



contentserv

FUTURIZE EXPERIENCES

The Culture Code of ContentServ

Our aspirations.

How we:



Work



Collaborate



Lead



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This Document is About **Our Culture**

Meaning, it's **about you**

Building and delivering the best PIM product is challenging. Evolving it into a real-time Product Experience Platform (PXP) is one of the greatest adventures — and one of the most demanding missions — in today's software industry.

To succeed, we strive to hire the best — to assemble a team that involves and respects every individual's contributions and ideas. Achieving this is possible only with everyone's personal commitment and identification with a common goal: To make Contentserv the undisputed global leader in Product Experiences.

Working at Contentserv is stimulating because it is inspiring to work with dedicated people. It may be hard to be part of our A-Team, but it is always rewarding. Whether we win or not, we always give our best: We strive for excellence.

At Contentserv, a hero is not the one who always wins, but the one who never quits and is happy with what they have achieved. We know that an A-Team is made up of passionate members working in different areas. Not everyone is a Formula One racer, but many people constitute the A-Team making victory possible. As in professional racing, the mechanics, engineers, logistics, catering, public relations and management are equally important in reaching a common goal.

Being an A-Team player is about doing the utmost to succeed in this challenging mission — with passion and without compromise. It is about putting the goals, the company and the team above one's personal benefits and interests. It's about honesty, comradery and sportsmanship. It's about getting home safe rather than just moving fast up the mountain.

Being an A-Team player does not imply everyone is a superstar. When thinking of our A-Team, we humbly think of the backstage teams in movies and entertainment, the mission control teams of a space mission or the basecamp teams for big mountain expeditions.

This is
What We Value





This is **What We Value**

We are a global company, operating across different regions and cultures. We hold each employee's personal opinions and views in high regard. Working at Contentserv means that you...

- / collaborate effectively with people of diverse backgrounds and cultures
- / nurture and embrace differing perspectives to make better decisions
- / rate colleagues based on talent and achievement, not by how much they please you
- / remain curious about how our diverse regional and cultural backgrounds influence us at work, rather than pretend they don't affect us
- / recognize we all have biases and work to outgrow them
- / intervene if someone else is being marginalized
- / question people who always agree with you and embrace people who are not always of the same opinion

These are values we will not compromise. We will never allow sexual, racial, or any form of discrimination at our workplace and beyond. For us, political correctness means assessing people and facts on their merits, being fair and using respectful language to everyone. The workspace is not the place to showcase your political opinions or religious beliefs or to convert others to your personal views.

We are **Relentless Pioneers**





We are Relentless Pioneers

Our passion is excellence. Our strength is thinking ahead.

We are driven by the amazing opportunities that constantly arise from new technologies. We greet these challenges each day with our sophisticated and clear vision, desire for excellence and innovative software development. Determined, we strive for that unattainable state of perfection — because progress is our only constant.

As a relentless pioneer, we are driven by our view of what is necessary and where the market drives us to be successful. We tenaciously pursue all possibilities. Our gaze is fixed ahead, out into the world. The world around us will keep on changing, yet we work steadily on offering a superior product. Because a satisfied customer is just not enough, we wish for her to be excited about working with Contentserv and becoming, over time, a strong advocate. Whatever we do is rooted in our product. Every day, we feel the drive to make a change for the better.

A great challenge like this can only be overcome by a diverse, forward-thinking and courageous team.





The Definition of an **A-Team**

noun; (ā-tēm)

A group of people with a full set of complementary skills required to complete a task, job or project.

Team members (1) operate with a high degree of interdependence, (2) share authority and responsibility for one's own self, (3) are accountable for the collective performance, and (4) work toward a common goal and shared rewards. An A-Team becomes more than just a collection of people when a strong sense of mutual commitment creates synergy, thus generating performance greater than the sum of the performance of its individual members.



We are a Creative and Reliable A-Team

Our core philosophy puts people over process. We have great people working together as an agile and fast-moving A-Team. With this approach, we are more focused, flexible, stimulating, creative, collaborative and successful.



That's **What Makes an A-Team**

What we call an A-Team is one in which all of your colleagues are extraordinary — in that they excel at what they do and collaborate effectively. The value and satisfaction of being on an A-Team is tremendous. Our version of a great workplace is not just about team lunches and cool offices in great locations and having fun at work. We believe the greatest workplace has an A-Team in pursuit of ambitious common goals, for which we seek the best talent in the market. It is on such a team that you grow the most, perform your best work, improve the fastest and ENJOY performing as a champion every day.

Our A-Team has all of what we need to get to the top of the mountain, we do it the right way, at the right speed, following the right steps – taking the safe path, without high risks.



We Expect Excellence from Everybody

WE ARE A **CREATIVE & RELIABLE A-TEAM**

Contentserv is an ambitious company. We set high goals. Our plans are thorough and our pace is tough to keep up with most of the time. It takes excellence to flourish in this environment. And we know: our excellence outdoes our profit. It is only when a team outgrows individual performance and learns team confidence that excellence becomes a reality. Performance and excellence at Contentserv are not measured by simply piling up working hours. Excellence is known when you...

- / thrive on change
- / create new ideas that prove useful
- / challenge prevailing assumptions
- / accomplish important work in amazing ways
- / show that your colleagues can rely upon you
- / focus on results over processes
- / help make your colleagues better
- / proactively communicate to deliver excellence
- / make sure that customers in crisis get the full attention of our A-Team, so they can feel at ease as soon as possible but most important: avoid crisis at all times

We Value Open Communication and Discussion

WE ARE A CREATIVE & RELIABLE A-TEAM

A team that always happily agrees on everything will never be innovative, will never challenge each other and will never learn anything new. **We value open communication and discussion.** The basis for this is **decisiveness, respect, passion** and **appreciation.** Our uniqueness, our individuality and our life experience molds us into fascinating beings that can contribute to the company's success in many ways. We will always embrace this view.





We Communicate with **Mutual Respect and Appreciation**

*WE ARE A **CREATIVE & RELIABLE A-TEAM***

Everyone at Contentserv helps our company move forward and creates value for our customers on a daily basis. When communicating with your fellow Contentserv employees, you...

- / listen well and seek to understand before answering
- / keep calm in stressful situations to draw out the clearest thinking
- / adapt your communication style to work with everyone, remembering that they might not share your cultural background, sensitivity or even your language
- / provide candid, helpful and timely feedback to colleagues
- / treat people with respect — always — no matter what the disagreement is, no matter your ranks
- / write in English whenever some of your international colleagues might join the thread at a later time; in doubt, err on the cautious side. Do not worry, Google Translate and DeepL are here to help
- / always switch to English whenever speaking in front of one of your international colleagues, whether they are part of that conversation or not

We Are Passionate About What We Do

WE ARE A CREATIVE & RELIABLE A-TEAM

We fight for our ideas, our customers and our team. We trust that the employees at Contentserv are good at what they do. However, passion doesn't mean getting stuck in one way of thinking. It means that you...

- / inspire other team members with your desire for excellence
- / care intensely about Contentserv's success
- / are unflappably optimistic
- / use facts and data to back up your opinion
- / are humble with other team members, yet remain quietly confident about yourself
- / are eager to learn and to be inspired by the passion of others
- / speak your mind when you think it will benefit Contentserv; it is not always easy, but you can make the difference
- / look for patterns and connections where others see randomness; bring an alternate perspective
- / find time to celebrate achievements; you are proud of our excellent results





We Act Courageously on New Insights

WE ARE A **CREATIVE & RELIABLE A-TEAM**

- / are willing to challenge the status quo, yet always respect the contributions of others
- / make tough decisions — quickly and efficiently — to get better every day
- / take calculated risks and be open to the possibility of failure — learning from mistakes will improve us (the only things we don't risk are customer relationships)
- / admit failures freely and openly; we learn from our mistakes

Having an A-Team focus does not mean being afraid to make mistakes. Nothing could be further from the truth. We strive and sometimes struggle on our daily search for improvements. But we do not hide and cover our mistakes, leaving them to be discovered by someone else. We simply say: “This is what happened. Let’s fix it now. Let’s learn from it and do better next time.” Making things happen — and speeding up with room for improvements using an agile approach — is better than dying in “perfection.”

If the team ends up on the wrong track, it is all our duty to help them recognize failure early. We encourage admitting failure as a team decision, backing the leader who made the call, and acknowledge that the worst thing we can do is refraining from speaking up.

Each of our team members are experts at doing their job today. Yet we know that the future will bring change, and we can always improve. We have confidence in our abilities, with a desire to get better each and every day — welcoming whatever comes at us. We may already be great today, but awesomeness is always around the corner.

We Fuel Emotions by Inspiring

WE ARE A *CREATIVE & RELIABLE A-TEAM*

Some mountaineers see trash on their way but disregard it and pollute nature or wait for someone else to pick up. Then there are teams of mountaineers where anyone in the group would pick up the trash they find — put it in their backpack and bring it home with their own supplies.

Our A-Team is self-confident and proud, yet also humble enough to clean up any mess without discussing fault, guilt or circumstance. Our A-Team is made up of people who know a basic truth: the only reason not to take on a task is because there is an expert on the team who is simply better at doing it. We take ownership and we volunteer to take the initiative because it is in our nature to fix things — to make them happen. We love agile progress and doing things better every day.

We lead by vision, strategy, and alignment. The goal is to inspire people, not just manage them. We trust our teams to do what's best for Contentserv — giving them free rein, power and information to support their decision-making. The resulting self-discipline and responsibility propel us to do even greater work.

People thrive on trust, freedom and the ability to make a real difference. Therefore, we foster freedom and empowerment. This means that you...

- / do not involve senior management in making small decisions — you are expected to decide yourself
- / do not work to please other internal groups but to please our customers of today and tomorrow
- / trust each other to make routine tactical decisions without prior approvals
- / honor the trust and empowerment by focusing on long-term performance in a team, rather than short-term personal glory

Empowerment Means that **You Are Not Alone**

WE ARE A CREATIVE & RELIABLE A-TEAM

You are empowered to pursue excellent results in your field of expertise. However, empowerment also means that in the case of conflict, **you are not alone and are encouraged to speak up**. In a company of our size, passion and diversity of opinion, there will always be opportunities for a different perspective.

When there is a conflict it usually means there are truths to be addressed on all sides. In order to get to the bottom of any conflict, you have to request all to contribute to a fair and just dialogue.

We offer mediation from our HR Department. They will moderate a dialogue, inform superiors or senior management if wanted or needed. We guarantee privacy and honest support to work out a resolution.

We are also here to help you out if you are struggling to reach your goals due to not having the necessary skills or resources.





We Make Decisions for our Company's Benefit

WE ARE A CREATIVE & FAST-MOVING A-TEAM

When all arguments have been heard and all possible resolutions are documented, we decide. Either you participate in a team decision or you make a leadership call. Whatever the issue is, we will never leave a discussion with ambiguity and wait until problems resolve themselves. When we leave the room, we all stand by the decision — whatever it is — that was reached collectively. In the Contentserv decision process, you...

- / identify root causes that go beyond treating symptoms
- / use actual data to validate your gut feeling
- / are smart and think strategically, making decisions based on long-term results
- / make decisions that are pragmatic but wise — in spite of any ambiguity
- / make decisions that benefit Contentserv
- / ensure that a decision, once made, is always actionable
- / document decisions in writing — we commit ourselves to what we decide
- / are free to disagree, but never to undermine what has been decided
- / document decisions in writing — we commit ourselves to what we decide



For every important decision, the team captain is responsible to hear and consider others' views and then make a judgment call. "Decision-by-committee" is avoided, as it would slow us down and dilute responsibility and accountability. Like every good mountaineering team, we will take a vote when we encounter a serious threat or risk. This is when we give everyone the opportunity to abandon the plan to reach the summit and return to basecamp.

We also encourage respectful dissent. At times, groups meet to debate matters under the direction of a designated captain. This can be via email, memo or an in-person meeting.

The captain determines the appropriate length of the discussion, weighs the assent/dissent on the topic and makes an informed decision. This decision is not based on a consensus, or even on a majority vote in a committee. It is based on the captain's best judgment, having heard the pros and cons of both parties.

After a decision is made, team members are encouraged to review (but not impede) the decision, to see if it can be improved in the future. If there is significant new information, it's fine to ask the captain to revisit the topic. **To disagree but remain silent is unacceptable.** But so is not accepting the decision and trying to sabotage it.

We Strive for **A-Team Leadership**





We Strive for A-Team Leadership

For us leadership is not about glorifying status. It is about keeping your team focused on a goal and motivated to achieve it, especially when stakes are high and the consequences matter. It is about laying the groundwork for others' success and then standing back and letting them shine. Being a leader at Contentserv means, that you...

- / are known for your authenticity, candor, impartiality and transparency
- / hold yourself accountable for your decisions
- / achieve success and are able to transfer this to your team
- / understand, share and promote our company's vision
- / are pragmatic and ambitious, without being vain
- / are willing to find your field of expertise, define yourself and how you best contribute to our organization's success

Leadership is not A Matter of Hierarchy but of **Responsibility**

WE STRIVE FOR A-TEAM LEADERSHIP

It is practiced not so much in words but in attitude and in actions. To be a member of Contentserv, you...

- / seek **what is best for the company**, rather than what is best only for yourself or your group
- / make time to lead your team, **appreciate their achievements** and support colleagues
- / share information constantly, openly and proactively
- / say nothing about fellow employees that **you would not say to their face**
- / demonstrate **consistently high performance and reliability**
- / are keen on receiving and giving feedback





Leadership that Stays on Top in Times of Crisis

WE STRIVE FOR A-TEAM LEADERSHIP

We honor leaders that remain calm, fair and rational in extreme situations when things are not going as planned. Our leaders are fully aware of their responsibility and act...

- / **thoughtfully**, with their team in mind, never engaging in brash or impulsive action
- / **courageously**, never giving in to fatalism or resignation
- / **responsibly**, never acting in a hazardous way, no matter how high the pressure

We celebrate those people who are candid, humble and mature. This level of candor can be difficult for people who come from a background where direct feedback is uncommon.

We encourage everyone to engage in direct feedback, independent from those whom you typically talk to, but always focused on the goal of improving the A-Team.



Performance is the Rule, not the Exception

WE STRIVE FOR A-TEAM LEADERSHIP

Many companies have an A-Team: a small number of employees that are game changers, inventors and firefighters.

At Contentserv we want the entire company to be the A-Team. A team of experts, visionaries and passionate contributing individuals. Unquestionably, we hire without compromise. That includes our adherence to collaboration, a diversity of viewpoints, openly sharing information and an environment that discourages politics and self-promotion.

At Contentserv, we are one team, but a company has to take care about unconditional performance, not unconditional love. Caring about your fellow teammates means pushing yourself to be the best team mate you can be, knowing you may not be on the team forever but striving for new challenges. Like a team of mountaineers, we never leave someone behind when in trouble, but we first make sure that everyone is up to the challenge that lies ahead.

We constantly improve the composition of our team.

We ask: “Is everyone contributing along the journey to reach the summit?”

The world around us will keep on changing, yet we work steadily on offering a superior product. Because a satisfied customer is just not enough, we wish for her to be excited about working with Contentserv and becoming, over time, a strong advocate. Whatever we do is rooted in our product.

What happens if someone thinks of leaving for another job opportunity? Would the team and their manager try hard to retain them? Those who think they find elsewhere the career that fits them best will be replaced with better team members to ensure the team succeeds in the journey ahead — making us an even better A-Team. On the other hand, while being let go from the team can be disappointing, there is no shame. We honor every colleague who is joining us for the long haul. Individuals looking for a short-term opportunity with us or a stopgap job are not what we are looking for.

Being on an A-Team is not the right fit for everyone. That is okay. Some prefer easy jobs and working at companies that focus on accommodating employees, regardless of their consistency or effectiveness.

Contentserv works best for those who expect excellence from each one of their colleagues. If you are someone who would rather join the team with the most challenging mission, welcome aboard. If you want to have a great job experience, you are exactly right for our A-Team.

WE STRIVE FOR A-TEAM LEADERSHIP



**We are
Relentless
Pioneers
in Building
Culture**





We are Relentless Pioneers in Building Culture

We always strive to live our culture — not just conserve it. Every new team member helps shape and evolve it further. This will improve and accelerate as we add more people — those with diverse perspectives and a desire to make the team more cohesive, nimble, and effective.

It's easy to write about admirable values; it's harder to live by them, and harder still to question actions that are counter to those values. We want everyone to help each other live those values and hold ourselves accountable as role models. It's a continuous challenge that each of us takes personally.

It's about us.
It's about you.

Appendix

Appendix: Organizational Overview

Our organization acts as one entity but is split into sub-organizations for efficiency. Executive leadership acts quickly on operational decisions, while leadership boards are there for mission-critical decisions and supervision. Responsibility is shared.

Any A-Team would act in accordance with basic principles: Trust the guide, but get together once a week, discuss progress, next steps and important decisions that impact everyone. During these discussions, every contribution count. Leaders will carefully listen, reflect and reassess.

Employees and leaders will always maintain direct connection to the next level. This is important, even when things go wrong. While everyday reporting and operational topics are handled between management and the next level of leadership, any out of line situation asks for immediate and direct communication involving the next leadership level.

When at the limit of our own capabilities, we always ask for help — actively and early. We do not encourage or accept false heroism, which frequently results in waiting until it is too late.

Content Leadership Standards

Executive Leadership

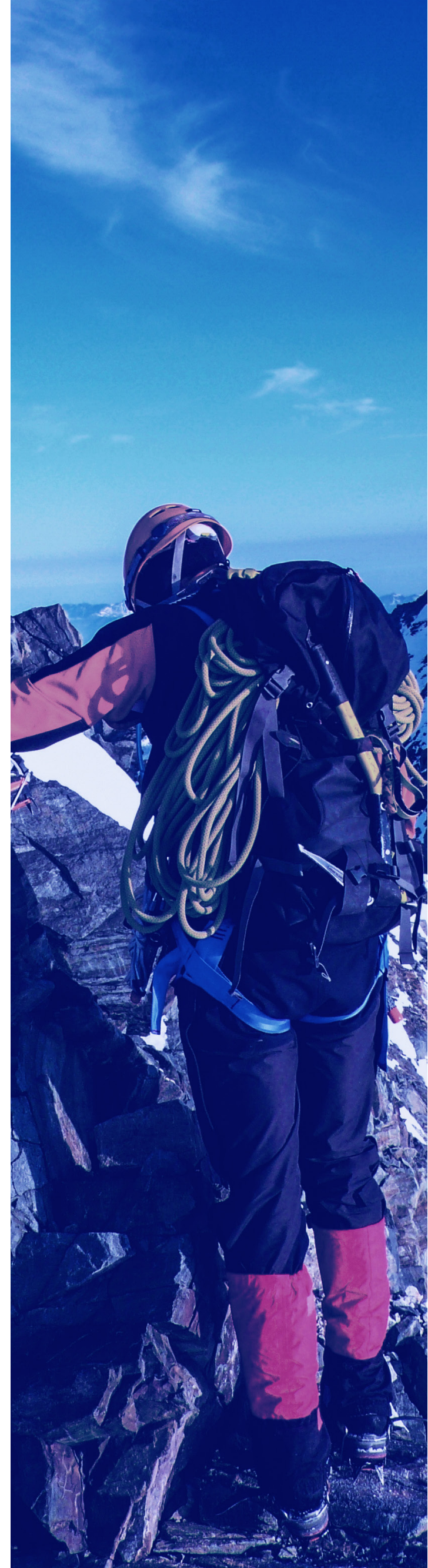
- / One company, one vision, one dream. While we all have different tasks and priorities in achieving our common vision and dream, we do not accept non-alignment in our leadership team - we all work toward the same goals.
- / Whatever we decide, nothing ever is for the sole benefit of a smaller group or an individual.
- / Whatever we do, even when accepting compromises, we never betray our vision and dream: to be the best software company with the best Product Experience Platform on the market.

Managers

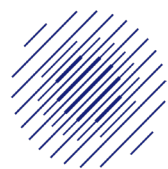
- / Our managers know the details, so they can assess the actions of their teams.
- / They know their stuff, so they can step in when emergencies occur.
- / Our managers are high-functioning: they are great at delegating, empowering and motivating others to perform. They have good control of numbers, goals and targets. But they are also high-functioning in operations and do not solely rely on other team members to be able to perform a task.
- / Our managers delegate to share the load, give their team the opportunity to grow, foster motivation and — ultimately — groom them for success. They never delegate in order to push away work or to leave unpleasant tasks to others.

Our Core Business: Software Development

- / We design, craft, and deliver software products that stand out from our competition. Those products enable our clients to implement and manage outstanding Product Experiences for their customers. That software becomes the reality behind our company's highly differentiated positioning and supports our messaging.
- / The Contentserv team stands for participation, transparency, and accountability. Everyone's contribution is essential and equally important in releasing quality products, whether product management, software engineering, quality assurance, documentation, training, release management, product marketing, and many more. We communicate often, precisely, and are never shy from sharing difficult messages. We understand the importance of time and honor our commitments to our clients, both internal and external.
- / We all acknowledge that Quality is everybody's responsibility and never tossed over the wall. It starts with solid product requirements validated by the market, sound architecture, impeccable coding extensively unit tested, exhaustive quality control, and thorough documentation – it starts with each one of us.



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