

Hello and welcome!

What a wild time to be in AI. We are native-AI, I guess? 5 years ago, we were weird. Now we are still weird though in the company of some amazing technologies and companies.

Welcome to a company started by two middle aged men and run by a team that is 53% female. Middle aged founders allegedly are meant to be more successful as entrepreneurs. But what middle age means (apart from a crisis) is perspective, knowledge, parenting, hopefully being at ease with yourself, higher productivity, and a keen awareness of your own mortality. So we are a bit more calm and mature, courtesy our life experiences. It makes for a less dramatic environment. It is a bit unfair to pull Angad into middle age as he was still on the immature side of 40 at the time of first writing this. But he will like the “more successful” hypothesis.

We are trying to create transformational employment for all of us. not just jobs. We thread cause and commerce. We work on helping some of the world’s best marketers connect more comprehensively with the consumers they serve and we work with the world’s largest philanthropies on improving the planet. While we care about solving interesting problems for interesting clients, we believe that besides work, our employees should focus on dedicating some time on issues they care about.

Besides growth, we hope to foster strong ownerships and meaningful contributions, not just jobs. We hope to create situations where all people thrive and are productive. So it’s not necessarily a “we will dance together every day kind of work place”. It also is not meant to be a family (though if you find someone to start a family with here, that is amazing, and come speak to me).

This is hopefully a place where you will get to be what you want to be professionally. I often leave every interview with this: “If this is the only thing you want to do on the face of the planet, then come join us. If it’s just a job...”. We have been hyper selective from the beginning. If you are reading this, there are many others that did not make it here. And somehow we have collected a group of kind, curious, and productive people. Angad and I consider ourselves very fortunate.

The Background:

We both fell into this serendipitously. I was in corporate america for a long time and in 2009 when the financial crisis hit, I was surprised by the sample based method of understanding consumer behavior. It was my first exposure to the market research industry and I was unimpressed. Then I worked at two startups from the ground up - [Jana](#) and [SocialCops](#), both of whom looked at market research in their own unique way.

Angad is far more interesting. He actually got educated. A PhD from [SOAS](#), his dissertation was understanding human behavior at crime scenes. He spent a year with a traditional market research agency post that, and then allured by the internet, spun out as a solopreneur before it was fashionable to understand and translate human behavior on the Internet. He has some epic stories of the early Indian days on Twitter.

In 2017, we met at Sleepy Owl cafe on a hot July day in Hauz Khaz, New Delhi. And the idea of understanding humanity based on understanding them on the Internet was born. We still like working with each other (and I am not going to say the cliched and annoyingly overused “it is still day one” sentence). We also still drink a lot of coffee.

Our Intent:

Quilt aims to index humanity. Just as Google has indexed information, our aim is to index how people live their lives. This “how” will be a cultural and human landscape of the world over a period of time.

As you may remember from conversations when we interviewed you, we extract information from multiple sources including social media (US platforms and Chinese platforms), search, and the general internet (RSS feeds, forums, news sources and blogs). We process this information using AI engines to decipher and analyze text and image. This processed information is optimized by a human lens and is capable of being used in multiple business applications that need a deeper understanding of people.

Our Clients:

Clients that have relied on us include Procter & Gamble, Google, Coca-Cola, Estee Lauder, Target, Visa, Amazon and several foundations such as the Girl Effect, Children’s Investment Fund Foundation, BMGF, the World Bank, and the UN.

Our opportunity:

[VC Interest](#) is huge in this space! While that is not necessarily a measure of validation (and you know we are not going to sell), we are watching how the world is evolving and taking that into account as we influence the product roadmap.

Here are the “Rules” of working at Quilt. **FIRST**, our Guiding Principles:

1. We are hyper-efficient people - We do not like endless dialogue. We use information to drive action. We crave detail but are not paralyzed by it. We are driven by “considered execution”. Also, “facetime” is not something we are amused by.
2. We are collegial - We really like to get along (not in a fake/ passive-aggressive way). - We communicate clearly - We place a large premium on clarity of thought and disciplined, deliberate decision making. We focus aggressively on making sure our insights add value to a client in simple demonstrable ways.
3. We are creative - We eschew “entrepreneur hustle” and blindly following what other research platforms and companies do. We are happy to (legally and ethically) build on great ideas/ solutions but we prefer to create things from scratch.
4. We are happy - the world can be complicated; leave it at the door and enter a happy zone. 5. We are kind - Hopefully, this is self explanatory.

SECOND, our work life balance rules:

1. Never email anyone over the weekend. If the world is ending, hang out with your friends.
2. Since some of our employees are spread across the globe, you may receive an email post 8pm your time due to time differences. However, there is no expectation to reply after 8pm your time.
3. You are responsible for how you manage to switch off though and I encourage you to turn off notifications on slack, email, notion or any other app you may have for work on your phone. We strive to avoid all-nighters and weekend work, but if they very rarely occur, we add to employee time off.

THIRD, working hours:

1. In your time zone, please be in the office by 9:30 and try not to leave prior to 5:30. But please be flexible to have some calls in the evening to accommodate global colleagues.
2. We are hub forward (Singapore, Boston, and Pondicherry) but will find amazing people in totally remote locations as needed. We have (at the time of this writing) 4 people who are the only people in their country.
3. Despite covid learnings, we haven't adopted the startup culture of "work from wherever and whenever as long as you get it done" because we are consciously trying to build engagement.
4. When you stay late for a client deliverable (defined as post 7:30 pm), please feel free to order dinner (reasonably priced) and take a cab home. When possible, please inform Angad or me about a client deliverable making you stay at the office late.

FOURTH, leave:

1. 20 days anywhere in the World. Plus public holidays. - Ideally, you take leave you have accrued. Not as an advance against accrual. - You must give at least 2 weeks notice prior to taking leave. We will of course understand exigencies and emergencies.
2. Unused leave is NOT carried over.
3. Maternity and Paternity leave as per local law.
4. Paid Sick Leave: As per local law.

FIFTH, onboarding and office decorum:

1. We use email, slack, and google drive. Find a buddy and get familiar with it.
2. I suggest you read as many single project deliverables under the Clients section in the drive within your first week as well as do a demo of Sphere and Create.
3. I also suggest that you send Angad and me an email each Friday with what you have learnt. We love reading these emails.
4. The company will provide a laptop for employees if required. Employees will have to return the laptop once they decide to leave the company. After resignation, if the employee decides to keep the laptop then they will have to pay the original price paid by the company for the device.
5. Please do not forward/ download any work documents to anyone that should not be getting them. If this is unclear, come speak to me.
6. Please use all company resources with a higher level of diligence. Please clean up your desk after you eat. Preferably don't eat at your desk. Take some time out and go eat with somebody. Please throw trash out if you see it filling up, please do your own dishes. You don't need to be reminded to do all this but I am putting it here anyway. Focus on keeping our workspace spectacular!
7. Also, since clients often visit us (and because we just should regardless), please dress appropriately.

SIXTH, insurance:

All employees will be eligible for medical insurance in their respective countries.

SEVENTH, travel & other reimbursements:

1. All employees may be asked to travel for business. Always check with the admin prior to booking travel. All employees are expected to be reasonable with their meals and travel. If there is any doubt in what "reasonable" means, please check with admin before incurring the expense.

2. All other reasonable business expenses such as taxis, client meals, telephone calls for client calls etc. are reimbursable. Again, if there is any doubt on what "reasonable" means, please check with admin before incurring the expense. In some instances you may be eligible for a per diem payment instead of submitting receipts. Please clarify this prior to travel.

EIGHT, Social Media:

It's a free world. Three important points:

1. No work product can be put up on social media without getting approval from Angad and me.
2. We would love you tagging / liking/ sharing our work related posts but there is no obligation to do so on personal social media such as Twitter and Instagram but please do share the love on LinkedIn. Your content team colleagues will appreciate it.
3. Follow the simple rule: If it will embarrass you/ us, please do not do it.

NINETH, Some Miscellanies:

For every employee that we end up hiring full time that you recommend, we will pay you a finder's fee of SGD 5000 once the employee has completed three months full time with us. There is no limit to this (obviously, you cannot have an employee join, stay 3 months, leave and then join again and be eligible). If you leave or are terminated within 12 months of receiving a finder's fee, then it is reimbursable to the Company.

Employees will be provided with a fixed credit of SGD 2000 that can be used for the following:

- Vacation credit
- Gym membership
- Courses, accreditation and upskilling
- Dental care
- Vision care
- Mental health therapy
- Chiropractic/ TCM/ Sports massage/Meditation/ Alternative wellness
- Offset private insurance

Please note that the above allowance is reimbursable with receipts.

TENTH, some thoughts for when we divorce:

1. It happens. People leave jobs. People get let go.
2. Through the time we work together, we will both let each other down a few times. It happens. Let us remember that at the very beginning, we made a collective decision to work together. If for some reason we part ways, then let us both be classy about it.
3. We promise never to be ^&\$@%*! And we hope you will honor the same. Obviously, you do not have to. But elegance as a virtue is something that is always fashionable.

Welcome again! Thank you for your belief and support. Angad and I are glad to have you along on this journey.