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EURY
NOVA

company
culture



Hervé Bath

**The culture
of a company
is defined
a posteriori.
Each of
our actions
contributes
to writing
history.**

M IS SI ON

we serve

We use our know-how and experience to help companies and entrepreneurs transform society through data and technology. Whatever the challenge, we make the best out of computer science and its various facets to develop and implement tools that create business value.

We use our creativity as much as our expertise and experience to deliver solutions that will impact our client's business in the long term.

we craft

We use our consulting experience and the knowledge from our research centre to craft out-of-the-box solutions to match market challenges with cutting-edge technologies. We design solutions that are filled with our know-how and experience, and we hand them to people so that they can create new value.

we explore

We explore the world of future technologies to address today's challenges and contribute to the global knowledge in computer science. Science is the solid ground we root in to grow and we never stop learning, as people and as a company.



VALUES



We believe that it's really important to come up with core values that you can commit to. And by commit, we mean that you're willing to hire and fire based on them. If you're willing to do that, then you're well on your way to building a company culture that is in line with the brand you want to build.

Tony Hsieh, CEO, Zappos

Excellence

The first value that comes to my mind when thinking about Euranova is excellence. Excellence is not an existing situation: it's a work in progress, a journey, a mindset. As with every value, it is an intention that helps us make choices and find our way, like a compass.

According to Merriam-Webster, *excellent* means "very good of its kind". This definition has two interesting parts. First, *excellent* does not mean "best". *Being excellent* does not infer Euranova is better than other companies, and it does not mean you are better than your colleagues. Excellence is not about comparison; it is about being as good as possible in a specific context with our specific skills. It means paying attention to why we do things, how we do them and what we actually do. There is no absolute definition of excellence: it will always depend on the starting point, the requirements, and the expected impact. It needs adaptability, listening skills, and empathy. Second, "of its kind" stresses that there may be many different kinds of excellence. Indeed, should we want, as a rule, to give our clients an excellent experience, we will have to adapt to our clients' criteria. Aiming at excellence for a one-year experience professional won't be the same as for a 10-year experience professional. Yet, there will be some similarities in the way they both want to be excellent in what they do.

Excellence in action

Throughout the years, Euranova has put in place many tools for its people to reach excellence:

Open Forums to share experiences and good practices,

Dev workshops to improve coding skills,

Course books to help you communicate from a clean slate,

#FeedbackFriday to boost interpersonal cooperation,

Communities of practice to stimulate experts,

Project reviews to enhance client's satisfaction,

English-speaking activities and classes

and so on.

All these means are meant to help us, as a tribe, to get a bit closer to excellence each day.

Excellence questioned

As a Euranovian, you can take ownership of this value and challenge yourself, your peers, and the system any time you observe this value is neglected, overlooked, or wasted.

Is excellence a value that drives you, too?

What do you do to reach excellence in your own work?

How do you encourage your teammates to aim at excellence?

How do you take part in improving the whole system?



Feedback

We wonder if this one is a value or an attitude...
 While it is actually an attitude, we can put it as a value !
 We believe feedback is so important in our company that
 We cannot help but bring it up to the level of values,
 and conversely, when it gets real, it's the living proof
 of so many values.

The ability to give feedback and to receive it goes
 along with excellence, as we always look for being
 better tomorrow than yesterday: we are happy to act
 on the feedback we are given and to provide others
 with feedback to help them improve their skills
 or attitudes. Giving feedback means demonstrating
 transparency and accepting feedback demands
 humility. Transparency and humility are rooted
 in honesty. Honesty paves the way to trust.
 This is why we care so much for feedback.

Feedback in action

For years now, many people at Euranova have tried
 and blended feedback into our day-to-day work lives:

The project reviews with clients,

The round of feedback before each Euranniversary meeting,

The #FeedbackFriday,

The 6-monthly feedback forms,

All those are examples of invitations for us to exchange
 feedback and get a chance to make progress, individually
 and collectively.

I know it feels uneasy sometimes: giving or receiving
 feedback can be harsh, uncomfortable, tricky. It may
 take some time to find the right way or the right manner
 to do it. Yet, Euranova takes as a premise that feedback
 comes from a place of benevolence and a will
 for improvement and thus, is a gift. Whatever the wrapping
 may be, what's inside the package is precious and there's
 always something useful to do with it.

Feedback questioned

As a Euranovian, you are ALWAYS invited
 to give feedback about anything and to anyone.

When did you last give feedback? When did you ask for it?

*Do you also think feedback is a consequence of excellence,
 transparency, humility?*

Do you think it leads to honesty and trust?



Together

Collaboration is a cornerstone of our organisation and you may already have heard some taglines (If you do it alone, you probably do it wrong / Alone you go faster, together we go further). We believe that Euranovians are complementary to each other and that we are stronger when standing as a team, even when we have different points of view on touchy topics. Over the past 13 years, we have observed many small teams strengthen up inside this company, achieving significant impact. I have noticed the same features in all these winning teams: the teammates are motivated by the same objective, know their strengths and weaknesses, communicate openly and smoothly, respect and take care of each other, both on the brighter and the darker side of things.

These features have been the cornerstone of Euranova ever since Hervé and I decided to work together to set up a company destined to create and share cutting-edge IT knowledge. They still are the engine of Euranova's evolution, as this first 2-person team has now been upgraded into many Euranovians' teams.

Together in action

To nurture the feeling of collaboration,

Communities of Practice held knowledge-sharing events and after-work sessions,

Internal projects bring together Euranovians,

Mattermost communication channels maintain daily bonds between people,

Many other rituals keep popping up thanks to Euranovians' initiatives.

In simple words, the system has developed means so people feel elevated by being part of the team.

Together questioned

And you, what do you think about collaboration at Euranova?

What is your own style: commando team or lonesome cowboy?

What would you do to strengthen collaboration within Euranova or your team?

According to you,

When would it be ok to not collaborate?

When is it critical to collaborate?



Delight

When we founded Euranova, we wanted to create a place where smart people would love to work, learn, and have a ball being themselves. Euranova would be the place where they feel great because they embrace their potential. First and foremost, we want people to be delighted to work in this company.

Of course, we also want our clients and partners to feel delighted to work with us. Delight results from two ingredients: impact and experience. When working on a project for a client, we, Euranova's people, share the same objectives of efficiency, pragmatism, and delivery: we want to have an impact. Yet, experience has shown that we sometimes face difficult environments, challenging organisations, technical problems, competition, and any other hurdle on our way to our final goal.

In our jobs, we may never see the end of something. A scientific publication may be refused, a client project may be interrupted, a feature for the developed solution may be dropped. In that case, what will matter won't be the result: it will be the path you walked to it. The way you worked, the way you considered people, the way you acted. Even if the project fails, people around you will love the experience of working with you: your listening skills, your integrity, your open-mindedness, your discipline, and your ability to go the extra mile. They will be... delighted to have worked with you.

Delight in action

Besides, feel free to launch any initiative and adopt any attitude that contributes to a day-to-day feeling of elation, healthy competition, and general fun at work. Delight is why you see employees who have worked at Euranova for a long time still having fun while working on difficult tasks.

To support delight as a value, Euranova offers consulting practice workshops, which are here to help you deal with touchy situations and to self-motivate.

Delight questioned

*Delight goes beyond customer satisfaction:
how will you delight your customer with your current project?*

What communication or relationship skill(s) do you still miss to handle any tricky situations with partners, clients, or colleagues?

What will delight you at work today?





BELIEFS

*In this ever-changing society,
the most powerful and enduring
brands are built from the heart.
They are real and sustainable.
Their foundations are stronger
because they are built with
the strength of the human spirit,
not an ad campaign.
The companies that are lasting
are those that are authentic.*

Howard Schultz, CEO, Starbucks

code is



empathy

Empathy is our secret sauce for coding. We typically develop knowledge, software, and solutions for other people and with other people to create an experience that lasts. In every process, we think about our clients and our teammates. We always make a point to see our clients' situations from their perspectives. We believe it's our role to be curious, ask questions, and share our knowledge and opinions to produce the best possible impact. We crack the code with empathy. **#humanfirst**



**In the end, code is always
for humans.**

**Be thoughtful of the humans
that will be impacted
by your code and will have
to interact with your code.**

**Strive to make
their life better.**

Luc
Technical Lead

Minecraft addicts

Craftsmanship is doing what you love and doing it right. Every step we take in crafting solutions is about exploring, designing and innovating. We learn to think of our work as a practice towards becoming absolute experts at what we do. It's a passion for betterment. It's an experience. We craft state-of-the-art software applications that streamline business processes and stimulate company productivity using scientific methodologies, proven IT engineering processes and industry intelligence. **#technocrafters**





The beauty of my work is that I get to see people rise to the challenges of today's world in many ways.

They conceive solutions, put them out to the world to be challenged, and deliver a result carefully crafted, ready to solve a problem.

Quentin
Managing Director

Science please !

We shepherd scientific research out of the laboratory. Bringing scientists, engineers and entrepreneurs together, the dialogue between science and business is becoming a two-way source of innovation. As we work in areas where technology is rapidly evolving, we have built bridges between the academic and the business worlds. Research always stands at the onset of our projects; we take a scientific approach from generating hypotheses to testing before deploying our solutions. **#scienceasamotto**



Ultimately, we do science because we want to make the world a better place. But it goes beyond this: science is a way to look at the world & never cease to be amazed. It is in the wonder of regenerative jellyfish, in the efficiency of algorithms, in the expansion of hyperbolic spaces, but also in a rational outlook on life. As Vonnegut said, science is the magic that works.

So... science? Yes, please and make it a double !

Sabri

CTO & Research Director

we are explorers

By questioning and exploring processes, systems, and ideas, we take a deeper dive into the dynamics at play. By digging deeper, we uncover truths, which leads us to other paths and opens up whole new worlds to explore. Innovation happens by opening to all kinds of possibilities – to ideas that we may not even imagine are possible in the current state of a project. Whether inwards or outwards, we always follow a purpose that creates an impact on our explorative journey. **#solutionexplorers**



**When you're a Euranovian,
you adopt the attitudes
of an explorer:**

**the humility
to learn something new,
the boldness to take new paths,
the courage to take feedback,
and the ability to marvel.**

Sophie
Communication manager

we care

we share



" We share because we care " is a foundational principle of our culture. We have created an ecosystem where different skills and experiences collide. Everybody is encouraged to ask questions and help each other stay updated with the latest trends so that eye-opening ideas emerge collectively.

By sharing knowledge and resources, we generate faster and more relevant solutions to our challenges, supporting each other in achieving our tasks. **#tribalknowledge**





**We are a team
of skilled people.**

**I experience at Euranova
that when we share
our knowledge, we build up
an entire company's
knowledge, and the result
is bigger than the sum
of our individual sets
of expertise.**

Charles

Software Architect & Knowledge Manager

ATTITUDE

OUR WAYS

Inspired by a collective work
written in 2016

Euranova is a data consulting company, a solution factory and a private research centre with a great vision. Being part of Euranova is about knowing that each of us can make a difference, expand the field of computer science, and put it to good use for our clients. We believe IT is only useful when serving people and ideas.

To achieve our vision, we work as an organic body: everyone feels collectively responsible for the well-being and the success of the company, which in turn spills onto each of us. Here, the word company is experienced in its full sense: we work in the company of and accompanied by one another. In short, we are like a set of organs within a body working together toward the same goal.

we commit

As Euranovians, we are committed to the success of the projects we are entrusted with. We know some will be easier than others, yet we know there is always something to learn in whatever we do. We commit to our colleagues, our clients, and our partners. Earn the trust of your colleagues by demonstrating your attachment to the project's success.

Commitment also means we turn problems into challenges and address them efficiently. We focus on finding a solution, not someone to blame, while we shoulder our responsibilities. Do not hesitate to redefine your role to meet the challenge (leader, reviewer, team member, or other).

we are intrapreneurs

We shape Euranova as we go with every action we take. The company needs you to take part in the ongoing creative process. This can be done in many ways: try and identify what could be improved or what is lacking, see what you could do about it, recognise what you cannot do, reach out to help colleagues,... All in all: be an agent of constructive change.

Apply this intrapreneur mindset in all your projects at Euranova, be it internal or for clients.

we are transparent

We value transparency and information sharing between us. An honest attitude creates a good work environment. Always make sure that your actions reflect your intentions and that your intentions are in line with the values and the goal of Euranova.

we work with others a lot, yet efficiently

Find the right balance and complementarity between autonomy and collaboration, being active and receptive, leading and serving the organisation.

When working alone, make sure you stay aligned with the objective and ask for reviews and regular feedback. When you hit a wall, don't get stuck; try to embrace the challenge by yourself first but ask for help before wasting too much time. When you make a mistake, don't sit and wait or leave it aside as if nothing happened: repair it with others' help and remember the lesson learnt. Take credit and take responsibility for your work. Meet the deadline and reach the quality expected. Keep efficiency in mind for everything you do.

Self-examination & feedback

Keep asking yourself if what you are doing is in line with the Euranova project and values.

Give honest feedback in a way that you think can be received by the person. Be true to yourself as well as mindful of others. False feedback helps nobody. Feedback should be about actions and attitudes, not about the identity of the person.

Always make something from the feedback you receive, in whatever way it is put. Turn it into something constructive for you. To do this, assuming it comes from a good intention is a helpful rule of thumb. Then, look for what you can learn from it: is it new knowledge, action to take, improved interaction with a colleague?

You will make progress if you can take your colleagues' and your clients' feedback on board. For this, humility is the key. Be humble generally, yet assertive when you know your idea is good and you want to push it through, and be proud of your results and feel good about your work when appropriate.

we care for knowledge and expertise

Take part in the collaborative knowledge management process.

This can be done in many ways. You can formalise your knowledge on a number of platforms and tools. You can also transmit it at events that are part of life at Euranova: EODEs, Open Forums, R&D Pie & Coffee get togethers, Communities of Practice events, ... And last but not least, you can be a mentor to someone.

Keep learning

Everyone is in a learning process. Euranova offers a wide range of lifelong learning initiatives, from English classes to premium Coursera access, and our own dedicated learning platform. Make the most out of it, but don't let it come in the way of your client projects.

Strive for excellence

Do not settle for less than excellent. Keep learning about yourself: offer your strengths, delegate what you can't do well and fast, and work on your weaknesses.

Realise that excellence is an ideal that you can only approach, but must always strive to reach. Remember

we are system-oriented

By joining and being part of Euranova, we have been given a power: the power to raise our voice, speak up, and challenge any aspects of the company. The Euranova project is Euranovians' project: it's up to us to make it work and thrive. Should you see or experience anything that does not fit with the culture, dare and make it better!

we stay open-minded

Jokes on all topics, strong personalities, unexpected tasks to carry out, ad hoc decision-making process, recognising and seizing opportunities with a quick-witted mind... all of these things are what make Euranova special and they are there for good reasons. Keep a candid, open attitude in all matters, at all times.

As a newcomer, you might not fully understand a number of behaviours or attitudes. This might mislead you to behave in a way that is not OK. People's unexpected behaviours usually have a rationale; they are the result of knowing one another well and the result of negotiations with management. You'll find your way around little by little.

Feel free to be yourself and welcome others as they are. This is a major key to happiness at work and is a pillar to the success of the company. Recognise that the future is unknown and that things are in ongoing creation, even in the types of assignments you will be carrying out: you might have assets and qualities that are useful to the company and that were not first identified in the recruitment process. Surprise us and let us surprise you.

we are ambassadors

Dress code

Wear clothes suited to the situation. We believe that you work better in clothes you are comfortable in but we also believe that your image impacts Euranova's.

At the HQ, dress as you like and according to temperature. Yet, be mindful of important meetings with outsiders that could take place at the HQ.

On the first day at a new client's, at a meeting with prospects or clients, pay attention to dressing in such a way that you look professional and that you reflect the quality of work people expect from Euranova. If in doubt, it's better to be dressed too smart rather than too casual. Once you've assessed the expected dress code for consultants, follow the trend.

Tidiness

A clean and organised desk gives a better image of Euranova and prevents sensitive information from leaking.

We are all collectively responsible for tidiness around the HQ premises (including kitchen, public spaces, meeting rooms, open spaces, etc.). Make efforts to keep the working place as clean and tidy as possible.

Security

Sensitive information (financial documents, contracts, offers,...) should not be left lying around. If you find such documents, please give them back to their owners. Use the shredder to get rid of sensitive information in a secure way.

we are flexible and frugal

Schedules, processes, and rules are there to efficiently handle most situations. Know when to deviate from schedules, processes, and rules to address some situations. Agility takes precedence over processes.

We value frugality which pushes us to be creative, disruptive, and smart. Should it be for our clients' projects or for internal projects, we go for quick wins and iterative methodologies. Valuable jobs do not depend on significant resources, but on sharp ideas, efficient work, and the right investments.

We take care of each other

The quality of your work and your presence at work matter. Use the means we offer to keep improving it: take part in the group activities offered and ask for a personal appointment with the officer in charge should you have a concern in this area.

Don't forget to look after your colleagues, we're all part of the team.

« Attitude » is not a declaration of intent: we mean it and experience it day after day.

No talk talk, we walk the talk.

Once you have grasped the 10 principles we hope you can feel light and free within the frame and join the fun !



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*Hire great people
and give them freedom
to be awesome.*

Andrew Mason, Founder, Groupon

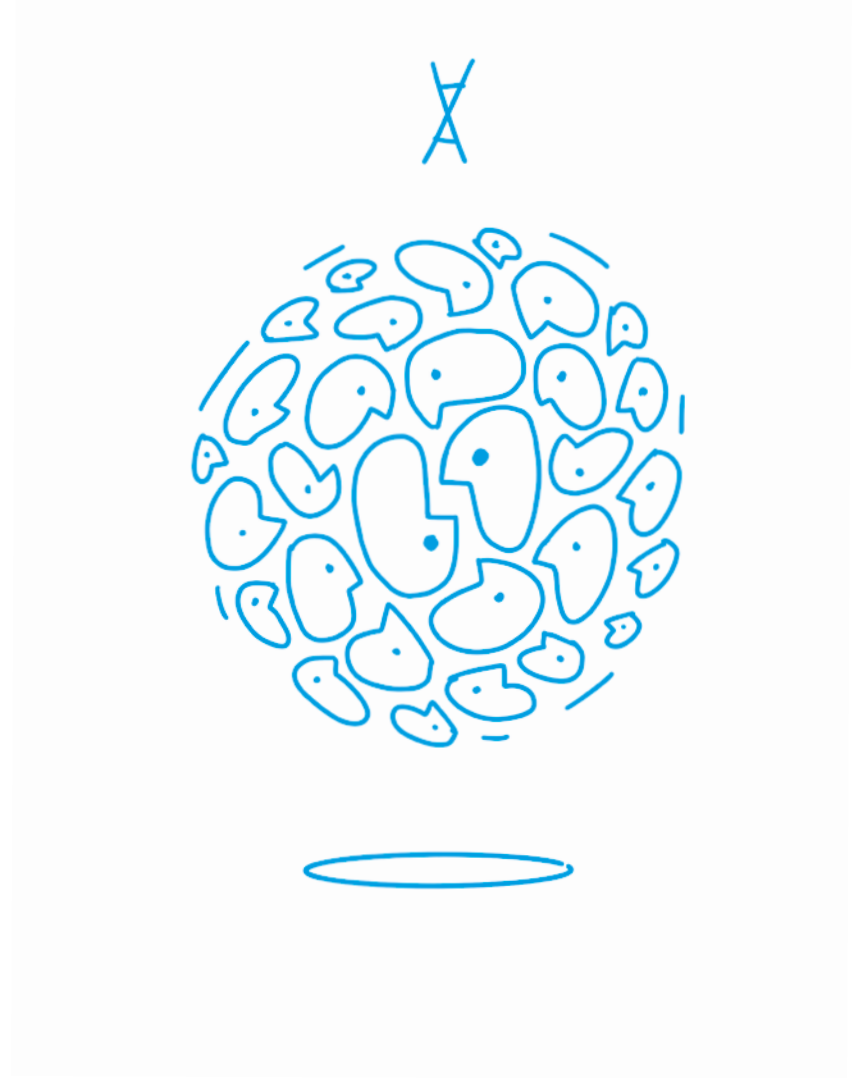
In 2016, a couple of colleagues had the idea of creating a training programme for fresh graduates, which would be so intensive that they would call it a boot camp. It would include a work contract, and it would consist of an in-depth data science programme: 3 months, 3 use cases, 3 data sets. Shortly after that, the first boot camp was launched and led to the recruitment of three colleagues. The following year, one of them took the responsibility to organise the second boot camp: finding clients for the boot campers projects, interviewing candidates, showing up at job fairs, designing the training programme, preparing the data, you name it. Year after year, the boot camp evolved, matured, and sophisticated. Some boot campers have left to take on other challenges; others are still having fun at Euranova; a client's staff member even decided to join us as a recruit. This initiative has now become a powerful employer branding flagship.

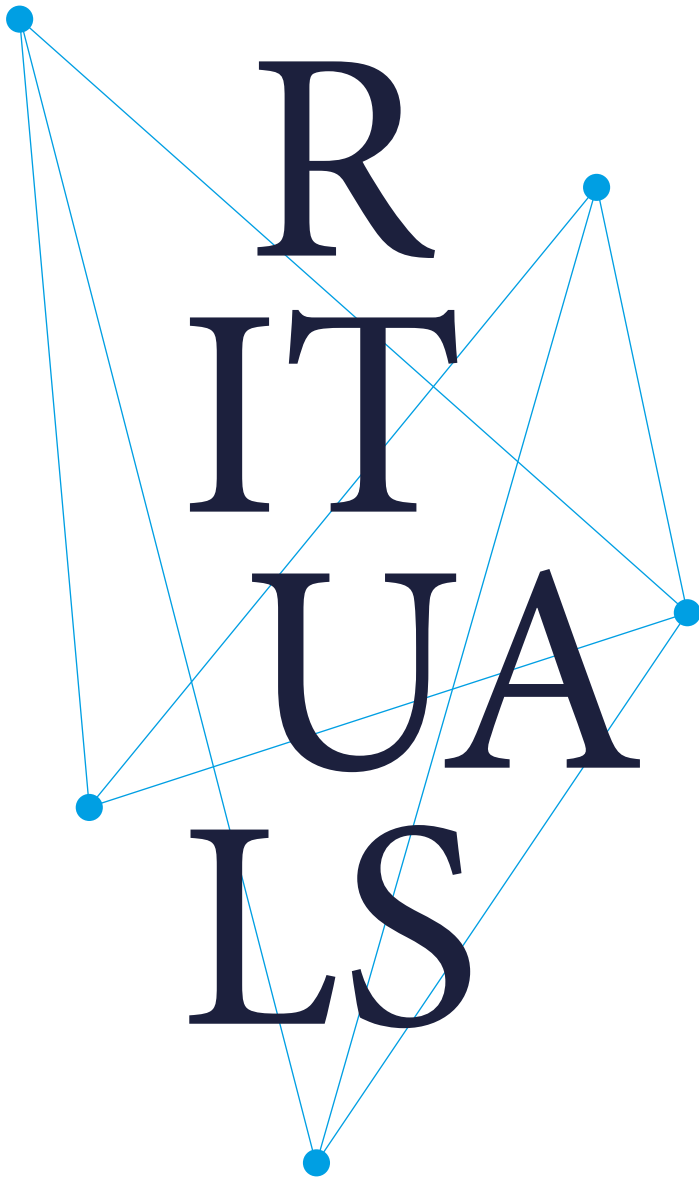


In September 2020, the Ellpha team planned a significant product release that was to take place on a Tuesday morning. At midnight the day before, they were still working, trying to fix a bug. Exhausted, they decided to get some sleep after posting an SOS message on Mattermost. On Tuesday morning, an early bird found the message and rushed to the issue, determined to help. She was not a part of Ellpha but had had a similar problem before. Somewhat later, a Digazu team member showed up and lent the final hand for the product to be released on time. The client was pleased.



Two staff members had been at Euranova for no more than a few months when they suggested organising a hackathon for students. The idea was bold as Europe was recovering from the Covid-19 pandemic. Yet, it made sense to meet potential future candidates, challenge our experts and share knowledge outside Euranova. So, they got the green light and gathered an A-team that included a project manager, communication officers, data scientists, technical leads, jury members, and even the co-founders to launch and support the initiative. On the 4th of April 2021, NovHack happened, entirely online. The first edition of Euranova's hackathon brought together 5 countries, 17 universities and 71 participants.





*There are many rituals at Euranova;
they developed during Euranovians'
initiatives. Some are local, some are
international. Some are very popular,
but not one is mandatory.
Go for the ones that make sense to you.*



Euranova Open Doors Evening, aka EODE

Quarterly event to introduce new employees, share official announcements and important projects at Euranova. Drinks and food are part of the fun.

Insideas

Monthly internal newsletter with the latest about our clients, projects, people.
By Euranovians for Euranovians!

A picture often speaks better than words

All our meeting rooms are equipped with whiteboards and pencils. Always try to express your ideas with the help of drawings: they make everyone agree.

Afterwork time !

This may be the best time of the day, especially when you worked hard for the whole day and the whole week! We sometimes have a drink to celebrate the end of the working day and the beginning of the weekend. Work hard, play hard.



“ I’ll bring croissants ! ”

If you leave your desk and forget to lock your computer, Euranovians will act like James Bond to infiltrate your computer and invite everyone to breakfast the following day.

Knowledge sharing event

We organise events to dig into your expertise topic and events to share cross-field knowledge.

Coffee?

Take a break whenever you decide it is useful for your brain. Take a walk outside to get fresh air, relax with a good ol' cup of coffee, have a chat with a colleague... Time off between Euranovians are often at the beginning of sparkling ideas and new perspectives.

Can you challenge me ?

In live or in Mattermost, talking to friendly and constructive ears helps to step out of your own brain, turning a small idea into a bulletproof project.





Euranova's different offices (Belgium, France, and Tunisia) may have their own rituals or shared habits depending on the context - the offices, the weather, the team's craziness level, the business constraints at the time... They belong to the oral tradition of Euranova: you will not see them written black on white. Observe your environment and never hesitate to ask your direct colleagues what the do's and dont's are. Soon you will know what rituals you are at ease with and you will make them yours to connect with others and feel good at Euranova. And maybe, you will create new ones, too !

