



# The Crayon Box of Values

Crayon Data

The values mentioned in this document  
are meant to be lived, not just read.

## DISCLAIMER

The style of this document is inspired by the HubSpot and Netflix culture codes, both of which are fantastically brilliant and worth a read themselves.

Netflix: [https://igormroz.com/documents/netflix\\_culture.pdf](https://igormroz.com/documents/netflix_culture.pdf)

HubSpot: <https://cdn2.hubspot.net/hub/216938/file-24940534-pdf/docs/culturecode-v7-130320111259-phpapp02.pdf>

However, the values themselves, are uniquely Crayon.

The beauty of the world lies in the  
diversity of its people.





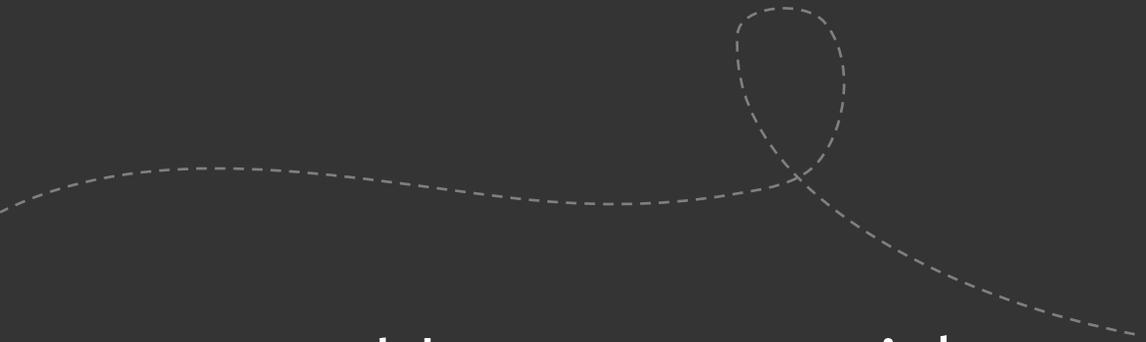
We could learn a lot from **crayons**;  
some are sharp, some are pretty,  
some are dull, others bright,  
but they all **live together** in the same  
box.

- Robert Fulghum

# Crayon

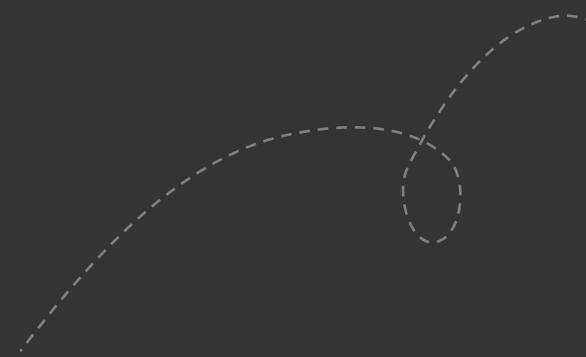
[krei·uhn]

The **simplest tool** for most humans  
to first **express themselves** in the world.

A decorative dashed white line that starts from the left edge, curves upwards, forms a small loop, and then curves downwards towards the text.

However, without data, the world is just a  
place full of people with opinions.

And so,  
Crayon aspires to make the  
**data that permeates** the world around us,  
**simple and easy** to understand.

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# Crayon Data

[krei·uhn dey·tuh]

The simplest\* tool (or platform)  
for humans to make sense of the data  
that drives the world around them.

\* patent pending

\*\* pending in the sense that we haven't applied for it yet. Nor are we planning to.

# Crayon Data

[krei·uhn dey·tuh]

This is what  
Crayon Data does

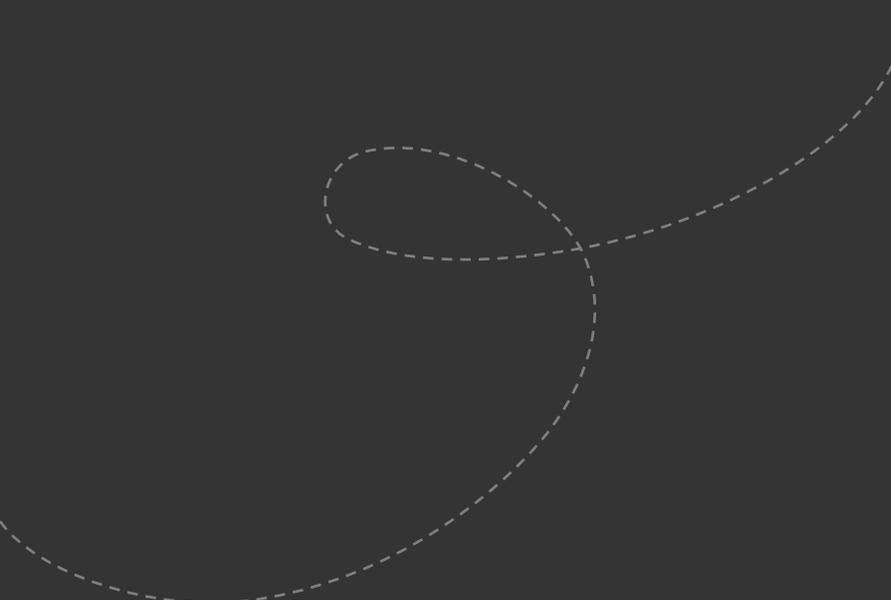


The simplest\* tool (or **platform**)  
for humans to make sense of the data  
that drives the world around them.

\* patent pending

\*\* pending in the sense that we haven't applied for it yet. Nor are we planning to.

But **WHO** is Crayon Data? 

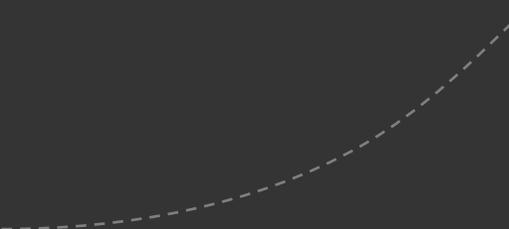




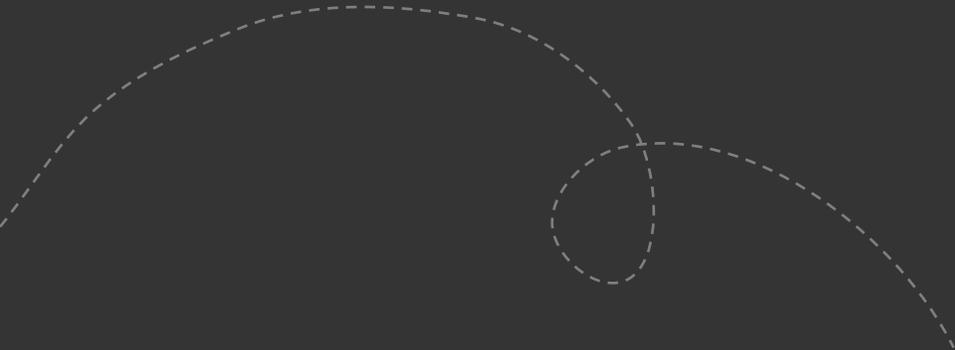
The real competitive advantage  
any business has is its people.

- Kamil Toume

Today, jobs aren't just a pay-check.  
Over a third of your life will be spent at work.

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Why would you spend that time  
at a place that doesn't make you happy? 

A decorative dashed white line that starts from the left edge, curves upwards and then downwards, ending near the word 'should'.

should

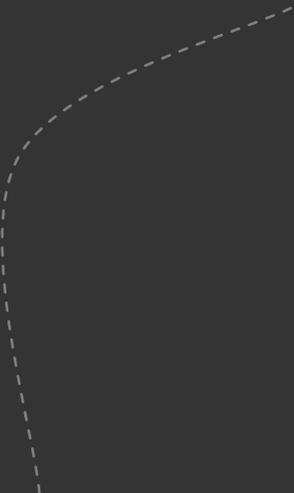
Why ~~would~~ you spend that time  
at a place that doesn't make you happy?

So what makes someone happy?

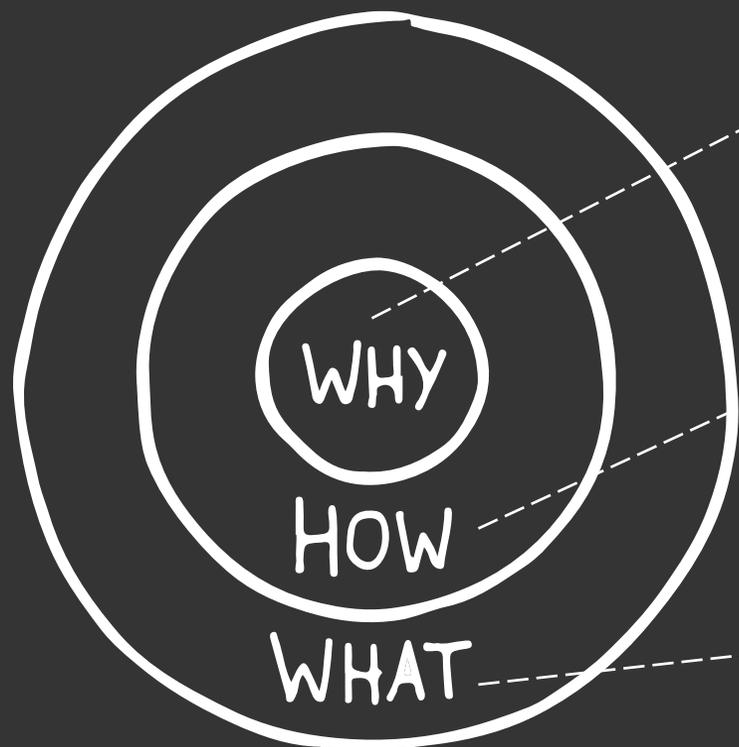


Purpose.

What is Crayon's purpose? 



# Crayon's raison d'être



## Why do we do what we do?

We believe that data is meant to serve the human spirit, not rule it.

## How do we do what we do?

We do this by making it simple for everyone to see, touch and use the information that will make a difference to our lives.

## What do we actually do?

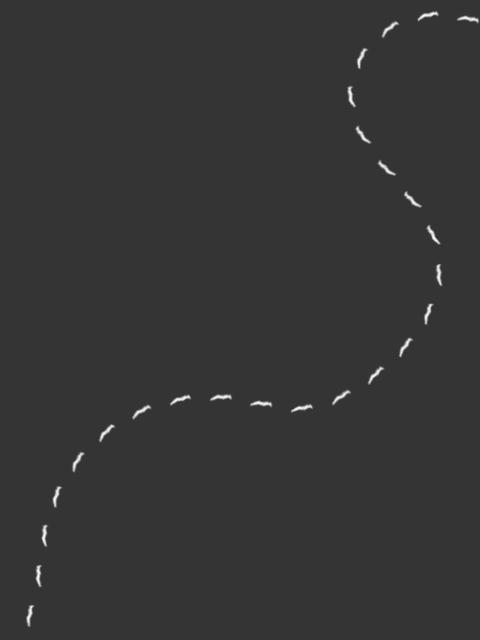
We create solutions that use data and AI to illuminate and simplify every aspect of your existence.

We handle data. With art. With heart.



Okay guys.  
Purpose delivered.  
Go find happiness.  
Show's over.

Fin.

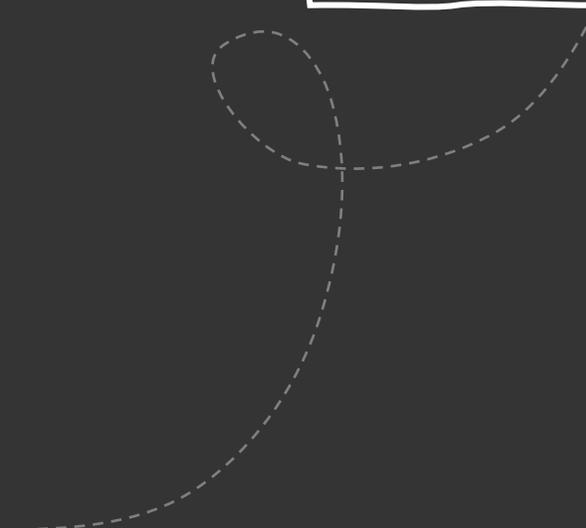


If only it were that easy.

Purpose lends a person happiness.

Culture  
+  
Purpose

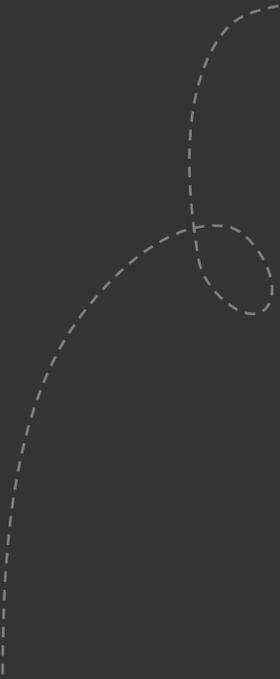
lends a person happiness **at work.**

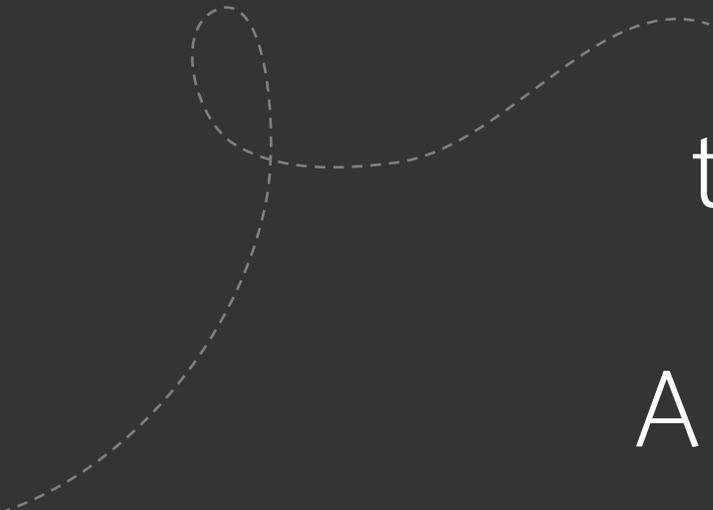
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Every workplace has a culture,  
whether built by intent, or not.

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And once created,  a culture is hard to break out of.



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And so, we present:  
the **Crayon Box of Values.**

A **set of values** we believe in,  
that we hope **shape our culture.**

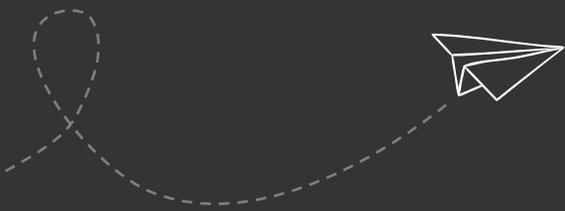
And so, we present:  
the **Crayon Box of Values.**

A **set of values** we believe in,  
that we hope **shape our culture.**



We are only what you make of us.  
These beliefs capture  
what we hope you choose to make of us.

# Our Company Values



The mission is the boss



Responsibility with freedom



Get **shit** done



Be the benchmark



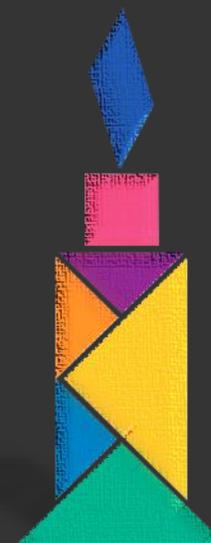
Practice constructive candour

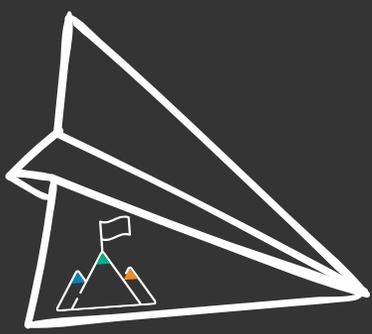


Think data, craft experiences

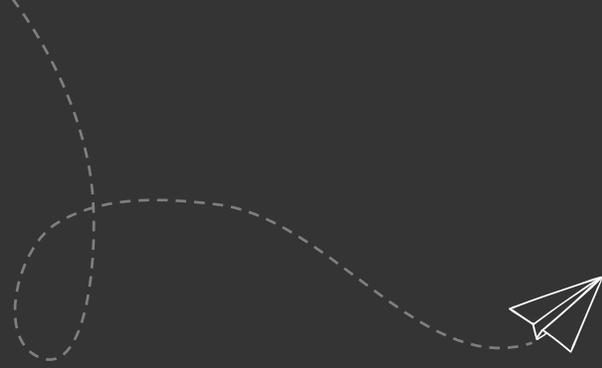


Simplicity is sophistication





The mission is the boss



# The mission is the boss

We operate with something called “contextual hierarchy”.  
Simply put, this means that the best Crayon for the job gets to lead.



# The mission is the boss

Disagree\* with whoever you want, whenever you want,  
if that's what's best for the company's mission.

Because no one pulls rank in a discussion.

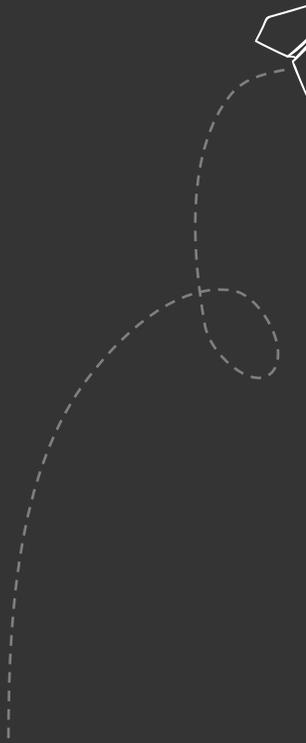
\*But bear in mind to be constructively candid. More on that later.

# The mission is the boss

So...

Expertise is more important than hierarchy.

And succeeding at the mission is more important than anything else.

A decorative graphic on the right side of the slide, consisting of a white dotted line that starts from the bottom right, curves upwards, and then loops back down towards the right edge.



# The mission is the boss

Your mission, to make choices simpler, is your ultimate boss\*.

\*Let's be clear about one thing though. You do have a boss. But the organisation's interests trump your boss' and yours.

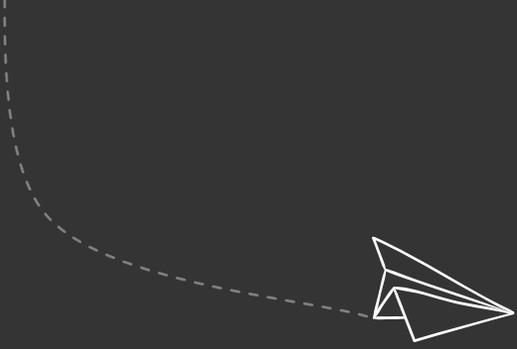


Responsibility with freedom



With great freedom  
comes great responsibility.

Uncle Ben, Spiderman  
(paraphrased)



# Responsibility with freedom

You have the freedom to ask uncomfortable questions,  
and challenge the status quo.

You have the freedom to try new things, to fail,  
and to tread uncharted waters.

# Responsibility with freedom

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But we expect you to be responsible with this freedom.

What being responsible means: Stick to timelines. Be honest and transparent about your progress. Don't overpromise.

AND  
DELIVER RESULTS!

# Responsibility with freedom

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Results delivered = Freedom points earned

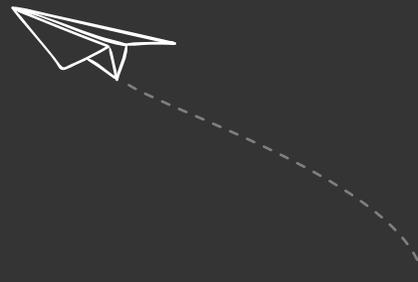


# Responsibility with freedom

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If you want to emulate the people around you,  
don't emulate their liberties.

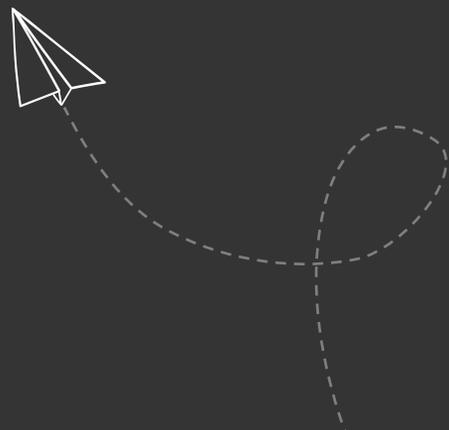
Emulate the behaviour that earned them those liberties.

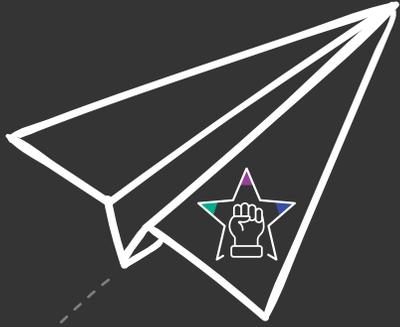




# Responsibility with freedom

Own the result, and earn the right to self-manage





Get shit done



# Get shit done

We deal with consumer behaviour, which is ever changing.

There's no way to be 100% certain about something.  
So, when you know you're 80% ready, start running.



# Get shit done

This also means that you look beyond yourself, even your team,  
if that's what the task at hand needs.

Do whatever it takes to GET IT DONE.

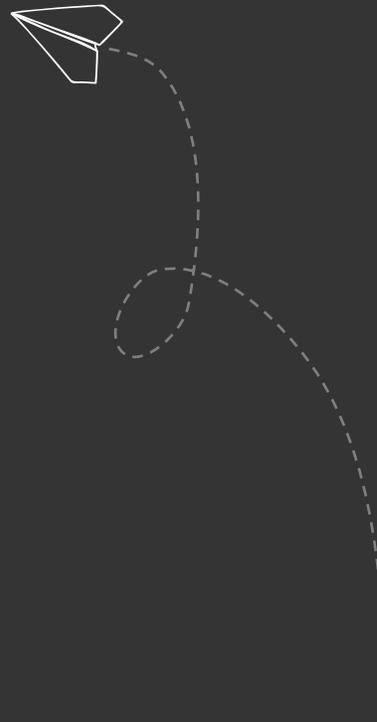
It's okay to fail\*, as long as you learn and improve\*\*.

\*Remember, it's your freedom...

\*\*...and your responsibility.

# HOWEVER

Just wanting to act does NOT mean acting without forethought.  
Execution without strategy is just called guess-work.



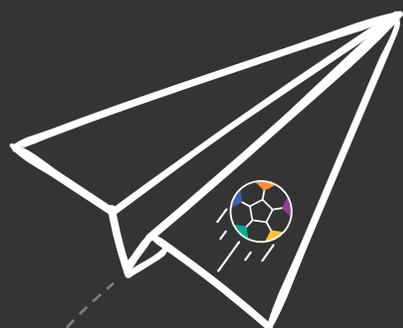


# Get shit done

Think deeply, but act quickly.



# Be the benchmark





# Be the benchmark

We don't do "*good enough*" at Crayon.

Don't adhere to someone else's legacy.  
Build your own.

“

There is no finish line.

Nike



# Be the benchmark

So be a sponge.

Immerse yourself in your field of expertise\*.

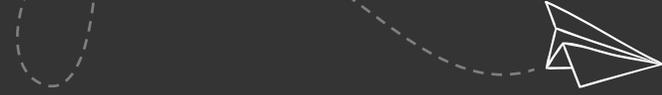
Talk to experts, understand different perspectives and ask questions.

But don't stop there.

See how you can become an expert yourself.

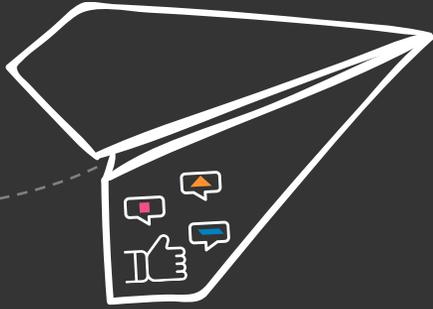
After all, that's what our clients expect of us and you.

\*But remember, don't take forever, you still need to get shit done!



# Be the benchmark

Because “good enough”, isn’t good enough.



Practice constructive candour



# Practice constructive candour

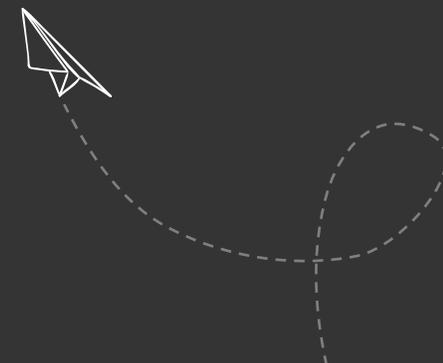
We, as an organisation, are honest, transparent, frank,  
and direct about everything we do.

We expect you to be the same with your boss, your team, and us.

# Practice constructive candour

Candour invites a two-way conversation.  
It means to share your perspective and invite the other person to do the same.

Instead of saying - *“Here’s what I think.”*  
Try - *“Here’s what I think, what about you?”*



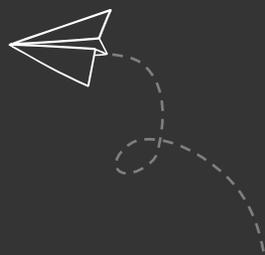
# Practice constructive candour

Always give feedback with the intent being to help the person grow or solve a problem

Have a sense of empathy for the individual you're being candid with.

BE. CONSTRUCTIVE.

Rudeness is NOT honesty.





# Practice constructive candour

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When offering feedback:

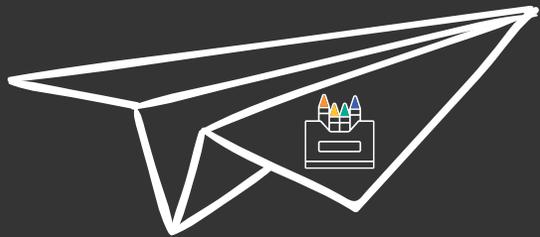
Be honest. Be transparent. Be considerate.

When receiving feedback:

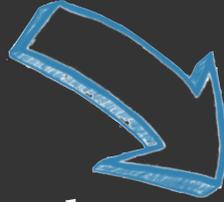
Be open-minded. Be objective. Be receptive.



# Think data, craft experiences



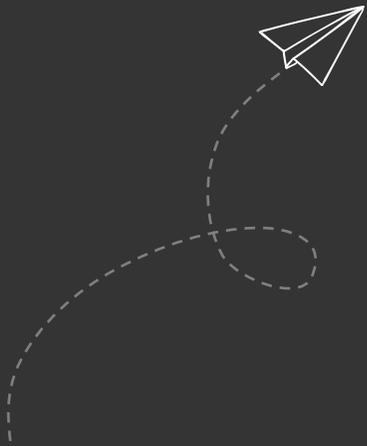
The how



The why



Think data, craft experiences



The how

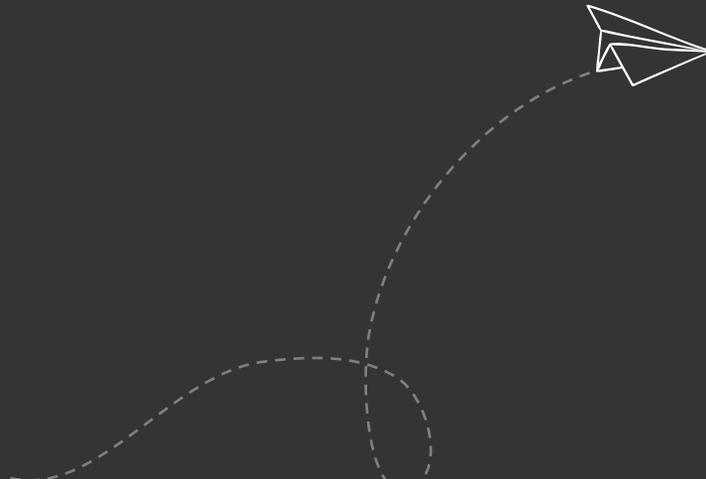


The why



# Think data, craft experiences

Don't mistake how we do something for why we do it.





Data! Data! Data!  
I cannot make bricks without clay!

Sherlock Holmes

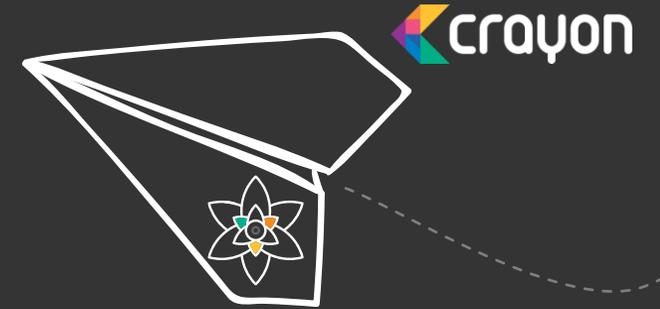


# Think data, craft experiences

Data is the clay.  
The insights, the bricks.  
The experience, the house.

Focus on the clay and the bricks,  
But never forget that it's a house you want to build at the end of it.





Simplicity is sophistication



We didn't think it'd take an Einstein to figure this one out.

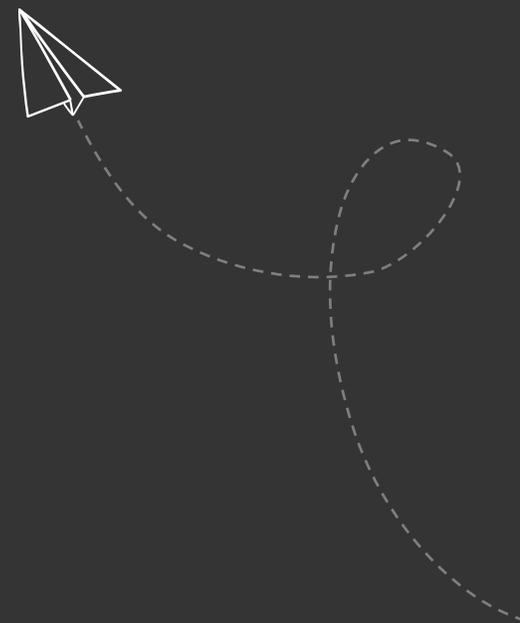
But...



If you can't explain it simply,  
you don't understand it well enough.

Albert Einstein

Do NOT confuse simplicity with lack of complexity.  
Rather, simplicity refers to clarity of thought.



What we deliver is a customer experience.  
And that must be a simple journey.



Whatever it is you do to get there,  
may involve a lot of complexity.

No matter how complex the input is,  
the output must always be \*12-year-old-annoying-nephew-proof.

\* Ideally, the output needs to be client and investor proof.  
But prove it for your 12 year old nephew, that outta cover it!



# Simplicity is sophistication

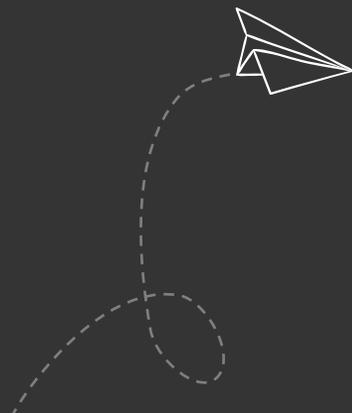
Remember our mission.  
To simplify people's choices (read: lives).

Well, those people include your team, your boss,  
your client, your consumer...and you.

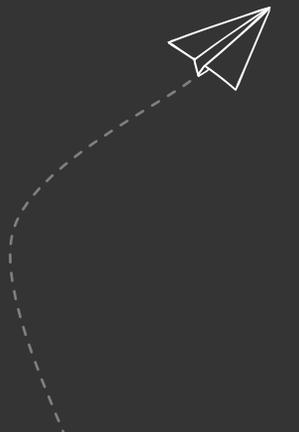


We're putting this value in action, by not over-explaining it.

# Remember, less is more.



That covers what we value in ourselves...



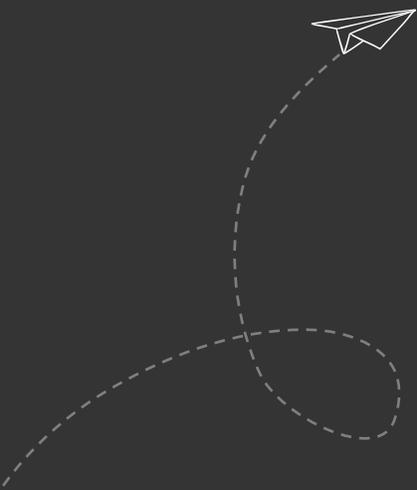


But what do we value in people?

Your being skilled and talented isn't a value.  
It's a necessity.

It makes you a capable employee, but not a valued one.

And we're looking for valuable people.  
Being skilled enough doesn't cut it.



What this means:

If you're unbelievably skilled at your job,  
but find it difficult to embody our values,  
your cost to the team and the company is simply too high.



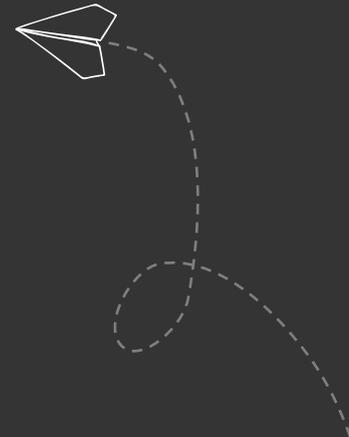


What that means, candidly:

We don't have room for jerks\*.  
Nor are we planning on making any.

\*We also don't want lazy people or "managers" (people who just want to direct others and not get their hands dirty).

Now, values we value in people include...





# Our People Values

Detailed in planning  
Reliable in execution

*How we work<sup>\*</sup>*

Respectful in intention  
Team first in thinking

*How we interact<sup>\*</sup>*

Bold in ambition  
Curious in creation  
Self-motivated in action

*How we are personally<sup>\*\*</sup>*

<sup>\*</sup>The minimum we expect

<sup>\*\*</sup>What sets true Crayons apart

# Detailed in planning



We're a data company.  
We can't NOT be detail oriented!

A good plan is half the battle won.  
And a plan is only as good as its details.

Remember.  
The devil is in the details.  
So is the magic.

And if either of them is hiding in there,  
we need you to find it.



We need to know that the company, your seniors and your team, can safely and blindly depend on you.

Reliability means making a commitment and sticking to it.

Communicate delays proactively.  
Give reasons for it.

Trustworthiness and reliability are qualities all relationships are built on.

Every Hallmark card can't be wrong.

## Reliable in execution

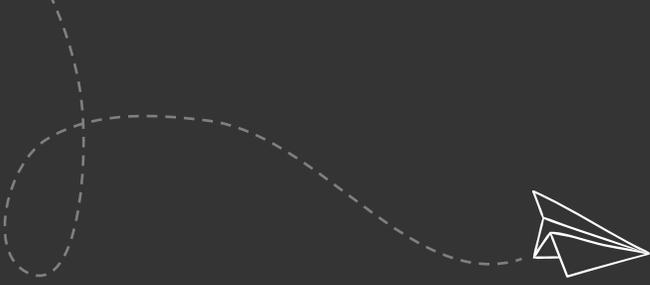
# Respectful in intention



In an organisation, you might not “like” everyone. And not everyone may be your biggest fan.

However, it is critical for us to respect that everyone is there to do a job. And they probably bring a perspective we might not have.

Respect for one another is at the core of our organisation, our not-so-secret ingredient, if you will.

A white line-art icon of a paper airplane in flight, with a dashed line representing its curved path. The path starts from the top left, loops around, and ends at the airplane's tail.

# Team first in thinking

None of us is as smart as all of us.

The more minds that come together to create something, the surer we can be that the output has stood the test of fresh perspectives.

And a player who makes the team great is more valuable than a great player.

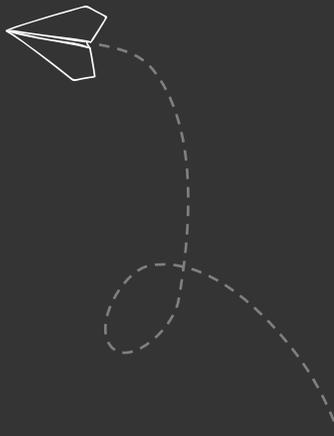
# Bold in ambition

Whether you want to be on the stage or behind it, is completely your call.

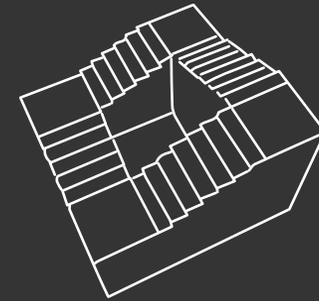
What we don't want is for you to want to be a spectator.

Because our mission is an ambitious one.

We want that stage.  
And we need you to want it too.



We're looking to change the very shape of the box everyone wants to be thinking outside of.



Curious in creation

Hence, we need people who live outside of that box (mentally) and occasionally drop in to get work done.

# Self-motivated in action

Skill is easy to find.

Drive? Not as much.

If you see something that needs to be done,  
don't wait for someone to tell you to do it.

Just Nike it.





Now.

Just in case we've lost you a little  
and you've ended up skimming through some of this  
SUPER IMPORTANT STUFF...

Here's a quick cheatsheet on the super SUPER important stuff.

# Our Company Values



The mission is the boss



Responsibility with freedom



Get shit done



Be the benchmark



Practice constructive candour



Think data, craft experiences



Simplicity is sophistication





# Our People Values



Detailed in planning  
Reliable in execution

*How we work\**

Respectful in intention  
Team first in thinking

*How we interact\**

Bold in ambition  
Curious in creation  
Self-motivated in action

*How we are personally\*\**



\*The minimum we expect

\*\*What sets true Crayons apart

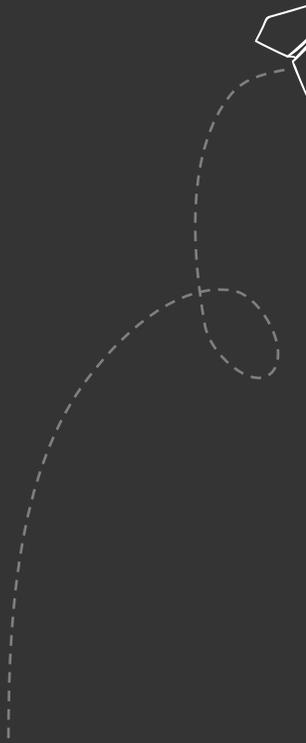


And yes, we know, what you're thinking;  
this is a lot of talk about values.

But here's the thing - we walk the talk.

These values are constantly in-action  
through people who get rewarded.

And the most valuable Crayons  
are the ones trusted with the most responsibility.



A simple white outline of an arrow pointing to the right, located on the left side of the slide.

After all...



We don't just want employees.  
We want to build leaders.

- Every employee handbook EVER.

A white line-art icon of a paper airplane flying upwards and to the right, with a dashed line indicating its curved path.

So you've probably already put this together,  
but what we're trying to say is...

The more you embody these values?  
The more valuable you become as an employee and team  
member,  
the more responsibility you're entrusted with, and  
the better you become as a leader.

Basically, this document is like a guide to becoming an irreplaceable employee and leader.  
Study up.

And what makes a good leader,  
according to us?



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We think good leaders  
build their team's capabilities  
to the point of their own redundancy.

Counter-productive? Counter-intuitive?  
Not really.

This just frees up the leader to be  
promoted further.

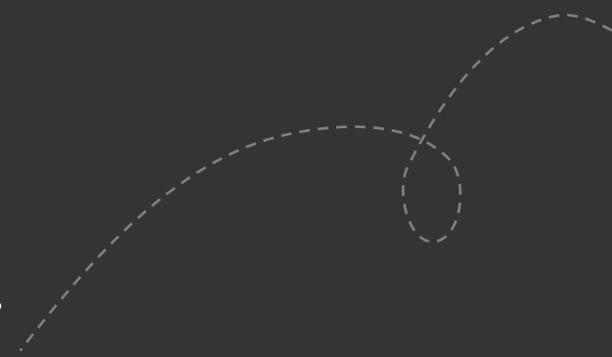
We want you to aim for your boss' job.

We don't want you to kick them out!

Rather, we have the same hope for  
your boss as well:  
that they aim for their boss' job.

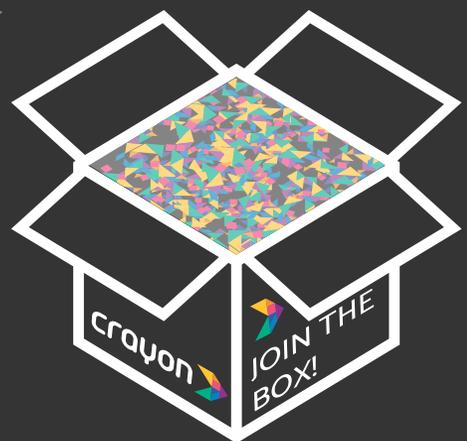
And that's what we're going to leave you  
with.

The hope that you aim bigger.  
For you. For your boss. And for Crayon.

A decorative dashed white line that starts from the right edge of the slide, curves upwards and then downwards, ending near the bottom right of the text area.

Fin.

Culture and purpose lend a person happiness at work.  
And as any Crayon will tell you, we're fanatical about about our Box of Values!



*Think you'll feel at home with our innovative, quirky and data-driven tribe? Then jump right in!*

singapore • chennai • dubai

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