Welcome to our Playbook !

POSSIBLE FUTURE ▸▸

FRENCH BUREAU

This playbook details how we conduct our innovation projects, and how we run our company.

This is our ever-evolving manual, gathering all the information about Possible Future, so that clients, team members and future hires can benefit from everything we've learnt.

Want to know what it's like to work with us ?
Pick a heading, and dive into our world !

Introducing : Possible Future

Our Mission

We design sustainable innovations —
from ideas to launch.

We are committed to inventing a desirable future —
and to make it possible. We imagine and we build
new businesses, products and services designed to have
a positive impact on the planet, on people and on the
economy.

We are convinced that to face the 21st century biggest
challenges, corporations need to entirely rethink their
model. They can be forces for good and help regenerate
the world. And we think we can help.

We are a team of entrepreneurs bringing together
Business, Design and Technology, united by our
creativity and desire to create a positive impact.

So that's what we do: we dream and we make.

Certified B Corporation

As a B Corp, we strive to meet
the highest standards of social
and environmental performance,
transparency, and accountability.

Specifically, when working for
our clients, we aim at building
solutions that are :
- viable economically and
environmentally and socially
sustainable;
- creating positive impact
for consumers as well as for
employees;
- thought for the long term and
for the interests of generations to
come.

Certified
B
Corporation
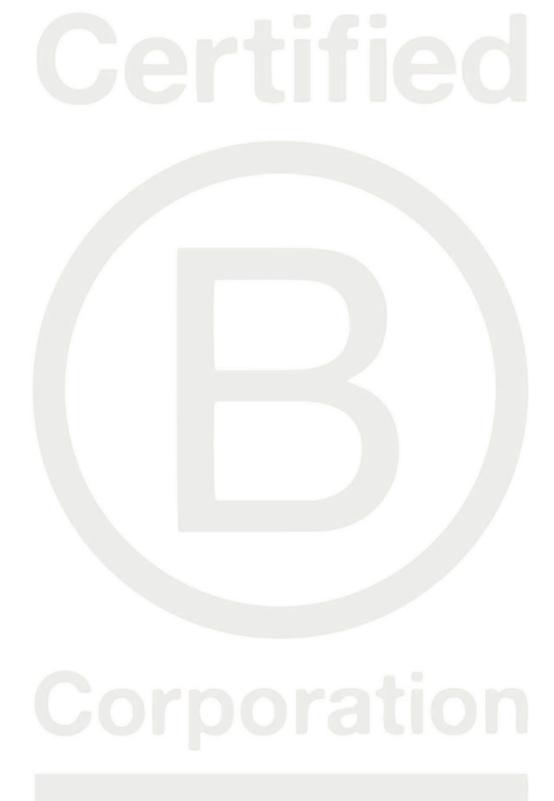
What we do

Our goal is to bring meaningful innovations to market, by turning intuitions into proven opportunities and by creating Minimum Viable Products in the shortest possible timings. We do this through 2 main activities:

The "Innovation Bureau" - A structure set to conduct 3 to 4 months "Innovation Challenges" - Meant to detect and understand market and social trends, quickly imagine and prototype new products and services based on identified market opportunities;

The "Studio" - A startup launch-pad dedicated to large corporations willing to explore new markets, usages and technological territories, test new business models and seize the opportunity to create upcoming business development levers.

This structure provides our clients with a real innovation booster: with us, our clients go from an intuition to having an MVP on the market within 10 months.

Ready? Steady? Go!

EXPLORE
market
users
trends
experts

INVENT
concepts
services
products

PROTOTYPE
user test
design
b-plan

Let's launch it!

LAUNCH
recruits
MVP
launch campaign
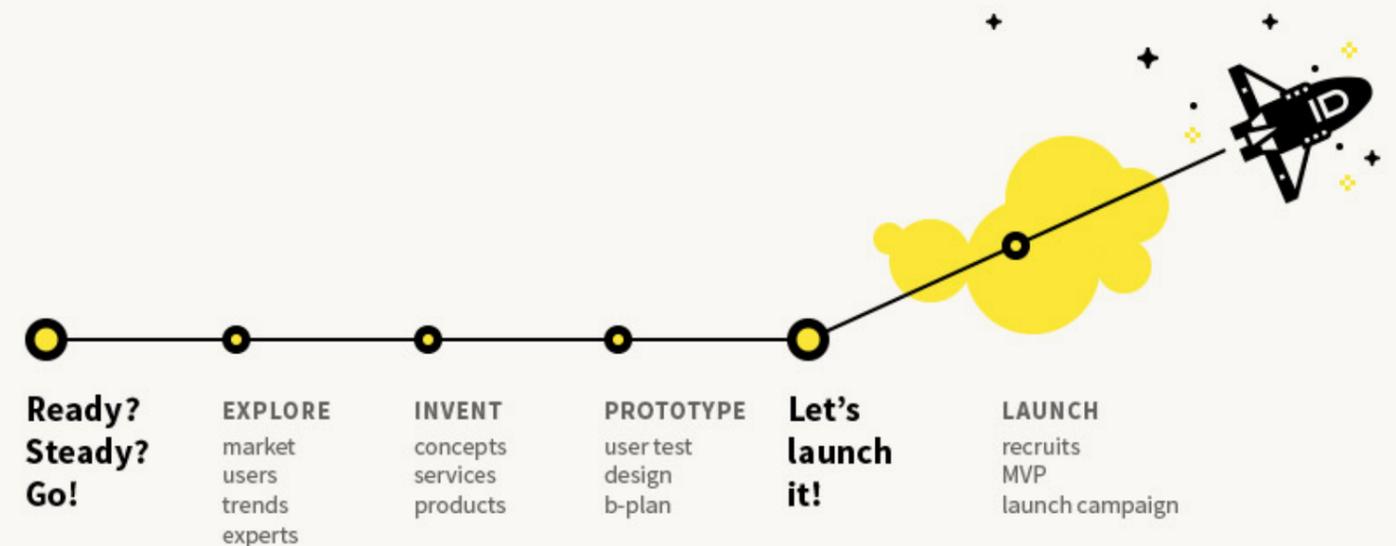
A Challenge turns an intuition into a ready-to-lauch activity **in 3-4 months**

The Studio builds the activity and launches the MVP on the market **in 6 months**

DESIGN

BUSINESS

TECH
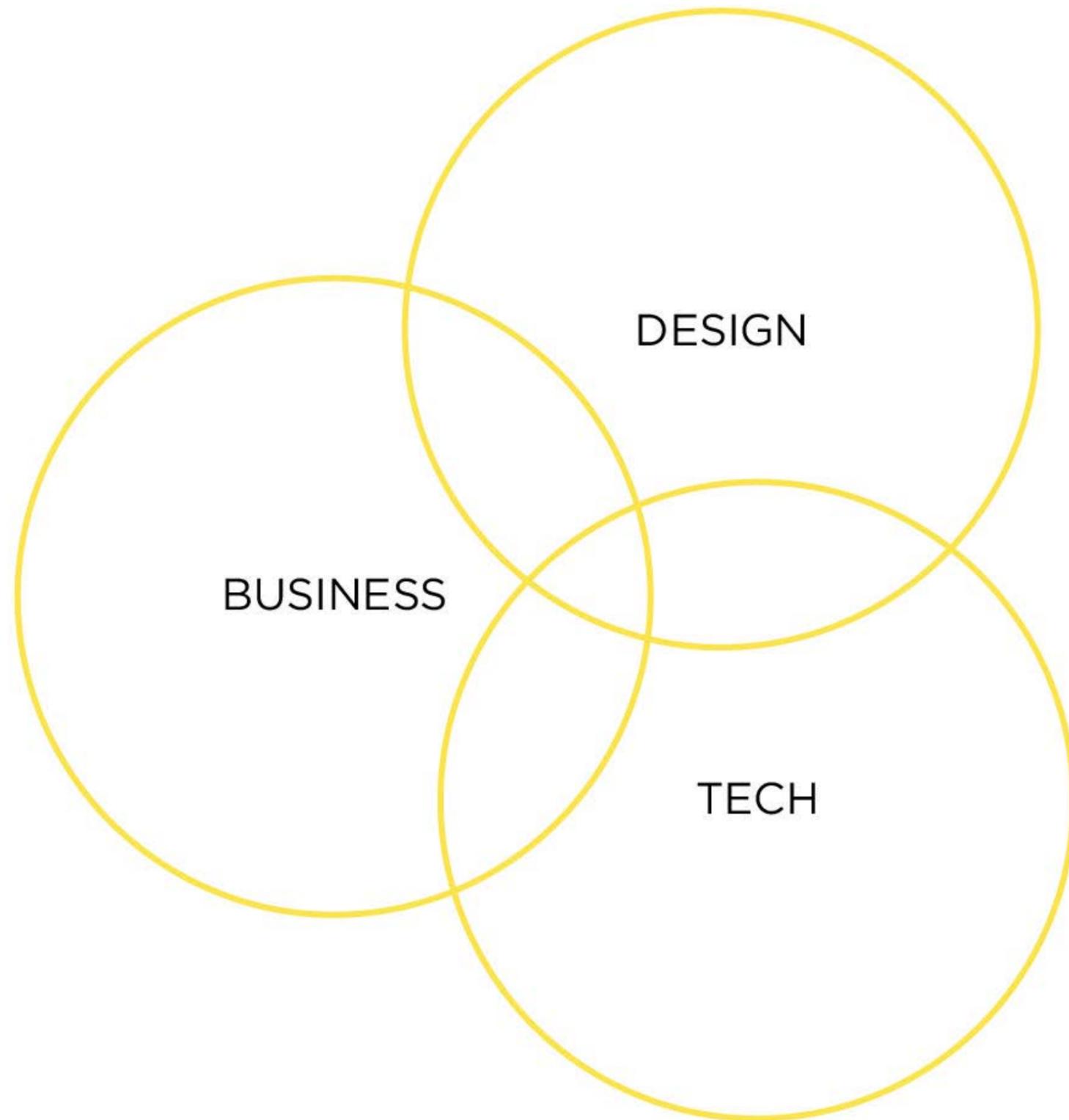
Our Value Proposition

Above anything else, the value that we are delivering to corporations is **swiftness** for their innovation ambitions.

We built Possible Future with the core belief that, to generate innovations which are both meaningful and ready-for-market over the course of a few months, 3 core competencies had to be brought together: **Business, Design, and Technology.**

Our entire methodology aims at bringing together the best of these 3 worlds, and to consider all 3 with equal importance. Thanks to this "magic formula" of ours, we provide our clients with the capacity to **imagine, build and launch innovations at the pace of a startup.**

The Innovation Bureau Challenges

What is a Challenge ?

Challenges are what we call the 3-4 months innovation projects that we conduct in our Innovation Bureau.

A challenge starts when a client asks us to solve a business problem.

Over the course of the challenge, we will explore market trends, study our users, conceive solutions, prototype the most promising one(s), test with users and build a viable business plan and launch roadmap. At the end of a challenge, we provide our clients with a ready-to-launch new activity.

Want to know more? Keep reading, the sections below detail our methodology and deliverables :)

Challenge Teams

As soon as a challenge is launched, we bring together a team of three innovators, which mixes Design, Business, and Tech skills.

One of the team members is the "Challenge Lead", and has full ownership of the challenge. The most important mission of the "Challenge Lead" is to make sure that everyone on the team is excited about the challenge! He/she also makes sure that the project stays on track and reaches the highest level of ambition for Possible Future and for the client. Across the span on the entire 3 to 4 month long challenge, a number of people from Possible Future will get involved, beyond the core project team, especially during the ideation and prototyping phases. The "Challenge Lead" ensures consistency throughout the project.

To ensure the best communication possible within teams and with the rest of Possible Future, we rely a lot on Slack, Notion and Google Drive.

Our Methodology

EXPLORE   **INVENT**   **PROTOTYPE**
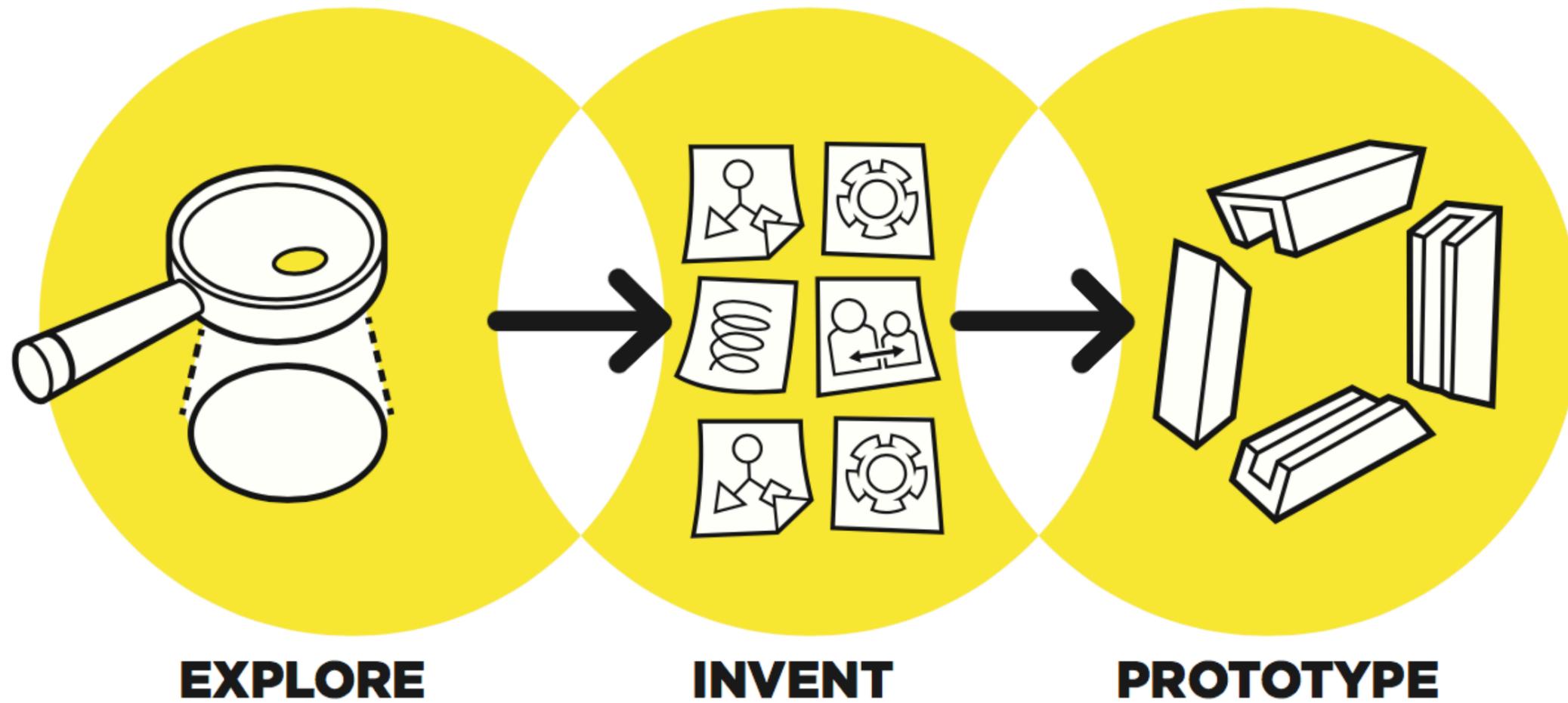
Phase 1 : Explore (4 weeks)

The first phase is dedicated to exploring the market, the society and the users. We want to get to an intimate level of understanding of the field we're in.

- **Analyze** the market trends through all available studies and materials;

- **Target** specific countries and benchmark all the cool innovations we can spot in these markets;

- Spend time **understanding the client** and how the business is operated (through interviews, field observation, etc.);

- **Map out** all of the actors at stake and their interactions with one another;

- **Immerse ourselves** in the users' lives;

- Spend time **on the field**, visiting and observing users in all physical locations related to the challenge;

- Map out the **user journey** and the pain points, aspirations and perceptions associated with it;

- **Meet with experts** or startups working on similar topics to gather their insights; attend any major event or exhibition related to the challenge's problematic (NRF, CES, SXSW…);

- Conduct **qualitative interviews** with users and sociological studies;

- Conduct **quantitative surveys** on 500 to 1000 consumers to validate;

- **Synthesize our learnings** & insights into an impressive graphical rendering :)

End of phase 1: the Immersion Day

At the end of phase 1, we have identified (and backed with facts) the key areas of opportunities for the next phase. We share the result of this phase with the client during the **Immersion Day**, a 1-day participative workshop that validates our learnings and starts laying out opportunities. During this day, we dedicate time to collect all the spontaneous ideas and intuitions that our client has in their mind - these ideas serve as a valuable input for the launch of phase 2!

Phase 2 : Invent (4 weeks)

This second phase aims at diving into the opportunities we detect to imagine and define 3 to 5 solid concepts we believe in and test them with final users.

- **Ideation & creativity workshops** where our goal is to progressively move from sessions where we brainstorm wildly and freely, to workshops where we debate, challenge and build on each others ideas, to turn them into substantial concepts. We use various creativity methods such as **design fiction** or **rapid sketching**. These sessions can also involve external persons to get fresh inputs, as well as mobilizing future users to co-create the solution. Typically we will go from over a hundred ideas during the first week to half at the end of this first week and then around a dozen at maximum one week later, down to **4 to 6** for the last two weeks of ideation;

- Determine the value of our concepts under 4 criteria: **user desirability, technological interest, commercial viability and social and environmental sustainability**. A powerful tool that we use to select the most promising concepts is to ask ourselves **"would I spend the next 3 years of my life developing this activity?"**. It really helps us refocus on the right track. If the answer is no, it will most likely be no for our client and anybody else.

- **Pre-test our concepts with users** or co-create with users: we do this via co-ideation workshop, focus groups, and/or online tests;

- **Design** the wireframes and/or 3D-models of the selected concepts;

- **Evaluate the first commercial and financial projections**, and benchmark similar / existing offers on the market.

End of phase 2: the Pitch Day

At the end of phase 2, we pitch to our client the 3 to 5 concepts we have developed during this phase of the project, in a ½-day workshop where we present the concepts, their use cases, targets and business potential. Our clients can then select one (or more) concept(s) they wish to move to the next phase. And, last but not least, we provide our clients with a "treasure box" including all non-selected ideas, where we describe each concept and detail the reason we didn't keep it.

Phase 3 : Prototype (6 weeks)

The third phase is when we become makers. We prototype the concept into a "Minimum Lovable Product" and design the operational plan to bring it to market.

- **Build the Minimum Lovable Product** (MLP): We craft a prototype which is advanced enough to visualize what the end-product will look like, eliminate any remaining doubt on technical feasibility and design, and experiment the main user scenarios. This Medium publication defines an MLP as "not completely functional, but just enough to fall in love with" and that is what we aim at! If necessary, we will build two separate prototypes, a functional and a visual one;

- **Design the solution**: If our concept is based on a digital platform, we will then define the target solution blueprint, including all components' high-level architecture (mobile app, website, back-office, data engines, APIs) and the way it will communicate with its digital ecosystem (SaaS platforms, content providers, partners back-offices). If our concept is based on an object (home appliance, connected object, vending machine) then our engineers will draw its blueprint and design its internal electronic and mechanical components. And in some cases, it might be a bit of both!

- **Define the pricing strategy**: For each revenue stream, we define the target pricing, which can be either a fixed "menu" pricing (list price, product feature dependent, customer segment dependent, volume dependent) or a dynamic pricing (negotiation, yield management, real-time market, competitive bidding). We define the target price by combining the results of 3 approaches: cost-based pricing, competition analysis, and customer price acceptance.

- **Build the Business Case**: We estimate potential revenues with 3 hypothesis (from most pessimistic to most optimistic) for all different revenue streams: product sales, usage fees, subscription fees, lending/leasing, licensing, commissions on intermediary services, advertising…

We break down the cost structure, as per:

- The **key activities**: we estimate the human cost (in FTEs) of the main activities required for the project. These activities can include: design, manufacturing, logistics, distribution, support functions, training, promotion… For digital products, it also includes the platform's build costs, integration, deployment, maintenance and support, and continuous product developments. This is also the moment when we determine which of these activities should be outsourced;

- The **key resources**: we list the resources required to build & operate the service, and we estimate their cost. We take into account both physical assets (facilities, vehicles, machines…) and intellectual assets (proprietary knowledge, customer databases, patents…);

- The **key partnerships**: we identify the target partners (suppliers, subcontractors, strategic allies…) and obtain a first quotation from them.

Phase 3 : Prototype (6 weeks)

The third phase is when we become makers. We prototype the concept into a "Minimum Lovable Product" and design the operational plan to bring it to market.

- **Test the concept**: We submit the concept to users to validate its desirability, the usage scenarios, the pricing and the overall product-market fit. We test the consumers' interest in our concept by using:
    - Online tests: we create landing pages for the product and measure the results of paid campaigns to acquire traffic;
    - Brick-and-mortar tests: we create and run a pop-up store and display the product;
    - Focus groups & usability tests: we watch users test our products in front of us and measure their interest for the concept.

- **Build the launch & growth strategy** : We formalize a marketing strategy for the concept, which covers:
    - Brand-building, and key elements of the customer-brand relationship;
    - Growth strategy, detailing the targeted acquisition channels and smart growth hacking tactics to boost adoption during the first 6 months;
    - Digital marketing: community management, traffic management, paid media strategy…

- Formalize a **6-months operational roadmap**: This roadmap indicates in which order and under which timeline the different activities should be completed, for the first 6 months following the launch in market. The roadmap also highlights the main identified risks.

End of phase 3: the Demo Day

At the end of phase 3, we invite the client to a "Demo Day", where we proudly show the outcome of our work. At this point, the client has all the material required to make an informed decision of Go/NoGo to launch the activity.

Deliverables

A challenge brings us and our clients **from a business problem to a ready-to-launch activity** within the course of 3 to 4 months.

At the end of the challenge, we deliver to our clients:

- **The prototype**, in the form of a Minimum Lovable Product. The prototype has the target visual aspect (UIs or product design) and is functional enough to simulate the key use cases and demonstrate feasibility;

- **A technico-functional brief** (written document <10 pages) describing the concept's functionalities and structure, as well as the technical solution: blueprints, high-level architecture, integration plan;

- **The business plan**, which is a detailed Excel file that lays out all financial projections up to 3 years after the launch, taking into account the market study, including competition analysis & opportunity analysis; the product: main functionalities, user journeys and high-level technological solutions and the strategy, including key partnerships, pricing strategy and growth strategy;

- The synthesis of **users feedback**;

- **The operational roadmap** for the first 6 months with key activities and including identified risks.

Overall, we aim at providing our clients **the same type of material a startup founder would require to request funds from VCs.**

How much involvement from our clients?

We have designed our methodology to conduct our innovation challenges in a **very autonomous way**. We work from our own offices and we only ask our clients to attend the 3 key meetings at the end of each phase:

- **the Immersion Day**, where we present all the exploration work (market studies, users interviews) done during the first phase and start the ideation work;

- **the Pitch Day**, where we share the 4 or 6 concepts shortlisted at the end of the second phase and allow the client to select the concept(s) to be prototyped;

- **the Demo Day**, where we present the finalized concept(s) which has/have been deeply studied and prototyped.

Beyond these 3 mandatory meetings, we adapt ourselves to whatever works best for our clients. We've seen the following types of clients:

- **the "very busy"**: 120% staffed on internal priorities. Willing to fully outsource the challenge. In this scenario, we only keep a weekly 30-min call, to make sure that they won't suffer from any "tunnel effect". During this call, we update them on our progress, share any concern and ask their support if needed. In such case, we only ask the client team to attend the 3 key meetings mentioned above;

- **the "involved"**: willing to be involved to the project. In this case, in addition to the 3 key meetings, we invite the client's team to participate to our regular meetings and workshops: exploration debriefs, idea-bating rounds, prototype-design workshops;

- **the "fusional"**: willing to dedicate some key resources to the project. In this case, we're happy to invite one or several people to join the challenge team, by being physically based in our offices. It is a deep-dive in our innovation journey that enables them to discover our methodology and bring it back to their company.

Our favorite work metho- dologies

We've designed our methodology for conducting innovation challenges with a great deal of inspiration from the works of other companies, entrepreneurs, and thinkers. Here are the key methodologies that work well for us:

- We draw significant inspiration from the **Design Thinking** methodology, as conceived by the Stanford d.school. In particular, we found many valuable elements in this "Design Thinking Bootcamp" document, for the moments of our challenges which require us to be extra user-centered;

- **Rapid Prototyping**: during our challenges, we've found that representing our ideas on paper very early on was a great way to help us share a common language. So, very early on in the ideation process, we start sketching & prototyping our ideas and we start discussing tangible objects and interfaces. We love how some simple scribbling and sketching already takes us a long way !

- **Lean Startup** approach: we follow the mantra of confronting our concepts to the field as fast as possible. The Lean Startup approach is all about creating desired products, and getting them in the customers' hands faster, to validate learnings. We also apply this to ourselves, and to our own internal processes;

- On the business side of things, we often turn to the **Business Model Generation** and **Value Proposition Design** canvas by Alexander Osterwalder. We find both of these frameworks helpful to help us take a step back from our concept and consider the bigger picture.

Tools & Technologies

When it comes to the tools and technologies that we work with during our challenges, we aim at efficiency and simplicity. We tend to go towards **general-purpose technologies, widespread, with active communities**. This makes our work easier to share with others and to re-use after a challenge.

When **prototyping digital products**, we mostly work with:
- Figma and Adobe Creative suite to create the wireframes and visuals;
- Invision to animate these wireframes and create the step-by-step user scenarios;
- Paper prototyping;
- Javascript for web-prototyping;
- Python for data-oriented projects;
… or whichever technology is most appropriate for the concept (angular js…)

When **3D-modeling physical products**, we mostly work with:
- Solidworks;
- Rhino;
- Cinema4D;
- Keyshot.

When **prototyping physical products**, we mostly work with:
- Arduino and / or Raspberry Pi modules;
.. and dismantling existing products with our sharpened pens & knives!

When **user-testing our products**, we mostly work with:
- Fake landing pages;
- Usability testing.

The Startup Studio

Introducing the Studio

The startup studio is our structure to launch startups. Ours or those of our clients. We gather ideas, evaluate them, give them the financial and human resources they need to succeed and accompany them from launch to scale. The studio is run by a fully-dedicated core team of entrepreneurs, but they can also rely on all the expertise of the rest of the team.

Our primary goal is to launch startups with a great growth perspective and positive impact on society or environment. This is one of the best ways to ensure that our innovations and the ones we imagine for our clients reach their market.

Our secondary goal is to help our clients launch their own innovations through entrepreneurship, whether by providing coaching or complete excubation of their startups.

How we launch startups

In order to generate startup ideas that are viable and impactful, we have a very strict **4 steps-methodology: concept generation, validation, MVP and Launch.**

Each project is different, and we adapt the advantages that we provide to the real needs of the entrepreneurs (coaching, financing, methods, expertise, network…)

Phase 1 : Concept generation

The first step is to identify, among all the ideas we generate, which ones can be turned into good concepts. At the end of the concept generation phase, we want to have transformed those ideas into opportunities that would be worth digging into for a few days.

To achieve the concept generation, here's what we work on in parallel:

- **Foster internal creativity** and personal projects;

- **Follow the different missions of the Innovation Bureau**, so that all the good ideas that our clients can't / won't launch are not lost and can be re-launched;

- Watch closely the **state of innovation in other countries**;

- **Organize startup weekends** (internal and external, with clients)

- **Call for projects** in our ecosystem

…

For each idea, we rely on a first jury that includes the core team and potential founders to check whether the concept could answer our main criteria. Our main concern very early on is to find the right founder for our concept - our founders can be team members, external entrepreneurs or former employees of our clients. And we're always looking for outstanding founder profiles, so if you feel interested, let's have a chat!

Phase 2 : Validation (3 to 6 weeks)

The goal of step 2 is to go from a startup opportunity to a startup project : at the end of the Validation phase, if we are to carry on, everybody (Possible Future, the future founders and the corporate if relevant) must be absolutely 100% convinced that they should launch this startup.

In order to gain this confidence, this second phase includes several checks and validations over a wide range of fields - business, technology, user experience, legal constraints, etc. Mostly, this phase helps us specify:

- the **market's size**;

- the **existing competition**;

- the **consumer pain point/need**;

- the **business model and price point**;

- existing or proven **traction**;

- potential **partnerships**;

- **competitive advantage**;

- required and existing **team**;

- **user journey** and solution's features;

- technological **feasibility** and opportunities;

- launch **roadmap**.

At the end of the phase, a new jury that includes potential founders, the studio's core team, key PF experts, and external investors is called upon to decide if we want to move on to the next step.

Phase 3 : MVP (4 months)

The Phase 3 is the real test: the startup is prototyped and launched and must have real paying customers before the end of the phase. Founders at this point are identified and dedicated to the project full-time. Possible Future provides 2 mentors from the team to help the founders go through this MVP phase.

Main activities include:

- **Branding**;
- Creation of **communication elements**;
- **Key features** definition;
- **Target users** identification;
- **Prototyping**;
- **Partnerships** negotiation;
- **Testing** with real (paying!) users;
- Updating of **business model and business plan** with "real-life" figures;
- **Launch and growth strategy** definition;
- **Legal structure** definition;
- **Pitch deck**.

All of this has to help us confirm the many hypotheses we have before we go further into launching this new business: is the market big enough? Where is the competition today? Are people willing to pay for our solution? Can we scale and make an economically-viable business? Is the team ready to do it? **Do we really have a positive social / environmental impact?**

During the MVP Phase, the founders have access to regular coaching and boosts from internal and external experts. Moreover, the mentors help the founders focus on their product and growth by taking care of all the administrative paperwork themselves (accountant, subvention files, HR, legal, …).

Phase 4 : Launch (6 months)

Well, here we go! During the Launch phase, we act as a very early investor - in constant contact with the founders to help them stay focused and headed in the right direction. When relevant, we help them either with expertise that we hold at Possible Future or in our ecosystem, or just with relevant contacts that can help them go further. The ultimate goal of this phase is for the startup's team to raise a seed round of investment.

Helping our corporate clients with their entrepreneurial project

Besides launching startups, we have different ways to help corporate clients achieve their entrepreneurial goals - whether it be creating an entrepreneurial culture within the company, or fostering and launching entrepreneurial projects.

Organizing Startup Weekends

What for ?

- Introduce our innovation methodology to your colleagues and educate them

- Generate promising ideas in only 2 days

- Launch those ideas quickly with our startup studio's support

How ?

Our startup weekends consist of 2 consecutive days for up to 30 participants. They are usually a mix of corporate employees with expertise in a specific industry, Possible Future entrepreneurs, and potential founders that we have in our network. Our team is here to share our tools and methodologies, and help everyone identify the right opportunities and turn them into concepts. At the end of the weekend, we gather a jury panel of corporate clients and investors to assess the projects.

Coaching Startups

Through creating our innovation projects, and launching our own startups, we have developed a proven methodology for launching new businesses, products and services that we are happy to share with projects we believe in. These can be internal startup projects at a corporate company, or independant startups that are looking for a new kind of early-stage investor. We provide help and advice to evaluate the projects, help the founders learn, and boost the project with specific expertise... Some of the areas in which we have key expertise are the following:

- **Business coaching** (Market Sizing, User Interviews, Competitive Benchmark, Business Plan, Corporate finance, Business administration, Fundraising, Communication & Marketing, Acquisition Strategy, Growth Hacking, Branding)

- **Technical coaching** (Prototyping, Features definition, Technical architecture, Hardware / Software, Food prototyping, Industrialisation, Lifecycle analysis)

- **Design coaching** (Personae definition, User journey, User interviews and shadowing, User journey / aspirations mapping, UX / UI design, Product design, Visual identity)

- **Others** (HR & Firm Culture, HR strategy and recruitments, Legal, Customer Success process, Product Management, Office management)

Excubating corporate startups

We can also apply the process of launching a startup to a project that is directly brought to us by a corporate client. We can then take care of the launch from A to Z, adapted to the maturity level of the project. It can be a brand new project that you have developed internally, or an existing startup that you want to give a second life to. As for our startups, we take care of the (re)launch until a seed round is raised.

If the service or the startup fits in with our strategy, we are sometimes retributed in equity.

Creating Internal Corporate Startup Studios

Sometimes, corporate clients want to develop the internal capacity to create and launch startups themselves. In that case, we are happy to help build a capacity that adapts our methodology and way of working, to the needs and strategy of the corporate structure. We work on defining investment thesis, necessary resources, ambitions, governance, feedback loop, etc. - and then together we build the structure of a startup studio, with the ideation process, idea selection principles, methodology for launching MVPs, recruiting founders, funding projects, etc. This process takes around 2 months.

How to engage with us

First contact

The first and most important criteria to start working together is... **a mutual eagerness to work together**! So we won't harass our contacts, trying to get a meeting at all cost.

It all starts with a simple conversation during which we will present what we do and how we work. So you'll know what to expect from a challenge with us :)

At this point, if it makes sense, we'll ask you to submit a question on a business topic, opportunity or problem that you would like us to work on. There are two scenarios: either you want to immediately launch a challenge with us or you would like us to explore the subject before making your final decision. In this latter case, we might offer to write an exploration note.

Exploration Note

Exploration Notes are a preamble to a possible collaboration.

First of all, we will give you a 4-letter code name, as we do with each of our prospects. Our code names start with a different letter each year. These code names ensure that when we discuss our clients' challenges in cafés or restaurants, we're not shouting your company's name.

Then, we immediately start a pre-challenge work, by bringing together a team of 3 people (business, technology and design) who will dedicate 5 full days (and nights!) to deepdive into the subject. After a week, you'll receive your "Exploration Note".

The Exploration Note is a 15 to 25 pages document, we usually build in 3 parts:
- **Market analysis**: what are the market trends? How are customers evolving?
- **Innovation benchmark**: what are the innovative initiatives we've spotted around the globe on your subject?
- **Innovation possibilities**: some preliminary ideas that could be followed to launch an innovation challenge on the subject.

With this Exploration Note, we aim at:
- embarking the team on a fast ramp-up to bring our knowledge on the subject to the appropriate level to get ready for a challenge;
- showing our future client what we've got and trigger a "WOW moment"!

After reviewing the Note, we set up a second meeting with you to share our findings and thoughts about the subject. If you can't help but to work with us (and we hope you will) then we can proceed... and launch a Challenge!

Intellectual property

All the work done during a challenge by our Innovation Bureau belongs to our clients.

At the end of a challenge, a client can either:
- decide to **keep the IP** to implement the project on their own;
- **transfer the IP to a "NewCo"** to be incubated and launched within our Startup Studio;
- accept to **transfer us the IP** in exchange for a minimal participation in the startup we would launch through the Studio.

Confidentiality & Exclusivity

We strictly respect the confidentiality of our clients' information. A full Non Disclosure Agreement is included in our contract when we start the Challenge.

RFPs

We are a small company, and we dedicate our time and resources to deliver value to our clients. Therefore, we usually do not respond to RFPs. Writing the extensive documentation that RFPs require and explaining how we would adapt our methodology to fit some obscure guidelines would take valuable time away from our existing clients.
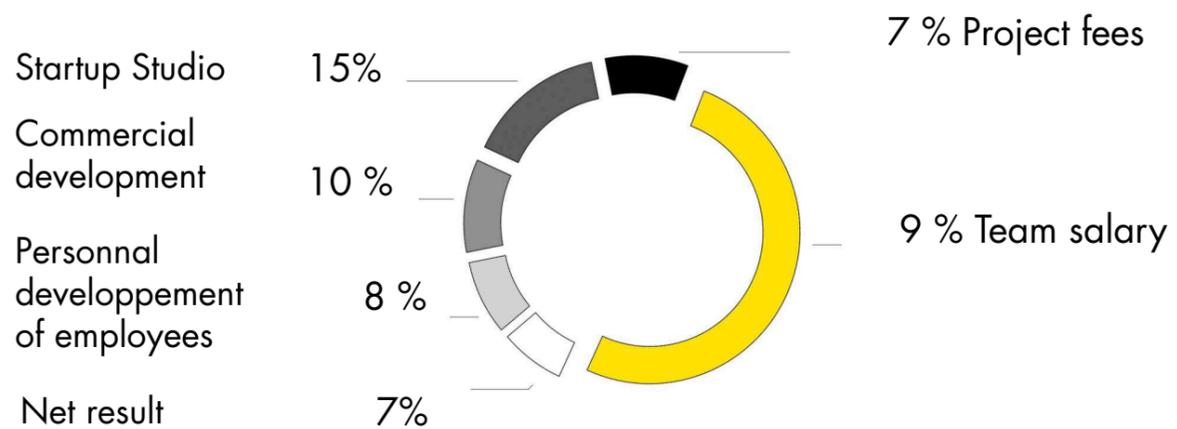
Billing

When it comes to billing, we want to keep things as simple as possible:
- **short payment terms and immediate down payment**: we're a (young) startup! This means we are very careful about maintaining our cash flow. **We'll ask our clients to pay 40% of the challenge fee upfront**, which will enable us to book all necessary external resources for the exploration phase (experts, labs, poll platforms...) and to secure short term payment of the rest of the fee
- **we split our invoices in 4 ways**: 40% of kick-off, 20% at the end of the first phase (Exploration), 20% at the end of the second phase (Ideation), 20% at the end of the third phase (Prototyping).

Billing Transparency

We foster a relationship of loyalty and trust with our clients, which is why we share with them all the details of our services. We invoice projects at an Average Daily Rate of 950 € and an operating margin of 40%, adjusted from our usual services, around 45%.

Startup Studio   15%

Commercial development   10 %

Personnal developpement of employees   8 %

Net result   7%

7 % Project fees

9 % Team salary

How we operate

The Possible Future state of mind

Our company culture gets defined a little more each day, and there are a few values that we feel strongly about. They define the "Possible Future way":

Bold Optimism:
We want to convey the positive energy that we have! We bring this enthusiasm to our clients and to the challenges we work on.

Kind Honesty:
When giving each other feedback, we make it a point to say what we really think, in a kind and honest way: no detours and always with a great respect for the person.

Having Fun!
We don't take ourselves too seriously. We take a great deal of pride and pleasure in what we do and our lighthearted working atmosphere reflects that!

Flat and Open

We don't believe in hierarchy but instead value personal responsibility. That's why we've implemented a self-staffing process. Each member of our team is in charge of managing their own time and of defining how much time they can allocate to ongoing projects. New projects, internal or external, can be proposed by anyone and staffed by the people themselves - no higher power involved!

We want Possible Future to remain a transparent company! We value the passion and engagement that each of us has for the company and it's inner workings.

Within Possible Future, all the internal information is accessible to everyone on the team. It applies to: the salaries & equity levels, the company's commercial activity, the financial indicators, etc…

Remote Work & Unlimited Holidays

The way we prefer to work is for all team members to be physically together. We value spontaneous communication over written feedback, and we've found that our best work happens when the team sits at the same table.

That being said, any member of the team can work remotely when needed or wanted. To keep things simple, our rule is to inform the team (if possible) in advance on slack and make sure that we're not missing on something important at the office. And obviously, to stay connected and proactive on slack and by phone.

Same goes for holidays and sick days. If you're not going to be around, you just need to:

- make sure it's not detrimental to the projects you're working on ;

- warn your team and make sure they are okay without you;

- announce it on slack so that everybody can take this into account to run Possible Future smoothly.

The Workday

There is no typical workday for someone at Possible Future. However, considering the topic of working hours only, we get to the office between 8:30 and 9:45am and leave between 6pm and 8pm. Everyone is responsible for their own time and the idea is for everyone to freely organize their workday in the way that best suits them, and therefore possibly opt for different working hours.

For example, within the Possible Future team, we have young parents or sport addicts, who might organize their day slightly differently. We simply use the 9am to 7pm workday standard to know when we can schedule our team meetings.

As a team, we try to maximize our productivity by seeking the smartest ways to exceed our client's' expectations, including occasional help from outside experts.

Our Rituals

We've only been around for a few years but we've already managed to establish some lasting small routines:

- **Monday Coffee**: the best way to start the week, every Monday at 9:30, come rain or shine. Each week, a different member of the team (in turns, based on volunteering) is in charge of organizing this 1h meeting (ie. agenda, coffee and croissants) to review ongoing business, upcoming deadlines and internal affairs.

- **the Smart Fridays**: a 2h meeting every other Friday where someone is in charge of passing on an expertise that he or she has, to the rest of the team. The scope of topics ranges from life at Google to managing a P&L to nano-medicine or improvisation theater.

- **the Bubbles**: every 2 months, we book our Thursday night to review major milestones of the company and celebrate together.

- **the Offsite Camps**: we all go somewhere once a year, from 4 to 7 days, and work on the future of Possible Future, while having lots and lots of fun & quality time together.

Internal tools we couldn't live without

We put a lot of focus on keeping our processes and tools as lightweight as we can. So we focus on the ones that make our lives easier and help us save time. Here are the few tools we couldn't live without:

Slack! We are huge fans of slack. "Default to slack" is our absolute unwritten rule, no exceptions. We love slack's simplicity and playfulness, but most of all, we love how slack enables us to keep track of everyone's work, and progress, even from a distance or in delayed time.

We've taken the habit of "slacking" everything we're working on. And when working on a challenge, everyone on the challenge team commits to reading everything that is posted in the related channel and the other members of Possible Future use this as a means of inputting on the ongoing work of a challenge team if they have something to contribute.

Apart from slack, here are the tools we are working with:

- **Notion**: each project has got is own page with all related content. We love how Notion enables us to keep everything within one place.

- **Miro**: we organize ideation and creativity session with this incredible tool, but also use it for rapid visualization or content organization.

- **Google Drive**: all of our company documents are on google drive. Every project we work on has a dedicated google drive folder, where everything is stored.

- **Shared Keynotes, Page and Docs**: we like being able to work simultaneously. So by default, whenever we find ourselves writing or formalizing anything, it will be in a shared Keynote & Pages document.

- **Gmail**: we use our Gmail mailboxes exclusively for our external communication, meaning mails with clients, external partners, or our personal network. We typically receive less than 1 email per day... And we all love it!

We've also tried a bunch of project / task management tools: Trello, Asana… but, truth be told, none of them made the cut… Our challenges are moving fast, and at this speed, we've found that task management tools don't bring enough value to outweigh the hassle that it is to use them. So instead, we simply keep track of our tasks either in our Notion, or with sticky notes on the wall at the office.

Performance & personal progress: OKRs

To follow our personal development, we use OKRs, which is the tool Google uses to set personal goals and targets. Each quarter, we all write down our personal targets for the next 3 months in areas we want to grow in our career. We'll then try our best to hit these targets in the next months.

All individual OKRs are visible to the whole team, and we all try to coach each other and provide plenty of motivation to make sure everyone is spending time to focus on growing in areas that are important to them.

Each team member chooses a peer to be his/her coach: they meet regularly to discuss professional aspirations as well as personal well-being within the company. A coach is meant to be kind of a "safe space" to ensure we can talk about everything.

We believe that feedback is a gift, so we use self assessment and peer reviews to help people grow. After each phase or each project, we dedicate some time to debrief the project, in 1-to-1 or as a group. This idea is not only to be kind, but to be honest!

New hires

What we look for

We exclusively look for people we'd like to work with, that are **undeniably smart, empathic and generous.** We value these qualities more than a diploma or credentials.

Hiring process

Interested in joining our adventure and having fun? We are constantly looking for talented people to join us, so please contact us, either on LinkedIn or at paris@possible-future.com.

You will first meet with three people from Possible Future, with different profiles. And if they agree that you seem like a good fit, you'll be invited to meet the founder.

We issue permanent contracts (CDI) to all of our new hires. **No need for temporary contracts when we believe in you**.

Compensation : transparent salaries

We're pretty open about our salary and equity policy: all of our compensations are shared and transparent within the entire team. As simple as that. Here is how it works:

Our **salaries** are solely based on our level of experience. At Possible Future, everyone within the same range of experience level is offered the same salary, regardless of their field of expertise, or any other factor.

Fair salaries are very important to us as it ensures our attractiveness to talent and the sustainability of our growth. We want to bring great people in, and reward them with the fair level of salary.

We think that demystifying salaries in such a way contributes to the cohesion and trust within the team.

If for any reason, you feel like you deserve a different compensation or package you are offered as a new hire, we invite you to explain why in a short and well-reasoned paragraph. Your request will then be shared to the entire Possible Future team, who will make a collective decision.

Let's get in touch !