



Fact-Finding Seminar on Digitalisation

14 February 2017

Venue: Hotel Novotel, Fischerinsel 12, Berlin, Germany

CROSS | OVER

Per Markus Törnberg
CGM Poland, Crossover
14th February 2017

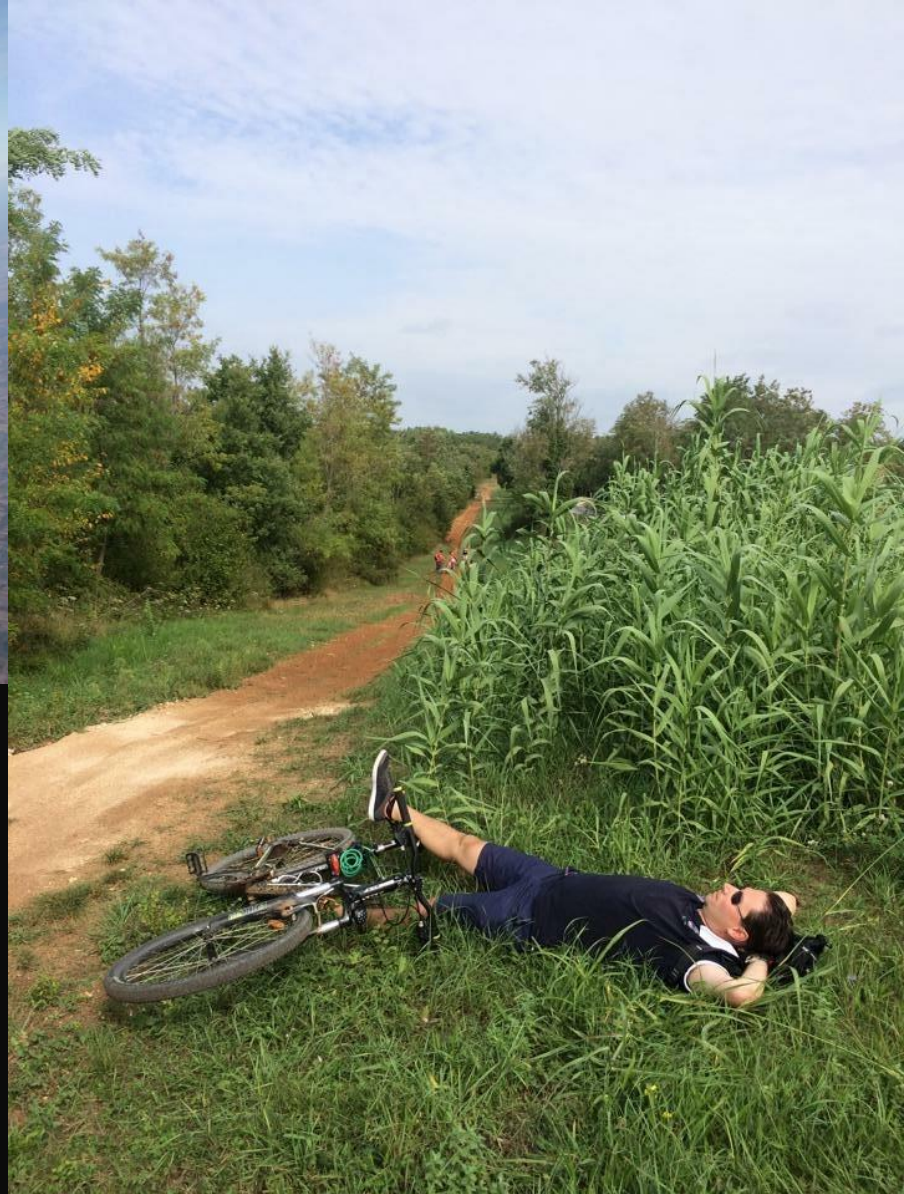
A little bit of background...

- In short about me



.... change to 100% Remote work



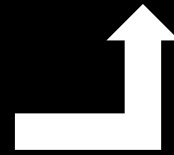


A little bit of background...

- About Crossover's view on the Future of Work and Work life balance



**We spent a lot of
time studying this...**



So what is the 'Future of Work'?

1. People
2. Playbooks
3. Platform

Workplaces still look like this...




All 'high-skill' work goes to the cloud...



**Enabling the best-of-the-best to get
the job (at the 'cloud wage')...**



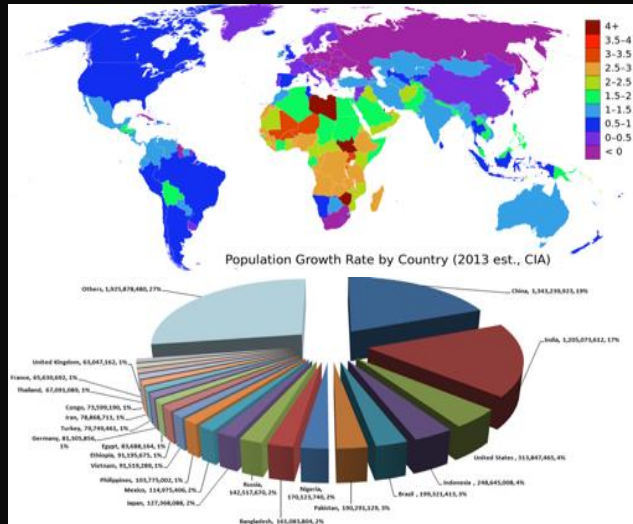
A person in a dark business suit and light-colored shirt is shown from the chest up. Their hands are held out in front of them, palms facing up. Overlaid on the person's torso and hands is a complex, hand-drawn diagram in white lines. The diagram includes various business and technology icons: a cloud with arrows pointing to and from a laptop and a smartphone; a circular flowchart with boxes labeled 'Plan', 'Do', 'Check', and 'Act'; a bar chart with an upward arrow and the word 'Success' below it; a line graph with an upward arrow and '100%' below it; a pie chart with segments labeled 'A', 'B', and 'C'; a target symbol with the word 'Target' next to it; a pyramid with the word 'Production' below it; a flowchart with the word 'Team' above it; a lightbulb; a dollar sign; and a network of people icons. The background is a solid light gray.

High paying jobs
transform society

We believe that there
are few things more
noble than being
able to connect
talented individuals
around the world
to high paying jobs.

People: The way most managers find & select workers is spectacularly outdated

Hyperlocal searches lead to talent shortages

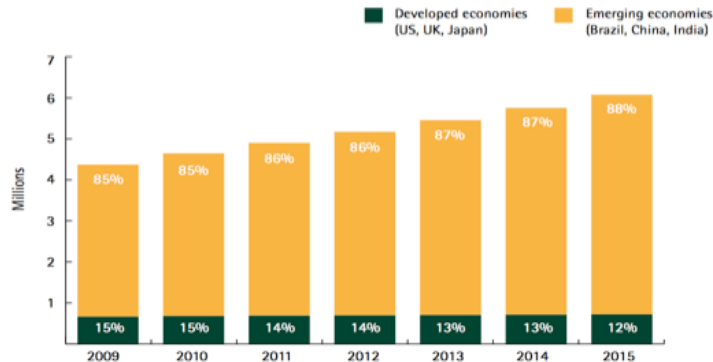


People: We do the exact opposite to form our teams

Marketing-led global sourcing to find the best talent in the world

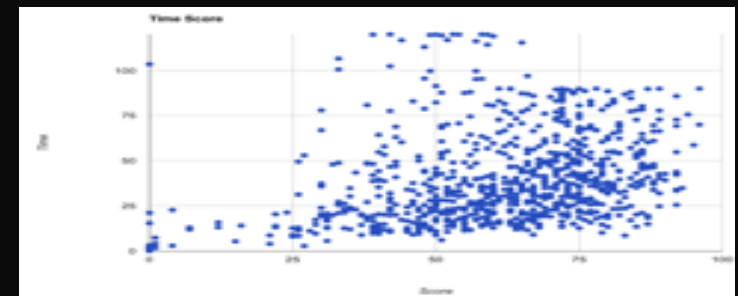
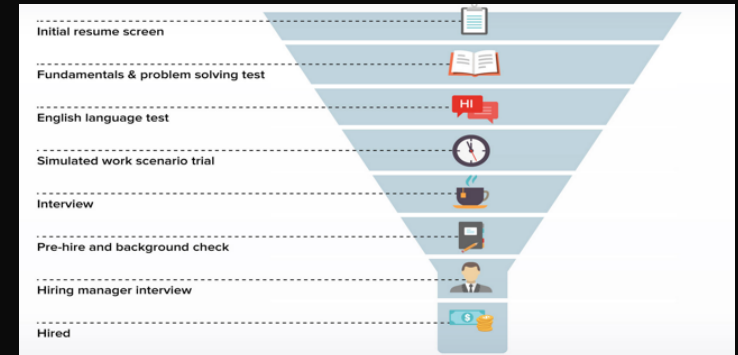


The three largest emerging economies already produce more STEM talent than three of the world's largest developed economies, claiming a higher percentage every year.



Source: Accenture Institute for High Performance analysis.

Multiple rounds of custom skills testing, language testing & job scenario trials



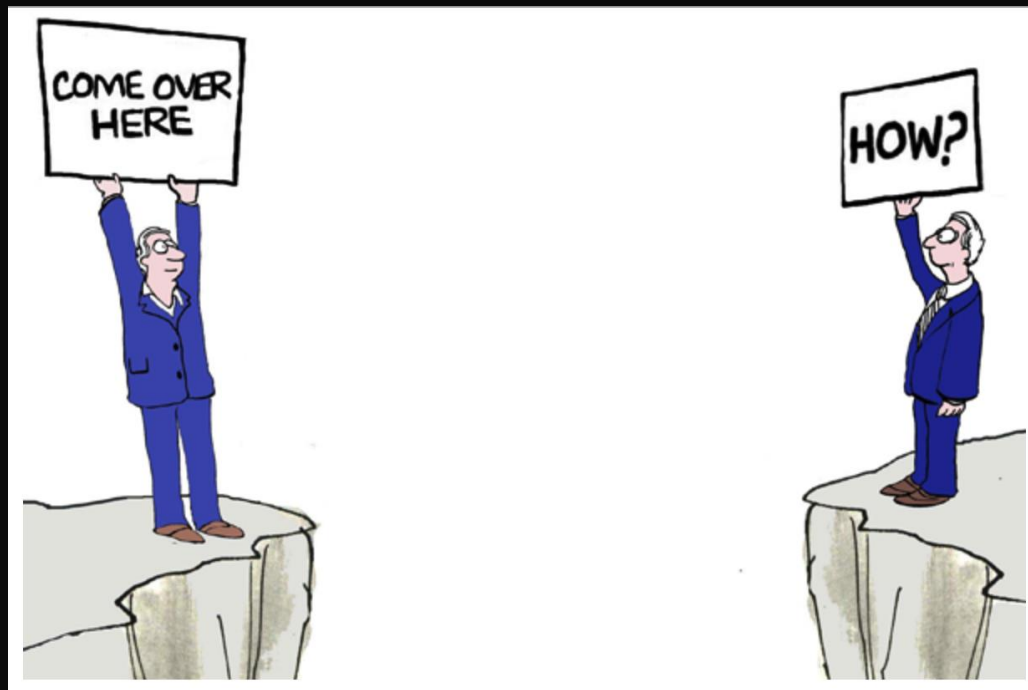
Hire - Applicant Experience (1 week start-finish)

Product Process

Help Button - IM or Phone avail anytime

Pre-apply information	<ul style="list-style-type: none"> Rich info on 'future of work', content strategy Info on companies/customers, process, contractors in country, videos, webinars, ability to ask questions 		
Pre-apply tool	<ul style="list-style-type: none"> One-button click to analyze LinkedIn info and recommend open roles that may be good fit. Career tool to signup for future roles with characteristics that fit and we'll email you when avail 		
Apply	<ul style="list-style-type: none"> Apply via mobile, daily email updates on progress and status, auto-alerts if applicant not progressing Phone call candidate can schedule own time and see's interviewer availability - connection to learn about individual goals, explain process, evaluate candidate (English, etc) 		
Test	<ul style="list-style-type: none"> Ability to take test via mobile Gamefication - candidates are notified after every question where they stand, pass/fail is immediate 		
Trial	<ul style="list-style-type: none"> Highly-relevant trial that is fun and capped at 3 hours Great feedback within 24-48 hours, feedback linked to online courses for additional paid learning 		
TT Interview	<ul style="list-style-type: none"> Interview avail within 24 hours of graded assignment, feedback provided prior to interview Ability for candidate to easily schedule a time convenient for them 		
HM Interview	<ul style="list-style-type: none"> Ability for candidate to easily schedule a time convenient for them and HM Information about HM, company, video avail to candidate prior to meeting HM 		
Onboard	<ul style="list-style-type: none"> Video trainings, 'welcome' packet of tools/VM/logins/etc, best-known methods on remote work, HM video Ability to record introduction video to be sent to team before starting 		

Playbooks: What are those?



Lack of or inconsistent processes

No documentation

Wrong metrics
(or too many)

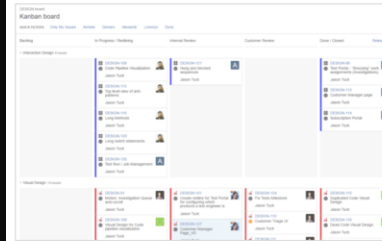
Playbooks: We ensure every team operates by our (or our customer's) consistent playbook

Contents:

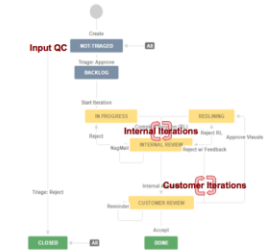
1. Team structure
2. Workflows
3. Metrics & measurement
4. Daily schedule
5. Toolset
6. Collaboration & communication

50% quarterly productivity gain target

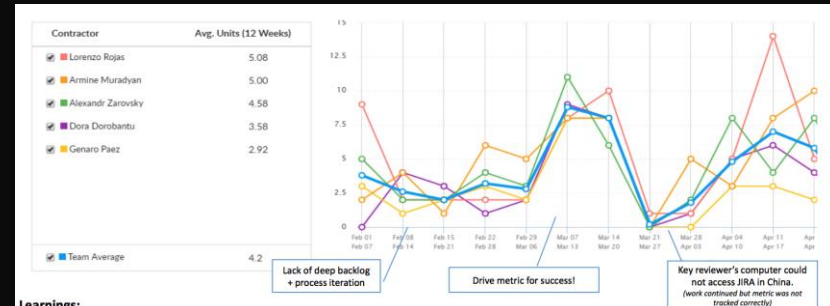
Internal Process



- Work is tracked in JIRA:
 - Work item per delivery type
 - Wireframe, Redline, Asset
 - Simple Kanban board to track status
 - Backlog -> In Progress/Redlining -> In Review -> Customer Review -> Done
 - Sized based on "What can be reasonably reviewed within 10mins"



- Each person works on 2 items at a time
 - Ensures when waiting for feedback on one, can work on second
- Target is 1 or more review per day for each item
- Design lead is primary reviewer, drives the design until ready for a customer review
- All reviews use InVision



Learnings:

- Having a sufficient backlog is important
- Driving both a productivity and quality metric is necessary
- Timely reviews are a necessity

Platform: How do you provide productivity coaching in the 'cloud' world?



Team Members and Roles:

- Alexis Iordan Boni... (Manager - custom...)
- Gerardo Gonzalez (Program Manager)
- Graham Thompson (Project Manager)
- Luciano Bargmann (Principal Technical...)
- Mircea Strugaru (Vice President of ...)
- Rebecca Castro (Account Manager)

PRODUCTIVITY Chart:

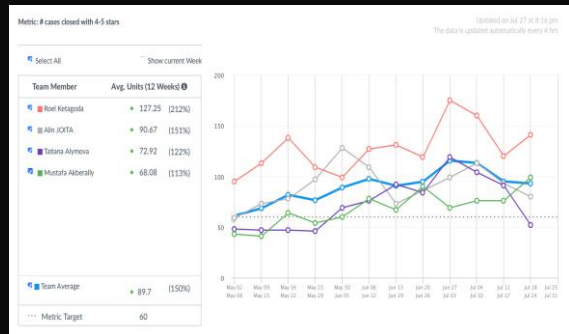
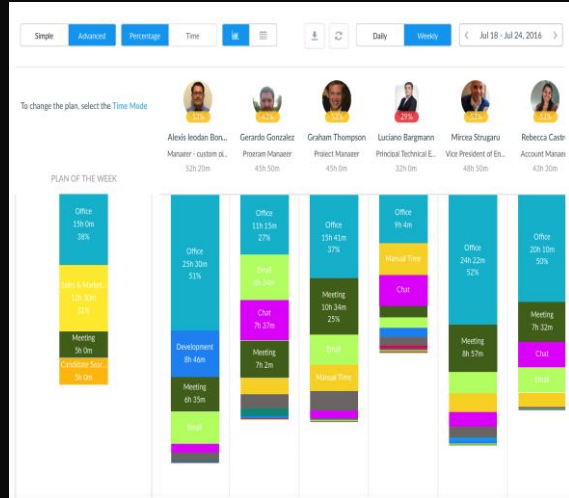
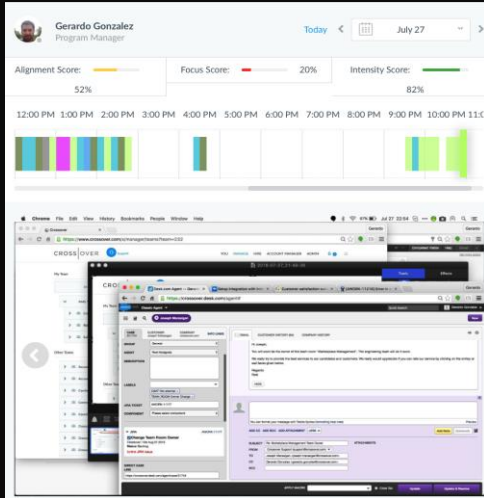
Decrease in cost/unit

Average: 2.3 5% of target

Date	Value
Jul 03	1.8
Jul 10	0.9
Jul 17	6.6
Jul 24	0.0

Stacked Bar Chart:

Category	PLAN	T4W Avg
Office	40%	40%
Meetings	17%	17%
Travel	17%	17%
Conferences	17%	17%
Meetings	17%	17%



All these lead to the Future of Work
and Work life balance

Full time versus Freelance

- Full time with Crossover

- ☐ As part of Crossover team, you are hired as full time contract employee
- ☐ You will not need to bid for projects. Guaranteed work each week
- ☐ No downtime. 40 hours a week guaranteed work
- ☐ Work from anywhere. Home, coworking space, coffee shops
- ☐ Have a local representative to assist you
- ☐ Peace of mind

- ☐ Freelancer on other platforms

- ☐ You are hired on a project basis for a fixed duration and task
- ☐ You may be working on multiple projects simultaneously
- ☐ You bid for projects. Compete with other techies to secure work. No guaranteed work each week
- ☐ Regular downtime between projects as you wait for your bid to get accepted.
- ☐ Some week you could be working even 60+ hours
- ☐ Stress is the name of the game

Which Country Has the Best Developers?

Ranked by Average Score Across All HackerRank Challenges

Rank	Country	Score Index
1	China	100.0
2	Russia	99.9
3	Poland	98.0
4	Switzerland	97.9
5	Hungary	93.9
6	Japan	92.1
7	Taiwan	91.2
8	France	91.2
9	Czech Republic	90.7
10	Italy	90.2
11	Ukraine	88.7
12	Bulgaria	87.2
13	Singapore	87.1
14	Germany	84.3
15	Finland	84.3
16	Belgium	84.1
17	Hong Kong	83.6
18	Spain	83.4
19	Australia	83.2
20	Romania	81.9
21	Canada	81.7
22	South Korea	81.7
23	Vietnam	81.1
24	Greece	80.8
25	Sweden	79.9

Rank	Country	Score Index
26	Netherlands	78.9
27	Chile	78.4
28	United States	78.0
29	United Kingdom	77.7
30	Turkey	77.5
31	India	76.0
32	Ireland	75.9
33	Mexico	75.7
34	Denmark	75.6
35	Israel	74.8
36	Norway	74.6
37	Portugal	74.2
38	Brazil	73.4
39	Argentina	72.1
40	Indonesia	71.8
41	New Zealand	71.6
42	Egypt	69.3
43	South Africa	68.3
44	Bangladesh	67.8
45	Colombia	66.0
46	Philippines	63.8
47	Malaysia	61.8
48	Nigeria	61.3
49	Sri Lanka	60.4
50	Pakistan	57.4

- Where are the people with skills today?

...summing up

- 100% Remote Work
 - Work from anywhere
- Full Flex time 40hours a week
 - work anytime you prefer
- Do not overwork unless agreed beforehand
 - Partnership approach
- Investing on training on the job
 - Best people are learning constantly
- Work Life Balance Priority
 - Happy people work better

CROSS|OVER

Thank you

Contact:

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