

Top 10 global companies to ace remote work

INSIGHTS FOR SUCCESS | IDEAS TO EXECUTE

August 2020

“

“99% of the interviewees reported that they would like, at least once in their career, to be able to work off-site”¹

Well, that was once a dream.

Ladies and gentlemen, the office cubicle has transformed into your home study



¹ State of remote work

What is remote work?

Remote work is not just working from home. It is an ingrained philosophy of inclusion in an organisation. It is a culture to leverage the best talent globally and sustain meaningful employment. It is embracing flexibility and diversity of purpose and methods.

Remote work is an ever-evolving term

On ground it is:



**Work from
anywhere**



**Leverages the gig
economy**



**Part of a company's
business model**

Remote is the new norm. Since Q2 of 2020, this term has come up like high tides on a full moon night. Loud, obvious and at times overpowering. Companies have jumped on the bandwagon like it's the last flight available for the day (no pun intended).

Majors like Google, Twitter and Amazon have led the cry to work remotely.

WHO has added medical logic and societal wellness to the shift.

For some it is a prayer being answered.



“91% of business owners always intended to support remote work”²

Little did they know that an unknown virus would arrive to fulfil their wish. From being a charming title of ‘The future of work’ it has burst through the seams and arrived sooner than anyone could have imagined. The future is now.

Pre-Covid, 95% of U.S. knowledge workers wanted to work remotely, and 74% were willing to quit a job to do so.³

Well, now at least no one has to quit to live this reality.



² State of remote work 2019, Buffer

³ <https://zapier.com/blog/remote-work-report-by-zapier/>

Why this report?

This study is to bring to you 10 global companies who have aced remote work.

They are:

Company	Number of employees	Revenue 2019 (in USD Millions)
Appen	800+	430
Automattic	1,176	120
Basecamp	51	41
HubSpot	2,638	675
Lionbridge	6,000	705
Magellan Health	10,000+	7,200
Microsoft	151,163	125,840
TranscribeMe	119	6.5
Twilio	2,500	1,130
VIPKid	150	760

The objective of this report is not to bring you a market share led ranking of these companies.

The objective rather, is to use this as a learning list of companies who are successfully managing remote and hybrid work models.

There are a lot more companies in 2020 looking to move to a remote model on a more permanent basis.

We will look at:



What they stand for



How they became successful at the remote model



What can others learn from them

These companies have succeeded at multiple levels to warrant a spot in this study.

Who is this report for?

Working remote is a learnt behaviour. Some companies exhibit it better than others.

The world is moving remote. For some it is a complete shift of paradigm, while for some, it was a way of life pre-covid as well.

This report is for all the companies who:



Are thinking about adopting remote / hybrid models



Have made the decision to go remote and need to act



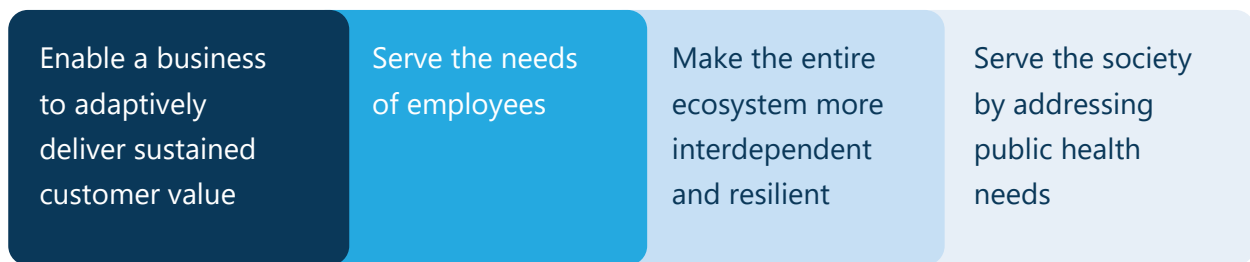
Are in the middle of setting up remote working models and need to validate their decisions and actions

Our selection criteria is based on twimbit's e-tact framework

We have been different in our selection criteria of these 10 global companies. We present a mix of big and small. A mix of known and unknown. A mix of new and established remote models. A mix of completely remote and hybrid models. A mix of industries. A mix of truly global. A mix of applicable learning for acing a remote / hybrid work model.

Shifting to a remote working model is an example of deep organisational transformation. It has to work on multiple levels to be successful.

The Davos Manifesto 2020 highlights these as the purpose of today's company.



Manifestos are written and ignored. Well, mostly.

There are a few shining examples who put them in meaningful practice.

Those are the ones we want to focus on.

For the benefit of many!

Twimbit's rigorous **e-tact** framework to distil the learnings from each company



ETHOS

- a.** What is the essence of the company?
- b.** What difference do they want to make in the world?



TALENT STRATEGY

- a.** What is their hiring and retention philosophy?
- b.** What do to groom talent?



ACQUISITIONS AND MERGERS

- a.** How do the acquisitions help propagate the philosophy of remote?
- b.** How do they help develop products and careers?



CUSTOMER CENTRICITY

- a.** Being remote, how do they make sure the customer is always happy?
- b.** How do they instil and sustain customer focus while being remote?



TOOLS

- a.** What tools do they use internally to stay connected?
- B.** How does their pool of tools help them be efficient?



Conclusion

Not only have these organisations channelled the initial undercurrents of doubt and anxiety of remote working, but they have shown tremendous appetite for breakthroughs in a breakdown.

All aspersions about productivity, profitability and customer centricity are clearly put aside.

But, the future of work is truly the future if it works for all!

In that effort, we present these 10 companies to you in alphabetical order.

Company 1



Hybrid + Gig

50% remote



“It’s very early in the situation and we are monitoring it closely, but overall we maintain a view that the coronavirus will have negligible impact on our 2020 group revenue and earnings based on currently available information”

Mark Brayan, CEO of Appen

ETHOS

Appen’s mission is to give confidence to their clients who want to deploy world class AI by providing reliable resources. Appen provides or improves data used for the development of machine learning and artificial intelligence products.

Data types include:

- Speech and natural language data
- Text and alphanumeric
- Image and video data
- Search and social media engines

To successfully deploy AI solutions, the most crucial requirement is the right training data. Appen facilitates this need by giving access to its crowd, platform, and expertise needed to generate world-class, reliable training data at scale.

TALENT STRATEGY

Appen has a high entry barrier into their remote workforce. They thoroughly screen their talent input. Appen gives priority to candidates who have:

- Experience in remote work
- Experience in social media, web search, mobile device usage, translation or transcription
- Degrees in linguistics
- Communication skills over all platforms



HIRING PROCESS

- All pre-screenings through Skype
 - A difficult three-part qualification exam
 - Test both the theoretical and practical comprehensions
 - Only 1 retake
- In-person or video-interviews



CUSTOMER CENTRICITY

Appen is a provider of training data for AI. Its customers, therefore, are prone to numerous doubts. How do they please the customer?

- A success centre to address customer concerns through remote means like FAQ, tutorials and blogs.
 - FAQs deal with doubts of clients in general or on data acquisition
 - Crisp tutorials contain screen recordings of deploying Appen products
 - A beautifully organized support page with broad headings as stages of deployment
- The information which is not available in this page is provided through blogposts
- **In March 2020 integrated their \$300Million acquisition Figure Eight, in the customer support section**



ACQUISITIONS & MERGERS

On March 10, 2019, Appen acquired Figure Eight for \$300 Million.

- \$175 million upfront
- An additional payment of up to \$125 million based on Figure Eight's performance this year.
- Both companies focus on using crowdsourced labour pools to annotate data to train AI and ML.
- Figure Eight possesses numerous technologies from mapping to stock photography to scanning receipts for expense reports.



Appen's CEO Mark Brayan is hopeful that the 1 million remote workers of Appen will be complimentary to the data annotation and self-serve capabilities of Figure Eight.

- For scale, Appen earlier acquired another data annotation company Leapforce in 2017.



"The acquisition of Figure Eight is the second step of becoming technically advanced after scaling up with the acquisition of Leapforce".

Mark Brayan, CEO of Appen



AWARDS AND RECOGNITION

Recognized by FlexJobs as a Top 100 Company to watch for remote Jobs 2014-2019

#1 ranked in 2017 and 2019.

Company 2

Fully
remote

AUTOMATTIC



“Skill in writing is one of the things I look for the most in hiring, because I feel that clear writing represents clear thinking, regardless of someone's background, or whether they're a designer or coder or whatever.”

Matt Mullenweg, CEO of Automattic

**ETHOS**

Automattic is a fully remote company with 1,176 employees in 75 countries speaking 93 different languages.

The company's focus is to build products for soothing communication, collaboration and work.

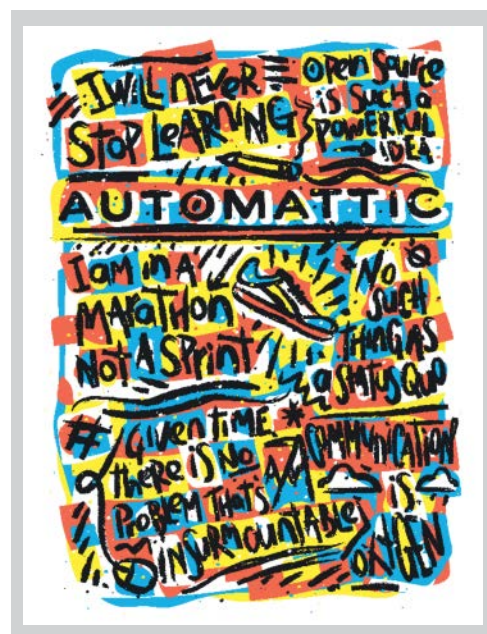
The goal of the company is to democratize publishing so that anyone who wants to publish a story can do it, regardless of income, gender, politics, language, or where they live in the world.

Automattic is a strong advocate of Open Source which means they have to move against the current.

The Automattic creed directs the employees to an optimal mind-set for the company.

The creed asks the employees of Automattic, or Automatticians as they fondly call themselves to:

- Be constant learners and efficient communicators
- Take up tasks outside their scope



- Help colleagues and others
- Basic human instincts as the glue that sticks a fully remote company.
 - Create camaraderie among colleagues who never shook hands
- The creed reminds the employee that working for open source is like swimming upstream
 - An Automattician shouldn't back off if there is no instant result
 - Continue swimming and believing that things will fall in the right place when its time
- The product should be constantly upgraded because there is no such thing as a status quo.



TALENT STRATEGY

For a remote company, the productivity rises when an employee gets a sense of ownership and feeling of association.

Automattic imparts these feelings right from the offer letter.

- Unlike other companies, the letter is not in a PDF but a webpage which radiates an aura of an open source leader
- It contains the Automattic creed written in first person
- For the past 9 years this has been a powerful tool for Automattic to influence people's perception and shape the right mind-set



HIRING PROCESS

- An interview post screening
- Followed by a contract project for 2-6 weeks
- First two weeks after joining full-time is spent in customer care for WordPress.com.4
 - Makes them thorough with the products and services of the company.
 - Gain insights into the future of development

- Compulsory for every employee, regardless of their position, to spend a week in support annually if they stay at Automatic.
- This is an ice breaker for a new hire as all are equal to the company
- Paid sabbaticals to prevent burn out
- Two or three global get-togethers
- Financial assistance in continuous learning
- Practical reinforcement of the Automatic Creed.
- Open vacation policy
- Home office setup and coworking allowances and reimbursement of hardware/software expenses
- Company-sponsored life insurance
- Open parental leave (includes maternity, paternity, and adoption).
Branded electronic goodies at 4th and 7th anniversary of joining.
- Other benefits are country-specific, and include health, vision, and dental insurance; matching retirement/pension contributions; childcare vouchers; income protection; travel insurance; and discount offers.



CUSTOMER CENTRICITY

Automatic believes an early and ongoing connection with the people who use their products is irreplaceable for a person joining the company. The company thrives to make this connection from the moment a person joins Automatic. This nurtures a customer centric culture among remote employees.

- Connect with the customer
 - Every employee starts in support for 2-weeks and spends a week in support annually
- A data-informed and user-driven development process
 - For every feature launch
 - Metrics on usage, interaction, and growth
 - Feedback received on blogs and other support channels



ACQUISITIONS & MERGERS

① The now defunct Tumblr.

- A microblogging platform and social networking website was acquired for \$3M.
- This acquisition was to allow Automattic to help people make money.
- As the digital service provider continued to broaden its customer base, it could sell a variety of services to publishers looking to diversify their revenues.



“When the possibility to join forces became concrete, it felt like a once-in-a-generation opportunity to have two beloved platforms work alongside each other to build a better, more open, more inclusive – and, frankly, more fun web. I knew we had to do it.”

Matt Mullenweg, CEO of Automattic

② The acquisition of ZBS CRM is on a non-disclosure agreement.

- Smoother integration of CRM with the WordPress sites.
- Given the WordPress platform's vast scope — 30% of all websites — any impact would be widespread.
- Automatic owns website management tool Jetpack, e-commerce plugin WooCommerce, and several other top plugins that it has assembled over the years.

This takes Automattic one step closer to a one-stop play for Server Message Block features that go beyond a web presence.⁵



TOOLS USED

According to Automattic, distributed work is most successful when information is shared freely and transparently across the company. They continue to say that some information shared between two people might be crucial to hundreds of other people in the team. They accept the fact that it might take some time to embrace a culture of mutual trust, but once it starts to work it will motivate people to pursue new challenges.



That's why they developed a tool called P2.

- A blog where everyone can post and comment
- Different groups or teams could have their own space on it
- Everything is tagged, traceable and transparent
- It is an internal space for announcements and project documentation

Automatic tracks about:

- 70% of their projects on P2-themed WordPress.com blogs
- 25% in private chat rooms
- The rest on Slack.⁶



AWARDS AND RECOGNITION

Recognized by FlexJobs as a Top 100 Company to Watch for Remote Jobs 2014-2019

Company 3



Hybrid + Gig

50% remote



Basecamp

*“Most is not the best, best is the best.”*

Jason Fried, CEO of Basecamp



ETHOS

Basecamp is 21-year-old company with 51 people. It offers a private, online space with project management tools to keep all employees on the same page. Basecamp's vision is **to focus on the things that will always be important**. Basecamp invests heavily in infrastructure, great design, and customer service.

Amid the chaos created by a forced shift to remote work during COVID'19, Basecamp is disseminating the knowledge they acquired during the past 20 years.

- Live Q&A sessions
- Blogs and quick guides about transition and communication during remote work
- Even before the pandemic, Basecamp had published two influential books Remote and Rework which help others adapt to a remote and agile working style.



TALENT STRATEGY

A terrific onboarding process to make people understand the company.

- A handbook which is constantly updated
 - lingos used in the company
 - Answers typical doubts of new joiners
- The hiring process and employee perks are custom tailored for a remote company like them.

- Great remote talent anywhere
- High salaries guard them against poaching

✓ Selection Criteria

- Key metric is quality of work not time spent

✓ Selection Process

- Candidates are given a paid mini project for 1/2 weeks based on the current employment status
- Quality of this project and past experience are assessed
- Check culture fit
 - selected people are invited to the physical office for a team lunch with co-workers
 - They observe work for a full day
 - Check whether the new people are comfortable working with existing workforce and vice versa
- Even though hired for a remote position, the first one or two weeks are spent at the physical office.
 - To ensure a smooth on-boarding for the new hire
 - Basecamp shows us that a healthy mix of virtual and physical processes gives better results

✓ Employee perks

- ① More autonomy to take decisions.
- ② Everybody gets a company credit card and is asked to spend wisely
- ③ No permission for holidays and duration
- ④ The only instruction is "Be reasonable"
- ⑤ Financial assistance to pursue hobbies/interests.
- ⑥ Sometimes company provides personalized vacation plans too. Both these initiatives act as substitutes to the missing office perks
- ⑦ Additional weekday off during May to September to prevent overwork.
- ⑧ Teams are carefully made such that no two influential employees are at the physical office.
 - To ensure that the voice of every employee is heard

⑨ No special announcements for local workers

- All communications accessible to both remote and local workers
- Maintain equality in a hybrid model

⑩ Automatic check-ins to maintain the social connect.

- Monday sharing's of what they did during weekend
- Choose 5 random employees every month to talk with the CEO

⑪ Separate channels for sending messages according to priority**⑫ Office hours: dedicated time for queries. So that employees can have uninterrupted worktime****CUSTOMER CENTRICITY**

Building trust from the very beginning is the key to be customer centric. Steps followed by Basecamp

- ① Clarifying to prospective clients that no weekly face to face meetings possible during pitching itself
- ② Providing references.
 - Connect the new client with a previous client even before they ask
- ③ Reducing the client's uncertainty by showing the progress of their work often
- ④ Being very available.
 - Since weekly face to face meetings are not possible, providing fast responses is a way to ensure customer trust like answering the calls, replying to mails.
- ⑤ Involving clients in the process.
 - The clients might have ideas or doubts. So listen to them and take suggestions.

Apart from these, the customer support of Basecamp is also very customer centric.

- Response time for a query is around 20 minutes
- Easily accessible Tutorials and guides



ACQUISITIONS & MERGERS

Basecamp acquired a 3-lettered .COM domain name, HEY.com, on November 20th, 2019.



Three-letter .COM names represent only 0.014% of all .COM domains.

Owning a three-letter domain name displays a sense of trust to customers or clients.

- The deal was made on a non-disclosure agreement.
- Similar three-lettered .COM domains were acquired in 2019 in the range of \$0.15Million to \$2Million.
- From the CEO's blog we can assume the deal was closer to the higher end.



TOOLS USED

- Basecamp: Project management tool where group discussions, assigning tasks, setting up schedules, brain storming, sharing and discussing files can be done
- Webex /Go to Meeting/ Join Me: For share screen and product demo
- Know your Company: A software tool that helps business owners get to know their employees better and overcome company growing pains
- Skype: For video calling
- Campfire/Hangout: For instant messaging
- Liquidspace/Desktime : To book co-working spaces

Company 4



Hybrid

Around **6%**
remote workers
(200+/3387)

“Do you want to access talent everywhere, or just in specific markets? If the answer is everywhere, you need to be at least open to the possibility of remote work — it opens doors to attracting and retaining talent around the world, literally and figuratively.”

Katie Burke, Chief People Officer of HubSpot

**ETHOS**

HubSpot's mission is to help millions grow better through inbound marketing. They have created a platform uniting software, education, and community to help businesses grow better every day. HubSpot offers a full stack of software for marketing, sales, and customer service, with a completely free CRM at its core.

- HubSpot proudly maintains a culture code which hovers around autonomy and flexibility
- Result orientation rather than time spent
- Influence, independent of hierarchy
- People should be given enough freedom on how to do a work

**TALENT STRATEGY**

HubSpot had remote workers for a very long time but in small numbers. But for the last three years HubSpot is actively working on their remote work strategy under the leadership of Katie Burke, Chief People's Officer.

- Presently HubSpot attracts talent from different markets and retains those who decide to move to a different part of the world.
- Continually building more remote work support
- Transparent communication of the limits of remote work to employees



HIRING PROCESS

- Review applications
 - Second step is a phone interview
- Next step is a short 'take-home' assessment, like a role play or content assignment
- Next interview with manager to assess skills and interests
- Lastly, an in-person / video interview with 3-5 HubSpotters who have prepared to ask you thoughtful questions.
- Share thoughtful feedback if decision is to not hire



Retention schemes

- Dedicated resource space – RemoteSpot
 - Quick access to programming and support
- Focus on communication:
 - A mix of video calls and other mediums to foster a sense of belonging
 - #remote-brains-trust Slack room in which they share stories and advice
- Impartial treatment - Office perks available to remote workers too



CUSTOMER CENTRICITY

2 ways in which HubSpot makes customers stay with them are:

- Educating Customers:
 - Education is one step towards a long-term investment with a customer
 - HubSpot Academy offers free marketing, sales, and customer service training videos and certifications
 - While some contents are exclusive to HubSpot customers, the rest is accessible to anybody who visits their site
 - The exclusive offerings encourage the HubSpot community to stay engaged

- Apologize after making a mistake:
 - According to a research by HubSpot, 96% of the respondents will continue their habitual buying if the company apologizes and rectifies the situation.

“*Talking to customers is probably the most important thing I do all week. While there's a level of product development that requires you to take a stance and anticipate needs — it's impossible to do that without an understanding of your customer's current situation.*”

J.P Morgan, CTO of HubSpot

The 7 steps of customer centricity at HubSpot:

① **Anticipate Customer Needs**

If you ask a customer what he/she wants next, the person would most likely talk about an upgraded version of the product. He/she might not be able to think of an alternate solution which will be far better than the current product.

The responsibility of developing this product is vested on the company's shoulder. As a first step to this HubSpot has taken the effort to define 16 types of customer needs

② **Collect Customer Feedback**

Some methods they collect feedback in:

- Survey
- User testing
- Direct Calls

③ **Stay accessible and connected to the customer**

- Make the 'Contact Us' page highly visible
- Ensuring it answers common customer queries
- Digital and physical events (when applicable)

④ **Proactive Customer Service**

- Give customers the resources to solve their problems in advance to enable them solve problems on their own.
- Liberate them from the waiting periods

⑤ Adopt Customer Service Tools

- Fast, seamless & omni-channel support

⑥ Look Beyond the Purchase

- Extend customer benefits beyond the point of purchase
- Help customers achieve their goals and create a more memorable customer experience.

⑦ Create an onboarding process

- Introduce and explain your products and services to the customer
- Personalize the onboarding process



ACQUISITIONS & MERGERS

Belgium startup PieSync offers a platform that connects a plethora of cloud applications and syncs contacts stored in those apps two-way.

- HubSpot acquired Piesync for \$5Million on November 4, 2019.
- PieSync already supports syncing with 16 apps including Podio, Pipedrive, Mailchimp, Google Contacts, Nimble, OnePageCRM, and Salesforce, to name a few.
- Piesync claims they can add a new App within 2 days.



TOOLS USED

- Zoom- for video conferencing
- Slack- for team communication
- Loom- for screen recording and sharing



AWARDS AND RECOGNITION

Best Places to Work in 2019 by Glassdoor
#1 Company for Employee Happiness by Comparably

Company 5



Hybrid + Gig

50% remote

LIONBRIDGE

“In the end, it comes down to recognizing that your people are your most important asset, and delivering what customers want as fast as possible is your ultimate goal.”

John Fennelly, CEO of Lionbridge

**ETHOS**

Lionbridge started as a translation company. Today, they encompass the realms of linguistics, AI, and data quality. Powered by people and augmented by cutting-edge technology, the mission of Lionbridge is to deliver resonance with speed, scale, and precision.

Lionbridge is an expert at 350+ languages and is spread across 5000 cities. Through their world-class platform, they orchestrate a network of 500,000 passionate experts around the world.



Their experts extract and convey the maximum from every data point.

**TALENT STRATEGY**

Lionbridge has a separate division for remote work called “smart crowd”. They describe themselves as a growing group of people chose to work in the cloud on their own terms.

- This is contractual work to earn a little more as a part time job
- A smart crowd member is free to choose the number and rate of tasks
- A chance to work for brands like Adobe, Canon, Caterpillar, CBS Interactive, Cisco, Dell, Eli Lilly, EMC, Expedia, Golden Living, Google, HP, LRN, Microsoft, Motorola, Nokia, Pearson, Pfizer, Philips, Porsche, PTC, RIM, Rolls Royce, Samsung, Skillsoft, Studec, and the US Department of Justice.



HIRING PROCESS

- Applicant is matched with an appropriate task that fits the skill set
- Placement evaluations to show real talents and skill level
- At least one placement evaluation must be completed before being considered for work
- Applicant will only be allowed to work on tasks related to the talent they've demonstrated.
- Higher the score, greater the chance to take on tasks and be paid for work.



CUSTOMER CENTRICITY

Lionbridge stays customer centric by helping its customers be customer centric. Considering the COVID-19 outbreak, every company wants to make their connections with clear, concise language. And Lionbridge can support their communications with employees, partners and customers alike at any time of day in more than 350 languages. Currently they are offering free telephonic interpretation support.

The following is a testimonial from a customer of Lionbridge.



“Not only did the Lionbridge team strive to clearly understand and solve around our specific project requirements, their mobile testing team also delivered on their promises, within our timeline and budget, and exceeded our overall expectations. We would definitely use Lionbridge again.”

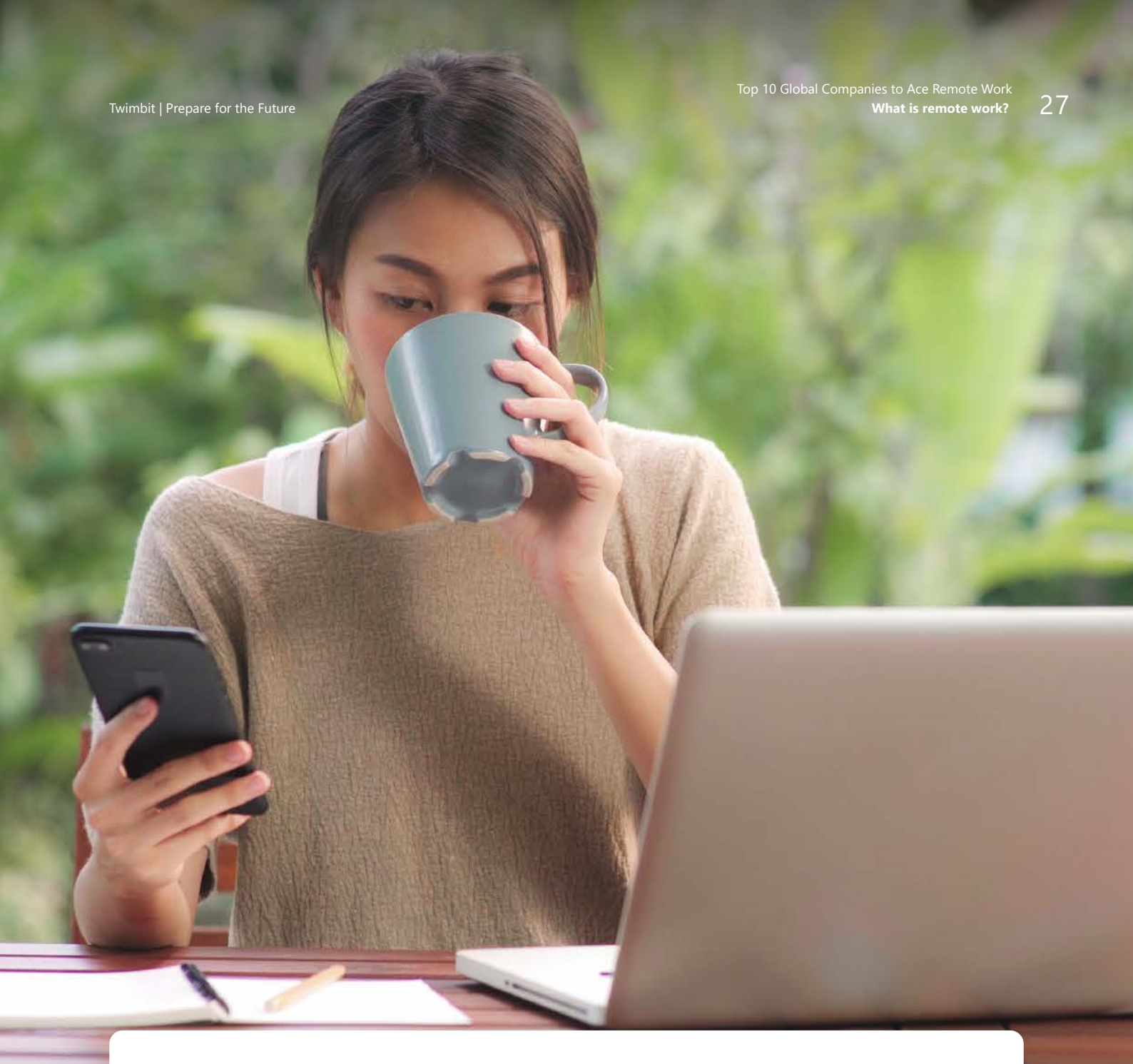
Craig Collett, CEO, Shuffle Ventures



ACQUISITIONS & MERGERS

Lionbridge acquired Gengo in 2019.

- A Tokyo-based leading-edge technology company providing crowdsourcing, machine learning and localization services to global customers.



- Improves Lionbridge's position in the machine learning and content relevance market.
- The purchase includes the online platform Gengoi.ai that provides AI training-data services enabled by a crowdsourced network of highly specialized contributors.



AWARDS AND RECOGNITION

Recognized by FlexJobs as a Top 100 Company to Watch for Remote Jobs 2014-2019

Company 6



Hybrid

Magellan
HEALTH®

“Great companies are defined by great people. We believe that hard work is what makes our employees great—not where, or when, they’re doing it.”

Caskie, Chief Human Resources Officer

**ETHOS**

Magellan Health aims to lead humanity to healthy and vibrant lives through complex population management, person centric solutions, innovations and insightful employees.

During this unprecedented time of COVID 19, Magellan Health is holding its mission statement close to its heart by various activities like opening more telemedicine services, partnering with Govt and spreading awareness.

15% of healthcare workers are remote workers in US and Magellan is one of those companies who promote remote work in healthcare industry.

Magellan Health has 3 divisions:

- Magellan health offers community resources for mental wellness and employee assistance
 - specialized health services, including musculoskeletal, neurological, medical imaging and management of physical medicine
 - comprehensive care delivery of insurance systems, employers, medicaid, medicare, and the federal government.
- The Magellan RX Second Division is a next-generation pharmacy benefit manager (PBM)
 - helps clients and customers overcome complicated pharmacy issues
 - links them to the products, technology, and knowledge they need to make better
 - health care decisions

- And the last division, Magellan Complete Treatment
 - management experience in physical health, mental health, pharmaceutical benefits, diagnostics and specialist services, and long-term support services.
 - A distinctive integrated health neighbourhood model, which makes us ideally positioned to give our customers and members the most comprehensive holistic solution.



TALENT STRATEGY

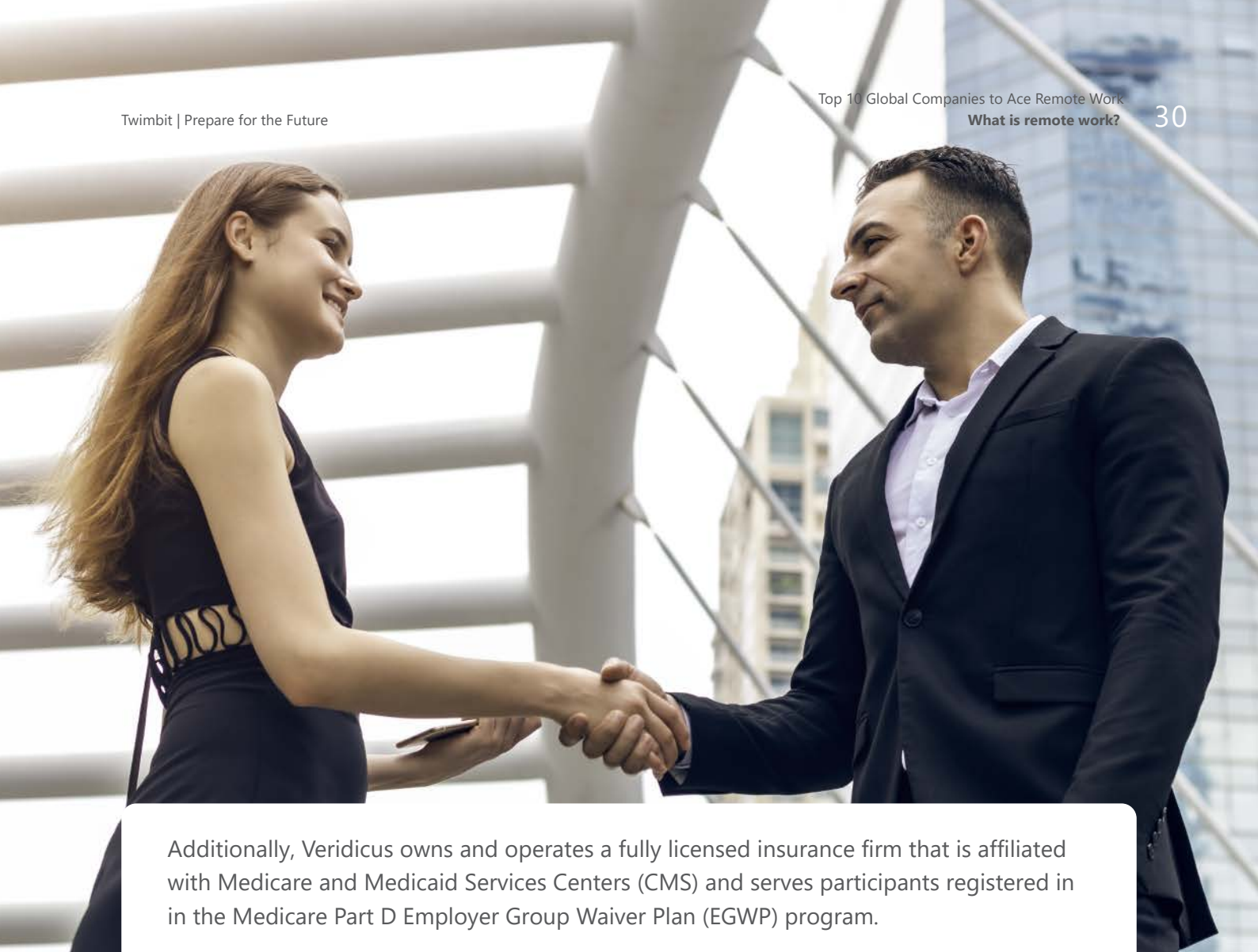
The time of a pandemic is when health care company must be the most customer centric. Magellan Health has the following initiatives to address COVID 19.

- Magellan offers one of its automated cognitive behavioral therapy (DCBT) apps, RESTORE ®, at no cost to individuals with novel coronavirus-related sleep disorders and insomnia.
- The company's behavioural and specialty healthcare division, Magellan Healthcare, has developed telehealth programs and introduced new measures to assist clients during the novel coronavirus (COVID-19) pandemic.
- Magellan suggests useful advice and tools about how to manage anxiety and stress on the Magellan Health Insights Blog to cope with increasing levels of stress and anxiety.
- Magellan works closely with clients along with federal, state, and local authorities to reduce service interference and endorse measures to prevent the spread of the novel coronavirus.
- Employers and members of the general public can access the crisis communication web site of Magellan Health.



ACQUISITIONS & MERGERS

- ① Veridicus Holdings, LLC, is a privately held pharmacy benefit management (PBM) organization.
 - A unique set of clinical services and capabilities
 - Acquired for \$74.5Million



Additionally, Veridicus owns and operates a fully licensed insurance firm that is affiliated with Medicare and Medicaid Services Centers (CMS) and serves participants registered in the Medicare Part D Employer Group Waiver Plan (EGWP) program.

- Build on the clinical focused approach of Magellan Rx Management to PBM services
- Increased capabilities for cheaper customer solutions

Magellan acquired Senior Whole Health for \$400 Million.

- Expand into the Massachusetts Senior Care Options (SCO) network
- Extend presence in the managed long-term care (MLTC) market in New York City



AWARDS AND RECOGNITION

Based in part on the number of remote positions offered, Magellan was recognized by FlexJobs as one of the 100 Top Companies with Remote Jobs in 2019.

Magellan was named to #417 of the annual Fortune 500 list of America's largest corporations by revenue; a climb of 58 positions placing them on the list of biggest jumps of the year.

Company 7

**New to a remote working model****Microsoft*****“Our industry does not respect tradition. It only respects innovation”*****Satya Nadella**, CEO of Microsoft**ETHOS**

Microsoft is one company which doesn't need an introduction. Its mission is to empower every person and every organization on the planet to achieve more. Amid the pandemic as well, they keep their vision close to their heart.

- A Tele community to help people adapt to remote work
- Constantly upgrading their products which are now widely used for remote collaboration
- A freemium version of its remote collaboration platform Microsoft 365 which previously charged around \$1.66 user/month.

**TALENT STRATEGY**

Even though Microsoft had the capabilities to adopt remote work earlier, they adopted it only after it was forced by COVID 19.

- Currently the hiring is done by telephonic interviews with multiple interviewers.
- Strict recruiting benchmarks for technical skills
- Since remote work is new to the company:
 - A comprehensive work-from-home guide
 - Initiatives for safe access of confidential data
 - Constant feedback from employees to improve the new working conditions
 - A community to discuss queries and share experiences



CUSTOMER CENTRICITY

Microsoft remains customer centric through constant upgradations of its products.

- A survey of 10000 workers in 2015, only 33% of them ever used desktop conferencing applications and only 25% used room-based video conferencing.
- In Q2 2020, MS Teams alone is witnessing a 2.7 billion meeting minutes in one day



ACQUISITIONS & MERGERS

- Microsoft spent \$9.1Billion in 2019 for acquisitions
- acquired 20 companies.
- Of the total spending around 82%(\$7.5Billion) were spent on acquiring GitHub.
- The acquisition is yet another sign of how Microsoft has been doubling down on courting developers and presenting itself as a neutral partner to help them with their projects

Other notable acquisitions include:

- Compulsion Games, Undead Labs, Playground Games, Ninja Theory, Flipgrid, Bonsai, Lobe, Glint, Inxile, Obsidian, XOXCO, FSLogix, Spectrum, Citus Data, Datasense, Express Logic, Dependabot and Drawbridge.



TOOLS USED

Microsoft uses its own products, Teams and Office 365 for remote collaboration.



AWARDS AND RECOGNITION

[Glassdoor](#)'s 100 best places to work for in 2020, employees' choice

The World's Best Employers 2019 List, [Forbes](#)

America's best large employers in 2019, [Forbes](#)

Company 8



Gig + Office

TranscribeMe!



“We didn’t spend a dime on recruiting. It just grew through word of mouth.”

Alexei Dunayev, CEO of TranscribeMe⁷



ETHOS

TranscribeMe!, founded in 2011, is a leading information technology and services company specializing in worldwide translation services.

Company offers transcription, data annotation and speech recognition apart from translation.

TranscribeMe’s mission is to provide high-quality, secure, and affordable data customized for its customers.

The company accomplishes the mission through secure encryptions, easy to use platform and the 1.8 million talent pool all around the world.



TALENT STRATEGY

Unlike other companies, TranscribeMe doesn’t have a high entry barrier while selecting a remote worker. But the quality requirement of the work is set very high and only those who meet the requirements get paid.



HIRING PROCESS

The joining process is easy.

- Simply register and take the Transcriber training program offered by the company
- Only requirement is a computer with Google Chrome and a reliable internet

- No enforced number of working hours
- The standard expected quality level is 98% minimum, counted as 2 permitted corrections per 100 words of output including spelling and grammar
- The terms of service give the company the power to terminate employees upon failure to meet requirements.

Following are some tips from TranscribeMe to efficiently lead a remote team

- Foster a culture of regular feedback
 - Ensure that all employees are aware of the formal and informal means to give/receive feedback
- Implement regular one-on-one performance reviews with team and whole-office meetings
- Encourage your Team to maintain a healthy work-life balance
 - A monthly allowance for health. It can be used for organic food delivery service or a gym according to the employee's preference
 - Encourage team members to take short breaks throughout the workday to build in physical activity
 - Plan regular check-ins with the team to make a platform for requesting help/ discussing progress if needed
 - Have some informal video call/chat room to compensate the social connect



CUSTOMER CENTRICITY

4 ways TranscribeMe achieves customer centricity:

① High accuracy

- Deliver 98% accurate transcripts
- A 2-tiered transcription and review process

② Data security

- Best-in-class security and confidentiality
 - An entire recording is not available to a single transcriptionist
 - The audio from a client is segmented and only one segment is given to one transcriptionist

- The full recording is only available to the quality assurance team, all of whom have signed Non-Disclosure Agreements.

③ **Fast turnaround time**

- The minimum required is 1 day
- The maximum can be up to 5 days for a 150-minute transcription.

④ **Strict Terms of Service**

To maintain customer centricity with 1.8 million remote workers

Quality Requirements and Rejection of Work/Payments

- All work is reviewed before payments.
- 98% QA level
- Work must be in accordance with the instructions, style guides, and format.

Restriction on Delegation

- The transcriptionist is supposed to give their real name while signing up and is restricted from delegating the work any third party.

Liability

- The transcriptionist is liable for any loss or damage suffered by TranscribeMe or its clients due to the violation of terms of service.

Termination

- TranscribeMe has the authority to terminate the transcriptionist at any time with or without reason.
- They also have the power to suspend the account of a transcriptionist following violation of terms of service.

Rejections Appeal Process

- Transcriptionist won't be compensated for work rejected because of failure to meet requirements of quality, turnaround time, and style guide adherence.
- It is possible to dispute work rejections if you can prove your work was incorrectly rejected.



TOOLS USED

Microsoft uses its own products, Teams and Office 365 for remote collaboration.

- ① **Google Docs** – for collaboration
- ② **TranscribeMe App** – for maximizing focus in meetings
- ③ **Slack** – for team communication
- ④ **Harvest** – for tracking time and efficiency
- ⑤ **Asana** – for project management



AWARDS AND RECOGNITION

Recognized by FlexJobs as a Top 100 Company to Watch for Remote Jobs 2014-2019

Company 9

**100% remote
+ gig**

“Prioritization, and asking what is more important than what, is really the most important thing we do running a business to make decisions”

Jeff Lawson, CEO of Twilio

**ETHOS**

Twilio's mission is to empower the future of business communications. It democratizes communication channels such as, voice, text, chat, video, and email. Virtualizing the world's communications infrastructure through APIs that are simple enough for developers, yet robust enough to power the world's most demanding applications.

To make communications a part of every software developer's toolkit, Twilio enables innovators across every industry — from emerging leaders to the world's largest organizations — to reinvent how companies engage with their customers.

**TALENT STRATEGY**

Apart from 2500 employees, Twilio has a developer community comprising 5 million developers.

- Before COVID'19 only 10% of official employees were remote
- The developer community has always been entirely remote.

How did Twilio tackle the sudden change of converting the whole company remote?



HIRING PROCESS

- The hiring team reviews applications
 - recruiter, hiring manager and the interview team
- The recruiter conducts a primary phone screen
- The hiring manager/engineer conducts an additional phone screen focused on
- technical skills and knowledge
- The recruiter organises an in-person interview loop with 3-5 interviewers including
 - various individuals within the department

GETTING THE BEST OUT OF THEIR PEOPLE

- Championship Program:
 - A champion is defined as someone who inspire others by doing their thing with confidence.
 - Merge diverse branches of people, educate new developers, and build new projects that push communications forward.
 - Twilio champions build better communities knowing that every developer's environment is different.
 - These champions are recognized by featuring on Twilio's official site.
- Twilioquest program:
 - An interactive game to learn about Twilio
 - Gamified learning - rewards are driven by learning concepts and features of Twilio
- Accept that targets/deadlines can change during uncertain times
- Do not push employees into video call fatigue. Some phone calls are ok.
- Twilio uses a system they call BPMs- Big Picture, Priorities, Measures.
 - a. To prioritize
 - b. Make better decisions
- Encourage massive company-wide happy hours to maintain the social connect
- Sustain a dedicated place for employees to find important information.
 - a. A Google Doc inside the company for conveying information
 - b. Daily changes are made at a specific time in a change log



CUSTOMER CENTRICITY

Twilio's products are technical products/services like APIs and programmable SMS, voice, text etc. And their customers are prone to have doubts during all the stages of deployment.

4 ways Twilio tackles this:

① Maintaining a huge list of customer stories with details of deployment

- A well maintained and organized page with detailed description of deployment of Twilio products/services.
- The customer stories are segregated according to their respective industries like healthcare, financial services, technology, on-demand services, retail and real estate.

② Hosting an interactive platform to learn Twilio

- There is an interactive platform visualized as a gaming platform to learn coding and several associated skills.
- Including the developer community, customers can also make use of this platform to learn about Twilio and its features.

③ Maintaining documentation of all products

- Twilio maintains full end point documentation of all their products
- It contains the overview, best practices, demos and other technical aspects of the respective APIs or programmable services.

④ Nourishing a blog with tutorials and hacks

- Twilio maintains a blog to share the experiences of its 5 million developer community members.
- It not only boosts the morale of community but also helps share knowledge with customers of Twilio.

3 ways Twilio boosted customer centricity during Covid -19:

⑤ A new program called Flex Boost

- To aid contact centres
- Free hours of service
- Technical resources and operational guidance

⑥ Twilio is partnering with Google Cloud to provide connectivity over PSTN or SIP

- With the ability to program call flows for Contact Centre AI's Rapid Response Virtual Agent program
- This partnership can deliver quick answers to common COVID questions.

⑦ An API driven text-message-based COVID-19 tracker



ACQUISITIONS & MERGERS

① Twilio acquired SendGrid for \$3Billion in 2019.

- Currently Twilio is offering plenty of solutions around voice, video and chat, but not email
- Email is an integral part to Twilio's mission of powering business communication
- Acquisition of SendGrid can fill up this gap by building expertise in this area



"We believe this is a once-in-a-lifetime opportunity to bring together the two leading developer-focused communications platforms to create the unquestioned platform of choice for all companies looking to transform their customer engagement."

Jeff Lawson, CEO of Twilio⁸

① Twilio acquired Teravoz, a Brazilian company developing APIs for communication in 2019.


- Teravoz focuses on creating a more seamless and automated customer experience to a company's private branch exchange (PBX).



TOOLS USED

For collaboration tools Twilio is taking a lead from their developer communities. The following are the tools which are popular among the community.

- Hacker News is a social news website focusing on computer science and entrepreneurship
- Stack Overflow is a question and answer site for professional and enthusiast programmers

- 
- Twitch is a video live streaming service operated by Twitch Interactive, a subsidiary of Amazon
 - Zoom for video conferencing
 - Google Doc for sharing important information inside the company



AWARDS AND RECOGNITION

- **2020**

Best Workplaces for Diversity, Fortune, 2020

Best Workplaces in the Bay Area, Fortune, 2020

- **2019**

2019 Best Places to Work in the Bay Area, The San Francisco Business Times and Silicon Valley/San Jose Business Journal, 2019

2019 Best Places to Work, Denver Business Journal, 2019

Great Place to Work Certified, Great Place to Work Institute, 2019

Company 10



Office+Gig



“I envision a global classroom where every child feels truly connected to their education. This is the classroom I wish I had as a child.”

Cindy Mi, CEO of VIPKid

**ETHOS**

VIPKid aims to provide a truly global education. Their technology enables personalized learning and a connection between teachers and students across the world. Going ahead, they plan to focus on these three areas.

- Enhance student learning by adding more educational content
 - Improve engineering, technology and product
- Provide additional tools and assistance to teachers
- Leverage AI to explore future of learning

Currently the focus is to teach English to kids from China and South Korea. A smaller business now called Lingo Bus has also cropped up that focuses on teaching Mandarin to kids globally. If given a little thought, it could be possible to use the same tools and framework for other language vectors — for example, teaching Spanish to an Indian audience. In other words, VIPKID might just be at the tip of the iceberg in terms of its potential.

**TALENT STRATEGY**

The entire life at VIPKid is remote. The hiring and teaching process is all online.



HIRING PROCESS

- Sign up
- Demo lesson
 - A recorded video
 - Clear instructions on the preparation tips and expectations from the demo
 - The base pay determined
- Get certified to teach a specific level
 - Applicants free to choose the level they'd like to teach
 - Access preparation material
 - Certification class is 1-1 with a VIPKid mentor



CUSTOMER CENTRICITY

For VIPKids, the consumers are the children attending the classes. Numerous articles are provided in the company blog for the teachers to familiarise with the companies way of executing an online class. There are multiple workshops designed to improve the teaching style of the teachers.

Another way to earn customer centricity is the way they treat the defaulters in the system. For eg. Talk of politically sensitive topics like the Tiananmen Square lead to terminations of two American teachers.



TOOLS USED

All the teaching process is done through Skype



AWARDS AND RECOGNITION

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