

The Book Everything about us



This book. What is it good for?



Christoffer Lötebo
Group CEO Stockholm

The full gist of our salary setting, including salary bands, are disclosed in this book. Oh, the transparency!

Welcome to our twenty–fifth attempt at our handbook. In the following (many) pages, we will try to provide insights into all things Precis. If you make it to the end, we’re confident that you’ll have a thorough understanding of what kind of company we’re building. Who we are, what we do, and how we do it.

We’re here to define the next generation digital marketing agency. Data, technology, and good old human brains will make it happen. Value-based pricing, maximised transparency, a knowledge culture, and a ton of innovation on behalf of our clients is how it will happen.

To succeed with our vision and deliver the best solutions to our clients, we need the best people. Our organisation is young and full of energy with smart people building towards our vision. We believe that we can achieve that through a team of diverse skills and personalities, but with a shared common ground. This is where our culture comes into play. And, we believe, the diversity and inclusion within our team enable us to make smarter decisions and to make them fast. This handbook is a look behind the scenes of what all of this means in practice. We’ll guide you through all of these fluffy terms and what they mean to us.

We kick things off with our principles. We have put a lot of thought into figuring out what it means to be a great colleague and an ambassador of our company, and we’ve made sure that all corners of Precis have been involved in the process. Some companies use values to describe certain behaviours. Our take on this is eight principles that describe what we all strive for on a daily basis and help inspire us along the journey.

After a glance at our belief system (which we’ll get back to in more depth), we’ll dive into what Precis is, our strategy, and our goals. You will also learn where we come from, our journey so far, and what we mean when we say that we are truly transparent. Next, you can read about how people end up at Precis – our recruitment process, what to expect when you start, and how your development and life continues at and outside of Precis.

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Precis in short



Precis is a digital marketing agency whose primary focus is to use data in a responsible way to create value for our customers. It doesn't have to be harder than that, but in a broken industry, it seems to be enough to succeed.

The numbers

Founded

2012

Awards

+20

Colleagues (and counting)

368

Native languages

34

Women / Men %

44/56

Managed spend (EUR in 2020)

≈ 380 000 000



Stockholm

People 118
Size 1400 m²

Features
Library, Coffee bar

Åsögatan 121
116 24 Stockholm

Our headquarter office is located on Södermalm, where three floors of amazing people solve digital marketing challenges. We moved in November 2020 and are more than excited to have acquired beautiful office space and more room to grow and create our dream office.



Linköping

People 31
Size 711 m2

Features

Ping-pong table, free soft drinks, video games, beer fridge

Wahlbecksgatan 25
582 13 Linköping

At the beginning of 2018, we had the pleasure to get to know Linköping better when we opened up an office in the city. Since then the office has become a fully-fledged digital marketing hub, and we have gathered some great people who together are working both with our own clients as well as supporting our colleagues at all the other offices.

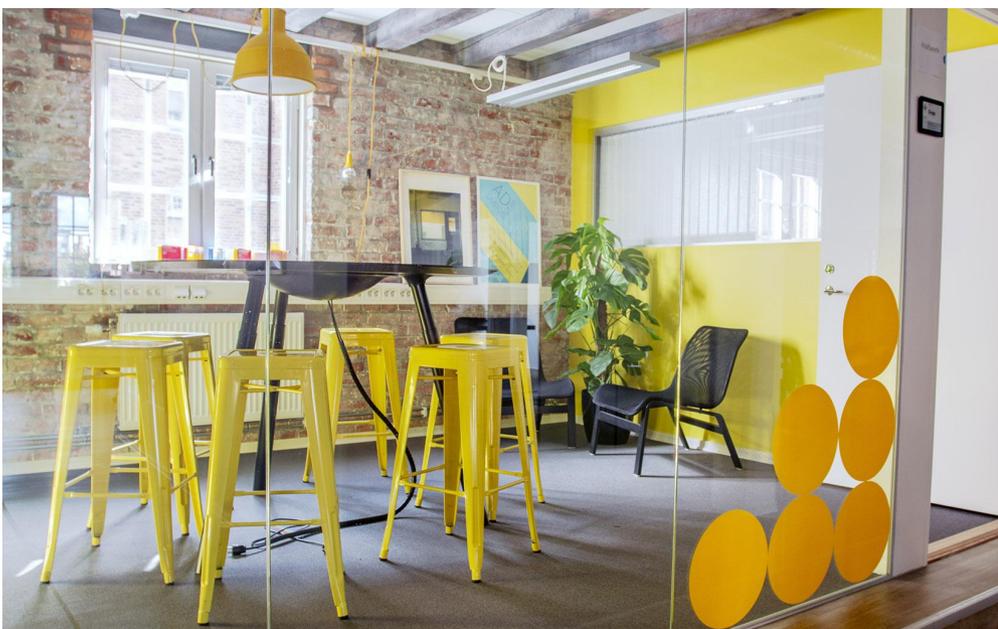
Göteborg

People 60
Size 700 m2

Features

Library, Coffee bar

Åvägen 17
412 51 Göteborg



The second office is a charm! In 2018 we moved to Åvägen – and got the joy of designing an office from scratch. We ended up with 12 meeting rooms designed in different themes ranging from the west coast of Sweden to Italy and a lot of space to grow our digital marketing teams. We're still excited that we now have space for both a great coffee machine as well as a massage and physiotherapy room.



København

People 52
Size 950 m²

Features

Libraries, Coffee bar, Nørrebro

Esromgade 15, 1, 4.tv
2200 København N

It took six office spaces to settle where we started, in Nørrebro Copenhagen.

Surrounded by cafes, small restaurants, and artisan shops in the most culturally diverse part of our capital, we've been thrilled to be back since 2015. By now, our office spreads over three floors, and even have one solely dedicated to conferences and meetings (and our morning stretching sessions on Tuesdays and Thursdays).

Aarhus

People 23
Size 500 m2

Features
Library, Coffee bar

Viborgvej 161A
8210 Aarhus V



Aarhus is the seventh Precis office, we opened up in March 2018 and we're currently on our fourth office location in two years. This time we reckon we can stay here a while though. Plenty of open office space, meeting rooms aplenty, with a forrest vibe near our lunch area. For clearing the head during a busy workday the traditional Danish bodega vibe is quite strong sporting a pool table and some darts – with a ping-pong table thrown in for good measure.

Oslo

People 42
Size 512 m2

Features
Library, Coffee bar

Møllergata 12–14
0179 Oslo



In August 2019 we gathered all our belongings, computers and the Precis sign and moved to Møllergata 12 in the beating heart of Oslo city centre. Our third office in Oslo since the start in 2015 – and we are happy it's easily the best so far! Naturally, we also made sure to include both table tennis and a foosball table to keep the competitive vibe going. A vibrant workspace for all of us working here and everyone that may visit our offices going forward.

Helsinki

People 10
Size 147 m2

Features

Kitchen, hangout areas,
afterwork bar downstairs

Vilhonkatu 4 B 15
00100 Helsinki



In May 2019 we took the decision to expand our Nordic Soul to Finland and we are now up and running with an office in Helsinki. At the moment it's Precis newest and smallest office so far, and also our northernmost location. The Helsinki office moved closer to the city center in November 2021 into a cozy office with art deco and golden details. Now the office space is located in the heart of the city with so many great restaurants just around the corner.

London

People 28
Size 241 m2

Features

Library, Coffee bar

4 Hardwick Street
Garnault Mews
EC1R 4RB



In August 2017, we opened up our first non-Nordic office and said hello to the UK. We started off in Old Street with five employees and a couple of clients. Since then, twenty digital marketing stars have joined us, and in March 2019 we moved to Clerkenwell. We have tried to capture some of Precis' Nordic roots in our office space by having meeting rooms named after famous IKEA furniture and sitting down together for Fika (coffee break with cake) every Wednesday.

Our Ambition

Vision

Define
the next
generation
digital
marketing
agency

The future

The value of all marketing activities will become transparent. In other words, they will become measurable. Gone are the days of buying eyeballs. Executives will demand accountability, and we believe this to be 100% fair. Anything else is irresponsible and we think it has been going on for far too long.



We are here to understand the value that we create, and, importantly, the value we don't create! Understanding this allows us to buy media at the right price and creating immense value to our clients while doing so. In the not so distant future:

- Traditional media has become digital. A lot of this is already happening with TV and OOH (Out Of Home or outdoor media).
- Automation and AI will redefine marketing. We are constantly challenging what it means to work with marketing, and ensuring that we develop competencies that are needed in a future where marketing has been reinvented.
- We help our clients answer increasingly complex questions that we can't (yet) feed to an algorithm. What is your strategy for how to deal with Privacy and Marketing ethics? Do we have a model for estimating branding and influencers together with other paid marketing channels? How do we leverage creatives in the digital ecosystem? Do we know how big a part of the sales is due to our brand and not our marketing campaigns? Do we have control over the CLV (Customer Lifetime Value) and what is affecting it? Do we have a strategy for audience segmentation that is linked to personalisation and media buying?
- A privacy revolution is happening, and it is making it harder than ever to understand the effects of marketing. To summarise: all of the above increase complexity and require diverse knowledge that few agencies possess today.

Today

Media buying is still stupid!



We have come some way in making the buying of digital media efficient – but there is a lot more to do in proving the value. We believe one reason for that is that there are big “powers” (read: the so-called “Big Five”) that have incentives to hold this development back. Even if technology development has been and continues to be exponential, the transformation to astute media buying seems to take longer. The Big Five are still The Big Five. No Precis has changed that yet. But we believe that’s about to change. Our mission is to create the alternative to the media incumbents that have governed this industry for more than a century.

The shift in media consumption represents a fantastic opportunity. These type of shifts happen maybe once per 100 years for an industry. This is exciting for all of us – we are in the middle of where it happens. We’ll continue to experiment with the new tools we are given and make sure that we learn faster than everybody else.

Why we exist.

And why our vision is important.

We believe that our vision is needed because of two reasons:

01

To fix a broken industry

To fix a broken industry: It is clear that the media industry has a lot of problems, and it has been going on for far too long. Clients pay the bills of the media industry, and they deserve better. In all other industries, suppliers need to prove the value that they are delivering, and we will make sure that our industry is built on that cornerstone as well. We will create the alternative to this.

02

To fix a broken model

Apart from operating with a broken core of the business model, our industry is full of companies that lack long-term sustainability in their business model. Here, we're not only talking about environmental sustainability, but also social and financial. We will create the alternative to this as well.

Strategy

Our Strategy should be viewed as our agile plan to reach our vision. At its core, it is built from four areas that we view as extra important in that context: Financial, People, Services and Technology. Each strategic area has its own little sub-vision together with its own goals. From there, we apply a transparent strategic plan that we update as soon as we need, but more thoroughly once per year.

Let's cover these areas together with the purpose behind them on the following pages.

Financial

Purpose

Our growth is the ultimate proof of us being relevant, and our profitability means that we are creating value for our clients.

Vision

"Become the fastest growing and most profitable agency north of 50 million EUR by 2022".

Goals

Maintain high growth while being profitable.

People

Purpose

We believe that the next-generation digital marketing agency will be a combination of People and Technology. Since People are a piece of that puzzle, we need to redefine the future workplace as well.

Vision

"Become the best workplace in the world together with the best people".

Goals

Attract, develop and retain the best talent in the industry.

Services

Purpose

Self-explanatory. ټ_(ツ)_/

Vision

"Establish Precis as the best digital marketing agency in Europe".

Goals

Deliver above-expectation performance and client satisfaction.

Technology

Purpose

Technology unlocks completely new ways of doing marketing. Being in forefront within technology means that we can pioneer automation and increase quality – at the same time – allowing people to do what people do best.

Vision

"Build leading technology for optimisation and analysis of digital marketing".

Goals

Lead Precis to break new ground in the industry, focusing on the most complex problems within digital marketing.

The value we create stems from three pillars



Expertise

From experts in marketing or finance to mathematics, computer science and theoretical physics – we are at the top of our game. We offer wide and deep expertise in all areas that are relevant to succeed in digital marketing.



Technology

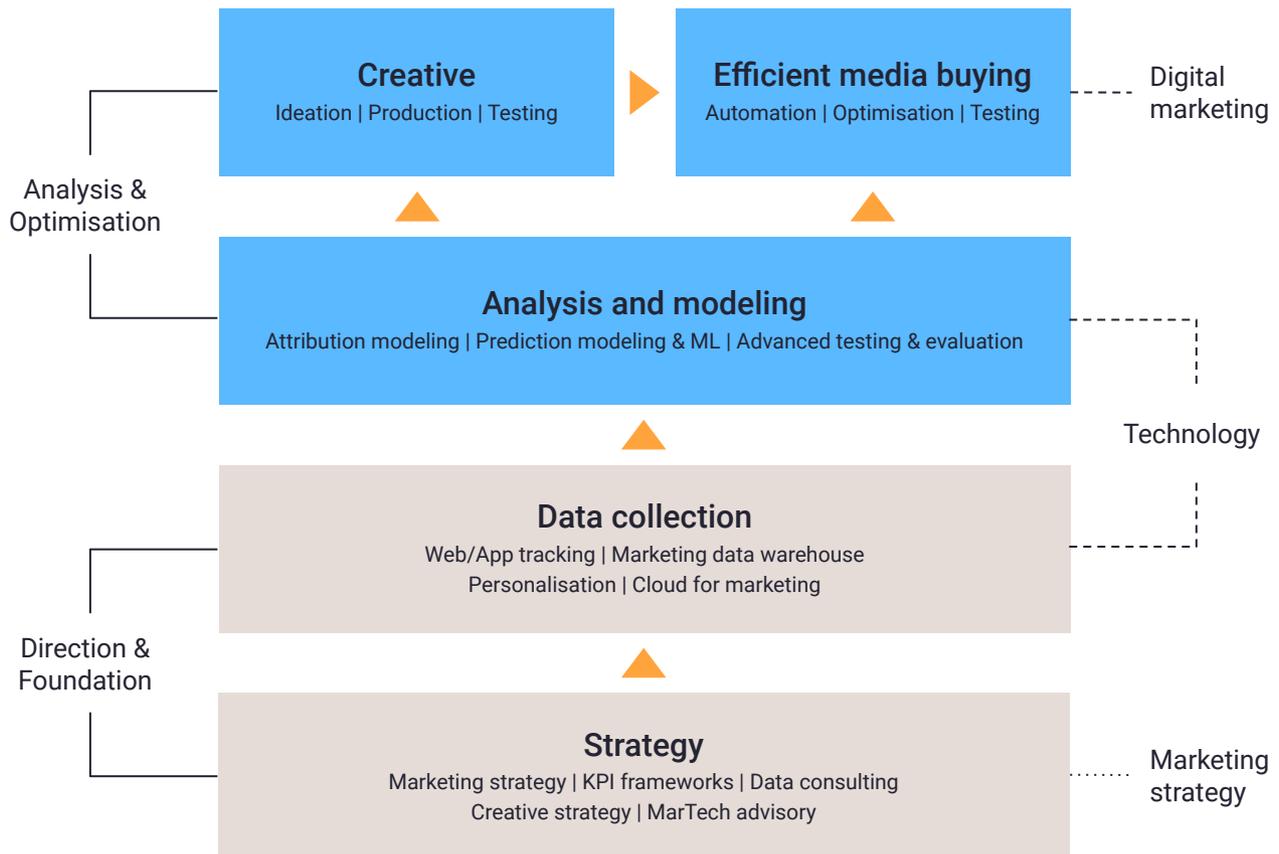
We have an amazing toolbox of technologies designed to identify digital growth opportunities for our clients. We apply technology, both from platforms and from ourselves, to improve performance.



Experience

From start-ups to global blue-chip enterprises, we've worked with hundreds of businesses. We have gained enormous experience, that we can share for all clients.

If we are to bring all of our capabilities into play, it could look something like this:



Media buying in the modern world

Our capabilities are formed based on our belief of media buying in the modern world. Gone are the days when digital marketing was all about mastering platforms in a silo. Today, all digital marketing activities need to rest on a steady Strategy and Data collection. When that is in place, we move on to never-ending iteration between Analysis and modelling, Creative and the actual media buying.

Founders' letter

Christoffer Lötebo

The Precis that you see today may not be necessary in the future. For example, will people open a browser and use a search engine (containing ads) five years from now? And what will happen to privacy regulations in Europe and across the pond? Will ad blockers and ITP prevail, and content be hidden behind payment gateways? Who will set the stage concerning marketing ethics? We can't know for sure. Which is why we believe in staying agile and paying very close attention to the leading players and lobbyists – the Googles, the Facebooks, the Amazons.

We started with a genuine belief that the Scandinavian market was ripe for a new take on how to manage media buying. We noticed a discrepancy between media consumption and the shift to digital media spending. We understood the media buying market was about to open a window of opportunity – allowing to redefine how media buying should be done. But any oligopoly market comes with high and potentially insurmountable barriers to entry. In this post-Internet-2.0 world, the accelerated shifts in marketing technology and the drastic change in consumer behaviour may offer the only opportunity to redefine this market to the better for a very long time. That is exciting.

We understood the media buying market was about to open a window of opportunity – allowing to redefine how media buying should be done.

We have always been aware and humble about the fact that marketing is a complicated process. It consists of many parts and mechanisms demanding many different competences. We realised that we would need to understand the value chain in its entirety to improve upon it. The Precis strategy is to vertically integrate lower and upper-funnel marketing activities, guided by a thorough understanding of analytics and technology. Within digital marketing management, we started off focusing solely on paid search and retargeting campaigns on display.



It's no
overstatement
to say that
technology is
at the very
core of our
strategy.

Within analytics, we began by focusing on the foundational implementation of tracking. Within data science, we aimed to lay the foundation of a data-driven DNA – a decision that turned out to shape the development of the whole company.

Since then, we have developed a lot. Social, programmatic display, YouTube, SEO, creative, proprietary technology, and Data Analytics services are now a part of our offering. As we managed increasingly more channels, across more devices, online and offline, our reality became increasingly complex – and data science became vitally important. Today, the task of data science at Precis is to break new ground within the industry.

It's no overstatement to say that technology is at the very core of our strategy. And we're curious to find out how many more parts of marketing can be redefined using analytics and technology. Could the next-generation marketing agency be a one-stop-shop for creative, data analytics and digital marketing? We think so, but we can't know for sure until we get there.

As for the challenge of becoming the next generation marketing agency, we believe in scientific methods fused with curious exploration. Of course, we think it's much more fun to explore new avenues rather than revisit old ones. But above all, we believe this approach will be the most efficient, long-term strategy – in the modern, data-saturated world that we've been living in since the millennium. And we won't settle for as is. Instead, we will figure out how things work and whether they should work differently. Precis will never be a place you visit to buy a campaign. It will be a place you go to understand why you should run the campaign in the first place. Or to learn how to become a better performing business in the digital world.



The best way to figure out how things work and how they should work is through testing. Testing – learning – and changing. Testing has, and always will be, part of the Precis DNA. Whether it's figuring out which is the most compelling ad copy, or how to make our after-work more fun, we will always test. Having this testing mentality permanently switched on has made us less afraid of doing things differently. Most agencies use external technology for key optimisation processes. We build our own. And every single test makes us a tiny bit better at what we do, making Precis an increasingly better company. When added together, these marginal gains are what allow us to outperform the competition. At its core, this approach is what sets us apart.

Most agencies use external technology for key optimisation processes. We build our own.

Instead of one big, cost-effective headquarters, we believe in local offices. We promote people when they are ready, independent of tenure or time of year. Instead of having self-governing silos, we integrate all our services into the same company with just one interface for the client. Without external shareholders, we can focus on the long haul – no need to chase short-term profits. We aim for high diversity within our teams – instead of trying to squeeze everybody into the same marketing mould. The list goes on and will continue to grow.



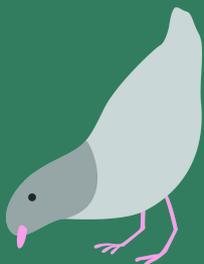
We want our vision to be there for everyone at Precis, as a guide to decisions that we make. We want it to help us prioritise in everyday work – as well as for decisions with long-term impact on the company as a whole. For clients, we hope it will help them to prioritise their strategy. For co-workers, we trust it will help them to make the right decisions in their career. And to ensure that we live up to our vision, we expect our employees to make statistically correct decisions, at least 51% of the time. Nerdy we may be, stupid we are not.

You heard it, but we want to define the next generation marketing agency. We believe this can be done by challenging everything, through constant experimentation with advanced analysis, technology, and optimisation methods. Our objective is to help our clients uncover insights that improve their media buying. We need to feel that we are taking the client to the next level, breaking new ground, doing something that has a real impact on their business – and ultimately on our industry. And remember that what we currently are will always be just a hint of what we may become.

Who knows what comes next?

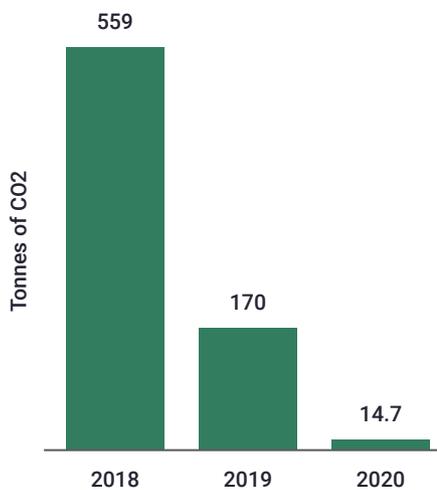


Sustainability



Our ambition is to become the most sustainable agency in the world. Let us elaborate on why that is important and tell you what we are doing to make it happen.

Our CO2 Footprint



Overview of our total scope 3 emissions for 2018-2020.

Scope 3 emissions:
Flights, Taxi and Hotel Nights.

In 2021

- Add scope 2 emissions (electricity/heating)
- Add train trips & IT purchases under scope 3

As an agency, it's easy to think that our wider impact on society is minimal. We only need our minds and our laptops! In 2018 we started to challenge our own thinking around this.

First of all, we started measuring our carbon footprint and we noticed that we weren't all that innocent. Tracking all our Co2 emissions from flights, hotel nights, taxi rides etc. Seeing the data, we got to work. In 2019, this helped us lower our own Co2 emissions by 70%. We realised quickly that we were only scratching the surface.

With an increased appetite for impact, we started looking at how we could have a broader and bigger impact. At our core, we help companies grow and flourish through world-class marketing strategies. Naturally, our impact can be amplified by making sure that we help the right types of companies. The companies that have the right mindset and the ambition to "do good" whilst also focusing on financial performance.

At the same time, we also realised that there are many important problems in today's society where we need to do our part by leading the way. Driving sustainable marketing practices with privacy top-of-mind, creating a diverse and inclusive workplace and making sure that Precis is a place where mental wellbeing is the top priority.

Our commitments

→ Reduce our carbon emissions

We need to execute on our environmental action plan. This will help us reduce Scope 2 and Scope 3 emissions.

→ Find more sustainability champions

→ During 2021, we want to bring on a minimum of 10 new sustainability champions as clients. Companies that are making a true difference to our planet through the work that they do.

→ Improve our mental health

Different initiatives will launch to help Precisers manage stress, anxiety, performance angst and other mental health problems.

→ Diversity & inclusion

Take action to improve diversity across all levels at Precis. We need to make sure that our processes provide equal opportunity for all. In addition, we will continue to cultivate an inclusive culture.

→ Marketing ethics

We should set the bar for what it means to be ethical in the marketing world. We will use our innovative superpowers to define new ways of working whilst protecting user privacy.

Technology

Do things differently

We are trying to define something new. We need to make sure that we don't get comfortable or refer to how things have "always been done". We want new ideas, new ways of working and new ways of looking at things.



Early on in the days of Precis, it was evident that technology would play an essential role in marketing. Due to this, we started early on to develop our technology. It all started with us developing our own bid management system for Google Ads. With competitors such as Google, Marin Software and Kenshoo, with teams of hundreds of engineers, developing our own system might sound ludicrous. But it was an easy decision. The majority of all existing MarTech is being priced as a percentage of marketing spend.

Given that the purpose of MarTech should be to maximise value and efficiency, that means that those solutions had the wrong incentives to achieve that. From there we have developed a lot more technology, and it has been at the core of our business ever since.

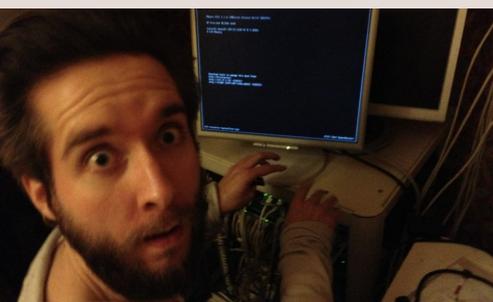
Our journey so far



2012

Founded in Stockholm

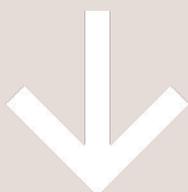
We weren't founded in a garage, but we did work from McDonalds at the Stockholm central station for a couple of weeks.



2013

We started Denmark

It was an important experience and journey of Precis – the first office outside of Sweden and it turned out to be very successful.





2015

We started Norway

And we went to Iceland on our yearly conference, to set our new vision together.



2016

We started Gothenburg

This time we tried a new concept of having clients from day one – as you can see that made Johan (CEO of Gothenburg) very happy.



2017

We started London

And at this time over 20 companies wanted to buy us, but we decided to stay independent.



2017

Best Large PPC Agency

We won Best Large PPC agency in Europe for the first time. What a year!



2018

We won it again...

And we started our second office in Denmark, in Aarhus. We also started our third office in Sweden, in Linköping.



2019

...and again!

Hat-trick completed!



2019

We started Helsinki

And we also started Creative and Advisory. Yay!

The Drum
**Digital Advertising
Awards Europe**

Winner 2020

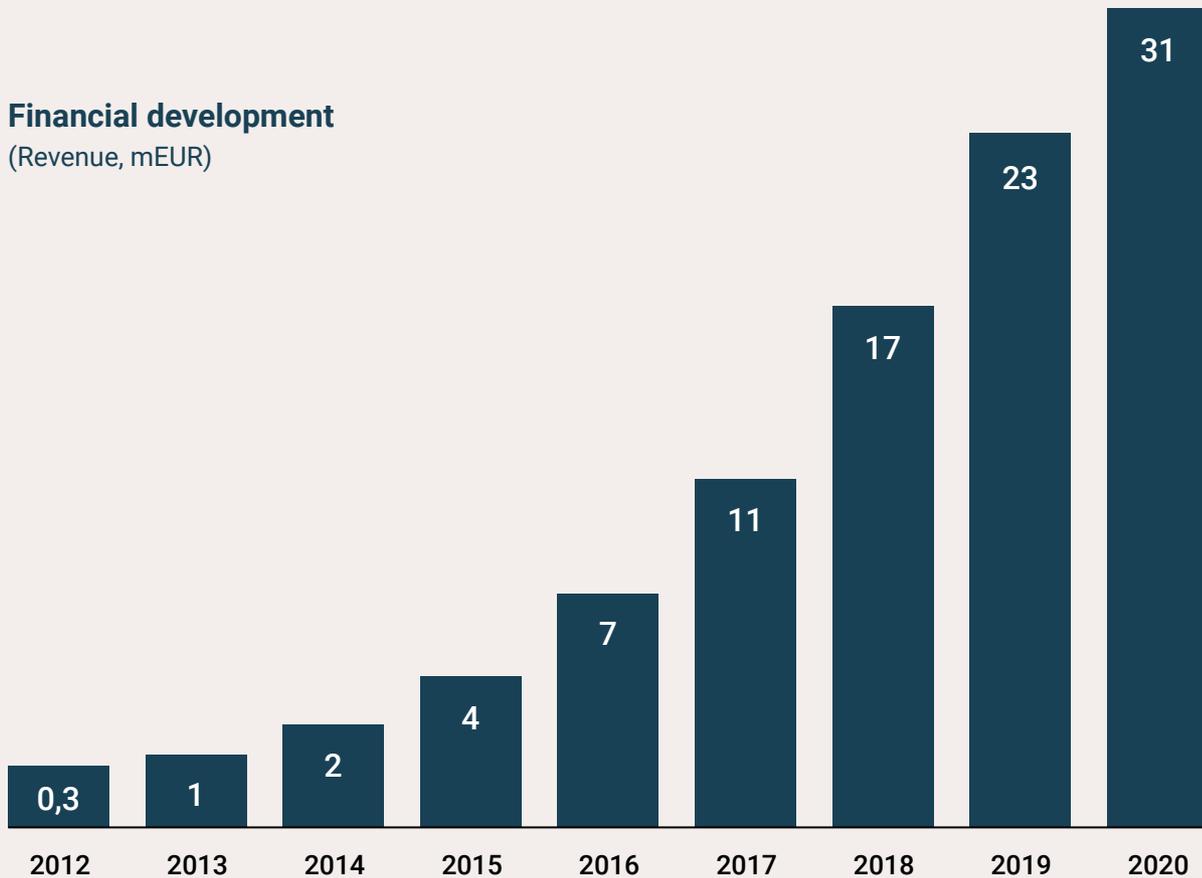
2020

Media Agency of the Year

We won Media Agency of the Year at the Drum - wow!

Financial development

Financial development
(Revenue, mEUR)



Above revenue is our so-called agency revenue. Many of our competitors report their clients media spend as their own revenue. It's a smart way of reporting high revenue, but it adds very little to tell a true story.

We have never brought in any external capital. Since the beginning, we have viewed that as a strategic advantage. It allows us to stay independent, and we believe that is needed to create the alternative. It has made us faster and better than everyone else.

Achievements we are proud of

→ Being independent from day one

→ Our technology

We started develop our own technology already in 2012, and it has served both us and our clients really well.

→ Winning awards

- Media agency of the year at The Drum Digital advertising awards (2020)
- Best Large PPC Agency in Europe for three years in a row (2017, 2018, 2019)
- Best Attribution Solution at The Drum Digital Trading Awards in London, UK (2018).
- Most Innovative Search Campaign at The Drum Search Awards in London, UK (2018), where we've won the discretionary Chairman's Award the two previous years as well as several other prizes in 2017.
- Two awards at the Search Engine Land Awards in New York, US (2017).
- EMEA Search Innovation Award at the Google Premier Partner Awards in Dublin, Ireland (2017).
- Being among Sweden and Denmark's very, very best workplaces according to the Great Place To Work survey from 2016 onwards.

→ Pioneering work and innovation

→ Our Peakon score

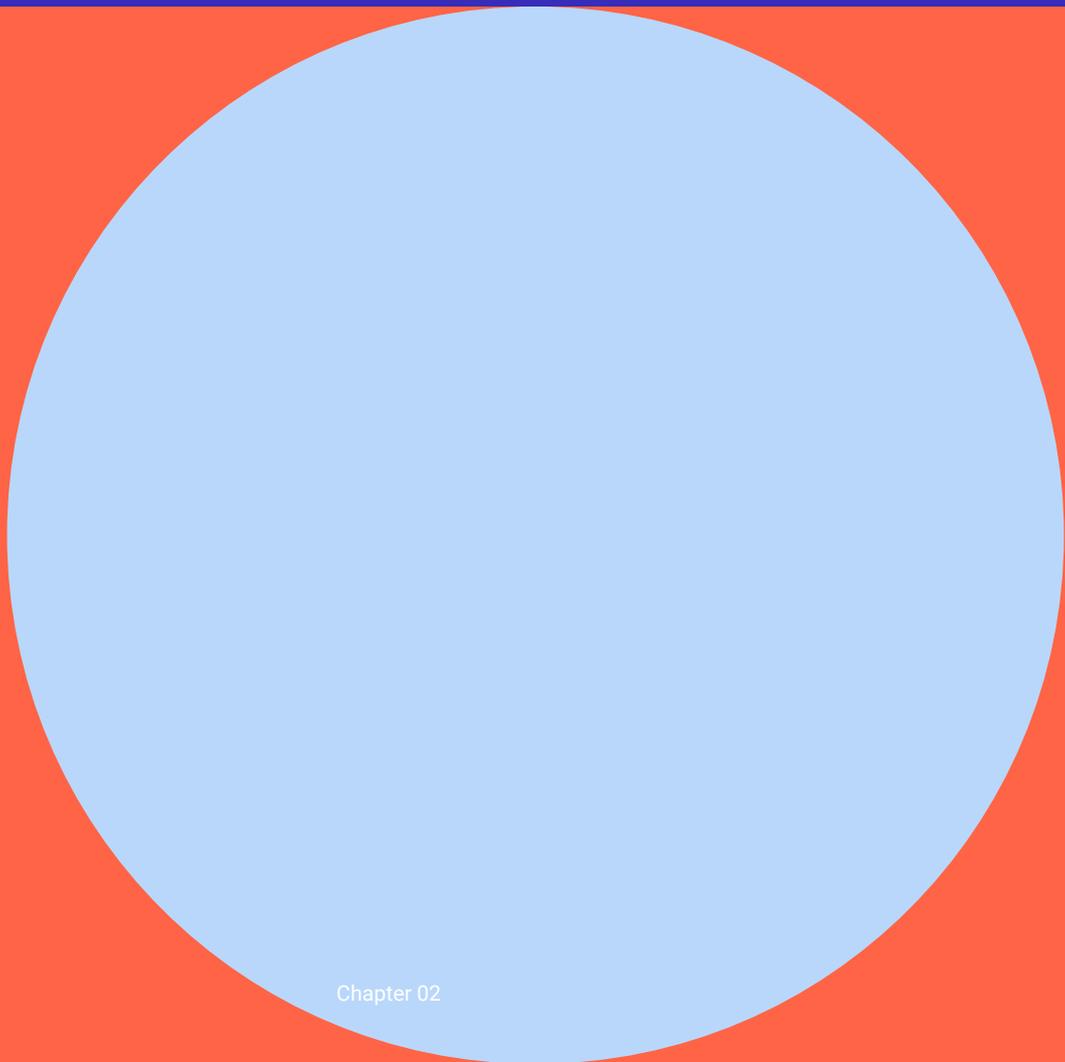
Top 5% of all companies using Peakon since 2013.

→ Client NPS

62 vs "Consulting industry average" of 58.

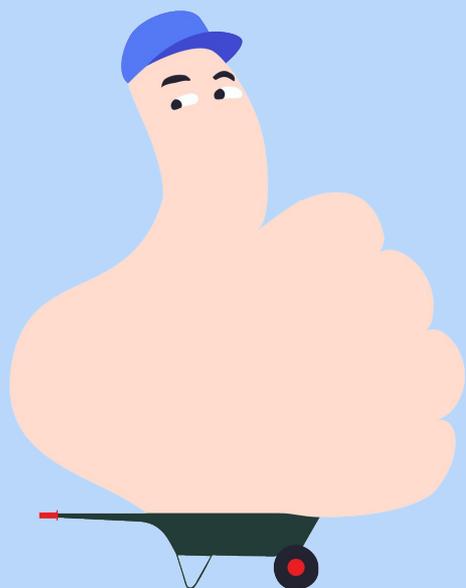


Our World



Values are for conversions

We have principles



In essence, capturing and creating our values turned out to be harder than we could have imagined. And we didn't even end up where we thought. Instead of finding four values...we ended up with eight principles.

At Precis we...

01 Question what we know today and embrace change.

02 Have curiosity at heart and strive to always learn.

03 Are helpful and collaborative, always.

04 Share knowledge and inspire others.

05 Seek, listen to, and give feedback honestly.

06 Believe good judgement and transparency beat rules and hierarchy.

07 Know excellence thrives in joyful and diverse environments.

08 Are all responsible for making Precis the best it can be.

Culture is one of our big bets

Culture is not conferences, FIFA tournaments, or cake at fikas. Those are perks. Leading by example doesn't scale well, which is why we believe that consciously working with and articulating desired and undesired behaviours have a real business impact – and makes Precis a much better place to work!

Our culture is how we behave and make decisions when no one is looking. It's the set of assumptions we all use to solve the challenges we face every day. We all have a responsibility for making Precis the very best it can be, and we want to make sure that it's clear what that means.

Let's dive in.

01

We question what we know today and embrace change.

Precis was founded as an alternative to a broken business model by asking the question – couldn't this be done better and differently?

By constantly questioning our knowledge and processes, we have been able to stay relevant in an industry that is ever-changing and fast-growing. To keep our position, we need to keep questioning and challenge what we know and how we do things, from the small acts of how we optimise accounts to the larger aspects of how we build our business model or organise ourselves. This will inherently lead to Precis changing – and changing often – which means we also need to be able to adapt fast and see the opportunities they bring.

Examples of behaviours

Questioning and researching alternative options, be open-minded to alternative ways of doing things, look for the opportunities in change, not settle for the status quo, be willing to be proven wrong, dare to make mistakes.

02

We have curiosity at heart and strive to always learn.

Curiosity is the start of all learning, all improvements, all knowledge. By staying curious, we can ensure that we will continuously be developing and growing. It's about being curious about how things work, what clients think, what our colleagues are up to. We use our curiosity to find new ways of doing things and improve the ways we have already found, through development and innovation. This means that everyone at Precis is both a teacher and a student. We learn from each other. We take time to understand and discuss, and to listen and teach.

Examples of behaviours

Search for new knowledge, ask questions to learn and gather information, test and try, look for learnings in both success and failure.

03

We are helpful and collaborative, always.

When we help and support each other, we allow ourselves to achieve more than could ever be possible on our own, and we create a healthy and happy workplace. Working as one team creates synergies from each and everyone's strengths and skills. To make the most of it, we need to be open and inclusive and help each other thrive by offering our time, support, care, and knowledge. Of course, support and collaboration come in many different shapes and forms, but the end goal will always be to somehow make someone's day better. Perhaps by taking the time to help solve an attribution riddle in another team, stepping in to help ramp-up a new colleague, ensuring our policies and perks reflect a caring workplace, being a partner and not only a supplier to our clients, engaging in social projects in our community, or making sure to refill the coffee pot.

Examples of behaviours

Be approachable for questions and help, encourage and recognise colleagues' efforts, support each other's development and learnings, work as a team, be inclusive and respectful, be considerate and caring.

04

We share knowledge and inspire others.

One of our most valued currencies at Precis is our high level of competence, which heavily relies on all the knowledge we possess and constantly gather in our research, testing, interactions. Most importantly, we believe in the act of activating the knowledge we have obtained by sharing it with all our colleagues and clients. We recognise the power of spreading new features and updates, interesting facts, different theories, and all that can have an impact on what we do. This is crucial for inspiring each other with new ideas and possibilities, to initiate discussions and debates, and also to make sure we are all growing and learning together – guarding our competence.

Examples of behaviours

Share and make your knowledge accessible, actively look for opportunities where your knowledge could help others, coach and train others, share what you find inspiring.

05

We seek, listen to, and give feedback honestly.

To develop and grow together, we have to be reflective of our own, our colleagues' and team's work, as well as things that concern Precis as a company. This entails taking the time and effort to continuously think and talk about what is going well, what can go better, where can we gain more impact, and express appreciation and recognition of others. Collectively appreciating open and honest feedback as a valuable asset will benefit us all. Therefore we rely on everyone sharing their ideas, advice, and concerns when they see an opportunity for growth or improvement. Even though it can sometimes be a challenge to give honest feedback, we believe that making it a natural part of our way of doing things will increase the amount of valuable dialogues we have.

Examples of behaviours

Be honest and open about opinions and thoughts, seek feedback to improve and grow, offer advice or improvement tips, be reflective.

06

We believe good judgment and transparency beat rules and hierarchy.

A part of Precis has always been our belief in responsibility, trust, and freedom. We hire smart people, so it would be stupid not to let everyone make their own decisions. We want to steer by having everyone use their good judgment – and a prerequisite for that is that we stay open and transparent when it comes to information, ideas, and ongoings so that everyone has the information they need to make sound decisions. We don't believe in creating a company that is built on a multitude of rules, policies, and hierarchy, instead we think the opposite will allow us to move faster, have more fun and do greater work.

Examples of behaviours

Minimise rules and policies, stay informed, take decisions with Precis best in mind.

07

We know excellence thrives in joyful and diverse environments.

With our high ambitions for delivering excellence within our field, we think it is of great importance to identify the components that will help us get there. We believe that two of these are: having fun together and working closely with a diverse set of colleagues. We want to be professional, but not too serious. We want to do great work, but not get overly prestigious about it. We want to create amazing results, but not forget that it will never happen if we aren't enjoying getting there. For everyone being at Precis, this also means that we need to stay inclusive, enjoying the benefits of being a group of people with different backgrounds, experiences and stories that have fun together.

Examples of behaviours

Be welcoming and inclusive, be open to people with differing ideas and thoughts, be a part of creating/guarding a prestigeless and nice environment, celebrate together, take time to get to know each other.

08

We are all responsible for making Precis the best it can be.

All of our principles have the same aim, to help us strengthen and develop Precis and make sure we are a workplace where we all can thrive, have fun and grow. It can't be stressed enough how important it is that we all work to make Precis better, the best it can be. It means that we have the freedom and trust to work towards that, as well as the responsibility to do so. This extends further than just our own roles, clients, projects, etc. It's about sharing a sense of ownership – we are all responsible for Precis, and we share that responsibility with all our great colleagues across all our offices. The short version would be to say: See something broken? – fix it! The longer version: See something that can be improved, or an opportunity for Precis to get better? – take action! By raising the question and suggesting solutions, by engaging in working to make it better, by working with colleagues on a fix, by researching options for how to improve it. It goes from small to large – from creating a great recycling station in the kitchen to making our work within Paid search sharper.

Examples of behaviours

Be an active part in improving Precis, view everything that can be better as things you can engage in making better.

This should go without saying

Treating people equally and respectfully should be a given. However, given the time and context we live in today, where many groups are not granted the same rights or opportunities as others, and where people are judged and treated differently based on unjust reasons – we need and want to be clear with our stance.

For one, it relates to our workplace. We want to foster a workplace and culture based on inclusion and belonging; where anyone, regardless of ethnicity, gender, gender identity, religion, sexuality, mental health, disabilities and age can grow and develop.

Secondly, this goes beyond our workplace. We exist in and are part of many spheres and communities; as well as our industry, and we see and are aware that we have a broader responsibility to stand against all discrimination.

What we are doing and what we have on our to-do

Articulating our stance is one thing, but we see an even more pressing need to take action. Although we have started to work within this area, we have more to do, and we want to be transparent about the need to continue improving. Looking ahead, we will further define our aims regarding our diversity & inclusion efforts internally, both clearly and transparently. We will, as an example, ensure that our internal processes and ways of working are adapted for diversity. We will also continuously educate ourselves about where and how we can contribute to the cause of discrimination and unequal treatment.

Want to chip in?

We think you should. Regardless of whether you work at Precis or not, we are sure that you can contribute. If you are a competitor or an NGO working towards the same goal, we would love to collaborate on the subject. For colleagues, we look forward to all your ideas and for anyone else, shoot us an email in case you want to share your thoughts.

christoffer@precisdigital.com
Group CEO

matilda@precisdigital.com
HR director

Meet the teams



Marketing

The digital marketing department is our biggest one. These teams are the frontline to our ongoing client projects and they are responsible for the core of our business. Most teams consist of 6–8 people, and they manage the digital marketing activities as well as digital maturity.

Mission

Deliver great results to clients and ensure high client satisfaction.

Technology

Most teams at Precis develop technology as one part of what they do, but this team is focusing solely on it. They are developing our new internal platform for optimisation and insights, but they are also called in for complex client projects. The technology team is mainly located in our Stockholm office but some team members work from other offices.

Mission

Deliver technology and analysis that help improve advertising performance and take our delivery to the next level.

Specialist hub (SH)

These are the people who are fluent within Data & Analytics, Creative, Technical SEO and Programmatic buying. The specialist hub is the extended arm for the Marketing department, ready to rock when needed.

Mission

Ensure that we scale specialised services with quality.

The Central Team (Central)

The group central team is our group wide department of specialists, that are focusing on developing Precis as a group. This entails everything from learning and best practices to frameworks and processes. The group central team is a matrix organisation that consists of both product areas as well as cross-functional areas.

Mission

Pioneer best practice, processes and technology that help our people build competency in key areas.

Admin

Apart from the fact that this department needs a cooler name, it enables the rest of Precis do what it does so well. A few examples: We believe that recruitment is business-critical which is why we keep it in-house. Our office assistants and managers make our professional lives worth living! The legal team makes sure that Precis and our clients can safely navigate a post-GDPR-future. Oh, our CEOs also belong to this team!

Mission

Build the strongest possible foundation to run a successful and sustainable company long-term.

No politics!

Speak up, be honest and tell it how it is. Let's leave the politicking to normal companies and government.

Let's not build a boring company.
Others do that well.



Communication



We strive to achieve a high level of transparency, and it has been a cornerstone of Precis from the very beginning. Not only are we radically transparent with our clients, but we also seek to practice what we preach internally. Information flows across the organisation using different platforms and different forums, where there are best practices for what format best suits what type of message.

Here are just a couple of examples of what's going on over a typical quarter.



Quarterly Meetings

Once per quarter, all offices dial into a video conference. We update everyone on how the company is performing and share best practices from all corners of Precis.



Monthly Meetings

On months where it's not a Quarterly Meeting, every local office host their own Monthly meeting. The agenda is pretty much the same as the quarterly meeting, but more focused on the local office rather than the whole company.



Weekly updates

Everyone at the local offices gathers at least bi-weekly for a general update. Some offices host it on Fridays at 15:30 and some in the middle of the week during breakfast. Information is shared about significant events during the week, recruitment, and client updates.



Slack

Everyone at Precis has a Slack account. Much of the important information is shared on Slack, which works as an interactive intranet for us. Several different Slack channels are set up for various purposes.



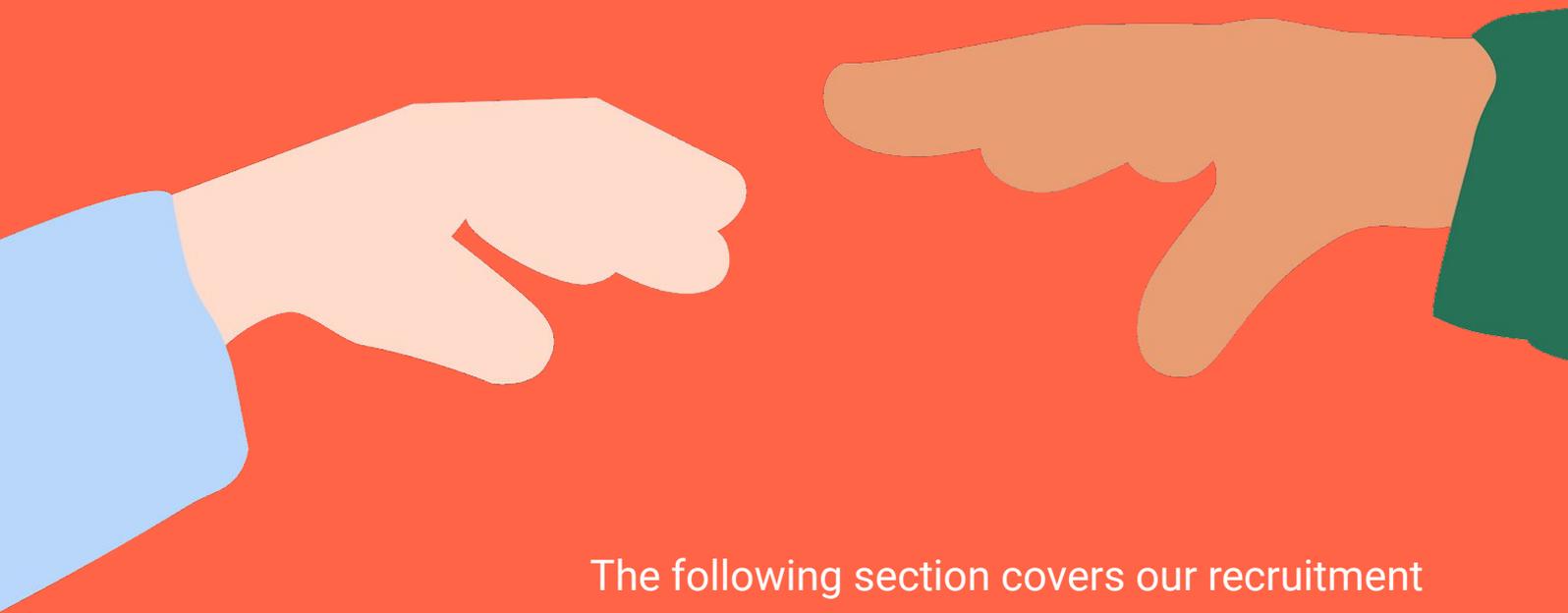
Email

Believe it or not, but everyone at Precis has an email account. However, we do our best to limit the amount of emails being sent internally.

Your Career



Joining us



The following section covers our recruitment process, what the first day at Precis looks like, and how we make sure that you learn and develop as a person.

To explain how we ensure that a new hire fits into our culture, we will begin by mapping out our general recruitment process.

Our hiring process in general

Fun fact

In 2020 we hired 132 people.
We received 4600 applications.
That means about 2.9 % of
everyone that applied got the job.



“We are hiring” has almost become a mantra at Precis. The last year we have happily welcomed around 100 new joiners – but yes, we are still hiring!

Competence-wise, we are looking for co-workers who have a deep interest for the digital marketing space, are technically savvy and have sound reasoning and analytical competencies. Besides this, we value co-workers who are helpful and humble in their relationship with each other and our customers – and have the capacity to contribute to our guiding principles. In order to have a good time at Precis, it is important that you truly want to achieve what we have set out for ourselves.

The nitty-gritty of the interviews

A regular hiring process

01

We receive an application from a possible candidate. The application can be submitted on the candidate's own initiative or it can be a referral. We love referrals, simply because good people tend to know good people.

02

We screen the applications by looking at experience, education, skills and each candidate's motivation and drive for applying to the role.

03

We do a phone screening to get to know the candidate a bit better, understand their skill set and what they are looking for in a position at Precis.

04

We then have the candidate meet (to be honest, sometimes we go to this stage directly after the CV screening) a couple of people from the office. An interview focused on both candidate and sharing more info about us (yes, there are even more things to know than what's in this handbook).

05

We do a case interview with assignments based on the role you are applying for.

What do the first days at Precis look like?

Before your first day

Well before your first day we will make sure to reach out and gather information that we need to make your first time at Precis nice and smooth. We collect your clothing size to be able to order swag, your preference of hardware to set your desk up, and we share some good to know things before your first day. We also know that the first day of a new job can be nerve wracking – so always feel free to reach out with questions!

Your office buddy

Someone in the team will be assigned as your buddy. This person is chosen from qualifications within the work that the new co-worker is about to take on but also regarding who has the resources to help out in general with getting acquainted with the office and new colleagues. Buddies are people who have been at Precis for a while and have a good knowledge of the organisation as a whole, including an overview of colleagues in different offices and their competencies.

Your manager

When starting a new job, there's always a lot to take in. Hence, we do not have a strict process when it comes to how quickly the employee starts working on projects and tasks. During the first two weeks, the manager will book an initial 1:1 meeting, covering future 1:1s, how we work with ongoing feedback, and how performance evaluation is done. We think it is important that the expectations are crystal clear to a new employee.



Meeting your team

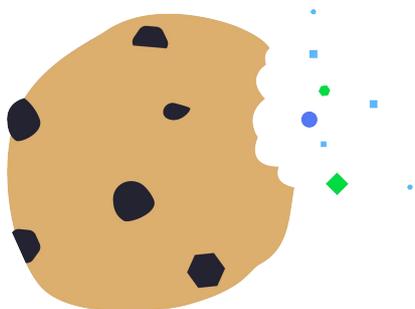
A new team member meets everyone in the team during an informal team meeting before the person has her first day of employment or within the first week. The meeting usually takes place off-premises at a café in the neighbourhood. The focus is on making the newcomer feel welcome and get to know the people in the team and vice versa.

First day

On the first day, we make sure to welcome you by preparing everything in the workplace (desk, computer, monitors, etc.) along with a welcome pack consisting of "Precis-merch." This is followed by a practical introduction to Precis including a tour of the office.

Onboarding

The second part of an employee's onboarding is a rigorous training program everyone goes through during the first months at Precis. The training is internally referred to as our "Onboarding Program." All of the training sessions are recorded and available online, and some of the most crucial is hosted live.



Employee benefits



Flexible public holidays



Free books



PC or Mac



Snacks



Precis Academy



Peer bonus



Learning hours



Book clubs



Paid vacation



Wellness grant



Paid parental leave



Sport teams /
Joint trainings



Massage



Office workouts



Free office lunch &
Wednesday fika



Lunch credits



EAP Program



Pension



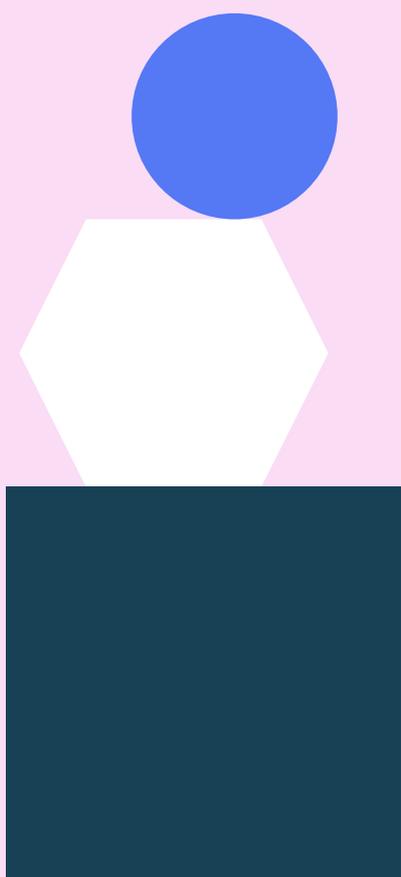
Drink fridge / Weekly AW's



Applicable insurances

Working at Precis isn't only fun and games, it's also pretty beneficial. Here is the full collection of our different benefits. Which ones you get access to depends on location, but we promise – they are all good.

Career development

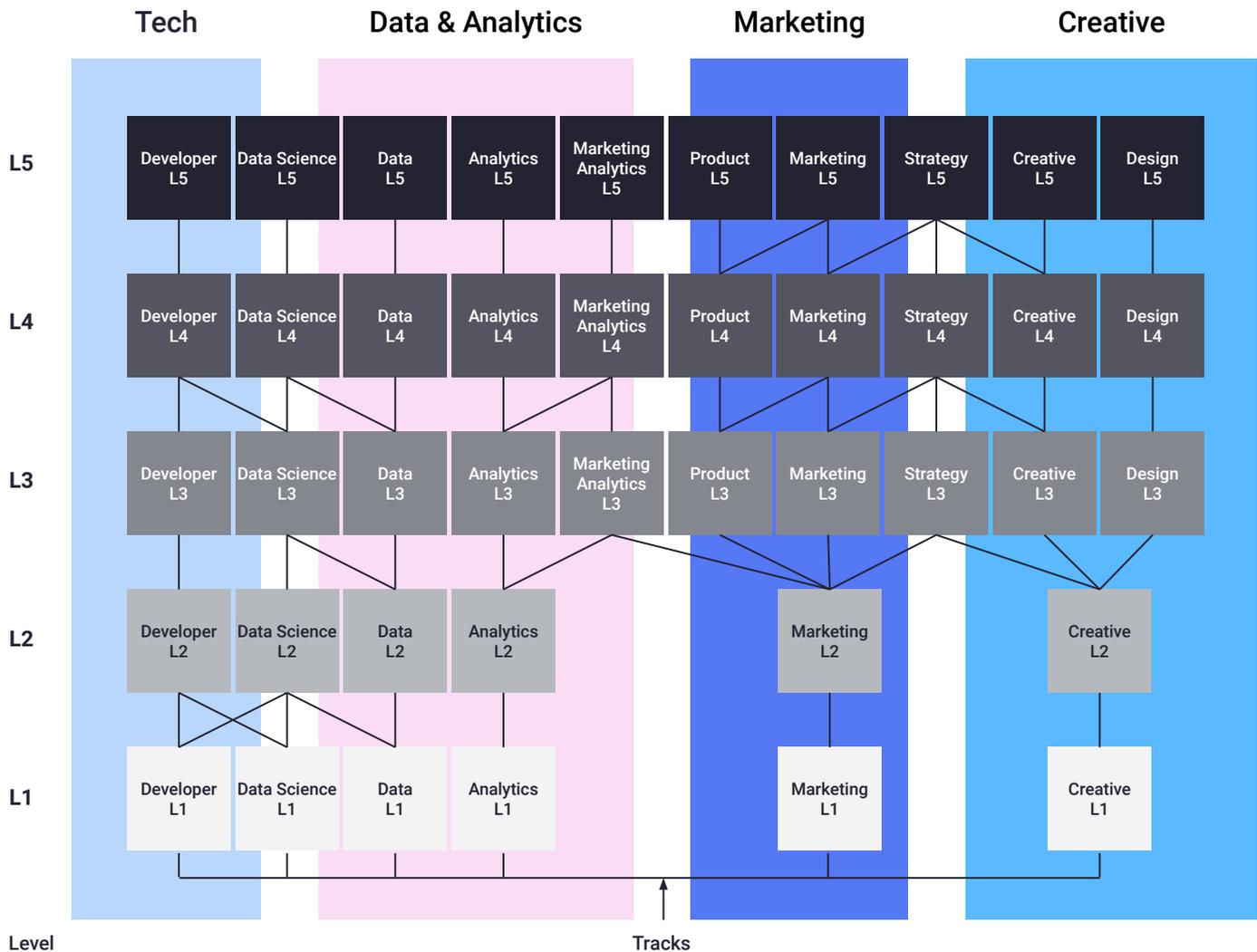


Our career ladder is there to clarify opportunities and setting clear expectations, and every department at Precis has its own. The career ladder is independent from our departments, meaning that a certain department can consist of individuals from different areas of career ladders. Each position in the career ladder has a number of titles that are relevant and these can and will change over time. The general take is that Precis will have roles that make sense for us as a business, and that is likely to change over time.

At Precis, we aim to integrate our services in a dynamic way – and the same is true for how we integrate our competencies. Therefore, we have departments that are separated from career ladders and one department can consist of different career paths. Instead, our career ladder areas are defined by distinctions of specialisations. Currently, we have the following areas in our career ladders:

- Technology
- Analytics & Data
- Marketing
- Creative

Career ladder and career paths



Areas

Tech, Data & Analytics, Marketing, Creative

Tracks

Developer, Data Science, Data, Analytics, Marketing Analytics, Product, Marketing, Strategy, Creative, Design

Training

Our strategy for People is centred around attracting, developing and retaining the best people in our industry. If we can become better than anyone else at training, it will be a competitive advantage. The first step to success is to be found in our recruitment process. In the hiring process, we work hard to identify individuals with a high capacity of learning.

The purpose of our onboarding is to quickly ramp up within the context of Precis as well as the core of what we do. This is achieved through an intense period during the first eight weeks, where you get to understand all corners of our strategy, the core of our product knowledge and all parts of Precis. The onboarding ends with a certification test.

When the onboarding is done, it is time to focus more on developing the key skills that are expressed in our career ladder. We have divided our continuous training into three blocks:

01 Static

Our world is fast-changing, but some parts of our competence don't change from one day to another. This part of our training contains areas such as statistics, programming and core competence of digital advertising. Due to its static nature, it is delivered through recorded presentations.

02 Playbooks

For all our key product areas, such as Google Ads, Programmatic or Attribution, we have a playbook that is a summary of our latest best practices and processes. Everyone should stay up to date with these playbooks, and we cover aspects of it in separate sessions.

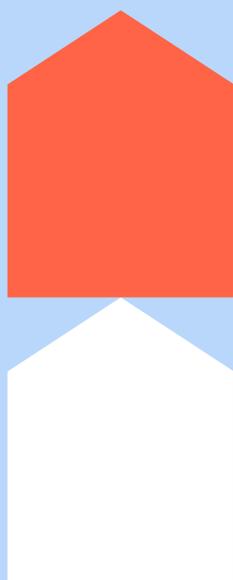
03 Unstructured

Apart from the planned training, Precis is boiling with unstructured training. All unstructured training is stored at the same place, and it is updated when needed.



Apart from this we also offer training through office hours, our conferences, mentorship program and more. We also offer external training – but it is up to you to identify what would be valuable. Up to today, we have accepted all requests for external training, and we aim to continue to.

Performance review



Our performance review process is based on four quarterly reviews that together form a yearly review. Instead of fluffy and slow yearly goals, we work with a mix of short and longer-term priorities, making it more flexible and actionable, both to each individual and to what Precis need to accomplish. In this setting, performance talks and reviews take place once per quarter in a lighter format.

Everyone at Precis has a performance review that is built on three blocks:

Core

Core aspects of the role.
What is the job to be done?

Culture

Values and behaviours connected to our culture. Our guiding principles.

Priorities

Ownership and execution of goals and priorities, tied to expectations in current title and focus areas.

Each of these areas are rated on a scale from one to five, and together they form the overall assessment. The Core questions vary for all departments but the questions for Culture and Priorities are the same:

Core

For example Digital Marketing:

How well have (I/Jane Doe) been contributing to reaching our clients' performance targets?

How well have (I/Jane Doe) been contributing to making or keeping our clients satisfied?

Culture

For Culture, everyone is rated based on this question:

How well have (I/Jane Doe) been acting and contributing in regards to our guiding principles?

Priorities

And lastly, for Priorities, we use the following question:

How well have (I/Jane Doe) owned and executed on the priorities this quarter?

Depending on the outcome of these questions, the overall rating will be set, and this is the scale:

01 Unsatisfactory

The core, culture or priorities have not been worked with and/or generated results that are up to the standards of Precis, even with smaller improvements the result would still be too far away from the standard.

02 Improvement needed

The core, culture or priorities are close to, but not at the expected standard. Clear feedback should be given, and priorities will be focused on improvements during the coming period.

03 Solid

The core, culture or priorities have been achieved at a solid level. Good results have been worked on and achieved, and it is well in line with the standards of Precis!

04 Great

The core, culture or priorities have been delivered above expectations.

05 Exceptional

The core, culture or priorities have been delivered far beyond expectations.

Promotion process

Promotions need to cut out the politics and be all about performance and impact. The best way to achieve this is to keep things simple.

In order to be eligible for a promotion, the following need to be fulfilled:

- 01 Performance review ratings that are consistently higher than “solid”.**
- 02 Delivery of skills and expectations in current role are showcased.**
- 03 Ability to perform in line with skills and expectations in the future role are showcased.**

It is up to the employee and the manager to agree when this is fulfilled. When it is, the reportee will write a promotion application, and the manager decides the outcome together with the promotion committee. The promotion committee is a mix of people that have relevant experience from working with the applicant.

Salary setting



Our view on compensation is that it should be fair and based on performance. Given that our ambitions as a company are bigger than others, we want that to be reflected in our employees and hence also their compensation.

Each title has a defined salary band. These salary bands are continuously being updated to stay competitive, and they differ between markets due to cost of living, competition, and tax legislation. When it is time for the yearly salary review, the performance review system will generate a suggested salary increase, based on the four quarterly reviews, but the manager will have the final call.

Rating	Salary increase span
Unsatisfactory	0–1 %
Improvement needed	1–2 %
Solid	2–6 %
Great	6–8 %
Exceptional	8+ %



But if you are unhappy with your salary you don't have to wait to the yearly review. Form your arguments and talk to the manager!

Salary bands

Did we say we are truly transparent?

Stockholm

Monthly, SEK

Level	Developer	Data Science	Technical Manager	Data	Analytics	Marketing Analytics	Product	Marketing	Strategy	Creative	Design
L1	31 000 35 000	-	-	-	31 000 35 000	-	-	31 000 35 000	-	26 000 34 000	-
L2	35 000 45 000	35 000 45 000	35 000 44 000	35 000 45 000	35 000 44 000	-	-	35 000 44 000	35 000 44 000	34 000 43 000	34 000 43 000
L3	45 000 65 000	45 000 65 000	44 000 52 000	45 000 65 000	44 000 52 000	44 000 52 000	44 000 52 000	44 000 52 000	44 000 52 000	43 000 50 000	43 000 50 000
L4	65 000 85 000	65 000 85 000	52 000 65 000	65 000 85 000	52 000 65 000	52 000 65 000	52 000 65 000	52 000 65 000	52 000 65 000	50 000 60 000	50 000 60 000
L5	85000+	85000+	65 000 75 000	85000+	65 000 75 000	65 000 75 000	65 000 75 000	65 000 75 000	65 000 75 000	65 000 75 000	65 000 75 000

Gothenburg

Monthly, SEK

Level	Developer	Data Science	Technical Manager	Data	Analytics	Marketing Analytics	Product	Marketing	Strategy	Creative	Design
L1	28 000 33 000	-	-	-	28 000 32 000	-	-	28 000 32 000	-	26 000 32 000	26 000 32 000
L2	33 000 43 000	33 000 43 000	32 000 44 000	33 000 43 000	32 000 42 000	34 000 42 000	-	32 000 42 000	32 000 42 000	32 000 42 000	32 000 42 000
L3	43 000 63 000	43 000 63 000	44 000 50 000	43 000 63 000	42 000 55 000	42 000 50 000	42 000 50 000	42 000 50 000	42 000 50 000	42 000 48 000	42 000 48 000
L4	63 000 82 000	63 000 82 000	50 000 65 000	63 000 82 000	55 000 65 000	50 000 63 000	50 000 63 000	50 000 63 000	50 000 63 000	48 000 60 000	48 000 60 000
L5	82 000+	82 000+	65 000 80 000	82 000+	65 000 75 000	63 000 73 000	63 000 73 000	63 000 73 000	63 000 73 000	60 000 73 000	60 000 73 000

Linköping

Monthly, SEK

Level	Developer	Data Science	Technical Manager	Data	Analytics	Marketing Analytics	Product	Marketing	Strategy	Creative	Design
L1	-	-	-	-	-	-	-	25 000 30 000	-	-	-
L2	-	-	-	-	-	-	-	30 000 39 000	-	-	-
L3	-	-	-	-	-	39 000 48 000	39 000 48 000	39 000 48 000	39 000 48 000	-	-
L4	-	-	-	-	-	48 000 60 000	48 000 60 000	48 000 60 000	48 000 60 000	-	-
L5	-	-	-	-	-	60 000 71 000	60 000 71 000	60 000 71 000	60 000 71 000	-	-

Oslo

Yearly, NOK

Level	Developer	Data Science	Technical Manager	Data	Analytics	Marketing Analytics	Product	Marketing	Strategy	Creative	Design
L1	-	-	-	410,000 500,000	410,000 500,000	410,000 500,000	410,000 500,000	410,000 500,000	410,000 500,000	410,000 500,000	410,000 500,000
L2	-	-	-	450,000 600,000	450,000 600,000	450,000 600,000	450,000 600,000	450,000 600,000	450,000 600,000	450,000 600,000	450,000 600,000
L3	-	-	-	580,000 720,000	580,000 720,000	580,000 720,000	580,000 720,000	580,000 720,000	580,000 720,000	580,000 720,000	580,000 720,000
L4	-	-	-	650,000 850,000	650,000 850,000	650,000 850,000	650,000 850,000	650,000 850,000	650,000 850,000	650,000 850,000	650,000 850,000
L5	-	-	-	820,000 950,000	820,000 950,000	820,000 950,000	820,000 950,000	820,000 950,000	820,000 950,000	820,000 950,000	820,000 950,000

Copenhagen

Monthly, DKK

Level	Data	Analytics	Marketing Analytics	Product	Marketing	Strategy	Creative	Design
L1	Part time: 13 000 Full time: 27 000 - 32 000	Part time: 13 000 Full time: 27 000 - 32 000	Part time: 13 000 Full time: 27 000 - 32 000	Part time: 13 000 Full time: 27 000 - 32 000	Part time: 13 000 Full time: 27 000 - 32 000	Part time: 13 000 Full time: 27 000 - 32 000	Part time: 13 000 Full time: 27 000 - 32 000	Part time: 13 000 Full time: 27 000 - 32 000
L2	32 000 38 000							
L3	38 000 45 000							
L4	46 000 61 000							
L5	61 000+	61 000+	61 000+	61 000+	61 000+	61 000+	61 000+	61 000+

Aarhus

Monthly, DKK

Level	Developer	Data Science	Technical Manager	Data	Analytics	Marketing Analytics	Product	Marketing	Strategy	Creative	Design
L1	-	-	-	-	-	-	-	Part time: 13 000 Full time: 27 000 - 32 000	-	-	-
L2	-	-	-	-	-	-	-	33 000 38 000	-	-	-
L3	-	-	-	-	-	-	-	38 000 45 000	-	-	-
L4	-	-	-	-	-	-	-	46 000 61 000	-	-	-
L5	-	-	-	-	-	-	-	-	-	-	-

Helsinki

Monthly, EUR

Level	Developer	Data Science	Technical Manager	Data	Analytics	Marketing Analytics	Product	Marketing	Strategy	Creative	Design
L1	-	-	-	2 400 2 900	2 400 2 900	-	-	2 400 3 000	-	-	-
L2	-	-	-	2 900 4 300	2 900 4 300	-	-	3 000 4 200	3 000 4 200	-	-
L3	-	-	-	4 300 5 800	4 300 5 400	4 300 5 400	4 200 5 000	4 200 5 000	4 200 5 000	-	-
L4	-	-	-	5 800 7 000	5 400 6 600	5 400 6 600	5 000 6 300	5 000 6 300	5 000 6 300	-	-
L5	-	-	-	7 000+	6 600+	6 600+	6 500+	6 500+	6 500+	-	-

London

Yearly, GBP

Level	Developer	Data Science	Technical Manager	Data	Analytics	Marketing Analytics	Product	Marketing	Strategy	Creative	Design
L1	26,000 35,000	26,000 34,000	26,000 34,000	26,000 34,000	26,000 34,000	26,000 32,000	26,000 32,000	26,000 32,000	26,000 32,000	26,000 30,000	26,000 30,000
L2	35,000 47,000	34,000 45,000	34,000 45,000	34,000 45,000	34,000 45,000	32,000 43,000	32,000 43,000	32,000 43,000	32,000 43,000	30,000 40,000	30,000 40,000
L3	47,000 57,000	45,000 55,000	45,000 55,000	45,000 55,000	45,000 53,000	43,000 53,000	43,000 53,000	43,000 53,000	43,000 53,000	40,000 50,000	40,000 50,000
L4	57,000 72,000	55,000 70,000	55,000 70,000	55,000 70,000	53,000 68,000	53,000 68,000	53,000 68,000	53,000 68,000	53,000 68,000	50,000 65,000	50,000 65,000
L5	72,000 80,000	70,000 80,000	70,000 80,000	70,000 80,000	68,000 80,000	68,000 75,000	68,000 75,000	68,000 75,000	68,000 75,000	65,000 75,000	65,000 75,000

There's more to it

Precis bonuses

We try to celebrate and recognise great efforts that are aligned with our core principles. One way to do this is that anyone at Precis can nominate any one to a Precis Bonus (of approx. 2000 SEK). Nominations are reviewed and all approved ones are shared on slack at the end of the month so that we can, apart from the monetary part, celebrate by going emoji-crazy.

Life-life balance

It's time to throw work-life balance into the mix. To us, we view work-life balance as a central piece to career development. We prefer calling it life-life balance since that is what it's all about. Do you remember our strategy for People? Its core is about us attracting, developing and retaining excellent employees. To succeed, life-life balance will be essential. We will make sure to take responsibility to complete flexibility. What we demand back is that everyone that spends their time at Precis wants to be here. Those two aspects are what turns work-life balance into life-life balance.

On top of that, the management at Precis is explicitly flexible, and the way we work is based on mutual trust. We have flexible work hours at the office, which means that you can work from home if it makes the day more manageable, and you can go to the dentist or doctor during work hours, etc. without any questions asked. With this being said, we do prefer that people show up at the office, since most work is done in teams, and it's undeniably more fun to be at the office when people are there. We firmly believe that it's the people in the office who build and create the culture we so fiercely guard. This wouldn't be as prevalent if most people worked remotely. The motto is thus good judgement over rules, and always with clear communication.

Mentor and mentoring programs

Everyone has the possibility of getting a dedicated, internal mentor who can provide guidance regarding longer-term development and provide career advice. When accepted to the program the employee is matched with another colleague at Precis to develop the skills that he or she wants to focus on in the long term. Depending on your career goals, this may mean being matched with the CEO or another member of the management team, but could also a colleague from another team or office who has a particular skill set.

New opportunities

Since Precis is a fast-growing company, there is always a multitude of new business areas or projects that employees can be involved in.

One example is a coworker who built an internal business case for why we should have an office in Gothenburg. After internal discussions and suggestions on how to implement it, we gave the employee the chance to lead this project, even though the employee only had two years of experience in the industry. At present, the employee runs our Gothenburg office as a local CEO and partner, and the office is projected to have a turnover of 65 million SEK in 2020, six years in.

The same happened for our second office in Denmark, which opened its doors in Aarhus in March 2018. The Aarhus CEO was the fifth employee in Precis Copenhagen, and his dream was to move closer to home and start a Precis office of his own. In collaboration with the local CEO in Copenhagen, the two set clear, ambitious goals around technical product knowledge, leadership, and sales skills needed for the dream to be a success. Two years later, the employee had delivered above expectations on all goals. Our Aarhus office is now a reality, and already has seventeen employees and a run-rate towards 16 million DKK turnover in its second full year.

In August 2017, we launched a London office in much the same manner, giving an employee the chance to run the office as local CEO and partner. Another employee became the second partner, and internal applications lead to two other people being relocated to London.

Office rotation program

We have an office rotation program where employees can stay at another office for an extended period. Since we have several offices in our group and thus different specialists and focus areas, employees can apply for a rotation for several weeks or months. The point is to host and attend courses, share successful processes, and gain new knowledge to bring back home.

Things we do together



We invest heavily in initiatives to reinforce our guiding principles, vision, mission, and beyond. The following are recurring examples of ways to get to know your colleagues better and find inspiration, as well as having fun.



A photo from our 2017 autumn conference in Austria, where three of us completed a high altitude course. Well done!

Conferences

We host a local summer conference once a year. The afternoon kicks off with a company-wide update from Stockholm via video followed by a dinner and a party in or close the local offices. All Precis offices host the summer conference on the same day, sharing the same theme with local updates via Slack and Instagram. A bit later in the year, we gather the entire company during the fall. In 2019, approximately 250 people from Precis united outside of Stockholm at a Japanese spa resort called Yasuragi. Previous conferences have taken place in France, Iceland, Greece, Austria, and Portugal. At these conferences, we present and discuss our long-term plans, and this has become an increasingly important forum for inspiration for all parts and all levels of the organisation.

2015

Our vision was transformed to what it is today.

2016

We devoted ourselves to anchoring the strategy we have for reaching our vision.

2017

Full focus on how to create the future's best workplace.

2018

Centred around our service offering and two company-wide focus areas – Attribution and Audiences.

2019

The main topics were our culture, principles and our way of working.

Previously, our vision used to be "Become best in Sweden". Denmark, Norway, UK and Finland are really happy that we changed that back in 2015.

Could this entail:

- Free salary setting?
- No managers?
- Unlimited vacation days?
- What else?

Precis Academy

With regular intervals, we have extended after-works in the format of our so-called Precis Academy. External speakers are invited to inspire us. The topics can be within the scope of our industry, within technology, or completely unrelated to what we do. An example is that we have hosted an agent from the military intelligence service. These sessions give us a glimpse into other industries and make it easier to put our work and industry into perspective. It sometimes even sparks some exciting collaborations – One previous presenter at a Precis Academy, Anders Lykke, is today Partner and COO in Denmark.

That's what we call a win-win!

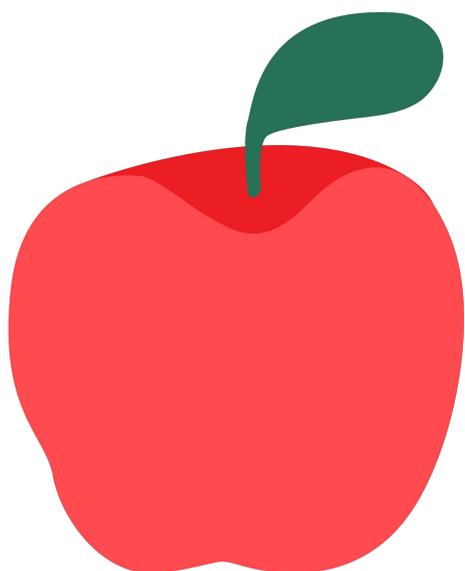
And a mix of many things

Cinema nights, Quiz, Team dinners, Parties, Running competitions, health initiatives, office yoga, wheel of fortune, starting businesses together – and a lot more to come.

How WE develop Precis

Ever since the start, we have developed Precis together with everyone. There is a rumour saying that the reason for that is that our founders were both young and inexperienced when starting the company. Who knows? What matters is that we have found this method to be very successful, and we intend to keep it that way. This is also one of the reasons why Precis has stayed independent. The development of Precis as a company always starts with feedback. Feedback is key to our culture, and we want it to flow fearlessly.

An important strategic and tactical tool we use is a platform called Peakon. This tool is a continuous source of feedback and dialogue. Via Peakon, we ask several questions on different aspects of your role, manager, opportunities, compensation, our culture, and overall well-being, etc. every month. Everyone is very involved in the survey, which is evident from a +85% response rate over the last 12 months. The great thing about the monthly survey is that we get trends and, as a result, the opportunity of reacting to issues before they become a problem.



Well played. You made it to the end.

We hope that you now have a better understanding of what kind of company we're building. Who we are, what we do, and how we do it. Maybe most importantly, why we do it.

For now, we'll leave you with this, and we hope to talk soon!

