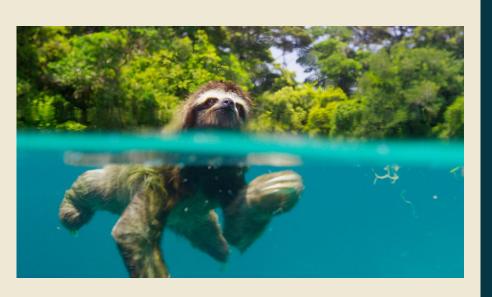
#### techleaders



Not more than 1 per person per year

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

#### 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?



# criteo.

We're hiring