

The Book Everything about us



This book. What is it good for?



Christoffer Lötebo
Group CEO

The full overview of our salaries,
including salary bands, is
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 future of marketing to help great companies thrive. 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.


We need the best people to succeed with our vision and deliver the best solutions to our clients. 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 make them fast. This handbook looks behind the scenes at what all of this means in practice. We'll guide you through these fluffy terms and what they mean to us.

Included in this handbook are our company 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 continue 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 responsibly to create value for our customers. It doesn't have to be more complicated than that, but it seems to be enough to succeed in a broken industry.

The numbers

Founded

2012

Awards

+20

Colleagues (and counting)

445

Native languages

41

Women / Men / Other %

48/51/1

Employee Engagement NPS

8.8



Stockholm

People	139
Size	1400 m2

Features
Library, coffee bars, games
rooms, treatment room

Åsögatan 121
116 24 Stockholm

The Precis headquarters are located on Södermalm, where three floors of amazing people solve digital marketing challenges. We moved in November 2020 and are pretty excited to have acquired beautiful office space and plenty of room to grow and create our dream office.

Linköping

People 40
Size 710 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 working with our clients and supporting our colleagues at all the other offices.

Göteborg

People 63
Size 1089 m2

Features

Library, Coffee bar, Gym, terrace
and massage room

Norra Allégatan 5
SE-413 01 Göteborg



The third office is a charm! In 2022 we moved to Norra Allégatan – and got the joy of designing an office from scratch. With sustainability in mind with the process, we worked with the design agency to reuse and relove as much furniture as possible. Alongside our great new lunch room and state of the art coffee bar, we have a rooftop terrace, gym and treatment rooms – as well as lots of cozy places to meet and hang out!

København

People 60
Size 1350 m2

Features

Library, Coffee bar, conference & meeting space

Esromgade 15, 1, 4.tv
2200 København N



Precis' second office! It took a couple of years and four office spaces to settle where we started, in Nørrebro Copenhagen. Several years later, our office spreads over three floors, sprawls with people both from and outside of Denmark and a wealth of initiatives for getting to know each other better. Surrounded by cafes, small restaurants, and artisan shops in our capital's most culturally diverse part, we've been thrilled to be back in Nørrebro since 2015.

Aarhus

People 40
Size 850 m2

Features

Library, Coffee bar, pool, dart & table tennis area

Viborgvej 161A
8210 Aarhus V



Aarhus is the seventh Precis office. We opened up in March 2018 and settled at our fourth office location in 2020. Lots of open office space, and 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. In 2022, we took over the next-door office, giving us an additional 350 m2. Time will tell in what direction we'll take that space, so stay tuned!

Oslo

People	57
Size	512 m2

Features
Library, Coffee bar

Møllergata 12-14
0179 Oslo



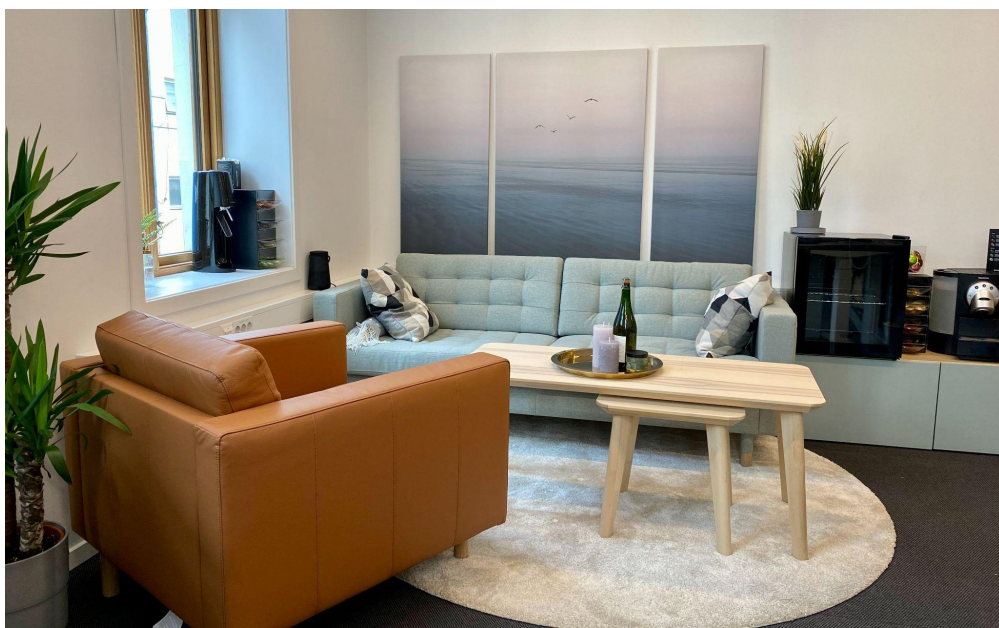
In August 2019 we gathered all our belongings, computers and the Precis sign and moved to Møllergata 12 in the beating heart of Oslo city centre. Our third office in Oslo since the start in 2015 – and we are happy it's easily the best so far! Naturally, we also made sure to include both table tennis 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.

Bergen

People	5
Size	70 m2

Features
Co-working space, coffee bar

Vaskerelven 39
5014 Bergen



In January 2022, some of the employees at the Oslo office got so tired of all the constant sunny days that they packed their suitcases and found a new office to settle in between the rainy mountains of Bergen. And so here we are, the 9th Precis office! The office is brand new, beautiful, and well-equipped with all essentials (including beverages, of course). We are located in the heart of Bergen, and the office is surrounded by nice bars, restaurants and vibrant city life.

Helsinki

People 9
Size 147 m2

Features

Kitchen, hangout areas,
afterwork bar downstairs

Vilhonkatu 4 B 15
00100 Helsinki



In May 2019, we decided 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' northernmost location. The Helsinki office moved closer to the city centre in November 2021 and into a cosy 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 50
Size 480 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, we've grown a lot and in 2019 we found our new home in Clerkenwell, right next to the wonderful Exmouth Market. 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 future of
marketing to
help great
companies
thrive

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 we create and, importantly, the value we don't create! Understanding this allows us to buy media at the right price and create immense value for our clients. 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 are redefining marketing. We are constantly challenging what it means to work with marketing and ensuring that we develop competencies 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 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?
- Marketing ethics will be critical. 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.

Today

Media buying is still stupid!



We have come some way in making digital media buying 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 types of transitions 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 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 little sub-vision and 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 their purpose 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.

Goals

Maintain high growth while being profitable.

People

Purpose

Our People Organisation is there to provide everyone with the best possible Precis experience, giving our people the support they need to embark on a never-ending learning experience as we help each other move closer to our vision.

Goals

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

Services

Purpose

Combine high expertise within media management with edge competency in technology, creative and digital strategy.

Goals

Develop client maturity across entire portfolio to ensure and maximize value

Technology

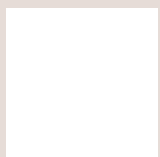
Purpose

Our Tech & Data team helps differentiate Precis from other marketing agencies by building honest, leading technology that help companies increase the value of marketing.

Goals

Help great companies make better investment decisions and improve impact from 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

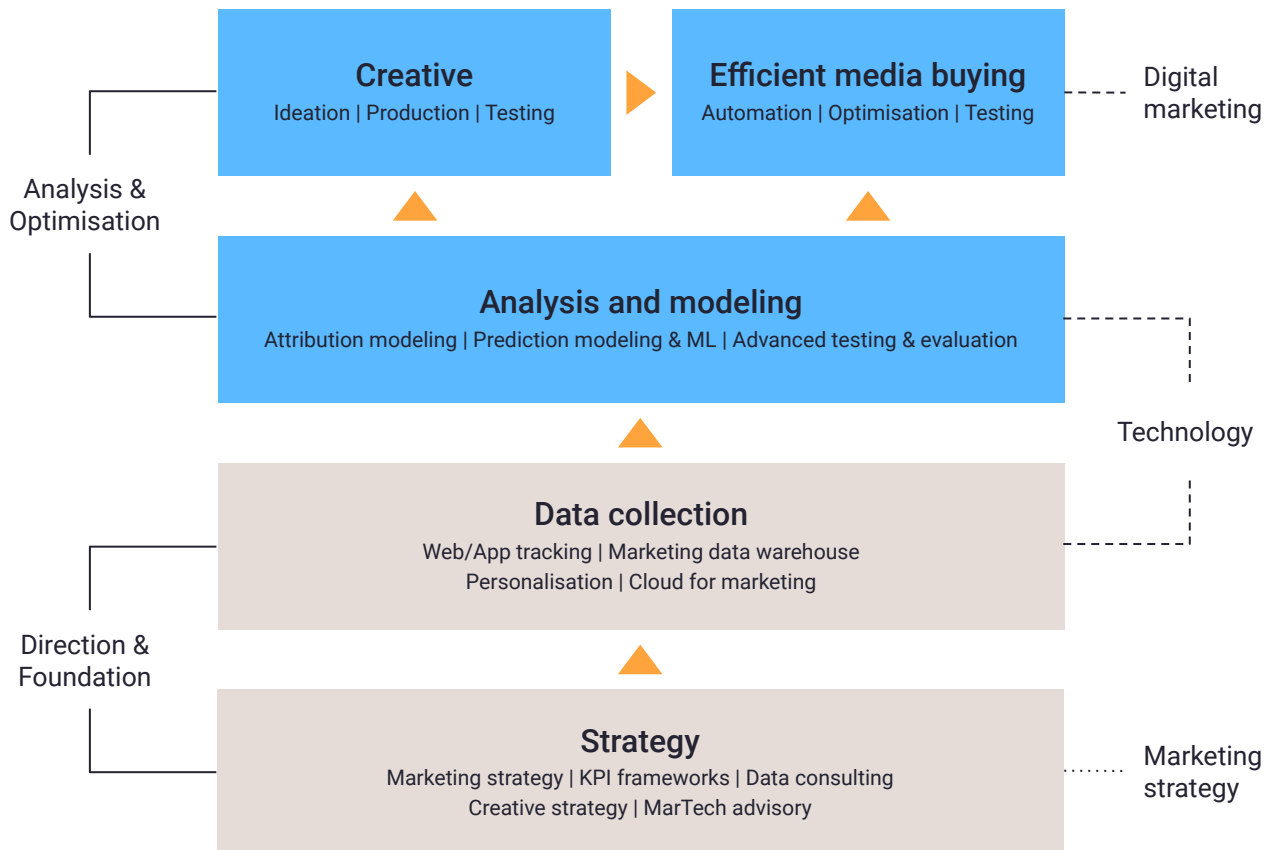
We have a extensive toolbox of technologies designed to identify digital growth opportunities for our clients. We apply technology, both from platforms and ourselves, to improve performance.



Experience

We've worked with hundreds of businesses, from start-ups to global blue-chip enterprises. We have gained considerable experience that we can share with 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

We base our capabilities on our belief in media buying in the modern world. Gone are the days when digital marketing was all about mastering platforms in a silo. Today, all marketing activities need to rest on a solid strategy and data collection foundation. With this foundation in place, we move on to a never-ending iteration between analysis and modelling, creatives and 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? Could content be hidden behind payment gateways? Who will set the stage concerning marketing ethics? We can't know for sure, so we believe in staying agile and paying 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 managing 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 us 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 for the better for a very long time. That is exciting to us.

We understood the media buying market was about to open a window of opportunity – allowing us 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 competencies. 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 data, analytics and technology. Within digital marketing management, we started 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 future of marketing 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 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 our decisions. 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 careers. 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 we can do this 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?

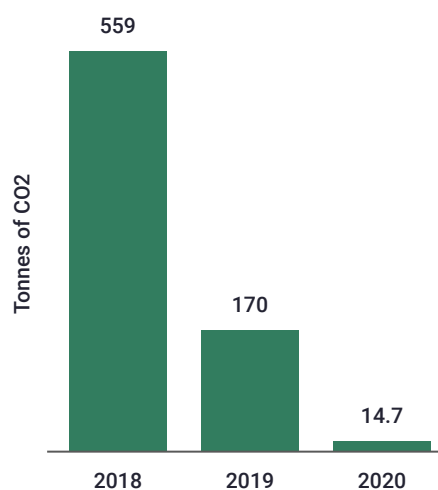


Sustainability



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



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

A key part of being a sustainable business is examining our own direct impact on the environment. We are committed to finding ways to reduce this impact in our businesses practices, within our offices and with the technology we use.



Find more sustainability champions

We actively seek out companies that are sustainability leaders and provide incentives to get these clients on board. As well as work on partnerships with foundations, NGOs and equity firms focused on sustainability.



Be transparent about *who we work with*

We want to not only work with new sustainable businesses – we also want to avoid working with industries that have a negative impact i.e. fossil-fuel, aviation, chemicals. For each potential client, we audit them on a number of sustainability criteria before we agree to work with them.



Drive innovation around sustainability

We are a company made up of smart – and good – people. Our hope is that with our vision in mind, you can help us innovate within sustainability. How can we use technology and new business practices to transform digital marketing as we know it? You tell us.

Technology

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 developing our own bid management system for Google Ads. With competitors such as Google, Marin Software and Kenshoo, all with teams of hundreds of engineers, developing our own system might sound ludicrous. But it was an easy decision for us and as we see it, the best way to deliver true value to our clients in the long run. We've taken this bet since the start, and since Precis' inception, we have invested 4-6% of total revenue in applications and algorithms for all things digital marketing.

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.

As an industry, we're already in a position where digital makes up 60% of marketing investments and as it matures, demand for technology solutions will obviously increase. At the same time, the gold standard for tracking user behaviour is dead. But reverting back to the Mad Men days won't cut it – new methods will need to arise to help marketers quantify the value of marketing.

Our vision is to truly measure the value marketing brings by building honest technology that helps companies increase the value of their investments. By providing alternative solutions to big tech companies (and their biases) we hope to define a future of marketing that includes technology that not only sets a new standard for marketing evaluation – but also respects the users' right to privacy.

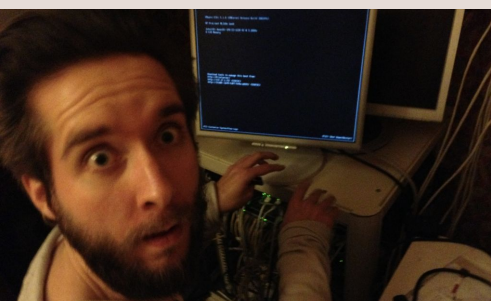
Our journey so far



2012

Founded in Stockholm

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



2013

We started Denmark

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





2015

We started Norway

And we went to Iceland for 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!



The Drum
Digital Advertising
Awards Europe

Winner 2020

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 delivering services within Creative and Advisory at scale. Yay!

2020

Media Agency of the Year

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



2021

We reorganised our company

We restructured the Precis group to deliver the next generation of services and set us up for the coming 10 years.

2022

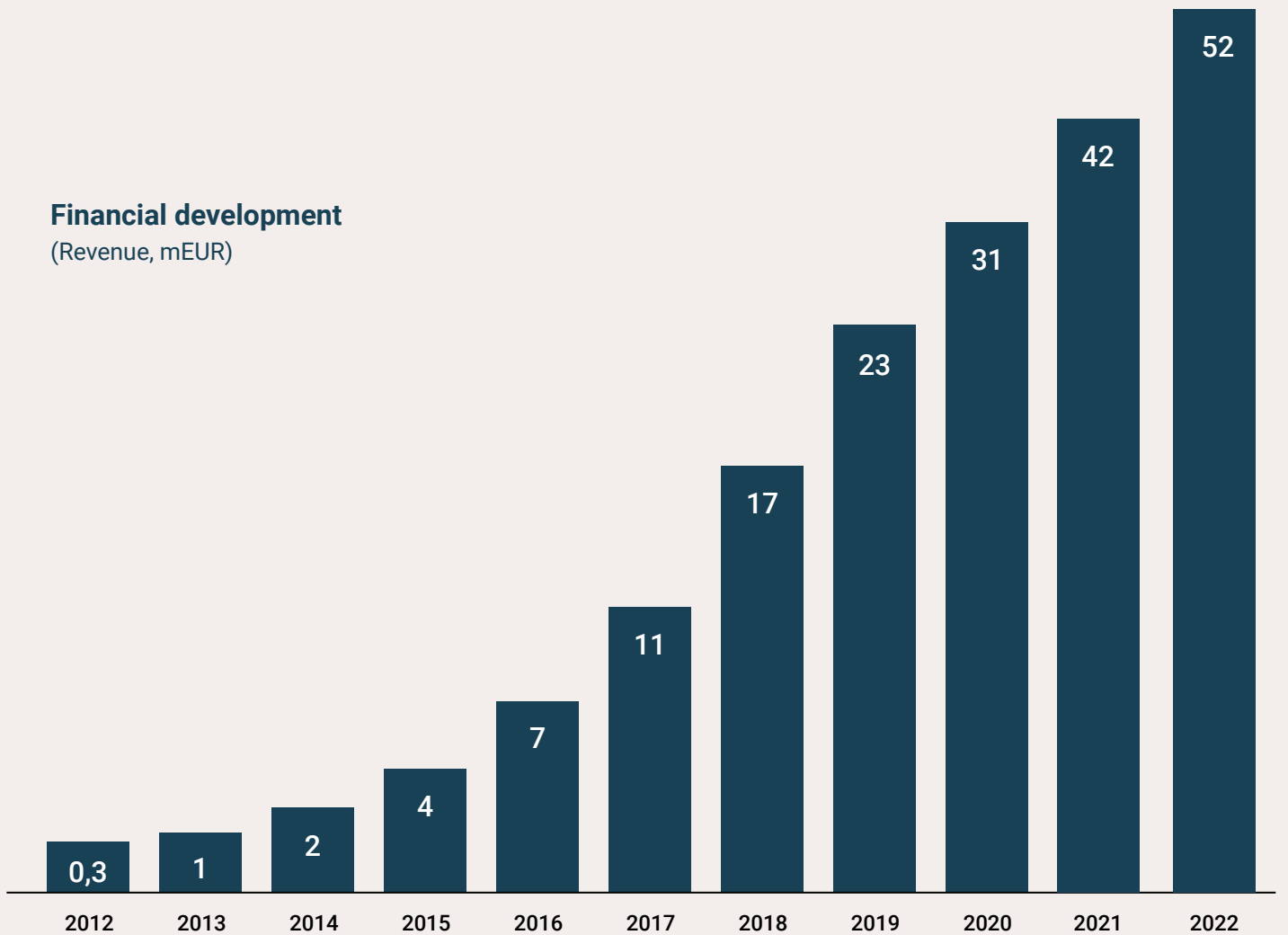
We started Bergen

One Precis office in Norway was never enough! Bergen opened its doors in the beginning of the year.



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 of how a company operates.

Since the beginning, we have been employee-owned, and we have viewed that as a strategic advantage. It has made us faster and better than everyone else.

Achievements we are proud of

→ Being employee-owned from day one

And we still are.

→ Good people doing award-winning work

- We started develop our own technology already in 2012, and it has served both us and our clients really well.
- 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, 2018).
- EMEA Search Innovation Award at the Google Premier Partner Awards in Dublin, Ireland (2017, 2018, 2019).
- Being among Sweden, Norway's, UK's and Denmark's very, very best workplaces according to the Great Place To Work survey from 2016 onwards.
- Launched company-wide Precis Hackathon in 2022.

→ Our Peakon score

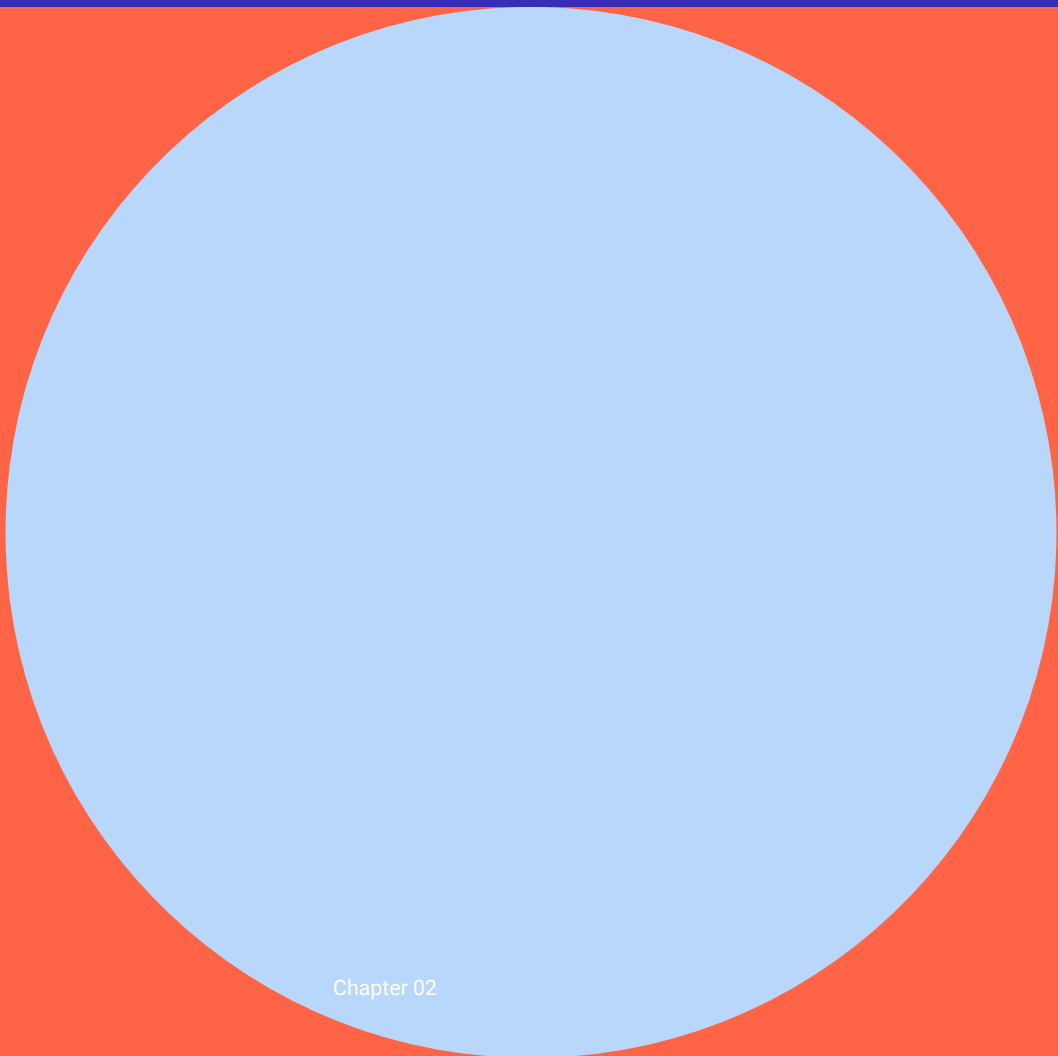
Top 10% of all companies in Tech using Peakon since 2013.

→ Client NPS

62 vs "Consulting industry average" of 58.

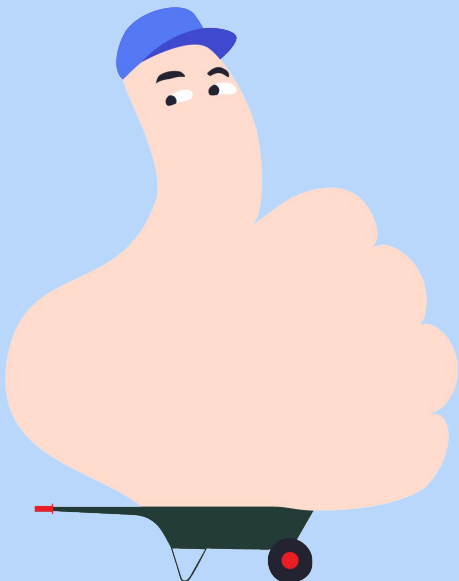


Our World



Values are for conversions

We have principles



In essence, capturing and creating our values turned out 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 without a blueprint, so we believe that consciously working with and articulating desired and undesired behaviours have a genuine 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.

Working with our culture

Diversity & Inclusion + Mental Health

2021 marked two important steps for working with our culture. We published the first group-wide internal reports on areas we find imperative for having a meaningful workplace: Diversity & Inclusion and Mental Health at Precis. These are as complex as they are essential, so this section will only briefly introduce the current work.

Our D&I Vision

"We are committed to building an inclusive and fair workplace that attracts talent, and advances its people, regardless of their background, experiences or perspectives."

Our vision expresses everything we hope to achieve, and we are very adamant about making our commitments loud and clear. It is often an area that can become quite abstract, therefore we strongly believe that transparency needs to be at the centre of this work.

RESULTS

50/48/2

Male, female, other

GOALS

- Gender distribution for total Precis and on office level, 40/60 either way.
- Harmonize spread within different levels, areas and leadership roles, for female vs. male, 40/60 either way.



- Ethnic/racial minority distribution for total Precis and on office level, should reflect local population.
- Harmonize spread within different levels, areas and leadership roles, for minority vs. non-minority segment.

Index =4.5

- Inclusion index not less than 4.5 total, and have less than 0.15 point difference between the different segments.

Mental Health

Key objectives

1. Increase company-wide awareness within a few relevant mental health topics.
2. Create a mindset where everyone understands and takes on the responsibility of taking care of themselves and supporting one another.
3. Produce easily accessible information with crowdsourced recommendations as reference material for later.
4. Identify pressing common needs that can and should be addressed on a company level.

Mental health is something we feel very strongly about at Precis. The agency world is a demanding business, and we spend a lot of our time at work – so ensuring our workplace supports our mental health is a crucial factor in reaching our overarching vision of creating a new kind of workplace.

Since the beginning, it's been important for us to include mental health in the very foundations of how we do business. With mental health days, flexible working, manager relationships built on trust, ways of working and generous health insurance policies being just some examples of the ways we try to create life-life balance at Precis.

Yet the COVID-19 crisis and the impact this has had on mental wellbeing worldwide has been well-documented. And in light of this, we decided there was more to be done in this area going forwards.

Mental Health in 2022

In 2022 we kicked our mental health focus up a notch. Launching our very first internal mental health report and going all-in on mental health in May.

Our internal survey found that although overall, we were doing pretty well on mental health, we still had a way to go when it came to stress and performance anxiety.

This then set the scene for our first Mental Health Awareness Month: with knowledge and resource sharing on stress management, optional sessions from guest speakers focusing on mental wellbeing, breathing exercises, yoga and meditation.

Meet the teams



Marketing

The digital marketing department is our biggest one. These teams are the frontline of 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 and digital maturity for our clients.

Mission

Deliver outstanding 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 internal platform for marketing evaluation, optimisation and insights, but they are also called in for complex client projects.

Mission

Build honest technology that helps companies increase the value of marketing.

Specialist Hub (SH)

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

Mission

Ensure that we scale specialised services with quality.

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.

Group Central

The Group Central team is our group-wide department of specialists focusing on developing Precis as a group, entailing everything from learning and best practices to frameworks and processes. The Group Central team is a matrix organisation consisting of both product and cross-functional areas.

Mission

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

Business functions

Apart from the fact that this department needs a more fabulous name, it enables the rest of Precis to do what it does so well. A few examples: 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. Finance keeps everything on track, ensuring sustainable growth of our company, and the Branding Team ensures that increasingly more people get to hear about and enjoy an excellent Precis experience. Oh, our CEOs also belong to this team!

Mission

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

People Organisation

Our people organisation is structured around three teams with the overarching goal of ensuring a stellar Precis experience for everyone:

- People Operations supporting teams and management;
- Talent Acquisition getting fantastic new colleagues on board, and;
- People Projects driving initiatives that positively impacts the growth of our people.

Mission

To attract, develop and retain the best talent.

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 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

When it isn't time for a Quarterly Meeting, local offices host a 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 and some during breakfast in the middle of the week. 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. Several different Slack channels are set up for various purposes.

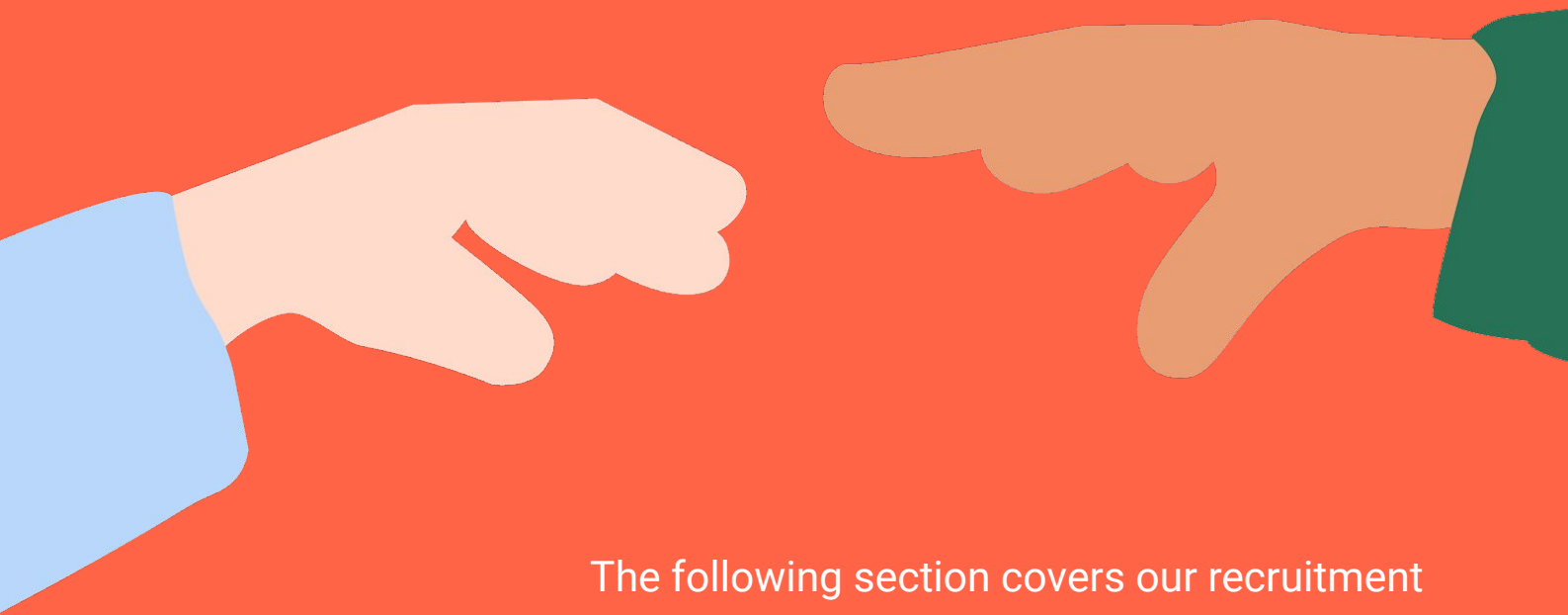
Email

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

Your Career



Joining us



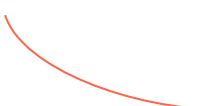
The following section covers our recruitment process, what the first day at Precis looks like, and how we make sure that you learn and develop as an individual.

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 2021 we hired 134 people.
We received 5000+ applications.
That means about 2.7 % of
everyone that applied got the job.



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

Competence-wise, we are looking for co-workers who have a deep interest in 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 can contribute to our guiding principles. To have a good time at Precis, it is important that you genuinely 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 candidate can apply on their 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 better and 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. The interview focuses on both the candidate and information shared 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

Before your first day, we will reach out and gather the 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 share some good-to-know things before your first day. We also know that the first day of a new job can be nerve-racking – so always feel free to reach out with questions!

Your office buddy

Someone in the team will be assigned as your buddy. A buddy has been at Precis for a while with a good knowledge of the organisation. The buddy has qualifications relevant to the role of the new co-worker and the resources to help out with getting acquainted with the office and new colleagues.

Your manager

There's always a lot to take in when starting a new job. Hence, we do not have a strict process for how quickly the employee starts working on projects and tasks. We think it is important that the expectations are crystal clear to a new employee. 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.



Meeting your team

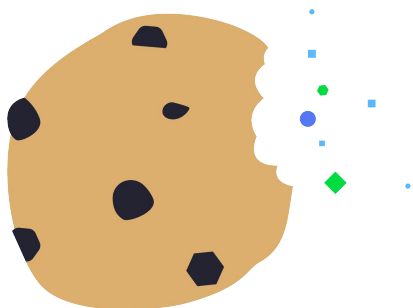
A new team member meets everyone in the team during an informal team meeting before the person has her first day of employment or within the first week. The focus is on making the newcomer feel welcome and get to know the people in the team and vice versa. The meeting usually takes place off-premises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

First day

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

Onboarding

The second part of an employee's onboarding is a rigorous training program everyone goes through during the first months at Precis. We have recorded all training sessions, and they are available online, with some of the most crucial hosted live. Once onboarded, the never-ending learning journey at Precis starts.



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



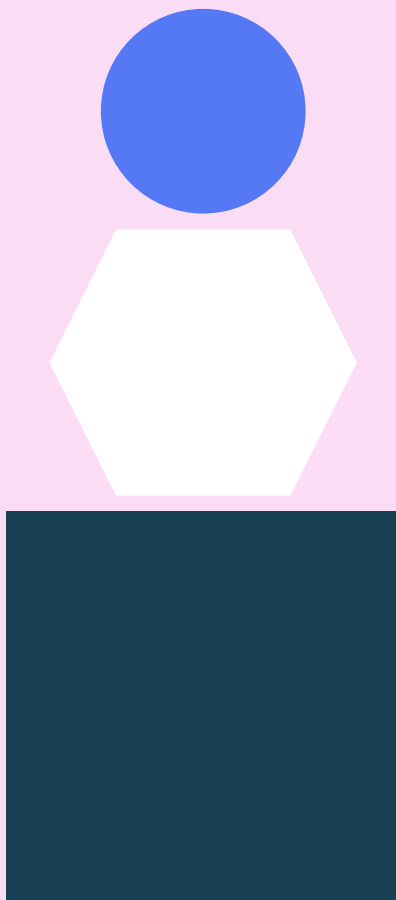
Drink fridge / Weekly AW's



Applicable insurances

Working at Precis isn't only fun and games. It's also pretty beneficial. Here is the 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 clarifies opportunities, sets clear expectations, and is adapted to each department at Precis. We purposefully keep roles flexible as they inevitably change over time as Precis evolves as a business.

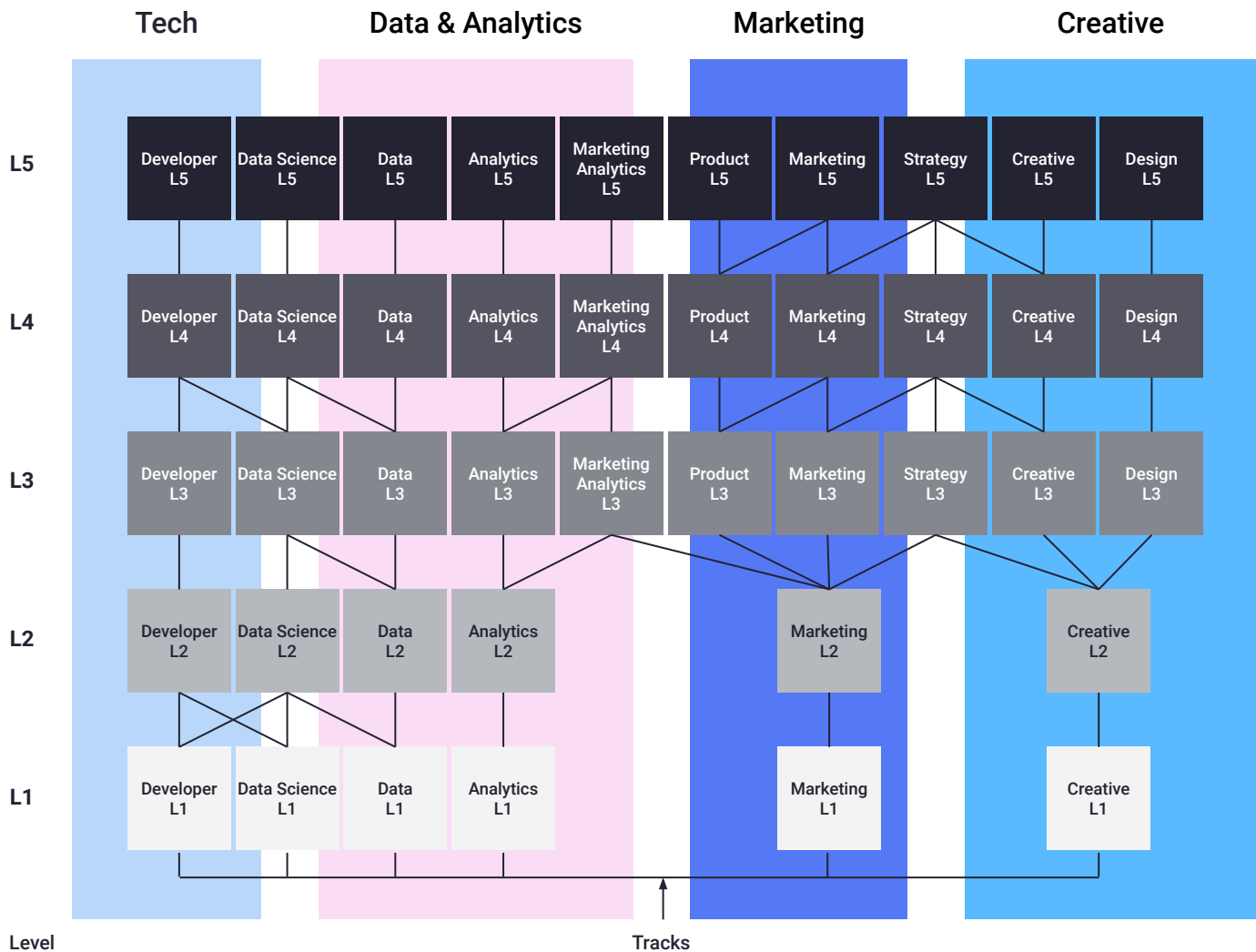
We cover skills and specialisations for all levels and roles to help our colleagues navigate where to focus and what to learn to progress within their careers at Precis. This information also helps reveal what it takes to make a horizontal career move and learn about a new area. A move that isn't uncommon at Precis.

The career ladder is tightly related to our performance review process and transparent salary bands. The goal is to create a level playing field where people know what is expected of them and how to succeed in their jobs.

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

Learning & Development

Our strategy for People is centred around attracting, developing and retaining the best people in our industry. It will be a competitive advantage if we can become better than anyone else at learning and development (L&D). Our L&D vision is *“To support the growth of our people and organisation, by enabling timely and relevant learning opportunities and resources.”*

The first step to success is found in our recruitment process. We work hard to identify individuals with a high learning capacity.

The purpose of our onboarding is to quickly ramp up within the context of Precis and 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.

When the onboarding is completed, it is time to focus more on developing the key skills described in our career ladder. We consider this the graduation from the onboarding process and the beginning of a never-ending learning journey, supporting personal and professional growth for everyone at Precis. We have divided our continuous training into three blocks:

01 Core

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 depending on what's relevant in a given role.

Objective: timely and relevant training and resources, for people to deliver according to Precis standards, within their core job.

02 Specialisation & Upskill

We try to teach people the core of their role as quickly as possible, applying the insights to client work early on. Eventually, when settled in the role, we expect people to specialise and learn new skills to continue growing.

Objective: offer learning and upskilling opportunities for people to specialise within new and existing areas, needed for us to achieve our vision.

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.

Mentor and mentoring programs

Everyone has the possibility of getting a dedicated, internal mentor who can guide 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 they want to focus on. Depending on your career goals, this may be with the CEO of an office or another management team member. It could also be a colleague from another team or office who has a particular skill set.

Precis Evolve

We aim to offer more opportunities for everyone to deep-dive into our toolbox with the help of different learning formats. New information, processes, and best practices are shaped as we iterate on our service offering. It is now more critical than ever for all of us to activate these new areas and processes in our client work and make sure we drive our offering forward together.

New opportunities

Since Precis is a fast-growing company, there are always many 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 implementing it, we gave the employee the chance to lead this project, even though the employee only had two years of experience in the industry.

Currently, the employee runs Precis' second-largest office as a local CEO and partner back home in Gothenburg.

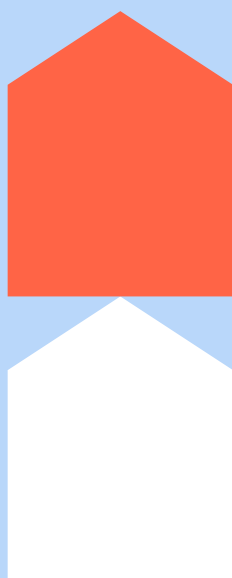
The same happened to our second office in Denmark, which opened its doors in Aarhus in March 2018. The Aarhus CEO was the fifth employee in Precis Copenhagen, and his dream was to move closer to home and start a Precis office of his own. In collaboration with the local CEO in Copenhagen, the two set 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, and our Aarhus office was a reality.

In August 2017, we launched our 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 led 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.

Performance review



Our performance review process is based on bi-annual reviews that lay the foundation for a yearly evaluation. Instead of fluffy and slow annual goals, we work with a mix of short- and longer-term priorities, making it more flexible and actionable, both to each individual and what Precis needs to accomplish. Frequent 1:1s are in place to ensure timely follow-ups on priorities and performance.

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 is rated on a scale from one to five. 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 met the core skills & requirements, specialisations and specific requirements of my title?

How well have I contributed to our clients' performance and satisfaction?

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 Not meeting expectations

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 Meeting some, but not all expectations

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 Consistently meeting expectations

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 Often exceeds expectations

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

05 Sets a new standard

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

Promotion process

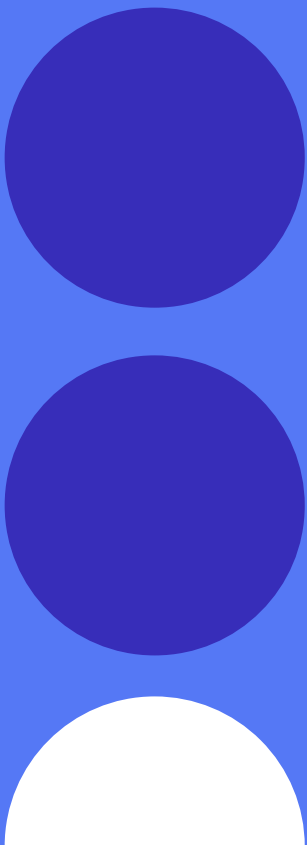
Promotions need to cut out the politics and be all about performance and impact. Therefore, we have designed our promotion process to reduce the risk of bias and favouritism. We commit to making our promotion process as fair as possible.

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

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

It is up to the employee and the manager to agree when this is fulfilled. When it is, the report will write a promotion application, and the manager decides the outcome with the promotion committee. The promotion committee is a mix of people who have relevant experience 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 them to be reflected in our employees and 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 the 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 bi-annual reviews. Still, the manager will have the final call.

Rating	Salary increase span
Not meeting expectations	0–1 %
Meeting some, but not all expectations	1–2 %
Consistently meeting expectations	2–6 %
Often exceeds expectations	6–8 %
Sets a new standard	8+ %



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

Salary bands

Did we say we are truly transparent?

Stockholm

Monthly, SEK

Level	Developer	Data Science	Tech Product	Technical Manager	Data	Analytics	Marketing Analytics	Product	Marketing	Strategy	Creative	Design
L1	31 000 35 000	-	29 000 33 000	-	-	31 000 35 000	-	-	31 000 35 000	-	26 000 34 000	-
L2	35 000 45 000	35 000 45 000	33 000 43 000	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	43 000 62 000	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	62 000 81 000	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	85 000+	85 000+	81 000+	65 000 75 000	85 000+	65 000 75 000	65 000 75 000	65 000 75 000	65 000 75 000	65 000 75 000	65 000 75 000	65 000 75 000

Gothenburg

Monthly, SEK

Level	Developer	Data Science	Tech Product	Technical Manager	Data	Analytics	Marketing Analytics	Product	Marketing	Strategy	Creative	Design
L1	28 000 33 000	-	27 000 31 000	-	-	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	31 000 41 000	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	41 000 60 000	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	60 000 78 000	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+	78 000+	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 & Bergen

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	Developer	Data Science	Tech Product	Data	Analytics	Marketing Analytics	Product	Marketing	Strategy	Creative	Design
L1	-	-	28 000 34 000	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	Part time: 13 000 Full time: 27 000 - 32 000
L2	38 000 45 000	38 000 45 000	34 000 40 000	32 000 38 000	32 000 38 000	32 000 38 000	32 000 38 000	32 000 38 000	32 000 38 000	32 000 38 000	32 000 38 000
L3	45 000 60 000	45 000 60 000	40 000 47 000	38 000 45 000	38 000 45 000	38 000 45 000	38 000 45 000	38 000 45 000	38 000 45 000	38 000 45 000	38 000 45 000
L4	60 000 70 000	60 000 70 000	48 000 64 000	46 000 61 000	46 000 61 000	46 000 61 000	46 000 61 000	46 000 61 000	46 000 61 000	46 000 61 000	46 000 61 000
L5	-	-	64 000+	61 000+	61 000+	61 000+	61 000+	61 000+	61 000+	61 000+	61 000+

Aarhus

Monthly, DKK

Level	Developer	Data Science	Tech Product	Data	Analytics	Marketing Analytics	Product	Marketing	Strategy	Creative	Design
L1	-	-	28 000 34 000	-	-	-	-	Part time: 13 000 Full time: 27 000 - 32 000	-	-	-
L2	38 000 45 000	38 000 45 000	34 000 40 000	-	-	-	-	33 000 38 000	-	-	-
L3	45 000 60 000	45 000 60 000	40 000 47 000	-	-	-	-	38 000 45 000	-	-	-
L4	60 000 70 000	60 000 70 000	48 000 64 000	-	-	-	-	46 000 61 000	-	-	-
L5	-	-	64 000+	-	-	-	-	-	-	-	-

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

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!

